

westKowloon
西九文化區

2022/23 ANNUAL REPORT 周年報告

BUSINESS REVIEW 業務回顧







WEST KOWLOON
西九文化區管理局
CULTURAL DISTRICT AUTHORITY


FREESPACE
FREESPACE
FREESPACE



The Hong Kong Palace Museum's

香港故宮文化博物館開幕



Opening



03.07.2022

M+ 1st Anniversary

一周年





12.11.2022

HKT x WESTK POPFEST

西九音樂節





22.03.2023 - 02.04.2023

ABOUT THE WEST KOWLOON CULTURAL DISTRICT AUTHORITY

關於西九文化區管理局

The West Kowloon Cultural District (WKCD) is a strategic investment by the Hong Kong Special Administrative Region (the HKSAR) Government to meet the long-term infrastructure and development needs of Hong Kong's arts and culture. As one of the largest cultural projects in the world, our goal is to create a vibrant cultural quarter where the local, national and international arts scenes can interact, develop, and collaborate.

To realise this vision, the HKSAR Government established the West Kowloon Cultural District Authority (WKCDA or the Authority) on 11 July 2008. The Legislative Council also approved an upfront endowment of HK$21.6 billion for developing and operating WKCD.

Spanning 40 hectares of reclaimed land, WKCD integrates arts and culture, education, open spaces, Hotel, Office and Residential (HOR) Developments, and Retail, Dining and Entertainment (RDE) facilities. Upon completion, it will offer about 23 hectares of public open space, a two-kilometre harbour-front promenade, and a variety of arts and cultural facilities hosting world-class exhibitions, performances and events.

Core arts and cultural facilities in WKCD that are currently open to the public include the Xiqu Centre, Freespace, the Art Park, M+ and the Hong Kong Palace Museum (HKPM). The Lyric Theatre Complex is under construction and scheduled for completion in 2025.

西九文化區（西九）是香港特別行政區政府（香港特區政府）的一項策略性投資，以配合長遠發展香港文化藝術所需的基礎設施，並促進文化及創意產業的自然發展。作為全球規模最大的文化藝術項目之一，西九致力為香港創造一個多姿多彩的文化地帶，促進本地和國際藝術界互動、合作與發展。

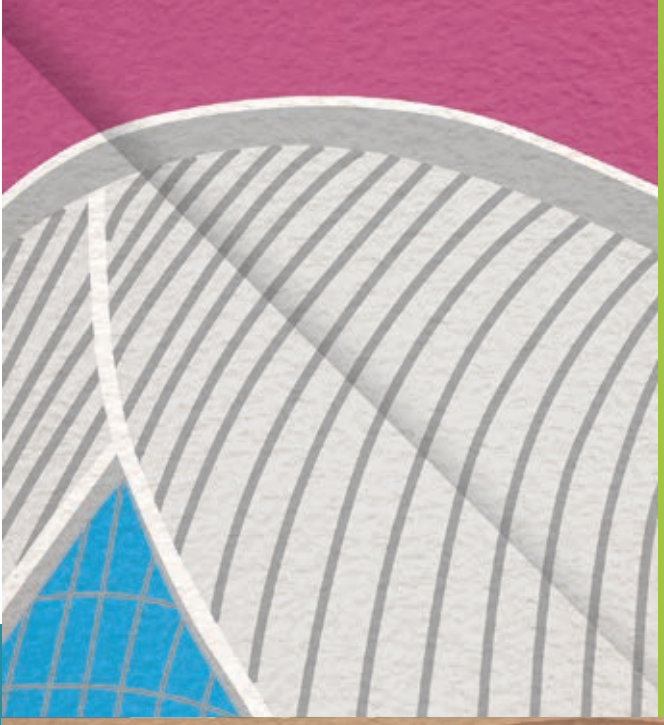
為實現此一願景，香港特區政府於2008年7月11日成立西九文化區管理局（管理局），負責推展西九計劃。立法會同時通過一筆過216億元的撥款，予管理局發展及營運西九項目。

西九文化區延伸40公頃的填海土地，匯集了精彩的文化藝術和教育活動，廣闊的公共空間，酒店、辦公室和住宅發展項目及零售、餐飲和消閒設施。所有工程竣工後將提供約23公頃的公共空間，以及長達兩公里、闊20米的海濱長廊，並設有眾多的文化藝術設施，以舉辦世界級展覽、表演節目和文化藝術活動。

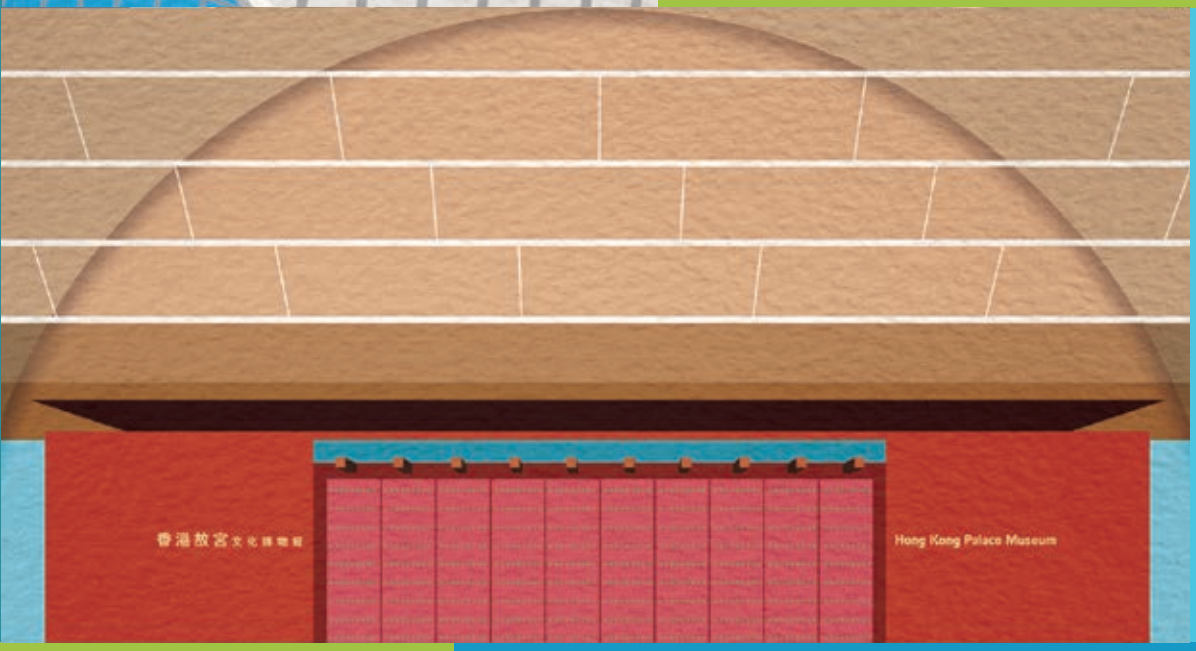
區內主要文化設施－戲曲中心、自由空間、藝術公園、M+和香港故宮文化博物館等經已開放，而演藝綜合劇場預計於2025年落成。











Scan this QR code to download the full version of the Annual Report from the West Kowloon Cultural District website.

掃描此二維碼，即可在西九文化區網站下載周年報告的完整版本。

目錄 TABLE OF CONTENTS

008 About the West Kowloon Cultural District Authority
關於西九文化區管理局

010 Chairman's Statement
主席報告

012 Chief Executive Officer's Statement
行政總裁報告

014 The Board
董事局

016 Senior Management
高級管理人員

018 At a Glance
年度概覽

020 The Year in Review
年度回顧

099 Sustainability and Inclusion
可持續發展與共融

112 Financial Review
財務回顧

115 Financial Highlights (Consolidated)
財務摘要(綜合)

116 Awards and Recognitions
獎項與嘉許

119 Outlook
展望

122 Acknowledgements
鳴謝

128 Photo Credits
圖片來源

CHAIRMAN'S STATEMENT

主席報告



"The grand opening of HKPM and triumph over adversity mark the dawn of an inspirational new chapter, as WKCD's vision coalesces into reality and Hong Kong reassumes its status as an East-meets-West centre for international cultural exchange."

「香港故宮文化博物館隆重開幕，西九克服了疫情帶來的重重挑戰，過去一年我們迎來鼓舞人心的新篇章。隨着西九的願景逐漸成形，西九將進一步鞏固香港作為中外文化藝術交流中心的地位。」

Hong Kong continued to face significant challenges in 2022, with COVID restrictions stifling tourism, limiting trade, and suppressing consumption. It has therefore been a relief to see a gradual improvement in the economy in recent months, as the pandemic has at last began to subside. The return of tourists and the easing of social distancing restrictions have injected further vibrancy into the popular WKCD, an arts and cultural hub that caters not only to locals but also to regional and international arts enthusiasts.

To introduce WKCD to the global audience post-pandemic, we organised the inaugural "WKCD Art Week" in March 2023, kicking off with the M+ International Open House. With art viewings, seminars, and networking activities, we introduced the new dazzling charms of the District to international media and over 3,000 guests from the international art scene.

There are ample reasons for us to take pride in our accomplishments. Despite facing challenges, we celebrated remarkable milestones throughout the year. The highly anticipated Hong Kong Palace Museum officially opened its doors in July 2022, captivating visitors with its bold architecture and spectacular opening exhibitions featuring national treasures from the Palace Museum. In addition, M+ made a splash in the art world with its first Special Exhibition, *Yayoi Kusama: 1945 to Now*. This remarkable retrospective of one of the best-known contemporary Asian artists served as a true statement of M+'s international credentials.

As anti-Covid measures were eased in late 2022, WKCD was once again able to host large scale outdoor music and culture events. Notably, the city's largest pop festival, HKT x WestK POPFEST, featured more than 200 artists performing over a 10-day period in shows that spanned our venues across the District. We were truly delighted to welcome enthusiastic outdoor audiences once again.

Inspired by the resounding success of the Global Financial Leaders' Investment Summit of which the welcoming dinner was held in M+ in November last year, WKCDA is planning to organise a mega event which will bring together esteemed leaders from prominent museums and cultural institutions from the Mainland and overseas. As Hong Kong continues to flourish as a world-renowned arts and cultural centre, we eagerly anticipate the opportunity to learn from their collective expertise and receive valuable guidance for our ongoing development.

We will not stop investing in high quality content to attract visitors from around the world to WKCD, driving spending and investment. Elsewhere, sponsorships, donations and memberships have been crucial in helping us achieve our mission by raising funds for new exhibitions and programmes as well as venue operations. This vital financial support, along with advocacy from the community, enables us to build capacity and maintain the momentum of our popular museum and performing arts programmes.

As part of the commitment to turning Hong Kong into an East-meets-West centre for international cultural exchange, both the Central and HKSAR Governments have provided WKCDA with unwavering support for its stunning arts and cultural venues, our ambitious works projects, and the remarkable array of arts and culture programmes and events presented here.

It is clear that a world-class cultural hub is taking shape in WKCD. We will continue to collaborate with the tourism sector to establish the District as a truly must-see destination.

I would like to thank the WKCDA Board, the Boards of WKCDA's Subsidiaries and the Consultation Panel for the advice and guidance they have given in facing and overcoming the challenges of the past year. As we reflect on our achievements in 2022/23, I am fully confident that great things lie ahead, as our journey to become one of the world's most vibrant arts and culture hubs has just begun.

2022年，香港仍面臨着嚴峻挑戰，防疫限制不僅使旅遊業陷入困境，也窒礙了本港的商業活動和消費意欲。隨着疫情逐漸受控，我們欣然見證了經濟於近月逐步復甦。作為一個重要的藝術文化樞紐，西九不僅滿足本港市民的需求，還向來自世界各地的藝術愛好者敞開大門。遊客的重臨和社交距離限制的放寬，進一步為廣受歡迎的西九注入新活力。

為了在疫情後向全球觀眾推廣西九，我們於2023年3月舉辦的首屆西九文化區藝術周，由M+國際歡迎日揭開序幕，透過舉辦藝術觀賞、研討會和交流活動，我們向國際媒體和來自各國藝壇的3,000多名嘉賓，展示了西九的嶄新魅力。

雖然管理局在過去一年面臨諸多挑戰，但我們仍排除萬難，並取得多項成就，立下文化區多個重要的里程碑，使我們非常自豪。萬眾矚目的香港故宮文化博物館於2022年7月正式開幕，以其宏偉的建築以及開幕展覽中來自故宮博物院的珍貴文物，深深吸引各方訪客。此外，M+的首個特別展覽「草間彌生：一九四五年至今」在藝術界獲得熱烈迴響。這個精彩的展覽，回顧其中一位亞洲最富盛名的當代藝術家的一生，彰顯了M+的國際級地位。

2022年底防疫限制放寬後，西九文化區終能重新舉辦大型戶外音樂和文化活動，包括為期10天的「HKT西九音樂節」。這場全港規模最大的流行音樂節匯聚了逾200位歌手和藝術家，在西九多個場地呈獻精彩演出，我們亦滿懷喜悅地迎來熱情的戶外觀眾重回西九。

受到去年11月在M+成功舉辦的「國際金融領袖投資峰會」歡迎晚宴的啟發。管理局正計劃舉辦一項大型盛事，廣邀內地和海外著名的文博機構領袖參加。隨着香港逐步發展成為全球著名的文化藝術中心，我們熱切期待此盛事帶來的機會，讓我們能與一眾資深文藝代表交流，聽取他們對西九持續發展的寶貴建議。

我們將繼續投放資源創造優質內容，藉此吸引世界各地的訪客蒞臨西九，從而促進消費和投資。此外，贊助、捐贈和會籍計劃能為新的展覽、節目以及場地營運籌集所需資金，對我們實現願景至關重要。這些重要的財政支援，加上來自社區的支持，讓西九得以拓展，並推動其博物館和表演藝術節目繼續進步，使它們更受歡迎。

為致力讓香港發展成為中外文化藝術交流中心，中央與香港特別行政區政府一直鼎力支持西九文化區管理局的發展，包括協助建設出色的文化藝術場館、推展重要的工程、以及呈獻一系列多元化的文化藝術節目和活動。

作為世界級文化樞紐，西九正逐步成形。我們將繼續與旅遊業界緊密合作，令西九成為訪客到香港的必遊之地。

我謹此感謝西九文化區管理局董事局、管理局各附屬公司的董事局和諮詢會，在過去一年提供寶貴的意見和指導，使西九克服種種挑戰。回顧2022/23年度，西九晉身為全球最具活力文化藝術中心的旅程才剛啟航，但我深信西九必定會在未來再創輝煌。

Henry TANG Ying-yen, GBM, GBS, JP
唐英年, 大紫荊勳賢, GBS, JP
Chairman of the Board of the West Kowloon Cultural District Authority
西九文化區管理局董事局主席

Hong Kong, 30 August 2023
香港，2023年8月30日

CHIEF EXECUTIVE OFFICER'S STATEMENT

行政總裁報告



"Despite a challenging year, we've triumphed with the opening of HKPM, M+'s first special exhibition, welcoming tourists' return after the epidemic, and real revenue growth. All these milestones establish WKCD as a truly world-class cultural landmark for Hong Kong."

「過去一年雖然充滿挑戰，但我們仍取得多項重要成就，包括香港故宮文化博物館的開幕、M+舉辦的首個特別展覽、在疫情後迎接旅客回歸，收入亦取得實質增長。這些里程碑標誌着西九正逐步成為真正世界級的文化地標。」

2022/23 was a most challenging yet rewarding year for WKCDA. The financial year began in the middle of the fifth wave of the COVID-19 pandemic which resulted in over four months' closure of our arts and cultural venues including the newly opened M+. We nonetheless quickly geared up for the reopening of the venues as well as the grand opening of another world-class museum in WKCD, HKPM, on 22 June 2022.

The HKPM project was delivered within budget and on time to celebrate the 25th anniversary of the establishment of the HKSAR. The inaugural exhibitions showcased over 900 national treasures from the Palace Museum, among them 166 were grade-one objects, the largest loan to a cultural institution outside the Mainland since its establishment in 1925. During the year, we also celebrated the first anniversary of M+ with the launch of its first special exhibition, *Yayoi Kusama: 1945 to Now*, the largest retrospective of the artist which was a resounding success in terms of attendance and critical acclaim. As of 31 March 2023, M+ had welcomed over 2.6 million visitors, while HKPM received close to 1 million visitors since its opening. These figures are testimony to the exceptional draw these museums command.

With the lifting of all anti-epidemic and social distancing measures in January 2023, we saw overseas and Mainland visitors returning to Hong Kong. Since then, WKCD has become a must-see destination for tourists. As at the end of March 2023, tourists made up around 45% of the visitors at HKPM and M+, with Mainland tourists contributing to over 30% of the total visitations. The proportion of tourists has continued to increase since March 2023.

Similarly, our performing arts programmes went from strength to strength, racking up total audience numbers of some 260,000 during the year. Apart from the fourth edition of our signature Freespace Jazz Fest held in October 2022, we organised SerendiCity under the banner of Creative Tomorrow, our first art tech festival exploring the possibilities of combining technology and art, showcasing new forms of live and virtual performances and art installations in the Art Park and Xiqu Centre, attracting some 100,000 visitors on site over three weeks.

WKCDA continues to nurture and support artists, performers and other creative professionals, many of them were hard-hit by the prolonged pandemic when venues were closed and programmes cancelled. As soon as the pandemic stabilised, the Xiqu Centre presented a new Cantonese opera programme titled *Magic Tea House* by the Tea House Rising Stars Troupe, M+ announced the six shortlisted artists for the second edition of the Sigg Prize and initiated M+ Young Collective volunteer programme to provide young individuals an opportunity to collaborate with the M+ team and creative practitioners to develop public or youth programmes, while HKPM launched a two-year Bi-city Youth Cultural Leadership Programme offering university students opportunities and pathways to work with arts and cultural institutions in Hong Kong and Beijing.

On the other hand, the prolonged pandemic significantly impacted our financial performance in the past few years, as venue closure, programme cancellations and social distancing measures led to reduced revenues. The Authority implemented substantial spending cuts and proactive revenue generation measures to mitigate the situation. On the latter, WKCD's commercial offerings achieved impressive results during the reporting year – food and beverage (F&B) sales of the RDE tenants had increased by approximately 75% year on year, while commercial leasing income has increased by 383% year-on-year.

Due to WKCDA's funding model which requires us to self-finance our programmes and expenditures, we have to raise a significant amount of funds to cover our operating deficits. The Authority is working on viable strategies to ensure WKCD's long-term financial sustainability. These include cultivating new members and patrons, enhancing marketing and publicity to create a distinct brand for the District, developing quality museum merchandise, attracting more corporates to organise events in WKCD and sponsor our programmes, etc. Moving forward, it is our top priority to launch the planned commercial development projects as soon as possible. In November 2022, we awarded the Artist Square Towers project to a private developer who will develop and manage the three office towers under a Build-Operate-Transfer model.

There is a lot of work to be done. We are privileged to have the support of many committed stakeholders who want to see WKCD succeed. I would like to express my heartfelt gratitude to all the WKCDA Board members for their valuable advice and guidance. My thanks also go to all the individuals and groups who have worked alongside us to make the WKCD project a success, and to the WKCDA staff who have devoted themselves wholeheartedly to realise our vision despite the financial and manpower challenges. I am fully confident that together we will be able to make WKCD a truly world-class cultural landmark for Hong Kong and contribute to developing Hong Kong as an East-meets-West centre for international arts and cultural exchange.

2022/23年度對管理局來說雖然充滿挑戰，但同時亦是豐收之年。本財政年度之初正值第五波新冠疫情的高峰，西九的藝術文化場地包括剛開幕不久的M+，因疫情關閉四個多月。其後，我們迅速作出調整，在短時間內做好重啟各個場館的準備，並完成西九另一世界級博物館 —— 香港故宮文化博物館 —— 在2022年6月22日隆重開幕的重要任務。

香港故宮文化博物館項目在沒有超支、沒有延誤的情況下順利完成，慶祝香港特別行政區成立25周年。其開幕展展出了900多件來自故宮博物院的珍寶，其中166件更屬國家一級文物，是故宮博物院自1925年創立以來最大規模的藏品出境外借。年內，M+為慶祝開幕一周年而舉辦了首個特別展覽「草間彌生：一九四五年至今」。展覽是著名藝術家草間彌生在日本以外的亞洲地區舉行的最大回顧展，叫好又叫座。截至2023年3月31日，M+已錄得逾260萬人次到訪，而香港故宮文化博物館自開幕以來亦有近100萬人次到訪，足見兩間博物館魅力非凡。

隨着所有防疫和社交距離措施於2023年1月取消，我們樂見海外與內地旅客重返香港，而西九也成為旅客必到的文化旅遊景點。截至2023年3月底，香港故宮文化博物館和M+的訪客中近45%為旅客，內地旅客人數佔兩館訪客人數超過30%，旅客比例在2023年3月後繼續上升。

西九的表演藝術節目同樣屢創佳績，年內獲得超過26萬名觀眾支持。除了踏入第四屆的重點節目「自由爵士音樂節」，我們也首次舉行藝術科技節「藝創明天」，節目之一「機緣都會」於藝術公園和戲曲中心展演嶄新現場與虛擬的表演和藝術裝置，探討科技與藝術結合的可能性。該節目在三星期內吸引了超過10萬人次到訪。

管理局將繼續培育和支持藝術家、藝術表演者和其他創意產業專才。疫情持續令場地關閉、節目取消，亦令大多數藝術工作者的生計受到打擊。疫情穩定下來後，戲曲中心迅速上演了茶館新星劇團的全新粵劇節目《開心穿粵》；M+則公布了第二屆希克獎六位入圍藝術家，並推出了M+青年部義工計劃，讓青年聯同M+團隊和創作人一同構思為青年及公眾而設的活動；而香港故宮文化博物館則推出了為期兩年的「雙城青年文化人才交流計劃」，為大學生提供到本地藝文機構實習的機會。

另一方面，過去數年的疫情，場地關閉、節目取消以及社交距離措施均嚴重影響了我們的收入，對管理局的財政產生重大衝擊。管理局積極節流開源，以改善我們的財務狀況。開源方面，西九的商業租賃在年內表現卓越，零售、餐飲和消閒商戶的銷售按年增長75%，西九區內商業租賃收入更按年增加383%。

由於管理局的節目和開支均以自負盈虧的模式營運，因此我們須籌集大量資金以彌補營運赤字。管理局正制訂切實可行的策略，以確保西九財政的長遠可持續性。這些策略包括開拓新會員和贊助人、加強市場推廣與宣傳以為西九建立獨特品牌、發展優質博物館文創產品、吸引更多企業在西九舉辦活動和贊助我們的節目等，而最重要的是盡快開展已規劃的商業發展項目，我們已於2022年11月批出了藝術廣場大樓項目，獲批的私營發展商將以「建造、營運及移交」模式發展和管理三座辦公大樓。

前路漫漫，我們有幸得到眾多西九持份者的鼎力支持。我謹衷心感謝管理局董事局成員的寶貴意見和指導、以及所有與我們並肩同行，令西九項目成功的人士和團體；當然還有在資源緊絀的挑戰下、全心全意推動西九願景實現的每一位管理局員工。我深信只要上下一心，我們必定能夠為香港建設一個世界級的文化地標，為香港成為中外文化藝術交流中心作出貢獻。

Betty FUNG CHING Suk-yee, GBS
Chief Executive Officer of the West Kowloon Cultural District
馮程淑儀, GBS
西九文化區管理局行政總裁

Hong Kong, 30 August 2023
香港，2023年8月30日

THE BOARD 董事局

Chairman 主席



The Honourable
Henry TANG Ying-yen, GBM, GBS, JP
唐英年先生，大紫荊勳賢，GBS, JP

Vice Chairman 副主席



The Honourable
Bernard Charnwut CHAN, GBM, GBS, JP
陳智思先生，大紫荊勳賢，GBS, JP

Member 成員



Dr Roy CHUNG Chi-ping, GBS, JP
鍾志平博士，GBS, JP

Mr Henry FAN Hung-ling, SBS, JP
范鴻齡先生，SBS, JP

Mr Glenn FOK
霍經麟先生

The Honourable
Kenneth FOK Kai-kong, JP
霍啟剛先生，JP

Mr Andy HEI Kao-chiang
黑國強先生



Ms Yolanda
NG Yuen-ting, MH
伍婉婷女士，MH

Mr Paulo PONG Kin-yee, JP
龐建貽先生，JP

Ms Dee POON Chu-ying
潘楚潁女士

Ms Winnie TAM
Wan-chi, SBS, SC, JP
譚允芝女士，
SBS, SC, JP

Ms Catherine YEN
Kai-shun
嚴嘉洵女士

Current membership of the WKCDA Board　西九文化區管理局董事局現任成員



Ms Tennessy HUI
Mei-sheung, MH, JP
許美嫦女士, MH, JP



Mr JAT Sew-tong, SBS, SC, JP
翟紹唐先生, SBS, SC, JP



Ms Rose LEE
Wai-mun, JP
李慧敏女士, JP



Mr LIU Che-ning
劉哲寧先生

Member (Public Officer)
成員（公職人員）

Ex-officio Member
當然成員



The Honourable
Kevin YEUNG Yun-hung,
GBS, JP,
楊潤雄先生, GBS, JP



The Honourable
Bernadette LINN
Hon-ho, JP
甯漢豪女士, JP



The Honourable
Christopher HUI
Ching-yu, GBS, JP
許正宇先生, GBS, JP



Mrs Betty FUNG
CHING Suk-yee, GBS
馮程淑儀女士, GBS

The biographies of the current Board members can be found in the "Governance Report and Financial Statements" section of the Annual Report.
The full version of the Annual Report can be downloaded from the West Kowloon Cultural District website by scanning the QR code on the content page of this book.

現任董事局成員簡歷載於周年報告內的「管治報告與財務報表」一節。周年報告的完整版本可透過掃瞄本書目錄上的二維碼於西九文化區網站下載。

SENIOR MANAGEMENT 高級管理人員

Chief Executive Officer
行政總裁



Mrs Betty FUNG
CHING Suk-yee, GBS
馮程淑儀女士，GBS

Deputy Chief Executive Officer (District Development)
副行政總裁（區域發展）



Ms Wendy GAN Kim See
顏金施女士

Chief Corporate Development Officer
首席機構發展總監



Ms Joyce HO
何珏珊女士

Museum Director, M+
M+博物館館長



Ms Suhanya RAFFEL
華安雅女士

Museum Director, Hong Kong Palace Museum
香港故宮文化博物館館長



Dr Louis NG Chi-wa
吳志華博士

Executive Director, Performing Arts
表演藝術行政總監



Mr Paul TAM
譚兆民先生

General Counsel
總法律顧問



Ms Amy Maria TAM
譚安美女士

Chief Financial Officer
首席財務總監



Ms Carmen LEE
李家文女士

Chief Projects Officer
首席工程總監



Mr Sunny CHAN Wing Chung
陳詠聰先生

The biographies of the current Senior Management can be found in the "Governance Report and Financial Statements" section of the Annual Report.
The full version of the Annual Report can be downloaded from the West Kowloon Cultural District website by scanning the QR code on the content page of this book.

