

Club's role as a Force for Good in society is something to be cherished

The past year has generally been a very successful one for The Hong Kong Jockey Club, and that means it has also been very successful for the wider community of Hong Kong. From a record total turnover of HK\$139.00 billion on our horse racing, football and Mark Six lottery operations, the Club generated an impressive HK\$16.17 billion in tax and duty payments, also a record.

We estimate that this accounts for around 6.8% of all tax payments received by the Inland Revenue during 2011/12, maintaining the Club's position as Hong Kong's largest single taxpayer.

More importantly still, we were able to make record donations to the community of HK\$1.73 billion through The Hong Kong Jockey Club Charities Trust, supporting 155 different projects large and small. These will ultimately benefit some 5.4 million people, or around 75% of the entire Hong Kong population.

The Club's total direct return to the community during 2011/12 – taking into account tax and duty payments, contributions to the Lotteries Fund and charitable donations – adds up to a remarkable HK\$19.06 billion, and that is before adding the wider benefits created by employment and such like.

At the same time, we invested considerable further sums in upgrading our racecourse facilities to ensure that Hong Kong horse racing remains attractive, competitive and world leading, as well as continuing to attract new audiences. This is an essential task if we are to keep racing sustainable in the long term and thereby ensure that our contributions to the community can be sustained.

During the year, we launched a number of attractive new facilities at the racecourses for our Owners, Members and the general public, all of which have been very well received, often being overbooked. In 2011/12 season we saw total racecourse attendance increase to nearly two million, the highest figure for eight years.

Meanwhile our football betting services continue to grow in popularity and now account for more than 30% of total turnover. In 2011/12, our football operations alone contributed HK\$3.94 billion to public funds in betting duty payments. Just as importantly, in this highly competitive global market, they were able to minimise the leakage of revenue to illegal and offshore operators by providing a legal, reliable and one-stop channel for Hong Kong citizens' football betting needs.

Since the Club was authorised to offer regulated football betting in 2003, it has made a steadily increasing contribution to overall revenue as well as returning a remarkable HK\$25.7 billion to the public purse in duty payments. It is no coincidence either that our charitable donations have been able to rise by more than 70% over the same period, from HK\$1 billion in 2002/03 to over HK\$1.7 billion now.

All these achievements underline the huge value created for Hong Kong by the Club's not-for-profit business model, which serves as a force for good by converting the public demand for sporting and betting entertainment into widespread community benefits. Through our racing and betting operations we are able to provide the city's hard-working populace with their favourite form of relaxation, while at the same time bringing sporting honour to Hong Kong internationally and making contributions to society that help enhance the city's quality of life, both now and in the longer-term.

It is a neat and successful formula that is much admired by other jurisdictions around the world, but in my view does not always get the recognition it deserves here in Hong Kong.



Our record community donations in 2011/12 will benefit the young, the elderly and the needy, as well as schools and tertiary institutions, hospitals and care services, sports development projects and arts and cultural activities. My fellow Stewards and I have had the opportunity to visit a number of previously-funded projects over the past year and talk to the organisers and beneficiaries, and it is heartwarming to see how much the Club's support is appreciated, and has made a difference to people's lives.

In the area of community services this year, we pledged HK\$110 million to fund a Jockey Club Elderly Facilities Modernisation Scheme that will provide upgraded facilities and special equipment at Hong Kong's 250 public elderly centres citywide. This complements an extensive improvement programme for the elderly centres by Social Welfare Department announced earlier this year. The Government's HK\$900 million share of this project, incidentally, will be drawn from the Lotteries Fund, which is derived directly from the Club's Mark Six operations.

We have invested considerable efforts since 2010 into revitalising the Mark Six, which had been showing little or no growth for some while, and

these initiatives are now paying off, with lottery sales having recorded total growth of 20.7% in the past two years. This collaboration between the Charities Trust and the Government to upgrade the elderly centres well illustrates the benefits these efforts are returning to the needy in society.

