

A Force for Good in Society

At the close of my first year as Chairman of The Hong Kong Jockey Club, I am happy to report that the Club performed both key components of its mission in some style, continuing to provide Hong Kong people with top-class sporting entertainment while making record contributions to the community through betting duties and charitable donations.

Total turnover on our racing, football betting and Mark Six operations reached a record HK\$128.55 billion, a 9.9% increase on the previous year, of which HK\$104.83 billion was returned to customers as dividends and rebates and HK\$15.01 billion was paid to the Government in betting duties, a 12.5% increase and another record. Including profits tax of HK\$328 million, our payments to the public purse represent 7.3% of all taxes collected by Inland Revenue Department during the year.

In addition, we made donations to charitable and community projects of HK\$1.62 billion through The Hong Kong Jockey Club Charities Trust, a 6.6% increase on last year's record HK\$1.52 billion. We also contributed HK\$1.03 billion to the Lotteries Fund, which supports social welfare projects. This brings the Club's total return to the Hong Kong community close to HK\$18 billion, and that is before indirect benefits such as employment and other spending are added to the equation.

It continues to be a source of great pride that the Jockey Club is able to serve Hong Kong in this way through its not-for-profit business model. Although this successful formula has

gained many admirers worldwide, I believe it does not always get the recognition it deserves here in Hong Kong, which is a great shame as there is so much more the Club could still do, given its high reputation internationally and the growing globalisation of the industry. Instead, these market opportunities are being taken up by others, with none of the benefits accruing to Hong Kong.

As a vivid example of this, football betting had already become rampant in the illegal and offshore market before the Government allowed the Club to introduce a regulated service in 2003, after some five years of hard negotiation. Since then, the Club has been able to develop this into the world's most successful football betting operation and return a hefty HK\$21.72 billion to the Treasury in betting duties.

Indeed it is the success of our football operations that has enabled us to continue increasing our charitable donations year after year, at the same time as our margins on horse racing have remained flat at best. It is no coincidence that our charitable donations have jumped 60% – from an average HK\$1 billion a year to more than HK\$1.6 billion

currently – in the eight years since football betting was introduced.

Likewise, reforms made to the betting duty structure for horse racing at the Club's urging in 2006 have proved successful in stemming the outflow of money to illegal operators, and increased the Government's betting duty revenue by some 25% in the ensuing five years, although the Club's margin has grown far less. Whenever the Club has proposed changes to the status quo in the interests of Hong Kong, the promised benefits have materialised.

It is also worth noting that the way we approach our role as a major community benefactor is focused not just on immediate social needs, but on the longer-term interests of Hong Kong.

Our six guiding principles are that we aim to bring the widest possible benefits to different sectors of the community; we partner other bodies such as Government, universities and NGOs wherever appropriate; we aim to complement rather than duplicate existing support networks and fill service gaps; we try to be proactive, responsive and flexible; we identify emerging needs in conjunction with



At the groundbreaking ceremony for a new Club-funded hostel block at Lingnan University, Mr Stevenson chats with two students who are also beneficiaries of The Hong Kong Jockey Club Scholarship Scheme.
施文信先生在馬會資助興建的嶺南大學新宿舍的動土儀式上，與兩位獲得香港賽馬會獎學金的嶺大同學親切交談。

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*T Brian Stevenson
Chairman*

our partners; and we look for visionary, innovative and long-term solutions.

The HK\$1.62 billion we have donated in 2010/11 will support 114 projects of different types and sizes, reaching out to an estimated five million people between them, or some 70% of all Hong Kong citizens.

Among major capital projects, we have committed HK\$249 million to the building of the Innovation Tower, a striking new headquarters for the School of Design at The Hong Kong Polytechnic University, which we believe will strengthen Hong Kong's position as the design hub of Asia. To provide complementary software support, we will also fund operations of the new Design Institute for Social Innovation for three years.

Another HK\$201 million has been allocated to The Open University of Hong Kong to

construct a new college building and launch an Integrated Healthcare Education Programme, which will help address the current shortage of trained nurses and healthcare workers, a critical issue for Hong Kong in the face of its growing elderly population.

At the other end of the scale, we have committed a total of HK\$212 million over the coming three years to support some 52 smaller projects run by partner agencies under our Community Project Grant (CPG) scheme. These are all innovative projects that perform a valuable service in the community but would not normally receive public funding. Notable examples are a suicide prevention service for the elderly, and the Agency for Volunteer Service which provides a bank of volunteers with specialised skills to help the needy.

