

EMBRACING **CHALLENGES**

HONG KONG TOURISM BOARD
Annual Report 2019/20



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MESSAGES FROM CHAIRMAN & EXECUTIVE DIRECTOR

Chairman's Message

Hong Kong's tourism industry has been turned upside down in the past year. First, visitor arrivals fell by nearly 40% in the second half of 2019 because of the social incidents. Then, from early 2020, the world was progressively and rapidly impacted by the emergence of COVID-19. The pandemic has not only affected tourism in Hong Kong but has brought the global tourism industry to a standstill, grounding travellers worldwide and sending shockwaves throughout the retail, catering, hotel, as well as convention and exhibition industries.

With strict quarantine conditions in place, visitor numbers to Hong Kong have faded to practically zero in recent months, plunging us into a situation far bleaker than during the 2003 SARS crisis. As I write this message, the global pandemic continues to spread and recovery for the tourism industry still seems to be a long journey in the context of the uncertain situation in some parts of the world.

However, I am confident visitors will return to Hong Kong when the pandemic eases and international travel resumes. Despite the difficulties we faced, Hong Kong was rated the world's most popular city for visitors for the ninth consecutive year in 2019 by the UK-based Euromonitor International, a world-leading independent provider of strategic market research. The past nine years have not always been smooth for our tourism industry. Yet the achievement reflects the appeal of Hong Kong as a destination with diverse experiences, an unmatched air traffic network and top-class infrastructure.

Above all, it reflects the irrepressible spirit of the Hong Kong people and our incredible ability to stand up to any challenge. Throughout the COVID-19 outbreak, Hong Kong citizens have worked together to fight the virus, united in their determination to use innovation and experience to find solutions to carry us through the darkest of days. This spirit also infuses our tourism industry. And there is every reason to believe that Hong Kong people will actively lead the way when we emerge into a new normal for world travel when the global epidemic is under control.

Our airport, our public transport network, and our exhibition venues, for instance, have strengthened their disinfection routines. Hotels, restaurants and tourism related businesses, with the support of the Hong Kong Tourism Board (HKTb), have introduced new protocols and procedures to ensure the health of all customers. Tourism attractions meanwhile have put in place new booking arrangements. All of these important steps have been taken with one goal in mind: To ensure that the Hong Kong public and visitors feel safe in our city.

Although there are greater immediate challenges for us all, tourism matters to Hong Kong. The industry brings in hundreds of billions of dollars in revenue every year and is a key pillar of our economy. I would like to take this opportunity to thank the Hong Kong SAR Government for its support for our tourism industry and the HKTb, providing to us the resources to face up to fiercer regional competition and to win back visitors in the post-pandemic era.

The livelihoods of around 800,000 citizens depend upon our tourism industry directly or indirectly, with many serving in front line positions. Their wellbeing has an impact on countless families throughout our city, and thus I would like to seek your continued steadfast support in striving for the recovery of the tourism industry.

Hong Kong has weathered many storms in the past, and we have always emerged stronger. With determination, resilience and our can-do spirit, I am certain we will ride out this very massive storm. We look forward to Hong Kong emerging into a new era of growth and prosperity for our tourism industry, and to the future success of the economy of our extraordinary city.

Dr Pang Yiu-kai, GBS, JP
Chairman, Hong Kong Tourism Board



HONG KONG
TOURISM BOARD
香港旅遊發展局





Executive Director's Statement

The Hong Kong tourism industry has been turned on its head since the middle of last year. In the first half of 2019 visitor arrivals continued their upward trend to reach a daily average of 200,000. By the time I took over as Executive Director of the Hong Kong Tourism Board (HKTB) in November, however, arrivals had fallen by more than 50% to 88,000 because of the social incidents in our streets, reaching their worst levels since the SARS crisis of 2003.

Such a sharp decline inevitably had a severe impact on tourism-related sectors and Hong Kong's economy, and the priority at the time – before we had an inkling that COVID-19 was around the corner – was to generate business as quickly as possible. The HKTB therefore launched the “Hong Kong is ON” online promotion platform in December, featuring offers from 7,000 outlets in travel, dining, retail, and airlines, including buy-one-get-one-free offers and steep discounts to attract people from short-haul markets and stimulate spending by Hong Kong people.

To counter the impact of the continuing social situation, we could not rely solely on attracting visitors with great deals. We also launched a real-time map to meet the needs of visitors in town and provide them with updated information on traffic conditions and public transport arrangements to minimise inconvenience and make them feel safe throughout their stays in Hong Kong.

The promotional platform was extremely well received and the campaign website attracted 3.8 million page views in just one month. Offers targeting Hong Kong people and some overseas markets sold out fast and the decline in visitor numbers slowed significantly in December, demonstrating the ability of our industry to react quickly and act together effectively to put together hundreds of enticing offers with a short lead time.

As we entered 2020, COVID-19 brought with it an even greater challenge and brought global tourism to a halt. Mutual support is much needed in times of difficulties. I am immensely grateful to the Government, the travel trade, our sponsors, and the community at large for their unfailing support and assistance to the work of the HKTB. I would also like to express my deep gratitude to our Board Members for their guidance and advice, and my colleagues for their hard work and positivity in the face of adversity.

Looking to the future, the HKTB will seize the opportunity brought by the challenges to conduct a holistic and thorough review of Hong Kong's tourism branding and our overall tourism promotion and investment strategies, so as to revitalise the Hong Kong tourism brand and drive long-term, sustainable tourism growth. All these have undoubtedly added a graver weight as well as more exciting challenges to my role than I could possibly have anticipated this time last year. Some of my friends have jokingly suggested I took over as Executive Director at the worst imaginable time. Yet this is the precise time that I feel I can contribute to the development of tourism and make a real difference.

It has been a tumultuous year, and a period of immense difficulty. But the experience of the past 12 months has shown me once again that, however great the challenge, the extraordinary and indefatigable spirit of the Hong Kong people always shines through. It was the spirit that overcame SARS and saw us through the global financial crisis – and it will just as surely lead us safely to the other side of this terrible pandemic and into the brighter, better days that lie ahead.

Dane Cheng

Executive Director, Hong Kong Tourism Board

BOARD MEMBERS

As at October 2020

Dr Pang Yiu-kai, GBS, JP
Chairman

Deputy Managing Director
Jardine Matheson Limited



Joe C. C. Wong, JP
Deputy Chairman

Commissioner for Tourism
Commerce and Economic
Development Bureau
The Government of
the Hong Kong SAR



Abraham Chan, SC

Barrister – Senior Counsel
Temple Chambers
(note i)



Fong Lik-sun

Director
Hong Kong Swimming
Academy Ltd.
(note ii)



Margaret Fong

Executive Director
Hong Kong Trade Development
Council



Dr Allen Fung

Executive Director
Sun Hung Kai Properties Limited
(note i)



Mary Huen

Executive Director and Chief
Executive Officer, Hong Kong
Standard Chartered Bank
(Hong Kong) Limited



Rebecca Kwan

Senior Vice President of Sales –
HK & UK
Head of Operations – Europe
General Manager –
Lan Kwai Fong Hotel @ Kau U Fong
Dorsett Hospitality International
(note iii)



Alice Kwok

**Chairman of Staff and Finance
Committee**

Chief Editor
Hong Kong Economic Journal
Co. Ltd.



Lavinia Lau

Director Commercial
Cathay Pacific Airways Limited
(note iv)



Clarence Leung, JP

Director
Sun Hing Knitting Factory Ltd.



Jason Shum

Executive Director
Nan Hwa (Express)
Travel Service Limited



Ricky Szeto

Chief Executive Officer and
Executive Director
Hung Fook Tong Group
Holdings Limited
(note i)



Joyce Tam

Executive Director
Goldman Sachs (Asia) L.L.C.



James Wong

Chief Executive Officer
Kwoon Chung Bus
Holdings Limited



Jason Wong, JP

Chairman of Marketing
and Business Development
Committee

General Manager
Sin Ma Tours Limited



Simon Wong, JP

Chairman and CEO
LH Group
(note i)



Thomas J. Wu, JP

Chairman of Product and
Event Committee

Former Deputy Chairman and
Managing Director
Hopewell Holdings Limited



Belinda Yeung, JP

Executive Director & Chief
Operating Officer
Regal Hotels International
Holdings Limited



Carrie Yu

Chairman of Audit Committee

Senior Advisor, Consumer Markets
PricewaterhouseCoopers



Notes:

- (i) Appointment effective from 1 November 2019.
- (ii) Appointment effective from 1 January 2020.
- (iii) Appointment effective from 19 July 2020.
- (iv) Appointment effective from 16 August 2020.

- (v) The following members also served the Board during the year ended 31 March 2020:

Mr Winston Chow, Mr Barry D. Nassberg, Mr Paulo Pong and Ms Winnie Tam retired on 31 October 2019; Mr Victor Chan and Mr James Tong retired on 18 July 2020 and 15 August 2020 respectively.

TOURISM PERFORMANCE IN 2019



Total Arrivals

66.41*

55.91 million

Overnight Arrivals

29.88*

23.75 million

Same-day Arrivals

36.53*

32.16 million

Total Tourism Expenditure Associated
with Inbound Tourism

HK\$
327.4*
256.2 billion

Average Length of Stay among
Overnight Visitors

3.1*
3.3 nights

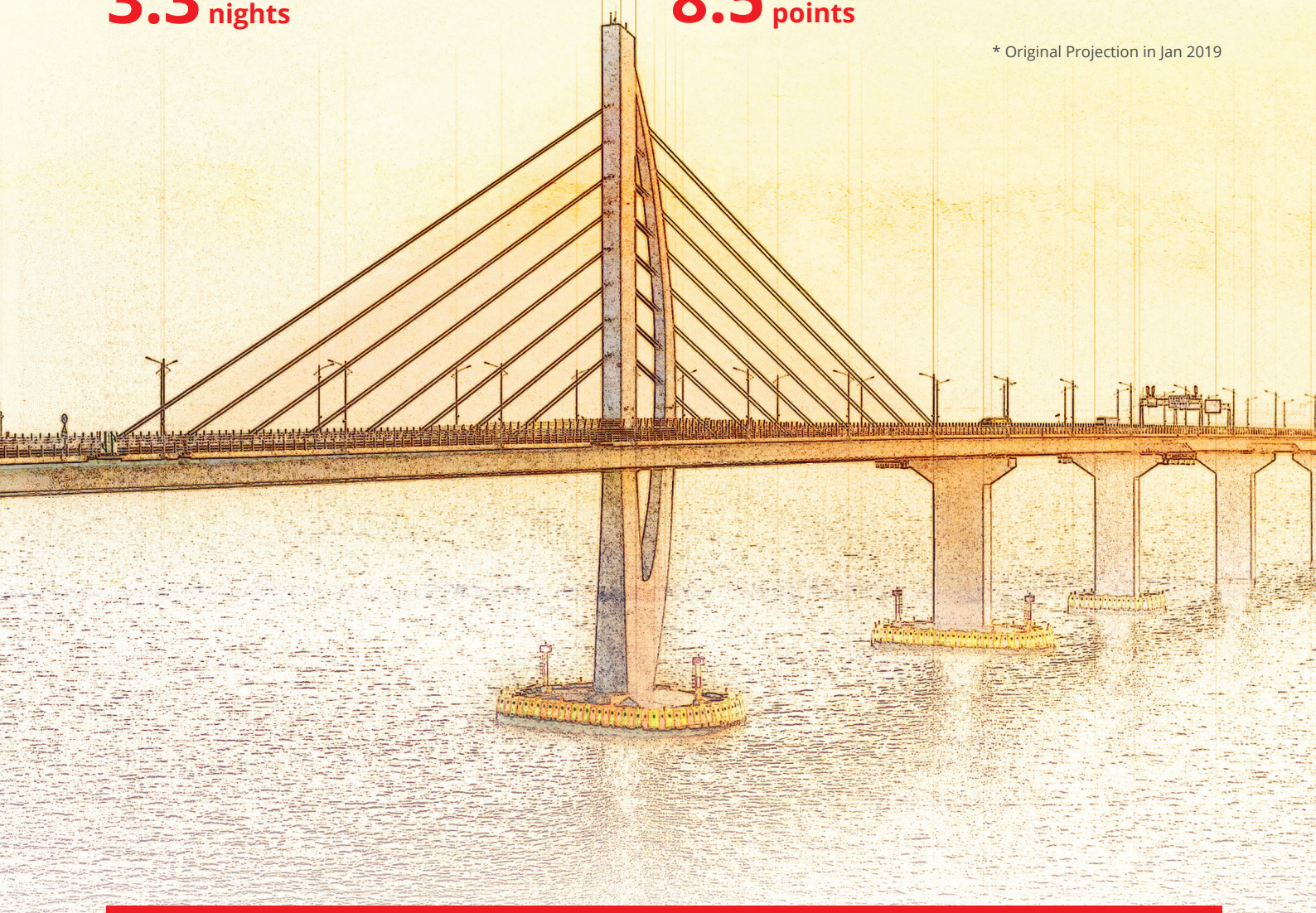
Overnight Visitors' Per Capita Spending

HK\$
6,195*
5,818

Overall Satisfaction of Overnight Visitors
(Max: 10 points)

8.6*
8.5 points

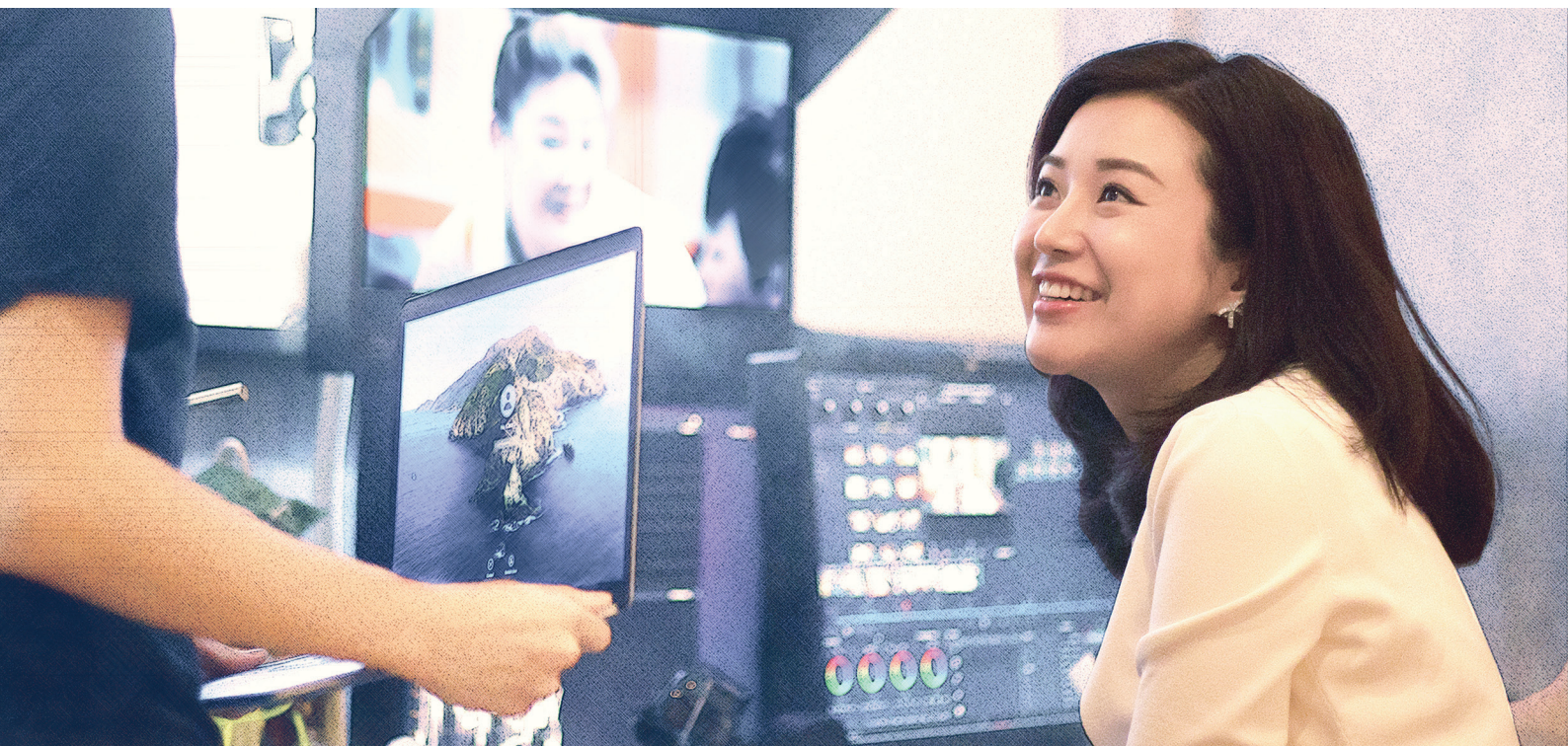
* Original Projection in Jan 2019





LEADERSHIP INTERVIEWS & KEY ACHIEVEMENTS

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EVENTS AND PROMOTIONS

Mason Hung
General Manager, Event & Product Development

Hong Kong Events Still Shine

“ Hong Kong as the events capital would continue to showcase its vibrancy and positivity no matter rain or shine. ”

With a huge variety of events taking place year round, Hong Kong has firmly established its status as an events capital. In 2019/20, however, social incidents and the COVID-19 pandemic had forced many events to postpone or cancel. Mason Hung, General Manager of Event and Product Development (EPD) at the HKTb, shared how the HKTb continued to showcase the event appeal of Hong Kong and maintain relationships with event partners for future collaboration amidst the challenges.

Sustaining the appeal and exposure of events

“Over the past year, we worked around the external challenges and hosted planned mega events whenever circumstances allowed. For instance, we scheduled the e-Sport & Music Festival (EMFHK) together with Ani-Com & Games Hong Kong and introduced the ‘one ticket, two events’ package for the first time ever,” said Hung.

As a result, the event attracted almost 85,000 participants, 10,000 more than the previous year; the pre-registration tickets for the music performances ran out in three days; and the overall satisfaction score was 8.5 out of 10, proving the effectiveness of the HKTB’s strategy.