現任高級管理人員簡歷載於周年報告內的「管治報告與財務報表」一節。周年報告的完整版本可透過掃瞄本書目錄上的二維碼於西九文化區網站下載。



AT A GLANCE 年度概覽

Advocating for Arts and Audiences
推廣藝術 連繫觀眾

Visitations to M+
M+訪客人次

2.6M(260萬)+



Opened to public on 11 December 2021
2021年12月11日起向公眾開放

Visitations to HKPM
香港故宮文化博物館訪客人次

0.9M(90萬)+



Opened to public on 3 July 2022
2022年7月3日起向公眾開放

Accumulated from the museums' opening to the end of the reporting year 由博物館開幕累計至報告年度完結前

Performing Arts programme audience reach *
表演藝術節目觀眾人次



261,500+

Including live programmes and online programmes 包括現場和網上節目

Nurturing Talents and Promoting Exchange
培育人才　深化交流

Participants of WKCD * Performing Arts learning programmes
西九表演藝術團隊學習活動參與人次

141,300+



Participants of learning programmes by * museums in WKCD
兩間博物館學習活動參與人次



Including activities for academia, schools, family, community and young people, and interpretation, digital and research programmes
包括院校、學校、家庭、社區、青年人活動，以及詮釋、數碼及研究活動等

Rallying Support for Arts and Culture
鼓勵參與 同心弘藝

Fundraising income *
籌款收入



Spreading the Word
傳訊推廣 建立連繫

Followers of WKCD's social media pages
西九各社交媒體專頁累計追蹤者



As at the end of the reporting year
截至報告年度完結前

Developing Diversified Business
開拓收入 發展商機

Art Park, HKPM & WKCDA Tower
藝術公園、香港故宮文化博物館、
西九文化區管理局大樓



As at the end of the reporting year 截至報告年度完結前

External hirer events across WKCD *
場地租用者活動數目

Including WKCD's performing arts venues, museums' spaces and public open spaces for hire
包括可供租用的表演藝術場地、博物館場地，以及戶外活動場地



Behind the Scenes
台前幕後 群策群力

Total staff training hours *
員工培訓總時數

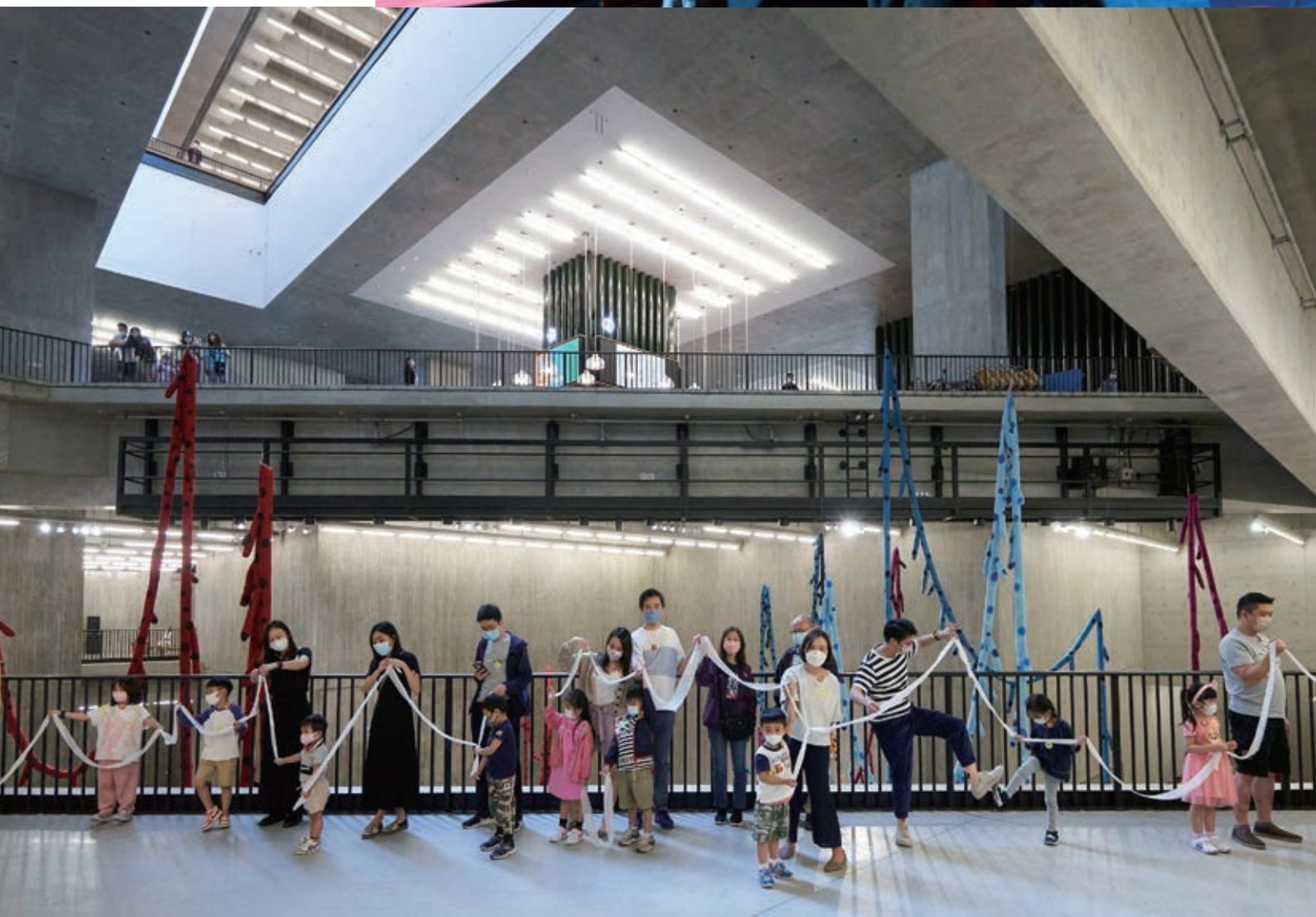


* Total in the reporting year
報告年度內累計

年度回顧

THE YEAR IN REVIEW













22 Advocating for Arts and Audiences
推廣藝術　連繫觀眾

56 Nurturing Talents and Promoting Exchange
培育人才　促進交流

72 Rallying Support for Arts and Culture
凝聚支持　同心弘藝

78 Developing Diversified Business
開拓收入　發展商機

88 Spreading the Word
傳訊推廣　建立連繫

96 Behind the Scenes
台前幕後　群策群力

ADVOCATING FOR ARTS AND AUDIENCES

推廣藝術　連繫觀眾



Landmark Hong Kong Palace Museum Opens to Acclaim

香港故宮文化博物館開幕：世界級文化新地標

The long awaited and eagerly anticipated Hong Kong Palace Museum (HKPM) opened to the public on 3 July 2022, following its grand opening ceremony on 22 June 2022.

萬眾期待的香港故宮文化博物館於2022年6月22日舉行開幕典禮後，於2022年7月3日向公眾開放。





Jointly organised by HKPM and the Palace Museum, seven opening exhibitions presented over 900 rare and priceless treasures, among which 166 are grade-one national treasures, from the Palace Museum, along with 13 precious works loaned from the Louvre in Paris. Many of these works had never before been seen in Hong Kong. Another two exhibitions featured precious artefacts from several notable Hong Kong collections, as well as interdisciplinary and multimedia works by Hong Kong artists to reinterpret the culture of the Forbidden City from Hong Kong and contemporary perspectives. To celebrate the opening of the museum, HKPM organised a spectacular opening programme packed with cultural and artistic highlights. The opening exhibitions were accompanied by four books co-published by HKPM and the Palace Museum and three special magazine issues celebrating the opening, while the HKPM Opening Talk Series by museum curators and other experts brought new levels of insight and experience to audience online and offline.

由香港故宮文化博物館及故宮博物院合作籌備的七個開幕展覽，展出900多件來自故宮博物院的珍藏，包括166件國家一級文物，以及13件來自巴黎羅浮宮的世界藝術珍品，其中許多珍品從未在香港展出。另外兩個展覽展出了來自香港知名藝術收藏機構和收藏家的藏品，以及本港藝術家的跨界及多媒體作品，以香港和當代角度重新詮釋故宮文化。為慶祝開幕，香港故宮文化博物館舉辦一系列精彩的文化藝術活動。開幕展覽期間，博物館還推出了四本由香港故宮文化博物館與故宮博物院聯合出版的書籍，以及三期與雜誌社合作、為開幕誌慶的特刊。此外，香港故宮開幕展覽講座系列由博物館研究策展人員及其他專家主講，為線上和現場觀眾帶來全新視角和體驗。



Mr John Lee, Chief Executive of the HKSAR, delivers a speech at the HKPM Appreciation Dinner.
香港特別行政區行政長官李家超在香港故宮文化博物館感謝晚宴上致辭。







Horse Power: An Equestrian Odyssey Across Cultures

馳騁天下：一次穿越古今中外的馬文化之旅

HKPM positions itself as a museum that connects the past and the present, and Chinese art with art from around the world. One of its magnificent opening exhibitions *Grand Gallop: Art and Culture of the Horse* is a testament of this philosophy, bringing together equestrian-themed loans from the Palace Museum and the Louvre to explore cultural exchanges and the shared practices between China and the West.



The exhibition gathered over 100 paintings, sculptures and decorative art objects related to the place of the horse in Chinese and Western cultures to deliver fascinating insights into the significance of horses at multiple levels – historical, symbolic, social and political. The subject struck a chord with the public, attracting 267,800 visitors over the exhibition's six-month run.

香港故宮文化博物館致力成為一所貫古通今、匯聚中國與世界藝術的博物館。博物館開幕展覽之一、精彩絕倫的「馳騁天下—馬文化藝術」展覽，便是此理念的突出體現。展覽匯集了來自故宮博物院及羅浮宮與馬有關的文物，探索中西文化交流與共通之處。

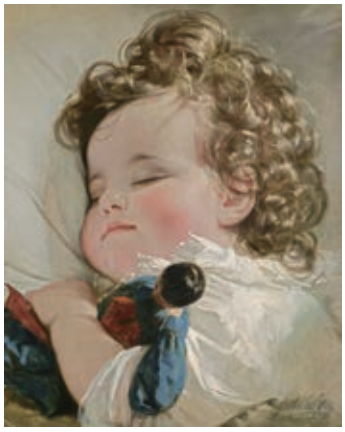
展覽展品超過100件，包括繪畫、雕塑和裝飾藝術，呈現馬在中西文化中的地位，讓觀眾從不同角度了解馬所蘊含的歷史、象徵、社會和政治意義。展覽主題受到公眾關注，在六個月裏吸引了約267,800人次到場參觀。





Stunning Works from the Liechtenstein Princely Collections

列支敦士登王室收藏瑰寶



In addition to showcasing spectacular artworks from the Palace Museum, HKPM launched a remarkable special exhibition of European art treasures titled *Odysseys of Art: Masterpieces Collected by the Princes of Liechtenstein*. Selected from the exquisite art collections created over four centuries by successive Princes of Liechtenstein, the exhibition presented 120 masterpieces for the first time ever in Hong Kong from November 2022 to February 2023.

Some of Europe's most celebrated artists were represented, including 17th-century masters Peter Paul Rubens and Anthony van Dyck. The exhibition also featured exquisite Chinese ceramics collected by the princes as well as images of their gardens inspired by Chinese landscape architecture, illustrating how Chinese art has influenced European cultural life and taste and demonstrating HKPM's role in fostering cultural exchange and dialogue between world cultures and civilisations. Around 110,000 visitors embraced this rare opportunity.

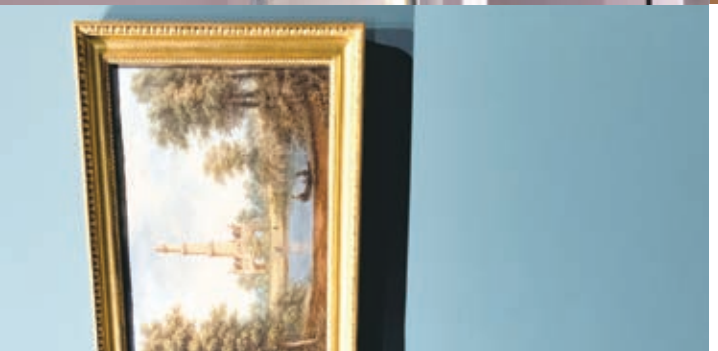
除了展出來自故宮博物院的珍藏之外，香港故宮文化博物館亦舉辦了一場展示歐洲藝術瑰寶的特別展覽：「藝苑尋珍 — 列支敦士登王室收藏名品」。展覽於2022年11月至2023年2月期間，從列支敦士登王室傳承逾400年的藝術珍藏，精選逾120件珍品作展出。全部展品都是首次在香港亮相。

眾多展品出自享負盛名的歐洲藝術家之手，包括來自17世紀歐洲藝術巨匠彼得．保羅．魯本斯和安東尼．凡．戴克。展品還有列支敦士登親王收藏的精美中國陶瓷，一些展品描繪了受到中國園林啟發的歐洲王室建築景觀。展覽反映了中國藝術如何影響歐洲文化及生活，也彰顯了香港故宮文化博物館促進世界不同文明之間對話的使命。約有11,000位訪客把握了這次難能可貴的機會入場欣賞。
















Exchanges between
ngdom and the Tang Dynasty
吐
蕃
與
唐
互
鑑



Radiant Treasures from HKPM's Growing Collection and the Prestigious Mengdiexuan Collection

金彰華彩：薈萃香港故宮文化博物館與夢蝶軒珍藏



In February 2023, HKPM unveiled its first special exhibition featuring the museum's own growing collection, titled *Radiance: Ancient Gold from the Hong Kong Palace Museum and the Mengdiexuan Collection*. Running till October 2023, it presents about 220 sets of gold artefacts, making it Hong Kong's largest gold exhibition in years. Consisting of donations from world-renowned collectors Betty Lo and Kenneth Chu and items from their collection *Mengdiexuan*, the exhibits include nobles' accessories and horse ornaments from 1800 BCE.

The exhibition offers insights into gold's political, ritual, and cultural roles and highlights the artistic and technical achievements of gold in ancient China for over 3 millennia. These radiant treasures also reveal gold's enduring allure.

2023年2月，首個以香港故宮文化博物館館藏為主的特別展覽「金彰華彩－香港故宮文化博物館與夢蝶軒藏古代金器」開幕，展期至2023年10月，展出約220套古代中國金器，是香港歷年來最大型的金器展覽。展品來自兩位國際知名的收藏家盧茵茵女士與朱偉基先生贈予博物館的珍貴館藏，以及從夢蝶軒借出的展品。展品種類豐富，有古代貴族華麗的金飾及其馬匹和馬車的裝飾品，年代最久遠的展品來自公元前十八世紀。

是次展覽引領訪客深入了解金器於中國過去3,000多年在政治、禮儀與文化方面所扮演的角色，亦探討金器的藝術和技術成就。這些璀璨的珍寶也揭示了黃金歷久常新的吸引力。









"HKPM SHOWTIME!" series
「香港故宮SHOWTIME!」系列

HKPM SHOWTIME! Celebrating Chinese Legacy Through Dynamic Performance

「香港故宮SHOWTIME!」：中華文化動感表演

Running alongside the museum's exhibitions was "HKPM SHOWTIME!", a series of performances by musicians, dancers and actors based on or inspired by the rich Chinese cultural legacy. Held every Sunday afternoon from July 2022 to June 2023, the "HKPM SHOWTIME!" showcased the talents of some of Hong Kong's premier performing arts organisations and artists.

Public response to the opening of HKPM was exceptional. By late October 2022, less than four months after its opening, HKPM had welcomed its 500,000th visitor, and by the end of March 2023, visits to HKPM were pushing the million mark.

配合博物館展覽的活動還有「香港故宮SHOWTIME!」系列，呈獻音樂、舞蹈和戲劇表演，內容啟發自本館展品所呈現的中華文化主題。此系列於2022年7月至2023年6月期間逢周日下午上演，以中華文化藝術為主題靈感，展現了香港優秀的演藝團體及藝術家的才華，和他們與傳統的對話。

公眾對香港故宮文化博物館開幕反應熱烈。截至2022年10月底、博物館開幕四個月內，已錄得50萬位訪客；截至2023年3月底，博物館的訪客量更直迫100萬。









The Party at M+
M+歡迎派對



M+ Records Multiple Firsts in Opening Year

M+ 開幕一周年：耳目一新創佳績

After opening in November 2021, M+ was affected almost immediately by the fifth wave of COVID-19 that swept Hong Kong in the first quarter of 2022. Yet, despite stringent anti-pandemic measures and almost four months' closure from January to April 2022, the museum has proved phenomenally successful, welcoming its millionth visitor in July 2022. Enthusiasm was further boosted by the launch of a raft of new initiatives upon M+'s reopening on 21 April 2022, including M+ Playscape, an interactive outdoor space inspired by and featuring the work of Japanese artist Isamu Noguchi, and *Nalini Malani: Vision in Motion*, a stunning video installation by the Mumbai-based pioneer of experimental film and video art, Nalini Malani. Visitors were also offered new leisure and dining options serving a variety of delectable dishes.

M+於2021年11月開幕不久後，便在2022年首季受到席捲香港的第五波新冠疫情打擊。儘管實行了嚴謹的防疫措施，而且博物館在2022年1月至4月閉館近四個月，但M+仍然創下驕人佳績，於2022年7月更迎來了第100萬名訪客。在2022年4月21日重開後，M+推出多項全新觀賞遊樂設施，為訪客帶來耳目一新的體驗。其中，「M+遊戲地景」是一個讓人互動的戶外空間，其設計靈感源自雕塑家兼設計師野口勇，場內也包含其數件雕塑作品；而「納里尼．馬拉尼：視界流動」是令人驚艷的流動影像裝置，由現居於孟買的錄像藝術和實驗電影先驅納里尼．馬拉尼(Nalini Malani)創作。此外，訪客亦能悠閒享受各式各樣的新餐飲體驗。





Nalini Malani meets face to face with her work *In Search of Vanished Blood* in M+ for the first time.
納里尼．馬拉尼首次親身來到M+欣賞自己的作品《尋找消失的血》。







The Party at M+
M+歡迎派對

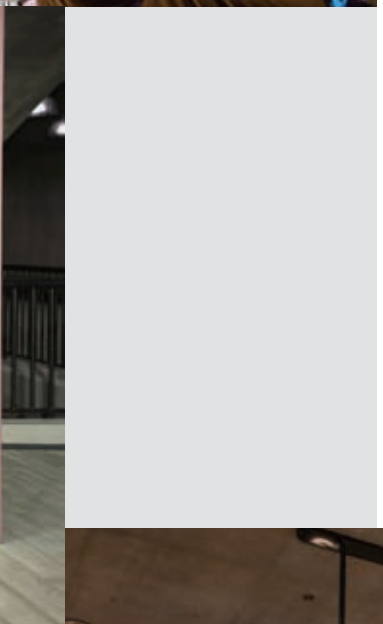

M+ Cinema
戲院


M+ Cinema
戲院


M+
第100萬名訪客
M+
1,000,000th
Visitor







M+ Cinema: Expanding Access to Moving Images

M+ 戲院：全新的觀影場所

Another major event in the year was the launch of M+ Cinema, which opened its doors on 8 June 2022 as a centrepiece of M+'s Moving Image Centre. Comprising three houses of 180, 60 and 40 seats respectively, the state-of-the-art cinema kicked off with an inaugural Summer Edition of around 100 screenings with a strong focus on Hong Kong Cinema. In its Autumn Edition, M+ Cinema celebrated the museum's first anniversary with "Museum Reimagined", a compelling selection of international feature, documentary, and artist films engaging with the museum as a vital civic institution. At the Grand Stair, audiences enjoyed "Stair in the Dark", a unique screening and social experience on the first Friday of each month with a selection of films portraying youth cultures.

After 12 months of free admission to celebrate its opening, M+ introduced admission charges in November 2022. By 31 March 2023, M+ has welcomed over 2.6 million visitors.

年內另一重點項目是於2022年6月8日開幕的M+戲院。M+戲院作為M+流動影像中心的重點設施，由三間分別設有180、60和40個座位的影院組成，夏季開幕節目放映了約100場聚焦香港電影的作品。在秋季放映節目，M+戲院的為慶祝M+開幕一周年，以「再思博物館」為題，放映一系列引人入勝的國際巨片、紀錄片和藝術電影，帶領觀眾以批判的態度探討博物館在當代社會中的作用。於每月首個星期五，觀眾可在M+大台階欣賞放映系列「台階夜幕」投入獨特的觀影及社交體驗，探索大銀幕上的青年文化。

為慶祝M+開幕的首12個月免費入場安排圓滿結束後，M+於2022年11月開始實施收費入場。截至2023年3月31日，M+已迎來超過260萬訪客。





Yayoi Kusama meets with Bernard Chan, Chairman of M+ Board and Suhanya Raffel, Museum Director, M+.
草間彌生與M+董事局主席陳智思及M+博物館館長華安雅見面。

Visitors Captivated by Yayoi Kusama's Retrospective Exhibition

城中熱話：草間彌生回顧展

In celebration of its first anniversary, M+ hosted its first-ever Special Exhibition – *Yayoi Kusama: 1945 to Now*, the largest retrospective of the acclaimed artist ever, from November 2022 to May 2023. Yayoi Kusama's artistic career spans over seven decades, during which the celebrated artist has never ceased to explore questions of life and death, and long for human interconnectedness. The exhibition brought together over 200 profound works in diverse media drawn from the artist and major public and private collections, as well as three large-scale installations providing insights into how Kusama has become a global cultural icon whose work continues to challenge and inspire the art world.

The exhibition drew major crowds to M+, with over 191,000 visitors up to March 2023 flocking to see Kusama's works. This special exhibition concluded in May 2023 and had received more than 280,000 visitations.

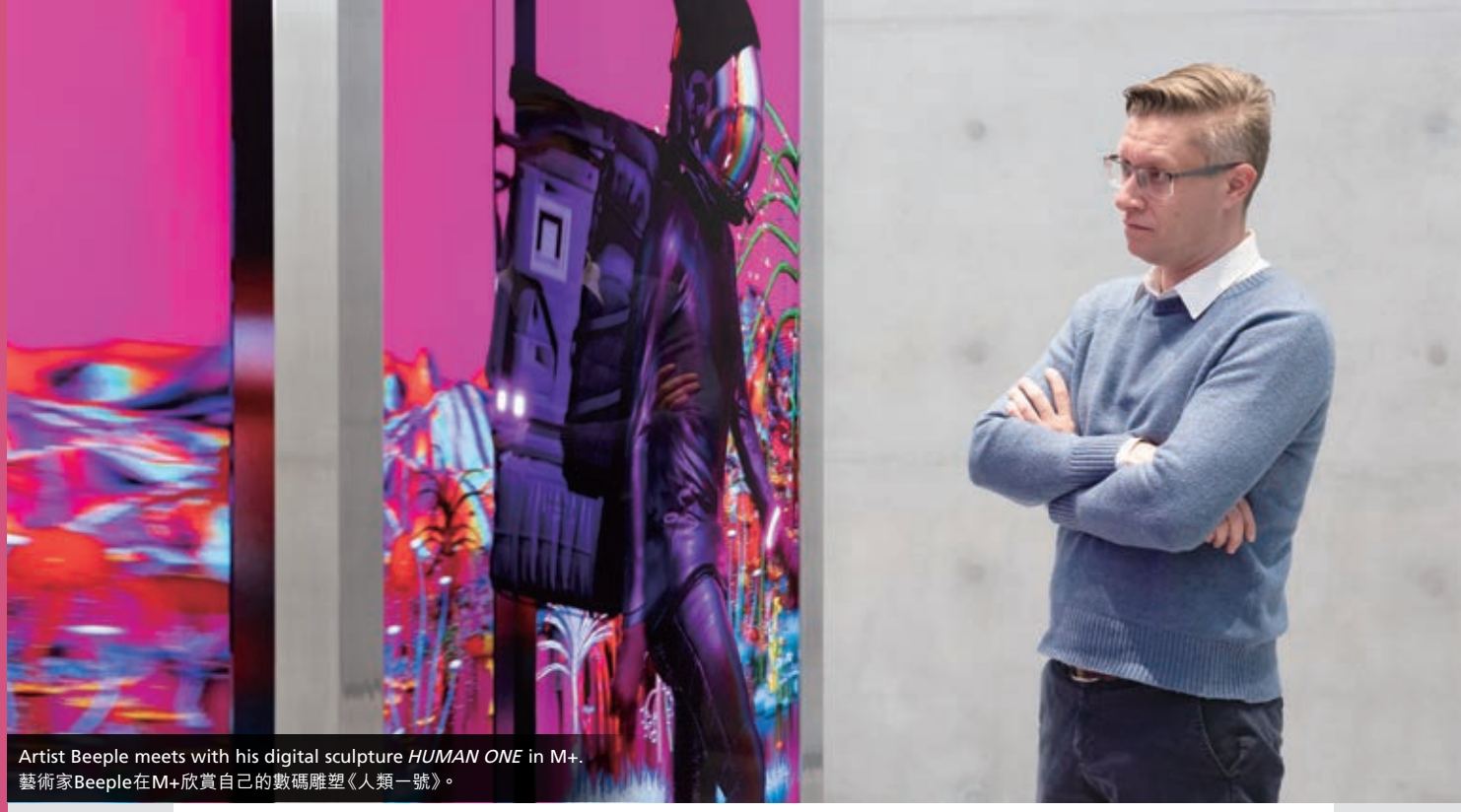
為慶祝M+開幕一周年，M+於2022年11月至2023年5月期間舉辦了首個特別展覽「草間彌生：一九四五年至今」，此展覽是草間彌生歷來的最大型回顧展。草間彌生享譽國際，其藝術創作生涯跨越逾70年，其間從未停止探索關於生與死的哲思，以及她對人類相互連結的追求。是次展覽展出逾200件以各種媒介創作的作品，分別來自這位藝術家的個人收藏、各大博物館及私人藏品。此外，是次展覽還有三組大型裝置作品，讓觀眾窺探草間彌生如何成為全球文化偶像，創作出直至今天仍然引人入勝且不斷為世人帶來啟發的作品。

是次展覽吸引大量觀眾到訪M+，截至2023年3月錄得超過19.1萬人次爭相欣賞草間彌生的作品。是次展覽已於2023年5月圓滿結束，共接待超過28萬訪客人次參觀。





草間彌生：
一九四五年至今
ayoi Kusama:
1945 to Now



Artist Beeple meets with his digital sculpture *HUMAN ONE* in M+.
藝術家Beeple在M+欣賞自己的數碼雕塑《人類一號》。

Exhibition Highlights: *HUMAN ONE* and Hong Kong's Artistic Ascent in Venice

《人類一號》亞洲首展與香港藝術於威尼斯的精彩呈現

In December 2022, M+ launched the Asian premiere of *HUMAN ONE*, created by pioneering digital artist Beeple. In a slowly spinning seven-foot-tall box, a digital human in an astronaut's suit strides steadily forward against an evolving virtual landscape. Never pausing, never resting, the traveller is confined within an ever-changing space which transforms from the idyllic to the dystopian. *Beeple: HUMAN ONE* is a profound metaphor for human progress in a digital age.



2022年12月，由數碼藝術先驅Beeple創作的《人類一號》於M+作全亞洲首展。在緩緩旋轉的七呎高箱子內，一名身穿太空衣的數碼人類在一片不斷變化的虛擬景觀中穩步向前。這名旅人永不停步、不眠不休，他身處的空間不斷變化，從美夢仙境走到反烏托邦。「Beeple：人類一號」有着意味深長的寓意，隱喻人類在數碼時代不斷進步。



Angela Su: Arise, Hong Kong in Venice
「徐世琪：懸浮，香港在威尼斯」



Opening reception of *Angela Su: Arise, Hong Kong in Venice*, livestreamed at Grand Stair, M+
於M+大台階現場直播的「徐世琪：懸浮，香港在威尼斯」展覽開幕儀式

Another important M+ exhibition took place not in Hong Kong but in Venice, Italy – *Angela Su: Arise, Hong Kong in Venice*, was co-presented by M+ and the Hong Kong Arts Development Council at the 59th International Art Exhibition of La Biennale di Venezia, one of the world's most prestigious art platforms. In her presentation, Hong Kong artist Angela Su delivered a complex and compelling fictional world around the theme of levitation. Through drawings, moving image works, embroideries and installations. Su explored the ways humans 'rise' to face a changing world. Over 129,000 visitors attended the exhibition in Venice.

M+另一個重要的展覽跳出香港，在意大利的威尼斯舉辦。「徐世琪：懸浮，香港在威尼斯」由M+與香港藝術發展局攜手呈獻，於第59屆威尼斯視藝雙年展外圍展中呈現於世人面前。威尼斯視藝雙年展是國際藝壇盛事，香港藝術家徐世琪的展覽以懸浮為主題，呈現了一個複雜而虛實交織的世界，扣人心弦。透過繪畫、流動影像、刺繡和裝置，徐世琪探討了人類如何以「浮升」來應對瞬息萬變的世界。是次在威尼斯的展覽錄得逾129,000人次參觀。



Installation view of *Angela Su: Arise, Hong Kong in Venice*
「徐世琪：懸浮，香港在威尼斯」展覽現場



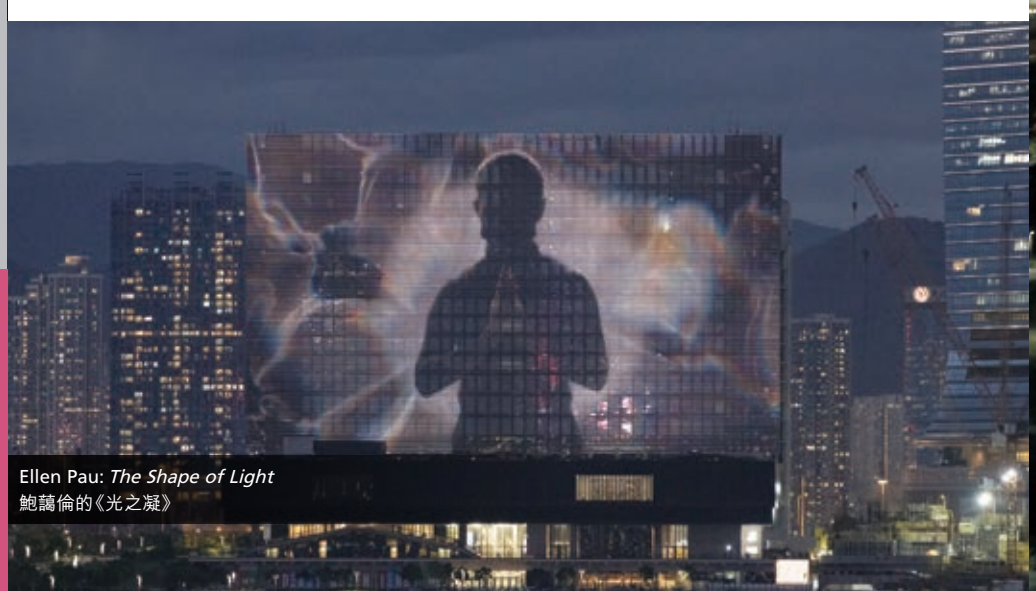
Nalini Malani: *In Search of Vanished Blood*
納里尼 · 馬拉尼的《尋找消失的血》

M+ Facade: Exciting New Works by Trailblazing Artists

M+幕牆：藝術先驅的精彩新作

The M+ Facade also hosted some exciting new works, including *In Search of Vanished Blood* by trailblazing moving image artist Nalini Malani. The short video brought together live-action performance, animation, drawing, painting, and found footage to investigate into the effects of violence and the repression of women. Hong Kong artist Ellen Pau's *The Shape of Light* was another M+ Facade highlight which intertwines live-action performance and spectacular sci-fi sequences offering a beacon of hope to the city during the pandemic. From March to June 2023, the M+ Facade showcased a commissioned work *Hand Me Your Trust* by Swiss spatial video art pioneer Pipilotti Rist. The site-specific moving image work celebrated the human hands, especially their roles in building our physical world and releasing our emotions and creativity.