In total we have committed some HK\$620 million to support CPG since we launched this scheme in 2005. And in the past three years alone, the proportion of our donations allocated to helping the needy has risen from 29% to 46% of the total, reflecting our concern for addressing rising social needs. Beneficiary groups include the elderly, the disabled, low-income groups, new arrivals in Hong Kong, ethnic minorities, problem families and young people at risk.

Also within this category, we have committed a further HK\$240 million to support the HKJC Life-wide Learning Fund until 2015. This is a project we launched in 2002 to give students from poor families the same opportunities as others to participate in other learning experiences and further their personal development. It currently supports some 200,000 students a year.

In relation to these numerous charities, I would like to thank the many Voting Members who contributed their time during the year to see some of our charitable projects at first hand under the Agency Visit Programme, a new initiative aimed at helping us understand better the needs of our charity partners and beneficiaries.

Meanwhile, the Jockey Club Emergency Relief Fund has during the year provided immediate grants of between HK\$20,000 and HK\$100,000 to the families of those killed in flash flooding at Tai Po, the Manila tour coach hostage crisis, an industrial accident at Lok Ma

Chau, a tragic fire at Ma Tau Wai and a severe rainstorm in Kwai Chung, in consultation with the Government's Social Welfare Department. We established this fund separately from our regular donations in mid-2010 to provide more speedy assistance than would normally be feasible to victims of natural disasters and their families.

In the area of arts, culture and recreational development, Charities Trust funding made it possible for the *River of Wisdom – Animated Version of the Riverside Scene at Qingming Festival* exhibition to be brought to Hong Kong in November, fresh from its debut at the Shanghai World Expo, and this proved outstandingly successful, with close on a million people clamouring for tickets. In addition, our funding covered transport subsidies for needy groups. We also sponsored an innovative new “iTour” heritage walk in Sham Shui Po, based on an iPad application that we hope will encourage more younger residents to take an interest in the fascinating heritage of this district.

Meanwhile our planning and preparation work on the Central Police Station Compound Conservation and Revitalisation project continues. We unveiled a revised design, taking account of public feedback, last October, and this has now received approval from the Town Planning Board. More detailed plans will be announced very soon.

As regards sports development, which has always been close to the Club's heart, we sponsored the 3rd Hong Kong Games in May, a biennial competition between the city's 18 districts, which we feel plays an especially valuable role in community building and promoting the health benefits of sport. We have also funded the Jockey Club Youth Football Scheme for a second year and extended our support for a very successful adaptive rowing scheme for the disabled. These are just a few select examples.

Separately from our Charities Trust donations, the Club's support for the equestrian events of the Guangzhou 2010 Asian Games is well documented in the feature pages of this report. We completed work on building the equestrian venue in Conghua in good time for a preview international contest to be staged there in September, prior to the Asian Games

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themselves in mid-November. The Club also provided professional and technical support for both events.

I am happy to report that the equestrian venue received much positive feedback from the Asian Games organisers and that all the events went very smoothly. The icing on the cake was the success of Hong Kong's equestrian team, all of them Club-sponsored riders, in securing a bronze medal in team jumping - the SAR's first-ever equestrian medal at an Asian Games.

Moreover, nearly 100 horses from 17 participating countries and regions were safely imported and exported into Guangdong by means of a Specific Equine Disease-Free Zone established with Mainland authorities as part of this project. This is the first time it has been possible for a true international equestrian event to be staged in Mainland China, and it has significant implications for the future development of equine sports across the nation.

Equally importantly, we are now redeveloping the Conghua site into a new racehorse training centre for the Club, which will help us further expand and develop our world-leading horse racing product in the years ahead.

Still on the Mainland, the Club signed agreements in August for a second batch of reconstruction projects in Sichuan, as part of the HK\$1 billion support we pledged in 2008 towards the rebuilding of areas affected by the devastating 2008 earthquake. Upon their completion in 2012, the three new projects will provide professional training in disaster management, reconstruction and rehabilitation to more than 15,000 people a year.

Of particular note is a pioneering new Training Institute on Disaster Management and Reconstruction and HKJC Research Centre on Disaster Management, now being established jointly by Sichuan University and Hong Kong Polytechnic University. It will be the first centre of its type in Mainland China, providing research and professional training in rehabilitation and disaster management, with the ultimate aim of developing into a world-class disaster management research centre. As well as helping China prepare better for future natural disasters, we hope it will provide a platform

for experience sharing with other countries worldwide.

