

香港油蔴地小輪船  
有限公司七十週年

HONGKONG & YAUMATI  
FERRY COMPANY  
70TH ANNIVERSARY



香港繁榮邁向前 渡輪駛業七十年

MOVING AHEAD WITH THE  
PROSPERITY OF HONG KONG







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香港郵政總局  
青洲英屬公司

# 目錄

序言	7
渡輪服務與您息息相關	15
創辦與戰前年代 1923—1945	31
戰後發展	39
展望將來	57



# CONTENTS

Prelude	7
A Ferry Service For All	15
Founding and Pre-War Era 1923-1945	31
Post-War Growth	39
Planning Ahead	57



## 序言

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**成**立於一九二三年的香港油蔴地小輪船公司，與香港同步成長，相信目前只有少數香港人能憶起沒有渡輪的日子，試想海港內沒有渡輪幾乎是不可能的事，渡輪早已成為香港人生活的一部份。



## PRELUDE

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**F**ew people living in Hong Kong today can recall a time when the ferries of the Hongkong and Yaumati Ferry Company were not an established part of Hong Kong's daily life. To imagine the harbour without them is almost impossible.





左：客車渡輪

上：蒸氣推動的舊「民昇」號

下：早期汽車渡輪「民儉」號

Left: Passenger-vehicular ferry  
Above: 'Man Shing' steamed across  
the harbour in the early days  
Below: 'Man Kim', an early  
vehicular ferry



在過去七十年，油蔴地小輪船公司及其員工為香港市民提供多元化的海上運輸服務，不斷改進以配合不同時代的社會需求及堅持服務承諾，滿足乘客的需要。

香港油蔴地小輪船有限公司（或簡稱HYF）這個大家熟悉的名字，是香港小輪集團成員。一九二三年，當油蔴地小輪船公司首次取得政府發出的渡輪服務專營權時，香港的交通運輸網絡尚在萌芽階段。今天，香港市民擁有更多的交通工具選擇，而且質量皆媲美世界上任何一個大城市。

在香港的成長及發展歷程中，渡輪服務仍是不變的元素，油蔴地小輪和香港市民甘苦與共。由二、三十年代的成長初期，經歷

For 70 years the company and its staff have devoted themselves to serving the diverse marine transport requirements of the Hong Kong public, meeting the ever-changing needs of the times with new services and an unswerving commitment to passenger satisfaction.

The Hongkong and Yaumati Ferry Company, or HYF as it is familiarly known (a member of the Hong Kong Ferry Group) has grown and developed with Hong Kong. When HYF first took on the government franchise to supply ferry services to the Hong Kong public in 1923 the territory's transport infrastructure was at an elementary stage in its development. Today the options open to people making journeys within Hong Kong rival those available in any great city in the world, in terms of both variety and quality.

Throughout this period of growth and development the ferry service has remained a constant factor. HYF has experienced both good and bad times — along with the people of Hong Kong. From the steady growth of the 1920s and 1930s, through the devastation



戰爭與和平，以至經濟高速增長的年代，香港已成為世界上最繁榮的大都市之一，小輪公司將繼續扮演其應有角色。

在過去數年間，因新型運輸系統的引進，把以往只能以渡輪聯繫的地方連接起來。香港油蔴地小輪船公司亦深明與時共進之理。今天，小輪公司在競爭激烈的環境中，仍扮演著重要的輔助系統角色，同時承擔著離島區的主要交通聯繫，更是最適合新市鎮發展的交通工具。

隨著香港的成長，小輪公司成為最多元化的本地渡輪運輸機構，並發展至世界上最大的載客渡輪機構之一。今年香港油蔴地小輪船公司回顧七十年來的服務，更充滿信心地迎接未來的挑戰。



上：一九五零年代的旺角渡輪碼頭  
右：往屯門的飛翔船

Above: The Mongkok Ferry Pier in the 1950s  
Right: The hoverferry to Tuen Mun



of the war years to recovery, and on to the economic miracle which has seen Hong Kong established as one of the most prosperous cities in the world, the ferry company has continued to play its part.

Over the years new methods of transport have been introduced, some of them linking destinations previously accessible only by ferry. The Hongkong and Yau-ma-tei Ferry Company has constantly recognised the need to adapt to the times. Today its role is to complement the other services along routes on which it competes, while continuing to provide a vital link between the outlying districts and the heart of the city along routes which it remains the most suitable carrier to serve.

As Hong Kong has grown, so has its most versatile local marine transport operator, now established as one of the largest passenger ferry operators in the world. In this anniversary year the Hongkong and Yau-ma-tei Ferry Company looks back on seven decades of public service and forward with confidence towards the challenges of the future.





上：一九三零年代的油麻地避風塘  
 右上：一九五零年代的深水埗碼頭  
 右下：五十年代由佐敦道開出的頭等渡輪服務  
 最右：現代化商廈林立的都市襯托著馳騁中的飛翔船



Above: Yaumatei Typhoon Shelter in the 1930s  
 Above right: Shamshuipo Ferry Pier in the 1950s  
 Below right: A First Class service from Jordan Road  
 Far right: Hoverferry to high-rise Hong Kong





# 您 息 息 相 關

香港市民或多或少都接觸到油蔴地小輪提供的服務。七十年來，油蔴地小輪接載乘客穿梭港九、新界、離島、澳門及中國大陸。



# A FERRY SERVICE FOR ALL

At one point or another the life of virtually every person living in Hong Kong will be touched by the services of the Hongkong and Yaumati Ferry Company. For 70 years HYF ferries have carried passengers on routes across the harbour, to the New Territories, to the Outlying Islands, to Macau and to China.



部份乘客每年只乘搭渡輪數次，但大部份每天使用，對渡輪服務有著不同的要求。

從最初期發展至今，小輪公司均以不同階層人士的需要來訂定票價和服務標準。以三層船為例，乘客只須付多少許便能享受環境舒適、寬敞的冷氣豪華客位。

此外，渡輪的低層提供開放式及非開放式兩種選擇，最適宜陽光普照的天氣下航行。為照顧匆忙的乘客，油蔴地小輪提供快速飛翔船服務，縮短航行時間。

您早上親臨其中一個位於離島的碼頭，當一艘以紅、黑、白為標記的渡輪抵達，乘客魚貫入閘上船，便可察覺他們是香港市民使用渡輪的寫照。



上：一九五五年市民在灣仔碼頭候船的情況  
下：一九五八年中環至深水埗渡輪收費兩毫  
右：週末渡假人士

Above: Queuing up for the ferry in Wanchai in 1955  
Below: 1958 – Central to Shamshui for 20 cents  
Right: A weekend away



Some passengers take a ferry only a few times a year, others travel aboard them almost daily. The requirements of the service have always been diverse. From the earliest stages of its development the ferry company has operated a fare structure and system of service standards geared to meeting the needs of different tastes and different incomes. On a triple deck ferry, for example, the deluxe air conditioned deck supplies space, comfort and a relaxing ambience for a modest additional charge.