M+幕牆亦展示了多件新作品，包括流動影像先驅藝術家納里尼 · 馬拉尼(Nalini Malani)的《尋找消失的血》。這套短片結合了真人表演、動畫、素描、繪畫及現成錄像，反思暴力和女性受壓迫的影響。M+幕牆的另一亮點是香港藝術先驅鮑藹倫的《光之凝》，作品融合了真人表演和引人入勝的科幻片段，像燈塔一樣為香港在疫情時帶來希望。於2023年3月至6月，M+幕牆展示了瑞士空間影像藝術家皮皮樂迪 · 里思特(Pipilotti Rist)的作品《信手不渝》，藉此歌頌人類的雙手，特別讚揚手是人類情感狀態的延伸，也是把我們各種創意奇想付諸實現的工具。



Ellen Pau: *The Shape of Light*
鮑藹倫的《光之凝》



Nalini Malani: *In Search of Vanished Blood*
納里尼．馬拉尼的《尋找消失的血》

Site-specific moving image work *Hand Me Your Trust* created by artist Pipilotti Rist for the M+ Facade
由藝術家皮皮樂迪．里思特因應M+ 幕牆特色而創作的場域特定流動影像作品《信手不渝》



Visitors enjoy SerendiCity: Dan Acher – *Borealis* in the Art Park.
訪客在藝術公園欣賞機緣都會：Dan Acher《約定極光》。

Making the Future a "Creative Tomorrow"
藝創明天 成就未來

With generous sponsorship from the Hong Kong Jockey Club, in August 2022 WKCD launched a bold new initiative titled "Creative Tomorrow" to extend and enrich its performing arts profile by embracing digital and artificial intelligence (AI) technologies. "Creative Tomorrow" was a first-of-its-kind art tech festival with over 500 events and performances that blended technology and creativity in spheres as diverse as xiqu, theatre, music, dance, and installation art. In total, the festival consisted of 40 separate programmes, both onsite and online.

承蒙香港賽馬會的慷慨贊助，西九於2022年8月推出了題為「藝創明天」的新重點項目，透過數碼技術和人工智能融入表演藝術，延伸和豐富其表演藝術節目。「藝創明天」是首個同類的藝術科技節，共有超過500場融合科技與創意的活動和表演，多元化的節目計有戲曲、戲劇、音樂、舞蹈和裝置藝術。藝創明天由40個獨立的網上和現場節目組成。



Bright Day
《白日》



SerendiCity: Robert Seidel – *Petrichor* creates a wonderful moment of communication with nature for visitors to the Art Park.
藝術公園的訪客透過機緣都會：Robert Seidel《夜光森林》享受與自然溝通的美妙時刻。

A highlight of "Creative Tomorrow" was the launch of the new programme *Magic Tea House*, which was presented regularly at the Xiqu Centre's Tea House Theatre. As Hong Kong's first-ever Cantonese opera production featuring robotics and AI technology, *Magic Tea House* boasted a humanoid robot that projected the voice, facial expressions and gestures of renowned Cantonese Opera artist Law Ka-ying.

The grand finale of "Creative Tomorrow" was SerendiCity, a series of spectacular free programmes held in February and March 2023 covering outdoor and indoor large-scale art installations, live performances, online game applications, web series and newly commissioned works. In total, over 157,000 people took part in the SerendiCity events, more than 95,000 in person and almost 62,000 online.

「藝創明天」首個重點節目是全新製作的《開心穿粵》，定期於戲曲中心的茶館劇場上演。《開心穿粵》是香港首個結合人工智能及機械人的粵劇製作，劇中機械人仿照著名粵劇紅伶羅家英製成，透過科技將羅家英先生的表情、聲線重現到機械人身上，是戲曲藝術與科技融合的新嘗試。

「藝創明天」的壓軸節目—「機緣都會」一系列令人嘆為觀止的免費媒體藝術節目於2023年2月至3月期間上演，包括戶外和室內大型藝術裝置、現場表演、網上遊戲平台、網絡劇集和新委約作品。「機緣都會」吸引了超過15.7萬人參加，其中95,000人親身到場參與，另有近62,000人在網上參與。



Dr Law Ka-ying, Artistic Curator and Co-director of the Tea House Theatre's *Magic Tea House*, together with the humanoid robot that performs in the production
茶館劇場《開心穿粵》藝術策劃及導演羅家英與人工智能程式操作的機械人



SerendiCity: Rafael Lozano-Hemmer – *Biometric Theatre*.
機緣都會：Rafael Lozano-Hemmer《生物特徵劇場》



SerendiCity: Rafael Lozano-Hemmer – *Pulse Topology*
機緣都會：Rafael Lozano-Hemmer《光影脈象》

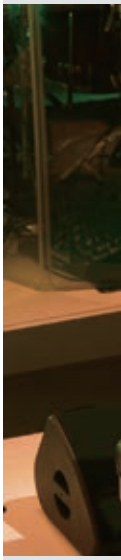


HKT x WESTK POPFEST – Irresistible!

精彩絕倫的西九音樂節

From 22 March to 2 April 2023, WKCD joined hands with HKT to present "HKT x WESTK POPFEST", Hong Kong's largest-ever pop music festival. In a mix of over 70 free and ticketed events, the inaugural POPFEST took advantage of the District's multiple performing spaces (including Freespace, Art Park, Wonderland, Lau Bak Livehouse, M+ Grand Stair and M+ Lightwell) to wow a total of almost 40,000 pop-loving visitors. The great music was delivered by over 200 singers, bands and musicians, including local notables Juno Mak, Yoyo Sham, Ivana Wong, Charmaine Fong, Janice Vidal and many others. A diverse and creative programme included a tribute to Hong Kong legend Leslie Cheung; *Popnorama*, featuring crossover performances by 17 groups of mainstream and indie musicians with finale shows by MIRROR members; and a Disco Night at M+, delivering classic hits of the 1980s.

於2023年3月22日至4月2日，西九聯同香港電訊（HKT）呈獻香港歷來最大型音樂節：「HKT西九音樂節」。首屆西九音樂節囊括超過70場免費及售票演出，並善用西九區內設有多個表演場地的優勢（包括自由空間、藝術公園、竹翠公園、留白Livehouse、M+大台階及M+光庭等），讓近四萬名流行音樂樂迷盡興而返。超過200名歌手、樂隊和音樂人帶來精彩音樂，當中包括麥浚龍、岑寧兒、王菀之、方皓文、衛蘭等本地知名音樂單位。多元創意的節目包括向流行樂壇巨星張國榮致敬的《異色煙火張國榮》；《越流行》呈獻17組主流與獨立音樂人聯乘演出，壓軸表演更有MIRROR成員登場；M+的《的士高之夜》與觀眾重溫多首1980年代的經典名曲。








HKT西九音樂節








HKT







Jazz Fest Pop-Up Truck puts our musicians on the road in Hong Kong Island and Kowloon.
爵士快閃車穿梭港九鬧市演出。







Freespace Jazz Fest takes place under pandemic regulations.
自由爵士音樂節在防疫限制下繼續舉行。

Freespace Jazz Fest 2022: A Fusion of Innovation and Legends

自由爵士音樂節2022：融合創新與傳奇

Launched in 2019, the signature music event Freespace Jazz Fest returned in late October 2022, with the usual rich menu of amazingly diverse jazz-based performances. Spread over five days, Jazz Fest 2022 ranged from shows in tribute to jazz legends to jazz for kids, from avant-garde jazz incorporating new technology to classic traditional jazz fare. Artists included the Daniel Chu Supergroup, the Patrick Lui Jazz Orchestra, and pianist Joyce Cheung performing Latin jazz pieces. A highlight was *Jazzscapes*, staged at the new performance venue Wonderland, where more than 10 local jazz ensembles worked in different jazz styles. Jazz Fest also introduced new and commissioned pieces from up-and-coming jazz artists and even a concert for children, *Storytime on the Amazing Jazz Planet* curated by Anna Fan. Many performances were streamed live, and in total some 20,000 visitors came along to Jazz Fest in person with another 6,000 tuning in online.





2019年首度亮相的重點音樂節目「自由爵士音樂節」，在2022年10月載譽歸來，再次帶來豐富多元的爵士樂表演。一連五日的「自由爵士音樂節2022」既有向爵士樂巨匠致敬，亦有適合兒童欣賞的爵士樂節目，還有融入創新科技的爵士樂及傳統經典爵士演出。藝術家陣容計有朱肇階Supergroup、雷柏熹爵士大樂團，還有鋼琴演奏家張貝芝演奏拉丁爵士樂曲。於全新表演場地竹翠公園舉行的Jazzscapes是音樂節的另一亮點，超過10個本地爵士音樂組合呈獻多種爵士風格音樂。自由爵士音樂節也為觀眾介紹新晉爵士音樂家的全新創作及委約作品，亦有由敲擊樂手樊麗華策劃的兒童音樂會《Amazing爵士星球》。不少表演同時線上直播，親身到場欣賞爵士音樂節的觀眾約有20,000人，另有6,000人在線上參與。





The Impossible Trial
《大狀王》

Pushing the Boundaries of Theatre: Musical Triumph, Immersive Dreams and Robotic Wonder

扣人心弦的音樂劇與新創作的夢境探索

WKCD's exciting dramatic offerings in the year included some major productions for audiences of all ages and tastes. One of these, commissioned by Freespace and co-presented and co-produced with Hong Kong Repertory Theatre, was *The Impossible Trial* – a musical, which presented the story of prominent Guangdong advocate Fong Tong Geng and his sudden and spectacular fall from status and prosperity to humiliation. The production received multiple accolades at the 31st Hong Kong Drama Awards including Best Production, Best Director, Best Actor and Best Actress, Best Lyrics and Best Original Music (Musical), and earned more nominations than any other productions in the award's history. Over 8,000 visitors were captivated by this gripping local musical about hubris, fall and redemption.

西九年內製作了不少老少咸宜、雅俗共賞的精彩劇作。當中包括由自由空間委約、與香港話劇團共同呈獻和聯合製作的音樂劇《大狀王》，講述了廣東狀王方唐鏡高低跌宕的經歷。音樂劇於第31屆香港舞台劇



The Impossible Trial
《大狀王》





right Day
白日》

獎中榮獲多個大獎，包括最佳製作、最佳導演、最佳男主角、最佳女主角、最佳填詞和最佳原創音樂(音樂劇)，是自香港舞台劇獎創辦以來獲提名最多的作品。超過8,000名觀眾欣賞這部扣人心弦的本地製作音樂劇，一同體會劇中角色經歷的傲慢、墮落和救贖。

The "Future of Performance" series, meanwhile, bore fruit in new creative works: *Bright Day*, and *Presence*. *Bright Day* embraced the audience as part of a 'co-created waking dream', taking participants through an environment of soundscapes and imagery that blurred the difference between dream and wakefulness. *Presence* incorporated tiny robotic vehicles into its combination of live performance, installation, game control programming and first-person game play, in an inspired exploration of the concept of telepresence and physical separation.

「表演未來系列」先後推出全新創作作品《白日》和《遙距在場》。《白日》與觀眾共同構築睡夢之境，投入以光、影、聲境構築而成、散佈不同夢境碎片的半夢半醒之旅。《遙距在場》演出結合了小型機械模型車，配合現場演出、裝置、電玩控制編程和第一人身遊戲，探討遙距在場和實體分隔的概念。







The Impossible Trial
《大狀王》



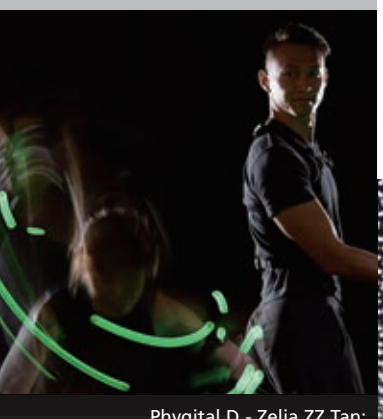


Phygital D: Bringing Contemporary Dance into the Digital Realm

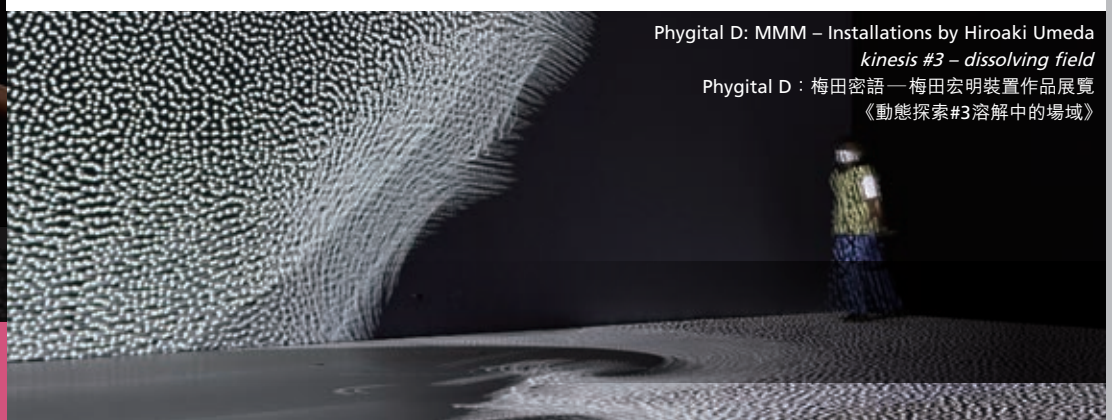
Phygital D：當代舞蹈的數碼革新

"Phygital D" is an innovative series of dance programmes under WKCD's "Creative Tomorrow" initiative. As the programme name suggests, "Phygital D" merges the physical and the digital which offers a rare opportunity for artists to explore cross-disciplinary exchanges to realise the infinite possibilities of dance performances. The six projects under "Phygital D" combined dance performances with technology such as multimedia installations, motion capture, VR experiences and video technology. This integration extended the way in which contemporary dance could explore and communicate concepts related to time, space, the senses and the imagination. They included Hiroaki Umeda's *indivisible substance* commissioned by Freespace, and co-commissioned with Yokohama Red Brick Warehouse No.1, Zelia ZZ Tan's *Accelerating Dimension* co-produced and co-presented with CCDC, Lu Yang's *DOKU*, *The Binary World* co-presented with Sydney Opera House, co-produced by MetaObjects and Exhibitionist, and Chan Wai-lok's *In the Cloud*. Tsang Tsui-shan's *Chroma 11* co-presented with Hong Kong Arts Centre ifva, another production in the series, was awarded Outstanding Small Venue Production in the 24th Hong Kong Dance Awards. Together, these shows delivered 473 live sessions. Almost 10,500 viewers were captivated by the innovative performances, including online audiences.

「Phygital D」是西九「藝創明天」計劃下的一系列創新舞蹈節目。顧名思義，節目融合了實體和虛擬世界，以科技實現藝術家的想像，為觀眾帶來舞蹈演出的新視野。該系列的六個全新創作，糅合舞蹈表演與多媒體裝置、動態捕捉、虛擬實境(VR)體驗及影像等技術，以時間、空間、感官和想像的維度去探索當代舞蹈的可能性。節目包括由自由空間和日本橫濱紅磚倉庫一號館共同委約 — 梅田宏明的《密不可分》、由自由空間及城市當代舞蹈團共同製作及合辦 — 譚之卓的《加速次元》、由自由空間與悉尼歌劇院合辦、MetaObjects元物及Exhibitionist共同製作 — 陸揚的《DOKU二元世界》，還有由自由空間委約 — 陳偉洛的《朵室》。系列另一作品，由自由空間及香港藝術中心ifva合辦 — 曾翠珊的《無舞之間》於第24屆香港舞蹈年獎勇奪「傑出小型場地舞蹈製作」。上述創新舞蹈節目合共提供473場現場演出，吸引近10,500名網上和現場觀眾。



Phygital D - Zelia ZZ Tan: *Accelerating Dimension*
Phygital D：譚之卓《加速次元》



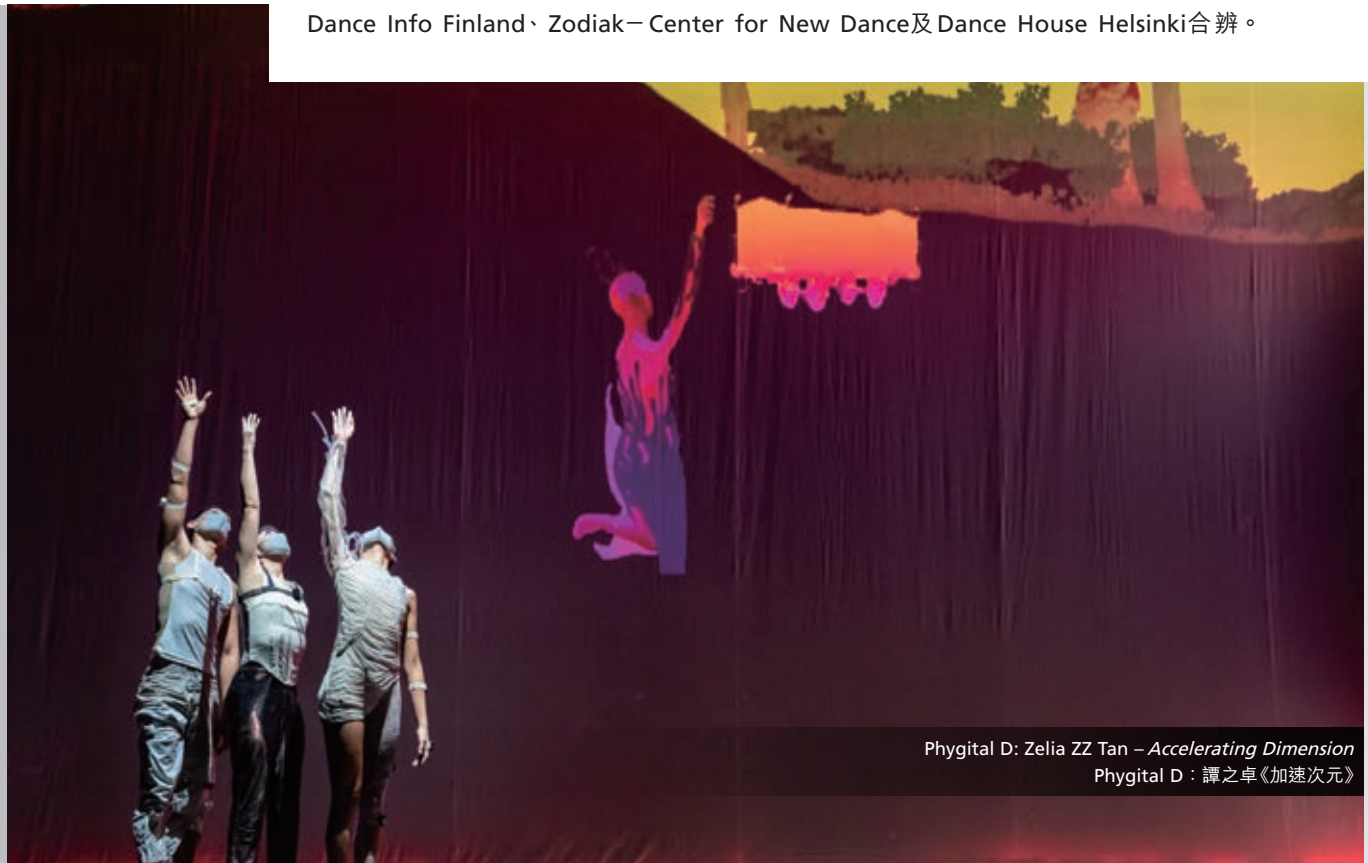
Phygital D: MMM – Installations by Hiroaki Umeda *kinesis #3 – dissolving field*
Phygital D：梅田密語 — 梅田宏明裝置作品展覽《動態探索#3溶解中的場域》



Phygital D: Lu Yang – *DOKU, The Binary World*
Phygital D：陸揚《DOKU 二元世界》

Local artist Wayson Poon explored the dynamics of power, control and communal strength that occur between choreographer, dancers and audience in his work PHONATE. The work was commissioned by Freespace; and the research and development of this work were supported by "Creative Meeting Point Hong Kong x Finland", a residensy exchange project jointly organised by Dance Info Finland, Zodiak – Center for New Dance and Dance House Helsinki, through 2016 to 2018.

本地編舞家盤彥燊在其作品《鳴》中延續對身體及靈性的探索，舞者把潛藏體內的能量轉化成呼與吸，每下的吐納形成聽得見的節奏，力量與空氣的轉換，讓編舞家、舞者與觀眾打破界限，融為一體。是次作品由自由空間委約創作，概念由編舞家盤彥燊於2016至2018年「國際創意交流－香港x芬蘭」駐留計劃期間構思及發展，計劃由自由空間與芬蘭Dance Info Finland、Zodiak－Center for New Dance及Dance House Helsinki合辦。



Phygital D: Zelia ZZ Tan – *Accelerating Dimension*
Phygital D：譚之卓《加速次元》

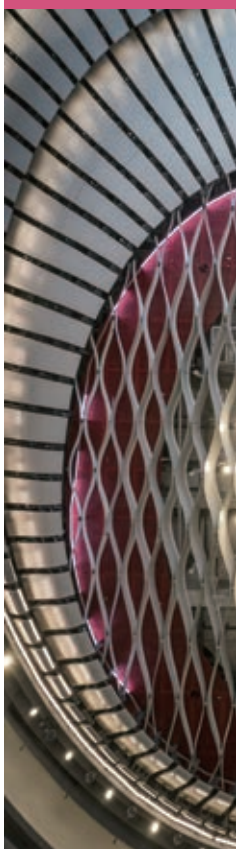


The Xiqu Centre Stages Cantonese Opera for Distinguished Guests

戲台聚焦：國家主席夫人彭麗媛訪問戲曲中心

In June 2022 WKCD's Xiqu Centre, Hong Kong's leading performance venue for Chinese traditional theatre, Cantonese opera and regional forms of xiqu, welcomed its most distinguished visitor ever – Peng Liyuan, wife of President Xi Jinping. The Xiqu Centre took the opportunity to showcase its best and brightest, arranging for Madame Peng to enjoy an energetic rehearsal of Cantonese opera excerpts by the Centre's resident performance artists, the Tea House Rising Stars Troupe, as well as a studio rehearsal by the Hong Kong Gaudeamus Dunhuang Ensemble.

作為推廣中國戲曲的世界級場地，位處西九的戲曲中心於2022年6月迎來了一位尊貴嘉賓：國家主席習近平夫人彭麗媛。戲曲中心藉此機會展現年青演員和樂手承傳中國表演藝術的成果，讓習夫人欣賞戲曲中心駐場的茶館新星劇團綵排粵劇折子戲，以及在排演室觀看香港天籟敦煌樂團綵排。







A collection of traditional Chinese theatre libretti was presented by the spouse of President Xi Jinping, Peng Liyuan as a gift for the Xiqu Centre.
國家主席習近平夫人彭麗媛向戲曲中心致送的傳統戲曲作品結集《古本戲曲叢刊》。



Traditional Chinese Opera Flourishing
戲曲傳統藝術大放異彩

The Xiqu Centre has continued to consolidate its reputation as one of the world's most important centres for research and performance of traditional Chinese theatre and opera forms. The Friends of Hong Kong Association Presents: Black Box Chinese Opera Festival 2022 marked the fifth year of this signature event of the Xiqu Centre, running from October to December 2022. The festival introduced two brand new and original experimental Cantonese opera productions: Cantonese opera legend Law Ka-ying's *The Asura Judgement*, and *The Imperial Decree* (Preview). Almost 2,500 opera lovers supported the festival, showing that this heritage art form, through bold experimentation and a contemporary sensibility, continues to have a powerful relevance and appeal today. The Xiqu Centre's free music performances, Music in the Atrium, were also generously supported by the Friends of Hong Kong Association.

戲曲中心一直致力發展和推廣中國戲曲，讓傳統藝術煥發新光芒。戲曲中心製作的重點節目—「香港友好協進會呈獻：小劇場戲曲節」，於2022年踏入五周年。本年度的小劇場戲曲節於10月至12月期間舉行，推出了兩部全新小劇場作品，包括小劇場粵劇《奉天承運》（預演），以及由粵劇名伶羅家英親自改編及主演的小劇場粵劇獨腳戲《修羅殿》。小劇場戲曲節結合創新、實驗和當代美學，吸引近2,500名觀眾入場，當中不乏初次接觸戲曲的觀眾。此外，香港友好協進會亦慷慨支持戲曲中心的免費中樂演奏「悠揚音韻樂中庭」，令市民大眾有更多渠道接觸傳統藝術。



Xiqu Centre Original Production: Experimental Cantonese Opera *Farewell My Concubine* (New Adaptation)
戲曲中心製作：小劇場粵劇《霸王別姬》（新編）



Xiqu Centre Original Production: Experimental Cantonese Opera *The Imperial Decree* (Preview)
戲曲中心製作：小劇場粵劇《奉天承運》（預演）





Experimental Solo Cantonese Opera *The Asura Judgement*
小劇場粵劇獨腳戲《修羅殿》



Experimental Solo Cantonese Opera *The Asura Judgement*
小劇場粵劇獨腳戲《修羅殿》



Xiqu Centre Original Production:
Experimental Cantonese Opera
Wenguang Explores the Valley
戲曲中心製作：小劇場粵劇《文廣探谷》

NURTURING TALENTS AND PROMOTING EXCHANGE

培育人才　促進交流



Prada Frames, a yearly symposium, at M+.
在M+ 舉行的Prada Frames 專題研討論壇。

A Centre for Cultural Exchange: Museums Shows International Credentials

藝術交流中心：博物館的國際地位

With the pandemic under control and Hong Kong once again opening up to the world, WKCDA grasped the opportunity of the Art Basel 2023 to introduce WKCD to international visitors returning to the city. The first "WKCD Art Week", running from 20 to 26 March 2023, was a high-profile event designed to bring together members of the international arts community and received over 4,300 guests.

The event featured the WKCD International Media Event hosted by the CEO of WKCDA during which she provided an update on the latest developments of WKCD and its role in supporting Hong Kong's development into an East-meets-West centre for international cultural exchange. This was followed by curator-led tours for international media to HKPM, M+ and the performing arts venues in the District.

隨着疫情受控，香港再度向全球開放，管理局趁着Art Basel 2023的良機，向再度踏足香港的海外訪客推介西九。我們在2023年3月20日至26日首次舉行的「西九文化區藝術周」，是一個以連結國際藝壇為目標的盛事，活動共吸引了超過4,300名來賓參加。

在藝術周期間，西九文化區管理局行政總裁親自主持了「西九國際傳媒活動」，詳述了西九的最新發展，以及其在推動香港發展成為中外文化交流中心的角色。活動還包括國際傳媒導賞團，由策展人帶領傳媒參觀香港故宮文化博物館、M+和西九的表演藝術場地。



Dr Ng Chi-wa, Museum Director of HKPM interviewed by the media.
香港故宮文化博物館館長吳志華接受傳媒採訪。



Mrs Betty Fung, CEO of WKCDA, briefed media representatives from all over the world on the WKCD project and the latest developments of WKCD.
西九文化區管理局行政總裁馮程淑儀向來自全球的傳媒代表介紹西九項目及其最新發展。

The Art Week also included M+ International Open House, where over 800 stakeholders, including international museum directors and curators from leading museums, architects, designers, collectors and art critics, visited M+ and its exhibitions for the first time since its opening. This was followed by the M+ International Dinner Reception and the Party at M+, two major international celebration and networking events, in the same evening. Over 200 museum and cultural sector leaders from around the world attended the dinner reception, while the party attracted more than 2,300 guests.

In addition, M+ presented a public lecture by the renowned architect of M+, Jacques Herzog, as the highlight of the Prada Frames at M+ series and organised an architecture tour led by Herzog & de Meuron for international media. Important donations from Herzog & de Meuron to M+ were also announced during the Art Week, which consists of a section model of the National Stadium Beijing, and various process materials from Herzog & de Meuron's key projects in Asia and beyond.



