

# 6 | Chairman's Statement

主席報告

*Hong Kong's  
betterment is  
always our goal*

In this auspicious Year of the Horse, and in my final year as your Chairman and as a Steward, I'm delighted to be able to report another very successful year for The Hong Kong Jockey Club in all facets of its operations. Not only did our business results maintain a steady upward trend, but more importantly our Charities Trust was able to donate a remarkable HK\$3.61 billion to charitable projects, which will have long-term strategic impact on the community and bring many benefits to Hong Kong people.

This huge charitable commitment comes close to doubling last year's figure of HK\$1.95 billion and means our donations have risen almost 270% since the Government allowed the Club to introduce football betting 11 years ago. This is on top of the substantial return the Club makes to the community through tax and duty payments, which totalled over HK\$19.58 billion in the past year and have increased by nearly 80% since 2002/03.

These growing contributions to society are the result of a vigorous strategic effort by the Club to strengthen its market competitiveness in the face of ever-growing competition from gaming operators elsewhere in the region and from illegal and unauthorised offshore bookmakers, as well as from other forms of leisure and entertainment. I am most grateful to our Club Members for their steadfast support for these endeavours.

As a not-for-profit organisation that has been a key contributor to the city's development over the years, we are very conscious of this social responsibility and are committed to helping keep Hong Kong people's gaming dollars on home turf, where they can generate widespread community benefits.

Our football betting operations were especially successful in year 2013/14, which included the first half of the World Cup, showing increased turnover of almost 23%. This was the result of a holistic, three-pronged approach of enhancing our products, launching targeted customer offerings to deliver service and information innovations, and co-operating with the authorities on law enforcement and education. These strategic efforts are important because we see growing public demand for football betting as more and more overseas matches are broadcast live in Hong Kong. This in turn has made illegal operators more active and aggressive, and their efforts to lure and retain customers more sophisticated.

Since 2003, we have been able to build one of the world's most successful football betting operations, with one of its major objectives being to channel local demand as far as possible to the regulated and responsible legal operator, thereby avoiding the draining of public funding and potential donations to local charities.

In horse racing, we had another excellent year with gross turnover rising a further 10%. Over the past eight years we have successfully reversed a declining trend in horse racing turnover and attendance, establishing Hong Kong as a model for the racing industry worldwide. This is thanks in large part to the formulation and implementation of a comprehensive customer segmentation strategy that has enabled the Club to understand and respond to the needs of different customer groups far better than ever before. Also significant has been the Government's agreement to reform the horse race betting duty structure in 2006 and, more recently, increase the number of racedays per season from 78 to 83.

In particular, our customer-centric strategy has led to the roll-out of a HK\$3.4 billion Racecourse Master Plan since 2010, under which a series of new or renovated venues has been launched over the past four years, tailored to meet the needs of different customer segments but all providing truly world-class facilities. In tandem with this we have repositioned horse racing as a social experience and introduced customised marketing programmes for various target groups,



for example the very successful Happy Wednesday branding which has made Happy Valley Racecourse a No.1 midweek entertainment hotspot for the young professional set.

The past year has seen the first two phases of the Racecourse Master Plan successfully completed, with popular new venues opened at both Sha Tin and Happy Valley. Meanwhile, we have already earmarked a further HK\$2.9 billion for Phase 3, with the first new venues due to come on stream in the year ahead.

Our commitment to making Hong Kong a centre of world-class racing excellence has not just been confined to the racing facilities. Equally important has been building our strengths on the track, for which I am most grateful to our horse Owners for their continued willingness to invest in top-quality thoroughbreds from around the world. This has been a critical factor in putting Hong Kong on the international racing map, with the past year being perhaps our most successful yet, both on home turf and overseas. At home our LONGINES International Races in December were widely praised as the best to date, and saw locally-trained horses taking three of the four International Group One races, while overseas we enjoyed double wins in both Dubai and Singapore...a series of remarkable and unprecedented achievements.