“Apart from organising our own mega events, the HKTB provides support to major events organised by other parties, which are indispensable to Hong Kong’s event offerings. Early last year, we promoted Hong Kong Sevens by erecting a 25-metre giant floating rugby ball in Victoria Harbour to maximise the event exposure in town. The event’s reach was also bolstered with a fan zone in the vicinity of the main venue, offering live music and rugby action on a big screen to extend the enjoyment to more visitors and Hong Kong people,” Hung explained.



"Although some events had downsized, rescheduled or changed format due to the impact of social incidents and COVID-19, the HKTb continued to offer its unwavering support to maintain the presence of these events," Hung stressed. He cited the Tai Hang Fire Dragon Dance, the festive ambience of which was enhanced with a giant traditional flower plaque; the promotional support for the Hong Kong Open, which attracted almost 37,000 spectators and 126 media from different parts of the world; and the "Art in Hong Kong" promotional window, during which the HKTb highlighted the online experiences offered by the signature arts events taking place in March 2020. To tap on the growing popularity of trail running in the world, the HKTb also supported Hong Kong 100 Ultra Trail Race to draw visitors. The event has attracted a total of 1,112 overseas runners, making overseas participation exceed 40%, including those from far afield as France and the UK, to the US and Canada, and from Singapore and Malaysia to Thailand and Japan.

"Hong Kong as the events capital would continue to showcase its vibrancy and positivity no matter rain or shine." Hung stressed.

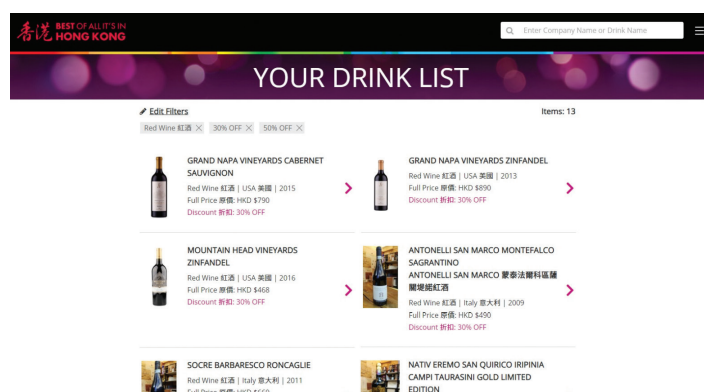


Adapted strategy to minimise impact on event partners

With events that had to be cancelled, the EPD team dedicated their efforts to mitigating the impact on the concerned parties.

Shedding light on the HKTb's plan B for the Hong Kong Wine & Dine Festival, Hung said, "Given the social circumstances, it was only sensible for us to call off the festival, which was originally scheduled for October. The annual gastronomic event has long been an ideal business and branding opportunity for merchants as it attracts myriads of gourmets and wine lovers. To make up for the cancelled event, we enlarged the scale of the Hong Kong Great November Feast threefold and created an online marketplace called 'Hot Deals on the Grapevine' for the first time for the festival exhibitors to promote their wine and spirits products. In the end, most of the Wine & Dine Festival merchants listed their products on the online marketplace, offering an impressive collection of wines from around 120 vendors with deals up to 30% off."

Including the merchants on the online marketplace, the 2019 Great November Feast featured a record-breaking 600 restaurants and wine merchants across the city – five times more than the previous year.



Trust untampered

"We are grateful for the strong bond and trust built through years of collaboration with various sponsors, event organisers, partners, government departments and participants. As soon as we confirmed the cancellation of the Hong Kong Dragon Boat Carnival, the HKTb offered sightseeing options and practice sessions in Shing Mun River to the guest athletes to ensure that they would still have a fruitful trip in Hong Kong. The guest teams were very understanding and said they would come again for future races. The mutual trust shared with our stakeholders is the fruit of our colleagues' continuous and patient engagement, and contributes to the staging of international events year after year, which is precisely what makes Hong Kong an unrivalled events capital," Hung said with a positive note.

EVENT AND PRODUCT DEVELOPMENT

KEY ACHIEVEMENTS IN 2019/20

Events by the HKTB

e-Sports & Music Festival Hong Kong 2019 (EMFHK)

- Offered first-ever “one ticket, two events” experience with Ani-Com & Games Hong Kong
- Drew almost 85,000 visitors over three days, an increase of 10,000 from 2018
- e-sports tournaments broadcast on 9 social media and online streaming platforms, harnessing a viewership of 12 million worldwide
- Generated global publicity value of HK\$38 million
- Won 4 awards in the Marketing Events Awards 2020

Hong Kong Great November Feast

- Event period expanded to 3 months
- Partnered with FeedMe Guru and KLOOK for restaurants promotion
- 600 merchants participated in the event, 5 times more than the previous year
- “Hot Deals on the Grapevine” online marketplace collected offers from about 120 wine merchants

Hong Kong New Year Countdown

- The “A Symphony of Lights” show with rooftop pyrotechnics attracted over 46,000 spectators on both sides of the harbour

Events supported by the HKTB

Hong Kong Sevens

- Over 600 media clips were generated
- Generated global publicity value of HK\$17 million
- Generated social media impression of 30 million

Tai Hang Fire Dragon Dance

- Satisfaction of event rated 8.9/10
- Likelihood to participate in similar event next year reached 91%

2019/20 Trail Running Events

- Interviews from noted runners generated a social media impression of over 12 million

The 61st Hong Kong Open

- Attracted 126 media from different parts of the world
- Broadcast to almost 220 million households globally

Art in Hong Kong

- Extended promotional support to over 10 city happenings and virtual experiences featuring over 300 local and overseas institutions and galleries



HONG KONG
TOURISM BOARD
香港旅遊發展局



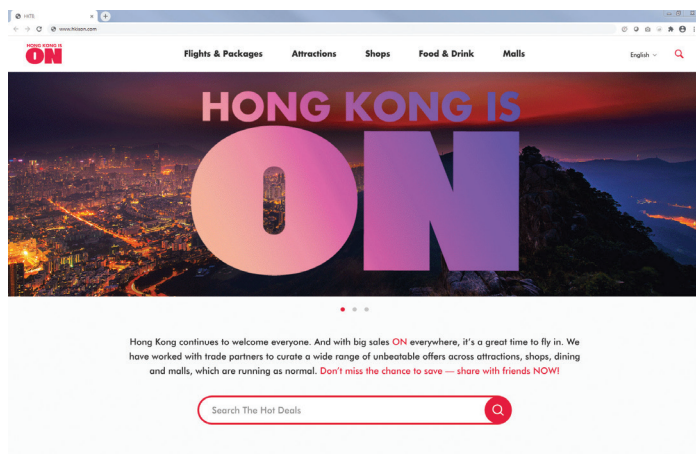
MARKETING

Samantha Fan
General Manager, Marketing

Making Known Hong Kong as an Always-ON City with Great Deals

“ ‘Hong Kong is ON’ is more than a promotional website, it is an initiative to bring back positivity and confidence in Hong Kong, and ultimately, to bring in visitors again. ”

Unpredictable social and market situations had brought never-before-seen operational and financial challenges to tourism and related businesses in 2019/20. Samantha Fan, the HKTb's General Manager of Marketing, recalled how her team materialised the “Hong Kong is ON” campaign, which sought to boost local spending desire and attract visitors with unbeatable offers across the city.



“As soon as the social incidents started in June, my team had worked closely with our colleagues in the Corporate Affairs Division to update DiscoverHongKong.com with the latest information on public transport, traffic, sightseeing spots and ports of entry on a round-the-clock basis, especially at weekends and holidays where social incidents were expected, so that visitors could gather all the necessary information they needed to make plans from a single, reliable channel,” said Fan.

As the impact of the social incidents on tourism emerged, it was the Marketing department’s job to translate the “Hong Kong is ON” campaign concept into a visible and attractive platform that would catch eyeballs and convert consumption desire to business.

“Within mere weeks, we needed to come up with a series of creative tools including an all-in-one website that covered a long list of offers as well as campaign visuals and point-of-sale displays. It really put the team’s wit and agility to test,” the Marketing team head said.

“I am truly grateful for the team’s dedication. It was no mean feat to put together a campaign website with loads of offers in different languages for launch in December, which was barely a month after the initial proposal of the campaign in November.”

Targeting genuinely interested consumers

When designing promotions aimed at triggering the spending desire of the local population, Fan and her colleagues deployed target marketing strategies to deliver unique “ON” messages such as “Shop ON”, “Dine ON” and “Stay ON” to consumers with interests that matched with the offers in the campaign.



"We noticed that many in Hong Kong, including expatriates, have always responded well to value-for-money offers. Behaviourally, such consumers are tech-savvy and know where to look online to compare deals. That's why we opted for programmatic media buying on popular consumer portals including hotel booking sites, attraction ticketing sites and online restaurant directories such as OpenRice, to increase awareness of the 'Hong Kong is ON' campaign with eye-catching, animated images and drive conversion in the respective sectors," Fan elaborated.

For overseas markets, timing and market selection were both decisive factors for the promotions to take effect. So the HKTb launched the "Flash Sale ON" promotion packed with offers on flight tickets, tour packages and other travel-related products in Thailand, the Philippines, Indonesia, South Korea and India in early December to arouse pre-festival travel desire to Hong Kong.

"'Hong Kong is ON' is more than a promotional website. It is an initiative to bring back positivity and confidence in Hong Kong, and ultimately, to bring in visitors again," Fan concluded.



MARKETING KEY ACHIEVEMENTS IN 2019/20

Hong Kong is ON campaign

- Page views of HKisON.com: Over 4 million
- Social media impression: 7.9 million



PUBLIC RELATIONS & VISITOR SERVICES

Cynthia Leung

General Manager, Corporate Affairs & Regional Director, Americas

Keeping Hong Kong in Travellers' Minds and Extending a Warm Welcome

“ While the tourism industry is exploring its new normal, the HKTb spares no effort in providing top-notch services and drumming up Hong Kong’s international presence. ”

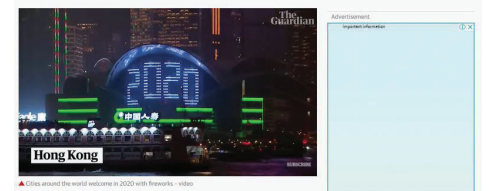
Amidst the social incidents and COVID-19 pandemic in 2019/20, Cynthia Leung, General Manager of Corporate Affairs, led her team to undertake two important aspects of work: public relations and visitor services. “The international spotlight was on Hong Kong in 2019/20. My team’s top priority was to get accurate information and positive messages about Hong Kong through to visitors and the media in the source markets.”

“In terms of public relations, we increased the exposure of selected long-running in-town events and actively persuaded global and regional media to film their productions in Hong Kong so as to maintain a positive international presence; in terms of visitor services, we enhanced the use of digital platforms and technologies to keep visitors properly informed before and when they were in town to minimise inconvenience they might encounter and ensure a satisfactory experience.”

Broadcasting Hong Kong's charm worldwide

Although the international media might not be in town to experience the events, Leung's team continued to engage them, leveraging their influence and communication platforms to sustain exposure and deliver positive messages about Hong Kong to the global audience.

The strategy can be illustrated with two of the HKTb's mega events in 2019/20: Leung's team actively pitched to the international and national media the enhanced "A Symphony of Lights" music and light show held on New Year's Eve, which was eventually broadcast live by more than 60 media outlets worldwide and covered in over 1,500 media reports, generating HK\$82 million in publicity value. The team also worked with influential news channel CNBC to report and livestream the Hong Kong e-Sports & Music Festival, which reached over 100 million households.



Before the onset of the COVID-19 pandemic, Leung's team actively lobbied for filming in Hong Kong by international and regional media. During the year, her team assisted productions by media like Discovery Channel, Nat Geo People, Eastern Broadcasting Company (Taiwan) and Network Ten (Australia). The related programmes had been lined up for broadcast in Southeast Asia, Taiwan, the Mainland, the US, Europe and Australia to impress the audience with Hong Kong's diverse travel experiences and pique their interest in visiting the city in the future.

A highlight was the filming of an episode of *Restaurants on the Edge*, an original programme developed by the world's leading streaming entertainment service provider Netflix. The location shooting was secured through the cooperation between the HKTB's Head Office and Canadian office, and the HKTB provided through-train assistance to the crew.


"While each episode is only 47-minute long, Hong Kong is the first and only Asian city featured in the first two seasons of the show. It was a rare opportunity to showcase our city to more than 160 million Netflix subscribers," Leung said excitedly.

"We were also happy to have filmmaker Stephen Friedman in town filming episodes of his travelogue series *Chasing the Sun*, which was broadcast on Nat Geo People to promote Hong Kong's unique culture, gastronomy and outdoors."



Telling the story of Hong Kong through mouths from Hong Kong

Another communication channel identified by the HKTb was the word of mouth of the expatriate community. Leung said, “The ‘Hong Kong is ON’ campaign was intended to revive Hong Kong’s social atmosphere and recreate its positive image. To this end, we engaged expat media to encourage Mainland and foreign professionals working in Hong Kong to act as ambassadors and share their life here with their families and friends back home.”

Experience Hong Kong with far less crowds and lots of hot deals


Hong Kong Tourism Board has launched **Hong Kong is ON** this December, featuring a range of unbeatable deals on everything from flights to hotels, attractions to dining.

More than 160 restaurants have signed up with HK is ON to offer discounts including 30% off and buy-one-get-one-free from December 18 and well into 2020. If that isn't exciting enough for you, surprise offers (with up to 70% off) at selected restaurants will be announced every week.



WEEK END ER

The end of the year is nearly upon us and we're already planning **how, best to see it** our annual **Year End** is a **fantastic** time to **visit** Hong Kong. The theme is **Week End ER** - we've got you covered and **from dining** **music** **shopping** to **hitting** **and** **hitting** we've got you covered! Plus we've got the inside track on **Hot** **Hot** **Hot** - a **brand** new platform which promises unbeatable discounts and deals on shops, restaurants and more!



SCOOP

Experience The Very Best Of Hong Kong For Less!

It was never that we're being late of our magical city. From its high buildings and stunning views, to its lush greenery, hiking trails and bustling neighbourhoods, there's a whole lot to love about Hong Kong. And that's before we even get to the amazing variety of food on offer, and Hong Kong's rich culture. For the same reason, we've opened the 'New Year' we're offering and to make 2020 the best year yet and truly make the most of our city. To do so in a holistic hand, we've launched **Week End ER** - a **brand** new platform which promises unbeatable discounts and deals across attractions, shops, hotels, restaurants and more. Head over to discover all the details!

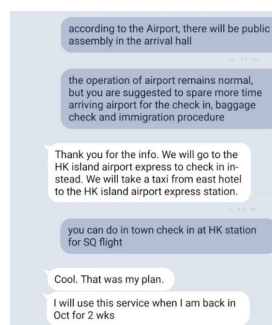
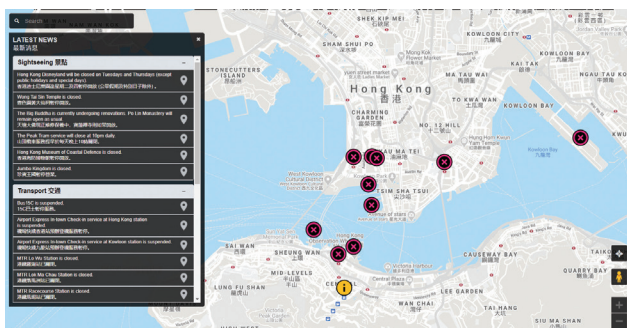
READ MORE

Mobilising technology to help visitors in real time

Leung noted that the nature of enquiries from in-town visitors has changed in the past year. “There might have been fewer visitors in Hong Kong, but those who reached out to the HKTb were usually in need of immediate assistance. We noticed that many of them got in touch through instant messaging apps like LINE, so we deployed more front-line staff to the back office to handle these urgent enquiries. The team even jotted down the itineraries of visitors who got in contact before coming to Hong Kong, so that we could send them updates through instant messaging apps when they were in town,” Leung explained.

“Many visitors have told us it would be helpful to get real-time information while they are in town. In response, the HKTb launched a Live Map that displays real-time information including temporarily closed routes and transport delays.” The Live Map was also shared with hotels and shopping malls in case visitors asked them for help. At its peak, it was viewed about 10,000 times a day.

At the end of the interview, Leung asserted, “While the tourism industry is exploring its new normal, the HKTb spares no effort in providing top-notch services and drumming up Hong Kong’s international presence. No matter what challenges lie ahead, it is our mission to do everything we can to uphold the city’s position as a top-of-mind destination.”



Reviewed by edwinc211
10 Aug 2019

helpful staff. HK buddy LINE app is useful



Awesome staff and provided HK buddy LINE with QR code which is most useful to ask questions on the your visit. HK buddy LINE provided other alternative shopping on the disruption protest day and updated on status on the airport situation before I made the trip back home! Appreciate the HK buddy LINE app as a companion during my stay!

CORPORATE AFFAIRS KEY ACHIEVEMENTS IN 2019/20

Public Relations

Hong Kong e-Sports & Music Festival

- The CNBC broadcast reached close to 110 million households in Asia Pacific

Hong Kong New Year Countdown

- Over 60 live broadcast by global media (TV, online, social media) including CNN, the BBC and CBSN
- Generated over 1,500 media reports in local & international media
- Generated a global publicity value of HK\$82 million

Media co-op: Netflix's *Restaurants on the Edge*

- Viewed by 160 million worldwide
- Generated a publicity value of over HK\$260 million

Visitor Services

- Visitors served at HKTb's Visitor Centres: Over 1.2 million
- Enquiries answered on all of HKTb's online platforms: 240,000
- Compliments received: Over 530



BUSINESS DEVELOPMENT

Becky Ip
Deputy Executive Director

Securing Industry Development for Trade Partners

“ Having worked so closely with our trade partners in various sectors over the past year, I believe all businesses have understood that no sector is independent, and only in partnership can we overcome challenges. ”

The HKTB both collaborates with and supports the travel and related trade to fuel the growth of Hong Kong tourism. Describing her team's work over the past year, Becky Ip, the HKTB's Deputy Executive Director who leads the Business Development department, said, "In early 2019, the team was proactively finding new business opportunities for our trade partners, particularly through promoting deeper cooperation in the Guangdong-Hong Kong-Macao Greater Bay Area (Greater Bay Area) and in cultivating the Muslim segment. We also engaged Google to increase exposure for our Quality Tourism Services (QTS) merchants to facilitate their expansion of business network. When the social incidents began in June and took place through the rest of the year, we swiftly changed tact to focus instead on programmes that would help relieve the operating pressure on the trade and tide them over through the challenges."

