

Riding High Together

This year has been one of the most remarkable in the Club's 130 year history. A year in which we set a new record of HK\$3.87 billion in charity donations and when our horses reached new heights on the world stage, underlining Hong Kong's position as a centre of global racing excellence. It was a year of outstanding business results, delivering an unprecedented HK\$20.05 billion in tax and betting duty to Government. It was also a year in which the Charities Trust embarked on a major strategic initiative to address key areas of long-term community need. Above all it was a year in which, through our 130th Anniversary celebrations, the Club came together with the people of Hong Kong to celebrate our bonds of shared growth, shared values, and shared hopes as we work to make Hong Kong a better place for all.

Nowhere are these shared bonds more evident than in Hong Kong's passion for the horse. It is this which makes racing Hong Kong's number one spectator sport and forms the common bond between our 24,000 Members, and it is why huge crowds turned out to celebrate our 130th Anniversary Raceday. And of course it is ultimately the horse which makes possible the Club's unique role in the community, helping the Club deliver record tax and duty returns to Government and provide unparalleled support for charity.

It was therefore entirely appropriate in this, our Anniversary year, that Hong Kong horses should once again ride to victory against some of the world's top thoroughbreds. At home Hong Kong won nine of our ten International Group One races, including three of the LONGINES Hong Kong International Races, while overseas our horses took top honours in four International Group Ones.

All of this confirms what has long been apparent: that Hong Kong racing has well and truly arrived on the world stage. This much was clear from the 2014 LONGINES World's Best Racehorse Rankings, which saw a record 23 Hong Kong horses listed, surpassing our previous best of 21. Among them was *Able Friend*, with a rating of 127 not only our highest-rated horse ever but the co-third best racehorse in the world for 2014. For a brief period in 2015 he even rose to joint number one, only to lose his crown to a worthy successor, the US Triple Crown winner *American Pharoah*.

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Further confirmation of our world-class status came with the announcement of the World's Top 100 Group One/Grade One Races, which included all six of our International Group One races for 2014. Significantly, four of these featured for the very first time in the World's Top 25, ahead of the United States and Japan, level with France and behind only Great Britain. When we consider that it was only in 1999 that we had our first International Group One race, then I think it is clear how far and how fast Hong Kong racing has come; and all this achieved by a population of just 1,200 thoroughbreds.

These successes are very much the result of a strong and close partnership with our Owners. For while it is the Club that has articulated a vision of world-class racing, and created the means for it to flourish through its huge investments in prize money and infrastructure, it is our Owners who have kept faith with that vision, purchasing top class thoroughbreds to race at home and overseas. And to encourage Owners to keep investing in quality bloodstock we have again raised prize money, adding an extra HK\$76 million for a total of HK\$1,066 million, making the upcoming 2015/16 season the most rewarding ever.

It must also be said that none of these achievements would have been possible without the drive and vision of our management team, and indeed their success means that Hong Kong is now highly regarded in world

racing, to the extent that is now taking on an international leadership role. The Club's Chief Executive Officer is a Vice-Chairman of the International Federation of Horseracing Authorities, world racing's principle organising body. He is also Chairman of the Asian Racing Federation, which represents 21 jurisdictions and 56% of the world's wagering turnover. Hong Kong has also been home to the ARF's secretariat for the last three years. As Hong Kong racing continues to progress there is no doubt that its reputation will climb further, bringing honour to the Club and pride to Hong Kong.

Hong Kong's victories on the track have been paralleled by an equally impressive business performance. Racing turnover for the financial year reached a new high of HK\$105.40 billion, while football turnover increased by a very substantial 26% to HK\$78.25 billion. Significantly, HK\$2.49 billion of racing turnover derived from commingling. This arrangement, by which overseas racing fans bet into Hong Kong pools, was launched last year via two operators in the United States and this year was extended to encompass a total of nine overseas regions. This enormous overseas interest undoubtedly vindicates the effort we have put into raising the profile of Hong Kong racing amidst an increasingly globalised sporting environment. It is, however, disappointing that even as we raise our profile internationally local fans

are still limited in their ability to follow overseas racing, including the efforts of our own horses abroad, due to restrictions on the simulcast of overseas races. In the spirit of internationalism, which is, after all, the driving force of Hong Kong, we believe these restrictions should be relaxed as soon as possible.