The lower decks offer a choice between an enclosed weather protected area or an open area at the lowest level suitable for fine weather sailing. For passengers in a hurry HYF operates hoverferry services, which complete the same journey at higher speed.

A visit to the HYF pier on any one of the islands early in the morning, as one of the commuter ferries in its distinctive red, black and white livery arrives, gives some idea of the cross section of Hong Kong's population that uses and in some cases depends on the service.





左：在豪華客位的露天甲板上  
享受陽光  
上：空氣調節的豪華客位

Left: Enjoying the view  
from the rear deck  
Above: Air-conditioned  
comfort in the deluxe  
class

部份乘客乘搭渡輪只為消閒活動，由於油蔴地小輪船公司提供往大嶼山、南丫島、長洲及坪洲的渡輪服務，為離島開拓了多個旅遊地點供渡假人士。每逢周末假日，大批前往離島享受陽光海灘的旅遊人士，必選擇三層船豪華客位。他們坐在露天甲板上悠然自得，整個維多利亞港盡入眼簾，當船逐漸駛離港口時，有遠離繁囂的感覺。

炎炎夏日，離島成為年青人消遣及暫離城市生活的好去處。他們帶備露營用品，預備在沙灘上渡宿一宵。又有些租住渡假屋，帶來結他、燒烤用具及手提音響。渡假完畢，他們帶著輕鬆愉快的心情又再投入繁忙的工作或功課。

For some passengers a ferry ride is associated solely with pleasure. Thanks to the services of the HYF the Outlying Islands of Lantau, Lamma, Cheung Chau and Peng Chau are accessible from town. The ferry opens them up as leisure destinations for visitors. For many Hong Kong holidaymakers one of the joys of getting away to the islands for a weekend's hiking or sunbathing is to sit out on the open back deck of the deluxe section of a triple deck ferry. From this unique vantage point they can look out on the panorama of Victoria Harbour and watch contentedly as the bustle of Hong Kong recedes into the distance.

In summertime there are always plenty of young people for whom the islands represent an affordable getaway and a break from city life. Many will be carrying camping equipment having spent the night under canvas near the beach. Others will have hired holiday homes and will be carrying guitars, BBQ forks and portable stereos. Relaxed and refreshed they are now ready to return to their work or studies.





本頁：一九六零年代初期的大嶼山銀鑛灣

對頁：銀鑛灣是渡假者樂園

This page: Silvermine Bay,  
Lantau, in the early 1960s  
Facing page: Silvermine Bay  
— resort for holidaymakers





遊客使用油蔴地小輪往離島遊覽。在大嶼山的梅窩碼頭，不難看到一批又一批遊客，乘搭晨早的渡輪，再轉乘冷氣巴士前往參觀位於寶蓮寺世界最大的坐佛。僧侶亦使用渡輪往返市區及他們的靜修地。

很多白領階層，當中不少外籍人士選擇居住在離島，因租金較市區便宜，環境更舒

適寧靜。渡輪是他們必需的交通工具。在早晚的繁忙時間內，他們不用擠逼於巴士、火車或地鐵，還能安坐閱讀報章或享用美味小食。而平日票價可算便宜，作用是減輕離島居民的負擔。

身穿校服、背著書包的離島學生，均需要渡輪往市區上學，他們利用乘船的時間做



Tourists also travel to the islands with HKE. At Mui Wo on Lantau Island it is not unusual to see tour groups disembark from the early morning ferry ready to board the air conditioned bus that will take them to see the Buddhist monastery at Po Lin and the world's largest Buddha. The monks also use the ferry when they leave the retreat to attend to their duties in town.

The ferry service makes it possible for many white collar workers, both Chinese and expatriate, to commute between their offices in town and large comfortable island houses, for which they pay much lower rents than

they would for accommodation in Hong Kong or Kowloon. The company's ferries are essential for them as a means of commuting. Rather than deal with the rush hour crush on the buses or the under and over ground railways, they can enjoy sitting in comfort and reading their morning newspaper, or enjoy a tasty snack like a bowl of noodles on their way to work. A relatively low fare is charged for all weekday sailings, making transportation for them really affordable.

Wearing school uniforms and clutching their books are the children of the islands, most of whom past a certain age will go to



最左：渡輪乘客抵達中環  
中：渡輪靠泊碼頭  
左：渡輪上極受歡迎的經濟小食服務

Far left: Commuters arrive in Central  
Centre: Approaching the pier  
Left: Snacks on board are economical and popular





左：雙層冷氣渡輪  
上：起卸中的貨物

Left: Air-conditioned double  
decker  
Above: Cargo being  
unloaded



家課：離島菜販則依賴渡輪將蔬菜運往市區的市場售賣。大部份離島上售賣的貨物，均由渡輪運送。

上下班時，渡輪班次固然繁忙，其他時間渡輪仍整天不停穿梭港島及各離島間，方便主婦在不同時間外出購物、造訪親朋及商務人士往返等。

油蔴地小輪更提供橫水渡服務，維持各離島社區間的緊密聯繫。每天，雙層渡輪環繞坪洲、長洲、芝麻灣及梅窩之間，為各離島居民能穿梭往來。

油蔴地小輪不單止為離島服務，渡輪更穿梭港九兩地及負起連貫中環至屯門、荃灣新市鎮等重要使命。

school in Hong Kong. Many of them use the time on the ferry to catch up on their homework. Close to the freight entrance are vendors with a large basket full of vegetables, which they bring to sell in the market in Hong Kong. Most goods available in the shops on the islands are also transported from town by ferry.

Although the commuter ferries are the most crowded during peak hours, vessels leave regularly from the Central and islands piers throughout the day. These serve the needs of housewives going into town to shop, casual visitors, and the many self employed people who work from the islands and travel into town at irregular intervals.

The community of the Outlying Islands is close knit. Throughout the day the twin deck inter-island ferry circulates between Peng Chau, Cheung Chau and two points on Lantau offering residents of the islands a convenient transport link.