Exploring new segments

Following the opening of the Guangzhou-Shenzhen-Hong Kong Express Rail Link and the Hong Kong-Zhuhai-Macao Bridge, the Business Development team hosted the Greater Bay Area Experience Tour for overseas trades between April and June 2019 to propel the development of multi-destination travel products. Close to 100 travel agency representatives and product managers from Australia, Japan and Southeast Asia joined the tours.

Trade networking sessions were also organised by the team in Turkey and Kazakhstan for the first time in June and September 2019, as the HKTB sought to grow the Muslim segment in the Belt-and-Road countries. The sessions were well received in both countries and opened up new business opportunities for the Hong Kong trade.

Ip added, "Back in Hong Kong, we held the 'Exploring the Opportunity: Muslim-Friendly Tourism in Hong Kong' seminar to prepare our local partners for serving this fast-growing segment. After learning about the basic requirements for becoming more Muslim-friendly establishments at the seminar, over one-third of the trade participants completed a self-assessment and considered that they are well equipped to be Muslim-friendly."



Strengthening trade presence in strategic cities

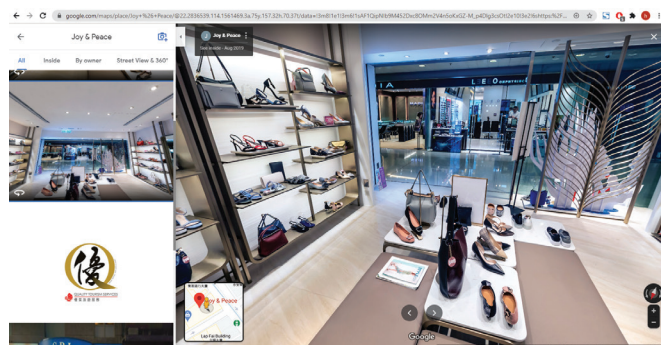
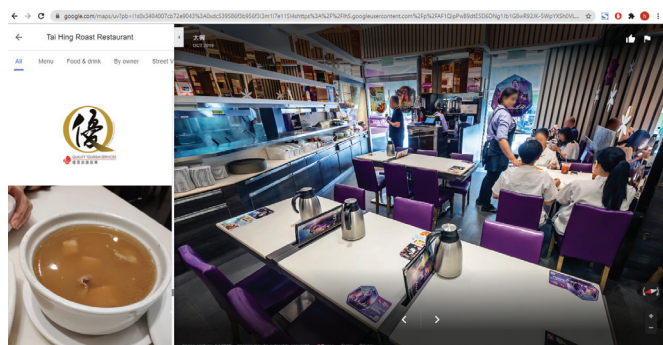
In other markets, the team continued to establish Hong Kong's trade presence. For instance, the HKTb curated an immersive cultural experience for the travel trade in the Hong Kong · Live in Los Angeles – Greater Bay Area Showcase, which was officiated by Mr Edward Yau, Secretary for Commerce and Economic Development and Dr YK Pang, Chairman of HKTb. Likewise, an award-winning pavilion was set up at the China International Import Expo in Shanghai to emphasise Hong Kong's strategic value as the gateway to the Greater Bay Area.

"Having worked so closely with our trade partners in various sectors over the past year, I believe all businesses have understood that no sector is independent, and only in partnership can we overcome challenges, and it is the HKTb's continuous mission to drive the healthy growth of this lively, fun and joy-sharing industry," affirmed Ip.



Syncing high-quality services with trailblazing techs

To extend the digital footprints and enhance the competitiveness of the QTS-accredited merchants in an increasingly tech-dominated world, the HKTb went into partnerships with the tech giant Google. "We assisted the accredited merchants in setting up and verifying their Google My Business accounts and offering 360° virtual tours of their shops on Google Maps. Prior to these, we organised the Smart Tourism Seminar to explain the benefits of the partnerships with members of the trade.



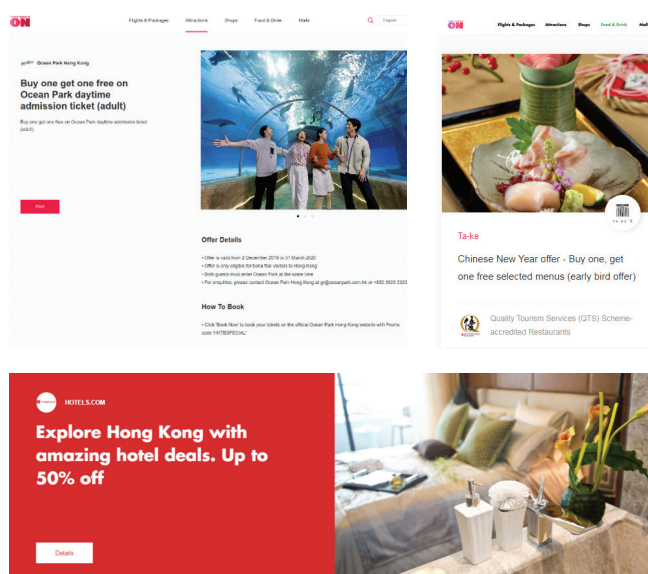
Supporting the trade to get through the difficult times

In the second half of the year, the HKTb spared no effort in establishing “Hong Kong is ON”, a powerful common business-to-consumer marketing platform serving all tourism-related sectors, to help the trade drum up business as the market situation became unclear.

Ip explained, “When we solicited offers from our trade partners, we had to make them understand the power of collective marketing. Our team’s job was to ensure that the amount of offers on the one-stop platform and the offers themselves were appealing to consumers, and it relied on the trade partners’ trust towards the HKTb’s ability in helping them drive patronage. We closely communicated with the trade to gain their support for the campaign, and they responded very well.”

More than 7,000 outlets in Hong Kong supported the campaign, with hundreds of offers on dining, shopping, hotels, flights and attractions. “Through this industry-wide campaign, the HKTb shared the marketing efforts of our trade partners, and sent them the message that they were not fighting alone.”

“Besides the local trade, our Worldwide Offices gathered our international network and promoted the platform aggressively to trade partners in the short-haul markets such as Thailand, the Philippines, Indonesia, South Korea, and India, to help lure visitors back to Hong Kong. Some of these markets, such as the Philippines, saw a high conversion rate in flight ticket sales, which showed the trade that our joint effort paid off.” Ip concluded.



BUSINESS DEVELOPMENT KEY ACHIEVEMENTS IN 2019/20

Greater Bay Area Experience Tour

- Attracted 98 trade representatives from Australia, Japan and Southeast Asia

Trade networking sessions for Muslim communities

- Joined by 76 overseas trade partners in Turkey and Kazakhstan

“Exploring the Opportunity: Muslim-Friendly Tourism in Hong Kong” Seminar

- Attracted about 90 representatives from hotels and attractions
- A total of 34 hotels and 5 attractions completed the self-assessment and fulfilled the basic requirements to be considered Muslim-friendly

Quality Tourism Services Scheme

- As at 31 March 2020, registered merchants count stood more than 1,200, covering over 8,250 outlets

Smart Tourism Promotion

- Over 110 representatives attended the “Smart Tourism Promotion” seminar
- 250 QTS-accredited merchants verified their Google My Business accounts and 145 360° virtual tours were deployed on Google Maps

Hong Kong is ON

- Solicited 500 offers from 7,000 retail and dining outlets

Hong Kong • Live in Los Angeles – Greater Bay Area Showcase

- Achieved publicity value of over HK\$4 million



MICE

Kenneth Wong

General Manager, MICE & Cruise and Regional Director, Europe

Driven by the Genuine Desire to Help MICE Clients Succeed

“Securing an event may require much effort, but it is the ability to deliver results for the event’s organiser and participants that makes Hong Kong a super host.”

The MICE (Meetings, Incentives, Conventions and Exhibitions) segment of Hong Kong tourism has been growing steadily in recent years, providing a vital source of high-yield visitors. Kenneth Wong, General Manager, MICE & Cruise at the HKTBC, explains how his team goes all out to support MICE event organisers amidst fierce regional competition and recent challenges.

“Because of social and public health issues, some event organisers had expressed the wish to reschedule, cancel or even change the format or location of their events. However, our team is not one that gives up easily on opportunities to host a MICE event,” Wong asserted.

To address concerns and showcase the city’s fundamentals remain solid, Wong’s team devised a two-part strategy: assure confirmed events’ organisers by ensuring their smooth staging, and continue to woo potential organisers by highlighting Hong Kong’s edge, as well as the team’s creative and adaptive mind-set for problem-solving.

Relationships founded on sincerity

During bidding and pre-event planning, the MICE teams at HKTB's Head Office and Worldwide Offices (WWOs) worked in unison to prepare proposals to reassure the clients: the teams mapped out contingency plans and alternatives, such as rerouting advice for event attendees, backup venues and fast-track immigration clearance, while the WWOs communicated the contingency plans and real-time developments in Hong Kong to the clients.

"Our clients trust us because we work diligently and sincerely to make their events a success. During the difficult times in 2019/20, we formed a special taskforce to provide extra support with round-the-clock assistance to reassure event organisers that we would always have their back. When we planned the MIPIM Asia Summit, our Chairman Dr YK Pang initiated a meeting with MIPIM's Managing Director in person to discuss all assistance the HKTB could possibly offer, followed by a letter from the HKTB as an official commitment. Our goodwill led to an amicable relationship with MIPIM and laid the foundation for future collaboration."



Going beyond keeping promises

Securing an event may require much effort, but it is the ability to deliver results for the event's organiser and participants that makes Hong Kong a super host. The Millionaire Club Indonesia (MCI) Incentive Trip, attended by 3,000 guests, was a good example.

"The challenge of managing incentive groups is that they explore the city in large batches on a fixed itinerary, giving us less flexibility. Nonetheless, our team is proud to rise above all challenges and always maintain a high level of professionalism to stay agile and demonstrate effectiveness and efficiency," Wong said.

"When we found out that social incidents would take place near the MCI incentive group's hotel on the day of their arrival, we immediately contacted our ground operators," Wong recalled. "After close collaboration between our team, ground operator and the hotel partner involved, we successfully moved the entire group to a property to another district managed by the same hotel group. The guests were satisfied with the arrangement which caused minimal impact and even gave them greater convenience."



Testimonials from MICE clients and guests

Despite the challenges in the external environment, Hong Kong hosted a number of successful events during the year in review; feedbacks showed that the city remained an enjoyable and enriching destination for MICE participants.

"Real testimonials are more convincing than any marketing effort, so we have invited some MICE organisers and participants to talk about their trips and experiences in Hong Kong. We shall let their honest opinions tell you why Hong Kong is rightfully the 'World's Meeting Place'," Wong said.

In 2019, Hong Kong won 24 bids for major events and hosted numerous events of high strategic value. The fact that many events chose to return to Hong Kong is proof of the city's appeal.



MICE KEY ACHIEVEMENTS IN 2019/20

- **Overnight MICE arrivals to Hong Kong in 2019: 1.69 million**
- **Per capita spending of overnight MICE visitors was about HK\$7,200, 23% higher than that of other visitors**
- **Won 24 major bids, expected to attract 96,000 high-yield MICE visitors. The events include:**
 - Millionaire Club Indonesia Incentive Trip
 - Herbalife Nutrition (China) Extraordinary
 - China-Joymain Annual Meeting
 - The 23rd Hong Kong Jeunesse University 2019
 - International Annual Congress of the Endoscopic and Laparoscopic Surgeons of Asia 2021
 - World Congress of Paediatric Cardiology and Cardiac Surgery 2025
- **Well-balanced mix of MICE visitors, with 54% from the Mainland, 26% from short-haul markets and 20% from long-haul markets**

ASIA CRUISE COOPERATION LUNCHEON

8 · 4 · 2019



CRUISE

Kenneth Wong

General Manager, MICE & Cruise and Regional Director, Europe

Harbouring Faith in Hong Kong's Cruise Tourism

“ The endorsement of our trade partners and cooperation with partnering destinations are essential for promoting the Hong Kong cruise experience – like fair winds for a smooth sailing. ”

As safety holds a high priority among cruise voyagers, the major challenge for the HKTB's cruise team in 2019/20 was to instil faith into cruise lines and travel agents while promoting Hong Kong as a safe and appealing cruise destination for their customers.

Kenneth Wong, who steers the HKTB's cruise business, talked about the importance of support from cruise service providers and partnering destinations, “Cruise development requires cooperation with neighbouring ports as popular cruise itineraries always include a number of attractive cruise destinations. And unlike other travellers who plan their own itinerary, cruise travellers rely greatly on cruise lines and travel agents to sort out their entire trip, both at sea and on land. The endorsement of our trade partners and cooperation with partnering destinations are essential for promoting the Hong Kong cruise experience – like fair winds for a smooth sailing.”

The WWOs lined up familiarisation trips to Hong Kong for Lion Travel, a Taiwanese agency, and travel agents in Western China with Royal Caribbean International, for the senior management of the companies and marketers to see Hong Kong with their own eyes. Wong elaborated, “During the familiarisation trips, the visiting travel agents explored Hong Kong as if they were cruisers. We introduced them to new points of interest in town as well as trending cultural hubs. These trips successfully rebuilt confidence in Hong Kong among the cruise trade in our source markets, and our Taiwanese partners were inspired to develop some new in-town and inter-port itineraries for different travel seasons that added unique appeal to each deployment.”

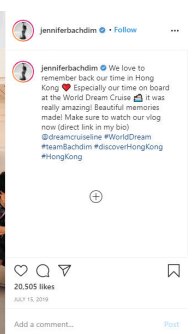


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Stepping up consumer-facing promotions

Tactically, the HKTb further helped out with the marketing costs of cruise lines by increasing its share of the matching fund as an incentive to drive the development of marketing campaigns selling Hong Kong.

Wong quoted two of the HKTb's publicity initiatives in 2019/20, "Our Southeast Asian and Mainland offices play important roles in engaging the media and trade in their respective markets for developing co-op promotions that pinpoint specific consumer groups. During the year, we teamed up with Indonesia's national broadcaster Trans TV to feature celebrity families on a cruise homeported in Hong Kong in a two-episode programme *Modern Moms*. In Mainland China, we enlisted KOLs to post videos of their summer cruise trips to Hong Kong and share insider stories on their *Meipai* and *Weibo* channels. The reach of these publicity campaigns was tremendous, achieving over 10 million views in the two markets."



The strategy of the HKTb's cruise team worked as they had envisioned it. The number of ship calls and cruise passenger throughput both showed mild growth. "It proves that Hong Kong holds a strong appeal to cruise operators and travellers alike," Wong concluded.



CRUISE KEY ACHIEVEMENTS IN 2019/20

- 218 ship calls and cruise passenger throughput of more than 903,000 in the calendar year 2019
- Welcomed maiden call of Asia's newest and largest cruise ship *Spectrum of the Seas*
- Launched 24 co-op programmes in 11 markets
- Mainland co-op programme achieved over 9.2 million views on *Meipai* and *Weibo*
- Trans TV's *Modern Moms* achieved a viewership of over 1.6 million in total





AWARDS & ACHIEVEMENTS

DESTINATION – HONG KONG

- Asia's Leading Meetings & Conference Destination, World Travel Awards 2019
- Best MICE Destination, Travel + Leisure India Best Awards 2019
- The Most Popular Domestic Destination 2019, The Most Popular Food Destination 2019, Ctrip
- Top 10 Best Cities for Meetings in Asia, Best in Travel Poll 2019, *Smart Travel Asia* magazine
- Top 10 Holiday Destinations in Asia, Best in Travel Poll 2019, *Smart Travel Asia* magazine
- Top Asia Cruise Destinations, Cruisers' Choice Destination Awards 2019

HONG KONG TOURISM BOARD

1. ORGANISATION

HKTB

- Best Digital Presence of International Tourism Board, Travel Awards 2019, *Times of India* magazine
- Client of the Year, Kam Fan Awards 2019
- Excellent Booth Award, 2019 China International Travel Mart
- Excellent Organisation Award, 2019 China International Travel Mart
- MICE Travel Service Contribution Award, World Direct Selling Brand Festival 2019
- The Best Organisation Prize, CITIE 2019
- Silver Award in the "Special Projects: Holiday Event" category, Astrid Awards 2019

HKTB Annual Report 2017/18

- Grand Award in the "Annual Reports – Online" category, Astrid Awards 2019
- Grand Award in the "Annual Reports – Online" category, Mercury Awards 2019/20
- Gold Award in the "Non-Profit Organisation – Online Annual Report" category, ARC Awards 2019
- Gold Award in the "Innovation in Annual Reports" category, Asia-Pacific Stevie Awards 2019
- Gold Award in the "Annual Reports – Online: Non-Profit Organisations" category, Astrid Awards 2019
- Gold Award in the "Annual Reports – Online – Interactive" category, Mercury Awards 2019/20
- Gold Award in the "Corporate Publications" category, PR Awards Asia 2019
- Bronze Award in the "Online Annual Reports – Tourism" category, iNova Awards 2019
- Honours Award in the "Annual Reports – Online – Tourism" category, Galaxy Awards 2019

2. HKTb'S INITIATIVES

ART THAT MOVES – HK's first mobile, living art gallery

- Gold Award in the "Campaigns – Non-Profit Campaign" category, iNova Awards 2019
- Gold Award in the "Outdoors – Outdoors Campaign – Creative Use of Standard Outdoor Billboard Space" category, Kam Fan Awards 2019
- Silver Award in the "Campaigns – Outdoor" category, iNova Awards 2019
- Silver Award in the "Media – Media Single – Best Use of Outdoor" category, Kam Fan Awards 2019
- Bronze Award in the "Non-Profit Organisations" category, iNova Awards 2019
- Bronze Award in the "Promo & Activation – Promo & Activation Single – Use of Standard Outdoor Space" category, Kam Fan Awards 2019
- Merit Award in the "Culture & The Arts" category, 2019 Hong Kong Effie Awards
- Merit Award in the "Media Innovation" category, 2019 Hong Kong Effie Awards

Building Connections

- Gold Award in the "Best Native Advertising/Branded Content Campaign" category, Digital Media Asia Awards 2019
- Bronze Award in the "Best use of infographics" category, Native Advertising Awards 2019