A major theme of our 130th Anniversary celebrations was to inspire Hong Kong's citizens to keep contributing for the good of the community, both now and in the future. And it is with the long-term needs of the community in mind that the Charities Trust is embarking on a major initiative to address three areas of strategic focus over the next three to five years. Firstly, we want to enhance youth development, in particular to encourage young people to develop their talent for innovation and to use it to address societal issues. Secondly, with the elderly population set to rise significantly by 2041, with one in three people being aged 65 and above, we want to improve elderly care and build Hong Kong into an age-friendly city. Lastly we want to promote sport, both as an end in itself and also as a means to enhance community well-being and to build positive values in society. We are addressing these needs under the three headings of Youth for Innovation, Elderly for Care, and Sports for Hope.

A number of initiatives in all three areas are now in progress or close to implementation. In April, the Trust announced its first youth initiative, providing HK\$500 million to establish a career and life planning programme, known as CLAP for Youth @ JC. The programme, which is being actively steered by the Club in collaboration with cross-sectoral partners, targets school students and non-engaged youth through a combination of school programmes, district-based community services and a tailor-made e-platform. Approximately 200,000 young people are expected to benefit during its five year duration. Judging from the strong interest already shown, there is a pressing need for this type of intervention and we confidently expect positive results ahead.

In support of its vision of transforming Hong Kong into an age-friendly city, the Trust has commissioned studies to understand elderly demographics and needs. In parallel, the Trust is looking to develop a grass-roots approach to care for the elderly, engaging stakeholders at the local level to improve age-friendliness in their districts. It is also planning a territory-wide publicity campaign to promote awareness of elderly needs and the practical steps that can be taken to help the elderly live healthier, more socially-connected, and more active lives. Meanwhile, in pursuit of Sports for Hope, the Trust will be launching a number of "Sportovation" programmes designed to make sport more accessible and to encourage citizens to make exercise a part of their daily routine. The Trust likewise remains keen to support the further development of football, both in terms of training facilities and in creating more opportunities for community participation.

What has made these initiatives possible are a set of core strengths, unique to the Club and its Charities Trust, which have developed over many years of community engagement and which enable the Club to take a much more proactive role in the community. These include the Club's ability, drawing on the high degree of trust and respect that it commands, to act as an educator, raising awareness of societal issues and the potential means of addressing them; its role as a convenor, bringing together multiple and cross-sectoral parties to tackle needs that sometimes cut across professional disciplines; and the Club's ability to utilise its own substantial resources to target and make a difference to specific areas of need, in some cases through piloting new and innovative approaches.

These capabilities are evident across the full range of the Club's charitable efforts, which this year included, in addition to the three specific areas of focus, support for education and training, rehabilitation, medicine and health, arts and heritage, family services, environmental protection, and emergency and poverty relief. In total 189 projects received Trust funding this year.

This year also saw a significant expansion of the Jockey Club Scholarship Scheme. Scholarships will now be extended to students with special education needs, to those undertaking vocational training, and to support postgraduate studies overseas. On the theme of education it was also pleasing to see READ & WRITE: A Jockey Club Learning Support Network come to a successful conclusion this year. Established nine years ago to help children with literacy difficulties, its operational model, designed to identify and support children with needs in this area, has been adopted by the Education Bureau and is now being used in 200 primary schools.

One final community initiative which reached a milestone this year is the Community Partners Network, which aims to strengthen the Club's connections with the community at the district level. Progress has been rapid, with the 13 founding community partners currently working with the Club on 11 community projects. The first anniversary was celebrated at this year's 18 Districts Cup race meeting, where it was a particular pleasure to meet some of the beneficiaries as well as the staff volunteers who have devoted their spare time to support these worthy endeavours.

These charity and community initiatives are timely reminders of the substantial community return the Club has provided Hong Kong throughout its 130 year history. And in order to maintain and increase that return, the Club is strengthening the quality of its racing, sporting entertainment and service; not least to meet the expectations of customers who increasingly benchmark its racing and service provision against global standards. This is the basis of the Club's rigorous customer-centric policies and of the HK\$6.3 billion racecourse revitalisation under the Racecourse Master Plan, which has seen

existing racecourse venues substantially renovated and new ones created to meet the targeted needs of different customer segments. This season saw the revitalisation enter Phase 3, with ten new or renovated venues opening at Happy Valley and Sha Tin, with more to follow next season.