There is much more to HYF than just the Outlying Islands services, however. The ferries also serve a vital role in criss-crossing



港內的渡輪服務包括北角來往九龍城、紅磡、觀塘，灣仔至紅磡及中環來往佐敦等航線。

油蔴地小輪更提供汽車渡輪服務。縱使今天使用汽車渡輪的汽車數目已不及第一條海底隧道通車前的多，但是汽車渡輪在繁忙時間發揮一定疏導交通的作用，而且是危險品車輛唯一的渡海途徑。

油蔴地小輪亦更提供往返香港以外的渡輪服務，在未來的幾年內，將大力拓展往蛇口、黃埔和澳門及其他地區的渡輪航班。

其實，油蔴地小輪不單提供固定航線的渡輪服務，部份三層船更可租用作環港海上遊。香港明珠——一艘美侖美奐的汽車渡輪，在頂層設有酒樓及夜總會。日間是城中的



上：客車渡輪

右：運載危險物品車輛往九龍

Above: Passenger-vehicular ferry  
Right: Dangerous goods on their way to Kowloon – an essential service



the harbour and linking Central to the New Towns of Tuen Mun and Tsuen Wan.

Cross harbour services provide convenient connections between North Point and Kowloon City, Hung Hom and Kwun Tong, Wanchai and Hung Hom and from Central to Jordan Road.

Vehicular transport across the harbour is entrusted entirely to HYF. Although the ferries are less used today than in the years before the first Cross Harbour Tunnel was opened, they provide a valuable alternative during periods of intense traffic congestion and are still the only method of harbour crossing permitted for vehicles carrying dangerous goods belonging to categories 2 and 5.

HYF also supplies services to destinations outside Hong Kong, an aspect of its operations likely to see major expansion over the next few years, with regular sailings to Shekou, Whampoa and Macau.

Not that a voyage on an HYF ferry need involve any particular destination. Some triple deck ferries for example can be hired for private functions including harbour cruises.



“點心”勝地：夜間搖身一變成為璀璨生輝兼有現場表演節目的遊覽船，遊人在船上瀏覽兩岸五光十色的夜景，為港海內增添一份特色。

七十年來，油蔴地小輪已成為維多利亞海港景色的一部分。現在距九七年香港回歸中國的日子尚有數年時間，香港及油蔴地小輪均處於轉捩點。隨著中港經濟密切聯繫，為油蔴地小輪提供更多機會，繼續為香港市民服務。小輪公司極具信心能繼續肩負香港的海上運輸重任，穿梭中國及香港兩地。

The brightly coloured vehicular ferry, Pearl of Hong Kong, is one of the most distinctive sights in Hong Kong's harbour and has a top deck that doubles as a restaurant/night club. By day it is one of the town's most popular dim sum palaces — by night it glitters with glamour and offers live entertainment as well as a marine tour of Hong Kong's legendary lights.

For seventy years in and around Victoria harbour HYF has been part of the scenery. With the resumption of Chinese sovereignty over Hong Kong in 1997 just a few short years away both the territory and the company stand at a turning point. Closer economic union with China opens up exciting new vistas of opportunity for HYF in serving the evolving needs of the people of Hong Kong. Of one thing the company is confident — HYF ferries will be sailing through the waters of Hong Kong and China for many years to come.



上：油蔴地小輪第一艘柴油發動的渡輪—民昇

右：提供點心美食的海上酒樓

Above: HYF's first diesel ferry 'Man Shing'  
Right: Floating restaurant – the place for gourmet food





創辦與戰前年代  
一九二三至一九四五

香

港早於一八六零年，  
已出現商業的海上運  
輸，行走港島與九龍  
半島之間。



FOUNDING  
AND  
PRE-WAR  
ERA  
1923-1945

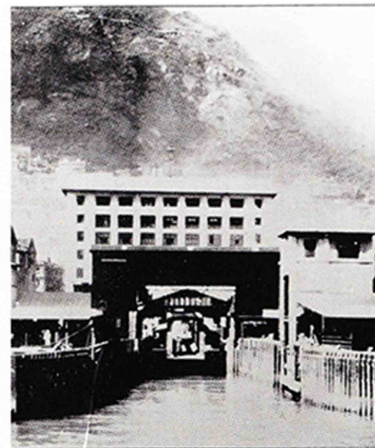
Commercially operated marine transport of one kind or another has operated between Hong Kong Island and the nearby mainland ever since 1860.





左：一九二六年的香港島  
上：一九三零年的租底利街碼頭

Left: Hong Kong Island in 1926  
Above: Jubilee Street Pier in the 1930s



香港開埠初期已具備自由貿易的精神，及至二十世紀初期，要求訂立公共運輸監管規則之聲漸見明朗。政府遂於一八九八年發出第一個渡輪專營權與經營中環至尖沙咀的運輸機構。至一九一六年，共有十六間渡輪公司以木製船隻行走港九兩地，競爭非常激烈。

一九二三年，當時香港總督司徒拔爵士決定管制渡輪服務。以油蔴地小輪創辦人劉德譜先生為首的財團決定參與投標承辦渡輪服務，並成功地取得專營權。香港油蔴地小輪船有限公司於一九二三年十一月五日正式成立，註冊及發行股本為港幣四十萬元。在劉德譜先生及劉景初先生的聯合領導下，小輪公司開始經營三條來往中環至深水埗、旺角及油蔴地的渡輪航線。

From the earliest days of its development Hong Kong was a natural home for the spirit of free enterprise, but by the early twentieth century the need for a little light regulation for public transport was becoming apparent. Although the first government franchise to a ferry operator was issued in 1898 for the route between what is now known as Central and Tsim Sha Tsui, by 1919 there were 16 ferry companies using wooden hulled boats in direct competition on other routes across the harbour.