CNY 2018 "Good Fortune Everywhere"

- Grand Award in the "Video" category, Astrid Awards 2019
- Grand Award in the "Event Advertisements" category, Questar Awards 2019
- Gold Award in the "Video – DVD, Online & USB: Tourism" category, Astrid Awards 2019
- Gold Award in the "Advertisements/Commercials: Events" category, Questar Awards 2019
- Bronze Award in the "Advertisements" category, Astrid Awards 2019
- Bronze Award in the "Promotion" category, Astrid Awards 2019
- Bronze Award in the "Film – TVC Film Single – Entertainment, Leisure & Travel" category, Kam Fan Awards 2019
- Bronze Award in the "Broadcast/Cable/Online: Arts/Culture" category, Questar Awards 2019

"DiscoverHongKong" Facebook Page

- Gold Awards in the "Marketing – Social Media Campaign" category, PATA Grand and Gold Awards 2019
- Honours Award in the "Self-Promotion" category, Astrid Awards 2019

Dominating Seatrade 2019

- Gold Award in the “Asia – Overall Destinations – Business/Conference” category, Travel Weekly Magellan Awards 2019
- Silver Award in the “Advertising – Tradeshow Marketing” category, HSMAI (Hospitality, Sales & Marketing Association International) Adrian Awards 2019

Fire Dragon Bedtime Story

- Bronze Award in the “Animation” category, iNova Awards 2019
- Honours Award in the “Design – Illustration” category, Mercury Awards 2019/20

2018 Greater Bay Area Showcase

- Grand Award in the “Promotion” category, Astrid Awards 2019
- Gold Award in the “Promotion: Event/Opening” category, Astrid Awards 2019

Great Outdoors Express

- Gold Award in the “Non-Profit Organisations: Nature/Wildlife” category, Questar Awards 2019
- Silver Award in the “Promotion” category, Astrid Awards 2019
- Silver Award in the “Special Projects: Natural Wonders Campaign” category, Astrid Awards 2019

Great Outdoors Hong Kong

- Gold Award in the “Marketing – Adventure Travel” category, PATA Grand and Gold Awards 2019
- Silver Award in the “Excellence in Content Marketing” category, Marketing Excellence Awards 2019
- Bronze Award in the “Public Relations – Awareness Campaign” category, Galaxy Awards 2019

Great Outdoors Hong Kong (Airport Express)

- Silver Award in the “Best Idea – Out-Of-Home” category, MARKies Awards 2019

Hong Kong Arts Month

- Grand Award in the “Special Projects” category, Mercury Awards 2019/20
- Gold Award in the “Other/Miscellaneous/Special Projects” category, Mercury Awards 2019/20
- Silver Award in the “Promotion – Special Project” category, Galaxy Awards 2019
- Silver Award in the “Promotion/Marketing – Tourism” category, Mercury Awards 2019/20
- Bronze Award in the “Excellence in Innovation” category, Marketing Excellence Awards 2019
- Bronze Award in the “Advertising” category, Mercury Awards 2019/20
- Bronze Award in the “Campaigns – Non Profit/Public Affairs – Tourism” category, Mercury Awards 2019/20
- Honours Award in the “Advertising – Outdoor” category, Galaxy Awards 2019

“Hong Kong’s Big Bet” in *Departures* magazine

- Silver Award in the “Public Relations – Feature Placement Print Consumer – Consumer Magazine or Newspaper” category, HSMAI (Hospitality, Sales & Marketing Association International) Adrian Awards 2019

“Hong Kong Neighbourhoods” Campaign

- Silver Award in the “Non-Profit Organisations: Tourism” category, Astrid Awards 2019

Hong Kong Pavilion Design

- Bronze Award in the “Graphic Design: Trade Show Booth” category, Astrid Awards 2019

Hong Kong Shingo Art – Leveraging the J-POP Influence

- Japan Tourism Awards in the “Field of Outbound Travel – Regional” category, Tourism EXPO Japan 2019
- Gold Award in the “Innovation in the Use of Celebrities or Public Figures” category, Asia-Pacific Stevie Awards 2019
- Silver Award in the “Integrated Marketing Communications” category, Hong Kong Public Relations Awards 2018

“Hong Kong Summer Fun” Campaign

- Silver Award in the “Non-Profit Organisations: Website” category, Astrid Awards 2019

Hong Kong Wine & Dine Festival 2018

- Bronze Award in the “Best Result-Driven Campaign” category, PR Awards 2019, *Marketing* magazine

“Hong Kong Wine & Dine Festival” Website

- Silver Award in the “Websites: Microsite” category, Astrid Awards 2019
- Silver Award in the “Microsite” category, iNova Awards 2019
- Honours Award in the “Websites – Travel/Tourism” category, Galaxy Awards 2019

“My Hong Kong Guide” Mobile App

- Merit Award in the “Public Sector” category, Asia Smart App Awards 2018/2019

Revamp of “My Hong Kong Guide” Mobile App

- Grand Award in the “Apps” category, Astrid Awards 2019
- Gold Award in the “Apps” category, Astrid Awards 2019

“Old Town Central” Campaign

- Merit Award in the “Sustained Success” category, 2019 Hong Kong Effie Awards

“Places to Love” by PBS

- Bronze Award in the “Public Relations – Feature Placement Television” category, HSMAI (Hospitality, Sales & Marketing Association International) Adrian Awards 2019

Reframing Hong Kong

- Grand Award in the “Campaigns” category, Astrid Awards 2019
- Grand Award in the “Direct Single – Co-Creation & User Generated Content” category, Kam Fan Awards 2019
- Gold Award in the “Campaigns” category, Astrid Awards 2019
- Gold Award in the “Direct – Direct Single – Co-Creation & User Generated Content” category, Kam Fan Awards 2019
- Gold Award in the “Media – Media Single – Best Use of Co-Creation and User Generated Content” category, Kam Fan Awards 2019
- Gold Award in the “Media – Media Single – Best Use of Social Media” category, Kam Fan Awards 2019
- Silver Award in the “Brand Experience” category, 2019 Hong Kong Effie Awards
- Silver Award in the “Promotion – Tourism” category, Galaxy Awards 2019
- Silver Award in the “Digital & Social Campaign – Best Digital Campaign” category, Kam Fan Awards 2019
- Silver Award in the “Digital & Social – Social Single – Co-Creation & User Generated Content” category, Kam Fan Awards 2019
- Silver Award in the “Direct – Direct Single – Use of Digital and Social Platforms” category, Kam Fan Awards 2019
- Silver Award in the “Integrated – Best Integrated Campaign” category, Kam Fan Awards 2019
- Silver Award in the “Excellence in Integrated Marketing” category, Marketing Excellence Awards 2019
- Bronze Award in the “Special Projects: Integrated Campaign” category, Astrid Awards 2019
- Bronze Award in the “Websites: Microsite” category, Astrid Awards 2019
- Bronze Award in the “Digital & Social – Social Single – Innovative Use of Social or Community” category, Kam Fan Awards 2019
- Bronze Award in the “Mobile Media: Brand Promotion” category, Questar Awards 2019
- Merit Award in the “Digital & Social – Social Single – Hong Kong Culture & Context – Social Behaviour and Cultural Insight” category, Kam Fan Awards 2019
- Merit Award in the “Media – Media Campaign – Best Integrated Media Campaign” category, Kam Fan Awards 2019

“Rock the Boat” HK Dragon Boat Carnival

- Gold Award in the “Promotion – Christmas/Holiday” category, Galaxy Awards 2019
- Bronze Award in the “Sports” category, iNova Awards 2019
- Honours Award in the “Special Project – Sports” category, Mercury Awards 2019/20

Segmenting Consortia

- Silver Award in the “Destination Marketing – Campaign – Advertising/Marketing” category, Travel Weekly Magellan Awards 2019

Sham Shui Po Campaign

- Gold Award in the “Destinations – Overall – Social Media” category, Travel Weekly Magellan Awards 2019
- Silver Award in the “Stakeholder Engagement” category, Hong Kong Public Relations Awards 2018
- Silver Award in the “Digital Marketing – Social Media Campaign” category, HSMAI (Hospitality, Sales & Marketing Association International) Adrian Awards 2019
- Bronze Award in the “Brand Experience” category, 2019 Hong Kong Effie Awards
- Merit Award in the “Travel/Tourism/Recreational/Leisure Facilities” category, 2019 Hong Kong Effie Awards

Sham Shui Po – Every Bit Local

- Platinum Award of the “Best of The Best – Use of Media” category, The Best of the Best Awards 2018
- Grand Award in the “Advertisements Campaign” category, Questar Awards 2019
- Gold Award in the “Promotion – Local Attractions” category, Galaxy Awards 2019
- Gold Award in the “Advertisements/Commercials: Campaign” category, Questar Awards 2019
- Gold Award in the “Corporations: Travel/Tourism” category, Questar Awards 2019
- Silver Award in the “Promotion – Non-Profit Organisation” category, Galaxy Awards 2019
- Silver Award in the “Non-Profit Organisations: Tourism” category, Questar Awards 2019
- Bronze Award in the “Campaigns” category, Astrid Awards 2019
- Bronze Award in the “Marketing” category, iNova Awards 2019
- Honours Award in the “Advertisements” category, Astrid Awards 2019
- Honours Award in the “Promotion” category, Astrid Awards 2019

Sham Shui Po – Every Bit Local QR Code

- Gold Award in the “Best Idea – Design” category, MARKies Awards 2019
- Silver Award in the “Other/Miscellaneous – Creative Design” category, iNova Awards 2019
- Bronze Award in the “QR code” category, Astrid Awards 2019

Sham Shui Po – Treasures of the heart

- Grand Award in the “Video” category, Galaxy Awards 2019
- Grand Award in the “Best of Scriptwriting” category, iNova Awards 2019
- Gold Award in the “Videos – DVDs, URLs & USBs – Tourism” category, Galaxy Awards 2019
- Gold Award in the “Copy/Scriptwriting” category, iNova Awards 2019
- Gold Award in the “Video – Tourism” category, iNova Awards 2019
- Silver Award in the “Excellence in Branded Content” category, Marketing Excellence Awards 2019
- Honours Award in the “Video – DVD, Online & USB: Tourism” category, Astrid Awards 2019
- Honours Award in the “Videos – DVDs, URLs & USBs – Video Storytelling” category, Galaxy Awards 2019

Skyscraper

- Gold Award in the “Destination Marketing – Campaign – Advertising/Marketing” category, Travel Weekly Magellan Awards 2019

Tai Hang Fire Dragon Dance

- Gold Award in the “Marketing – Young Travellers” category, PATA Grand and Gold Awards 2019

The Sounds of the Great Outdoors

- Gold Award in the “Video – Interview” category, iNova Awards 2019
- Silver Award in the “Campaigns” category, Astrid Awards 2019
- Silver Award in the “Videos – DVDs, URLs & USBs – Video Campaign” category, Galaxy Awards 2019
- Silver Award in the “Campaigns – Online Marketing” category, iNova Awards 2019
- Bronze Award in the “Best Use of Influencer” category, MARKies Awards 2019
- Bronze Award in the “Broadcast/Cable/Online: Tourism/Travel” category, Questar Awards 2019
- Bronze Award in the “Mobile Media: Video” category, Questar Awards 2019
- Honours Award in the “Special Projects: Content Marketing Campaign” category, Astrid Awards 2019
- Honours Award in the “Promotion/Marketing – Tourism” category, Mercury Awards 2019/20

VR Time Travel – Step into Old Hong Kong

- Silver Award in the “Corporations: Special Project” category, Questar Awards 2019

Way of the Fire Dragon

- Silver Award in the “Advertisements/Commercials: Events” category, Questar Awards 2019
- Bronze Award in the “Video – DVD, Online & USB: Tourism” category, Astrid Awards 2019

3. VISITOR SERVICES

Andrew Chan

- Individual Award, Hong Kong International Airport – Customer Service Excellence Programme 2019

Visitor Services

- 2019 Certificate of Excellence, TripAdvisor





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CORPORATE INFORMATION

Corporate Governance

As a Government-subsidized body, the HKTB is determined to implement high standards of corporate governance practices and enhance the transparency of its operational and financial matters. During the year, the HKTB strictly observed applicable regulations and procedures, and maintained a high level of integrity in its operations.

Structure and Management

The Board

The Board of the HKTB comprises 20 Members, representing a broad cross-section of the tourism and other industries. Members of the Board are appointed by the Chief Executive of the Hong Kong Special Administrative Region. They are broadly based and include, amongst others, passenger carriers, hotel operators, licensed travel agents, tour operators, retailers and restaurant operators.

The Board is the governing body of the HKTB, and is given the authority to exercise the general powers conferred under the Hong Kong Tourism Board Ordinance. The Board is also empowered to appoint committees to oversee various aspects of the HKTB's operations and provide advice to the Board on corporate governance matters arising from the Committee's work. The various committees are described in the following paragraphs.

Marketing and Business Development Committee (MBDC)

This committee provides strategic input and advice to the Board on its marketing direction and business development, reviews the draft annual business plan, and provides advice on new marketing directions and opportunities, global developments affecting tourism in Hong Kong, and strategies for enhancing the Board's external communications and industry relations. The committee meets four times a year, and extraordinary meetings can be convened if necessary. It comprises a chairman and six Members from the Board, with the Director, Strategic Planning & Insights acting as Committee Secretary.

Product and Event Committee (PEC)

This committee provides strategic direction and input on the development of product and event strategy, and evaluates the contribution of any initiatives to the HKTB's overall marketing direction set by the Marketing and Business Development Committee. It reviews and approves the Product and Event Strategy Plan by providing comments and recommendations on new product initiatives and infrastructure development. It also approves the concepts and implementation of Mega Events. The committee meets four times a year, and extraordinary meetings can be convened if necessary. It comprises a chairman and eight Members from the Board, with the General Manager, Event & Product Development acting as Committee Secretary.

Staff and Finance Committee (SFC)

The committee reviews and endorses financial matters, including financial policies, management control, audited annual accounts, and matters involving long-term financial commitment by the HKTB such as office lease. It also reviews and endorses manpower planning, human resources policies, terms and conditions of employment, the creation and deletion of senior managerial positions, and the promotion of senior executives. The committee meets four times a year, and extraordinary meetings can be convened if necessary. It comprises a chairman and six Members from the Board with the General Manager, Human Resources & Administration acting as Committee Secretary.

Audit Committee (AC)

This committee provides advice to the Board on the adequacy of internal controls and the effectiveness and efficiency of the HKTB's operations, and is authorised to investigate any activities within its terms of reference. It reviews and endorses the annual audit plan to ensure adequate audit coverage of critical operations, reviews findings, recommendations and the implementation of actions arising from internal audit and other relevant authorities. It also reviews the annual audited financial statements before submission to the Board. The committee meets three times a year, and extraordinary meetings can be convened if necessary. It comprises a chairman and six Members from the Board, with the Director, Internal Audit acting as Committee Secretary.

Quality Tourism Services Committee (QTSC)

This committee acts as the governing body of the Quality Tourism Services Scheme (QTS Scheme) and provides strategic input and advice to the Board on the development of the QTS Scheme. It also approves the assessment criteria, scheme rules, complaint handling policy and pricing policy of the QTS Scheme. The committee meets twice a year, and extraordinary meetings can be convened if necessary. It comprises a chairman, six Members from the Board and four industry members, with the General Manager, Business Development acting as Committee Secretary.

Board Members' Meeting Attendance

For the year ended 31 March 2020

Board Members	Board Meeting	Marketing & Business Development Committee	Product & Event Committee	Staff & Finance Committee	Audit Committee	Quality Tourism Services Committee
Dr Y.K. Pang (Chairman)	7/7					2/2*
Mr Joe C.C. Wong (Deputy Chairman)	7/7	5/5	4/4	5/5	3/3	2/2
Mr Winston Chow (i)	3/4		1/2			1/1
Mr Barry D. Nassberg (i)	2/4	2/2			1/1	
Mr Paulo Pong (i)	3/4		2/2			1/1
Ms Winnie Tam (i)	3/4			3/3		
Mr Victor Chan	3/7	1/5		5/5		
Mr James Tong	6/7	2/5		3/5		
Ms Belinda Yeung	5/7		2/4			2/2
Mr Thomas J. Wu	6/7		4/4*		2/3	
Mrs Carrie Yu	7/7			5/5	3/3*	
Mr Jason Wong	7/7	5/5*				2/2
Mr Jason Shum	7/7		4/4		3/3	
Ms Margaret Fong	5/7	4/5				
Mr Clarence Leung	6/7		3/4		3/3	
Ms Alice Kwok	6/7	3/5		5/5*		
Ms Joyce Tam	7/7		4/4			2/2
Ms Mary Huen	5/7			2/2		
Mr James Wong	7/7	3/3			2/2	
Mr Abraham Chan (ii)	3/3			1/2	1/2	
Dr Allen Fung (ii)	2/3					
Mr Ricky Szeto (ii)	3/3		2/2			1/1
Mr Simon Wong (ii)	3/3		2/2			1/1
Mr Fong Lik-sun (iii)	2/2		N/A#			

(i) Appointment until 31 October 2019.

(ii) Appointment effective from 1 November 2019.

(iii) Appointment effective from 1 January 2020.

* Committee Chairman

Appointed as a member of Product & Event Committee with effect from 22 January 2020. There was no meeting held from 22 January 2020 to 31 March 2020.

Internal Control and Compliance

One of the Board's responsibilities is to ensure that satisfactory systems and procedures of internal control are in place. These procedures are to provide reasonable assurance that management policies are adhered to, assets are safeguarded, operations are efficient and effective, misconduct and errors are prevented or detected, accurate and complete accounting records are compiled, and financial information is prepared in a timely manner. An exception reporting mechanism is in place through which cases of significant violation of internal rules and respective follow up actions are reported to the Board or its relevant committees. The compliance with legislations relevant to the HKTB is regularly reviewed by the internal Legal Counsel.

The Internal Audit Department has an independent role to evaluate the adequacy and effectiveness of the internal control. It formulates an audit plan yearly, covering the financial, operational and compliance control of functional units and worldwide offices. The Department has unrestricted access to information and personnel to perform its duties under the Internal Audit Charter. The Director, Internal Audit reports to the Executive Director and has direct access to the Audit Committee and its chairman, thereby ensuring his/her independence.