Hong Kong's high standing as a hub of racing development in the Asia-Pacific region was further reinforced in May by

our successful hosting of the 35th Asian Racing Conference, widely agreed to be the best ARC yet and certainly the largest, attracting a record 800-plus delegates from all over the world. Indeed it was probably the largest racing industry gathering forum staged anywhere in the world in both scope and scale, a testament to Hong Kong's growing role and status in international racing.

Another important development was the passing of legislation in July 2013, after many years of lobbying Government for change, to enable Hong Kong to participate in commingling. This is an exciting milestone for the Club as the international commingling of betting pools offers us further valuable opportunities to burnish Hong Kong's global reputation and develop the racing business to the community's benefit, as well as providing another opportunity to combat illegal bookmakers who thrive on the ability to arbitrage between varying odds in different jurisdictions.

During the latter part of last season, we made initial progress in rolling out commingling by entering into agreement with two major racing operators and distributors in the United States, potentially bringing Hong Kong racing into more than 50 million homes nationwide. Early in the new season, we expect to conclude and implement commingling agreements with Australia, New Zealand, Singapore and Macau, where there are already many keen followers of our racing product.

While the long-term potential of commingling is enormous, it remains a work in progress. So far we have only dealt with inbound commingling into Hong Kong's pools, not outbound commingling which is a fair and reasonable expectation by our partners and customers. Current limitations on the number of simulcasts also preclude us from being a more active partner. Addressing these issues will contribute to the internationalisation of horse racing, and thereby benefit Hong Kong's global status in the sport.

Another major racing project that has made progress in the past year, though still faces a number of hurdles, is our Conghua Racehorse Training Centre across the Mainland border in Guangdong. This is a key component of our strategy to meet world-class standards in every aspect of Hong Kong's racing product, as it will relieve the pressure on our current ageing training facilities at Sha Tin and significantly expand our existing capabilities.

As anticipated, however, it is also one of the most challenging projects the Club has ever undertaken as we are working in a completely new environment and have had to

address numerous technical and commercial issues with site formation, not to mention historically unusual wet weather that has adversely affected site work. To address these challenges and ensure we can realise the world-class facility we desire, we have appointed a new main contractor and also strengthened our own project resources in the past year. While these changes have resulted in delays to the schedule and will inevitably lead to some cost increases, this is a critical project for the Club and we remain firmly committed to bringing it into operation as soon as reasonably possible.

Besides being important for our racing development, the Conghua project is another reflection of our growing collaboration with Mainland China, which has made significant strides on a number of fronts in the past few years. The seven post-earthquake projects in Sichuan funded as part of the HK\$1 billion donation we pledged in 2008, at the time the Club's largest-ever single charitable donation, are now completed and operational, and have been hailed as role models for combining hardware with software to deliver community benefits. They complement our long-standing collaboration with two national sports lotteries on the Mainland that support community projects there. Also, by way of giving back to Mainland residents and helping to promote sports and healthy living nationwide, as we do in Hong Kong, we agreed during the past year to support China's Community Fitness Programme.

Turning to the membership side, 2013/14 was again a most successful year. Our membership and clubhouse operations play an important role in promoting the Club's brand and, indeed, are the foundation on which the Club was created. Over the past four years alone, we have invested over HK\$950 million in enhanced facilities for Club Members at the racecourses and clubhouses, including the provision of 17 new or refurbished venues. The popularity and success of these enhancements can clearly be seen, as patronage levels have in all cases increased. Indeed, we foresee that demand will start to exceed capacity at Happy Valley Clubhouse in the not-too-distant future.

We have therefore taken a major step to address future growth and member needs by committing to build an extension at Happy Valley Clubhouse on the adjoining site of the former stable block. This will also enable us to offer a wider range of facilities to meet the changing profile of our members. Currently we are conducting a detailed feasibility study of this HK\$2 billion-plus project and drawing up initial design plans. Incidentally, we have also committed to refurbishing the neighbouring Shan Kwong Road Park, a public recreational facility, as part of this project.