In 1923 the government under Governor Sir Reginald Edward Stubbs decided that ferry services should be regulated. Tenders were called for and the submission of a consortium of businessmen led by Mr Lau Tak Po who became the founders of the Hongkong and Yaumati Ferry Company was accepted. The Hongkong and Yaumati Ferry Company was incorporated on November 5, 1923 with authorised and issued capital of HK\$400,000. Under the joint managing directorship of Mr Lau Tak Po and Mr Lau King Cho the company began operations on



當時的票價，頭等一毫、二等四仙及三等二仙。由公司開始營運至今，一直沿用以等級類別收費的政策，以配合不同人士的需要。

一九二六年，當時的管理階層眼光遠大，洞悉汽車渡海的需要，創辦人劉德譜先生續向政府建議興建汽車渡輪碼頭。意見被接納，並隨即展開籌備工作。與此同時，油蔴地小輪船公司積極擴展船隊，並爭取承辦新航線的專營權。一九三三年三月六日，中環租庇利街至佐敦道之載客、載車渡輪航線開始投入服務。

油蔴地小輪船公司另一業務發展里程碑，是在一九三八年成功取得開辦往離島渡

輪服務的專營權。服務範圍由中環至青山、青衣、荃灣、坪洲、長洲及香港最大島嶼——大嶼山之梅窩、東涌及大澳。

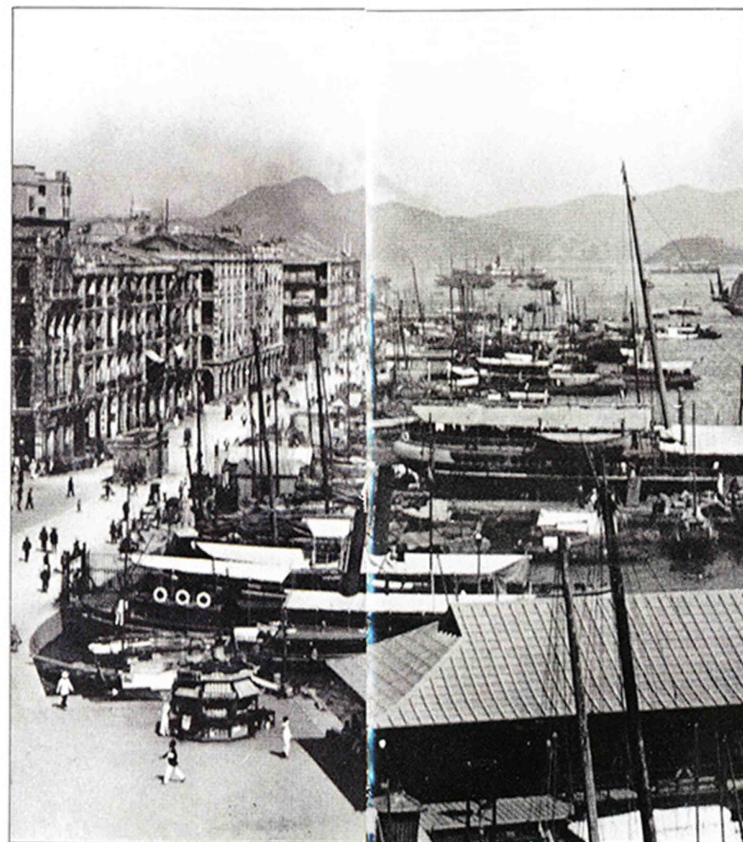
離島線通航後，佔人口大部分的香港島居民前往離島倍感方便。

一九三九年，油蔴地小輪船公司的除稅及專營稅前經營溢利達港幣四十六萬五千元，在亞洲運輸業中創下成功典範。可是，戰雲開始瀰漫。

戰爭一觸即發，政府徵用油蔴地小輪船隊共三十一艘渡輪，包括四艘客車兩用渡輪及兩艘駁船。後來，日軍佔據香港並接管海上運輸交通至戰爭結束。戰後，仍能運作的渡輪只餘二十一艘。

左：一九三零年的香港海傍

Right: The Praya in the 1930s



three cross harbour routes linking central Hong Kong with Sham Shui Po, Mong Kok and Yau Ma Tei.

In those days a first class fare cost 10¢, second class 4¢ and third class 2¢. From the beginning the company operated a differential fare structure to cater for different passenger needs, a policy it maintains to this day.

Right from the start the early managers of HYF thought big. In 1926, by which time a need for some form of cross harbour vehicular transport had become apparent, the founder Lau Tak Po approached the government with a proposal for the construction of vehicular ferry piers. The idea received approval. Planning for the piers began, and while awaiting their completion the HYF continued to expand its fleet and to gain additional franchises for new routes. On March 6, 1933 the Jubilee Street-Jordan Road passenger and vehicular ferry service commenced operations.

The next real milestone in the development of HYF's services was a franchise issued in 1938 to operate services from Central to

the outlying districts, including Castle Peak, Tsing Yi, Tsuen Wan, Peng Chau and Cheung Chau, and three destinations – Silvermine Bay, Tung Chung and Tai O – on the largest of Hong Kong's Outlying Islands, Lantau.

For the first time the offshore islands and remoter areas of the New Territories became accessible to the greater population of Hong Kong, while the outlying islanders gained a regular link with the city.

In 1939 the HYF reported a record profit before tax and royalties of HK\$465,000 and was established as one of the great success stories of Asian transport. The clouds of war, however, were gathering.

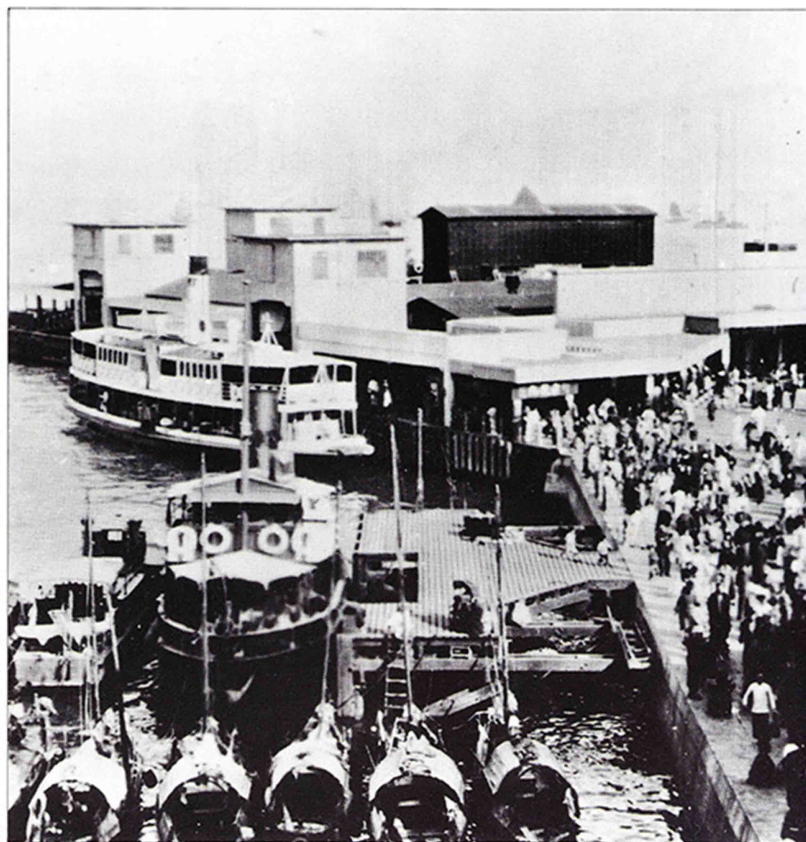
At the outbreak of hostilities the government requisitioned the entire HYF fleet, which at that time consisted of 31 vessels, including four combined passenger and vehicular ferries and two steel pontoons. These were subsequently taken over by the occupying Japanese forces who controlled all cross harbour traffic until the end of the war. Only 21 vessels were returned to the