Apart from internal audit, the HKTB also engages an external auditor to perform statutory audit. The Audit Committee meets, at least once a year, with the external auditor without the presence of the HKTB Management, and agrees on the nature and scope of the statutory audit before the audit commences.

Management

Under the current organisation structure, the HKTB's activities are conducted through the following divisions:

- Business Development Division
- Corporate Affairs Division
- Corporate Services Division
- Event and Product Development Division
- Human Resources & Administration Division
- Internal Audit Department
- Marketing Division
- MICE & Cruise Division
- Strategic Planning & Insights Division
- Worldwide Offices

Other Information

About the HKTB

The Hong Kong Tourist Association (HKTA), a Government-subsidised statutory body established in 1957, was reconstituted as the Hong Kong Tourism Board (HKTB) on 1 April 2001. Unlike the former HKTA, which was an association of members, the HKTB is a statutory body established under the Hong Kong Tourism Board Ordinance (Cap 302) and has no affiliation to any specific sector or organisation within the industry and is able to support the interests of Hong Kong's tourism in its entirety.

Primary Responsibilities & Missions

The primary responsibilities of the HKTB are to market and promote Hong Kong as a destination worldwide, as well as to take initiatives to enhance visitors' experiences upon their arrival. These include making recommendations to the Government and other relevant bodies on the range and quality of visitor facilities.

The HKTB's missions are to maximise the social and economic contribution made by tourism to the community of Hong Kong, and to consolidate Hong Kong's position as a unique, world-class and most desired destination.

Objectives

The six objectives of the HKTB, as defined under the Hong Kong Tourism Board Ordinance, are:

- to endeavour to increase the contribution of tourism to Hong Kong;
- to promote Hong Kong globally as a leading international city in Asia and a world-class tourist destination;
- to promote the improvement of facilities for visitors;
- to support the Government in promoting to the community the importance of tourism;
- to support, as appropriate, the activities of persons providing services for visitors to Hong Kong;
- to make recommendations to and advise the Chief Executive in relation to any measures which may be taken to further any of the foregoing matters.

Human Resources

At 31 March 2020, the total HKTB headcount numbered 379, of whom 134 were stationed outside Hong Kong. The HKTB expects a high level of integrity from its employees, and acquaints its staff with code of conduct guidelines and procedures through training sessions and briefings. The Employees' Handbook also provides full and specific guidance on employee behaviour.

Advisory Role and Industry Functions

For the year ended 31 March 2020

The HKTB works closely with the tourism-related sectors and relevant Government departments through its representation in the following strategy groups and forums:

- Advisory Committee on Cruise Industry
- Advisory Committee on Travel Agents
- Advisory Council of Asian Federation of Exhibition & Convention Associations
- Audience Development Committee, Hong Kong Philharmonic Orchestra
- Aviation Development and Three-runway System Advisory Committee
- Board, Pacific Asia Travel Association (PATA)
- Chinese Culinary Institute Training Board, Vocational Training Council
- Committee on Shopping-related Practices, Travel Industry Council of Hong Kong
- Committee on Taxi Service Quality, Transport Department
- Executive Committee, Hong Kong Association of Travel Agents
- Executive Committee, Hong Kong Exhibition & Convention Industry Association
- General Committee, Hong Kong Brand Development Council
- Hong Kong – Taiwan Economic and Cultural Cooperation and Promotion Council
- Hong Kong Trade Development Council
- Hotel, Catering and Tourism Training Board, Vocational Training Council
- Inbound Committee, Travel Industry Council of Hong Kong
- Mainland China Inbound Tour Affairs Committee, Travel Industry Council of Hong Kong
- Retail & Tourism Committee, Hong Kong General Chamber of Commerce
- Task Force on External Lighting
- The Hong Kong Association of Registered Tour Co-ordinators
- Tourism Strategy Group
- Vetting Committee, Training Programme Subsidy Scheme under the Travel Industry Training Fund, Travel Industry Council of Hong Kong

In addition, the HKTB contributes to the tourism and related industries by partnering with the following organisations:

- Guangdong • Hong Kong • Macao Tourism Marketing Organization
- Pacific Asia Travel Association (PATA)
- World Tourism Organisation (UNWTO)

WORLDWIDE OFFICES AND REPRESENTATIVES



Head Office
Hong Kong

Worldwide Offices
Beijing, Shanghai, Guangzhou, Chengdu, Tokyo, Seoul, Singapore, Taipei, Sydney, London, Paris, Frankfurt, Los Angeles, New York, Toronto

Representative Offices
(for travel trade/media/consumer enquires only)
New Delhi, Bangkok, Jakarta, Philippines, Malaysia, Moscow, Dubai

For the address and contact methods of each of the worldwide offices and representatives, please visit www.discoverhongkong.com







INDEPENDENT AUDITOR'S REPORT

Independent auditor's report

Independent auditor's report to the Hong Kong Tourism Board

(Established under the Hong Kong Tourist Association Ordinance and reconstituted under the Hong Kong Tourist Association (Amendment) Ordinance 2001 and the Hong Kong Tourism Board Ordinance)

Opinion

We have audited the consolidated financial statements of the Hong Kong Tourism Board ("the Board") and its subsidiary (together "the Group") set out on pages 63 to 115, which comprise the consolidated and the Board's statements of financial position as at 31 March 2020, the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in reserves and the consolidated statement of cash flows for the year then ended and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements give a true and fair view of the financial position of the Board and of the Group as at 31 March 2020 and of the Group's consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards ("HKFRSs") issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA").

Basis for opinion

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKSA") issued by the HKICPA. Our responsibilities under those standards are further described in *the Auditor's responsibilities for the audit of the consolidated financial statements* section of our report. We are independent of the Group in accordance with the HKICPA's *Code of Ethics for Professional Accountants* ("the Code") and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information other than the consolidated financial statements and auditor's report thereon

The members of the Board are responsible for the other information. The other information comprises all the information included in the annual report, other than the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the members of the Board for the consolidated financial statements

The members of the Board are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with HKFRSs issued by the HKICPA, and for such internal control as the members of the Board determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the members of the Board are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the members of the Board either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. This report is made solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSAAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with HKSAAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the members of the Board.
- Conclude on the appropriateness of the Board members' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG **Certified Public Accountants**

8th Floor, Prince's Building
10 Chater Road
Central, Hong Kong

6 August 2020

Consolidated Income Statement

for the year ended 31 March 2020 (Expressed in Hong Kong dollars)

	Note	2020	2019 (Note)
General Fund			
Principal source of income	3(a)		
Government subvention for the year		834,562,235	1,034,354,215
Other revenue			
Interest income		12,198,646	8,411,437
Realisation of deferred income – office premises	12	1,666,667	10,000,000
Sponsorships		11,098,600	46,841,800
Promotion and advertising income		1,767,605	16,659,291
Sundry income		7,994,030	33,451,781
		34,725,548	115,364,309
Total income	3(b)	869,287,783	1,149,718,524
Promotional, advertising and literature expenses		322,187,285	494,992,972
Research and product development		18,408,043	18,662,600
Local services and events		175,967,419	294,215,084
Staff costs	5	291,091,430	278,628,708
Rent, rates and management fees		5,585,218	15,976,582
Depreciation	7(a)	23,861,031	15,735,382
Auditor's remuneration		442,486	521,255
Other operating expenses		27,030,232	27,296,348
Loss/(gain) on disposal of fixed assets		620,220	(55,323)
Total expenditure		865,193,364	1,145,973,608
Surplus before tax for the year	5	4,094,419	3,744,916
Income tax	4	(104,979)	(109,058)
Surplus for the year		3,989,440	3,635,858

The notes on pages 70 to 115 form part of these financial statements.

Consolidated statement of comprehensive income

for the year ended 31 March 2020 (Expressed in Hong Kong dollars)

	Note	2020	2019 (Note)
Surplus for the year		3,989,440	3,635,858
Other comprehensive income for the year:			
Item that will not be reclassified to the income statement:			
– Remeasurement of net defined benefit retirement plan asset	16(a)	-	645,000
Total comprehensive income for the year		3,989,440	4,280,858

Note: The Group has initially applied HKFRS 16 at 1 April 2019 using the modified retrospective approach. Under this approach, the comparative information is not restated. See note 2(c).

The notes on pages 70 to 115 form part of these financial statements.

Consolidated statement of financial position

as at 31 March 2020 (Expressed in Hong Kong dollars)

	Note	2020	2019 (Note)
Non-current assets			
Fixed assets	7(a)	58,610,856	21,118,659
		58,610,856	21,118,659
Current assets			
Debtors, deposits and payments in advance	9	37,901,710	24,780,046
Deposits with banks and financial institutions	10	648,325,047	496,957,729
Cash at banks and in hand	10	17,203,689	7,708,897
		703,430,446	529,446,672
Current liabilities			
Receipts in advance	15	288,336,915	34,304,608
Contract liabilities	13	717,747	2,574,298
Accounts payable and accruals	11	203,136,848	285,935,682
Deferred income	12	-	1,666,667
Lease liabilities	14	12,813,236	-
Current taxation		51,447	82,935
		505,056,193	324,564,190
Net current assets		198,374,253	204,882,482
Non-current liabilities			
Lease liabilities	14	26,994,528	-
NET ASSETS		229,990,581	226,001,141
Represented by:			
RESERVE			
General Fund	17	229,990,581	226,001,141

Approved and authorised for issue on 6 August 2020

Dane Cheng

Executive Director

Dr Pang Yiu-kai, GBS, JP

Chairman of the Board

Note: The Group has initially applied HKFRS 16 at 1 April 2019 using the modified retrospective approach. Under this approach, the comparative information is not restated. See note 2(c).

The notes on pages 70 to 115 form part of these financial statements.

Statement of financial position

as at 31 March 2020 (Expressed in Hong Kong dollars)

	Note	2020	2019 (Note)
Non-current assets			
Fixed assets	7(b)	56,365,301	21,113,244
Interests in a subsidiary	8	551,876	551,876
		56,917,177	21,665,120
Current assets			
Debtors, deposits and payments in advance	9	37,639,611	24,409,041
Deposits with banks and financial institutions	10	648,325,047	496,957,729
Cash at banks and in hand	10	16,963,132	6,934,822
		702,927,790	528,301,592
Current liabilities			
Amount due to a subsidiary	8	2,412,978	3,577,328
Receipts in advance	15	288,336,915	34,304,608
Contract liabilities	13	717,747	2,574,298
Accounts payable and accruals	11	200,813,406	281,856,139
Deferred income	12	-	1,666,667
Lease liabilities	14	12,016,194	-
		504,297,240	323,979,040
Net current assets		198,630,550	204,322,552
Non-current liabilities			
Lease liabilities	14	25,572,965	-
NET ASSETS		229,974,762	225,987,672
Represented by:			
RESERVE			
General Fund	17	229,974,762	225,987,672

Approved and authorised for issue on 6 August 2020

Dane Cheng

Executive Director

Dr Pang Yiu-kai, GBS, JP

Chairman of the Board

Note: The Board has initially applied HKFRS 16 at 1 April 2019 using the modified retrospective approach. Under this approach, the comparative information is not restated. See note 2(c).

The notes on pages 70 to 115 form part of these financial statements.

Consolidated statement of changes in reserves

for the year ended 31 March 2020 (Expressed in Hong Kong dollars)

	Note	2020	2019 (Note)
General fund at the beginning of the year		226,001,141	221,720,283
Surplus for the year		3,989,440	3,635,858
Other comprehensive income for the year		-	645,000
Total comprehensive income for the year		3,989,440	4,280,858
General fund at the end of the year	17	229,990,581	226,001,141

Note: The Group has initially applied HKFRS 16 at 1 April 2019 using the modified retrospective approach. Under this approach, the comparative information is not restated. See note 2(c).

The notes on pages 70 to 115 form part of these financial statements.

Consolidated statement of cash flows

for the year ended 31 March 2020 (Expressed in Hong Kong dollars)

	Note	2020	2019 (Note)
Operating activities			
Surplus before tax for the year		4,094,419	3,744,916
Adjustments for:			
Interest income		(12,198,646)	(8,411,437)
Interest expense on lease liabilities		595,479	-
Depreciation		23,861,031	15,735,382
Loss/(gain) on disposal of fixed assets		620,220	(55,323)
Realisation of deferred income - office premises		(1,666,667)	(10,000,000)
Exchange adjustments	10(b)	(26,101)	-
Operating surplus before changes in working capital		15,279,735	1,013,538
Amount in defined benefit retirement plan asset recognised in the consolidated income statement		-	2,225,000
Surplus refunded from defined benefit retirement plan		-	63,526,000
(Increase)/decrease in debtors, deposits and payments in advance		(13,193,125)	155,541
Increase in receipts in advance, contract liabilities, accounts payable and accruals		168,801,765	37,418,233
Cash generated from operation		170,888,375	104,338,312
Overseas tax paid		(136,467)	(9,074)
Net cash generated from operating activities		170,751,908	104,329,238
Investing activities			
Interest received		11,459,067	5,521,842
Purchase of fixed assets		(7,083,238)	(8,030,060)
Proceeds from disposal of fixed assets		907	73,796
Increase in deposits with banks with maturity of more than 3 months		(117,287,192)	(110,447,515)
Net cash used in investing activities		(112,910,456)	(112,881,937)

The notes on pages 70 to 115 form part of these financial statements.

Consolidated statement of cash flows (continued)

for the year ended 31 March 2020 (Expressed in Hong Kong dollars)

	Note	2020	2019 (Note)
Financing activities			
Capital element of lease rentals paid	10(b)	(13,671,055)	-
Interest element of lease rentals paid	10(b)	(595,479)	-
Net cash used in financing activities		(14,266,534)	-
Net increase/(decrease) in cash and cash equivalents		43,574,918	(8,552,699)
Cash and cash equivalents at the beginning of the year	10(a)	171,512,876	180,065,575
Cash and cash equivalents at the end of the year	10(a)	215,087,794	171,512,876

Note: The Group has initially applied HKFRS 16 at 1 April 2019 using the modified retrospective approach. Under this approach, the comparative information is not restated. See note 2(c).

The notes on pages 70 to 115 form part of these financial statements.

Notes to the financial statements

(Expressed in Hong Kong dollars unless otherwise indicated)

1 Status of the Board

The Hong Kong Tourism Board (“the Board”) is a subvented body corporate established in 1957 under the Hong Kong Tourist Association Ordinance and reconstituted under the Hong Kong Tourist Association (Amendment) Ordinance 2001 and the Hong Kong Tourism Board Ordinance. Its registered office and principal place of operation is 11th Floor, Citicorp Centre, 18 Whitfield Road, North Point, Hong Kong.

The principal activities of the Board are to market and promote Hong Kong as a world class tourist destination.

2 Significant accounting policies

(a) Statement of compliance

These financial statements have been prepared in accordance with all applicable Hong Kong Financial Reporting Standards (“HKFRSs”), which collective term includes all applicable individual Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards (“HKASs”) and Interpretations issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”) and accounting principles generally accepted in Hong Kong. Significant accounting policies adopted by the Board and its subsidiary (together “the Group”) are disclosed below.

The HKICPA has issued certain new and revised HKFRSs that are first effective or available for early adoption for the current accounting period of the Group. Note 2(c) provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group for the current and prior accounting periods reflected in these financial statements.

(b) Basis of preparation of the financial statements

The measurement basis used in the preparation of the financial statements is the historical cost basis.

The preparation of financial statements in conformity with HKFRSs requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

2 Significant accounting policies (continued)

(c) Changes in accounting policies

The HKICPA has issued a new HKFRS, HKFRS 16, *Leases*, and a number of amendments to HKFRSs that are first effective for the current accounting period of the Group.

Except for HKFRS 16, *Leases*, none of the developments have had a material effect on how the Group's results and financial position for the current or prior periods have been prepared or presented. The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

HKFRS 16, *Leases*

HKFRS 16 replaces HKAS 17, *Leases*, and the related interpretations, HK(IFRIC) 4, *Determining whether an arrangement contains a lease*, HK(SIC) 15, *Operating leases – incentives*, and HK(SIC) 27, *Evaluating the substance of transactions involving the legal form of a lease*. It introduces a single accounting model for lessees, which requires a lessee to recognise a right-of-use asset and a lease liability for all leases, except for leases that have a lease term of 12 months or less ("short-term leases") and leases of low-value assets. The lessor accounting requirements are brought forward from HKAS 17 substantially unchanged.

The Group has initially applied HKFRS 16 as from 1 April 2019. The Group has elected to use the modified retrospective approach and there is no net effect on the opening balance of equity at 1 April 2019. Comparative information has not been restated and continues to be reported under HKAS 17.

Further details of the nature and effect of the changes to previous accounting policies and the transition options applied are set out below:

a. New definition of a lease

The change in the definition of a lease mainly relates to the concept of control. HKFRS 16 defines a lease on the basis of whether a customer controls the use of an identified asset for a period of time, which may be determined by a defined amount of use. Control is conveyed where the customer has both the right to direct the use of the identified asset and to obtain substantially all of the economic benefits from that use.

The Group applies the new definition of a lease in HKFRS 16 only to contracts that were entered into or changed on or after 1 April 2019. For contracts entered into before 1 April 2019, the Group has used the transitional practical expedient to grandfather the previous assessment of which existing arrangements are or contain leases. Accordingly, contracts that were previously assessed as leases under HKAS 17 continue to be accounted for as leases under HKFRS 16 and contracts previously assessed as non-lease service arrangements continue to be accounted for as executory contracts.

b. Lessee accounting and transitional impact

HKFRS 16 eliminates the requirement for a lessee to classify leases as either operating leases or finance leases, as was previously required by HKAS 17. Instead, the Group is required to capitalise all leases when it is the lessee, including leases previously classified as operating leases under HKAS 17, other than those short-term leases and leases of low-value assets which are exempt. As far as the Group is concerned, these newly capitalised leases are primarily in relation to properties leased for own use as disclosed in note 7(c). For an explanation of how the Group applies lessee accounting, see note 2(p).

At the date of transition to HKFRS 16 (i.e. 1 April 2019), the Group determined the length of the remaining lease terms and measured the lease liabilities for the leases previously classified as operating leases at the present value of the remaining lease payments, discounted using the relevant incremental borrowing rates at 1 April 2019. The weighted average of the incremental borrowing rates used for determination of the present value of the remaining lease payments was 1.5%.