Another recent Charities Trust contribution to elderly welfare was a HK\$136.8 million donation to Hong Kong Young Women's Christian Association to fund its Kowloon Centre Rehabilitation Project and acquire two 14-seater vans for its Day Care Centre for the Elderly. Also in the area of community services, we have granted HK\$38.5 million to Caritas – Hong Kong to fund the renovation of their Caritas Lok Chung Hostel and Lok Hang Workshop for the mentally disabled in Yau Ma Tei.

Education and training have long had a high priority in the Club's donations, as we believe that giving residents of all ages and backgrounds the opportunity to pursue lifelong learning is crucial to strengthening Hong Kong's role as a knowledge-based economy and maintaining the city's long-term competitiveness. One of the Charities Trust's major funding allocations this year has been a HK\$92 million grant to extend our own Hong Kong Jockey Club Scholarship Scheme for a further five years to 2016/17.

Originally launched in 1998 as a ten-year programme, this Scheme

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*T. Brian Stevenson
Chairman*

has proved outstandingly successful, providing an average of 27 scholarships each year for local and Mainland students to pursue three-year first degree courses in the eight UGC-funded institutions and The Hong Kong Academy for Performing Arts. So far, we have awarded scholarships to 343 students, of whom 256 have graduated, and our total donations have reached HK\$107 million. What especially distinguishes the HKJC Scholarship Scheme from others is that in keeping with the Club's own philosophy, scholarship recipients are selected on the basis of their commitment to community service as well as their academic ability. It has already produced some outstanding alumni who continue to make use of their talents to help the less fortunate.

At the other end of the scale, one of our donations this year has been an HK\$18.2 million grant that will see Automated External Defibrillators made available in every school across Hong Kong for emergency heart resuscitation if needed, as part of the Heart-Safe Schools Project initiated by the Hong Kong College of Cardiology.

In the specific area of medical and health services, meanwhile, two notable Trust donations this year have been a HK\$26.8 million grant to the Hospital Authority to procure 27 additional or replacement vehicles for the non-emergency ambulance transfer service, and HK\$16.6 million to Princess Margaret Hospital to fund the setting-up of an Integrated Neurological Rehabilitation Centre.

We have also allocated HK\$14.5 million to fund an end-of-life care service project at Queen Mary Hospital and HK\$8.1 million for a Safety without Restraint Project at Shatin Hospital.

Sports and recreation is another area that we feel is of growing importance in helping Hong Kong citizens lead a healthy and balanced life. As a major sporting organisation ourselves, running world-class international horse racing events, we believe there are other sports in which Hong Kong has the potential to excel given greater opportunity.

I am pleased to report that we are now ready to move forward on establishing a golf academy at the Jockey Club Kau Sai Chau Public Golf Course, which has been a cherished medium-term aim of the Club since we opened the third course there in 2008. Due to open in 2015, the golf academy will not only offer world-class coaching to Hong Kong's elite young golfers, but also provide professional training programmes in golf course management and elite golf coaching for those interested in pursuing careers in the industry, operating on a self-funding basis.

The Trust will cover 60% of the costs of establishing the Academy and has approved an initial donation of HK\$200 million, with a further HK\$103.8 million grant earmarked for next year. The Jockey Club Kau Sai Chau Public Golf Course management company will contribute the remaining 40% from its operating surpluses. Already Kau Sai Chau serves more than 210,000 golfers each year with some 13,000 golf students receiving training there, so we believe the academy will take

Hong Kong an important step forward in developing the sport in a more structured manner.

Another sport that we feel is ripe for further development is football. Despite the huge popularity of the sport among local residents, Hong Kong has generally under-achieved in the game in recent years at regional and international level, and we would like to play our part in addressing that. During the year, we have extended our support for youth football development by collaborating with the Hong Kong Football Association and the Manchester United Soccer School to provide training programmes

for young players at different levels, and with the Kitchee Foundation to establish a new youth training centre, the Jockey Club Kitchee Centre. We have also allocated HK\$126.7 million to the South China Athletic Association to redevelop the grandstand and enhance the football pitch and golf driving range at their Caroline Hill headquarters.