Meanwhile, our four initial reconstruction projects are all making good progress and some, like the Mianyang Youxian Zhongxing HKJC Junior Middle School, have already commenced operations. Together, these seven Club-funded projects will ensure Sichuan's long-term sustainable development, by providing a range of educational facilities at different levels and creating a supply of well-trained professionals who can help the province better meet the challenge of future calamities.

I believe these projects exemplify the point I stressed earlier – that in making its charitable donations, the Club looks beyond traditional boundaries to see how it can bring sustainable, long-term benefits to as wide a cross-section of the community as possible.

Quite apart from its wide-ranging support for the community, the Club performs a valuable role in society by providing a regulated and responsible channel to meet the substantial public demand for betting, in line with the Government's long-standing policy on gambling. Indeed, we were delighted in February to receive Level 4 accreditation – the highest possible – from the World Lottery Association under its Responsible Gambling Framework. We are the first operator in Asia to receive such recognition.

The responsible gambling policies we have in place deter underage access and minimise the risk of problem gambling, not least because we allow no credit facilities. We are also the major contributor to the Ping Wo Fund, having pledged HK\$145 million since 2003 to support counselling services for problem gamblers. So I would say to those who are concerned about gambling problems that they should recognise that the Jockey Club is not the problem. Actually it is a key component of the solution.

To me, the Club is a force for good in society, because it has the unique ability to meet the public demand for gambling in a responsible way and transform it into community benefits. If the Club were no longer there, much of this demand would instead be taken up by illegal and offshore operators, who contribute nothing to Hong Kong and are often associated with

problems like credit betting, loansharking and money laundering.

Our great concern is the erosion of Hong Kong's betting revenues, as so many other gaming opportunities are now being opened up to local residents elsewhere in the Asian region or online. Competition is not the issue for us; that is always welcome. But it is essential for Hong Kong that we are given the opportunity to remain competitive. Our customers expect the Club, as a market leader, to respond to market trends and offer equally attractive products, but at present we are inhibited from doing that by a very rigid regulatory framework and some of the world's highest betting taxation.

We appreciate that it is not easy for the Government to take any action that might be construed as promoting gambling – but the reality is that gambling as an entertainment is a growth industry worldwide, and Hong Kong people are now spending far more money with gaming operators elsewhere, especially in Macau, than they are with the Club. It must be in everyone's best interests to keep as much of this spending as possible in Hong Kong, where it can benefit the public purse and the community.

It may sound contradictory to raise these points after a year when the Club's turnover and duty payments have both shown healthy increases, but the market environment is changing rapidly both locally and globally, and it would be disastrous not to recognise that. Business history is littered with stories of companies that once enjoyed seemingly impregnable market leadership, then suddenly found themselves left in the dust by their competitors because they were not able to respond to market changes rapidly enough. Once a certain "tipping point" is reached, it is simply too late to turn back.

Our fear is that if action is not taken now to address these issues, the Jockey Club could experience just such a tipping point, which would have significant implications for employment, public revenue and Hong Kong's status as a world leader in racing.

Other jurisdictions around the region are already taking steps to meet these new market challenges, with active support from their

governments. I do hope that our own Government can be more proactive and responsive in this area, and bring some fresh thinking to these issues in the year ahead.

In closing, a few special words of thanks. Firstly, I would like to make mention of our former Steward Iain Bruce, who made such a valuable contribution to Club affairs during his term on the Board. In his place we are delighted to welcome Sir C K Chow, who brings immense international business experience to our ranks.

Next, I must pay tribute to my predecessor John Chan, under whose chairmanship the Club made significant strides in its efforts to revitalise racing, weathered the tough economic challenges of 2008/09 and built closer ties with Mainland China through such projects as our Beijing Clubhouse, the equestrian events of the Beijing 2008 Olympics and the genesis of the Conghua project. Most of all, John's deep commitment to the community and the people of Hong Kong has been, and remains, unrivalled.

Finally, my sincere thanks to all my fellow Stewards, Honorary Stewards, Voting Members and Members for their staunch support, and of course our CEO, our excellent Board of Management and the Club's 27,000 loyal and hard-working staff for their help and support during my year in office. I feel proud and privileged to be leading an organisation that brings so many benefits to Hong Kong.