Fireside Chat by Suhanya Raffel, Museum Director, M+ at M+ International Dinner Reception. (Left to right: Suhanya Raffel, Museum Director, M+, Pierre de Meuron, Founding Partners of Herzog & de Meuron, Dr Uli Sigg, Member of M+ Board and Jacques Herzog, Founding Partners of Herzog & de Meuron)
M+國際歡迎晚宴上由M+館長華安雅主持的對談。（左至右：M+博物館館長華安雅、Herzog & de Meuron的聯合創辦人Pierre de Meuron, M+董事局成員烏利·希克博士及Herzog & de Meuron的聯合創辦人Jacques Herzog）

M+國際歡迎日是藝術周另一重頭戲。活動邀請了超過800位各界相關人士，包括來自世界頂尖博物館的館長和策展人、建築師、設計師、收藏家和藝術評論家等。M+開館以來，這是他們首次參觀M+大樓及其展覽。緊接而來的是同晚於M+舉行的兩場國際交流和大型慶祝活動－M+國際歡迎日晚宴和M+歡迎派對。超過200名來自世界各地的博物館及文化界領袖出席了晚宴，派對則吸引了超過2,300位嘉賓。

此外，作為Prada Frames專題研討論壇的焦點節目，M+亦呈獻了一場由M+大樓的建築師Jacques Herzog主講的開幕演說。我們同時為國際傳媒組織了由Herzog & de Meuron親自作介紹的建築導賞活動。在藝術周期間，我們也公布了Herzog & de Meuron向M+作出重要捐贈，其中包括北京國家體育場切面模型，以及該建築事務所在亞洲及其他地區設計重要項目時所運用的各種設計素材。



M+ Party kicked off the WKCD Art Week.
M+ 派對為西九藝術周拉開序幕。



Palace Museum Executive Deputy Director Lou Wei hosts, "Stories of China Lecture: Different Facets of the Palace Museum" at HKPM.
故宮博物院常務副院長婁瑋在香港故宮文化博物館主持「中國故事講座：故宮的幾個側面」。

Cultural Exchange in Motion: Chinese and Global Artists Take the Stage

文化交流實踐：華人與全球藝術家同台獻藝

As another highlight event in the Art Week, Lou Wei, Executive Deputy Director of the Palace Museum, gave a free public lecture on 'Different Facets of the Palace Museum' on 22 March 2023. Lou Wei's talk contemplated the many different roles and responsibilities embraced by the iconic Palace Museum since its establishment in 1925, and reflected on the importance of its work in promoting the excellence of traditional Chinese culture.

During the year, WKCD's role as a facilitator and platform of international cultural exchange was demonstrated through organising several events in which global artists and art experts shared their work and insights. One notable event accompanying HKPM's special exhibition *Odysseys of Art: Masterpieces Collected by the Princes of Liechtenstein*, jointly organised by HKPM and the Liechtenstein Princely Collections with LGT Private Banking as Principal Sponsor, was the talk given by Dr Johann Kräftner, Director of the Princely Collections, during which he traced the collections from Prince Karl I von Liechtenstein to the current reigning Prince Hans-Adam II von und zu Liechtenstein.

藝術周另一重點節目，為故宮博物院常務副院長婁瑋主講的「中國故事講座：故宮的幾個側面」。這場免費公眾講座於2023年3月22日舉行，當中婁副院長述說了故宮博物院自1925年成立以來所扮演的不同角色和責任，強調了故宮博物院對弘揚中華優秀傳統文化的貢獻。該講座吸引了約330名觀眾出席。

在過去一年，西九舉辦了許多活動，邀請全球的藝術家和專家分享他們的作品和見解，以此證明我們作為一個推動國際文化交流的平台的角色。以香港故宮文化博物館的「藝苑尋珍－列支敦士登王室收藏名品」特別展覽為例，該展覽由香港故宮文化博物館及列支敦士登王室收藏聯合舉辦，主要贊助機構為LGT皇家銀行私人銀行。列支敦士登王室收藏總監Johann Kräftner博士為此專程訪港，於香港故宮文化博物館的講座中概述收藏的歷史，回溯列支敦士登親王卡爾一世至現任親王漢斯·亞當二世的收藏歷程。



Shijiazhuang Hebei Bangzi Opera Troupe: *Mu Guiying Taking Command*
石家莊市河北梆子劇團《穆桂英掛帥》

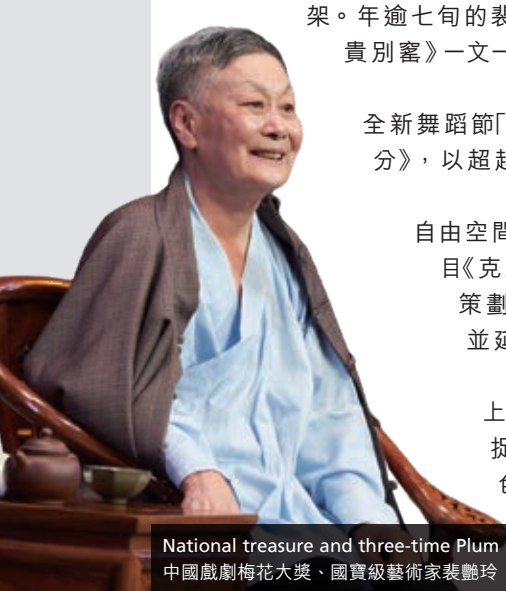
A number of Chinese performance talents from the Mainland also showcased their skills at WKCD in a series of classic performances. *In February 2023, the renowned* Shijiazhuang Hebei Bangzi Opera Troupe visited the Xiqu Centre. National treasure and three-time Plum Blossom Award-winner, Pei Yanling, served as the artistic director in a new production of a classic opera, *Zhong Kui the Ghost-eater*, starring her protégé Li Shufen, in the lead role of Zhong Kui. Liu Lisha, Plum Blossom Award-winner also showcased extraordinary skills in *Mu Guiying Taking Command*, a staple in the classic Bangzi repertoire.

New dance festival "Phygital D" showcased a career-defining experimental work by Japanese avant-garde artist Hiroaki Umeda. The work, known as *indivisible substance*, challenged audiences by transcending formats of live performance and a virtual stage, raising questions about the nature and modality of dance performance.

Freespace, Dance Reflections by Van Cleef & Arpels, and French May Arts Festival co-presented the multi-element free programme *Carte Blanche to Christian Rizzo*. Working remotely from France, Choreographer Christian Rizzo combined dance, sound, visuals, and objects, breaking down barriers between dance and visual art as he continued collaborating with local artists in Hong Kong.

Adding to the creative exploration, Shanghai-based new media artist Lu Yang premiered the live motion capture performance *DOKU, The Binary World*. This real-time collaboration between dancers in Hong Kong and Sydney. The performance featured dancers and avatars interacting in a shared virtual environment, traversing multiple binary realms simultaneously.

多位知名戲曲藝術家齊集西九舞台綻放光彩。2023年2月，中國戲劇梅花大獎、國寶級藝術家裴艷玲率領石家莊市河北梆子劇團到訪戲曲中心呈獻精彩表演，她親任新編《鍾馗》一劇的藝術總監，並由其入室弟子李淑芬擔演鍾馗一角；梅花獎得主劉莉沙則在河北梆子經典劇目《穆桂英掛帥》中展現其精湛演技和功架。年逾七旬的裴艷玲更聯同一眾中、青年演員，以示範講座型式，上演《武松醉打蔣門神》及《平貴別窰》一文一武折子劇目，演出座無虛席。



National treasure and three-time Plum Blossom Award-winner, Pei Yanling
中國戲劇梅花大獎、國寶級藝術家裴艷玲

全新舞蹈節「Phygital D」展演了日本前衛藝術家梅田宏明帶來的劃時代實驗之作《密不可分》，以超越現場表演和虛擬舞台的方式，挑戰舞蹈的本質和形態。

自由空間與Dance Reflections by Van Cleef & Arpels及法國五月藝術節亦合辦了免費節目《克里斯汀·赫佐的空白畫布》。編舞家克里斯汀·赫佐(Christian Rizzo)從法國遙距策劃，結合舞蹈、光影、聲音、物件等豐富元素，不斷挑戰舞蹈與視覺藝術的界限，並延續他與本地藝術家的交流合作。

上海新媒體藝術家陸揚也發揮創意，首度在香港上演一場橫跨兩地的現場動態捕捉實時舞蹈表演《DOKU二元世界》。香港和悉尼的舞者以動態實時控制的數碼角色在共同的虛擬空間互動，穿梭於多組二元境界。



Shijiazhuang Hebei Bangzi Opera Troupe: *Zhong Kui the Ghost-eater*
石家莊市河北梆子劇團《鍾馗》

Pei Yanling hosts a demonstration talk at the Xiqu Centre, guiding the audience through classic xiqu excerpts with grace.
裴艷玲在戲曲中心主講師生傳承講座，以精湛功架，向觀眾展現戲曲的神韻。

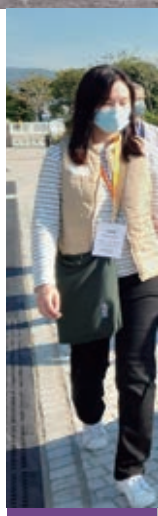


Accessibility tour organised by HKPM
香港故宮文化博物館舉辦的無障礙導賞團

Museums' Impact: Learning and Participation for All
博物館的使命：啟迪新一代

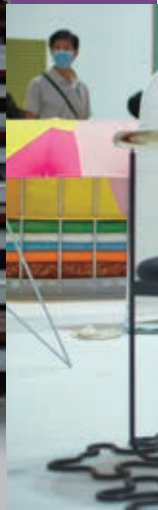
WKCD's world-leading museums have been nurturing creativity and inspiring a new generation of art lovers and practitioners. During the reporting year, the M+ School Programmes welcomed 22,000 kindergarten, primary, and secondary school teachers and students for tailored tours and workshops led by museum educators. M+ also hosted M+ Family Programmes, including the inaugural M+ Family Day in May 2022, which brought together parents, children, family groups and friends for enriching art exploration and bonding activities. As of the end of March 2023, over 24,200 participants have taken part.

西九兩間世界級博物館一直致力培育年青創意人才，啟發新一代的藝術愛好者和業界人士。在本報告年度內，M+學校活動服務了22,000名幼稚園和中小學師生，他們參加了由博物館教學人員帶領的導賞團和工作坊。此外，M+亦有舉辦家庭活動，包括2022年5月首次舉行的「M+ 家庭日」，讓家長、子女和親友共聚，一起享受充實的藝術探索活動聯繫感情。截至2023年3月底，「M+ 家庭日」已吸引超過24,200名參加者。





In the portrait drawing workshop *Eyes on Me*, children transform depictions of emotions into creative expressions shown to their families.
在肖像畫工作坊《你眼望我眼》，大人與小朋友運用大紙袋，把情感轉化成創作靈感。





A team of hearing and Deaf interpreters providing theatrical interpretation on stage at Freespace JazzFest.
健聽及聾人傳譯員合作，在自由爵士音樂節的舞台上提供劇場視形傳譯。

To provide an inclusive experience for visitors with diverse needs and abilities, M+ has also developed Access and Community Programmes featuring tours and workshops that engage visitors with its exhibitions and collections. Over 2,100 participants have joined access and community programmes since June 2022. To connect people with diverse background and interest, M+ at Night was launched in January 2023, offering a Friday evening of creative workshops, live performances, and in-gallery activities led by creatives from different disciplines.

HKPM's School Programmes combined museum visits with object-based learning, hands-on workshops and school outreach initiatives to help students immerse themselves in Chinese art and culture. During the reporting year, HKPM received over 55,000 teachers and students in the form of school group visits. In collaboration with the Education Bureau, the museum co-developed a teaching resource titled *Stories Within: Teaching Chinese History Through Objects*, which utilise HKPM's resources to bring parts of the Chinese history curriculum to life.

Family Programmes at HKPM have been popular, featuring family workshops, film screenings, self-learning activities and other family-focused events held regularly in the museum. Another well-received initiative, the HKPM Opening Exhibition Talk Series, comprising a series of free public talks delivered by museum curators and experts in their specialty, offered fascinating insights into HKPM's opening exhibitions. From HKPM's opening in July 2022 and end of March 2023, these family and public programmes drew over 340,000 participants onsite and online.



Inclusive West Kowloon Community Engagement Programme
共融西九社區參與計劃

為了讓能力與需求不同的訪客享有共融體驗，M+也設計了通達和社區活動，讓參加者透過導賞團和工作坊，更深入了解館內的展覽和藏品。自2022年6月以來，這些通達和社區活動已吸引超過2,100人次參加。「M+夜不同」於2023年1月推出，來自不同領域的創作人於周五晚上帶來各式創意工作坊、展演和展廳活動，吸引不同背景、興趣各異的公眾參與。

香港故宮文化博物館的學校活動結合了博物館參觀、文物學習、體驗工作坊及學校外展活動等，使學生能全面接觸中國藝術與文化。在本報告年度內，香港故宮文化博物館接待了超過55,000名以團體參觀形式到訪的師生。同時，博物館也與教育局合作，共同編製了《細說文物－中國歷史教學資源冊》，善用博物館的資源，讓中國歷史課程更生動有趣。

香港故宮文化博物館的親子活動廣受好評，博物館定期舉辦親子工作坊、電影放映、自學活動和其他以家庭為對象的活動。香港故宮文化博物館開幕展覽講座系列同樣廣受歡迎，由博物館研究員及各領域專家主講的免費公眾講座，深入講解各開幕展覽的內容。自2022年7月開幕至2023年3月底，香港故宮文化博物館於的各類型家庭及公眾教育活動已吸引逾340,000人次親身或於網上參與。



Primary school tour organised by M+.
M+ 舉辦的小學導賞團。



Children engage in a magical journey through the Storytelling Workshop *Fun Stories in the Forbidden City* at HKPM.
兒童透過故事香港故宮文化博物館的工作坊《細說故宮趣聞》，開展奇妙而有趣的紫禁城之旅。



Guided tour organised by the Xiqu Centre
戲曲中心舉辦的導賞團

Cultivating Performing Arts through Outreach and Participation

提升公眾對表演藝術的興趣

The D. H. Chen Foundation – West Kowloon Tea House Student Matinees, specially tailored for secondary one to four students, extended arts learning beyond the classroom through narrated performances by the Tea House Rising Stars Troupe and interactive discussion sessions. In 2021, a 30-minute online programme was launched to enable secondary students to continue arts learning at school or at home during the pandemic. Physical participation at the Xiqu Centre resumed as social distancing measures were gradually relaxed in mid-2022. During 2022/23, over 3,200 students and educators attended onsite sessions and over 4,500 joined the online sessions.

《西九茶館劇場—陳廷驊基金會教育專場》為中一至中四學生而設，透過茶館新星劇團的戲曲表演，配合即場解說及互動討論環節，讓學生在課堂以外也能擴闊視野。2021年，專場推出了30分鐘的網上版節目，讓中學生在疫情期間仍然能夠繼續在學校或家中學習戲曲。隨着社交距離措施在2022年中逐步放寬，專場再次在戲曲中心舉行。在2022/23年度，超過3,200名師生出席了實體專場，超過4,500人參與了網上版專場。



The D. H. Chen Foundation – *West Kowloon Tea House Student Matinees*.
《西九茶館劇場—陳廷驊基金會教育專場》

Lantern Making Workshop organised by the Xiqu Centre
戲曲中心舉辦親子中秋燈籠工作坊



The Dance WE Made
起舞@西九

The Xiqu Centre Guided Tours and Workshops series also provided students and the public with opportunities to explore other aspects of traditional Chinese culture. The hands-on workshops, designed for small-group participation, included both physical onsite events and online workshops for primary students. The latter included an animated retelling of the picture-book *Uncle Wu's Treasure*.

The Dance WE Made @ West Kowloon brought 21 talented local dancers together in a new project that added colour to WKCD's public open spaces and its neighbourhood. From May 2022 to February 2023, the Dance Crew conducted 22 sessions of *The Dance WE Made @ West Kowloon* at various locations around WKCD, collecting ideas for choreographies that were then developed, performed, filmed, and posted online. Five performances also took place at the K11 Art Mall in Tsim Sha Tsui and Prosperous Garden in Yau Ma Tei. In total, over 15,000 members of the public participated in and enjoyed the performances.

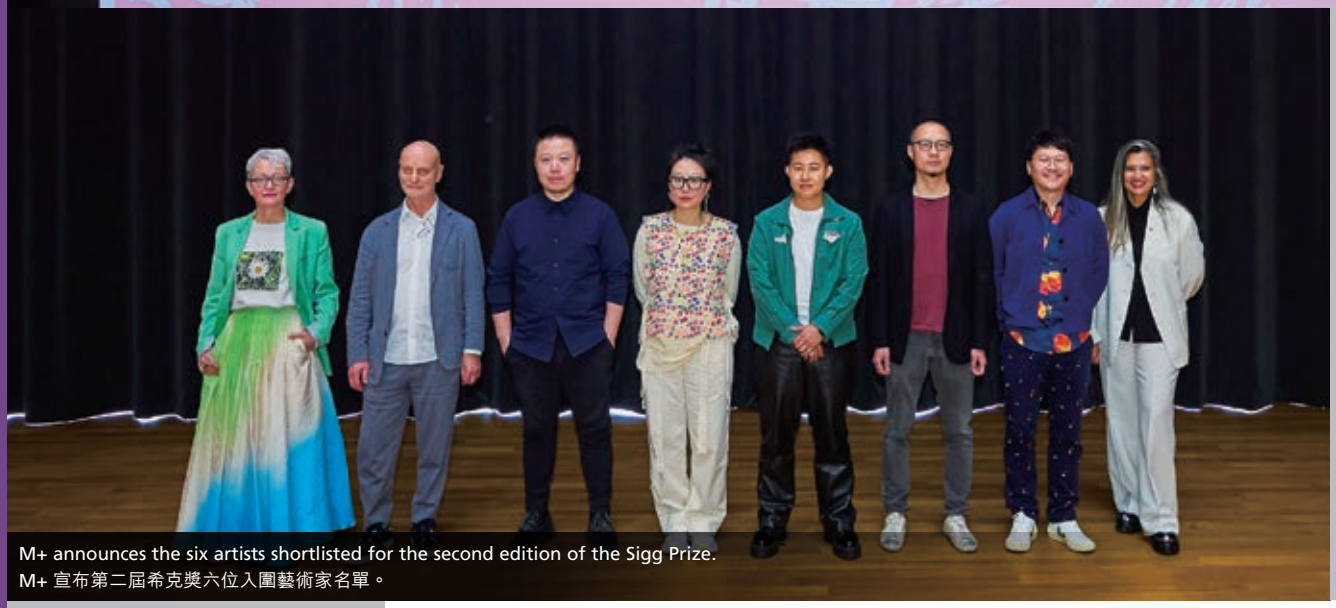
戲曲中心也透過導賞團和工作坊系列鼓勵學生和公眾人士，探索中華傳統文化的多元面貌。為小學生小組參與而設計的手作工作坊，除了鼓勵學生親身參與，也設有網上版本，其中一個活動通過原創故事動畫《伯伯的寶物》，為大人和小朋友開啟探索粵劇之門。

「起舞@西九」是由21名本地「起舞達人」主演的新節目，為西九的公共休憩空間和鄰近社區增添色彩。2022年5月至2023年2月期間，「起舞達人」於西九不同角落上演了22場「起舞@西九」，他們以輕鬆對話引發靈感，並即場創作和表演，作品後來被輯錄成短片在網上播放。其中五場表演移師尖沙咀K11購物藝術館和油麻地駿發花園舉行。所有節目共吸引了超過15,000名市民參與觀賞。



The Dance WE Made
起舞@西九





M+ announces the six artists shortlisted for the second edition of the Sigg Prize.
M+ 宣布第二屆希克獎六位入圍藝術家名單。

M+'s Support of Emerging Artists and Talents

M+：支持藝術家和培育人才

In the reporting year, M+ initiated "M+ Young Collective Volunteer Programme" to provide young individuals an opportunity to collaborate with the M+ team and creative practitioners to plan, develop and deliver programmes for their peers and the general public. The inaugural group of 15 Young Collective members graduated from the programme in August 2022, while the second cohort joined in October 2022. These enthusiastic volunteers contributed their time and efforts to generating ideas during regular meetings and trial-planned events. The public programmes that they designed attracted a total of over 5,000 participants.

在報告年度內，M+推出了「M+青年部」義工計劃，讓年輕人有機會聯同M+團隊及不同界別的創作人，一起構思、設計和帶領一系列為青年及公眾而設的活動。首屆15名青年部成員於2022年8月完成計劃，第二屆成員則在同年10月加入。這些熱心的義工投入了大量時間和精力，於定期會議和試行策劃的活動時迸發新意念。由青年部設計的節目吸引超過5,000人參與。



Creative Day Camp Showcase: *The Garbage Designer* in Young People Summer Takeover: *Retrograde* encourage participants rethink how waste is recycled and upcycled at a museum by exploring spaces closed off to the public.
青年夏祭：「逆行」的創作日營結業展：「垃圾設計師」讓參加者一探博物館如何回收和升級改造廢物，並從中搜集可用於創作的物料。



Furthermore, M+ announced six artists shortlisted for the prestigious Sigg Prize in March 2023. Being shortlisted for the Sigg Prize is a significant milestone in the careers of these gifted artists who will present works created in the past three years in the Sigg Prize 2023 exhibition (opening on 23 September 2023), from which the winner will be selected by the jury.

此外，M+於2023年3月公布了六位入圍希克獎的藝術家名單。對於這六位才華橫溢的藝術家來說，被提名為希克獎候選人是他們事業重要的里程碑，他們過去三年的作品將於2023年9月23日開幕的展覽「希克獎2023」中展出，最後由評審團選出大獎得主。



M+ Young Collective
M+青年部



Through Young People Summer Takeover Talk: *Becoming a Programme Leader*, participants explore designing programmes.
透過青年夏祭對談：「成為『搞手』第一步」，青年參加者嘗試自主策劃活動。

M+ continues to benefit from a substantial team of committed volunteer guides. An initial group of guides was recruited in 2021 and an additional 80 guides joined in December 2022, bringing the total number of active guides to 241. The new guides had completed orientation and training in February 2023, and all guides had participated in 15 comprehensive training sessions held throughout the year.

M+ also welcomed 14 interns. They were offered with a rich, one-year full-time experience in various museum departments – an achievement made possible by the generous support of The Robert H. N. Ho Family Foundation Hong Kong.

滿腔熱忱的博物館導賞員義工繼續支持M+發展。自2021年博物館首次招募義工以來，團隊於2022年12月再次迎來80位新導賞員加入，讓現有活躍的導賞員增至241人。新導賞員於2023年2月完成了迎新和培訓，每位導賞員都在年內參加了15節全面的培訓課堂。

於報告年度內，M+還迎來了14名實習生，他們在博物館各個部門受薪實習，為期一年。M+實習計劃得到何鴻毅家族香港基金慷慨支持。



Tour organised by M+
M+ 舉辦的導賞團

HKPM's Initiatives to Inspire Emerging Talents in Arts and Culture

香港故宮文化博物館：啟發新晉藝術及文化人才



In November 2022, HKPM introduced the Bi-city Youth Cultural Leadership Programme, sponsored by Swire Properties Limited. This two-year arts and cultural exchange programme recruited over 110 university students from Hong Kong and Beijing. The programme offered a variety of hybrid learning activities, cultural exchange and learning opportunities, and internships for participating students.

2022年11月，香港故宮文化博物館開展了由太古物業有限公司贊助的「雙城青年文化人才交流計劃」。此文化藝術交流計劃為期兩年，從京港兩地招募了超過110名大學生。計劃為參加學員提供線上線下混合模式的學習活動、文化交流與學習機會，以及工作實習機會。



Officiating guests and student participants join the Kick-off Ceremony of the Bi-city Youth Cultural Leadership Programme, supported by Swire Properties.
主禮嘉賓和學生參加者出席由太古地產全力支持的「雙城青年文化人才交流計劃」啟動禮。



Students from the "Bi-city Youth Cultural Leadership Programme" visit HKPM's galleries.
「雙城青年文化人才交流計劃」學生參加者參觀香港故宮文化博物館展廳。



To enhance local students' understanding of cultural artefacts and museum operation, HKPM launched the HKPM Ambassador Programme, sponsored by the China Merchants Foundation, in January 2023. The programme brought together 115 tertiary and secondary students in a series of learning workshops and experiential learning activities that aim to equip students with the knowledge and skills needed to promote Chinese art and culture.

To encourages community members to participate in and support its daily operation, HKPM also recruited and trained 123 docents and 497 volunteers during the reporting period. The HKPM Volunteer Programme is co-sponsored by K. Wah International Holdings Limited and LUI Che Woo Prize.

為加深本地學生對文物及博物館專業的認識，香港故宮文化博物館於2023年1月推出由招商局慈善基金會獨家贊助的「香港故宮學生文化大使」計劃，招募了115位本地大專院校學生及中學生，透過一系列學習及實踐活動，提升學生的知識及技能，以推廣並傳承中華文化。

為鼓勵社區成員參與博物館的日常營運，在報告年度內，香港故宮文化博物館亦招募並培訓了123名導賞員及497名義工。香港故宮文化博物館義工計劃由嘉華國際及呂志和獎聯合贊助。



The HKPM Student Ambassador Programme aims to cultivate the interest in and knowledge of the historical artifacts, and the museum industry amongst the younger generation.
「香港故宮學生文化大使」計劃讓新一代加深對文物及博物館專業的認識和興趣。



Cultivating Performing Arts Excellence

培育表演藝術新星

WKCD has continued to be a fertile space for nurturing talent in the performing arts over the past year. Its Tea House Rising Stars Troupe, Hong Kong's first venue-based artistic group, continued to work from the Tea House Theatre in the Xiqu Centre, undergoing training and giving Chinese opera performances as part of the Tea House Theatre Experience. Under the artistic curatorship Law Ka-ying, the troupe launched a new show in August 2022 titled Magic Tea House, utilising arts technology and incorporating an AI-controlled robot opera singer to transform the *Tea House*. Over 7,600 visitors had been enthralled by the *Magic Tea House* show by the end of the year.

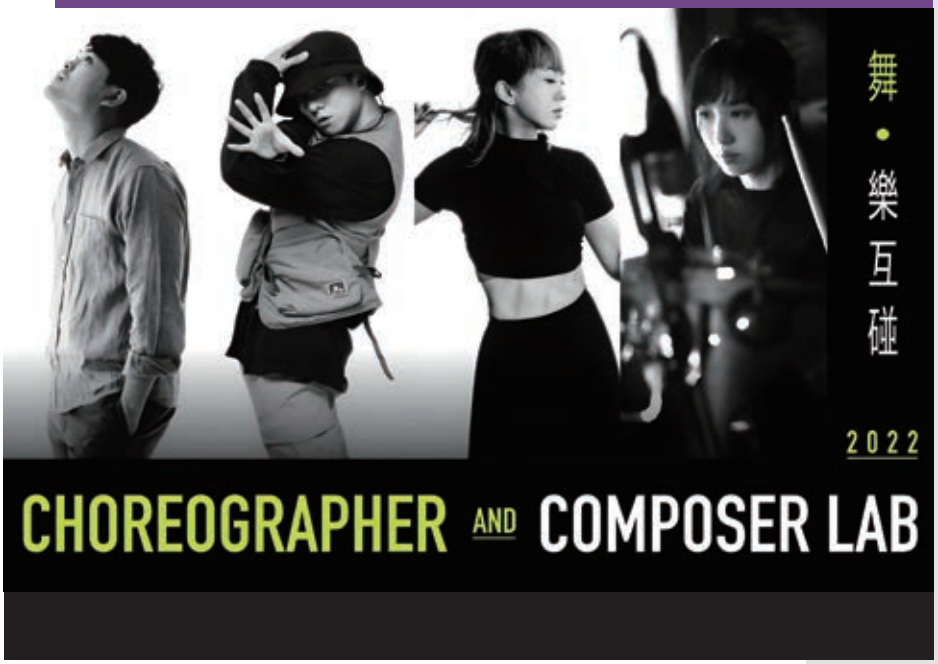
過去一年，西九繼續提供豐沃土壤培養表演藝術人才。全港獨有的駐場表演團隊—茶館新星劇團在戲曲中心接受專業訓練，並在茶館劇場上演常設節目，讓觀眾欣賞粵劇藝術。一眾茶館新星在藝術策劃及導演羅家英先生的指導下，於2022年8月推出全新節目《開心穿粵》，運用嶄新科技，由人工智能操作的機械人參與演出，為茶館劇場帶來前所未有的表演。截至年底，超過7,600名觀眾入場欣賞《開心穿粵》的精彩演出。





The Xiqu Centre's *Magic Tea House:* Cantonese Opera excerpt *Reconciliation* from *Muk Kwai-ying Routing Hongzhou*
戲曲中心茶館劇場《開心穿粵》:《穆桂英大破洪州》之《釋嫌》





Meanwhile at Freespace, the Freespace Ensemble programme again brought together top local musicians from a vast array of styles and genres. Freespace Ensemble encourages joint music-making between musicians of highly diverse backgrounds, followed by regular shows held in and around Freespace where the new collaborative compositions are performed. Since the launch of the programme in 2021, there have been 16 performances involving collaborations among some 35 musical artists.

Similar collaborative space has been provided for local dance talent to unleash their creativity. *Choreographer and Composer Lab 2022*, a creative research platform designed to give choreographers and composers opportunities to work together, was the fifth edition of this ground-breaking initiative. More than 30 artists have taken part in the Lab over the years, and this year saw more exciting collaborations in the making.