與日軍抗戰的三年零八個月（一九四一年十二月至一九四五年八月）的艱苦歲月裏，香港各處滿目蒼夷。憑著香港人不屈不朽的精神，抗戰勝利後社會和商業活動迅速回到一切如常的軌道上。在這方面油蔴地小輪公司亦是典型的例子。

油蔴地小輪以那年代的積極精神開始重建船隊。維修受損壞及追尋失蹤渡輪的工作不斷進行。部份渡輪在戰爭期間被故意沉毀以阻塞海港，須進行打撈工作始可尋回。

一九四六年四月，油蔴地小輪重新投入服務。由於和平初期，貨幣供應短缺以致兌換戰時貨幣相當困難，油蔴地小輪便於復航首三天實行免費乘船。隨著時代的變遷，油蔴地小輪抓緊戰亂後的時機將船隊由蒸氣發動轉為較潔淨及有效率的柴油發動。小輪公司亦進入第二期的高速發展。



左：一九三七年時渡海的情況  
上：一九三七年的租庇利街碼頭  
右：戰前的油蔴地小輪

Left: Preparing to cross the harbour in 1937  
Above: The Jubilee Street Pier in 1937  
Right: HYF just before the war



company in working order.

The fierce fighting of the battle for Hong Kong and the Japanese occupation from December 1941 to August 1945 dealt a bitter blow to the territory. It is characteristic of the indomitable spirit of the place that it very swiftly returned to an approach of "business as usual." In this respect HYF was a typical Hong Kong company.

Very much in the spirit of the times HYF set about rebuilding its fleet. Work began on repairing the severely damaged vessels and tracing those which had gone missing. Some, it transpired, had been scuttled in an attempt to block the harbour approaches.

A decision was taken to create an opportunity from the disaster. HYF resumed its services in April 1946. It operated ferries for free for three days, since the reversion to Hong Kong currency from the wartime exchange had created a shortage of money. HYF had prospered during the age of steam, but now saw the need to move with the times. The entire fleet was converted to diesel, which was cleaner and more efficient. The company had entered its second stage of rapid growth.



## 戰 後 發 展

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九四八年，油蔴地小輪船有限公司的註冊股本增至港幣五百萬元並投資購買新船及開辦新航線。三年後，註冊股本已增至港幣三千萬元。



## POST-WAR GROWTH

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In 1948 HYF's authorised capital was increased to HK\$5,000,000 and investment in new ferries and routes began. Just three years later authorised capital was increased again, this time to HK\$30,000,000.



五、六十年代，香港經歷人口與財富的增長，而油蔴地小輪業務隨之蒸蒸日上。在這段時期，航線數目不斷增加，小輪成為最實用及最具經濟效益的交通工具。載客紀錄年創高峰。

一九七零年，油蔴地小輪接載乘客超過二億人次，較一九四六年的二千萬人次增長達十倍之多。可是這個趨勢未能持續，一九六八年，香港政府宣佈興建過海隧道，對貫通港九的渡輪業務首次構成沉重的競爭壓力。

海底隧道於一九七二年通車後，對油蔴地小輪的影響便顯現，同年小輪公司的經營溢利下降百分十一。不過，油蔴地小輪公司早已作出部署，轉向多元化發展，務求配合不同市民的需要，並開闢多個收入來源。

首先是引進三層船以取代較細小渡輪，使整體營運效率得以改善，並開始拓展週末



上：一九五九年的汽車渡輪服務  
右：油蔴地小輪第一艘三層渡輪「民昇」號的下水禮

Above: Queuing up for the vehicular ferry in 1959

Right: Launching HYF's first triple-deck ferry 'Man Shing'



As Hong Kong's population and wealth grew through the 1950s and 1960s HYF prospered accordingly. During this period ferries were the most practical and economical route to a continually growing number of destinations, and the patronage broke records year by year.

In 1970 HYF carried around 200 million passengers — a tenfold increase over the 20 million it had carried in 1946 — but it was already clear that the trend could not continue. In 1968 the government had announced that there would, for the first time, be serious competition to the ferries between Hong Kong and Kowloon. A Cross Harbour Tunnel was to be built.

The implications of this were clear to all. When the tunnel opened in 1972 HYF profits immediately dropped by 11%. But the company had already responded, beginning to diversify its services to meet different public needs and create new profit centres.

Overall efficiency was improved by the substitution of large triple deck ferries for the smaller vessels, and the company began to



旅遊航線渡輪服務。此外為滿足要求較高的乘客，小輪公司引進收費較昂貴的冷氣水上的士，並恢復已停頓了三十年的往返中國大陸渡輪服務。

管理階層堅持以渡輪服務為中心的多元化發展策略，包括旅遊、海上酒樓、碼頭超級市場及負責維修船隻的船廠。小輪公司更開始投資興建工廠大廈。

八十年代至九十年代初期，多元化計劃擴展至酒店業務及向其他渡輪公司提供管理服務。多元化策略對增加收入來源，以抵消渡輪業務面對的競爭頗具成效。

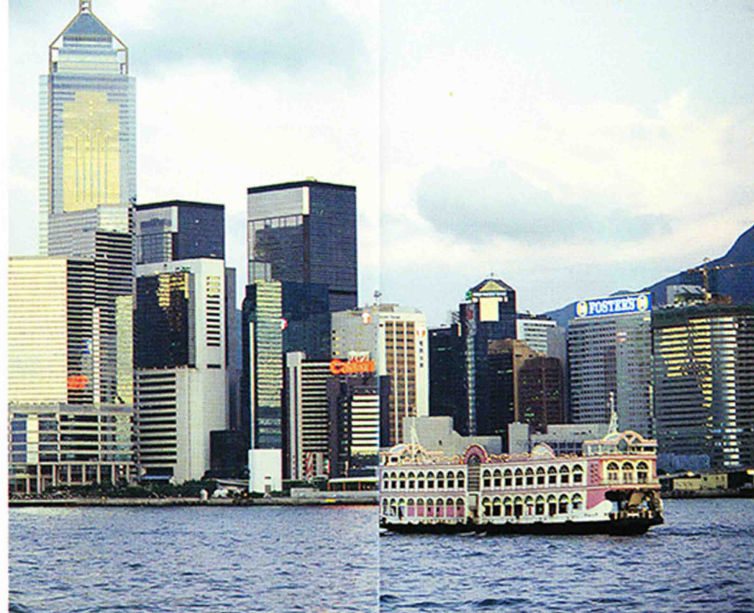
地下鐵路於一九八零年通車，令渡輪乘客急劇下降百分之五十；地下鐵路港島線及東區海底隧道通車後，為小輪公司帶來負面