In the meantime, our discussions with Government continue on renewal of the current leases for Sha Tin Racecourse and Clubhouse. While good progress has been made over the past year, discussions have not as yet been concluded, which is a pity as renewal of these leases is a prerequisite of our plans to invest further in these two important facilities. This in turn will bring more long-term community value to the people of Hong Kong.

Meanwhile on the Mainland our Beijing Clubhouse continues to set the standard for hospitality excellence, providing much-appreciated services both for our Hong Kong members visiting the capital and our growing number of Mainland Members.

On the Charities Trust side, the substantial increase in our donations this past year to an unprecedented HK\$3.61 billion is not only a measure of the large number of projects supported, 168 in total, and amounts involved, but also a reflection of our commitment to supporting more meaningful projects. We took a strategic decision to expand our contributions and look proactively for projects with impact that could address issues of concern in the community in the longer term, thereby building a better Hong Kong over time. These initiatives cover various areas of medical and health services, especially the needs of the middle-class and the elderly; support for the disabled; and investment in education and youth development. We should stress that this is not a "one off" but a level of contribution that we aim to maintain in the coming years, so long as the Club is given the opportunity to stay competitive and channel local gaming demand into the legal market, in the face of such strong illegal competition.

An especially notable major donation is the HK\$1.3 billion we have committed for The Chinese University of Hong Kong to establish a teaching hospital on its campus in Sha Tin. This project has the Government's full support and will be of particular benefit to the city's sandwich-class and elderly residents, as it will be the first hospital in Hong Kong to offer package pricing, which will bridge the gap between expensive private healthcare and the excellent but overburdened public services. In particular, it will help shorten waiting times for affordable treatment of some commonplace ailments among the elderly, like eye cataracts. Our donation will also enable the University to set up and operate an Institute of Ageing for five years, riding on the outreach services provided by the hospital. In total, some 250,000 people are expected to benefit from its inpatient, outpatient and training facilities.

Also recently we have approved a HK\$271 million donation for the Hong Kong Academy of Medicine to set up the Jockey Club Disaster Preparedness and Response Institute, with the support of two medical schools in Hong Kong and international experts from Oxford and Harvard Universities. This is a most innovative project whereby through capacity building and community programmes, the Institute will train local leaders and healthcare professionals in disaster management. Having seen the value of such a facility in Sichuan, we believe this will be an important initiative in strengthening the city's preparedness and capabilities for handling a disaster or major emergency, as well as for establishing Hong Kong as a regional hub for disaster preparedness and response training.

Another notable donation has gone to launching the Jockey Club Inpatient Facilities Modernisation Scheme, for which the Charities Trust has donated HK\$253 million to the Hospital Authority (HA) to install ceiling hoists and electrically-operated beds at public hospitals citywide over the next three years. These will not only provide more comfort for immobile patients and reduce medical complications, but also minimise the risk of occupational injury among nursing and healthcare staff. It will enable the HA to achieve 100% provision of electrically-operated beds in those wards with highly dependent patients. Another HK\$54.7 million grant to the HA will support the redevelopment of the Cancer Research Laboratory at Queen Elizabeth Hospital, which will improve the diagnosis, monitoring and treatment of cancer, benefiting many affected patients in the long run.

Helping the disabled and championing their reintegration into society has long been another of our major concerns. A further substantial commitment we have recently agreed is a HK\$600 million donation to the Hong Chi Association for the development of its Pinehill Village complex at Tai Po, which provides special needs education and residential homes for children with mental disabilities, as well as vocational training for those of adult age. We have been supporting Hong Chi since 1975 and this latest donation will cover the construction of three new buildings, encompassing nine service units and providing a total of 1,117 residential, day care, vocational training and rehabilitation places. It will make Pinehill the largest and most comprehensive rehab complex in Hong Kong.