The Club's slogan throughout this Anniversary year has been "Riding High Together for a Better Future." And I think it is clear, from everything I have described, that the Club is extremely well positioned for the decades to come. Our racing has never been stronger and our customer and community focus never sharper, and, as the overwhelming response to our 130th Anniversary has made clear, we enjoy a great deal of public support. And as we look forward there are three initiatives which I believe highlight the very bright future that lies ahead for the Club, its Members, and for the community at large.

First among these is undoubtedly the Conghua Training Centre, currently under construction in Guangdong. With its state-of-the-art training and equine care facilities, Conghua will provide the world-class environment we need to train our racing thoroughbreds. Crucially, it will also enable us to expand our horse population and therefore meet the demand for horse ownership, which is absolutely fundamental if Hong Kong is to maintain its leading position in world racing. With site formation almost complete, construction is due to begin towards the end of this year, with an anticipated opening date in the third quarter of 2018.

Members will also be well aware of work in progress on the extension to Happy Valley Clubhouse, which when complete will more than double the size of the clubhouse. Given the very high utilisation of the existing clubhouse this extension will go a long way towards meeting demand as well as providing many more food, beverage and recreation options. And while the main clubhouse will retain its existing character and ambience, the extension will also enable us to cater to the needs of younger Members, both new and potential; these individuals being absolutely essential to the future of racing and therefore to the future of the Club.

While both the Conghua Training Centre and the Happy Valley Clubhouse extension are some years from completion there is one project which is very close to opening its doors. This is the newly restored and revitalised Central Police Station compound, arguably one of the most important heritage conservation projects ever undertaken in Hong Kong. The project dates back to 2007, when the Club undertook to fund its conservation as a gift to Hong Kong in celebration of the Hong Kong SAR's 10th Anniversary. The Club's aim then, as now, was not only to preserve an important piece of Hong Kong heritage but to revitalise the site, creating an arts and leisure space that would attract local visitors and international tourists. And after years of painstaking work conserving its 16 heritage

buildings and constructing two new low-rise buildings to house an auditorium and art galleries, the project is nearing completion, with an anticipated opening date in the second half of 2016.

With this in mind, The Jockey Club CPS Limited, which will manage the site, is now working with heritage experts and the art community to develop a programme of activities. The intention is to provide visitors with opportunities to engage with the site's compelling history, to enjoy exhibitions, concerts and performances, or simply to relax in its open spaces. And as a reminder of its historic importance the site will be operated under the name of Tai Kwun, which as many will recall is the old colloquial name when it was an integrated law enforcement compound.

A heritage jewel in the heart of Central, Tai Kwun will surely be hailed as a masterpiece. It will also, once again, illustrate the extraordinary capabilities that the Club possesses. Not only in terms of resources, but in its ability to take on and manage projects of great complexity, and its perseverance in seeing them through to the end. And all, ultimately, for the greater good of Hong Kong. In our 130th Anniversary year these are surely qualities worth celebrating.

In closing I would like to express my sincere appreciation for my predecessor, Brian Stevenson, for his outstanding leadership over the last four years. His dedication, boundless energy and warm good humour were an inspiration to all of us who had the pleasure of serving with him on the Board of Stewards. I am also extremely grateful to my fellow Stewards for their hard work and unwavering support during my first year as Chairman.

Finally, my deepest thanks to the Board of Management, which under the leadership of Chief Executive Officer Winfried Engelbrecht-Bresges has executed the Club's strategy and managed its operations with consummate skill and efficiency. As we look forward to the season ahead I have no doubt that the Club will continue to deliver outstanding sporting entertainment and work even harder for the benefit of everyone in our community.

