

The Hong Kong Jockey Club has a unique and very special commitment to Hong Kong. Through our business model, which brings together racing, membership, responsible wagering and philanthropy, we have the privilege of being able to contribute, very substantially, to the economic and social development of our city.

Reaching New Global Heights

To sustain and grow this commitment, over the last ten years the Club has sought to achieve a world-class standard of excellence across every aspect of its business. By developing the quality of our racing and sporting entertainment, and so gaining the loyalty of fans, we ensure that the Club can continue contributing to the betterment of Hong Kong. The new global heights achieved this year, in the face of an uncertain economic environment, clearly demonstrate the success of this strategy and the robustness of the Club's integrated business model.

RACING TO NEW HEIGHTS

Thanks to the investments of our Owners, supported and incentivised by the Club, Hong Kong now stands at a pinnacle of achievement and in the top rank of world racing. This season saw 23 Hong Kong horses listed in the LONGINES World's Best Racehorse Rankings, equalling our record set last year, while all ten of our eligible international Group 1 races featured in the World's Top 100 Races, with the Audemars Piguet QEII Cup being ranked ninth. Indeed with six races in the Top 25, Hong Kong is now home to one in four of the world's top 25 races. Also, with the elevation of the Club to Part I of the Blue Book, the highest status a racing jurisdiction can earn, Hong Kong has received official recognition



as one of the world's leading racing jurisdictions. In fact, Hong Kong is the first, and so far the only, racing jurisdiction without a breeding industry to be included in Part I, which is a remarkable measure of the respect our racing now commands worldwide.

These achievements have brought not only pride to Hong Kong, but very real and direct benefits to the community. This year, the Club made record payments of HK\$20.91 billion in tax and betting duty to Government, while the Charities Trust donated a record HK\$3.90 billion to 215 charity and community projects. The latter exceeds the HK\$3.87 billion the Trust donated last year, a figure which led to it being ranked sixth in the World Charity Index for 2015 and first in Asia for charity donations.

COMPETITIVE AND SUSTAINABLE

The Club, like every other business in Hong Kong, has been impacted by the slowing economy. Nonetheless, owing to the success of our world-class racing and wagering, and of the customer-centric strategies pursued over the last few years, we managed a 6% increase in total turnover, with football and the Mark Six putting in particularly strong performances, up respectively 11% and 10%

on last year. As noted this enabled us to provide record levels of support to Government and charity. Indeed, based on current projections, the Club plans to maintain its charity donations at present levels for the next few years.

The Club is, however, very mindful of the changing market environment, not least the increasing globalisation of wagering, both legal and illegal. In short, even as we achieve new global heights, we must constantly improve our products and seek new opportunities to develop our business. In this respect, this year saw a number of important developments.

Firstly, in June, we were pleased to finalise the renewal of the Sha Tin Racecourse land lease, which has been extended for a further 50 years. This crucial agreement gives the Club the firm basis it needs to take racing forward in Hong Kong, and specifically to continue investing in major capital projects for racecourse improvement and supporting infrastructure.

Also in June came the welcome news that Government had acceded to the Club's request for five additional racedays and eight more simulcast days. This will increase our total race meetings from

再創世界高峰

香港賽馬會在香港社會擔當獨一無二的角色。有賴我們結合賽馬、會員服務、有節制博彩及慈善事務的營運模式，馬會得以致力為本港經濟及社會發展作出重大貢獻。

為了持續並進一步秉持這份承諾，馬會在過去十年竭力在各個業務範疇追求世界級的卓越成就。我們積極提升賽馬及體育娛樂的質素，贏取市民長期支持，確保我們能夠繼續為建設更美好的香港作出貢獻。今年，儘管經濟環境不明朗，我們仍能屢創國際級佳績，足證策略饒富成效，馬會的綜合營運模式亦已紮穩根基。

長「駒」直進 勇闖高峰

馬會支持和鼓勵馬主投資賽駒，成就香港賽馬屢闖高峰，在全球馬壇享有領先地位。在今個馬季的浪琴表世界馬匹年終排名，共有

二十三匹香港賽駒名列榜上，保持去年創下的紀錄，而香港舉辦的十項國際一級賽亦悉數名列全球百大一級賽排名榜，其中愛彼女皇盃更排名第九位。實際上，全球二十五大一級賽中，香港賽事佔四分之一，共有六場。此外，隨著馬會升格為「藍冊」的第一部分賽馬地區，香港作為全球領先賽馬地區之一的地位，被正式確認。事實上，香港是第一、亦是迄今唯一一個沒有育馬產業，仍獲納入為最高級別的第一部分賽馬地區，足見香港賽馬業備受全球尊崇。