As regards youth development and education, the Jockey Club Innovation Tower at Hong Kong Polytechnic University, built with the support of a HK\$249 million Charities Trust donation in 2011, was officially opened in March. Housing PolyU's highly-regarded School of Design and a new Jockey Club Design Institute for Social Innovation, it is both a striking addition to the Hong Kong skyline and a valuable community asset, serving as driving force for enhancing the city's development as a design hub in Asia. Besides directly benefiting some 1,500 students, its community education activities will reach out to some 10,000 local people each year. We have also created the Jockey Club Design for Society Student Award to nurture young talent with the character to create impact for the good of society.

Meanwhile we have made a HK\$200 million donation to the Chu Hai College of Higher Education to fund part of the construction cost of its new college complex in Tuen Mun, and a HK\$44.8 million donation to Hong Kong College of Technology to support conversion work at its new campus and launch a three-year service learning project. Another HK\$200 million has been granted to Hang Seng Management College to fund construction of its Student Residence Halls near Sha Tin – one of numerous Club donations over the years to support student hostel development at Hong Kong's tertiary institutions, though the first to a privately-funded college.

These are just a few examples of the hundreds of different projects that were newly-funded or newly-launched last year thanks to Charities Trust donations, widely varying in scope and scale but all contributing in their own way to the community.

Meanwhile, I'm happy to report that another major Trust-funded initiative, the Central Police Station Revitalisation Project, continues to make encouraging progress. Restoration work on the 16 historic buildings is now well under way, as is construction of the two new arts buildings. In the past few months we have issued Requests for Proposals to invite qualified parties to run the heritage and contemporary art operations at the site as well as its commercial operations, and have set up two expert selection committees representing wide community interests to evaluate these proposals. Barring unforeseen setbacks, the revitalised compound should be ready to open to the public in 2016. I am confident it will be a project of which Hong Kong people can feel proud, reflecting international best practices in heritage conservation and, we hope, setting a benchmark for other heritage conservation projects in Hong Kong.

In conclusion, then, I believe that as the Club moves into its 130th Anniversary year, it remains in great shape both in its roles as a provider of world-class sporting entertainment and as a major contributor to the Hong Kong community. Our financial position is very secure, with reserves standing at an all-time high, while the soundness of our business strategies is reflected in the material improvement in our operational results over recent years. This has enabled us to provide significantly increased returns to the community through tax payments and charitable donations.

Nevertheless, we should not be complacent as our business continues to face challenges on a number of fronts, notably from illegal and unauthorised gambling operators who never miss an opportunity to target Hong Kong people, the growing number of Asian countries and regions now operating or planning to legalise casinos, and the largely unregulated junket operations that tend to follow in their wake, again frequently targeting Hong Kong people. We also consider the opening of the Hong Kong–Macau Bridge, scheduled for 2016, to pose a further challenge.

As I have always stressed, the Club is not afraid of competition. All we ever ask for is the opportunity to stay competitive in the face of these growing challenges, and to compete on a level playing field. In this regard, we need the support and understanding of these challenges from our Government and the community at large, and courage on the part of Government to address them, as it's a battle Hong Kong simply cannot afford to lose. The Club's not-for-profit business model is a wonderful example of social innovation on Hong Kong's part that brings enormous value to the community and commands the envy of many other jurisdictions overseas.

On a personal note I consider myself extremely privileged and grateful to have been given the opportunity to chair this unique organisation, truly a force for good in the Hong Kong community. It has been a most enjoyable experience and I would like to thank all Club Members for their loyal support, as well as my fellow Stewards particularly our Deputy Chairman Dr Simon Ip, the Board of Management under the most able leadership of Chief Executive Officer Winfried Engelbrecht-Bresges, and our dedicated staff. I am confident the Club will continue to move forward in the years ahead, and I shall continue to take a close interest in its progress. Thank you all most sincerely.