T Brian Stevenson
Chairman
22 July 2011

馬會使命 樂道善行 匡助社群 不可或缺

總結我出任馬會主席的第一個年頭，我對馬會繼續秉承使命，成功為香港市民提供世界最高水平的體育娛樂，同時透過歷年來最高的博彩稅和慈善捐款惠澤社群，深感欣慰。

年內賽馬、足智彩及六合彩獎券共錄得投注總額達破紀錄的一千二百八十五億五千萬港元，較上年度增加百分之九點九，其中一千零四十八億三千萬港元用作派彩及回扣，而上繳政府庫房的博彩稅則佔一百五十億一千萬港元，較去年上升百分之十二點五，同樣創出歷史新高。連同合共三億二千八百萬港元的利得稅，馬會於年內繳納的稅款，佔稅務局全年稅收總額的百分之七點三。

此外，我們透過香港賽馬會慈善信託基金撥捐慈善及社區項目的金額合共十六億二千萬港元，比較去年的十五億二千萬港元，增幅達百分之六點六。我們亦撥款十億零三千萬港元予獎券基金，支持社會福利項目。總計馬會回饋香港社會的金額共一百八十億港元，其他間接的經濟貢獻還包括提供就業機會和與上述有關的營運開支。

對於馬會能持續透過非牟利營運模式貢獻香港，我感到非常自豪。雖然這條成功的方程式羨煞全球不少同業，但在香港卻未必獲得應有的認同。這對於在國際間聲譽甚隆，而且本可乘博彩業在全球發展蓬勃而作出更大貢獻的馬會來說，誠屬可惜。因為大好的市場機遇就這樣拱手讓予他人，使香港無緣分享博彩業的發展成果。

其中一個鮮明的例子就是足球博彩。這項博彩活動早就活躍於非法及海外市場，馬會經過長達五年的艱苦游說，才於二〇〇三年獲政府授權提供規範化的足球博彩服務。自此，馬會將足智彩發展為全球最成功的足球博彩產品，為香港政府庫房共帶來二百一十七億二千萬港元的博彩稅收。

足智彩的成功，讓馬會的慈善捐款，在賽馬收益未如理想期間仍得以按年遞增。我們在引入足智彩的八年間，慈善捐款由每年平均約十億港元，增加至去年的超過十六億港元，增幅達百分之六十，如此佳績絕非偶然。

同樣地，馬會成功游說政府於二〇〇六年改革稅制，有效堵截了流失至非法莊家的投注數額；五年間，為香港政府庫房帶來百分之二十五的額外博彩稅收。雖然馬會從中所得的利潤百分比遠遠不及政府，但馬會每次就香港整體利益而提出的改革建議，總能惠及社會各個階層。

我們亦不應忘記，馬會作為香港主要的公益資助機構，除解決即時的社會需要外，亦考慮到香港的長遠發展。

我們的六項核心指導方針，就是我們必須為社會不同階層謀求最大的福祉；同時，我們與政府、大學及志願機構等不同組織傾力合作；致力填補現有公益服務未有覆蓋的空間；我們力求行事積極主動，以具彈性的手法回應各方訴求；更聯同各界夥伴找出社會所需；並尋求具創意和前瞻性的長遠解決方案。

我們於二〇一〇/一一年度撥捐的十六億二千萬港元，將支持一百一十四個種類和規模各異的慈善項目，預計可惠及五百萬港人，佔全港總人口達七成。

其中一個重點捐助項目，是馬會撥捐二億四千九百萬港元予香港理工大學，為其設計學院興建新總部「創新樓」，鞏固香港作為亞洲設計中心的地位。此外，為配合人才發展的需要，我們亦將撥款資助其新成立的社會創新設計學院首三年的運作開支。

另一項大型資助項目是向公開大學撥捐二億零一百萬港元，興建新學院大樓，並開展其綜合健康護理教育課程，以解決正規護士及護理工作者的人才荒，應付人口老化帶來的需要。

另一方面，馬會透過「社區資助計劃」合共撥款二億一千二百萬港元，於未來三年捐助五十二個社會服務團體，支持社區夥伴開展支援服務，為市民提供多元化服務，讓不獲政府資助的嶄新服務得以延展。其中防止長者自殺的「生命共行」外展長者服務，以及由義務工作發展局推行的「專才義工網」服務團隊就是兩個成功例子。

「社區資助計劃」於二〇〇五年正式展開，至今共獲馬會撥捐約六億二千萬港元。單單在過去三年，我們援助不同弱勢社群的捐款佔馬會慈善捐獻的整體比例，已由百分之二十九增加至百分之四十六，反映我們能審時度勢，針對社會上各類冒現的需要。「社區資助計劃」的受惠社群包括長者、傷健人士、低收入家庭、新來港人士、少數族裔、問題家庭及邊緣青年。