這些成就不僅令港人與有榮焉，亦為社會直接帶來實際裨益。今年，馬會向政府庫房繳納的稅款及博彩稅達到破紀錄的二百零九億一千萬港元，而香港賽馬會慈善信託基金今年就慈善及社區項目的捐款超越去年的三十八億七千萬港元，達破紀錄的三十九億港元，於「世界慈善指數2015」(The World

83 to 88 and simulcast days from 15 to 23 from next season. The extra racedays will enable us to provide more mid-week night racing, mostly at Happy Valley. This will not only meet the huge demand from local fans and tourists, but with more races available will provide opportunities to expand our Ownership base. Meanwhile, the additional simulcast days will help us meet the demand for more access to overseas racing, particularly when Hong Kong horses are competing.

But perhaps the most encouraging development has been the growth of commingling. Taking full advantage of the high profile Hong Kong racing has attained worldwide, two years ago the Club entered into commingling partnerships overseas. From just two overseas partners in 2014, the Club now has 13, and turnover has seen significant growth, up 31.5% this season. Nothing could more firmly underline the success of our world-class racing or the very real and tangible benefits it is bringing Hong Kong, with the prospect of even greater benefits to come.

STRENGTHENING OUR COMMITMENT

The Club's contributions to Hong Kong, it must be stressed, extend far beyond monetary support. Our focus, pure and simple, is the betterment of our city, and we seek to achieve this in multiple ways, whether it be through the employment we provide,

the tourist economy we support, or the added profile we bring Hong Kong overseas through our sporting achievements. Nor must we forget the essential role that the Club's wagering channels perform in safeguarding Hong Kong from the dangers of illegal gambling and the attendant criminality.

The Club also seeks to play a proactive role in society. Leveraging on our core competencies in sport, the Club is actively promoting community football and equestrian sports. This year's Riding High Together Festival, now an annual event, brought 26,000 people to Sha Tin Racecourse and Penfold Park to build community spirit through horse encounters and edutainment activities. And through The Hong Kong Jockey Club Charities Trust, the Club works in close partnership with Government, academia and NGOs to initiate solutions to community needs, most notably through its Trust Initiated Projects.

Now the Club is expanding its role. While continuing to support a very broad range of community needs, starting last year, and continuing over the next few years, the Club is focusing on three strategic areas. Aware that young people are the key to Hong Kong's future, but also that many find it difficult to chart their career and life paths, the Club is seeking to enhance youth development. With Hong Kong's population rapidly ageing, the

Charity Index 2015) 中名列第六位，同時在亞洲慈善公益機構中排名第一，資助的慈善及社區項目達二百一十五個。

鞏固競爭力 實現可持續發展

馬會和本港其他機構一樣，受到經濟增長放緩的影響。但有賴我們過往一直堅守的世界級賽馬及博彩政策，以及以客為尊的策略，今季我們的總投注額仍錄得百分之六的增長，足球博彩及六合彩獎券投注額表現尤為強勁，分別較去年增長百分之十一及百分之十。如上所述，這令我們對政府及慈善項目的支持得以再次刷新紀錄。按照目前情況，馬會計劃於未來數年將慈善捐款維持在現有水平。

與此同時，馬會十分關注瞬息萬變的市場環境，包括合法及非法博彩皆日益全球化的趨勢。簡而言之，即使我們的業務屢創世界高峰，我們亦必須不斷提升產品質素，開

拓業務發展新機遇，而我們年內亦取得相關重大進展。

首先，沙田馬場地契已於六月喜獲續期五十年。此項重要協定，為馬會奠定鞏固基礎，令我們得以繼續投資於重大資本項目，改善馬場及基建配套，從而進一步發展本港賽馬。

此外，政府亦在六月答應我們增設五個賽馬日及八個越洋轉播賽事日的要求，馬會對此深表歡迎。從下個馬季開始，賽馬日總數將由八十三日增至八十八日，而越洋轉播賽事日則由十五日增至二十三日。增加賽馬日令我們可舉行更多主要於跑馬地上演的週中夜馬賽事日，這不但能滿足本地馬迷及遊客的龐大需求，而且有助我們擴大馬主基礎；此外，增加越洋轉播賽事日可滿足香港馬迷希望欣賞更多海外賽事的需求，當中尤以本港佳駒有份競逐的賽事，需求更殷。