**T. Brian Stevenson**

Chairman

25 July 2014

# 美好香港 馬會願景

今年是喜氣洋洋的馬年，也是我擔任馬會主席及董事的最後一年。香港賽馬會年內在各業務範疇，均取得極大成功，實屬可喜。我們的業績繼續穩步上揚，更重要的是，香港賽馬會慈善信託基金作出的捐款高達三十六億一千萬港元，支持多項慈善項目，惠澤香港市民，為社會帶來長遠策略性裨益。

今年慈善信託基金的捐款，是去年十九億五千萬港元的差不多兩倍；自十一年前政府批准馬會推出足球博彩以來，基金的捐款已上升約二點七倍。此外，馬會亦透過繳交博彩稅、獎券博彩稅及其他稅款回饋社會；去年，有關稅項總額超過一百九十五億八千萬港元，較二〇〇二/〇三年度上升近百分之八十。

馬會的社會貢獻與日俱增，有賴其積極的策略，致力加強自身的市場競爭力，在日趨激烈的競爭環境中，應付區內其他博彩營運商、非法離岸外圍莊家及其他消閒娛樂活動帶來的挑戰。我衷心感激馬會會員的忠實支持，助我們能成功推行相關策略。

作為非牟利機構，馬會深明自身的社會責任，多年來致力貢獻香港的發展；我們竭力「取諸社會、用諸社會」，將博彩收入用於本港發展，致力為社會謀福祉。

世界盃前半部分賽事在二〇一三/一四年度內舉行，造就馬會足球博彩業務尤為成功，投注額上升約百分之二十三。此一佳績，全賴我們的整體策略，不但改善產品質素，更推陳出新，向客戶提供最佳服務和最新資訊，同時與執法機關合作，並加強公眾教育，三管齊下提升服務。由於越來越多的海外足球賽事在香港直播，帶動公眾的足球博彩需求，卻同時令非法外圍莊家日益猖獗，吸引客戶的優惠更層出不窮，因此，推出相應策略應對，對我們而言至為重要。

馬會自二〇〇三年起發展足球博彩業務，至今已成為全球最成功的足球博彩營運機構之一。我們的其中一項主要目標，乃將本地的足球博彩需求，盡量轉至合法的受規管博彩機構，以防非法賭博活動蠶食公眾資源及本地慈善捐款。

今年，馬會賽馬業務表現卓越，投注總額上升百分之十。過去八年，馬會成功扭轉了賽馬投注額及入場人數的跌勢，致力將香港打造成全球馬壇的典範。能取得如此佳績，全面的顧客分類策略居功至偉，助馬會加深了解及回應不同客戶群的需要。此外，政府於二〇〇六年同意改革賽馬博彩稅制度，以及近年同意將每季七十八個賽馬日增至八十三個，同樣是令賽馬業務穩步上揚的成功關鍵。

在以客為尊的前提下，馬會自二〇一〇年起，推出馬場發展大綱，於過去四年間，撥資三十四億港元，建造及翻新一系列世界級設施，以迎合不同顧客群的需要。同時，我們將賽馬重新定位為社交消閒活動，更為不同目標客戶群度身訂造各項市場推廣活動，Happy Wednesday品牌便是當中的佼佼者，成功將跑馬地馬場打造成年青才俊週中的娛樂熱點。

去年，馬場發展大綱的首兩個階段已圓滿結束，分別於沙田及跑馬地增設了多個深受歡迎的場地設施。與此同時，我們已為發展大綱的第三階段預留二十九億港元，當中首批新設施將會在來年投入服務。

我們致力將香港打造成世界級賽馬中心，這不限於改善賽馬設施，提升賽駒質素亦同樣重要。我衷心感謝各位馬主持續不斷的投資，從世界各地購入高質素的賽駒，令香港在國際馬壇穩站一席。去年堪稱是我們歷來最成功的一年。十二月舉行的浪琴表香港國際

賽事，被譽為歷來最精彩出色的一屆，本港佳駒於當天四項國際一級賽中摘下三冠；年內我們的佳駒更於海外賽事取得空前成功，先後於杜拜及新加坡高奏凱歌。

馬會於五月成功舉辦第三十五屆亞洲賽馬會議，進一步奠定香港作為亞太區賽馬中心的地位。會議吸引來自全球逾八百名業界人士出席，人數為歷屆之冠，更廣被視為歷來最成功的亞洲賽馬會議。事實上，是次會議不論在涉獵議題及規模上，均堪稱全球最大型的賽馬論壇，足證香港在國際馬壇的地位舉足輕重。