我們於二〇〇二年推行的「香港賽馬會全方位學習基金」，同樣是以弱勢社群為對象的慈善項目。這項每年共有二十萬名學生受惠的計劃，旨在資助清貧學生，讓他們與其他學生一樣，享有參與全方位的學習機會，進一步實現個人發展。計劃去年獲馬會增撥二億四千萬港元，以維持營運至二〇一五年。

就上述眾多慈善項目，我要感謝馬會遴選會員於年內撥冗參加新設的非牟利機構探訪計劃，親身認識受捐助機構及其服務對象，進一步了解他們的訴求。

年內，馬會緊急援助基金在諮詢社會福利署後，分別向大埔水災、馬尼拉旅遊巴士挾持人質事件、落馬洲工業意外、馬頭圍道大火及葵涌暴雨的遇害者家屬，發放二萬港元至十萬港元的緊急援助金。馬會緊急援助基金於二〇一〇年中成立，以獨立於經常性撥款的方式運作，為自然災難的受害人及其家屬提供即時的援助。

馬會在推廣藝術文化及康樂活動方面亦不遺餘力，例如透過慈善信託基金贊助十一月舉行的「智慧的長河—電子動態版清明上河圖」展覽，便成功為向隅上海世博的本港市民，帶來中國館內的國寶級展品，共吸引近一百萬名本地市民到場參觀。馬會更贊助弱勢社群的交通費用，方便他們往來會場欣賞展覽。其他獲馬會捐助的嶄新活動還有文化葫蘆在深水埗區舉行的「iTour文化導賞團」，利用iPad互動程式，喚起新一代對舊區文化傳統的關注和興趣。

與此同時，我們繼續籌劃中區警署保育及

活化計劃。我們已按公眾發表的意見修改相關方案，最新設計於去年十月公佈，並獲城市規劃委員會批准。計劃內其他細節，我們即將公佈。

至於馬會一向重視的體育發展方面，我們繼續不遺餘力，作出多方面的貢獻。例如我們捐助了五月在全港十八區舉行的第三屆全港運動會，為團結社區和推廣有益身心的體育活動出一分力。我們亦再次資助「賽馬會青少年足球推廣」計劃，以及繼續捐助為傷健人士而設的展能賽艇發展計劃。

除透過慈善信託基金支持社會公益外，馬會亦全力協助廣州二〇一〇年亞運會於廣州從化舉辦馬術比賽，箇中詳情已於本年報的專題報導中闡述。我們如期完成整個工程項目，讓主辦單位順利在九月舉行場地測試國際賽，以迎接於十一月正式開幕的亞運會。期間，馬會亦為賽事提供專業及技術支援。

亞運馬術項目比賽順利進行，成績獲主辦單位高度讚賞，我引以為傲；更令人欣慰的是由馬會贊助的精英運動員組成的香港馬術代表隊，在是次亞運會場地障礙團體賽中喜獲銅牌，為香港特區在亞運馬術項目中實現零的突破。

此外，馬會與內地政府部門通力合作，設立「無規定馬屬動物疫病區」，讓接近一百匹來自十七個參賽國家和地區的馬匹得以往返廣東賽區和原地。這是內地首次舉辦國際性馬術項目，其成功為中國發展馬運奠定鞏固的基礎。

亞運結束後，馬會旋即著手將馬術比賽場地改建為嶄新的賽馬訓練中心。新中心將有助馬會未來進一步發展我們具世界領導地位的賽馬產品。

馬會心繫中國的另一明證是八月與四川政府簽訂的第二階段四川援建項目協議，進一步深化二〇〇八年馬會就四川地震撥備十億港元進行的災區重建計劃。協議包含的三個新增項目於二〇一二年竣工後，每年可培訓超過一萬五千名專業人員，協助災後管理、重建和復康工作。

其中，由四川大學及香港理工大學合辦的災後重建與管理學院及香港馬會災害科技研究中心，其前瞻性尤其重要。它將成為全國第一所針對自然災難進行研究的學術中心，旨在培訓復康、重建及災後管理的專門人員，面對未來挑戰。學院將致力組建高水平防災減災國際科研合作平台，與世界知名專家學者交流相關的知識和經驗，最終發展為全球一流水平的災害危機處理研究中心。