在自由空間方面，「自由空間樂團」節目再次匯聚風格獨特、實力非凡的本地音樂人。「自由空間樂團」鼓勵來自不同背景的音樂人大膽創新，定期於自由空間內外帶來全新編排或創作的跨界合作音樂。自2021年計劃開展以來，已有約35名音樂人在16場表演中展現才華。

我們也為本地舞蹈人才提供合作空間，激發他們的創意。舞者透過「舞・樂互碰2022」平台推動創作研究，這獨特的計劃已經邁入第五屆，為編舞家和作曲提供機會，一同構作表演，平台至今已有超過30位藝術家參與。本年度仍有很多讓人期待的合作正在進行。



The Xiqu Centre's The House Theatre *Magic Tea House*.
戲曲中心茶館劇場《開心穿粵》



Freespace Ensemble has enabled talented and inspiring young local musicians to perform at the Art Park and Freespace.
《自由空間樂團》讓本地頂尖年輕音樂人在藝術公園和自由空間演出。

RALLYING SUPPORT FOR ARTS AND CULTURE

凝聚支持 同心弘藝



HSBC becomes M+'s first Lead Partner
滙豐成為M+首個領銜合作夥伴。

Sustaining Promotion of the Arts
堅守推動藝術的使命

As a self-financing statutory body receiving no Government subvention, the Authority has consistently focused on revenue generation, with fundraising as a core component of this strategy. This year, fundraising income has increased to HK$197 million – a more than sixfold increase from the last financial year. We are immensely grateful for the generous and continued support of our donors, sponsors, patrons and members.

作為自負盈虧的法定機構，管理局並沒有接受政府經常性補助，而是秉持着創造收入的初衷。籌款活動一直是管理局收入的重要一環。在本報告年度，我們通過籌款所得的收益達到了1.97億元，是上一報告年度的六倍多。我們由衷感謝所有捐贈者、贊助機構、贊助人和會員一直以來對我們的大力支援。





M+

Giving to M+ creates a legacy for the community and contributes to building the cultural capital of Hong Kong. The museum has built an extensive circle of long-term supporters. Donations and gifts of art to support M+ were received from dedicated individuals belonging to M+ Director's Circle, M+ Founding Benefactors, M+ Councils, M+ Founding Patrons, Patrons and Young Patrons, M+ Founding Donors, and M+ American Friends Foundation. On 1 March 2023, M+ named its Courtyard Galleries the "Cissy Pui-Lai Pao and Shinichiro Watari Galleries" in recognition of the couple's generous donation towards the long-term development of M+.

In November 2022, HSBC became the first Lead Partner of M+, contributing to the development of arts and culture locally, regionally, and internationally.

捐贈予M+能為社會創造文化遺產，更能協助厚植香港的文化根柢。M+已建立了長期支持該博物館的社群。支持M+的捐贈和饋贈來自個人名義的襄助，包括M+榮譽襄贊人、M+創始襄贊人、M+委員會、M+創始贊助人、贊助人和青年贊助人、M+創始捐贈者，以及M+ American Friends Foundation。於2023年3月1日，M+將合院展廳命名為「包陪麗、渡伸一郎展廳」，以表彰包陪麗及其丈夫渡伸一郎為支持M+長遠發展所作的慷慨捐贈。

此外，於2022年11月，滙豐成為M+首個領銜合作夥伴，為促進本港、亞洲和國際藝術文化發展出了一分力。





The Hong Kong Jockey Club Auditorium Naming cum Programmes Sponsorship Announcement Ceremony
「香港賽馬會演講廳」命名典禮暨活動贊助儀式

HKPM
香港故宮文化博物館

HKPM's establishment is funded by a HK$3.5 billion donation from The Hong Kong Jockey Club Charities Trust. This donation also funds some of the museum's annual exhibition and education programmes from 2023 to 2031.

HKPM launched a series of arts and cultural activities, supported by its first strategic partner Bank of China (Hong Kong) Limited, that underscored the museum's mission to promote Chinese art and culture both locally and globally, while developing Hong Kong into an East-meets-West centre for international cultural exchange. These will be used to strengthen HKPM's effort to conserve and promote Chinese art and culture and nurture talent, further strengthening Hong Kong's position as a world-class city and an international cultural hub.

香港故宮文化博物館由香港賽馬會慈善信託基金撥捐35億港元成立。該筆捐款亦用於支持於2023年至2031年期間舉行的部分年度大型展覽及教育項目，推廣中華文化及培育頂尖業界人才，彰顯本港作為世界級城市及國際文化大都會的地位。

香港故宮文化博物館獲得中國銀行(香港)有限公司(首個戰略合作夥伴)的支持，推出了一系列文化藝術活動，彰顯了博物館在本港與全球推廣中國文化藝術，並將香港發展成為中外文化交流中心的使命。



HKPM's first strategic partnership with Bank of China (Hong Kong).
中銀香港為香港故宮文化博物館戰略合作夥伴。





Performing Arts Division
表演藝術處

We are grateful to the Hong Kong Jockey Club for supporting "Creative Tomorrow", an eight-month programme integrating art and technology in opera, music, theatre, dance, and education, enabling audiences to experience performances in previously impossible ways.

承蒙香港賽馬會支持「藝創明天」，這個為期八個月的節目在戲曲、音樂、劇場、舞蹈和教育中結合藝術與科技，讓觀眾以前所未見的形式，感受各種表演。



The robots in SerendiCity: Lukas Truniger – *Distributive Intelligence | A Group Mind* interact with the environment to create light installation.
機緣都會：Lukas Truniger《智能閃閃》的機械人因應環境折射出不同光線。



Title sponsored by HKT, HKT x WESTK POPFEST stands as Hong Kong's grandest music festival, showcasing the best in local talent.
由香港電訊冠名贊助的「HKT 西九音樂節」是香港歷來最大型音樂節，讓本地音樂勢力全面晒冷。

We also appreciate the full support of HKT as the title sponsor of the first-ever "HKT x WESTK POPFEST". This event provided a 10-day musical experience for tens of thousands of music-lovers, nurtured emerging local artists, and drove the growth of Hong Kong's music industry.

Thanks to the generous support of numerous sponsors and donors in 2022/23, WKCDA has been able to offer a wider range of programmes on an expanded scale, fusing local arts and international perspectives, at a time when society is returning to normal and recovering from the epidemic. The Authority will continue to reach out to the community and promote fundraising initiatives, recognising the indispensable and vital role that WKCD's donors, sponsors and supporters fulfill in making arts and culture accessible to all.

管理局亦對香港電訊(HKT)的全力支持並冠名贊助首屆《HKT西九音樂節》，致以衷心謝意，《HKT西九音樂節》為數以萬計的樂迷帶來整整10天的音樂體驗，同時培育本地新晉藝術家，推動香港音樂界成長。

我們同時感謝眾多贊助機構、捐助機構和捐助人在2022/23年慷慨支持，令管理局得以在社會疫後復常之際，提供多元化和更大規模的節目，融合本地藝術和國際視角。要達至普及藝術的目標，西九捐贈機構、贊助機構和支持機構的貢獻實在不可或缺，管理局將繼續與社會各界接觸，積極推動籌款工作。





Membership: A Token of Appreciation from Generous Supporters

會員計劃：為支持者提供專屬禮遇

Both M+ and HKPM run Patrons and Friends programmes that generate valuable funding while offering exclusive benefits.

HKPM's Membership Programme, launched in July 2022, gives HKPM Friends unlimited free admission to the museum's thematic exhibitions, complimentary admission to special exhibitions, and many other privileges and benefits. Over 4,000 HKPM Friends had signed up within days of the launch, and by the end of March 2023 the museum had attracted over 17,900 HKPM Friends and nearly 400 HKPM Patrons under the programme.

The M+ Membership and Patron programmes attracted over 230 Patrons and 8,860 Members during 2022/23, bringing the total to over 320 Patrons and 12,080 active Members at year-end.



M+ Patrons participate in M+ Lounge Conversation with collector and artist Mr Alan Chan. The talk explores how collecting becomes an inspiration for design.
M+ 贊助人參與M+ 會館短敘，與收藏家及藝術家陳幼堅見面，一同分享對收藏、靈感以及創作之見解。

M+與香港故宮文化博物館的贊助人和博物館之友計劃不僅為我們帶來了重要的收入，同時為參與者提供了專屬的禮遇。

香港故宮文化博物館的會籍計劃於2022年7月推出，「香港故宮之友」可以全年無限次參觀博物館專題展覽、獲贈特別展覽入場門票，並專享其他禮遇。計劃推出數天便吸引超過4,000位「香港故宮之友」加入，而截至2023年3月底，逾17,900位「香港故宮之友」已加入計劃，並有近400名贊助人參與計劃。

M+的會員及贊助人計劃於2022/23年度分別吸引了超過230位新贊助人和8,860位新會員。截至年底，該博物館共有超過320位贊助人和12,080位有效會員。



Major donors of M+ in a virtual meeting with artist Antony Gormley in front of his installation work *Asian Field*.
M+主要捐贈者與藝術家安東尼・葛姆雷在他的裝置作品《亞洲土地》前以視像方式會面交流。

DEVELOPING DIVERSIFIED BUSINESS

開拓收入 發展商機

A Cornucopia of Events and Experiences on Offer

豐富活動、精彩體驗

One of WKCD's major challenges is to establish a sound financial basis for its long-term sustainability. To achieve this, the Authority seeks to attract income-generating commercial projects that support the development of a unique 'Cultural CBD' merging business and the arts.

西九其中一項重大挑戰，是建立穩固的財政基礎，以確保西九長遠運作的可持續性。為實現此目標，管理局致力發展和吸引有助開源的商業項目，以支持其獨一無二、「文化商業中心區」的發展，將商業和藝術融為一體。

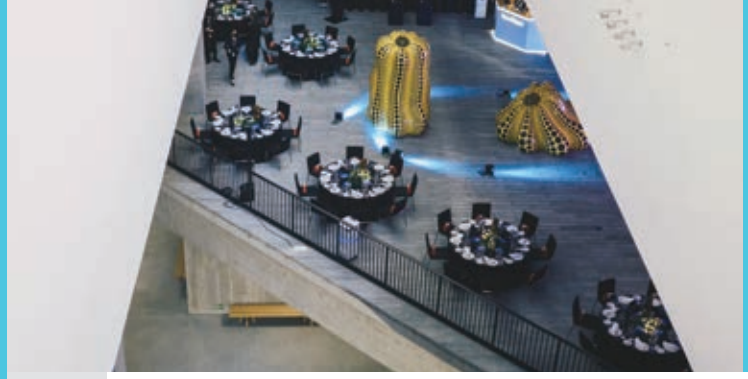




An example was the District's collaboration with the Hong Kong Tourism Board to host Hong Kong WinterFest 2022. The event featured a magical Christmas Town along the West Kowloon harbourfront, offering shopping, dining, and seasonal entertainment to visitors. A nearby Christmas Wonderland provided live music, handicraft workshops and charity bazaars. The festivities were centred around a magnificent 20-metre Christmas tree and capped off by a spectacular New Year's Eve countdown. Attracting daily crowds of up to 100,000 across the holiday season, Hong Kong Winterfest 2022 showcased the District's versatility and appeal.

西九與香港旅遊發展局合辦的「香港繽紛冬日巡禮2022」正是一例。活動將西九的海濱變身成為繽紛聖誕小鎮，為訪客提供購物、餐飲和節日娛樂。鄰近的奇趣聖誕村則舉行了音樂表演、手工藝工作坊以及慈善義賣。整個活動圍繞高達20米的巨型聖誕樹進行，並以精彩的除夕倒數作結。「香港繽紛冬日巡禮2022」在節慶期間每日吸引近10萬人進場，展現西九的多變魅力。







A Premier Venue for Hosting Spectacular Events

增加舉辦精彩活動的優選場地

In November 2022, the Hong Kong Monetary Authority hosted the welcome dinner of the Global Financial Leaders Investment Summit in M+. This prestigious event brought together top financial leaders from around the world and showcased the District, particularly M+ to the world.

With the introduction of new venue hiring arrangements in 2022, WKCD has expanded the variety and number of hiring events held in its indoor and outdoor venues, consolidating its position as a landmark destination for artistic, cultural, and entertainment events. Meanwhile, the number of public open spaces and special event space in the District available for external hire has increased from 8 to 19, and the overall hireable area has doubled to over 34,000 square metres.

2022年11月，香港金融管理局於M+為「國際金融領袖投資峰會」舉行歡迎晚宴。峰會是享譽國際的盛事，匯聚全球金融領袖，向世界展示西九，尤其是M+的魅力。

2022年西九推出場地租用新安排，增加了西九可供租用的室內和戶外場地，讓更多不同類型的活動可於西九舉行，進一步鞏固了西九作為藝術、文化和消閒節目地標的地位。此外，西九的可供租用的公眾休憩用地和特別活動場地數目由8個增加至19個，整體可供租用面積亦增加逾一倍，至超過34,000平方米。







Standard Chartered Arts in the Park 2022
渣打藝趣嘉年華 2022

With an impressive portfolio of external hirers drawn to the exceptional indoor and outdoor spaces in the District, over 120 external income-earning events were held at the two museums, while another 57 were held in the District's public open spaces. Some of the most notable were the Asian Film Awards, the Wealth for Good in Hong Kong Summit (both held at HKPM), and the *En Voyage with Monet* exhibition (Cultural Plaza). Standard Chartered Arts in the Park 2022 was another large-scale public event that found the perfect setting in WKCD's Art Park.

優秀的室內和戶外場地為西九吸引了優質的場地租用者。年內共有120多項場地租用活動於兩間博物館舉行，西九公眾休憩用地亦舉行了57項場地租用活動。當中最矚目的包括「亞洲電影大獎」和「裕澤香江高峰論壇」(兩者均於香港故宮文化博物館舉行)，以及「尋找足印．莫內」(文化廣場)。大型活動「渣打藝趣嘉年華2022」亦選擇了在西九藝術公園舉行。



16th Asian Film Awards
第16屆亞洲電影大獎



En Voyage with Monet
「尋找足印．莫內」沉浸體驗展



Technical Arts Festival 2022
科藝藝術節 2022

Versatile Performance Spaces for Artistic Excellence

多變表演空間成就卓越藝術

When WKCD hires out its state-of-the art performance venues to promoters and performance troupes, its aim is not only to generate income for the District but also to support performing arts organisations and individuals, encourage the production of new performances, and build appreciative and knowledgeable audiences. With this in mind, its hiring arrangements give priority to artistic hirers. Performing arts practitioners are given preferential rates, with small and medium-sized performing companies being offered a lower base hire rate as well as box office sharing arrangements.

西九提供表演場地讓市場推廣和藝術團體租用，這不單止是為了開源，同時亦是為了支持表演藝術團體和表演者，並鼓勵藝術團體製作全新表演，開拓具藝術視野的觀眾群。有見及此，西九的場地租用政策讓表演藝術團體優先租用西九場地。表演藝術團體可享租賃優惠，中小型表演藝術團體亦可享較低基本租金及優惠的票務收入分成安排。



Legend of the Firebird presented by Youth Connect Foundation
青年同行基金呈獻新編戲曲音樂劇《火鳳凰》





Show Me Your Love
《愛我別走》

The Xiqu Centre's 1,075-seat Grand Theatre achieved a 92% utilisation rate during the year, drawing an audience of approximately 137,000 despite the lingering impact of the pandemic and capacity restrictions under the social distancing measures. 21% of the performances/events were organised by WKCD, with a significant 79% consisted of hirer programmes. The 200-seat Tea House Theatre also achieved a satisfactory utilisation rate (72%). The biggest performance venue in Freespace, The Box, had a strong utilisation rate of 78% and combined audiences of over 30,000 for the year, with a rather even split between hirer programmes (51%) and WKCD productions (49%). These are positive indications of the growing popularity of WKCD venues for external arts groups, and a trend that is expected to continue.

戲曲中心內擁有一個1,075個座位的大劇院，大劇院在年內使用率達92%，在疫情持續影響、社交距離措施限制觀眾人數下，仍然吸引約137,000人次入場。表演／活動當中有21%由西九主辦，其餘的79%為租用者節目。200個座位的茶館劇場也實現令人滿意的使用率(72%)。自由空間最大的表演場地大盒使用率達78%，年內共獲超過30,000觀眾到場，場地租用節目(51%)和西九製作(49%)約各佔一半。數字反映西九場地越來越受外間表演藝術團體歡迎，前景穩定。

"Go For It!" Jockey Club "Once Under the Lion Rock" Oral History Theatre Programme Intergenerational Oral History Theatre Troupe Performance
《做盡香港人》賽馬會獅子山傳耆口述歷史戲劇計劃長幼演出





Offices, F&B and Retail Spaces Highly Sought After by Tenants

辦公室、餐飲與零售空間需求殷切

With the aim of creating a new "Cultural CBD" for Hong Kong, the Authority pressed ahead with the commercial developments in the District including offices and RDE facilities. In March 2023, international art auction house Phillips moved into its spectacular new Asia headquarters covering six floors of the WKCDA Tower. Reinsurer Peak Re has also established its global headquarters in the upper floors of WKCDA Tower. At the end of March 2023, there were 22 food and beverage outlets operating in WKCD, providing diverse dining options, ranging from food trucks to upscale restaurants. The District also saw the addition of new education centres and retail shops during the year, further diversifying its offerings for visitors.

為了建立香港全新的「文化商業中心區」，管理局全力推動西九的商業發展，其中包括辦公室及零售、餐飲及消閒設施。於2023年3月，國際藝術拍賣行富藝斯將其亞洲總部遷入西九，進佔西九文化區管理局大樓六個樓層。再保險商Peak Re也於西九文化區管理局大樓的較高樓層設立其全球總部。截至2023年3月底，在西九營運的餐飲場地共有22間，提供美食車至高級餐廳的多元餐飲選擇。西九也於年內引入了教育中心和零售商戶，進一步豐富訪客體驗。









Meanwhile, HKPM has leased out all its available commercial spaces. The museum now has a Chinese restaurant on the fourth floor and a tea house on the ground floor, alongside the three F&B outlets on the lower ground floor, enhancing its range of culinary options. A museum shop on the ground floor has also opened, further broadening the range of products and experiences that the museum provides.

Development of three commercial buildings situated around Artist Square, called the Artist Square Towers, is now underway, following the successful tender of WKCDA's first public private partnership project in November 2022. With completion tentatively scheduled for 2026, these office towers with RDE facilities will expand the community of the District and further boost diversity for visitors.

另一方面，香港故宮文化博物館已租出館內所有商業空間。博物館於四樓現設有中菜廳、地下樓層設有茶室，地下低層設有三間餐飲店舖，餐飲選擇愈加豐富。地下樓層的博物館商店開業後，亦拓闊了博物館所提供的產品和體驗。

藝術廣場大樓是圍繞藝術廣場的三座商業大樓，是管理局首個批出的公私營合作項目，於2022年11月成功批出，現已踏入發展階段。上述商業辦公大樓暫定於2026年落成，大樓內設有零售、餐飲及消閒設施，將產生協同效應，在區內發展出完善生態，並進一步提升和豐富西九的訪客體驗。









Art-Inspired Creative Cultural Products Flourish
高質素的藝術文創產品

Sales of high-quality arts-themed merchandise have also begun to generate revenue for the District. Part of such offerings are managed by M+ Retail and delivered through two retail spaces in the museum and an online store. During the year, M+ Retail launched a special Year of the Tiger collaboration with renowned designer Vivienne Tam, as well as pop-up for Mei Lok Store, TASCHEN and Slowood. Other commercial initiatives included a partnership with apparel brand lululemon for 'Yoga at M+', a photography excursion in collaboration with bicycle company tokyobike, and the launch of upcycled stools by sports sustainability enterprise AFTERLIFE™ and Hong Kong designer and artist Douglas Young. The first M+ exhibition shop was opened for its critically acclaimed exhibition *Yayoi Kusama: 1945 to Now*, offering exclusive and highly popular Kusama-themed products, exhibition publications and other items.

高質素的藝術主題商品銷情也開始為西九帶來收入。部分商品由M+零售管理，並在博物館內的兩個零售商台和其網上商店銷售。年內，M+零售與著名設計師Vivienne Tam合作推出一系列虎年特別聯乘產品，並與美樂士多、TASCHEN和Slowood設立期間限定店。其他商業合作計劃包括與服裝品牌lululemon聯手舉辦「Yoga at M+」、與單車品牌tokyobike合辦的攝影體驗班，還有由體育可持續發展企業AFTERLIFE™與香港設計師兼藝術家楊志超推出的升級再造椅子。為配合廣受好評的「草間彌生：一九四五年至今」展覽，M+設立了首間M+展覽商店，提供獨家發售以及廣受歡迎的草間彌生主題產品、展覽刊物和其他商品。











Architect William Lim and artist Stanley Wong in an artist talk.
在M+會館，建築師林偉而和藝術家黃炳培主持講座。

Even before the opening of HKPM's main museum shop, the museum had already launched two thematic commercial collections – the HKPM branded series and Treasure of Imperial Garden. These collections sprang from collaborations with Hong Kong designers on items inspired by the architecture and motifs of the HKPM building and artefacts. By incorporating traditional Chinese elements into contemporary designs, these collections appeal to modern customers while embodying the museum's mission.

香港故宮文化博物館在博物館商店正式開張前，亦已推出了兩個主題商品系列，分別是香港故宮文化博物館品牌系列，以及御園尋寶系列。上述系列均屬與本港設計師的合作，產品受香港故宮文化博物館大樓的建築和特色、以及館內文物所啟發，以當代設計中糅合傳統中國元素，既吸引現代顧客，亦體現了博物館的使命。



William Lim and Stanley Wong's book signing.
林偉而及黃炳培的簽書會。



Elevating WKCD's Global Presence
提升西九的國際地位

In 2022/23, WKCD's riveting PR and marketing campaigns, alongside engaging public initiatives, have gained global recognition. M+ has solidified its position as Asia's global museum of contemporary visual culture through impactful campaigns, such as the sustainability-focused 'M+ You. Care for Good', launched upon the museum's reopening in April 2022. The museum's first Special Exhibition *Yayoi Kusama: 1945 to Now* was launched with extensive coverage by local, Greater China and international media, as well as celebrity and KOL visits, garnering worldwide attention. The museum has earned multiple accolades for its PR and marketing initiatives for the exhibition, including the In-house Winner for Media Engagement at the Gold Standard Awards 2023, a Gold award (Best Performance PR Campaign category) at the Marketing-Interactive PR Awards 2023 for the exhibition's media engagement campaign, as well as a Bronze award for Best Use of Influencer at the Marketing Events Awards 2023 for the Kusama-themed MTR train marketing campaign in collaboration with MTR Corporation Limited. These publicity efforts have also catapulted the museum to international ranking – attained 18th among the world's most popular art museums and the second in Asia in 2022[1], amassing over 10.5 million website page views and 176,500 social media followers.

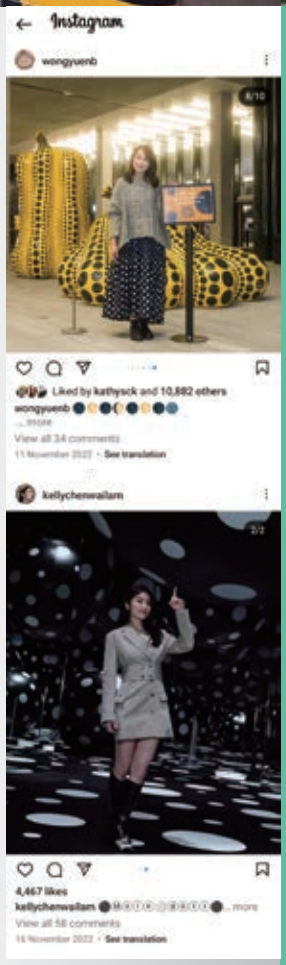
在2022/23年度，西九展開多項宣傳及市場推廣活動和公眾參與計劃，提升西九在海內外的形象。M+舉辦了多項別開生面的活動，進一步鞏固了M+作為亞洲區內全球性當代視覺文化博物館的地位，其中包括推廣可持續生活的「M+你。好生活」，活動在2022年4月博物館重開後推出。此外，M+推出首個特別展覽「草間彌生：一九四五年至今」，獲得本港、大中華地區，以至世界各地的媒體廣泛報導，團隊還安排了不少名人與潮流紅人參觀，令該展覽在海內外獲得更多關注。M+為該展覽所作的宣傳與市場推廣計劃亦獲得多個獎項，其中包括榮獲Gold Standard Awards 2023的機構內部媒體互動大獎，以及Marketing-Interactive PR Awards 2023的金獎（最佳公關推廣活動表現界別），同時亦憑藉與香港鐵路有限公司合作推出草間彌生主題列車作為市場推廣活動，榮獲Marketing Events Awards 2023的最佳運用潮流推手影響力銅獎。推廣活動亦使M+在國際間享有盛譽，並在2022年躍身成為全球最受歡迎的藝術博物館第18位，而在亞洲的藝術博物館中則排行第二[1]；報告年度內M+網站的瀏覽量超過1,050萬次，社交媒體追蹤數目則超過176,500人。

[1] Cheshire, Lee, and José da Silva. 'The 100 most popular art museums in the world – who has recovered and who is still struggling?'. *The Art Newspaper*, 27 March 2023. https://www.theartnewspaper.com/2023/03/27/the-100-most-popular-art-museums-in-the-worldwho-has-recovered-and-who-is-still-struggling.
The Art Newspaper. (2023, March 27). The 100 most popular art museums in the world – who has recovered and who is still struggling?









HKPM's large-scale marketing campaign 'Timeless · Boundless', coupled with a full-fledged media and publicity campaign engaging different stakeholders, sold out most tickets for the first three months before the museum's opening. Hongkong Post issued a stamp set featuring some of the finest artefacts on loan from the Palace Museum. HKPM's visibility was further boosted by the expertly marketed special exhibition *Odyssey of Art – Masterpieces collected by the Princes of Liechtenstein*. The opening of HKPM has attracted extensive press coverage locally and in the Mainland. Over 70,000 social media followers were recruited for the museum by the end of the reporting year.

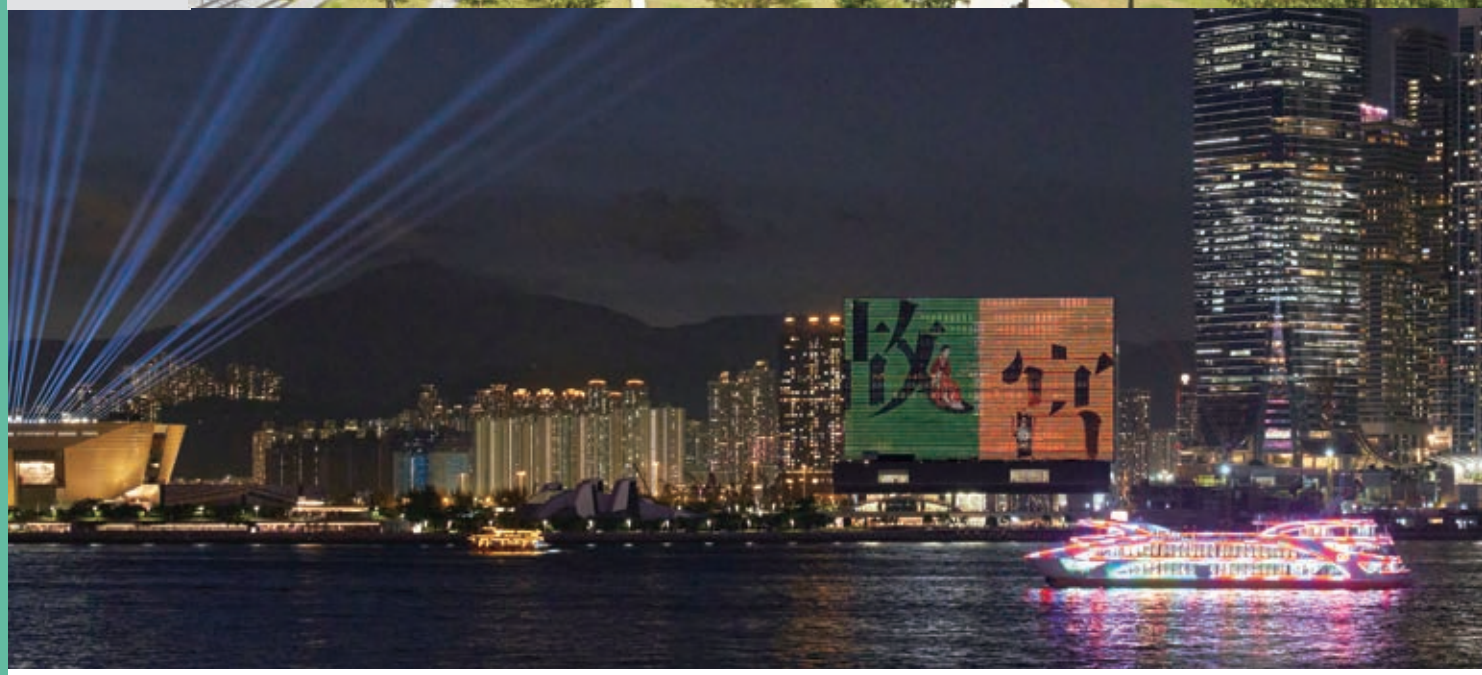
香港故宮文化博物館以「遊古今歷無界」為題作招徠，再配合全方位的媒體和宣傳活動，成功吸引不同界別的持份者，使博物館在開幕前已售出首三個月大部分門票。同時，香港郵政亦特別發行以香港故宮文化博物館為主題的郵票套裝，上面印有由故宮博物院借出的精品珍藏。特別展覽「藝苑尋珍 — 列支敦士登王室收藏名品」的宣傳活動亦經過精心策劃，以進一步提升香港故宮文化博物館的曝光度。香港故宮文化博物館的開幕，獲得本地及內地媒體的廣泛報導。截至報告年度終結時，博物館的社交媒體帳戶已吸引超過70,000名追蹤者。






遊古今 TIMELESS
歷無界
遊古今 歷無界
TIMELESS BOUNDLESS
一次無界限的旅程。


ArtPark
故宮


故宮





Dazzling audiences, WKCD's Performing Arts Season 2022/23 marketing campaign captivated attention through creative marketing initiatives, which included season booklets and tailored marketing events. The multifaced campaign ignited anticipation for the Season and effectively expanded the programmes' reach to a wider audience. Artists connected with the audience through interviews, and tailored publicity cultivated interest in various performing arts forms. Innovative marketing campaigns were also launched for some of the performing arts highlights of the year, such as pop-up music trucks for Freespace Jazz Fest 2022, an influential media and KOL campaign for SerendiCity, and a music album and music videos released on streaming platforms for *The Impossible Trial*. These efforts led to impressive results, with numerous performances selling out ahead of time.