另一項重要發展是有關匯合彩池的法例在二〇一三年七月獲得通過，令香港得以參與國際匯合彩池營運，有助向海外推廣香港的世界級賽馬產品，並持續發展其賽馬業務，進一步貢獻社會。此外，匯合彩池更可堵塞外圍莊家利用不同賽馬地區的賠率差異進行套戥，有助打擊非法外圍活動，誠屬本地賽馬發展的重要里程碑。

去季後期，馬會與美國兩間主要賽馬博彩營運機構及賽馬電視網絡達成合作協議，將香港賽事推廣到五千多萬個美國家庭，為推出匯合彩池取得初步進展。來季初，我們預期將會與澳洲、新西蘭、新加坡及澳門的賽馬地區簽訂及實行匯合彩池協議，事實上，香港賽馬產品在這些地區早已深受歡迎。

長遠而言，匯合彩池潛力巨大，但其全面發展仍需按部就班地推行。匯合彩池是本港與海外賽馬地區的雙方合作，雙向發展；但目前馬會暫只安排海外夥伴機構的顧客投注於香港彩池，而未能將香港賽馬會顧客的投注匯進海外夥伴機構的彩池，在這情況而言，我們未能滿足海外賽馬夥伴的合理期望。其中原因是我們匯合彩池的安排受制於海外轉播賽事數目的限制。一俟有關問題得以解決，匯合彩池定能促進賽馬進一步國際化，提升香港賽馬運動的世界地位。

馬會另一個發展中的重要項目，乃在中國內地的廣東省從化市建設從化馬匹訓練中心。有關項目的發展雖然仍然面臨種種挑戰，但去年在某些方面取得一定進展。從化馬匹訓練中心是我們的重要策略之一，將可舒緩沙田馬匹訓練設施日趨老化的壓力，大幅增加及改善馬匹訓練設施，將香港的賽馬產品全面提升至世界級水平。

從化馬匹訓練中心是馬會預期中最富挑戰性的項目之一。因為項目是在一個全新的環境下進行，牽涉大量的技術及商業問題，加上不尋常的降雨量嚴重影響了工程進度。為應付上述種種挑戰，我們去年委任新的承辦商負責項目的主要工程，並增撥資源，確保能按計劃建造出世界級賽馬設施。雖然上述改動令工程有所延誤，亦將無可避免地增加了工程成本，但中心是馬會的重要項目，故我們會堅持盡快完成有關工程，確保其投入運作。

從化項目除了有助賽馬業發展，亦彰顯馬會與中國大陸的合作日趨緊密。實際上，過往幾年，馬會與國內在各方面的合作均取得一定成果。二〇〇八年，我們作出當時最大的單一慈善捐款，承諾撥捐十億港元，當中包括資助七個四川地震災後重建項目。項目工程現已完成並可投入運作，被譽為結合軟件和硬件的社區項目典範。此外，多年來，我們一直與內地兩項國家體育彩票合作，支持社區項目的推廣。秉承促進香港體育活動發展的方針，馬會去年宣佈支持「相約動起來 健康中國人」全民健身公益系列活動，惠澤國內居民，協助內地推廣健康生活。

馬會的會員業務於二〇一三/一四年度繼續表現卓越。我們的會員業務及會所設施，對鞏固馬會品牌非常重要；實際上，會員服務乃馬會業務的重要一環。單在過去四年，我們投資超過九億五千萬港元，改善馬場及會所的會員設施，包括翻新及增建十七項設施。有關工程非常成功，改善工程完成後，使用率全線上升，深受會員歡迎。事實上，我們預計在不久的將來，跑馬地會所的設施將會供不應求。