的影響。一九八九年，恒基兆業發展有限公司收購油蔴地小輪船有限公司大部分股權，並推行集團重組計劃。

香港小輪（集團）有限公司於一九八九年成立，而油蔴地小輪船有限公司則成為其全資附屬公司。各附屬公司在集團的領導下，在其專業範疇內享有自決權，油蔴地小輪船有限公司亦能更具彈性地在香港及外地尋找與渡輪業務及相關的業務發展機會。

二十一世紀即將來臨，油蔴地小輪船有限公司將面對自戰後重建以來最嚴峻的考驗。

渡輪服務的角色已經轉變。公眾對公共交通工具更多的選擇，部份路線以往只由油蔴地小輪提供服務。



上：香港明珠漫遊維多利亞港  
右：屯門的港輪超級市場

Above: Pearl of Hong Kong  
cruising the harbour  
Right: The HYFCO supermarket  
in Tuen Mun



develop services on weekend excursion routes. It also began to address the new requirements of a more demanding clientele by introducing air conditioned water taxis charging premium price fares, and recommenced services to China after a 30 year suspension.

Diversification into other businesses synergistic with ferry services was also a key part of the management strategy. These included a travel agency, floating restaurants, a chain of supermarkets near the piers, and a shipyard able to handle ferry maintenance and repairs. The company also began to invest in industrial property.

During the 1980s and early nineties, further diversification into the hotel business and providing management services to other ferry companies followed. Results soon vindicated the strategy of finding alternative sources of income as new competition to the ferries came on stream.

The opening of the Mass Transit Railway in 1980 saw the number of ferry passengers drop by 50% and the opening of the MTR's

Island Line and the Eastern Harbour tunnel also had negative impacts on ferry loads. In 1989 the acquisition of a major stake in HYF by Henderson Land provided the occasion for a corporate reorganisation.

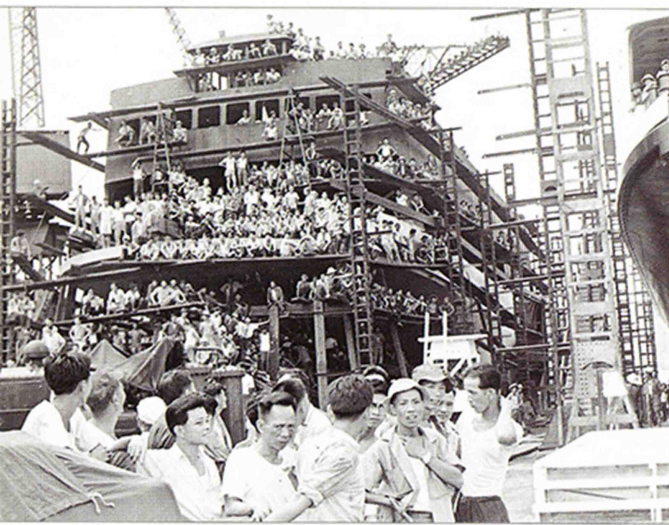
The Hong Kong Ferry (Holdings) Company Ltd, of which the Hongkong and Yaumati Ferry Company Ltd is a wholly owned subsidiary, was formed. Each subsidiary under the new group umbrella has the autonomy to pursue its own particular area of expertise, giving HYF the flexibility to seek out new opportunities in ferry and ferry related services in Hong Kong and overseas.

As the turn of the century approaches, the Hongkong and Yaumati Ferry Company finds itself operating in the most challenging environment it has faced since the post-war period of reconstruction.

The role of the ferry service has changed. The public now enjoys a choice of several different modes of public transport along routes which were once served exclusively by ferries.

Nevertheless, the HYF remains the only





左上：一九六二年在黃埔船塢興建中的「民定」號  
 右上：下水時的情景  
 右：一九八零年「民和」號下水禮  
 最右：渡輪停泊於船塢

Above: 'Man Ting' under construction at Whampoa Dockyard, 1962  
 Above right: Down the slipway  
 Right: Launching the 'Man Wo', 1980  
 Far right: High and dry





不過，油蔴地小輪依然是離島區對外的主要公共交通工具，並提供運載危險品車輛的渡輪服務。與此同時，小輪公司亦深明加強現有服務及提高服務質素的重要性，以滿足現代乘客的要求。

像其他公共交通機構一樣，油蔴地小輪船公司同樣面對多重責任的壓力。公司的首要任務是為市民提供基本的渡輪服務，不論航線是否有利可圖，這是公司的社會責任。

但作為一間專利事業機構，油蔴地小輪船有限公司同樣須向政府負責，及向其股東負責，使他們獲得合理投資回報。

近年，香港逐漸轉變為一個政治化的社會，工商業同樣須面對這個轉變。各公共交通機構，包括油蔴地小輪在內，均須接受政治團體的監察及批評，而政治團體須向選民負責。在這種新環境下，管理階層須負上額外的責任，無形中須付出額外時間與成本。

viable means of public transport to the majority of Outlying Island destinations, and has a secure role as a supplier of vehicular ferry services to carriers of dangerous goods. At the same time, the company recognises a clear need to upgrade its existing services and develop new ones of progressively higher quality in line with new and more demanding passenger expectations.

Like other public transport operators HYF has to contend with the pressure of multiple responsibilities. First and foremost, the ferries must serve the public — it is the company's social responsibility to provide an essential community service on both profitable and unprofitable routes.

However, as a franchise business, HYF also has a responsibility to government, and to its shareholders, who are entitled to a return on their investment.