Simon S O Ip

Chairman

24 July 2015

同心同步同進

馬會今年的表現可說是一百三十年來最卓越的其中一年。年內，我們的慈善捐款高達三十八億七千萬港元，打破歷年紀錄，同時，本地佳駒在世界馬壇屢創高峰，彰顯香港在全球馬壇的頂尖地位。我們的業績亮麗，繳納予政府的博彩稅及其他稅款再創新高，達二百億五千萬港元；此外，馬會慈善信託基金年內訂立全新的慈善捐助策略，重點回應社會長遠需要。更重要的是，馬會年內透過各項一百三十週年慶祝活動，和全港市民一起，為兩者密不可分聯繫誌慶，這份聯繫建基於我們共享的繁榮、共通的價值觀、共同的願望；凡此種種，皆為了令香港成為更美好的城市。

最能反映馬會與香港緊密相連的，莫過於本港市民對賽馬的熱誠，令賽馬成為香港最受歡迎的觀賞運動，不獨緊扣二萬四千名馬會會員，也成功吸引了大量市民入場歡慶130週年賽馬日。當然，全賴賽馬活動，馬會才得以維持在社會的獨特角色，不單向政府繳納創紀錄的博彩稅及其他稅款，更繼續成為慈善項目背後的力量支柱。

在今年馬會誌慶之年，相得益彰的成就莫過於本港賽駒再度在多項賽事中擊敗全球頂尖佳駒奪標。在香港舉辦的十場國際一級賽中，本地佳駒勇奪其中九項冠軍，包括三場浪琴表香港國際賽事；另外，港駒更於季內四捷於海外國際一級賽，揚威國際。

此等成就再一次證明香港賽馬已穩佔全球重要席位。二〇一四年浪琴表世界馬匹年終排名中，合共二十三匹本港良駒榜上有名，打破以往最多共二十一匹的紀錄，成就超卓。其中一匹頂尖佳駒「步步友」在二〇一四年世界馬匹年終排名中以一百二十七分並列第三，成為本港歷來評分最高賽駒；踏入二〇一五年，該駒更曾一度與另一佳駒並列首位，後來方被美國三冠馬王「美式法老」迎頭趕上。

此外，六項在香港舉行的國際一級賽，悉數名列二〇一四年全球百大一級賽排名榜，其中四項更首次位列前二十五名，數目僅次於英國，更與法國看齊，亦較美國及日本為多，進一步肯定本港賽馬的世界級地位。香港在一九九九年方首次舉行國際一級賽，而現役賽駒數目亦只有一千二百匹，卻能創出如此佳績，足證本港賽馬發展既速且遠。

本港馬壇的成功，有賴我們與馬主的衷誠合作。一方面，馬會訂立明確目標，投放大量資源於賽事獎金和設施，致力打造世界級賽事；另一方面，馬主亦秉持相同信念，引進頂級良駒，參與本港及海外賽事。為鼓勵馬主繼續購入高質素賽駒，馬會今年宣佈再次增加賽事獎金共七千六百萬港元，使二〇一五/一六年度馬季的賽事總獎金成為歷年之冠，高達十億六千六百萬港元。

不得不提的是，馬會管理團隊幹勁十足、高瞻遠矚，絕對是我們的致勝關鍵。管理層成員表現卓越，擔任多個賽馬組織的領導要職，令香港賽馬享有廣被推崇的國際地

位。馬會行政總裁是世界馬壇主要策劃機構——「國際賽馬組織聯盟」的副主席，他同時擔任「亞洲賽馬聯盟」主席；「亞洲賽馬聯盟」共有二十一個成員，佔全球賽馬投注額的百分之五十六；過往三年，「亞洲賽馬聯盟」秘書處設於香港。隨着香港賽馬繼續精益求精，其地位定必更上一層樓，令馬會及香港引以為傲。

本港佳駒在跑道上創出輝煌成績，馬會的業績也不遑多讓。本財政年度賽馬投注額達到一千零五十四億港元，創下歷史新高，當中高達二十四億九千萬港元來自匯合彩池，而足球投注額則大幅上升百分之二十六至七百八十二億五千萬港元。匯合彩池於去年推出，當時透過兩間美國營運機構接受海外馬迷投注於香港彩池，至今年已擴展至合共九個海外地區。海外馬迷對香港賽馬興趣如此濃厚，足證在日益全球化的體育環境下，我們推廣香港賽馬不遺餘力。然而，儘管本港馬壇的國際聲譽日隆，但礙於越洋轉播賽事的限制，本地馬迷仍然未能欣賞更多海外賽事，當中更或包括本港賽駒參與的海外賽，實在令人失望。國際化既是香港賴以發展的動力，我們相信，此等限制應盡早放寬，以體現國際化的精神。