Club is seeking to transform Hong Kong into an age-friendly city, supportive of active, healthy, and more socially-inclusive ageing. And given the compelling evidence of the huge benefits sports and exercise bring to society, the Club is promoting active participation in sport across every age group. Accordingly, approximately half of the Trust's HK\$3.9 billion in donations this year were allocated to projects in these three sectors. Details of these, and of the Club's other charity and community activities, can be found in the Operations Review of this report.

Equally important is the expertise the Club has developed through its years of community engagement, as well as the many partnerships it has forged. Building on these, the Charities Trust is organising the Philanthropy for Better Cities Forum from 22nd to 23rd September as part of Hong Kong International Philanthropy and Social Enterprise Week. Bringing together 1,000 delegates and top international speakers, the forum will be the first in the Asia Pacific region to focus on metropolitan social issues and the role philanthropy can play in addressing them. Our hope is that it will be the beginning of an ongoing and wide-ranging dialogue among philanthropists in the region, and most especially Greater China, on the issues facing our cities in the 21st century.

Equally important is the expertise the Club has developed through its years of community engagement, as well as the many partnerships it has forged.

CENTRAL POLICE STATION

This year has not, however, been without its challenges. At the end of May, one of the buildings being restored by the Club in partnership with Government as part of the Central Police Station revitalisation project suffered a partial collapse. Fortunately there were no injuries. The building has since been stabilised and enquiries are underway to establish the possible causes. While this has delayed progress, I wish to make it clear that the Club remains fully committed to completing the project, and to ensuring that our fellow citizens and overseas visitors will soon be able to enjoy the heritage and cultural experiences of this important Hong Kong landmark.

然而，年內最令人鼓舞的發展，大概是匯合彩池的增長。香港賽馬備受全球推崇，兩年前，馬會遂善用此項優勢，與海外匯合彩池夥伴達成合作協議。二〇一四年，馬會只有兩個匯合彩池海外夥伴，至今已增加至十三個，投注額也大幅增長，今季上升了百分之三十一點五，清楚彰顯了本港的世界級賽馬成就，以及賽馬為香港帶來的實質裨益，相信有關安排將來會為香港帶來更多貢獻。

加強社會貢獻

必須強調的是，馬會對香港社會作出的貢獻遠遠超越財政上的支持。我們的目標始終如一，就是為社會謀福祉。為此，我們從多方面貢獻香港，包括提供就業機會、支持旅遊業，並透過各種體育成就提升香港的海外聲譽。不得不提的，還有馬會投注渠道所扮演

的重要角色，有助減低香港受到非法賭博及相關犯罪活動的威脅。

馬會亦致力於社會扮演積極主導角色。憑藉我們於體育方面的核心優勢，馬會積極推廣社區足球及馬術運動。馬會「同心同步同樂日」已經成為每年一度的盛事，今年吸引了二萬六千名市民前往沙田馬場及彭福公園，近距離接觸馬匹，並參與寓教育於娛樂的活動，弘揚社區精神。馬會亦透過香港賽馬會慈善信託基金，特別是基金主導推行的項目，與政府、學界及非政府組織緊密合作，提倡不同方案，以回應社區需要。

馬會正進一步延伸其匡助社群的角色，除繼續支持眾多項目回應社會需要外，自去年開始的未來數年內，重點推動三大範疇。馬會明白，青年人是香港社會未來的棟樑，但不少年輕人於就業及生涯規劃上遇上重重困難，因此，馬會致力促進青少年發展。



此外，鑑於香港人口老齡化的趨勢，馬會正努力構建香港成為長者及年齡友善的城市，鼓勵長者享受活躍健康的豐盛晚年，提倡跨代共融。同時，不少數據顯示，體育運動對社會帶來莫大裨益，因此，馬會鼓勵不同年齡人士積極參與運動。基金今年的三十九億港元捐款中，約一半款額用於支持此三個範疇的項目。有關項目及馬會其他慈善及社區活動的詳情，見於本年報「業務回顧」。