A further dimension to business in recent years has grown out of Hong Kong's emergence as a more politically conscious society. The public service transport companies, including HYF, have been opened up



上：組織您的旅行團  
下：大嶼山銀灘灣酒店  
右：三層渡輪

Above: Organising your travel  
Below: The place to stay on Lantau  
Right: Triple-deck ferries





由於沒有得到政府的任何補貼，油蔴地小輪船公司必須維持一定盈利水平，始能繼續提供服務。小輪公司一方面維持低票價政策，另一方面卻面對高成本及急劇的通脹。為解決這問題，油蔴地小輪船公司正積極開展優質的新式快速渡輪服務，為乘客提供另一個選擇，而票價方面，會更實際地反映成本，新服務亦可滿足要求日高的市民。

為達致上述目標，際此七十週年，小輪公司斥資港幣七千萬餘，購買兩艘高速雙體船。每艘雙體船能載客四百三十三人，在早上繁忙時間提高現有屯門往中環的載客量達百分之六十及縮短航行時間至三十分鐘之內，使渡輪服務成為更吸引的選擇，並有助紓緩屯門公路的擠塞情況。



上：往澳門的飛翔船

右：投資未來

Above: Hoverferry to Macau

Right: An investment in the future



to the scrutiny and criticism of politicians, who are in turn accountable to their constituents. Operating in this new environment places an additional responsibility on management, which consumes both additional time and cost.

For the continuation of its services to be possible, HYF — which neither seeks nor receives any form of government subsidy — must run as a profitable business. The company is obliged nevertheless to maintain a low fare operation in the face of mounting costs and spiralling inflation. In order to combat this problem HYF is increasingly looking to provide alternative premium quality services, which can be incorporated into a more realistic fare structure and for which there is a clear and growing public demand.

To that end HYF has marked its 70th anniversary by investing HK\$70 million in two high speed catamarans. Each catamaran accommodates up to 433 passengers, increasing peak capacity on the Central to Tuen Mun route by 60%, and will take less than 30 minutes to complete the journey between





左：時尚旅程 — 雙體船艙  
上：與乘客息息相關

Left: Travelling in style —  
cabin of catamaran  
Above: Keeping in touch  
with the travelling public



兩艘雙體船均為空氣調節、鋪設地氈及舒適座椅。附加設備包括電視鐳射影碟機，乘客在旅途可享用這些娛樂設施。另設貴賓室供舉行私人商務會議。

近年，香港市民對消費者權益越來越重視，對產品的質素越來越關注，與傳統上只注意價錢的觀念不同。小輪公司在發展及維繫與乘客的關係時必須考慮這因素，而小輪公司的成功，要建基於與乘客的良好關係。

公司與乘客的溝通至為重要，必須主動加強這種關係。小輪公司已透過各種傳播媒介包括印製乘客通訊，來改善油蔴地小輪的形象及透明度。從前鮮為人知的事物，如公司各方面的運作，將逐一向公眾介紹。

Tuen Mun and Central, making the ferry service still more attractive as an alternative to the congestion of the Tuen Mun highway.

Both catamarans will be fully air conditioned and carpeted and equipped with comfortable seats. Additional facilities include a TV laser disc player, that can provide entertainment during the voyage and a VIP room for private business meetings.

In recent years Hong Kong people have become much more aware of their rights as consumers, and more conscious of product quality relative to the traditional preference for low cost. HYF has had to take this factor increasingly into account in building and maintaining its relationships with passengers — always the cornerstone of the company's success.

HYF firmly believes in the benefits of a real dialogue between the company and its passengers, and several initiatives have helped to strengthen that relationship. Steps have been taken to improve HYF's public image and visibility via the media, including the publication of a bi-lingual passenger



油蔴地小輪亦成立乘客聯絡小組，收集經常使用渡輪的乘客的意見，從而不斷改善渡輪服務，令市民滿意。直接與乘客溝通是九十年代管理策略的主要元素。

貫徹上述策略，油蔴地小輪船公司將繼續在香港公共交通系統中扮演著重要的角色。除離島區及危險品車輛的渡輪服務外，

油蔴地小輪提供重要的支援，以紓緩海底隧道的擠塞或暫時性的關閉。再者，在某些航線上，小輪仍然是最符合經濟原則及便捷的渡海交通工具。

油蔴地小輪船公司需要政府及市民的支持，決意全力貫徹改善服務的政策，使香港大眾市民得益。



newsletter. Work has also been done to inform passengers about various aspects of company operations which they might not previously have been aware of.

HYF has begun to hold Passenger Liaison Group meetings with frequent users of the ferry service and is gathering opinions. As a clear picture of real passenger needs begins to emerge HYF is constantly fine-tuning its service and gearing it to greater public satisfaction. The enhancement of direct communication with passengers is a key element in management's strategy for the nineties.

Central to that strategy is ensuring that ferries continue to play a significant role in Hong Kong public transport. In addition to the essential Outlying Islands and dangerous

goods vehicular ferry services HYF supplies a vital back-up service for vehicular traffic at times of tunnel congestion, or in the event of temporary tunnel closure. Furthermore, on certain routes the company's ferries still provide the most economical and convenient means of crossing the harbour.

With the support of government and the public, HYF fully intends to maintain and develop its policy of investment in improved services throughout its network of routes — to the benefit of the Hong Kong travelling public as a whole.

最左：禮貌運動  
中：遠離繁囂的渡假人士  
右：攝影比賽

Far left: Campaigning for courtesy  
Centre: Getting away from it all  
Right: A photography contest







左：規劃環境地政司伊信太平紳士(左)與集團行政總裁王敏剛先生為保護環境作一點貢獻  
上：傳達訊息  
右上：保持空氣清新——船上反吸煙宣傳  
右下：兒童繪畫比賽的得獎者

Left: Mr A G Eason JP, Secretary for Lands, Planning and Environment, and HKF Chief Executive Officer, Mr Peter M K Wong, making a contribution to the environment  
Above: Keeping you posted  
Above right: Keeping the air clean – Anti-smoking promotion  
Below right: Children's drawing contest awards



## 展望將來

香

港正步入歷史中最重要  
的時刻，基本建設方面，  
在政府的大都會計劃下，  
海港正進行大規模的填海  
工程，港口與機場發展計  
劃亦如箭在弦。



## PLANNING AHEAD

In terms of infrastructural development Hong Kong is poised to enter the most exciting phase in its history, with large scale land reclamation in the harbour — under the recommendations of Metroplan — and the implementation of the Port and Airport Development Strategy (PADS) both on the verge of becoming realities.