馬會一百三十週年慶祝活動其中一個重點，是推動香港市民繼續貢獻社區，着眼現在，邁向未來。為回應社會長遠的需要，慈善信託基金將在未來三至五年，具策略地發展三大範疇。首先，馬會希望加強青少年事務的發展，激發青年運用創意協助解決社會問題；第二，長者人口預計將大幅增加，至二〇四一年每三人中便有一位年屆六十五歲或以上，馬會有見及此，希望優化安老服務，協助建構香港成為長者友善城市；最後，馬會將推動體育發展，除支持體育項目外，並以此推廣健康優質生活，帶動正面人生價值觀。馬會將以「青年社會創新」、「長者關懷互愛」及「運動燃點希望」為題，回應社會此三方面的需要。

此三個範疇下的多個項目已陸續展開。四月，慈善信託基金宣佈撥款五億港元，倡導首個青年項目，名為「賽馬會鼓掌•創你程計劃」。為期五年的「賽馬會鼓掌•創你程計劃」由馬會聯同各界夥伴推行，透過校內項目、地區服務及一站式網上平台，同時照顧在校學生及非在學青少年，預計將惠及約二十萬年青人。各界對計劃反應熱烈，可見此類服務需求甚殷；我們滿有信心，項目將會取得豐碩成果。

為支持建構香港成為長者友善城市，慈善信託基金已委託有關合作夥伴，進行長者人口統計，並研究他們的需要；基金亦正設計一套從基層入手的長者照顧模式，透過地區持份者將各區打造成長者友善社區。基金並正籌劃全港宣傳計劃，加深市民對長者需要的認識，並了解幫助長者的實際方法，務求讓「老友記」活得更健康積極、更能融入社會。此外，為達致「運動燃點希望」，基金將推出多項特別設計的「創意體育」計劃，透過方便簡單的活動，鼓勵市民將運動融入日常生活。而且，基金將繼續大力支持足球發展，除支持提供相關訓練設施外，也會創造更多社區參與足球活動的機會。

以上項目得以開展，全賴馬會及其慈善信託基金擁有的獨特核心優勢。我們的優勢建基於多年來與社區的合作，讓我們能夠扮演積極主動的角色。憑藉社會對馬會的高度信任及尊重，我們能夠擔起教育者的角色，加強市民對社會問題及相關解決方案的了解；亦可作為項目發起

人，連繫不同界別各個夥伴，運用不同專業知識，攜手解決不同問題；同時，也能運用我們的豐富資源，設計全新的創意方案，對症下藥解決具體社會問題。

事實上，馬會慈善項目涵蓋的層面非常廣泛。除三大範疇下的項目外，年內馬會也在教育培訓、復康服務、醫藥衛生、藝術保育、家庭服務、環境保護及扶貧救急等方面，擔當重要角色。年內，基金資助的項目共達一百八十九個。

基金本年亦擴大了「香港賽馬會獎學金計劃」的範疇，把資助層面擴展至有特殊教育需要，或就讀職業培訓課程和海外研究生課程的學生。教育項目方面，馬會年內欣見「喜閱寫意—賽馬會讀寫支援計劃」圓滿結束。計劃於九年前推出，以識別及支援有讀寫困難的學生，其教學模式現已被教育局採用，於二百間小學推行，可謂功德圓滿。

另一項達致成果的社區項目，是「社區夥伴計劃」。計劃旨在加強馬會與社區的聯繫，現正全速進行，十三個社區夥伴與馬會正合作推行十一個社區活動。今年的十八區盃賽馬日，正好慶祝此計劃一週年。賽事日邀得計劃受惠人士出席，場面熱鬧；其他出席者還包括由馬會職員組成的馬會義工隊，感謝他們貢獻之餘時間支持此項別具意義的項目。