西九的「表演藝術季2022/23」精彩紛呈，透過別出心裁的市場推廣計劃，包括表演藝術季小冊子、以及特別設計市場的推廣活動，吸引觀眾關注。多元化的宣傳，讓大眾對表演藝術季更加期待，並成功擴大藝術季的受眾群體。藝術家通過訪談與觀眾聯繫，而特別設計的宣傳也提升了大眾對各種表演藝術形式的興趣。年內，不少表演藝術節目都推出了創新的市場推廣活動，例如「自由爵士音樂節2022」的爵士快閃車、「機緣都會」的傳媒推廣和潮流推手推廣活動、以及在串流平台上發布《大狀王》的音樂專輯和音樂影片。這些活動取得了豐碩成果，不少演出的門票更在開演前售罄。





Mr Chen Zhichang, Mayor of Nanjing visits HKPM.
南京市長陳之常參觀香港故宮文化博物館。



Mr Don Pramudwinai, Deputy Prime Minister and Minister of Foreign Affairs of Thailand visit M+.
泰國副總理兼外交部長敦．帕馬威奈參觀M+。

Forging Relationships Locally and Globally
與本地和國際藝術界建立聯繫

To elevate its international and local profile, WKCD has been building relationships with many organisations and individuals. In 2022/23, over 70 visits were arranged for local, Mainland and overseas stakeholders, including heads of government, foreign royalty, and senior government officials from over 20 countries. At the same time, WKCD was actively forging links with business organisations and industry players, such as partnering with the Hong Kong Tourism Board to host familiarisation tours for more than 340 foreign travel agents from the Mainland, Southeast Asia, South Korea, Japan, the United Kingdom and Australia.

為提升本地和國際形象，西九一直與不同人士和機構建立聯繫。於2022/23年度，我們接待了超過70團本港、內地和海外持份者參觀來西九參觀，其中包括來自超過20個國家或地區的政府首腦、皇室成員和高級政府官員。同時，西九積極與商業機構及業界緊密聯繫，例如與香港旅遊發展局合作，為來自內地、東南亞、南韓、日本、英國和澳洲等地超過340家海外旅行社安排考察團。





Mr Heng Swee Keat, Deputy Prime Minister of Singapore and his spouse visit M+ opening exhibition *Hong Kong: Here and Beyond* introduced by Suhanya Raffel, Museum Director, M+.
M+博物館館長華安雅向新加坡副總理王瑞杰伉儷介紹M+開幕展覽「香港：此地彼方」。



HKPM welcomes six star players of the Hong Kong International Tennis Challenge 2022.
M+香港故宮文化博物館迎接六位參加香港國際網球挑戰賽2022的世界級球星。



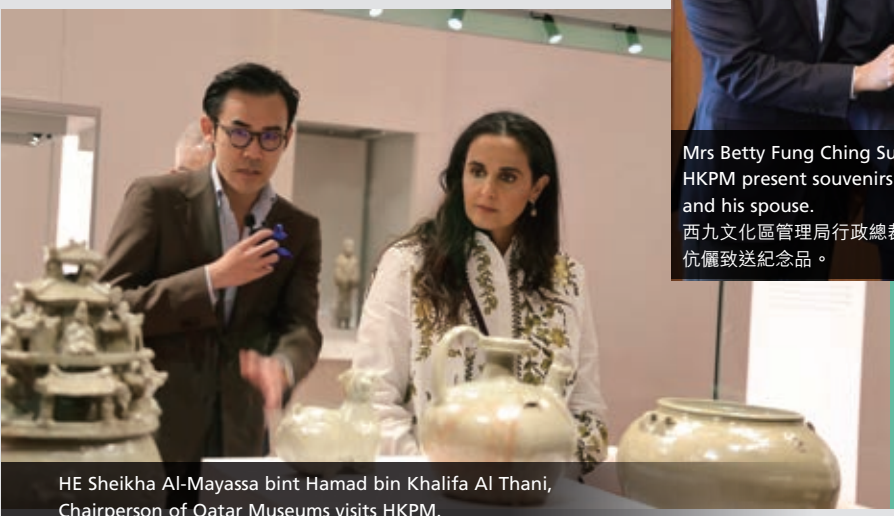
Mr Wang Hao, Vice Governor of Yunnan presents souvenir to Mrs Betty Fung Ching Suk-yee, CEO, WKCDA.
雲南省副省長王浩向西九文化區管理局行政總裁馮程淑儀致送紀念品。



Ikko Yokoyama, Lead Curator, Design and Architecture, M+, shows Mr Shingo Mimura, Governor of Aomori Prefecture of Japan, a gallery of M+.
M+設計及建築主策展人橫山育子向日本青森縣知事三村申吾介紹M+展廳。



Mrs Betty Fung Ching Suk-yee, CEO, WKCDA and Dr Louis Ng Chi-wa, Museum Director, HKPM present souvenirs to Shri Pradeep Kumar Rawat, Ambassador of India in China, and his spouse.
西九文化區管理局行政總裁馮程淑儀與香港故宮文化博物館館長吳志華向印度駐華大使羅國棟伉儷致送紀念品。



HE Sheikha Al-Mayassa bint Hamad bin Khalifa Al Thani, Chairperson of Qatar Museums visits HKPM.
卡塔爾博物館管理局主席瑪雅薩公主到訪香港故宮文化博物館。





Engaging Youth
推動青少年參與

From mid-2022, WKCD resumed its in-person community engagement activities through the annual project, the Crossover Lab Initiative. Under this initiative, WKCDA ran the *West Kowloon Sunset Cultural Portal 2022* in collaboration with the Hong Kong Federation of Youth Groups, sparking immense interest among young people. WKCD engaged with more than 22,000 direct and nearly 1.5 million indirect participants through this initiative. Meanwhile, WKCD supported the Government's *Strive and Rise Programme*, which aimed to help students from underprivileged families broaden their horizons. Nine WKCDA staff members were paired up with participating students and guided them to develop their personal goals in a proactive and positive manner. Visits to the District would be arranged in 2023.

從2022年年中開始，西九透過年度項目「跨界實驗空間計劃」恢復了可讓社區參與的實體活動。在該計劃下，管理局與香港青年協會合辦「鹹蛋黃下的西九藝術二三事2022」，青少年迴響相當熱烈。該計劃共吸引逾22,000名參與者，間接參與者則接近150萬。此外，西九還支持了由政府舉辦的「共創明Teen計劃」，希望能幫助來自基層家庭的學生擴闊視野。在該計劃中，管理局九名職員與參與學員配對，引導他們積極和主動地訂立個人目標。學員會於2023年獲安排參觀西九。



Crossover Lab Initiative
跨界實驗空間計劃



Inclusive West Kowloon Community Engagement Programme
共融西九社區參與計劃



Making Arts Accessible to All
讓人人都能參與和享受藝術

Aiming to make WKCD and its activities accessible, the Inclusive West Kowloon Community Engagement Programme, sponsored by the Yau Tsim Mong District Office of the Home Affairs Department, took place in phases in 2022 and 2023. A highlight was the first-ever "Relaxed Performance" at the Tea House Theatre in the Xiqu Centre, in a set-up that provided a range of access services and enabled people with and without disabilities to enjoy the performance to the full. To celebrate the 30th Anniversary of the International Day of Persons with Disabilities, 2,000 tickets for M+ and HKPM were set aside for people with disabilities and their companions to visit the museums from December 2022 to February 2023.

為了讓西九致力建立一個無障礙的文化區，以及讓其活動達致通達，管理局在2022年及2023年分階段推出「共融西九社區參與計劃」。該計劃由民政事務總署油尖旺民政事務處贊助，其中亮點包括首次在戲曲中心茶館劇場上演的「自在劇場」。劇場提供一系列通達服務，讓不論是殘疾或非殘疾觀眾也可盡情地欣賞表演，享受箇中樂趣。為慶祝國際復康日30周年，管理局為殘疾人士預留共2,000張博物館門票，以供他們及陪同人士於2022年12月至2023年2月期間參觀M+和香港故宮文化博物館。

台前幕後 群策群力

BEHIND THE SCENES



Summer Internship Programme 2022 Graduation Ceremony
暑期實習計劃2022畢業禮

Empowering Our Talented Workforce

提升團隊實力

WKCD's world-class facilities and multi-faceted operations are supported by a skilled and dedicated workforce of arts, managerial and administrative staff. With 672 regular staff members and 761 temporary ones in the year, the Authority has an impressive talent pool to draw on. Multiple opportunities were provided to staff to develop their skills and prepare themselves for higher responsibilities, for instance, through the "Executive Leadership Programme in Arts and Cultural Industries for WKCDA" run by the University of Leeds. 31 employees completed the programme in 2022-23.

西九的世界級設施和各項營運工作得以運作暢順，實在有賴一群在藝術、管理和行政方面敬業樂業的團隊竭盡所能。在本報告年度內，管理局匯聚優秀人才，正式員工和臨時員工分別有672和761名。此外，我們亦為員工提供不同的發展機會，讓他們發揮所長，為他們未來的職業發展做好準備。項目包括由英國列斯大學(University of Leeds)合作舉辦的「西九文化區管理局藝術文化產業行政人員領袖計劃」，此計劃在2022-23年度一共有31名員工參與。





WKCDA Staff Christmas Party
西九文化區管理局員工聖誕派對







On a wider scale, the Authority ran internal training programmes for employees involving over 14,000 training hours (30% more than the previous year) and attracting around 3,900 participants. The diverse topics offered ranged from enhancing language skills to boosting digital learning, from problem-solving to applying creativity. A special initiative this year was the Make Us Proud Series, a new programme designed to enhance employees' engagement with and service to the District and its initiatives. The initial talks in the series were focused on HKPM, bringing all WKCD staff the opportunity to learn more about how this major new addition contributes to the District's wider development.

The Authority also aims to inspire the youth to pursue arts careers, thus fostering a skilled and enthusiastic workforce to bolster Hong Kong's status as a global cultural hub. During the year the Authority offered internship opportunities for 35 graduates. The number was supplemented by the 2022 Summer Internship Programme, a three-month programme that opened doors for another 27 undergraduate students to gain on-the-job experience across 13 departments of WKCD.

另外，管理局亦安排員工參與不同的內部培訓計劃，培訓總時數超過14,000小時，較上年度增加30%，吸引約3,900人次參加。培訓主題廣泛，當中涵蓋語言技能訓練、數碼學習、解難能力、以及創意運用等等。「Make Us Proud Series」是本年度新增的特別計劃，旨在加強員工對西九及其項目的參與和投入度。該系列的首場講座聚焦於新落成的香港故宮文化博物館，讓所有西九員工進一步了解故宮如何為西九的整體發展作出重大貢獻。

此外，管理局亦致力鼓勵年輕人投身藝術產業，藉以培育一群專業且滿腔熱忱的文化人才，從而鞏固香港作為全球文化樞紐的地位。於報告年度內，管理局為35名畢業生提供實習機會，而為期三個月的「暑期實習計劃2022」亦為27名大學生打開就業大門，讓他們在西九13個不同部門取得在職經驗。



Enhancing the District Facility Services
加強西九設施服務

Meanwhile, work continued behind the scenes in the year to make the District and its facilities more accessible and convenient for visitors at the most detailed level. New weatherproof bus shelters were built in three locations to enhance transport facilities for visitors, while electronic locker systems were incorporated in the two museums for better care of visitors' belongings. The Art Park continued to be promoted as a great place for leisure and community activities. New programmes introduced, including festive workshops, nature identification game "Tree Hunt Bingo" and Bike Photography Tours, collectively served over 2,000 participants.

In tandem with these efforts, WKCDA's buildings and offices earned numerous certifications during the reporting year in areas including green building standards, indoor air quality, anti-epidemic hygiene measures, and water supply.

與此同時，管理局繼續細心思量，為西九加設無障礙設施及為訪客提供最便利的環境。管理局已在區內三個巴士候車處建設上蓋，讓訪客候車時更加舒適。此外，區內的兩間博物館亦安裝了電子儲物櫃系統，以方便訪客存放物品。我們亦繼續推廣藝術公園，使它成為一個休閒和社區活動的好去處，新推出的活動包括節日工作坊、尋寶遊戲「藝術公園樹木遊蹤」和單車攝遊，合共吸引逾2,000人次參加。

有賴團隊努力，管理局各場地和辦公室在報告年度內獲得了多項認證，涵蓋綠色建築標準、室內空氣質量、防疫衛生措施和供水等領域。





Pioneering Sustainability
開創可持續發展

WKCD is committed to being a place for everyone – both art lovers and their generations to come. With this goal in mind, sustainability is a priority and an imperative for the District. The District offers a unique opportunity to place sustainability at the heart of its development, steering positive impact for the benefit of the society and sector we serve. As WKCD evolves into an East-meets-West centre for international cultural exchange, we strive to become a pioneer in sustainable practices for the sector.

西九致力成為市民大眾 — 包括藝術愛好者和未來世代 — 共同擁有並且共享的空間。因此，我們一直視可持續發展為西九的工作重心和首要任務。西九的獨特環境讓我們能夠將可持續發展作為發展的重心，並且對社會與我們所服務的業界帶來正面的影響。隨着西九繼續為香港成為中外文化藝術交流中心作出貢獻，我們致力將西九發展成為文化藝術界可持續發展的先驅。

Arts and Culture
文化藝術

Arts and culture play an essential role in connecting individuals across generations, shaping community bonds, and preserving our shared heritage. WKCDA strives to strengthen these connections through audience cultivation and engagement, talent development and international cultural exchange initiatives. Our diverse programmes promote the enrichment of cultural experiences and cultivate lasting relations both locally and globally.

文化藝術在連繫不同世代、凝聚社區，以及保存集體回憶方面一直發揮着重要作用。管理局致力通過開拓觀眾、鼓勵更廣泛的藝術參與、人才發展和推動不同國際文化交流計劃，積極加強西九與公眾的聯繫。我們多元化的節目促進豐富的文化體驗，並在本地和全球建立長遠的合作關係。

Highlights
年度亮點

Arts Impact Fellowship organised by the Performing Arts Division nurtures young artists, educators and arts administrators by supporting pioneering research initiatives that inspire change, community engagement and audience building. In 2022, an awardee conducted a research project that explored how Braille music codes could be used to help members of the local visually impaired community learn music, while another awardee studied the impact of harmonica-playing on the mental and physical health of elderly people who recovered from COVID-19.





表演藝術處每年舉辦「**Arts Impact創研計劃**」，透過提交的項目，研究如何透過拓展觀眾群及促進社區參與，連結觀眾及不同社群，以培育年輕藝術家、教育工作者和藝術行政人員。於2022年，其中一名獲獎者在其研究中探討如何以點字樂譜幫助本地視障人士學習音樂；另一位獲獎者則研究了口琴演奏對新冠肺炎康復長者生理和心理健康的影響。

M+ joined Prada to host the Asia premiere of the annual symposium **Prada Frames at M+**, which attracted over 750 participants to M+. The event brought together architects, artists, designers, and thinkers from around the world, investigated the complex and nuanced relationship among the environment, art, and design, and responded to the overarching Frame of Materials in Flux over two days through a lecture and two panels. Jacques Herzog, the architect of the M+ building, gave a public lecture on the main forces in shaping the architecture of the M+ building and shared how the museum's public spaces responded to these forces.

M+與Prada聯合主辦亞洲首屆**Prada Frames專題研討論壇**，吸引750多人參加。世界各地的建築師、藝術家、設計師和思想家在論壇中探索環境、藝術與設計之間的複雜互動關係，為期兩天的節目包括一場開幕演說和兩場專題研討論壇，圍繞「材料流動」的議題作交流。開幕演說由M+大樓的建築師Jacques Herzog主講，分享塑造M+大樓建築的主導力量，以及博物館各公共空間是如何回應相關元素。





State-of-the-art conservation laboratory and art storage space at **HKPM** has been established, focusing on preserving heritage, collection care, and research. The expert team employs various techniques to ensure optimal care for HKPM's expanding collection and numerous treasure artifacts loaned from various sources, contributing to the development of educational programmes.

香港故宮文化博物館引入了**先進的文物修復實驗室**和藝術珍品收藏空間，專注保育傳承、館藏修復和研究。專家團隊採用多項技術，以確保為香港故宮文化博物館不斷擴展的館藏和各項借展珍品得到最佳照顧，亦為教育活動發展作出貢獻。



Accessibility
通達共融

The Authority values inclusion, diversity, equity and access, believing that accessible arts forge community bonds and help build a more inclusive social fabric. To this end, we are making extensive efforts to improve access to our content and venues, as well as boosting our engagement with people with disabilities. Collaborating with artists with disabilities and partnering with relevant NGOs, we continually work to enhance the accessibility of our content and deliver a more inclusive audience experience.

管理局重視多元文化和共融、平等機會及通達性。我們相信讓人人有機會參與藝術活動，有助凝聚社區，建立一個更共融的社會。為此，西九致力提升區內各場地的無障礙設施，以及為節目而設的通達服務，同時致力加強與殘疾人士的聯繫。此外，我們亦通過與不同能力的藝術家合作，和與相關非政府組織建立伙伴關係，藉此提升節目的通達程度，締造更共融的觀眾體驗。

Highlights
年度亮點



In 2022/23, WKCD provided over 100 events or productions with access services, opening up new opportunities for many to participate in cultural life.

Two of the District's **performing arts programmes** in 2022/23 collaborated with artists with disabilities. One was **The Dance WE Made @ West Kowloon**, an interactive community dance project that included four dancers with disabilities performing alongside other dance crew members for the public. Similarly, the Xiqu Centre's **Experimental Cantonese Opera *The Imperial Decree* (Preview)** recruited a Deaf performer for the cast, with Hong Kong Sign Interpretation made available from audition to stage performance for all cast members. Theatrical interpretation was provided in all performances.

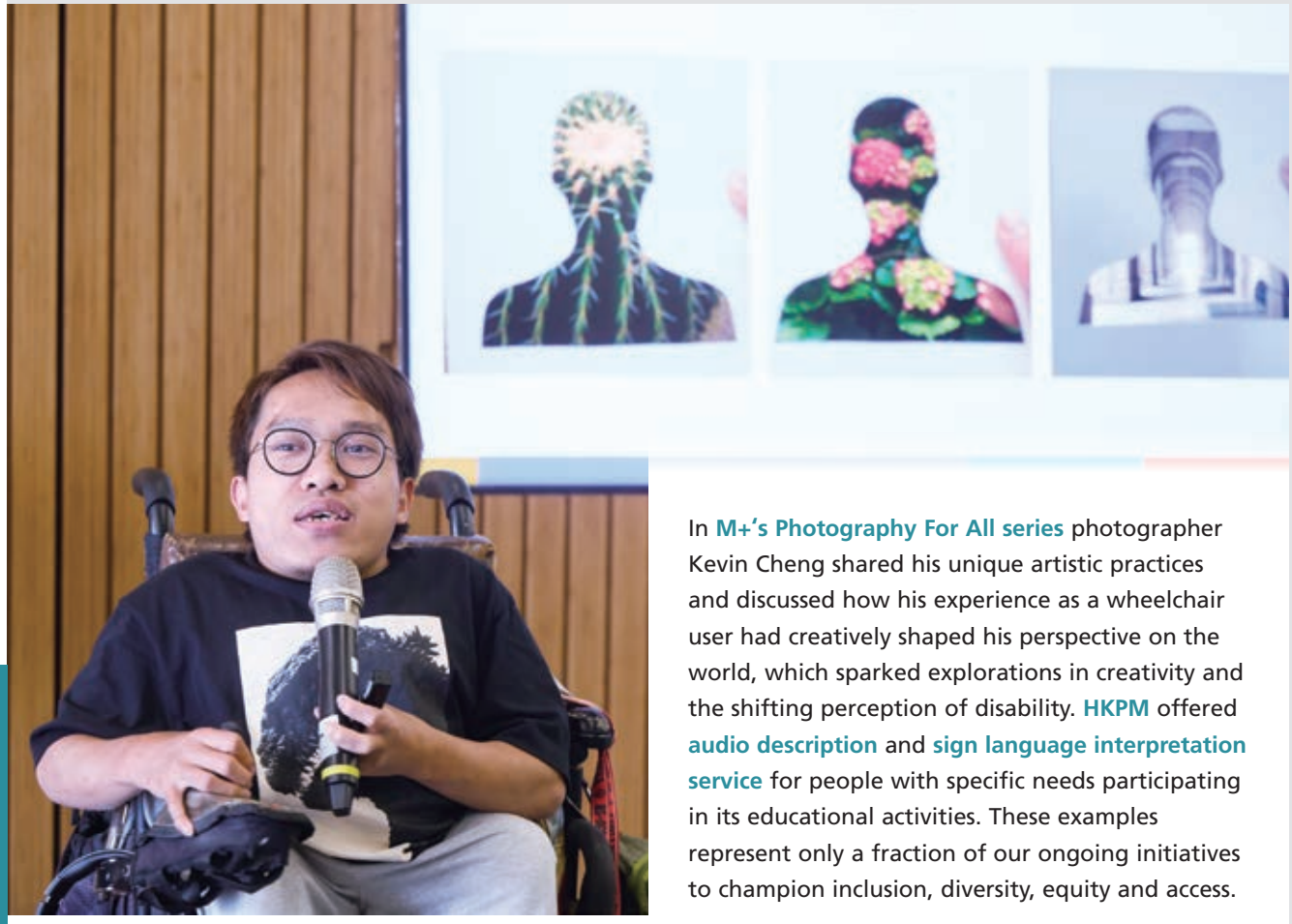
在2022/23年度，西九為超過100項目提供通達服務，為更多人開拓參與文化生活的新契機。

在2022/23年度，西九文化區舉辦了兩項與殘疾藝術家合作的表演藝術節目。其中，四名殘疾人士舞者與其他起舞達人於互動式社區舞蹈節目「起舞@西九」一起為公眾表演。另外，在經過遴選後，戲曲中心小劇場粵劇《奉天承運》(預演)邀請一名聾人表演者加入演員陣容中，從試鏡到舞台演出均為所有演員提供香港手語傳譯。每場演出亦設有劇場視形傳譯。





Inclusive West Kowloon Community Engagement Programme
共融西九社區參與計劃



In **M+'s Photography For All series** photographer Kevin Cheng shared his unique artistic practices and discussed how his experience as a wheelchair user had creatively shaped his perspective on the world, which sparked explorations in creativity and the shifting perception of disability. **HKPM** offered **audio description** and **sign language interpretation service** for people with specific needs participating in its educational activities. These examples represent only a fraction of our ongoing initiatives to champion inclusion, diversity, equity and access.

M+舉辦了**「人人攝影」工作坊**，攝影師鄭啟文分享透過自己從輪椅使用者的受障體驗中萌發的創意和觀點，引發公眾探索創意和改變殘疾看法的可能性。**香港故宮文化博物館**舉辦教育活動時，為有特定需要的參加者提供**口述影像**和**手語傳譯服務**。這些都是我們持續倡導多元共融、公平性及通達性的部分例子。



Green
綠化

WKCDA's dedication to environmental sustainability is evident through our endeavours to reduce carbon emissions, implement green infrastructure and build climate resilience. Our BEAM Plus certified buildings exemplify energy efficiency, and we are committed to further enhancing their performance by introducing more optimisation practices reducing carbon emissions. On a smaller scale, our recycling initiatives also contribute to our sustainability goals.

管理局致力通過減少碳排放物、採用綠色建築和應對氣候變化的措施，推動環境可持續發展的使命。西九區內多幢建築均獲「綠建環評」認證，已相當具能源效益。通過引入更多更具效益的做法，我們繼續減少這些建築的碳排放，提升它們的能源效益。儘管規模較小，西九的回收計劃，亦有助管理局實現可持續發展目標。





Highlights
年度亮點

In 2022/23, WKCD received four **BEAM Plus certifications** for the following buildings: Freespace (Final Gold), M+ and Conservation and Storage Facility (CSF) (Final Gold), WKCDA Tower (Final Gold), and the Hong Kong Palace Museum (Final Platinum). Taking into account the Platinum rating for the fit-out of WKCDA Tower, we were awarded a total of five **BEAM Plus ratings** in the financial year.



在2022/23年度，西九於以下建築物獲得共四項「綠建環評」認證，包括自由空間(最終金級)、M+及修復保管中心(最終金級)、西九文化區管理局大樓(最終金級)和香港故宮文化博物館(最終鉑金級)。連同西九文化區管理局大樓室內裝修所獲的鉑金評級，我們在本財政年度中共獲得五項「綠建環評」認證。





Assisted by an energy consultant, the Authority also completed its **baseline energy consumption assessment**, which helps explore new energy-saving opportunities. Major arts venues have had **solar water heating systems** installed, a project involving the installation of over 200 solar thermal panels for various uses including dehumidification. Energy dashboards with real-time monitoring of power usage have been installed in M+, HKPM and WKCDA Tower, contributing to the conservation of resources.

在能源顧問的協助下，管理局亦完成了**能源消耗的基線評估**，此舉有助探索新的節能機會。主要文化藝術場地已安裝**太陽能熱水系統**，整個項目安裝了超過200塊的太陽能熱能板，可用於除濕等多種用途。另外，M+、香港故宮文化博物館和西九文化區管理局大樓分別安裝了能源儀表板以作實時監控用情況，有助節約資源。



WKCDA's **District Cooling System (DCS)** continued to make strides forward in energy efficiency and environmental sustainability. The first phase, completed in 2019, currently supplies chilled water to Freespace, M+, CSF, and WKCDA Tower. The second phase, started in 2021 and expected to finish by 2024, is situated in the common basement of Artist Square and the Lyric Theatre Complex.

Upon completion, it is estimated that the DCS will achieve annual electricity cost savings of over 20% compared to conventional central air conditioning systems, reduce consumption by more than 700,000 cubic metres of water per year, and cut greenhouse gases emissions by around 7,000 tonnes annually.

管理局的**區域供冷系統**繼續在能源效益和環境可持續性上取得重大進展。第一階段區域供冷系統已於2019年完成，目前為自由空間、M+、修復保管中心和西九文化區管理局大樓供應冷凍水。第二階段的區域供冷系統項目位於藝術廣場和演藝綜合劇場的綜合地庫，已於2021年開展，預計於2024年完成。

在區域供冷系統落成後，此系統相比傳統中央空調系統每年能節省超過20%的電力開支，減少超過70萬立方米的耗水量，以及減少約7,000噸的溫室氣體排放。

Economy
經濟

This pillar emphasises the economic benefits that arts and culture can bring to society and the sector we serve, including intellectual property protection, sustainable procurement, cultural tourism and sustainable finance.

此節強調文化藝術對社會和我們的同業所帶來的經濟效益，重點範疇包括保障知識產權、可持續採購、文化旅遊和可持續金融等。

Highlights
年度亮點



In April 2022, the Authority signed an inaugural HK$4 billion **Sustainability-linked Loan (SLL)**, the first among statutory bodies and arts institutions in Hong Kong. Two of its three sustainability performance targets focus on universal accessibility, including access services for people with disabilities or underprivileged groups, and arts and cultural learning programmes for youth and the underprivileged. The remaining target emphasises green building certification. This is our first attempt to tap this market supporting the HKSAR Government's continued efforts in developing Hong Kong as a sustainable finance hub in Asia, and it demonstrates the Authority's commitment to sustainable development through integrating ESG factors into our financing.