Fostering the public's appreciation of arts and culture is a further long-standing goal of the Club's community donations. Earlier this year we were delighted to sponsor Hong Kong's largest-ever exhibition of Picasso's work as part of our support for

Le French May cultural festival, an event that attracted over 300,000 visitors. Still ongoing at the time of writing are two major exhibitions of national cultural relics, solely sponsored by the Club to celebrate the 15th Anniversary of the Hong Kong Special Administrative Region. One features China's First Emperor and has brought to Hong Kong some 20 terracotta warriors and other priceless Qin dynasty relics; the other moves on two millennia to explore the Secret Garden of Emperor Qianlong.

In addition, we have made donations totalling over HK\$2 million to support the continuation of four traditional Hong Kong festivals that have been inscribed on to the third National List of Intangible Cultural Heritage in China, and to organise educational programmes that foster local residents' knowledge of these traditions.

The wide-ranging donations I have outlined above are but a few examples of the many ways the Club has contributed to the local community in the past year, and the tremendous value that it continues to bring to Hong Kong. It is also worth noting that increasingly in recent years, the Club is creating value for the wider nation too, through both its investments in Mainland China and through its charitable donations.

Most of the seven post-Sichuan earthquake reconstruction projects to which we have committed since 2008, at a total cost of some HK\$1 billion, are now operational and making a real difference to people's lives in the province. Especially notable is the Sichuan HKJC Olympic School, which has established a new educational model by combining academic and sports training to create a new generation of elite athletes in China.

Another pioneering project is the new Institute for Disaster Management & Reconstruction and HKJC Research Centre on Disaster Management, being established jointly by Sichuan University and The

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Hong Kong Polytechnic University with Club funding. It is the first institute of its type in Mainland China and will help the nation prepare better for future natural disasters.

In supporting these reconstruction projects, we have also sought to set new corporate governance standards in their planning and management to ensure the most efficient use of the Club's donations. Through close collaboration with the provincial authorities and the establishment of a cross-divisional supervisory team of Club employees specialising in the legal, auditing, financing, property and Mainland affairs fields, we have been able to monitor progress closely, adopting careful risk assessment and control as well as prudent fund management.

Club engineers stationed in Sichuan have provided professional and independent advice to ensure the quality of both hardware construction and software projects. As a result, three of the Club-supported projects have been honoured with "Outstanding Quality Construction" awards by the Sichuan Provincial Government, in recognition of the new standard they set for the nation in project management.

The Club is also playing a part in promoting the Hong Kong brand throughout China through its investments in the highly-regarded Beijing Clubhouse and the creation of top-class equestrian venues for the Beijing 2008 Olympics and Guangzhou 2010 Asian Games. These are all good examples of the "One Country, Two Systems" policy in action. Fifteen years on from Reunification, I believe the Club has fully justified late paramount leader Deng Xiaoping's famous pledge that "the racing will continue". Indeed the horse racing has not only continued but steadily grown in strength and importance, bringing widespread benefits to the whole nation.

Besides granting funding to the projects I mentioned earlier, the Club continues to take a leadership role in initiating its own projects to address the long-term challenges facing Hong Kong. These include P.A.T.H.S. to Adulthood, a positive youth development programme for junior secondary students, which has now been adopted in more than 50% of local schools and earned international recognition for its proven effectiveness in reducing adolescent risk behaviour such as drug-taking. In the latest phase of P.A.T.H.S., we are adopting a community-based model to reach out to even more young people.

Another Trust-initiated project, CADENZA, which is pioneering new approaches to elderly care in the light of Hong Kong's ageing population trend, has pointed the way to a new model of primary healthcare with the opening of the CADENZA Hub in Tai Po, which provides a range of integrated community health services under a single roof.