現時，由馬會資助的首四個項目，興建進度良好，其中綿陽市游仙區忠興鎮香港馬會初

馬會作為香港主要的公益資助機構，除解決即時的社會需要外，亦考慮到香港的長遠發展。

級中學現已開課。馬會在四川資助的七個項目，提供切合不同層面的完善教育設施，並為當地培訓應付未來自然災害所需的專業人才，扶助四川踏上長遠的可持續發展路徑。

這些項目印證我一直強調的馬會公益精神，就是在捐款支持慈善項目之餘，超越傳統制約，尋求更高瞻遠矚的方案，為社會不同層面帶來長遠可持續的貢獻。

除廣泛地支持社會發展外，馬會的另一任務是按照政府持之以恆的博彩政策，提供有節制及受規範的博彩娛樂服務，以應付公眾需求。馬會在二月獲「世界博彩協會」確認符合有節制博彩框架的最高標準，並獲頒授「有節制博彩」最高級別（第四級）認證，成為首家獲頒此項殊榮的亞洲機構。

馬會致力執行有節制賭博政策，禁止未成年人士參與博彩，並透過不接受信貸投注等有效措施防範問題賭博。我們亦是平和基金的主要捐助機構，自二〇〇三年共撥捐一億四千五百萬港元，資助其為問題賭徒提供的輔導服務。因此，我想向那些關心賭博問題的人士指出，他們應認清一個事實，就是馬會並非問題所在；反之，我們是解決問題的重要一員。

我確信馬會是推動社會向善的一股力量，因為唯有本會能透過有節制的博彩服務，把市民對博彩的需求轉化為行善的力量。倘沒有馬會，本地大部分的博彩投注就會落入非法和海外莊家手中，對香港不但毫無進益，還可能衍生信貸投注、高利貸和洗黑錢等社會問題。

對於近年亞洲區內及網上博彩渠道湧現，導致香港的博彩收益被侵蝕，我們甚表關注。我們無懼競爭，反視之為進步的原動力。但我們需要更徹底地發揮應有的競爭力，才能帶領香港力抗強敵。我們的顧客均期待馬會憑藉市場領導者的實力，以富吸引力的博彩產品回應市場趨勢。但目前我們受制於嚴厲的政策框架，以及全球最高博彩稅率的限制，無法因時制宜，滿足顧客的期望。

我們明白政府不欲被公眾誤解為鼓吹賭

博，但博彩娛樂在全球發展蓬勃已是鐵一般的事實；另一個必須正視的實況，是香港人在澳門及其他海外賭場投注的金額，已遠超香港馬會的博彩及獎券收入總額。我們必須設法阻止投注金額流出香港，才能繼續透過博彩稅收和慈善捐獻造福香港。

在馬會的投注總額和所繳稅款剛錄得健康增長的時候有此一說，或予人自相矛盾之感，但本地和環球市場瞬息萬變，如無法早著先機，將可能導致災難性的後果。回顧過去，幾多具實力的企業因為無法及時適應市場轉變，而淹沒於歷史洪流之中。如讓現況發展至臨界點，則恐怕屆時已恨錯難返。

我們憂慮如不立即正視這些問題，尋求解決辦法，馬會終將步入臨界點，為本地就業市場、公共收益，以至香港作為世界賽馬翹楚的地位，帶來無法彌補的破壞。環顧區內，其他賽馬機構已在政府的積極支持下，悉力迎戰博彩市場上湧現的新挑戰，我希望來年能見我們政府的新思維，儘早解決當前問題。

最後，我要藉此機會表達我的謝意。首先，讓我向三月退任的前董事布魯士先生致意，布先生在過去三年為馬會事務貢獻良多，我衷心銘感。我謹代表馬會歡迎接任的周松崗爵士，其豐富的國際商貿經驗將為馬會帶來莫大裨益。

接著，我要向上任主席陳祖澤先生衷心致謝，在其英明領導下，馬會成功活化賽馬運動；安然渡過二〇〇八/〇九年的經濟低潮；更透過我們的北京會所、北京二〇〇八年奧運馬術比賽及從化項目，與內地建立緊密關係。陳主席貢獻香港社會的堅決信念，無人能望其項背。

最後，我也感謝本會各位董事、名譽董事、遴選會員和會員的悉心支持，以及行政總裁、管理委員會和二萬七千位員工在過去一年的忠誠服務。能夠率領本會為香港謀求福祉，我深感榮幸。

主席 施文信

二〇一一年七月二十二日