2 Significant accounting policies (continued)

(c) Changes in accounting policies (continued)

b. Lessee accounting and transitional impact (continued)

To ease the transition to HKFRS 16, the Group applied the following recognition exemption and practical expedients at the date of initial application of HKFRS 16:

- (i) the Group elected not to apply the requirements of HKFRS 16 in respect of the recognition of lease liabilities and right-of-use assets to leases for which the remaining lease term ends within 12 months from the date of initial application of HKFRS 16, i.e. where the lease term ends on or before 31 March 2020;
- (ii) when measuring the lease liabilities at the date of initial application of HKFRS 16, the Group applied a single discount rate to a portfolio of leases with reasonably similar characteristics (such as leases with a similar remaining lease term for a similar class of underlying asset in a similar economic environment); and
- (iii) when measuring the right-of-use assets at the date of initial application of HKFRS 16, the Group relied on the previous assessment for onerous contract provisions as at 31 March 2019 as an alternative to performing an impairment review.

The following table reconciles the operating lease commitments as disclosed in note 18 as at 31 March 2019 to the opening balance for lease liabilities recognised as at 1 April 2019:

	The Group 1 April 2019	The Board 1 April 2019
Operating lease commitments at 31 March 2019	21,842,073	21,738,784
Less: commitments relating to leases exempt from capitalisation:		
- short-term leases and other leases with remaining lease term ending on or before 31 March 2020	(1,484,155)	(1,484,155)
- leases of low-value assets	(254,897)	(249,743)
Add: lease payments for the additional periods where the Group/Board considers it reasonably certain that it will exercise the extension options and not exercise the termination options	19,783,127	16,831,740
	39,886,148	36,836,626
Less: total future interest expenses	(896,635)	(837,252)
Total lease liabilities recognised at 1 April 2019	38,989,513	35,999,374

2 Significant accounting policies (continued)

(c) Changes in accounting policies (continued)

b. Lessee accounting and transitional impact (continued)

The right-of-use assets in relation to leases previously classified as operating leases have been recognised at an amount equal to the amount recognised for the remaining lease liabilities, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the statement of financial position at 31 March 2019.

The following table summarises the impacts of the adoption of HKFRS 16 on the statement of financial position:

The Group

	Carrying amount at 31 March 2019	Capitalisation of operating lease contracts	Carrying amount at 1 April 2019
Line items in the statement of financial position impacted by the adoption of HKFRS 16:			
Fixed assets	21,118,659	39,285,658	60,404,317
Non-current assets	21,118,659	39,285,658	60,404,317
Debtors, deposits and payments in advance	24,780,046	(811,040)	23,969,006
Current assets	529,446,672	(811,040)	528,635,632
Accounts payable and accruals	285,935,682	(514,895)	285,420,787
Lease liabilities (current)	-	11,794,368	11,794,368
Current liabilities	324,564,190	11,279,473	335,843,663
Net current assets	204,882,482	(12,090,513)	192,791,969
Lease liabilities (non-current)	-	27,195,145	27,195,145
Non-current liabilities	-	27,195,145	27,195,145
Net assets	226,001,141	-	226,001,141

2 Significant accounting policies (continued)

(c) Changes in accounting policies (continued)

b. Lessee accounting and transitional impact (continued)

The Board

	Carrying amount at 31 March 2019	Capitalisation of operating lease contracts	Carrying amount at 1 April 2019
Line items in the statement of financial position impacted by the adoption of HKFRS 16:			
Fixed assets	21,113,244	36,263,883	57,377,127
Non-current assets	21,665,120	36,263,883	57,929,003
Debtors, deposits and payments in advance	24,409,041	(778,676)	23,630,365
Current assets	528,301,592	(778,676)	527,522,916
Accounts payable and accruals	281,856,139	(514,167)	281,341,972
Lease liabilities (current)	-	10,975,902	10,975,902
Current liabilities	323,979,040	10,461,735	334,440,775
Net current assets	204,322,552	(11,240,411)	193,082,141
Lease liabilities (non-current)	-	25,023,472	25,023,472
Non-current liabilities	-	25,023,472	25,023,472
Net assets	225,987,672	-	225,987,672

2 Significant accounting policies (continued)

(c) Changes in accounting policies (continued)

c. Impact on the financial result and cash flows of the Group

After the initial recognition of right-of-use assets and lease liabilities as at 1 April 2019, the Group as a lessee is required to recognise interest expense accrued on the outstanding balance of the lease liability, and the depreciation of the right-of-use asset, instead of the previous policy of recognising rental expenses incurred under operating leases on a straight-line basis over the lease term. This results in a positive impact on the reported profit from operations in the Group's income statement and other comprehensive income, as compared to the results if HKAS 17 had been applied during the year.

In the consolidated statement of cash flows, the Group as a lessee is required to split rentals paid under capitalised leases into their capital element and interest element (see note 10(b)). These elements are classified as financing cash outflows, similar to how leases previously classified as finance leases under HKAS 17 were treated, rather than as operating cash outflows, as was the case for operating leases under HKAS 17. Although total cash flows are unaffected, the adoption of HKFRS 16 therefore results in a change in presentation of cash flows within the cash flow statement (see note 10(c)).

(d) Films, publicity and advertising materials

Films, publicity and advertising materials are charged to the income statement on purchase, and no account is taken of stocks on hand at the end of the reporting period.

(e) Interests in a subsidiary

A subsidiary is an entity controlled by the Group. The Group controls an entity when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. When assessing whether the Group has power, only substantive rights are considered.

Interests in a subsidiary is consolidated into the consolidated financial statements from the date that control commences until the date that control ceases. Intra-group balances, transactions and cash flows and any unrealised profits arising from intra-group transactions are eliminated in full in preparing the consolidated financial statements. Unrealised losses resulting from intra-group transactions are eliminated in the same way as unrealised gains but only to the extent that there is no evidence of impairment.

In the Board's statement of financial position, interests in a subsidiary is stated at cost less impairment losses (see note 2(l)), unless the investment is classified as held for sale (or included in a disposal group that is classified as held for sale).

(f) Fixed assets

Fixed assets are stated at cost less accumulated depreciation and impairment losses (see note 2(l)).

Assets under work in progress are stated at cost. Costs include cost of materials and direct labour.

Gains or losses arising from the retirement or disposal of an item of fixed assets are determined as the difference between the net disposal proceeds and the carrying amount of the item and are recognised in the income statement on the date of retirement or disposal.

2 Significant accounting policies (continued)

(g) Depreciation

Depreciation is calculated to write off the cost of fixed assets, less their residual value, if any, using the straight-line method over their estimated useful lives as follows:

- Leasehold properties	25 years
- Leasehold improvements	Over the shorter of the fixed lease term and 5 years
- Properties and motor vehicle leased for own use	Unexpired term of lease
- Motor vehicles	4 years
- Furniture, fixtures and other equipment	3 - 5 years
- Computer hardware, software and system development	3 years

Both the useful life of an asset and its residual value, if any, are reviewed annually.

(h) Debtors, deposits and payments in advance

A receivable is recognised when the Group has an unconditional right to receive consideration. A right to receive consideration is unconditional if only the passage of time is required before payment of that consideration is due. If revenue has been recognised before the Group has an unconditional right to receive consideration, the amount is presented as a contract asset.

Receivables are stated at amortised cost using the effective interest method less allowance for credit losses as determined below:

The loss allowance is measured at an amount equal to lifetime expected credit losses ("ECLs"), which are those losses that are expected to occur over the expected life of the debtors. The loss allowance is estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors and an assessment of both the current and forecast general economic conditions at the reporting date.

ECLs are remeasured at each reporting date with any changes recognised as an impairment gain or loss in the income statement. The Group recognises an impairment gain or loss with a corresponding adjustment to the carrying amount of debtors through a loss allowance account.

The gross carrying amount of a debtors is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off.

2 Significant accounting policies (continued)

(i) Accounts payable and accruals and contract liabilities

Accounts payable and accruals are initially recognised at fair value and subsequently stated at amortised cost unless the effect of discounting would be immaterial, in which case they are stated at cost.

A contract liability is recognised when the customer pays non-refundable consideration before the Group recognises the related revenue (see note 2(n)). A contract liability would also be recognised if the Group has an unconditional right to receive non-refundable consideration before the Group recognises the related revenue. In such cases, a corresponding receivable would also be recognised (see note 2(h)).

(j) Cash and cash equivalents

Cash and cash equivalents comprise cash at banks and in hand, demand deposits with banks and other financial institutions, and short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition.

(k) Provisions and contingent liabilities

Provisions are recognised for other liabilities of uncertain timing or amount when the Group has a legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Where the time value of money is material, provisions are stated at the present value of the expenditure expected to settle the obligation.

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

(l) Impairment of non-financial assets

Internal and external sources of information are reviewed at the end of each reporting period to identify indications that fixed assets and investment in a subsidiary may be impaired or an impairment loss previously recognised no longer exists or may have decreased. If any such indication exists, the asset's recoverable amount is estimated.

The recoverable amount of an asset is the greater of its fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where an asset does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the smallest group of assets that generates cash inflows independently (i.e. a cash-generating unit).

2 Significant accounting policies (continued)

(l) Impairment of non-financial assets (continued)

An impairment loss is recognised in income statement if the carrying amount of an asset, or the cash-generating unit to which it belongs, exceeds its recoverable amount. Impairment losses recognised in respect of cash-generating units to reduce the carrying amount of the assets in the unit (or group of units) on a pro rata basis, except that the carrying value of an asset will not be reduced below its individual fair value less costs of disposal (if measurable) or value in use (if determinable).

An impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount. A reversal of impairment losses is limited to the asset's carrying amount that would have been determined had no impairment loss been recognised in prior years. Reversals of impairment losses are credited to the income statement in the year in which the reversals are recognised.

(m) Income tax

Income tax for the year comprises current tax and movements in deferred tax assets and liabilities. Current tax and movements in deferred tax assets and liabilities are recognised in the income statement except to the extent that they relate to items recognised in other comprehensive income or directly in equity, in which case the relevant amounts of tax are recognised in other comprehensive income or directly in equity, respectively.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the end of the reporting period, and any adjustment to tax payable in respect of previous years.

Deferred tax assets and liabilities arise from deductible and taxable temporary differences respectively, being the differences between the carrying amounts of assets and liabilities for financial reporting purposes and their tax bases. Deferred tax assets also arise from unused tax losses and unused tax credits.

Apart from differences which arise on initial recognition of assets and liabilities, all deferred tax liabilities, and all deferred tax assets to the extent that it is probable that future taxable profits will be available against which the asset can be utilised, are recognised.

The amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rates enacted or substantively enacted at the end of the reporting period. Deferred tax assets and liabilities are not discounted.

2 Significant accounting policies (continued)

(n) Revenue recognition

Revenue is recognised when control over a product or service is transferred to the customer, or the lessee has the right to use the asset, at the amount of promised consideration to which the Group is expected to be entitled, excluding those amounts collected on behalf of third parties. Revenue excludes value added tax or other sales taxes and is after deduction of any trade discounts.

Further details of the Group's revenue and other income recognition policies are as follows:

- (i) Government subvention to finance the general recurrent activities of the Group is recognised as revenue in the income statement of the year in respect of which it becomes receivable.
- (ii) Government subvention to finance Meetings, Incentives, Conventions and Exhibitions ("MICE") bidding activities of the Group is recognised as revenue to the extent of the related expenditure incurred during the year, with the unutilised balance included in receipts in advance.
- (iii) Government subvention to finance the non-recurrent activities of the Group is recognised as revenue to the extent of the related expenditure incurred during the year, with the unutilised balance included in receipts in advance.
- (iv) Government subvention received for the purchase of office premises of the Group is included in the statement of financial position as deferred income and is credited to the income statement by instalments over the expected useful life of the related asset on a basis consistent with the depreciation policy (note 2(g)).
- (v) Subscription fees are recognised on a time-apportioned basis.
- (vi) Interest income is recognised as it accrues using the effective interest method.
- (vii) Sponsorship income for the events is recognised in the income statement upon the completion date of the respective events.
- (viii) Promotion and advertising income are accounted for on the accrual basis.

(o) Translation of foreign currencies

Foreign currency transactions during the year are translated into Hong Kong dollars at the foreign exchange rates ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies that are stated at fair value are translated into Hong Kong dollars at the foreign exchange rates ruling at the end of the reporting period. Exchange gains and losses are recognised in the income statement.

Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the foreign exchange rates ruling at the transaction dates. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are translated using the foreign exchange rates ruling at the dates the fair value was measured.

2 Significant accounting policies (continued)

(p) Leased assets

At inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Control is conveyed where the customer has both the right to direct the use of the identified asset and to obtain substantially all of the economic benefits from that use.

As a lessee

(A) Policy applicable from 1 April 2019

Where the contract contains lease component(s) and non-lease component(s), the Group has elected not to separate non-lease components and accounts for each lease component and any associated non-lease components as a single lease component for all leases.

At the lease commencement date, the Group recognises a right-of-use asset and a lease liability, except for short-term leases that have a lease term of 12 months or less and leases of low-value assets. When the Group enters into a lease in respect of a low-value asset, the Group decides whether to capitalise the lease on a lease-by-lease basis. The lease payments associated with those leases which are not capitalised are recognised as an expense on a systematic basis over the lease term.

Where the lease is capitalised, the lease liability is initially recognised at the present value of the lease payments payable over the lease term, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using a relevant incremental borrowing rate. After initial recognition, the lease liability is measured at amortised cost and interest expense is calculated using the effective interest method. Variable lease payments that do not depend on an index or rate are not included in the measurement of the lease liability and hence are charged to profit or loss in the accounting period in which they are incurred.

The right-of-use asset recognised when a lease is capitalised is initially measured at cost, which comprises the initial amount of the lease liability plus any lease payments made at or before the commencement date, and any initial direct costs incurred. Where applicable, the cost of the right-of-use assets also includes an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, discounted to their present value, less any lease incentives received. The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses (see notes 2(f)).

2 Significant accounting policies (continued)

(p) Leased assets (continued)

(A) Policy applicable from 1 April 2019 (continued)

The lease liability is remeasured when there is a change in future lease payments arising from a change in an index or rate, or there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or there is a change arising from the reassessment of whether the Group will be reasonably certain to exercise a purchase, extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

In the consolidated and the Board's statements of financial position, the Group and the Board presents right-of-use assets within the same line item as similar underlying assets and presents lease liabilities separately.

(B) Policy applicable prior to 1 April 2019

In the comparative period, as a lessee the Group classified leases as finance leases if the leases transferred substantially all the risks and rewards of ownership to the Group. Leases which did not transfer substantially all the risks and rewards of ownership to the Group were classified as operating leases.

Where the Group had the use of other assets held under operating leases, payments made under the leases were charged to profit or loss in equal instalments over the accounting periods covered by the lease term, except where an alternative basis was more representative of the pattern of benefits to be derived from the leased asset. Lease incentives received were recognised in profit or loss as an integral part of the aggregate net lease payments made. Contingent rentals were charged to profit or loss in the accounting period in which they were incurred.

(q) Employee benefits

- (i) Salaries, annual bonuses, annual leave, and the cost of non-monetary benefits are accrued in the year in which the associated services are rendered by employees of the Group.
- (ii) The Group operates defined contribution staff retirement schemes for the Hong Kong office and certain overseas offices. Contributions made under the schemes applicable to each year are charged to the income statement for the year.
- (iii) Contributions to Mandatory Provident Fund as required under the Hong Kong Mandatory Provident Fund Schemes Ordinance, are recognised as an expense in the income statement as incurred.
- (iv) Termination benefits are recognised at the earlier of when the Group can no longer withdraw the offer of those benefits and when it recognises restructuring costs involving the payment of termination benefits when, and only when, the Group demonstrably commits itself to terminate employment or to provide benefits as a result of voluntary redundancy by having a detailed formal plan which is without realistic possibility of withdrawal.

2 Significant accounting policies (continued)

(r) Related parties

- (a) A person, or a close member of that person's family, is related to the Group if that person:
 - (i) has control or joint control over the Group;
 - (ii) has significant influence over the Group; or
 - (iii) is a member of the key management personnel of the Group or the Group's parent.
- (b) An entity is related to the Group if any of the following conditions applies:
 - (i) The entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
 - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
 - (iii) Both entities are joint ventures of the same third party.
 - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
 - (v) The entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group.
 - (vi) The entity is controlled or jointly controlled by a person identified in (a).
 - (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
 - (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the Group's parent.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity.

3 Revenue

(a) Principal source of income

The Group

The principal source of income is the subvention from the Government of the Hong Kong Special Administrative Region ("Government") for the year which is determined with regard to the needs of the Board as presented in its annual business plan of budget and proposed programme of activities. The amount of the subvention recognised as revenue during the year is analysed as follows:

	2020	2019
Recurrent subvention for the year	693,351,111	644,185,737
Non-recurrent subvention for the year	141,211,124	390,168,478
	834,562,235	1,034,354,215

(b) Total income

	2020	2019 (note)
Revenue from contracts with customers within the scope of HKFRS 15	20,860,235	96,952,872
Revenue from other sources		
- Government subvention for the year	834,562,235	1,034,354,215
- Interest income	12,198,646	8,411,437
- Realisation of deferred income (see note 12)	1,666,667	10,000,000
	869,287,783	1,149,718,524

(c) As at 31 March 2020, no aggregated amount of the transaction price is allocated to the remaining performance obligations under the Group's existing contracts.

The Group has applied the practical expedient in paragraph 121 of HKFRS 15 to its contracts such that the above information does not include information about revenue that the Group will be entitled to when it satisfies the remaining performance obligations under the contracts that had an original expected duration of one year or less.

4 Income tax

(a) Income tax in the consolidated income statement represents:

	2020	2019
Current tax - Overseas		
Provision for the year	104,979	109,058

No provision for Hong Kong Profits Tax has been made in the financial statements as the Board has been granted exemption from all Hong Kong taxes by the Inland Revenue Department under Section 87 of the Inland Revenue Ordinance. Taxation in respect of the Taiwan operation of HKTb Limited, a subsidiary of the Group, is charged at 20% of its estimated assessable profits (2019: 20%).