We could do more in other areas, too, given the opportunity, but it must be accepted that we are living in a rapidly changing market environment and the Club's continued success can never be taken for granted.

Billions of dollars in local citizens' spending on gaming that could be benefiting Hong Kong are now going instead to casino operations in the region, online and offshore bookmakers, or worse still the illegal market which is associated with most of the social ills of gambling. If we are to channel this demand back into benefits for the local community, the Club must be given more opportunity to compete on equal terms.

At present, we are hampered from doing so by high betting duties and an outdated regulatory regime that fails to take account of today's market realities.

In my view, there is still a lack of understanding in some quarters of the huge and diverse role the Club plays in Hong Kong community life, and of the indivisible link between regulated betting services and community benefits. I hope that the advent of a new administration and a new legislature this year will bring with it fresh appreciation of how the Club can help Hong Kong continue to prosper in the challenging years ahead. The Club and its successful not-for-profit business model is something that all Hong Kong people should cherish.

May I close by offering sincere thanks to all my fellow Stewards, Honorary Stewards, Voting Members and Members for their sterling support over the past year. Likewise to our CEO, the Board of Management and our 26,000 dedicated staff for their hard work and support over the year which has made these excellent results possible. I look forward to another successful year ahead for the Jockey Club and for Hong Kong.

T. Brian Stevenson
Chairman
21 July 2012

馬會精神 樂道善行 立業進德 珍而重之

馬會上年度業務騰飛猛進，澤及香港各階層的福祉。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一千三百九十億港元，其中一百六十一億七千萬港元上繳政府庫房，作為稅項開支，金額同樣創出歷史新高。

估 計馬會於二〇一一/一二年度繳納的稅款，佔稅務局總稅收約百分之六點八，令馬會繼續成為全港納稅最多的單一機構。

此中更大的意義，是馬會得以透過香港賽馬會慈善信託基金撥捐十七億三千萬港元的破紀錄捐款，支持一百五十五項規模、性質各異的慈善及社區項目，預計約五百四十萬港人因此受惠，約佔全港總人口百分之七十五。

馬會於二〇一一/一二年度透過稅款、獎券基金及慈善捐款回饋香港社會的金額合共一百九十億六千萬港元。其他方面的貢獻還包括創造就業機會等。

與此同時，我們亦投放大量資金優化馬場設施，以維持吸引力和競爭力，力保香港在世界馬壇的領導地位，吸引新一代馬迷。此舉對香港賽馬業務的長遠發展舉足輕重，直接影響馬會持續貢獻社會、匡助社群的能力。

年內，我們為馬主、會員及普羅大眾推出多項別出心裁的馬場設施，獲得各界擊節讚賞，預訂經常爆滿。兩個馬場於二〇一一/一二季度錄得的入場總人次近二百萬，是八年來最高紀錄。

足球博彩方面，業務持續向好，佔全年總投注額逾百分之三十。單計足球博彩業務，二〇一一/一二年度就已為政府庫房帶來三十九億四千萬港元稅收。同樣重要的是馬會足智彩為香港市民提供合法可靠的一站式博彩渠道，照顧港人對足球博彩產品的需要，在全球市場競爭激烈的當下，有效堵截流失至非法及外圍莊家的投注數額。

自馬會於二〇〇三年獲授權經營規範化足球博彩業務以來，足智彩一直為馬會提供穩步增長的收入，亦為政府庫房帶來合共二百五十七億港元的豐厚稅收。回顧同期馬會的慈善捐獻自二〇〇二/〇三年度的十億港元增至今年的逾十七億港元，增幅超逾七成，可謂不無原因。

上述的輝煌成就，凸顯馬會秉持樂道善行的使命，透過非牟利經營模式，把公眾對博彩的需求轉化為社會福祉的力量，為香港創造重大價值。營辦賽馬及博彩業務，讓我們得以勤奮自強的香港市民，提供備受愛戴的消閒娛樂，同時藉著本地賽馬的驕人成績，為港增光，並以此所得收入回饋社會，兼顧香港當前需要和長遠發展，提升港人生活質素。