為應付未來發展及會員的需要，我們決定在毗鄰跑馬地會所的前馬房所在地，進行擴建工程，此舉可以為不同會員提供更多元化的設施。有關的工程費用達二十多億港元，我們現正進行詳細的可行性研究，並構思初步設計。工程亦會順道翻新附近的公眾休憩處山光道公園。

同時，我們正繼續與政府就沙田馬場及會所的地契續期事宜進行磋商。去年的討論雖然取得良好進展，但仍待作出最終結論，令我們暫時未能實行這兩項重要設施的投資大計。有關計劃如能落實，將為本港帶來更大、更長遠的社區價值。

在內地會員服務方面，我們的北京會所為遠道而來的香港會員及人數日增的國內會員提供廣受讚譽的服務，繼續成為國內優質款客之道的標準。

在慈善信託基金方面，年內，馬會的捐款大幅增長，打破以往紀錄，高達三十六億一千萬港元，不但支持多達一百六十八個項目，而且彰顯我們的承擔，支援更多有意義的項目。我們策略性地增加捐款，同時主動提倡處理社會長遠問題的項目，務求建設更美好的香港。有關項目涵蓋不同範疇，包括醫藥衛生，尤其是中產人士及長者的醫療需要、對殘疾人士的支援，以及教育和青少年發展。我們必須強調，馬會不希望有關的慈善捐款只屬「一次性」的，而是能夠可持續的在未來數年維持對社會的支持。凡此皆取決於我們能否在非法外圍莊家環伺下，保持自身的競爭力，將本地博彩需求轉化為社會福祉。

特別值得一提的是我們向香港中文大學（中大）撥捐十三億港元，在其沙田校園內設立教學醫院。由於現時公營醫療服務已不勝負荷，獲政府大力支持的項目建成後，將成為本港首間提供套餐式收費服務的醫院，收窄昂貴私家醫護服務及公營醫療服務的距離，尤其能造福本港的夾心階層及長者。另一重點項目，是為患有如白內障等常見老人病的長者在醫院提供可負擔的治療，同時縮短輪候時間。捐款還包括資助中大設立「香港中文大學賽馬會老年學研究所」，並支持其首五年營運，以配合醫院的外展服務。預計醫院的住院、門診及培訓設施可惠及約二十五萬人。

此外，馬會最近通過撥捐二億七千一百萬港元予香港醫學專科學院，資助其設立「香港賽馬會災難防護應變教研中心」，此項嶄新項目獲本港兩間醫學院以及來自牛津大學及哈佛大學的國際專家大力支持。中心將透過專業訓練及社區活動，為本港培訓出災難管理精英及醫護人員。鑑於類似項目在四川地震後發揮重要作用，故我們相信，有關項目將加強香港應付災難及大型危機的能力並將香港打造成區內災難應變培訓中心。

基金年內另一項重要計劃，乃撥款二億五千三百萬港元予醫院管理局推行「賽馬會安寢輕移計劃」，在未來三年於全港各區公立醫院，安裝病人吊運系統及電動病床，減輕長期臥牀病者的不適，並減少因長期臥牀引發的問題；同時亦為醫護人員提供安全的工作環境，減少受傷機會。計劃完成後，需要加強護理的公立醫院病人能全面使用電動病床。馬會另撥捐五千四百七十萬港元予醫院管理局，用作翻新伊利沙伯醫院「癌症研究實驗室」，以改善癌症的診斷、觀察及治療，長遠造福大量癌症病人。

此外，馬會一直非常關心殘疾人士，支持他們融入社會。最近，我們同意撥捐六億港元予匡智會，支持擴展其位於大埔的松嶺村，為智障兒童提供特殊教育及院舍服務，並為成年智障人士提供職業訓練。馬會自一九七五年起一直支持匡智會的服務，而近期此筆捐款將支持該會興建三幢大樓，供九個服務單位之用。新大樓合共將提供一千一百一十七個院舍、日託、職業訓練及復康服務名額。工程完成後，松嶺村將成為全港規模最大及最完善的康復中心。