於2022年4月，管理局簽訂首筆40億港元的**可持續發展表現掛鈎貸款**，是香港首間法定機構及首間文化藝術機構簽訂有關協議。三項可持續發展績效目標中，有兩項聚焦於通達共融，包括為殘疾人士或弱勢社群提供通達服務，以及為青少年和弱勢社群提供文化藝術的學習活動。另一目標著重於綠色建築認證。這是我們首次踏入可持續發展表現掛鈎貸款的市場，並藉此舉支持香港特區政府一直致力將香港發展成亞洲可持續金融中心。我們通過將環境、社會和管治因素，納入到西九的融資安排，從而彰顯管理局對可持續發展的承諾。

M+ has introduced various initiatives to promote sustainable living and economic impact, such as the Slowood sustainable living pop-up offering eco-friendly products, and Lululemon's Be Well Experience yoga classes, launched as part of the **'M+ You. Care for Good'** campaign for wellbeing.

M+推出多項促進可持續生活和經濟成效的計劃，例如與Slowood開設可持續生活期間限定商店，以及以「**M+你。好生活**」概念推出的「M+ & lululemon Be Well身心放鬆體驗」瑜伽課堂。



M+ Live Art x HK Ballet: *Beyond Carbon*
M+藝活 x 香港芭蕾舞團：《超越碳排放》



Additionally, M+ collaborated with AFTERLIFE™, an initiative by Sports for Hope Foundation, and Hong Kong designer Douglas Young to feature unique art furniture made from used tennis balls in the M+ Shop. The initiative raised awareness of the wastage caused by tennis balls disposed after practice while expressing creativity.

此外，M+亦與由運動燃希望基金發起的AFTERLIFE™以及香港設計師楊志超合作聯乘設計出由回收網球製成的獨特藝術傢俬，並於M+商店中發售。計劃以創意呈現出用於練習後被丟棄網球所造成的浪費，藉此提升大眾對環保的意識。

Social Performance Data Table
社會表現數據列表

Workforce Profile 員工概況		As of 31 Mar 2023 於2023年3月31日	As of 31 Mar 2022 於2022年3月31日	As of 31 Mar 2021 於2021年3月31日	As of 31 Mar 2020 於2020年3月31日
Hired by WKCDA directly	**由西九文化區管理局直接招聘**				
Total Headcount	總員工人數	1,433	1,386	1,047	901
By contract type	按合約劃分				
Permanent	常規	672	677	704	601
Temporary	臨時	761	709	343	300
By Gender	按性別劃分				
Male	男性	531	529	395	333
Female	女性	902	857	652	568
By Age Group	按年齡組別劃分				
Under 30	30歲以下	525	532	314	Δ
30-50	30-50歲	711	670	591	Δ
Over 50	50歲以上	197	184	142	Δ
Hired by contractors for construction work	**由承建商招聘作建築工作**				
Total Headcount	全體人數	2,061	2,611	4,413	2,959
By contract type	按合約劃分				
Permanent	常規	1,752	2,193	3,751	2,552
Temporary	臨時	309	418	662	407

Health and Safety 健康與安全		FY 2022/23 2022/23財政年度	FY 2021/22 2021/22財政年度	FY 2020/21 2020/21財政年度	FY 2019/20 2019/20財政年度
WKCDA Staff	**西九文化區管理局員工**				
Fatality	死亡人數	0	0	0	0
Number of Reportable Accidents	已報告工傷事故數目	1	1	0	0
Accident Rate	工傷事故率	0.05	0.06	0	0
Service Providers' Staff (excluding those under construction project)	**服務供應商員工（不包括建築項目員工）**				
Fatality	死亡人數	0	0	0	0
Number of Reportable Accidents	已報告工傷事故數目	14	19	4	10
Accident Rate	工傷事故率	1.01	1.58	0.65	2.28
Construction Projects under management of Project Division	**工程部門管理的建築項目**				
Fatality	死亡人數	0	1[1]	0	0
Number of Reportable Accidents	已報告工傷事故數目	1	4	9	11
Accident Rate	工傷事故率	0.02	0.07	0.01	0.11

Training[2] 培訓[2]		FY 2022/23 2022/23財政年度	FY 2021/22 2021/22財政年度	FY 2020/21 2020/21財政年度	FY 2019/20 2019/20財政年度
Number of employees received training	接受培訓員工人數	574	621	657	Δ
Total Training hours	總培訓時數	11,966	12,318	8,628	Δ
Internal Training	內部培訓	10,660	10,331	5,136	Δ
External Training	外部培訓	1,306	1,987	3,492	Δ
Average training hours completed per employee[3]	平均每名員工完成的培訓時數[3]	21	20	13	Δ

Supply Chain 供應鏈		FY 2022/23 2022/23財政年度	FY 2021/22 2021/22財政年度	FY 2020/21 2020/21財政年度	FY 2019/20 2019/20財政年度
Number of suppliers	供應商數目	1,490	1,316	1,183	894
Number of suppliers by region	按地區劃分的供應商數目				
Asia	亞洲	1,346	1,162	1,027	765
Europe	歐洲	86	96	97	79
North America	北美洲	58	56	57	48
South America	南美洲	0	2	2	2

Anti-Corruption 反貪污		FY 2022/23 2022/23財政年度	FY 2021/22 2021/22財政年度	FY 2020/21 2020/21財政年度	FY 2019/20 2019/20財政年度
Number of concluded legal cases regarding corrupt practices brought against WKCDA or its employees	就西九文化區管理局及其員工的已審結貪污訴訟案件數目	0	0	0	0
Anti-corruption training hours by employees	員工的反貪污培訓時數	150	155	140	Δ

Δ Data not available

[1] A contractor's worker was accidentally injured by the crane jib during the maintenance of the crane and succumbed to death. The contractor has taken safety measures to eliminate the hazards.

[2] The scope of training data covers permanent employees only.

[3] Calculated as the total training hours/the total number of employees trained

Δ 相關數據未能提供

[1] 一名承建商工人在維修起重機的過程中，不慎被起重機臂架擊中身亡。承建商已採取安全措施杜絕意外發生。

[2] 培訓數據範圍僅包括常規員工。

[3] 計算方式為總培訓時數／受訓員工人數

Environment Performance Data Table – Operations[9]
環境表現數據列表 – 營運[9]

		unit 單位	FY 2022/23 2022/23財政年度	FY 2021/22 2021/22財政年度	FY 2020/21 2020/21財政年度	FY 2019/20 2019/20財政年度
Energy Consumption	**能源消耗量**					
Overall Energy Consumption[4]	總能源消耗量[4]	kWh 千瓦時	41,591,984	30,805,043	12,181,427	8,606,113[8]
Energy Consumption Intensity	能源消耗密度	kWh/m² 千瓦時／平方米	124.23	92.01	39.73	38.66
Direct Energy Consumption	直接能源消耗量		262,155	160,186	156,030	95,777
Diesel	柴油	L 升	3,050	2,067	1,161	1,077
Petrol	汽油	L 升	2,189	5,827	5,411	Δ
Renewable Energy Produced and Consumed	可再生能源生產量和消耗量	kWh 千瓦時	208,296	81,594	91,166	84,250
Indirect Energy Consumption	間接能源消耗量	kWh 千瓦時	41,329,829	30,644,857	12,025,397	8,510,336
Electricity Consumption	用電量	kWh 千瓦時	41,300,050	30,628,191	12,017,150	8,510,336[8]
ICP EV Charger consumption for charging	ICP電動車充電器充電電力消耗量	kWh 千瓦時	23,352	12,323	5,833	Δ
Autonomous vehicle energy consumption for charging	自動駕駛汽車－用作充電的能源消耗量	kWh 千瓦時	6,427	4,343	2,414	Δ
Greenhouse Gas (GHG) Emissions	**溫室氣體排放**					
Overall GHG Emission	溫室氣體排放總量	tonne CO_2e 噸二氧化碳當量	16,086	11,927	4,483	4,314[8]
Scope 1 Emission[5]	範圍一排放[5]	tonne CO_2e 噸二氧化碳當量	-33	-25	-25	-12[8]
Scope 2 Emission[6]	範圍二排放[6]	tonne CO_2e 噸二氧化碳當量	16,119	11,952	4,508	4,326[8]
Carbon intensity	碳強度	tonne CO_2e/m^2 噸二氧化碳當量／平方米	0.05	0.04	0.01	0.01[8]
Water Consumption	**用水量**					
Overall Water Consumption[7]	總用水量[7]	m^3 立方米	180,402	121,856	90,184	39,927
Water intensity	用水密度	m^3/m^2 立方米／平方米	0.54	0.36	0.29	0.18
Waste	**廢棄物**					
Non-hazardous Waste Produced	無害廢棄物產生量	tonne 噸	2,420	2,005	838	1,278
Non-hazardous Waste Intensity	無害廢棄物密度	tonne/m² 噸／平方米	0.0072	0.0060	0.0027	0.0057
Non-hazardous Waste Disposal	無害廢棄物棄置量	tonne 噸	2,394	1,989	825	1,258
Non-hazardous Waste Recycled or Reused	無害廢棄物回收或循環再用量					
Paper	紙	kg 公斤	19,341	12,232	10,382	19,084
Plastic	塑膠	kg 公斤	989	501	634	288
Aluminium can	鋁罐	kg 公斤	640	218	160	180
Glass	玻璃	kg 公斤	3,091	1,217	1,194	286
Coffee ground	咖啡渣	kg 公斤	2,144	1,654	640	349
Hazardous Waste Produced or Recycled	有害廢棄物產生量或回收量					
Fluorescent tubes	熒光燈管	number 數量	1,079	371	491	213
Other	**其他**					
Trees in the District	區內的樹木	number 數量	2,028	1,992	1,855	640

Environmental Performance Data Table – Construction
環境表現數據列表 – 建築

		unit 單位	FY 2022/23 2022/23財政年度	FY 2021/22 2021/22財政年度	FY 2020/21 2020/21財政年度	FY 2019/20 2019/20財政年度
Energy Consumption	**能源消耗量**					
Overall Energy Consumption	總能源消耗量	kWh 千瓦時	127,054,314	73,244,372	49,643,060	26,775,752
Direct Energy Consumption	直接能源消耗量	kWh 千瓦時	126,456,234	67,305,889	47,067,415	17,144,819
Biodiesel	生物柴油	L 升	1,154,459	822,944	388,581	Δ
Diesel	柴油	L 升	10,660,299	5,460,984	3,993,359	1,601,834
Petrol	汽油	L 升	0	4,899	17,175	Δ
Indirect Energy Consumption	間接能源消耗量	kWh 千瓦時	598,081	5,938,483	2,575,644	9,630,933
Electricity Consumption	用電量	kWh 千瓦時	598,081	5,938,483	2,575,644	9,630,933
Greenhouse Gas (GHG) Emissions	**溫室氣體排放**					
Overall GHG Emission	溫室氣體排放總量	tonne CO_2e 噸二氧化碳當量	31,148	18,882	12,516	9,007[8]
Scope 1 Emission[6]	範圍一排放[6]	tonne CO_2e 噸二氧化碳當量	30,915	16,566	11,563	4,191[8]
Scope 2 Emission[7]	範圍二排放[7]	tonne CO_2e 噸二氧化碳當量	233	2,316	953	4,816[8]
Water Consumption	**用水量**					
Overall Water Consumption	總用水量	m^3 立方米	220,491	72,212	99,226	146,707
Waste	**廢棄物**					
Non-hazardous Waste Disposal	無害廢棄物棄置量	tonne 噸	873	1,230	477	11,385
Non-hazardous Waste Recycled or Reused	無害廢棄物回收或循環再用量					
Construction and Demolition Waste	建築和拆除廢物	tonne 噸	324,637	67,611	19,622	192,716
Hazardous Waste Produced	有害廢棄物產生量	kg 公斤	6.2	3.4	0.2	Δ
Construction Materials	**建築材料**					
Timber	木材	tonne 噸	241	405	2,666	Δ
Bricks	磚塊	tonne 噸	1,233	100	418	Δ
Cements	水泥	tonne 噸	1,201	9,531	7,741	Δ
Cement Mortar	水泥砂漿	tonne 噸	502	720	3,766	Δ
Concrete	混凝土	tonne 噸	181,230	109,296	129,939	Δ
Reinforcing Steel Bars (Steel-based)	鋼筋（以鋼為主）	tonne 噸	51,432	16,076	36,874	Δ
Sand	沙	tonne 噸	43,945	6,426	3,591	Δ
Stones	石材	tonne 噸	0	0	1,363	Δ

Δ Data not available

4 Energy consumption data were calculated based on the amount of purchased electricity and fuels consumed and relevant conversion factors set out in the Energy Statistics Manual published by the International Energy Agency.

5 Scope 1 GHG emissions primarily came from on-road mobile sources and tree removal. Scope 1 greenhouse gas emissions are calculated based on the global warming potential values of the IPCC Fifth Assessment Report, and are presented in carbon dioxide equivalent. The tree emission reduction data are calculated with reference to the Environmental Protection Department's Guidelines for Accounting and Reporting of Greenhouse Gas Emissions and Removals from Buildings (Commercial, Residential, or Public Use) in Hong Kong.

6 Scope 2 GHG emissions primarily came from the purchased electricity. Scope 2 greenhouse gas emissions are calculated based on relevant conversion factors provided by the 2021 Sustainability Report by CLP Power Hong Kong Limited.

7 Include portable water, cleansing water, irrigation water and AC make-up water consumption.

8 Figures have been restated.

9 Facilities in operation included Arts Pavilion (opened in 2016), the Xiqu Centre and Freespace (opened in 2019), Art Park (opened in phases between 2018 and 2020), WKCDA Tower (opened in 2021), M+ and CSF (opened in 2021) and Hong Kong Palace Museum (opened in 2022).

Δ 相關數據未能提供

4 能源消耗量數據根據國際能源署出版的《能源統計手冊》中規定的外購電力及燃料消耗，以及其相關的轉換因子計算。

5 範圍一溫室氣體排放的計算範圍包括道路移動源及樹木的減排量。範圍一溫室氣體排放根據IPCC《第五次氣候評估報告》的全球變暖潛能計算，並以二氧化碳當量表示。樹木的減排量乃參考環境保護署《香港建築物（商業、住宅或公共用途）溫室氣體排放及減除的審計和報告指引》計算。

6 範圍二溫室氣體排放主要來自外購電力。範圍二溫室氣體排放根據中華電力有限公司《2021年可持續發展報告》提供的相關轉換因子計算。

7 包括飲用水、清潔用水、灌溉用水和空調系統的補充用水的消耗量。

8 數字已被重列。

9 已投入營運設施包括藝術展亭（2016年啟用），戲曲中心及自由空間（2019年啟用），藝術公園（於2018年及2020年分段啟用），西九文化區管理局大樓（2021年啟用），M+及修復保管中心（2021年啟用），以及香港故宮文化博物館（2022年啟用）。

Strong Revenue Growth amid COVID-19 Pandemic

During the financial year, WKCD's operation continued to be impacted by the COVID-19 pandemic. The performing arts venues and M+ have been closed until end April 2022; and the performing arts venues have been operating at reduced capacity (85%) for the most part of the year with cancellations and rescheduling of shows due to the pandemic. Despite the venue closures, social distancing measures and travel restrictions, WKCD has achieved record-high visitations of its museums, performing arts venues and events at around four million for the year.

The vibrancy of WKCD has translated into real revenue growth. Excluding interest and investment income, the Authority's operating income has increased from HK$108 million to HK$553 million (an increase of 412%) year-on-year, with around half of the income base contributed by admission fees and fundraising and another half by commercial incomes. The world-class cultural content curated by WKCD, and the family- and pet-friendly open green spaces, are the dual engines to drive footfall and revenue.

Fundraising income has increased by 641% year-on-year, contributed by strong community support for WKCD particularly corporate sponsorships, private donations, and membership and patronage. Food and beverage (F&B) sales of the Retail/Dining/Entertainment (RDE) tenants have increased by 75% year-on-year, and carpark income by 66% year-on-year, driven by the visitations to the museums, performances and the Art Park. Commercial leasing income has increased by 383% year-on-year despite the sluggish property market; and venue hire income by 66% year-on-year, attributable to the premium location of WKCD as well as the wide range of offers including unique venues, F&B choices and partnership opportunities.

在2019新冠疫情下收入增長強勁

於本財政年度，西九的營運繼續受到2019新冠疫情影響。西九各表演藝術場地和M+在2022年4月底前大部份時間一直處於關閉的狀態；年內大部分時間各表演藝術場地亦只能接待原本可容納觀眾人數的85%，許多節目甚至因疫情而被迫取消或改期。儘管面對場地關閉、社交距離措施和旅遊入境的限制，西九兩間博物館、各表演藝術場地和舉辦的活動於年內仍創下400萬訪客人次新高。

西九的蓬勃發展帶來實質收入增長。撇除利息和投資收入，管理局的營運收入由1.08億港元大幅增加至5.53億港元（按年增長412%），其中約半數收入來自入場費及籌款，另外一半來自商業收入。西九世界級的藝術文化節目、以及區內家庭和寵物友善的休憩綠化空間，都是推動人流和收入的兩大驅動力。

承蒙社會各界對西九鼎力支持，尤其是企業贊助、私人捐贈、會員和贊助人的參與，籌款收入按年增加641%。受博物館、表演節目和藝術公園訪客的帶動，零售、餐飲和消閒商戶的銷售按年增長75%，而停車場收入則按年增長66%。雖然物業市場疲弱，惟西九區內商業租賃收入仍按年增加383%。西九優越的地理位置，加上區內有不少獨特場地和不同餐飲選擇，提供不少伙伴合作機會，令管理局的場地租賃收入較去年增長66%。

Cost Recovery Ratio on par with International Peers

As WKCD is opening more venues and ramping up its operation, the Authority has tightened its fiscal approach to weather the precarious economic conditions. It has been exercising rigorous cost control and sparing no effort in driving revenue, which is demonstrated in its solid financial performance in FY2022-23.

As a result of these concerted efforts, the Authority's underlying operating deficit for FY2022-23 was HK$718 million, 7% lower than HK$772 million in FY2021-22 despite the opening of HKPM and the full-year operation of M+ during the year. The Authority has achieved a cost recovery ratio at 37% (if excluding interest and investment income) or 51% (if including interest and investment income). M+, HKPM and WKCD's performing arts venues achieved cost recovery ratios on par with most of well-established cultural institutions around the world, at 46%, 44% and 34% respectively.

Compared to the underlying operating deficit forecast of HK$1,078 million reported to the Legislative Council Panel on Home Affairs in June 2022, the Authority has achieved a significant reduction of operating deficit in FY2022-23 by 33% and by 50% compared to a forecast of HK$1,436 million in 2021 before the rigorous tightening measures were implemented.

The Authority will remain cautious in assessing the financial outlook and continue to exercise fiscal prudence in managing its finances.

Long-term Financial Sustainability

As a major cultural initiative operated under the self-finance model, the WKCD project presents an unprecedented opportunity for public-private partnerships through investments, financing, sponsorships, donations and patronage of the private sector and individuals, who can create an impact on social fronts through their involvement in the WKCD project. Garnering funding support from a wider spectrum of financial supporters will drive commitments towards important social issues for the benefit of society and diversify the sources of funding for the long-term sustainment of the WKCD project.

成本回收率與國際同業相若

隨着西九區內更多場地開幕及加強營運，管理局收緊了理財策略，為不穩定的經濟狀況做好準備，管理局一直嚴格控制成本，亦致力增加收入，在2022-23財政年度取得穩健的財務業績。

儘管香港故宮文化博物館於年內開幕，M+也在本年內全年營運，但透過上述共同努力，管理局於2022-23財政年度的基本營運赤字為7.18億港元，較2021-22財政年度的7.72億港元低7%。此外，管理局實現了37%（撇除利息及投資收入）或51%（包括利息及投資收入）的成本回收率；而M+、香港故宮文化博物館和西九表演藝術場地的成本回收率更達到與世界其他發展成熟的文化機構相若的水平，分別為46%、44%和34%。

相對於2022年6月向立法會民政事務委員會報告的10.78億港元基本營運赤字預測，管理局於2022-23財政年度的赤字明顯減少33%，而相對於2021年嚴格緊縮措施實施前的營運赤字預測14.36億港元，赤字則大幅減少50%。

管理局將秉持審慎的理財態度，繼續謹慎地評估財務前景。

長遠的財務可持續性

作為一個自負盈虧的重要文化項目，西九帶來了前所未有的公私營合作機會，讓有能力為社會帶來影響的私人和私營機構，透過投資、融資、贊助、捐贈和贊助人計劃，參與西九項目。西九吸引更多不同領域的財政支持，正正希望推動社會各界，對社會不同重要議題作出承擔，同時讓西九的資金來源更加多元化，使西九項目能長期運作。

The Hotel/Office/Residential (HOR) developments, an important component of the integrated development of WKCD, underpin WKCDA's self-finance model and provide the major income source to fund the operation of the arts and cultural facilities and public open space. In November 2022, the Authority awarded its first Build-Operate-Transfer (BOT) tender for the Artist Square Towers project (comprising around 65,000 sqm office and RDE gross floor area) with enhanced terms after cancellation of the original tender in July 2022. This is a pivotal milestone amid the economic uncertainties, enabling the Authority to move on to the future phases of the HOR developments.

酒店／辦公室／住宅發展是西九綜合發展的重要組成部分，為管理局提供重要收入來源用來支持管理局以自負盈虧模式營運西九的文化藝術設施及公眾休憩用地。西九首份「建造、營運及移交」的投標項目－藝術廣場大樓項目（包括約65,000平方米的辦公室及零售／飲食／娛樂設施總樓面面積），管理局於2022年7月取消原標書，並於2022年11月以優化條款批出合約。此乃重要的里程碑，亦讓管理局在充滿變數的經濟環境繼續推動未來的酒店／辦公室／住宅發展。

In April 2022, the Authority secured a three-year HK$4 billion Sustainability-linked Loan (SLL), the first of its kind amongst statutory bodies and arts and cultural institutions in Hong Kong, reaffirming the Authority's commitment to fulfilling its vision and mission through its sustainability framework. The loan syndicate comprises a total of nine banks from diverse geographies, and the SLL was significantly oversubscribed signifying the banking community's confidence in the Authority's development prospects and capability in fulfilling its missions. The Authority has fulfilled the environmental and social impact targets undertaken under the SLL.

於2022年4月，管理局取得一筆為期三年的40億港元可持續發展表現掛鈎港元貸款，是本港首間法定機構及文化藝術機構簽訂可持續發展表現掛鈎貸款。展現管理局透過可持續發展框架履行其使命和核心價值的承諾。該筆聯合貸款由九間來自不同地域的銀行參與，錄得超額認購，這顯示銀行業界對管理局的發展前景及實踐使命的能力充滿信心。管理局亦已達到了為貸款而訂立的環境和社會影響目標。

Fundraising is another major funding source for the Authority. During the financial year, fundraising income accounted for 36% of the Authority's operating income (excluding interest and investment income). Notable achievements include the naming of M+'s Courtyard Galleries as "Cissy Pui-Lai Pao and Shinichiro Watari Galleries" in recognition of the generous donation of Cissy Pao and her husband Shinichiro Watari towards the long-term development of M+. Up to 31 March 2023, museum collection acquired by monetary and non-monetary donations amounted to HK$1.46 billion for M+ and HK$0.52 billion for HKPM. Looking ahead, the Authority will continue to reach out to sponsors, donors and patrons soliciting their support and participation in the WKCD project.

籌款是管理局另一主要資金來源。於本財政年度，籌款收入佔管理局的營運收入36%（撇除利息及投資收入）。主要籌款成果包括M+將合院展廳命名為「包陪麗、渡伸一郎展廳」，以表彰包陪麗及其丈夫渡伸一郎為支持M+長期發展所作的慷慨捐贈。截至2023年3月31日，M+透過款項捐贈和非款項捐贈方式獲得的博物館藏品總值為14.6億港元，而香港故宮文化博物館以相同途徑獲得的藏品總值為5.2億港元。展望將來，管理局將繼續與贊助商、捐助人和贊助人保持聯繫，爭取他們對西九項目的支持和參與。

Financial Highlights (Consolidated)
財務摘要（綜合）

Financial results for the year ended 31 March **截至3月31日止年度之財務業績**		**2023** **HK$ million** **港幣百萬元**	2022 HK$ million 港幣百萬元
Income	收入		
– Underlying **(note (a))**	– 基本（**註解(a)**）	746	431
– Reported	– 呈報	867	481
Expenditure	開支	(1,464)	(1,203)
Deficit before depreciation, amortisation and finance costs	未計折舊、攤銷及融資成本前赤字		
– Underlying **(note (a))**	– 基本（**註解(a)**）	(718)	(772)
– Reported	– 呈報	(597)	(722)
Deficit for the year	年度赤字		
– Underlying	– 基本	(1,373)	(1,559)
– Reported	– 呈報	(1,373)	(1,559)

Financial position as at 31 March **於3月31日之財務狀況**		**2023** **HK$ million** **港幣百萬元**	2022 HK$ million 港幣百萬元
Total assets	資產總值	29,017	27,145
Total liabilities	負債總額	(8,917)	(5,673)
Total equity	權益總額	20,100	21,472

Note:

(a) Donation income for construction has been excluded from both the underlying income and underlying deficit before depreciation, amortisation and finance costs, because such income represents the amortisation of deferred income to match the depreciation of the relevant asset funded by the donation. Both the amortised income and depreciation are non-cash in nature during the operation period.