同樣重要的，是馬會多年來從社會項目所獲得的專業知識及所建立的夥伴關係，造就慈善信託基金得以於九月二十二至二十三日，舉辦亞太區首個「慈善共創 都市聚焦」國際慈善論壇，匯聚一千位國際慈善家和業內專家交流及分享經驗，圍繞大城市所面對的問題以及慈善事業在回應該等問題當中所扮演的角色等議題作出討論，並推動業界未

來的協作。論壇亦會為「香港國際慈善及社企周2016」揭開序幕。我們希望，論壇可引起區內，尤以大中華地區慈善家，就大城市於二十一世紀面對的議題，展開持續並廣泛的對話。

中區警署

然而，過去一年亦充滿不少挑戰。五月底，馬會夥拍政府推行的中區警署建築群活化計劃，其中一幢保育中的樓宇部分倒塌，幸而無人受傷。事後，馬會已經對樓宇進行加固，並正檢討導致事故的可能原因。雖然計劃進度因而受到影響，但我想明確申明，馬會將信守承諾，繼續全力以赴完成項目，於不久的將來在這個焦點地標，為市民及遊客提供獨特的歷史及文化體驗。



STRENGTHENING OUR MEMBERSHIP AND OWNERSHIP BASE

Ultimately, it is through our Members and Owners, and their support for racing and community, that the Club will be able to maintain its commitment to Hong Kong. Fundamental to this is our ability to recruit and develop a healthy membership base. It is with this in mind that we have embarked on the Happy Valley Clubhouse extension. When it opens in 2020, the extension, together with the Main Clubhouse and Sports Complex, will constitute what we are now calling “The Hilltop in the Valley”. While the ambience of the Main Clubhouse will be maintained, the new extension will provide more facilities for families and younger members, and for those who want to pursue a more active lifestyle. In terms of progress, the foundations are being laid and the design of the facade and superstructure has been finalised. We are now working on the detailed interior designs and will provide more details in due course.

Equally important for the future of the Club is the new Conghua Training Centre being built in Guangdong. This will provide the additional capacity we need to meet the strong demand for horse ownership, and, we hope, encourage more Members

to become actively involved in the sport. Its state-of-the-art facilities will undoubtedly provide an ideal training ground for Hong Kong's future generations of thoroughbred champions. Progress this year has been good and the Centre remains on track to open in 2018.

With these prospects ahead I would like to thank the Board of Management, which under the able leadership of Chief Executive Officer Winfried Engelbrecht-Bresges, has once again enabled the Club to scale new heights. I look forward to the coming season, and to the Club continuing to do what it always does best: providing outstanding sporting entertainment and unparalleled support to our community.

Simon S O Ip

Chairman

22 July 2016

增強會員及馬主基礎

但歸根到底，馬會得以切實履行對香港的承諾，有賴會員及馬主對賽馬及社區發展的支持，而這將取決於我們能否招募新會員及會員基礎能否健康發展。為此，我們進行跑馬地會所擴建工程。項目將於二〇二〇年啟用，屆時，擴建部分連同會所主樓及康樂中心，將組成全新的「The Hilltop in the Valley」。會所主樓將保留原有風格，而擴建部分則切合一家大小、年青會員及好動活躍的會員的需要。工程進度方面，目前正在進行地基施工，外牆及上蓋設計已經敲定。我們現正仔細進行室內設計，並將適時公布更多詳情。

正在廣州興建的全新從化馬匹訓練中心對馬會的未來發展同樣重要。中心將提供更多所需設施，滿足會員對養馬的殷切需求，

我們亦希望藉此鼓勵更多會員積極參與賽馬運動。日後，中心的世界一流設施定必能為訓練香港新一代冠軍賽駒提供理想基地。今年中心的施工進度良好，預計可按原定計劃於二〇一八年啟用。

在行政總裁應家柏卓越的領導下，管理委員會成員努力不懈，使馬會再創高峰，我在此衷心向馬會管理委員會致謝。我期望在新的馬季，馬會將繼續盡展所長，為市民提供優質體育娛樂活動，堅定不移惠澤社群。

主席 葉錫安

二〇一六年七月二十二日