在這瞬息萬變的時代，油蔴地小輪為達到其服務的目標，長遠的發展策略是必要的。小輪公司的管理階層已為未來十年內的擴展及改善渡輪服務定下藍本。

該等策略主要針對改善新界西北新市鎮及離島區的渡輪服務；開拓赤鱗角新航線及尋求南中國珠江三角洲及沿海地區的水上運輸發展機會。今年小輪公司購入兩艘高速雙體船，為船隊現代化立下里程碑。當新機場完成後，小輪公司希望得到港府的批准，開辦由赤鱗角至中環及屯門的專利渡輪服務，並提供往中國大陸的直接聯繫。

在大都會計劃下，港海填海計劃無可避免地使部份乘客及汽車渡輪碼頭需要遷拆，

更令部份服務需要暫時終止，小輪公司會藉此重整汽車渡輪航線。

小輪公司現正積極研究在服務終止期間，將有剩餘的船隻，特別是汽車渡輪，調往中國大陸行走的可行性。

基於對政府及市民的承諾，目前的票價結構局限了公司的盈利能力。故此，油蔴地小輪船公司正朝多元化的路向發展，積極尋求新的收入來源。

憑著七十年來的豐富運作經驗，油蔴地小輪船公司成為世界上最大及最具資歷的渡輪運輸機構之一。該等經驗將以管理服務的形式提供給其他國際性渡輪機構。現時由僑福集團開辦的香港至深圳機場的渡輪服

Previous page: Management team of HKF Group  
Above right: Serving the people of Tuen Mun  
Far right: High tech support  
Right: Providing management services for the Hong Kong-Shenzhen Airport Catamaran Ferry Service

上頁：香港小輪集團管理層  
右上：為屯門居民服務  
最右：高科技支援  
右：字航一號 — 為香港至深圳機場航線提供運作管理



In this dynamic context forward planning is clearly essential if the Hongkong and Yaumati Ferry Company is to achieve its service objectives. For this reason HYF management has drawn up a blueprint for the expansion and improvement of ferry services over the next decade.

The strategy focuses on improving services to the new towns in the northwestern New Territories, the Outlying Islands, and on new routes to Chek Lap Kok, as well as opportunities in Southern China.

As a milestone for modernising the services, two new high-speed catamarans are being introduced for commuter services. HYF is also studying the exciting opportunities of the Pearl River Delta, as well as the extensive marine transport requirements within the hinterland of mainland China, a region now economically and indissolubly linked with Hong Kong.

On completion of the airport, the company will be ideally placed to operate a franchised service, with the approval of the government, from Chek Lap Kok to Central

and Tuen Mun — as well as offering a direct connection to China.

Reclamation along the Hong Kong and Kowloon harbour coastlines under the Metroplan recommendations will involve the relocation of several passenger and vehicular ferry piers, and therefore the temporary suspension of some services. This presents an opportunity for the readjustment of some vehicular ferry routes.

During the period in which services are suspended the company will have a certain amount of surplus tonnage, particularly in the vehicular ferry category, and the potential for use of these vessels on short haul journeys to China is currently under intensive investigation.

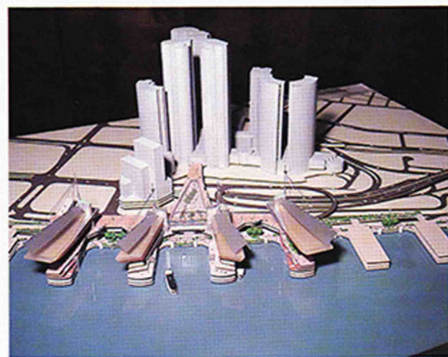
Because existing commitments to government and the public over fare structures severely limit the profitability of the company's commuter services, HYF has been obliged to seek opportunities for new sources of income. The company has diversified its operations accordingly.

As the operator of the largest ferry fleet



務，正是由油蔴地小輪船公司提供管理運作。小輪公司相信在中國提供渡輪管理服務必有一定的發展潛力。

除了為公眾提供渡輪服務外，小輪公司與私人地產發展商合作，提供特別的渡輪服務與屋邨住客。以優質的服務、合理的收費帶來的收益，來補足因社會必需但虧蝕的航線。



小輪公司將透過更新船隊、重新裝修碼頭及擴展往新市鎮、離島及南中國等渡輪航線，提供現代化、可靠及有效率的渡輪服務。在未來十年內，估計須投資不少於港幣六億元才能實現上述計劃。

在未來幾年內，小輪公司希望最重要的財政收入來源來自發展碼頭上蓋物業的收益。根據油蔴地小輪公司與政府的專營權合



in the world in terms of passenger capacity, and with 70 years of operational activity to its credit, the company is also probably the world's most experienced ferry operator. That experience is now available to other ferry companies internationally in the form of management services. The Hong Kong to Shenzhen Airport ferry service offered by the Parkview Group is operated by HYF and the company believes there is substantial potential in this area in China.

In addition to ferry services on public routes HYF has now begun to offer transport to individual housing developments with special commuter needs, offering a premium service at a reasonable cost while still making a profit to offset losses on unprofitable but

socially necessary routes.

The company aims at providing a modern, reliable and efficient ferry service through the renewal of its ferry fleet, renovation of the piers and expansion of routes to new towns, Outlying Islands and Southern China. The plan calls for a total investment of at least HK\$600 million over the next decade.

The most significant financial resource which the company hopes to be able to develop over the next few years, however, remains as yet untapped. Under the existing franchise agreement with government HYF has the right, with government consent, to develop properties over the ferry piers.

最左：計劃未來  
左：優質服務

Far left: Planning for the future  
Left: A premium service



約，小輪公司在獲得政府同意下，有權發展碼頭上蓋物業。

發展計劃經已提交政府審批，而該計劃亦對公眾有利。除可提升碼頭設施的質素，滿足今天的乘客要求外，物業發展帶來的收益，可大大減低增加票價的壓力及加強油蔴地小輪船公司對公眾的承諾。

該等承諾將以實質改善渡輪服務的形式，包括將繼續投資購買新船、更新船隊、改善碼頭設施及致力提高員工培訓，令香港市民受惠。

總括而言，油蔴地小輪船公司會為香港的未來繼續投資，並充滿信心地繼續為社會扮演重要的角色，邁向下一世紀。

Plans have been submitted to government for permission to undertake such developments, which would be in the public interest in two ways. As well as upgrading the pier facilities to the standard demanded by today's passengers, around \$300 million would be generated for reinvestment in the ferry service, considerably alleviating the pressure to increase fares, and strengthening HYF's public service commitment.

That commitment continues to take the form of tangible improvements in ferry services for the people of Hong Kong. HYF continues to invest in new vessels, major pier improvements, and in a more sophisticated level of staff training.

Above all, HYF is investing in the future of Hong Kong, in the firm confidence that it will continue to play a vital and significant role in the life of this community well into the next century.



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