註解：

(a) 基本收入及未計折舊、攤銷及融資成本前之基本赤字均不包括與工程有關的捐贈收入，因為該收入代表遞延收入的攤銷，以配對捐贈資助相關資產的折舊。經營期間之攤銷收益和折舊均屬非現金性質。

AWARDS AND RECOGNITIONS
獎項與嘉許

Jin Niu Bei 2022 — Building and Design Silver Award
2022年金牛盃 — 裝幀設計獎（銀獎）

The Making of Masterpieces: Chinese Painting and Calligraphy from the Palace Museum
《國之瑰寶 — 故宮博物院藏晉唐宋元書畫》（精裝）

DFA Design for Asia Awards 2022 — Grand Award
DFA亞洲最具影響力設計大獎2022 — 大獎

M+

The 23rd Hong Kong Dance Awards 2022
香港舞蹈年獎2022

- Outstanding Ensemble Performance
  傑出群舞演出
  Nine Songs | Freespace and Hong Kong Dance Company
  《九歌》| 自由空間及香港舞蹈團

- Outstanding Large Venue Production
  傑出大型場地舞蹈製作
  Nine Songs | Freespace and Hong Kong Dance Company
  《九歌》| 自由空間及香港舞蹈團

- Outstanding Online Production
  傑出網上製作
  Convergence | Freespace and Hong Kong Dance Company
  《凝》| 自由空間及香港舞蹈團

- Outstanding Performance by a Female Dancer
  傑出女舞蹈員演出
  華琪鈺Hua Chi-yu
  Nine Songs | Freespace and Hong Kong Dance Company
  《九歌》| 自由空間及香港舞蹈團

- Outstanding Performance by a Male Dancer
  傑出男舞蹈員演出
  黃磊Huang Lei
  Nine Songs | Freespace and Hong Kong Dance Company
  《九歌》| 自由空間及香港舞蹈團

- Outstanding Visual Design
  傑出視覺設計
  ON VIEW: Panoramic Suite | Freespace
  (Sue Healey, Judd Overton, Maurice Lai, Kei Fushiki)
  《觀•影：城市舞畫組曲》| 自由空間（蘇•希利、茱德•奧文頓、黎宇文、伏木啟）

IATC(HK) Critics Awards — Performer of the Year
IATC(HK) 劇評人獎 — 年度演員獎

All performers | Freespace x Rimini Protokoll x On & On Theatre Workshop: *100% Hong Kong*
全體表演者 | 自由空間 x RP紀錄劇團 x 前進進戲劇工作坊《100%香港》

Most Influential Chinese Contemporary Black Box Theatre Programmes in 40 Years — The 40 Most Influential Productions in Chinese Contemporary Black Box Theatre
中國當代小劇場戲劇40年影響力榜單 — 最具影響力的40台劇目

Experimental Cantonese Opera *Farewell My Concubine* (New Adaptation)
小劇場粵劇《霸王別姬》（新編）

Harper's BAZAAR Hong Kong — Visionary Women Awards
Harper's BAZAAR Hong Kong — 啟發女性典範大獎

Suhanya Raffel | Museum Director, M+
華安雅 | M+ 博物館館長

The Monocle Design Awards 2022 — Best Curator
Monocle設計獎2022 — 最佳策展人

Doryun Chong | Deputy Director, Curatorial and Chief Curator, M+
鄭道鍊 | M+ 副總監及總策展人

2022 JESSICA Most Successful Women
《旭茉JESSICA》成功女性大獎2022

Suhanya Raffel | Museum Director, M+
華安雅 | M+ 博物館館長

PRESTIGE Women of Power 2022
《PRESTIGE》「女性的力量」代表

Suhanya Raffel | Museum Director, M+
華安雅 | M+ 博物館館長

Daisy Yiyou Wang | Deputy Director, Curatorial and Programming Hong Kong Palace Museum
王伊悠 | 副館長（研究策展及節目）香港故宮文化博物館

Awwwards — Honorable Mention
Awwwards — 優異獎
M+ website
M+ 網站

Horizon Interactive Awards — Gold Award (Arts / Activism / Cultural Category)
Horizon Interactive Awards — 金獎（藝術、社會行動與文化類別）
Hong Kong Palace Museum website
香港故宮文化博物館網站

Red Dot Award: Brands & Communication Design 2022
紅點設計大獎：品牌與傳達設計獎
M+ website
M+網站

Web Accessibility Recognition Scheme
無障礙網頁嘉許計劃
- Gold Award
  金獎
  Hong Kong Palace Museum website
  香港故宮文化博物館網站

- Silver Award
  銀獎
  M+ website
  M+網站

- Triple Gold Award
  三連金獎
  West Kowloon Cultural District Authority website
  西九文化區管理局網站

WebAwards — Outstanding Website
WebAwards — 傑出網頁獎
Hong Kong Palace Museum website
香港故宮文化博物館網站

w3 Awards
- Gold: Best Visual Appeal — Aesthetics
  最佳視覺吸引力 — 美學類別金獎
  M+ website
  M+網站

- Silver: General Websites — Cultural Institution
  一般網站 — 文化機構銀獎
  M+ website
  M+網站

Construction Industry Safety Award Scheme 2021/20222 — Bronze Prize in Building Sites (Private Sector)
建造業安全獎勵計劃 2021/2022 — 樓宇建造地盤(私營合約)銅獎
L2 Contract for Lyric Theatre Complex and Extended Basement
Building Main Contractor:
Gammon Construction Limited
演藝綜合劇場和綜合地庫L2項目合約工程
大樓主要工程合約承建商：金門建築有限公司

Construction Industry Safety Award Scheme 2022/2023
建造業安全獎勵計劃 2022/2023
- Silver Prize in Building Sites (Private Sector)
  樓宇建造地盤(私營合約)銀獎
  L2 Contract for Lyric Theatre Complex and Extended Basement
  Building Main Contractor:
  Gammon Construction Limited
  演藝綜合劇場和綜合地庫L2項目合約工程
  大樓主要工程合約承建商：金門建築有限公司

- Silver Prize in Building Sites (Sub-contractors)
  樓宇建造地盤(次承判商)銀獎
  L2 Contract for Lyric Theatre Complex and Extended Basement
  Sub-contractor: Gammon E&M Limited
  演藝綜合劇場和綜合地庫L2項目合約工程
  次承判商：金門機電工程有限公司

Construction Management Awards 2022 — Excellent Construction Team Award (Large Scale Project)
營造管理優秀大獎2022 — 卓越營造管理團隊大獎(大型項目)優異獎
Hong Kong Palace Museum
香港故宮文化博物館

HKIA Annual Awards 2021 — Medal of the Year of Hong Kong
香港建築師學會2021年年獎 — 全年境內建築大獎
M+

MIPIM Asia Awards 2022
亞太區房地產領袖高峰會 2022

- Best Infrastructure, Community and Civic Building — Gold Award
  最佳基礎設施、社區與市政建築 — 金獎
  Hong Kong Palace Museum
  West Kowloon Cultural District Authority
  Rocco Design Architects Associates Limited
  香港故宮文化博物館
  西九文化區管理局
  嚴迅奇建築師事務所有限公司

- Best Infrastructure, Community & Civic Building — Gold Winner
  最佳基建社區及公建類 — 金獎
  Hong Kong Palace Museum
  香港故宮文化博物館

The HKIE Structural Division — Structural Excellence Award 2023 — Grand Award (Non-Residential (Hong Kong) category)
香港工程師學會 — 結構分部卓越結構大獎 2023 — 卓越結構大獎(香港非住宅專案組別)

M+

2022 Fortune Best Designs
《財富》中國最佳設計榜 2022 — 最佳設計獎

Hong Kong Palace Museum
香港故宮文化博物館

HKQAA Green and Sustainable Finance Awards 2022 — Outstanding Award for Green and Sustainable Loan Issuer (Art & Cultural Project) — Visionary Sustainability-linked Loan Performance Metrics
香港綠色和可持續金融大獎2022 — 傑出綠色和可持續貸款發行機構(文化藝術建設)— 卓越遠見可持續發展掛鈎貸款績效指標

West Kowloon Cultural District Authority
西九文化區管理局

The Asset Asian Awards 2022, Country Awards — Best Payments and Collections Solution, Hong Kong
財資亞洲大獎2022 — 國家獎 — 香港最佳付款及收款方案

West Kowloon Cultural District Authority
西九文化區管理局

The Asset Asian Awards 2022, Country Awards — Best Sustainability-linked loan, Cultural Sector, Hong Kong
財資亞洲大獎2022 — 國家獎 — 香港文化界最佳可持續發展表現掛鈎貸款

West Kowloon Cultural District Authority
西九文化區管理局

List of Barrier-free Companies / Organisations 無障礙友善企業/機構名單 2019/20
Awarded by The Hong Kong Council of Social Service 香港社會服務聯會頒發

West Kowloon Cultural District Authority
西九文化區管理局

5 years+ 同心展關懷 caringorganisation
Awarded by The Hong Kong Council of Social Service 香港社會服務聯會頒發

Xiqu Centre, Freespace, Art Park
戲曲中心、自由空間、藝術公園



OUTLOOK 展望

Rising to the significant challenges posed by the pandemic in the past three years, the WKCD has undergone a reinvigoration in early 2023 as all anti-pandemic restrictions were lifted and tourists gradually returned to Hong Kong. The easing of the COVID-related restrictions and the opening of two world-class museums within eight months have renewed energy and injected new impetus into the WKCD project.

Construction work has advanced steadily soon after the pandemic has stabilised. Central to the project is the 254,000 square meters Integrated Basement (IB), designed to foster connectivity and create a pedestrian-friendly environment above ground. To realise this vision, IB of the Zones 2 and 3 is being developed in phases, with the IB under Zone 3A below M+ and WKCDA Tower completed in 2021.

In addition to the opening of the Artist Square Bridge which connects the Kowloon Station and WKCD, another major accessibility enhancement was the opening of the West Layby along Austin Road West in Zone 3B. This has provided an increased number of coach drop-off points for visitors to WKCD. Foundation works for the IB in Zone 2 also made good progress in the reporting year.

在經歷並克服了過去三年疫情帶來的重大挑戰後，隨着2023年年初防疫限制全面撤銷，旅客重返香港，西九再次展現活躍的生命力。新冠疫情相關的限制解除，加上兩間世界級博物館亦於八個月內相繼開幕，都為西九項目注入了強大的新活力。

在疫情緩和不久後，西九的建築工程繼續穩健前行推進。樓面面積254,000平方米的綜合地庫是項目的重要組成部分，它不僅有助提升西九和鄰近地區的連繫，亦創造便利行人的地面環境。為實現此願景，2區和3區綜合地庫正分階段推進，其中位於M+及西九文化區管理局大樓下的3A區綜合地庫已於2021年竣工。

除了連接九龍站和西九藝術廣場天橋啟用，另一項提升西九交通通達性項目是位於3B區沿柯士甸道西的停車處，該設施為往來西九的訪客提供更多旅遊巴上落客點。此外，2區綜合地庫的底層結構工程於報告年內亦取得了良好進展。



The topping out of the Lyric Theatre Complex scheduled for late 2023 will mark a major milestone for the project. Construction of the Southern Landing Facility, which will provide direct marine access to the District, has commenced with a view to completion in 2025. With the commissioning of these venues and facilities, the inspiring vision of making WKCD an irreplaceable world-class arts and cultural destination and a platform for East-meets-West international cultural exchange comes increasingly closer to realisation.

WKCD's key strengths include not only its world-class arts and cultural facilities but also its land resources, which have excellent development potential. We will continue to explore innovative strategies to harness the potential of our land for income generation. The Artist Square Towers project, which comprises three office towers, is being developed by a wholly owned subsidiary of Sun Hung Kai Properties Limited under the BOT model with target completion in 2026.

Going forward, it is important that we adopt a more entrepreneurial mindset in land planning and development in order to establish a financially sustainable operating model for WKCDA.

The long-term sustainability of WKCD hinges on a number of key success factors. These include presenting high-quality, year-round programmes and exhibitions to attract visitors, as well as offering holistic visitor experiences through a varied array of dining options, retail outlets and facilities. The Authority also needs to nurture, retain and attract artistic talent to deliver quality programmes and enrich the cultural scene, and to promote WKCD internationally with the aim of positioning Hong Kong as an international cultural hub. Moreover, the Authority will continue to maximise revenue potential through leveraging its tangible and intangible assets and foster a culture of corporate and individual giving in Hong Kong. It will work closely with the Government to put in place the right policies and measures in order to build a thriving ecosystem for arts and cultural development. We remain steadfast in our commitment to excel in all these areas, paving the way for a sustainable future for WKCD.

預計在2023年底平頂的演藝綜合劇場，將為西九發展迎來重要里程碑。南面登岸設施已經開始施工，預計於2025年竣工，建成後將為西九提供直接的海路交通。隨着這些設施陸續落成，西九的願景正逐步實現，成為無與倫比的世界級藝術及文化樞紐，提供獨有的平台，促進中外文化交流。

西九的主要優勢不僅在於擁有多個世界級文化藝術設施，還包括豐富而具發展潛力的土地資源。我們將繼續探討新策略，以充分釋放西九的土地價值，為西九創造收入。由三幢辦公室大樓組成的藝術廣場大樓項目，現正由新鴻基物業有限公司的全資附屬公司以「建造、營運及移交」的模式發展，目標在2026年完成。

展望將來，我們在土地規劃與發展方面，將採取更創新和富創業精神的思維，為管理局建立一個能夠在財政上能持續的營運模式。

西九的成功持續營運取決於數個關鍵因素，其中包括全年提供高品質的節目和展覽以吸引訪客，配合多元豐富的餐飲、購物和其他設施，全方位提升訪客體驗。管理局亦需要培育、保留和吸引藝術人才，以推展優質節目，為香港文化藝術界帶來更璀璨的未來。與此同時，我們亦需要在國際間推廣西九，使其成為國際文化樞紐。此外，管理局將繼續努力開發各種收入來源，充分利用其有形與無形資產，並積極推廣企業和個人的捐獻文化。管理局將與政府緊密合作，落實恰當的的政策和行動，以建構一個讓文化藝術得以蓬勃發展的生態環境。我們堅定的信念是，致力在每個領域做到最好，為西九開創一條可持續營運道路。

Although challenges remain, WKCD continues to be fully focused on realising its vision and missions. With sound planning, solid partnerships and an entrepreneurial approach, we are confident that WKCD will be on track to achieve its objectives and become a successful and well-recognised cultural hub in the world.

雖然挑戰重重，西九仍會全力以赴，實現其願景與使命。我們深信，憑藉周詳的規劃、建立穩固的合作關係，以及創業家精神，西九將逐步達成目標，成功躍居全球公認的文化樞紐。



ACKNOWLEDGEMENTS

鳴謝

Performing Arts

Creative Tomorrow

Exclusive Sponsor

The Hong Kong Jockey Club

HKT x WESTK POPFEST 2023

Title Sponsor

HKT

Co-sponsors

1O1O
csl
DrGo Health Store
eye
FWD Life Insurance
HKT Enterprise Solutions
NETVIGATOR
Now TV
Samsung Electronics HK
Tap & Go
The Club

GastroPark Supporters

ADD+
Aidan Korean Dessert Café
CAMEL
Crepes & Bakes
Georgian Vine
HKT
Hooman
KiKi
Mak's Brewery
Nikumaki
Ping
Samsung Electronics HK
Satay King
SHISEIDO
Tom Lee Music
YYY House of Cakes

Wine & Spirits Partners

Aperol Spritz
Breathing Tea
BubbleMe Hard Seltzer
HANABI Gin
HOWONG BREWING
Jebsen Wines & Spirits
L' Imperatrice
N.I.P Craft Gin
Perfume Trees Gin
POLYWINER
TABOOCHA
Wine Luxe Magazine

表演藝術

藝創明天

獨家贊助機構

香港賽馬會

HKT西九音樂節2023

冠名贊助

香港電訊

聯合贊助

1O1O
csl
DrGo Health Store
eye
富衛人壽
HKT Enterprise Solutions
網上行
Now TV
三星電子香港
Tap & Go「拍住賞」
The Club

飲食樂園夥伴

ADD+
小火焰
駱駝牌
Crepes & Bakes
格魯吉亞酒莊
香港電訊
Hooman
KiKi
麥子
Nikumaki
Ping
三星電子香港
沙嗲王
資生堂
通利琴行
YYY House of Cakes

美酒夥伴

Aperol Spritz
Breathing Tea
BubbleMe Hard Seltzer
花火氈酒
日照夜霧手工飲品廠
捷成酒業
母儀
無名氏本地手工氈酒
白蘭樹下
POLYWINER
大杯茶
酒派雜誌

The D. H. Chen Foundation –
West Kowloon Tea House Student Matinees
Growth Partner and Funder
The D. H. Chen Foundation

Other Programme Sponsors
Friends of Hong Kong Association
Ho Cheung Shuk Yuen Charitable Foundation
Home Affairs Department (Yau Tsim Mong District Office)
Lee Kum Kee Family Foundation
The British Council
The Korean Cultural Center in Hong Kong

Other In-kind Supporters
AYYYA
Converse
MaskOn
Performance Space & Liveworks
The Korean Cultural Center in Hong Kong
Tom Lee Music
Unboxed Festival

Donors

The Dance WE Made @ West Kowloon
Mr Siu Sing Tam

Youth Empowerment Fund
Mr Mason Ko

Artists Development Fund
Mr Alan LAU Ka-ming

西九茶館劇場 —
陳廷驊基金會教育專場
發展夥伴及捐助機構
陳廷驊基金會

其他節目贊助機構
香港友好協進會
何張淑婉慈善基金
民政事務局（油尖旺區辦事處）
李錦記家族基金
英國文化協會
駐香港韓國文化院

其他支持機構
AYYYA
Converse
MaskOn
Performance Space & Liveworks
駐香港韓國文化院
通利琴行
Unboxed Festival

捐贈者

起舞@西九
譚兆成先生

青年感創基金
Mr Mason Ko

演藝人才發展基金
劉家明先生

Hong Kong Palace Museum

HKPM Founding Partners

The Palace Museum
The Hong Kong Jockey Club Charities Trust

HKPM Strategic Partner

Bank of China (Hong Kong) Limited

HKPM Founding Sponsors

Animoca Brands
Bei Shan Tang Foundation
Cathay Pacific
China Merchants Foundation
Federation of HK Jiangsu Community Organisations
Friends of Hong Kong Association
Golden Jubilee Charity Foundation
Greater Bay Area Homeland Youth Community Foundation
HK Federation of Fujian Associations
Hong Kong CPPCC Youth Association
K. Wah Group
LGT Private Banking
Lui Che Woo Prize
Ng Teng Fong Charitable Foundation
Rosewood Hong Kong
Simon Suen Foundation
Swire Properties
United Overseas Bank

HKPM Founding Donors

Mr Kenneth Chu Wai Kee
Ms Betty Lo Yan Yan
Mr Anthony Cheung Kee Wee
Mr Lawrence Chan Wing Tat
Prof Raymond Fung Wing Kee
Ms Grace Wu Bruce
Mr Wu Chie Hong
Mr Andy Hei Kao Chiang
Mr Warren Cheng Wei Yang
Ms Nancy Maria Lee Chang
Dr Yip Shing Yiu
Mr Ng Chun For Henry
Ms Li Kai Carrie

HKPM Founding Patrons

The support from a number of Founding Patrons is vital to realise HKPM's mission – to become one of the world's leading cultural institutions committed to the study and appreciation of Chinese art and culture. The patronage allows HKPM to curate exceptional exhibitions, conduct innovative research, and further improve the visitor experience.

香港故宮文化博物館

香港故宮文化博物館創始夥伴

故宮博物院
香港賽馬會慈善信託基金

香港故宮文化博物館戰略合作夥伴

中國銀行（香港）有限公司

香港故宮文化博物館創始贊助機構

Animoca Brands
北山堂基金
國泰航空
招商局慈善基金會
香港江蘇社團總會
香港友好協進會
同齡同心慈善基金
大灣區共同家園青年公益基金
香港福建社團聯會
香港政協青年聯會
嘉華集團
LGT皇家銀行私人銀行
呂志和獎
黃廷方慈善基金
香港瑰麗酒店
孫少文基金會
太古地產
大華銀行

香港故宮文化博物館創始捐贈者

朱偉基先生
盧茵茵女士
鍾棋偉先生
陳永達先生
馮永基教授
伍嘉恩女士
胡始康先生
黑國強先生
鄭維揚先生
利張錫齡女士
葉承耀醫生
吳鎮科先生
李佳女士

香港故宮文化博物館創始贊助人

多位香港故宮文化博物館創始贊助人的慷慨支持進一步協助香港故宮實現使命，成為世界首屈一指的博物館，以及作為研究及推廣中國藝術和文化的助力。所得資金讓博物館得以策劃更多卓越的藝術展覽，進行革新的研究工作，並進一步豐富訪客的參觀體驗。

M+

M+ Director's Circle

Mrs Charles H. Brown
Mr Hallam Chow
De Ying Foundation
Mr and Mrs Guan Yi
Mr and Mrs Robert YC Ho
Mr and Mrs William and Lavina Lim
Dr Uli Sigg and Mrs Rita Sigg
Mrs Sin-May Roy Zao
Mrs Cissy Pui-Lai Pao-Watari and Mr Shinichiro Watari

M+ Founding Benefactors

Dr Adrian Cheng Chi-kong, JP
Ms Mimi Brown and Mr Alp Ercil
Sir Antony and Lady Vicken Gormley
Mr Hon Chi-fun
Ms Wendy Lee
Mr Stephen Charles Li
Mr Liu Heung-Shing
The Honourable Victor Lo Chung-wing, GBM, GBS, JP
Professor Kai-Yin Lo, SBS
Mr Francis M. Naumann and Ms Marie T. Keller
Mr Daryl Ng Win-kong, SBS, JP
Ms Doreen Pao
Ms Shim Kyung-ja
Mr Arif Suherman
Mr Honus Tandijono
Mr Wang Bing
anothermountainman (Stanley Wong)
and those who wish to remain anonymous

M+ Council for New Art 2021-2023

Mr Wang Bing (Chairman)
Dr Adrian Cheng Chi-kong, JP
Ms Charmaine Ho
Dr Uli Sigg
Mr David Su
Mr Patrick Sun
Mr Honus Tandijono
Ms Mia Xu
Ms Vanessa Xu
Mr Andrew Xue Bing
Ms Jenny Yeh
and those who wish to remain anonymous

M+

M+榮譽襄贊人

Mrs Charles H. Brown
仇浩然先生
德英基金會
管藝先生伉儷
何猷忠先生伉儷
林偉而先生夫人
烏利·希克博士伉儷
趙善美女士
包陪麗女士及渡伸一郎先生

M+創始襄贊人

鄭志剛博士, JP
Ms Mimi Brown and Mr Alp Ercil
Sir Antony and Lady Vicken Gormley
韓志勳先生
利宛虹女士
李國仕先生
劉香成先生
羅仲榮先生, 大紫荊勳賢, GBS, JP
羅啟妍教授, SBS
Mr Francis M. Naumann and Ms Marie T. Keller
黃永光先生, SBS, JP
包陪慧女士
沈敬子女士
Mr Arif Suherman
陳松正先生
王兵先生
又一山人（黃炳培）
以及其他匿名創始襄贊人

M+新藝術委員會2021-2023

王兵先生（主席）
鄭志剛博士, JP
何芓諄女士
烏利·希克博士
徐傳陞先生
孫啟越先生
陳松正先生
徐行女士
徐瑩女士
薛冰先生
葉曉甄女士
以及其他匿名委員

M+ International Council for Visual Art 2021-2023

Mr Hallam Chow (Chairman)
Mr Shane Akeroyd
Mr Ronald Chan
Mr Jonathan Cheung
Ms Chloe Chiu
Ms Yan Du
Mr Davide Erro
Mr Antonio Cho Shing Kwong MH
Mr Arjuna Rajasingham
Mrs Ada Wang Cheng
Mr Boris Yeung

M+ Council for Design and Architecture 2021-2023

Mr Edmund Cheng (Chairman)
Yama Chan
Ms Che Xuanqiao
Ms Wendy Lee
Mr Bryant Lu
Mr Stefan Rihs
Mr Oliver Spiesshofer
Mr Taniya Mamoru
Ms Chinyan Wong
Mr Rex Wong, JP
Banjo Yamauchi
and those who wish to remain anonymous

M+視覺藝術國際委員會2021-2023

仇浩然先生（主席）
安定山先生
陳惠仁先生
張宇成先生
趙凌甲女士
杜妍女士
Mr Davide Erro
鄺祖盛先生MH
Mr Arjuna Rajasingham
王碧然女士
楊秀明先生

M+設計及建築委員會2021-2023

鄭維榮先生（主席）
Yama Chan
車宣橋女士
利宛虹女士
呂慶耀先生
Mr Stefan Rihs
Mr Oliver Spiesshofer
Mr Taniya Mamoru
黃千欣女士
王紹恆先生, JP
Banjo Yamauchi
以及其他匿名委員

M+ Partners and Sponsors

Art Basel
Bank of America
Bloomberg Philanthropies
Cathay Pacific
CHANEL
Chartwell Capital
Consulate General of the Kingdom of the Netherlands
Department of Health
DBS Bank
De Ying Foundation
Debbie Lo Creativity Foundation
Design Trust, an initiative of the Hong Kong Ambassadors of Design
Dr. Wayne Hu Charitable Foundation
Goldman Sachs
HKT
Hong Kong Arts Development Council
HSBC
HSBC Global Private Banking
Hublot
J.P. Morgan
Lo Kwee Seong Foundation
Louis Vuitton
Morgan Stanley
New Balance
Pernod Ricard
Prada
Principal Financial Group
Royal Pacific Hotel
Sino Group
The Macallan
The Robert H. N. Ho Family Foundation Hong Kong
UBS
Van Cleef & Arpels

M+夥伴及贊助機構

巴塞爾藝術展
美國银行
彭博慈善基金會
國泰航空
CHANEL
大正資本
荷蘭駐香港總領事館
衞生署
星展銀行
德英基金會
Debbie Lo Creativity Foundation
信言設計大使

胡興正醫生慈善基金
高盛集團
香港電訊
香港藝術發展局
滙豐
滙豐環球私人銀行
宇舶表
摩根大通
羅桂祥基金
路易威登
摩根士丹利
New Balance
保樂力加
普拉達
美國信安金融集團
皇家太平洋酒店
信和集團
The Macallan
何鴻毅家族香港基金
瑞銀集團
梵克雅寶

PHOTO CREDITS
圖片來源

2-3, 21 (top and centre), 22-31, 60 (top), 61 (bottom right), 68-69, 74, 80 (top right)-81 (top left), 86 (top right and top left), 87 (top), 101 (bottom), 103 (bottom)
© Hong Kong Palace Museum

4-5, 6-7, 37 (bottom)
Photo: Winnie Yeung @ Visual Voices

20 (top), 21 (centre left), 50 (bottom right)
Photography by Eric Hong @ Moon 9 image

33 (top), 36 (bottom right)
Photo: Dan Leung, M+, Hong Kong

33 (centre), 34 (bottom left), 60 (bottom), 61 (bottom left), 64 (bottom left)
Photo: Winnie Yeung @ Visual Voices
Courtesy of M+, Hong Kong

20 (bottom), 32 (top), 33 (bottom right), 36 (bottom left), 37 (top right, top centre, top left and centre), 57 (centre and bottom), 64 (top), 65, 66-67, 72-73, 77 (centre), 80 (top left), 86 (top centre and bottom), 87 (centre and bottom), 103 (top), 107 (bottom)
Courtesy of M+, Hong Kong

34 (top and centre), 38, 39 (top right), 40 (bottom)
Photo: Lok Cheng, M+, Hong Kong

36 (top)
Copyright of YAYOI KUSAMA. Photo by Yusuke Miyazaki.
Courtesy of Ota Fine Arts

39 (top left and bottom)
Photo: t-space studio, courtesy of M+

40 (top), 41
Photo: Moving Image Studio, M+, Hong Kong

42 (top and bottom right), 43 (bottom right and bottom left), 61 (top right), 70 (bottom left), 75 (bottom), 76 (bottom)
Photography by Winnie Yeung
© Winnie Yeung@iMage 28

51 (bottom)
Photography by Carmen So,
Courtesy of City Contemporary Dance Company

52
Courtesy of Information Services Department

56 (top), 101 (top right and top left)
Courtesy of Prada

71 (bottom)
Photography by Pattor Chan
© Pattor Chan@Luster Angle

77 (bottom)
Photo: Ronna Kwan, M+, Hong Kong

78-79
Courtesy of Hong Kong Tourism Board

80 (right centre)
Photo Courtesy of Miele Hong Kong Limited

80 (bottom)
Courtesy of Hong Kong Monetary Authority

81 (top right)
Photo courtesy of Hong Kong Youth Arts Foundation

81 (centre and bottom right)
Photo courtesy of "Envoyage with Claude Monet"

81 (bottom left)
Courtesy of the Asian Film Awards Academy

82 (上)
Courtesy of Hong Kong Association of Theatre Technicians & Scenographers
Photography by Fung Wai Sun

82 (bottom)
Courtesy of Youth Connect Foundation

83 (top)
Courtesy of SUCH/

83 (bottom)
Courtesy of Chung Ying Theatre Company

84 (bottom left)
Photography by ADD+

84 (bottom right), 85 (bottom)
Courtesy of Phillips

89 (bottom left, first post from top)
Photography by Karma Cheng
Courtesy of Ivana Wong

89 (bottom left, second post from top)
Photo: Man Chiu
Courtesy of Kelly Chen Wai-lam

106 (bottom)
Photo: Jessie Yip, M+, Hong Kong

107 (top)
Photo: Keith Hiro Courtesy of Hong Kong Ballet

2-3，21(上及中)，22-31，60(上)，61(右下)，68-69，74，80(右上)-81(左上)，86(右上及左上)，87(上)，101(下)，103(下)
© 香港故宮文化博物館

4-5, 6-7, 37(下)
攝影：Winnie Yeung @ Visual Voices

20(上)，21(中左)，50(右下)
攝影：康彥博@ Moon 9 image

33(上)，36(右下)
攝影：梁譽聰，M+，香港

33(中)，34(左下)，60(下)，61(左下)，64(左下)
攝影：Winnie Yeung @ Visual Voices
圖片由M+提供

20(下)，32(上)，33(右下)，36(左下)，37(右上、中上、左上及中)，57(中及下)，64(上)，65，66-67，72-73，77(中)，80(左上)，86(中上及下)，87(中及下)，103(上)，107(下)
圖片由M+提供

34(上及中)，38，39(右上)，40(下)
攝影：鄭樂天，M+，香港

36(上)
圖片由草間彌生提供，攝影：Yusuke Miyazaki，鳴謝大田秀則畫廊

39(左上及下)
攝影：t-space studio，圖片由M+提供

40(上)，41
攝影：Moving Image Studio，M+，香港

42(上及右下)，43(右下及左下)，61(右上)，70(左下)，75(下)，76(下)
攝影：Winnie Yeung
© Winnie Yeung@iMage 28

51(下)
攝影：Carmen So，
圖片由城市當代舞蹈團提供

52
圖片由政府新聞處提供

56(上)，101(右上及左上)
圖片由PRADA提供

71(下)
攝影：Pattor Chan
© Pattor Chan@Luster Angle

77(下)
攝影：關允恒，M+，香港

78-79
鳴謝香港旅遊發展局

80(右中)
圖片由Miele Hong Kong Limited提供

80(下)
圖片由香港金融管理局提供

81(右上)
圖片由香港青年藝術協會提供

81(中及右下)
圖片由「尋找足印•莫內」沉浸體驗展提供

81(左下)
鳴謝亞洲電影大獎學院

82(上)
圖片由香港舞台技術及設計人員協會提供
攝影：馮偉新

82(下)
圖片由青年同行基金提供

83(上)
圖片由SUCH／提供

83(下)
圖片由中英劇團提供

84(左下)
圖片由ADD+ 提供

84(右下)，85(下)
圖片由富藝斯提供

89(左下，第一則貼文)
攝影：Karma Cheng
圖片由王菀之提供

89(左下，第二則貼文)
攝影：Man Chiu
圖片由陳慧琳提供

106(下)
攝影：葉璋時，M+，香港

107(上)
攝影：Keith Hiro圖片由香港芭蕾舞團提供

Every effort has been made to appropriately credit the images included in this publication.
本出版物所載之圖片，已盡力註明出處，倘有掛一漏萬，尚請各界海涵指正。

All rights reserved. Copyright©2023 West Kowloon Cultural District Authority
版權屬西九文化區管理局所有 ©2023

MIX
Paper | Supporting responsible forestry
紙張 | 支持 負責任的林業
FSC™ C021898
www.fsc.org

Design: Toppan Merrill Limited
設計：凸版美林財經印刷有限公司

westKowloon
西九文化區

West Kowloon Cultural District Authority
WKCDA Tower, West Kowloon Cultural District,
No. 8 Austin Road West,
Kowloon, Hong Kong

西九文化區管理局
香港九龍西九文化區
柯士甸道西 8 號
西九文化區管理局大樓

T (852) 2200 0000
www.westkowloon.hk