(b) Reconciliation between tax expense charged to the consolidated income statement and accounting profit at applicable tax rate:

	2020	2019
Surplus before tax for the year	4,094,419	3,744,916
Notional tax on surplus before taxation, calculated at the rates applicable to profits in the tax	678,041	653,221
Tax effect of non-deductible expenses	144,942,021	193,351,892
Tax effect of non-taxable income	(145,552,738)	(193,926,447)
Tax effect of temporary differences not recognised	37,805	30,255
Tax effect of temporary differences previously not recognised but utilised this year	(150)	137
Actual tax expense	104,979	109,058

5 Surplus before tax for the year

The Group

Staff costs

	2020	2019
Contributions to defined contribution retirement plan	13,720,663	11,590,200
Amounts recognised in respect of defined benefit retirement plan (note 16(a))	-	2,225,000
Retirement costs	13,720,663	13,815,200
Salaries and other benefits	277,370,767	264,813,508
	291,091,430	278,628,708

6 Senior executives' pay and allowances

The Group

The senior executives of the Group include the Executive Director, Deputy Executive Director, General Managers and Regional Directors, and their total pay and allowances during the year were as follows:

	2020		
	Executive Director	Other senior executives	Total
Basic salaries	4,389,000	28,648,000	33,037,000
Discretionary performance pay	303,000	680,000	983,000
Retirement benefit expenses, contract gratuities and other allowances	1,360,000	6,674,000	8,034,000
	6,052,000	36,002,000	42,054,000

	2019		
	Executive Director	Other senior executives	Total
Basic salaries	4,839,000	25,312,000	30,151,000
Discretionary performance pay	841,000	2,550,000	3,391,000
Retirement benefit expenses, contract gratuities and other allowances	747,000	4,473,000	5,220,000
	6,427,000	32,335,000	38,762,000

6 Senior executives' pay and allowances (continued)

The salaries and discretionary performance pay (excluding retirement benefit expenses, contract gratuities and other allowances) for all senior executive positions of the Group fell within the following pay ranges:

	2020 No. of senior executive positions	2019 No. of senior executive positions
Pay ranges		
1 - \$500,001 to \$1,000,000	-	-
2 - \$1,000,001 to \$1,500,000 (note (a))	2	3
3 - \$1,500,001 to \$2,000,000 (notes (a) & (b))	3	1
4 - \$2,000,001 to \$2,500,000 (notes (b) & (c))	3	3
5 - \$2,500,001 to \$3,000,000	3	3
6 - \$3,000,001 to \$3,500,000	1	1
7 - \$3,500,001 to \$4,000,000	1	1
8 - \$4,000,001 to \$4,500,000	-	-
9 - \$4,500,001 to \$5,000,000 (note (d))	1	-
10 - \$5,000,001 to \$5,500,000	-	-
11 - \$5,500,001 to \$6,000,000 (note (d))	-	1
	14	13

- (a) One senior executive position moved from Pay range 2 to Pay range 3 due to annual salary increase.
- (b) One senior executive position moved from Pay range 4 to Pay range 3 due to the position being vacant in the middle of 2019/20.
- (c) One senior executive position added to Pay range 4 due to the position being vacant in 2018/19.
- (d) One senior executive position moved from Pay range 11 to Pay range 9 due to the position being vacant in the middle of 2019/20.

6 Senior executives' pay and allowances (continued)

During the year, the Chairman and members of the Board did not receive any remuneration for their services rendered to the Board.

After deliberation and endorsement by the Staff and Finance Committee which comprises non-executive Board members and an officer of the Tourism Commission, the remuneration, terms and conditions of employment of the senior executives were approved by the Board. In accordance with the Hong Kong Tourism Board Ordinance, the appointment and terms and conditions of employment of the Executive Director and the Deputy Executive Director are subject to the approval of the Chief Executive of Hong Kong Special Administrative Region.

The senior executives receive a basic salary and a performance-based variable pay. With effect from 2007/08, the performance evaluation of senior executives is determined by a Performance Management System and assessment criteria, including Key Performance Indicators, Goals and Competencies. Their performance is referenced against a set of objectives set out in the annual business plan. The performance of the Executive Director is assessed by the Chairman of the Board while the performance of the Deputy Executive Director, General Managers and Regional Directors are assessed by the Executive Director. The variable pay of all the senior executives is approved by the Remuneration Review Committee comprising the Chairman of the Board and the Staff and Finance Committee.

The amount of discretionary performance pay for the Executive Director disclosed above represents the variable pay amount of \$303,000 for the year ended 31 March 2020 (2019: \$841,000).

The remuneration of other senior executive positions for the year ended 31 March 2020 represents compensation for the Deputy Executive Director, seven General Manager positions (2019: seven General Manager positions) and five Regional Director positions (2019: four Regional Director positions).

7 Fixed assets

(a) The Group

	Leasehold properties	Leasehold improvements	Properties leased for own use
Cost:			
At 31 March 2019	252,855,009	14,641,718	-
Impact on initial application of HKFRS 16 (Note)	-	-	39,121,118
At 1 April 2019	252,855,009	14,641,718	39,121,118
Additions	-	2,296,257	14,515,407
Disposals	-	-	-
Transfer	-	-	-
At 31 March 2020	252,855,009	16,937,975	53,636,525
Accumulated depreciation:			
At 1 April 2019	251,169,303	10,294,264	-
Charge for the year	1,685,706	1,935,289	14,665,558
Disposals	-	-	-
At 31 March 2020	252,855,009	12,229,553	14,665,558
Net book value:			
At 31 March 2020	-	4,708,422	38,970,967

Motor vehicles	Furniture, fixtures and other equipment	Computer hardware, software and system development	Work in progress	Total
345,880	12,896,770	30,891,262	6,678,000	318,308,639
164,540	-	-	-	39,285,658
510,420	12,896,770	30,891,262	6,678,000	357,594,297
-	1,285,741	4,591,292	-	22,688,697
-	(1,432,586)	(2,811,409)	-	(4,243,995)
-	1,628,000	2,311,173	(3,939,173)	-
510,420	14,377,925	34,982,318	2,738,827	376,038,999
57,647	11,054,497	24,614,269	-	297,189,980
218,102	1,421,236	3,935,140	-	23,861,031
-	(1,392,925)	(2,229,943)	-	(3,622,868)
275,749	11,082,808	26,319,466	-	317,428,143
234,671	3,295,117	8,662,852	2,738,827	58,610,856

7 Fixed assets (continued)

(a) The Group (continued)

	Leasehold properties	Leasehold improvements	Properties leased for own use
Cost:			
At 1 April 2018	252,855,009	11,530,917	-
Additions	-	3,110,801	-
Disposals	-	-	-
Transfer	-	-	-
At 31 March 2019	252,855,009	14,641,718	-
Accumulated depreciation:			
At 1 April 2018	241,055,103	9,093,980	-
Charge for the year	10,114,200	1,200,284	-
Disposals	-	-	-
At 31 March 2019	251,169,303	10,294,264	-
Net book value:			
At 31 March 2019	1,685,706	4,347,454	-

Note: The Group has initially applied HKFRS 16 using the modified retrospective method and adjusted the opening balances at 1 April 2019 to recognise right-of-use assets relating to leases which were previously classified as operating leases under HKAS 17. See note 2(c).

Motor vehicles	Furniture, fixtures and other equipment	Computer hardware, software and system development	Work in progress	Total
333,411	12,762,935	27,734,071	2,240,471	307,456,814
345,880	634,228	3,194,441	5,760,495	13,045,845
(333,411)	(500,393)	(1,360,216)	-	(2,194,020)
-	-	1,322,966	(1,322,966)	-
345,880	12,896,770	30,891,262	6,678,000	318,308,639
333,411	10,596,598	22,551,053	-	283,630,145
57,647	941,942	3,421,309	-	15,735,382
(333,411)	(484,043)	(1,358,093)	-	(2,175,547)
57,647	11,054,497	24,614,269	-	297,189,980
288,233	1,842,273	6,276,993	6,678,000	21,118,659

7 Fixed assets (continued)

(b) The Board

	Leasehold properties	Leasehold improvements	Properties leased for own use
Cost:			
At 31 March 2019	252,855,009	14,641,718	-
Impact on initial application of HKFRS 16 (Note)	-	-	36,099,343
At 1 April 2019	252,855,009	14,641,718	36,099,343
Additions	-	2,296,257	14,515,407
Disposals	-	-	-
Transfer	-	-	-
At 31 March 2020	252,855,009	16,937,975	50,614,750
Accumulated depreciation:			
At 1 April 2019	251,169,303	10,294,264	-
Charge for the year	1,685,706	1,935,289	13,882,569
Disposals	-	-	-
At 31 March 2020	252,855,009	12,229,553	13,882,569
Net book value:			
At 31 March 2020	-	4,708,422	36,732,181

Motor vehicles	Furniture, fixtures and other equipment	Computer hardware, software and system development	Work in progress	Total
345,880	12,846,032	30,880,495	6,678,000	318,247,134
164,540	-	-	-	36,263,883
510,420	12,846,032	30,880,495	6,678,000	354,511,017
-	1,280,821	4,591,292	-	22,683,777
-	(1,432,586)	(2,811,409)	-	(4,243,995)
-	1,628,000	2,311,173	(3,939,173)	-
510,420	14,322,267	34,971,551	2,738,827	372,950,799
57,647	11,009,174	24,603,502	-	297,133,890
218,102	1,417,670	3,935,140	-	23,074,476
-	(1,392,925)	(2,229,943)	-	(3,622,868)
275,749	11,033,919	26,308,699	-	316,585,498
234,671	3,288,348	8,662,852	2,738,827	56,365,301

7 Fixed assets (continued)

(b) The Board (continued)

	Leasehold properties	Leasehold improvements	Properties leased for own use
Cost:			
At 1 April 2018	252,855,009	11,530,917	-
Additions	-	3,110,801	-
Disposals	-	-	-
Transfer	-	-	-
At 31 March 2019	252,855,009	14,641,718	-
Accumulated depreciation:			
At 1 April 2018	241,055,103	9,093,980	-
Charge for the year	10,114,200	1,200,284	-
Disposals	-	-	-
At 31 March 2019	251,169,303	10,294,264	-
Net book value:			
At 31 March 2019	1,685,706	4,347,454	-

Note: The Group has initially applied HKFRS 16 using the modified retrospective method and adjusted the opening balances at 1 April 2019 to recognise right-of-use assets relating to leases which were previously classified as operating leases under HKAS 17. See note 2(c).

Motor vehicles	Furniture, fixtures and other equipment	Computer hardware, software and system development	Work in progress	Total
333,411	12,712,197	27,723,304	2,240,471	307,395,309
345,880	634,228	3,194,441	5,760,495	13,045,845
(333,411)	(500,393)	(1,360,216)	-	(2,194,020)
-	-	1,322,966	(1,322,966)	-
345,880	12,846,032	30,880,495	6,678,000	318,247,134
333,411	10,560,070	22,540,286	-	283,582,850
57,647	933,147	3,421,309	-	15,726,587
(333,411)	(484,043)	(1,358,093)	-	(2,175,547)
57,647	11,009,174	24,603,502	-	297,133,890
288,233	1,836,858	6,276,993	6,678,000	21,113,244

7 Fixed assets (continued)

(c) Right-of-use assets

The analysis of the net book value of right-of-use assets by class of underlying asset is as follows:

The Group

	Note	31 March 2020	1 April 2019
Ownership interests in leasehold properties held for own use, carried at depreciated cost in Hong Kong, with remaining lease term between 10 and 50 years	(i)	-	1,685,706
Properties leased for own use, carried at depreciated cost	(ii)	38,970,967	39,121,118
Motor vehicle, carried at depreciated cost	(iii)	32,908	164,540
		39,003,875	40,971,364

The Board

	Note	31 March 2020	1 April 2019
Ownership interests in leasehold properties held for own use, carried at depreciated cost in Hong Kong, with remaining lease term between 10 and 50 years	(i)	-	1,685,706
Properties leased for own use, carried at depreciated cost	(ii)	36,732,181	36,099,343
Motor vehicle, carried at depreciated cost	(iii)	32,908	164,540
		36,765,089	37,949,589

7 Fixed assets (continued)

(c) Right-of-use assets (continued)

The analysis of expense items in relation to leases recognised in profit or loss is as follows:

The Group

	2020	2019 (Note)
Depreciation charge of right-of-use assets by class of underlying asset:		
Ownership interests in leasehold properties	1,685,706	10,114,200
Properties leased for own use	14,665,558	-
Motor Vehicle	131,632	-
	16,482,896	10,114,200
Interest on lease liabilities	595,479	-
Expense relating to short-term leases and other leases with remaining lease term ending on or before		
31 March 2020	1,481,042	-
Expense relating to leases of low-value assets, excluding short-term leases of low-value assets	398,754	-
Total minimum lease payments for leases previously classified as operating leases under HKAS 17	-	11,198,128

Note: The Group has initially applied HKFRS 16 using the modified retrospective approach and adjusted the opening balances at 1 April 2019 to recognise right-of-use assets relating to leases which were previously classified as operating leases under HKAS 17. After initial recognition of right-of-use assets at 1 April 2019, the Group as a lessee is required to recognise the depreciation of right-of-use assets, instead of the previous policy of recognising rental expenses incurred under operating leases on a straight-line basis over the lease term. Under this approach, the comparative information is not restated. See note 2(c).

7 Fixed assets (continued)

(c) Right-of-use assets (continued)

Details of total cash outflow for leases and the maturity analysis of lease liabilities are set out in notes 10(c) and 14 respectively.

(i) Ownership interests in leasehold properties held for own use

The Group holds several leasehold properties where its head office is primarily located. The Group is the registered owner of these property interests, including the whole or part of undivided share in the underlying land. Lump sum payments were made upfront to acquire these property interests from their previous registered owners, and there are no ongoing payments to be made under the terms of the land lease, other than payments based on rateable values set by the relevant government authorities. These payments vary from time to time and are payable to the relevant government authorities.

(ii) Properties leased for own use

The Group has obtained the right to use properties as its offices, visitor centres and storage rooms through tenancy agreements. The leases typically run for an initial period of 2 to 10 years. Some leases include an option to renew the lease for an additional period after the end of the contract term. Where practicable, the Group seeks to include such extension options exercisable by the Group to provide operational flexibility. The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options. If the Group is not reasonably certain to exercise the extension options, the future lease payments during the extension periods are not included in the measurement of lease liabilities.

(iii) Motor vehicle

The Group leases a motor vehicle under leases for an initial period of 2 years. None of the leases includes variable lease payments.

8 Interests in a subsidiary and amount due to a subsidiary

The Board

	2020	2019
Interests in a subsidiary		
Unlisted share, at cost	1	1
Capital contribution	31,527,724	31,527,724
Less: impairment loss	(30,975,849)	(30,975,849)
	551,876	551,876
Amount due to a subsidiary	2,412,978	3,577,328

As at 31 March 2020, the Board assessed the interests in the subsidiary and no additional impairment loss was recognised during the year (2019: Nil).

The amount due to a subsidiary is unsecured, interest free and has no fixed terms of repayment.

Details of the Board's wholly-owned subsidiary are set out below:

Name of company	Principal activities	Place of incorporation
HKTB Limited	Marketing and promoting Hong Kong	Hong Kong

Auditor's remuneration and other operating expenses of \$53,475 for the year ended 31 March 2020 (2019: \$54,323) in respect of the subsidiary were borne by the Board which has waived its right of recovery thereof.

9 Debtors, deposits and payments in advance

	The Group		The Board	
	2020	2019	2020	2019
Debtors	678,429	2,580,720	678,429	2,580,720
Less: Loss allowance	-	(19,117)	-	(19,117)
	678,429	2,561,603	678,429	2,561,603
Other debtors, deposits and payments in advance	37,223,281	22,218,443	36,961,182	21,847,438
	37,901,710	24,780,046	37,639,611	24,409,041

Included in debtors, deposits and payments in advance are the following amounts denominated in major currencies other than the Group's and the Board's functional currency:

	Exposure to foreign currencies (expressed in Hong Kong dollars)			
	The Group		The Board	
	2020	2019	2020	2019
Australian Dollars	205,506	354,414	205,506	354,414
Chinese Yuan	1,246,318	1,245,065	1,246,318	1,245,065
Euros	1,037,730	771,626	1,037,730	771,626
Great Britain Pounds	779,194	1,258,074	779,194	1,258,074
Japanese Yen	3,337,239	4,009,942	3,337,239	4,009,942
Korean Won	226,730	263,170	226,730	263,170
New Taiwan Dollars	296,153	371,005	-	-
United States Dollars	889,588	826,716	889,588	826,716

The gross amount of debtors, deposits and payments in advance at 31 March 2020 that is expected to be recovered after more than one year for the Group is \$1,967,250 and the Board is \$1,747,932 (2019: the Group is \$4,507,491 and the Board is \$4,292,681).

Further details on the Group's credit policy are set out in note 19(a).

On the date of transition to HKFRS 16, prepaid rent of \$811,040 for the Group and \$778,676 for the Board previously included in debtors, deposits and payments in advance were adjusted to right-of-use assets recognised at 1 April 2019. See note 2(c).

9 Debtors, deposits and payments in advance (continued)

(a) Impairment loss of debtors

Impairment loss in respect of debtors are recorded using an allowance account unless the Board is satisfied that recovery of the amount is remote, in which case the impairment loss is written off against debtors directly (see note 2(h)).

The movement in the loss allowance of debtors during the year is as follows:

	The Group		The Board	
	2020	2019	2020	2019
At 1 April	19,117	19,117	19,117	19,117
Amount written off	(19,117)	-	(19,117)	-
At 31 March	-	19,117	-	19,117

At 31 March 2020, no loss allowance (2019: loss allowance of \$19,117) was recognised for the Group and the Board.