此等慈善及社區計劃，正好顯示馬會過往一百三十年來對香港社會的龐大貢獻。為繼續支持及增強有關項目，馬會亦進一步提升賽馬及體育娛樂服務的質素；當然，我們明白顧客希望得到媲美世界級的賽馬及相關服務，故定當努力滿足他們的期望。為此，馬會嚴格推行以客為本政策及馬場發展大綱下的六十三億港元馬場活化計劃。透過活化計劃，改善現有並新增多項馬場設施，以回應不同顧客群的需要。季內，活化計劃已進入第三階段，跑馬地及沙田共有十項全新或翻新設施開幕，來季亦將陸續有來。

馬會今年的誌慶活動以「同心同步同進 共創更好未來」為題。我相信，上述各點足證馬會已準備就緒，將為香港未來繼續作出貢獻。現在，我們的賽馬水平達至歷史高峰；我們的顧客服務及社區項目有著清晰的目標；加上我們的一百三十週年慶祝活動深受歡迎，在在展示了市民對馬會的大力支持。放眼未來，相信以下三個項目應可為馬會、其會員及香港社區整體勾畫出秀麗的前景。

第一個項目必然是正在廣州興建的從化訓練中心。中心設有先進的馬匹訓練及護理設施，將為我們提供世界級環境，更全面地訓練賽駒。此外，中心將可讓我們增加在港服役馬匹數目，滿足會員的養馬需求，這對本港維持國際馬壇領導地位至為重要。項目地盤平整工程已大致完成，建築工程將於今年稍後時間展開，預計訓練中心將於二〇一八年第三季開幕。

相信各位會員也知道，跑馬地會所擴建工程現正進行。完成後，會所面積將增加超過兩倍。觀乎會所高企的使用率，擴建工程將可大大滿足會員的需求，並提供更多餐飲及消閒設施選擇。會所主樓將保留原有風格，而擴建部分將切合較年輕會員的需要，不管是新加入還是有機會加入的年輕人，均對香港賽馬事業以至馬會的整體未來至為重要。

從化訓練中心及跑馬地會所擴建工程尚需數年時間方能完成；但另一項目卻快將開幕，這個項目便是修復活化後的中區警署建築群。中區警署建築群活化計劃大概是本

港至今最重要的古蹟保育項目之一。項目可回溯至二〇〇七年，當時馬會為慶祝特區成立十週年，宣佈資助中區警署保育，作為送給香港的禮物。馬會從一開始支持這項目至今，目標一致，就是不僅是保留香港此一重要古蹟建築群，而且還活化建築群，將之打造為藝術休閒空間，吸引本港訪客及境外遊客。經過多年努力不懈，十六座古蹟建築得以保存，而兩幢新建低座建築將設有綜藝館及藝術館。項目快將完成，預計於二〇一六年下半年啟用。

為此，負責管理項目的賽馬會文物保育有限公司正與古蹟專家及藝術界合作，籌劃相關活動，令參觀人士可以了解建築群引人入勝的歷史、享受展覽、音樂會及表演活動，又或在建築群空地上悠閒輕鬆一下。為紀念建築群的歷史，項目日後將以「大館」之名營運；此名字的由來，相信不少市民仍有印象，乃項目前身屬綜合執法機關時的俗稱。

中區警署建築群位於中環心臟地帶，就像一顆瑰麗寶石，經修復活化後勢必被譽為保育傑作，再一次展現馬會的超凡能力，讓社會看到馬會不但資源豐富，而且擁有堅持不懈的毅力，承擔及管理複雜項目，造福香港社會。在馬會一百三十週年之際，絕對值得為此等成就慶祝。

在此，我衷心感謝前任主席施文信過去四年來的傑出領導。他為會務專心致志，精力充沛，為人風趣幽默，是董事局的靈魂人物；董事同仁很高興能夠與他共事多年，獲益良多。此外，我非常感謝董事同仁，在我擔任主席首年努力不懈，給予我莫大支持。

最後，我衷心向馬會管理委員會致謝。在行政總裁應家柏領導下，管理委員會成員各施所長，按照策略方針有效管理馬會的運作。展望來季，我深信馬會將繼續為市民提供優質體育娛樂，並加倍努力造福每名香港市民。

主席 葉錫安

二〇一五年七月二十四日