就青少年發展及教育而言，基金在二〇一一年撥捐二億四千九百萬港元，資助興建位於香港理工大學（理大）的賽馬會創新樓，捐款還包括成立賽馬會社會創新設計院。大樓已於三月正式開幕，是理大著名設計學院及賽馬會社會創新設計院的所在地，不但成為區內新地標，更是珍貴的社區資產，有助本港發展成亞洲設計中心。除直接惠及約一千五百名學生外，每年將有約一萬名本港市民參與大樓內舉辦的社區教育活動。此外，我們成立了「賽馬會社會設計學生獎」，培育年青創意領袖，建設更美好的社會。

同時，馬會撥捐二億港元予大專院校珠海學院，資助其興建位於屯門的新校舍；此外，我們撥捐四千四百八十萬港元予香港專業進修學校，資助其新校舍的裝修工程及添置設備費用，並推出為期三年的「服務學習計劃」。另一間受惠院校乃恒生管理學院（恒管），獲馬會撥捐二億港元，於沙田附近興建學生舍堂；多年來，馬會曾撥款予多間本港大專院校興建學生舍堂，捐款予恒管乃標誌著馬會對興建學生舍堂的支持，首次擴展到私立專上學院。

去年，基金捐款支持數以百個大大小小的項目，以上所列只是其中的部分。各個項目雖然涵蓋不同範疇，但同樣旨在建設更美好的香港。

此外，基金資助的另一重要項目—中區警署建築群活化計劃—去年繼續取得良好進展，實在令人欣喜。十六幢歷史建築的修復工程以及兩座全新將用作藝術用途建築物的興建工程正在順利進行。過往數月，我們開展「徵求營運建議書」程序，邀請合資格機構就計劃的文物及當代藝術設施以及商業服務設施提交建議書；同時，我們設立了兩個由社會各界人士組成的專業評審委員會，評估有關建議書。雖然工程期間遇到不可預見的挑戰，但相信建築群仍可於二〇一六年開放予公眾使用。我很有信心，計劃會按照國際文物保育指引完成，足以令香港人引以為傲，並希望可為本港其他文物保育項目訂立新標準。

總括而言，隨著馬會踏入一百三十週年，我們將能繼續為市民提供世界級體育娛樂，並對香港社會作出重大貢獻。馬會的財政狀況非常穩健，儲備創下歷史新高；近年，憑藉出色的業務策略，營運成績得以大為提升，促成我們透過稅項及慈善捐款，著力回饋社會。

雖然如此，面對面前種種業務挑戰，我們未敢自滿。非法賭博營運者增長迅速，同時，越來越多亞洲國家和地區設有賭場或計劃將賭場合法化，加上隨之而起不受規管的賭廳業務，凡此均對香港市場虎視眈眈。訂於二〇一六年啟用的港珠澳大橋，更勢必對馬會的業務帶來另一挑戰。

我經常強調，馬會無懼競爭。面對上述種種挑戰，我們希望能維持本身的競爭力，與之公平競爭。這亦是香港當下面對的挑戰，不容有失，政府務必堅定應對，而馬會亦需要政府及社會大眾的理解與支持，迎難而上。馬會獨特的非牟利營運模式，為社會帶來莫大裨益，展示了香港的社會創意，令不少海外國家及地區嘖嘖稱羨。

就個人而言，能夠成為馬會主席，我深感榮幸及高興。馬會是樂行善行的獨特機構，對香港社會貢獻至鉅，因此，馬會主席的工作帶給我非常愉快的體驗。在此，我衷心感謝馬會會員及其他董事，特別是副主席葉錫安博士的長期支持，以及在行政總裁應家柏卓越領導下的管理委員會，以及員工同仁的忠誠服務。我有信心，馬會未來將繼續邁步向前，而我們亦會繼續密切關注馬會的發展。在此，我再次衷心感謝大家。

主席 施文信

二〇一四年七月二十五日