10 Cash and cash equivalents and other cash flow information

(a) Cash and cash equivalents

	The Group		The Board	
	2020	2019	2020	2019
Deposits with banks and financial institutions	648,325,047	496,957,729	648,325,047	496,957,729
Cash at banks and in hand	17,203,689	7,708,897	16,963,132	6,934,822
Cash and cash equivalents in the statement of financial position	665,528,736	504,666,626	665,288,179	503,892,551
Less: Deposits with banks and financial institutions with maturity of more than three months at acquisition	(450,440,942)	(333,153,750)		
Cash and cash equivalents in the consolidated statement of cash flows	215,087,794	171,512,876		

Included in cash and cash equivalents are the following amounts denominated in major currencies other than the Group's and the Board's functional currency:

	Exposure to foreign currencies (expressed in Hong Kong dollars)			
	The Group		The Board	
	2020	2019	2020	2019
Australian Dollars	381,618	555,337	381,618	555,337
Canadian Dollars	171,943	52,201	171,943	52,201
Chinese Yuan	103,334	396,444	103,334	396,444
Euros	75,168	157,538	75,168	157,538
Great Britain Pounds	160,404	176,927	160,404	176,927
Japanese Yen	33,639	104,982	33,639	104,982
Korean Won	276,235	7,979	276,235	7,979
New Taiwan Dollars	67,106	690,065	-	-
United States Dollars	949,642	400,078	949,642	400,078

Deposits with banks and financial institutions bear fixed interest rates with the effective interest rates per annum at the end of the reporting period for the Group and the Board ranging from 0.75% to 2.88% (2019: the Group and the Board ranging from 0.17% to 2.83%).

10 Cash and cash equivalents and other cash flow information (continued)

(b) Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the cash flow statement as cash flows from financing activities.

	Lease liabilities (Note 14)
At 31 March 2019	-
Impact on initial application of HKFRS 16 (Note)	38,989,513
At 1 April 2019	38,989,513
Changes from financing cash flows:	
Capital element of lease rentals paid	(13,671,055)
Interest element of lease rentals paid	(595,479)
Total changes from financing cash flows	(14,266,534)
Exchange adjustments	(26,101)
Other changes:	
Increase in lease liabilities from entering into new leases during the period	14,515,407
Interest expenses	595,479
Total other changes	15,110,886
At 31 March 2020	39,807,764

Note: The Group has initially applied HKFRS 16 using the modified retrospective method and adjusted the opening balances at 1 April 2019 to recognise lease liabilities relating to leases which were previously classified as operating leases under HKAS 17. See notes 2(c).

(c) Total cash outflow for leases

Amounts included in the cash flow statement for leases comprise the following:

	2020	2019 (Note)
Within financing cash flows	14,266,534	-

Note: As explained in the note to note 10(b), the adoption of HKFRS 16 introduces a change in classification of cash flows of certain rentals paid on leases. The comparative amounts have not been restated.

11 Accounts payable and accruals

	The Group		The Board	
	2020	2019	2020	2019
Accounts payable	158,506,614	237,854,880	157,602,347	235,037,219
Other payables and sundry creditors	44,630,234	48,080,802	43,211,059	46,818,920
	203,136,848	285,935,682	200,813,406	281,856,139

Included in accounts payable and accruals are the following amounts denominated in major currencies other than the Group and the Board's functional currency:

	Exposure to foreign currencies (expressed in Hong Kong dollars)			
	The Group		The Board	
	2020	2019	2020	2019
Australian Dollars	4,381,632	5,369,244	4,381,632	5,369,244
Canadian Dollars	1,477,047	585,654	1,477,047	585,654
Chinese Yuan	16,998,125	26,093,827	16,998,125	26,093,827
Euros	2,748,788	5,576,395	2,748,788	5,576,395
Great Britain Pounds	2,191,435	4,748,019	2,191,435	4,748,019
Indian Rupee	-	2,105,822	-	2,105,822
Japanese Yen	9,307,179	7,806,746	9,307,179	7,806,746
Korean Won	6,143,437	6,973,478	6,143,437	6,973,478
Singapore Dollars	2,940,182	1,833,959	2,940,182	1,833,959
New Taiwan Dollars	2,321,872	3,436,985	-	2,104,562
United States Dollars	25,723,521	20,106,214	25,723,521	20,106,214

The gross amount of accounts payable and accruals at 31 March 2020 that is expected to be settled after more than one year for the Group is \$8,102,209 and the Board is \$8,024,209 (2019: the Group is \$8,027,322 and the Board is \$7,952,509).

On the date of transition to HKFRS 16, deferred rent of \$514,895 for the Group and \$514,167 for the Board included in accounts payable and accruals were adjusted to right-of-use assets recognised at 1 April 2019. See note 2(c).

12 Deferred income

	The Group and the Board	
	2020	2019
Government subvention granted		
– 1994/95	250,000,000	250,000,000
Aggregate realisation:		
At 1 April	248,333,333	238,333,333
Realised during the year	1,666,667	10,000,000
At 31 March	250,000,000	248,333,333
Balance at 31 March	-	1,666,667

13 Contract liabilities

Movements in contract liabilities of the Group and the Board during the year ended 31 March 2020 and 2019 are as follows:

	2020	2019
Balance as at 1 April	2,574,298	2,701,217
Decrease in contract liabilities as a result of revenue recognised during the year that was included in the contract liabilities at the beginning of the year	(2,550,743)	(2,673,599)
Increase in contract liabilities as a result of billing in advance	694,192	2,546,680
Balance as at 31 March	717,747	2,574,298

Contract liabilities arise from billing in advance for membership renewal fee in respect of Quality Tourism Services Scheme.

14 Lease liabilities

The following table shows the remaining contractual maturities of the Group's lease liabilities at the end of the current and previous reporting periods and at the date of transition to HKFRS 16:

The Group

	31 March 2020		1 April 2019 (Note)		31 March 2019 (Note)	
	Present value of the lease payments	Total lease payments	Present value of the lease payments	Total lease payments	Present value of the lease payments	Total lease payments
Within 1 year	12,813,236	13,208,970	11,794,368	12,188,638	-	-
After 1 year but within 2 years	8,979,449	9,245,668	10,697,520	10,939,798	-	-
After 2 years but within 5 years	13,407,881	13,754,361	14,128,222	14,376,578	-	-
After 5 years	4,607,198	4,720,493	2,369,403	2,381,134	-	-
	26,994,528	27,720,522	27,195,145	27,697,510	-	-
	39,807,764	40,929,492	38,989,513	39,886,148	-	-
Less: total future interest expenses		(1,121,728)		(896,635)		-
Present value of lease liabilities		39,807,764		38,989,513		-

14 Lease liabilities (continued)

The Board

	31 March 2020		1 April 2019 (Note)		31 March 2019 (Note)	
	Present value of the lease payments	Total lease payments	Present value of the lease payments	Total lease payments	Present value of the lease payments	Total lease payments
Within 1 year	12,016,194	12,391,652	10,975,902	11,339,196	-	-
After 1 year but within 2 years	8,170,875	8,428,350	9,917,339	10,139,769	-	-
After 2 years but within 5 years	12,794,892	13,141,373	12,736,730	12,976,527	-	-
After 5 years	4,607,198	4,720,493	2,369,403	2,381,134	-	-
	25,572,965	26,290,216	25,023,472	25,497,430	-	-
	37,589,159	38,681,868	35,999,374	36,836,626	-	-
Less: total future interest expenses		(1,092,709)		(837,252)		-
Present value of lease liabilities		37,589,159		35,999,374		-

Note: The Group has initially applied HKFRS 16 using the modified retrospective approach and adjusted the opening balances at 1 April 2019 to recognise lease liabilities relating to leases which were previously classified as operating leases under HKAS 17. Comparative information as at 31 March 2019 has not been restated. Further details on the impact of the transition to HKFRS 16 are set out in note 2(c).

15 Receipts in advance

The balance mainly represents unutilised non-recurrent government subvention.

16 Employee retirement benefits

The Group and the Board

(a) Defined benefit retirement plan

The Board made contributions to a defined benefit retirement scheme registered under the Hong Kong Occupational Retirement Schemes Ordinance. The defined benefit retirement scheme was terminated with effect from 31 March 2019. The scheme no longer covered the Board's employees based in Hong Kong. The scheme was administered by an independent trustee, and the assets were held in a trust separately from those of the Board.

With effect from 1 January 2019, employees under the defined benefit retirement scheme joined the Choice Plan (see note 16(b)).

Amounts recognised in the consolidated income statement and other comprehensive income are as follows:

	2020	2019
Current service cost	-	706,000
Net interest on net defined benefit asset	-	(830,000)
Past service cost curtailments	-	2,349,000
Total amounts recognised in the consolidated income statement	-	2,225,000
Actuarial gains	-	(205,000)
Return on plan assets, excluding interest income	-	(440,000)
Total amounts recognised in other comprehensive income	-	(645,000)
Total defined benefit costs	-	1,580,000

The retirement expense was recognised under staff costs in the consolidated income statement.

16 Employee retirement benefits (continued)

The Group and the Board (continued)

(b) Defined contribution retirement plan

The Board makes contributions to a defined contribution plan ("Choice Plan") in accordance with the terms stated in the Trust Deed.

Employees under the Choice Plan, together with employees under the previous defined benefit retirement scheme (see note 16(a)), joined a pooled defined contribution retirement plan effective from 1 January 2019. Under the Choice Plan, the employer is required to make 8% - 12% (2019: 8% - 12%) contributions of the employees' relevant income. Employees are not required to make contributions to the Choice Plan.

The Board also operates a Mandatory Provident Fund Scheme ("the MPF scheme") under the Hong Kong Mandatory Provident Fund Schemes Ordinance for employees employed under the jurisdiction of the Hong Kong Employment Ordinance and not previously covered by the Choice Plan. The MPF scheme is a defined contribution retirement scheme administered by independent trustees. Under the MPF scheme, the employer and its employees are each required to make contributions to the scheme at 5% of the employees' relevant income, subject to a cap of monthly relevant income of \$30,000. Contributions to the scheme vest immediately.

17 Reserve

	The Group		The Board	
	2020	2019	2020	2019
General fund at the beginning of the year	226,001,141	221,720,283	225,987,672	221,709,140
Surplus for the year	3,989,440	3,635,858	3,987,090	3,633,532
Other comprehensive income for the year	-	645,000	-	645,000
Total comprehensive income for the year	3,989,440	4,280,858	3,987,090	4,278,532
General fund at the end of the year	229,990,581	226,001,141	229,974,762	225,987,672

General Fund

The General Fund represents the Group's and the Board's unallocated balances and surpluses. The use of the unallocated balances or surpluses requires prior approval from the Board and the Government.

Based on the understanding between the Government and the Board, the level of reserves held by the Group may increase to a level equivalent to four months of gross expenditure.

18 Commitments

At 31 March 2019, the Group and the Board had commitments in respect of the following:

The total future minimum lease payments under non-cancellable operating leases are payable as follows:

	The Group 2019	The Board 2019
Within 1 year	12,891,176	12,787,887
After 1 year but within 5 years	8,950,897	8,950,897
	21,842,073	21,738,784

The Group is the lessee in respect of a number of properties and office equipment held under leases which were previously classified as operating leases under HKAS 17. The Group has initially applied HKFRS 16 using the modified retrospective approach. Under this approach, the Group adjusted the opening balances at 1 April 2019 to recognise lease liabilities relating to these leases (see note 2(c)). From 1 April 2019 onwards, future lease payments are recognised as lease liabilities in the statement of financial position in accordance with the policies set out in note 2(p), and the details regarding the Group's future lease payments are disclosed in note 14.

19 Financial risk management

Exposure to credit, liquidity, interest rate and foreign currency risks arises in the normal course of the Group's operations. The Group's exposure to these risks and the financial risk management policies and practices used by the Group to manage these risks are described below.

(a) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Group. The Group's credit risk is primarily attributable to deposits with banks and financial institutions, cash at banks and debtors. The Group's exposure to credit risk arising from deposits with banks and financial institutions, cash at banks is limited because the counterparties are banks and financial institutions with sound credit rating, for which the Group considers to have low credit risk. Management has a credit policy in place and the exposures to these credit risks are monitored on an ongoing basis.

(b) Liquidity risk

The Group's policy is to regularly monitor current and expected liquidity requirements to ensure that it maintains sufficient reserves of cash to meet its liquidity requirements in the short and long terms.

19 Financial risk management (continued)

(b) Liquidity risk (continued)

The following tables detail the remaining contractual maturities at the end of the reporting period of the Group's and the Board's financial liabilities, which are based on contractual undiscounted cash flows and the earliest date the Group and the Board can be required to pay:

The Group

	2020				
	Carrying amount/ total contractual undiscounted cashflow	Within 1 year or on demand	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years
Receipts in advance	288,336,915	288,336,915	-	-	-
Contract liabilities	717,747	717,747	-	-	-
Accounts payable and accruals	203,136,848	195,034,639	3,265,179	2,502,145	2,334,885
Lease liabilities	40,929,492	13,208,970	9,245,668	13,754,361	4,720,493
	533,121,002	497,298,271	12,510,847	16,256,506	7,055,378

	2019				
	Carrying amount/ total contractual undiscounted cashflow	Within 1 year or on demand	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years
Receipts in advance	34,304,608	34,304,608	-	-	-
Contract liabilities	2,574,298	2,574,298	-	-	-
Accounts payable and accruals	285,935,682	277,908,360	2,685,522	2,783,982	2,557,818
Lease liabilities	-	-	-	-	-
	322,814,588	314,787,266	2,685,522	2,783,982	2,557,818

19 Financial risk management (continued)

(b) Liquidity risk (continued)

The Board

	2020				
	Carrying amount/ total contractual undiscounted cashflow	Within 1 year or on demand	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years
Receipts in advance	288,336,915	288,336,915	-	-	-
Contract liabilities	717,747	717,747	-	-	-
Accounts payable and accruals	200,813,406	192,789,197	3,265,179	2,424,145	2,334,885
Lease liabilities	38,681,868	12,391,652	8,428,350	13,141,373	4,720,493
	528,549,936	494,235,511	11,693,529	15,565,518	7,055,378

	2019				
	Carrying amount/ total contractual undiscounted cashflow	Within 1 year or on demand	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years
Receipts in advance	34,304,608	34,304,608	-	-	-
Contract liabilities	2,574,298	2,574,298	-	-	-
Accounts payable and accruals	281,856,139	273,903,630	2,662,868	2,731,823	2,557,818
Lease liabilities	-	-	-	-	-
	318,735,045	310,782,536	2,662,868	2,731,823	2,557,818

Note: The Group has initially applied HKFRS 16 using the modified retrospective approach and adjusted the opening balances at 1 April 2019 to recognise lease liabilities relating to leases which were previously classified as operating leases under HKAS 17. Lease liabilities include amounts recognised at the date of transition to HKFRS 16 in respect of leases previously classified as operating leases under HKAS 17 and amounts relating to new leases entered into during the year. Under this approach, the comparative information is not restated. See note 2(c).

19 Financial risk management (continued)

(c) Interest rate risk

The Group has no financing from external parties other than Government subvention and the Group is not exposed to interest rate risk on financing.

Note 10 contains information about the effective interest rates of the Group's income-earning financial instruments at the end of the reporting period.

(d) Foreign currency risk

Exposure to currency risk

The Group incurs expenses that are denominated in currencies other than Hong Kong Dollars ("HKD"), the functional currency of the Group, for the operations of the overseas offices. The currencies giving rise to this risk are primarily United States Dollars ("USD"), Japanese Yen, Australian Dollars, Canadian Dollars, Euros, Great Britain Pounds, Chinese Yuan, Singapore Dollars, New Taiwan Dollars and Korean Won.

Sensitivity analysis

The following table indicated the instantaneous change in the Group's surplus after tax and general fund that would arise if foreign exchange rates to which the Group has significant exposure at the end of the reporting period had changed at that date, assuming all other risk variables remained constant. In this respect, it is assumed that the pegged rate between the HKD and the USD would be materially unaffected by any change in movement in value of the USD against other currencies.

19 Financial risk management (continued)

(d) Foreign currency risk (continued)

Sensitivity analysis (continued)

	2020		2019	
	Increase/ (decrease) in foreign exchange rates	Effect on surplus after tax and general fund	Increase/ (decrease) in foreign exchange rates	Effect on surplus after tax and general fund
Australian Dollars	5%	(274,649)	5%	(222,975)
	(5)%	274,649	(5)%	222,975
Canadian Dollars	5%	(82,657)	5%	(24,344)
	(5)%	82,657	(5)%	24,344
Chinese Yuan	5%	(1,103,249)	5%	(1,222,297)
	(5)%	1,103,249	(5)%	1,222,297
Euros	5%	(94,217)	5%	(232,362)
	(5)%	94,217	(5)%	232,362
Great Britain Pounds	5%	(331,289)	5%	(165,651)
	(5)%	331,289	(5)%	165,651
Japanese Yen	5%	(393,888)	5%	(184,561)
	(5)%	393,888	(5)%	184,561
Singapore Dollars	5%	(384,112)	5%	(85,540)
	(5)%	384,112	(5)%	85,540
New Taiwan Dollars	5%	(208,861)	5%	(118,796)
	(5)%	208,861	(5)%	118,796
Korean Won	5%	(282,024)	5%	(335,116)
	(5)%	282,024	(5)%	335,116

Results of the analysis as presented in the above table represent an aggregation of the instantaneous effects on each of the Group entities' surplus after tax and general fund measured in the respective functional currencies, translated into Hong Kong dollars at the exchange rate ruling at the end of the reporting period for presentation purposes.

19 Financial risk management (continued)

(d) Foreign currency risk (continued)

Sensitivity analysis (continued)

The sensitivity analysis assumes that the change in foreign exchange rates had been applied to re-measure those financial instruments held by the Group which expose the Group to foreign currency risk at the end of the reporting period. The analysis excludes differences that would result from the translation of the financial statements of foreign operations into the Group's presentation currency. The analysis is performed on the same basis for 2019.

(e) Fair values

All financial instruments are carried at amounts not materially different from their fair values as at 31 March 2020 and 2019.

20 Material related party transactions

Other than those disclosed elsewhere in the financial statements, no other material related party transactions were carried out in the normal course of the Group's business during the current and prior financial years.

21 Possible impact of amendments, new standards and interpretations issued but not yet effective for the year ended 31 March 2020

Up to the date of issue of these financial statements, the HKICPA has issued a number of amendments and a new standard, HKFRS 17, Insurance Contracts, which are not yet effective for the year ended 31 March 2020 and which have not been adopted in these financial statements.

The Group is in the process of making an assessment of what the impact of these developments is expected to be in the period of initial application. So far, the Group considers that the adoption of them is unlikely to have a significant impact on the Group's financial statements.