這條嚴謹而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支持。

馬會二〇一一/一二年度的破紀錄捐款，將惠及長幼貧病、教育機構、醫護服務、體育發展及文娛康樂。我和馬會董事仝人去年多次參觀各個受助項目，並與主辦機構和受惠人士懇切交流，獲悉馬會的支持為民生帶來福祉，備受稱許，我深感欣慰。

在社區服務方面，本年度馬會捐款一億一千萬港元，推行「賽馬會智安健計劃」，為全港二百五十間受資助的長者中心優化設施，配合早前宣佈由社會福利署統籌、並由六合彩業務撥款支持的獎券基金撥出九億港元推行的「長者中心設施改善計劃」，以全面改善中心環境。

我們自二〇一〇年起推行多項措施，活化六合彩獎券業務，經過一段觀望時期後，於今漸見成效：過去兩年，六合彩獎券銷售額共錄得百分之二十點七的增幅。由馬會慈善信託基金和政府攜手推行的長者中心優化計劃，印證馬會推動六合彩業務，能惠及社會上有需要人士。

近日，馬會慈善信託基金參與的長者福利項目，更包括捐助香港基督教女青年會一億三千六百八十萬港元，進行「九龍會所復修計劃」；以及為其長者日間護理中心添置兩輛十四座位小巴。馬會捐助的另一項社區服務，是撥款三千八百五十萬港元予香港明愛，以翻新兩項位於油麻地的智障人士設施，包括明愛樂頌宿舍及明愛樂行工場。

我們深信為不同年齡、不同背景的市民提供持續進修的機會，最能鞏固香港的知識型經濟，維持香港持續發展所需的競爭力。因此，教育及培訓一直是馬會重點捐助的範疇。年內，馬會慈善信託基金其中一項重要捐獻，就是向香港賽馬會獎學金增撥九千二百萬港元，延長項目五年至二〇一六/一七年。

香港賽馬會獎學金於一九九八年成立，原擬為期十年，平均每年提供二十七個獎學金名額予本地及內地傑出學生，在香港八間由大學教育資助委員會資助的大學或香港演藝學院修讀三年大學本科課程。至今，馬會共捐款一億零七百萬港元，獲資助的同學達三百四十三名，當中二百五十六位得獎同學已修畢大學課程。馬會獎學金的獨特之處，是得主除必須學業成績優異外，更要熱心社會事務，以秉承馬會匡助社群的使命。過往的得獎

學生，不少於畢業後繼續發揮所長，身體力行服務社會。

另一方面，馬會於本年度亦捐款一千八百二十萬港元予香港心臟專科學院，支持其「安心校園」計劃，協助全港學校購置自動心臟復甦機，供緊急心臟復甦救援之用。

本年度屬於醫療及保健服務範疇的慈善項目，較矚目的兩項分別是向醫院管理局撥捐二千六百八十萬港元，置換二十七輛救護車，以提供非緊急救護車服務；及捐助瑪嘉烈醫院一千六百六十萬港元，成立綜合神經復康中心。

我們亦分別撥捐一千四百五十萬港元及八百一十萬港元予瑪麗醫院和沙田醫院，資助前者改善殮房及借別坊的設施，及後者倡導的「病人為本-安全無約束」長者照顧計劃。

另一個馬會日益重視、被視為促進港人身心健康的捐助範疇是康樂體育。作為重要的體育組織及世界級國際賽馬項目的主辦機構，馬會深信香港如獲更多機會，定能在其他體育項目發光發熱，締造輝煌成績。

在此，我欣然宣佈馬會現正於賽馬會濶西洲公眾高爾夫球場策劃興建高爾夫球學校，實現馬會自二〇〇八年於濶西洲建成第三個高球場後訂下的中期目標。預期於二〇一五年正式啟用的學校不僅為香港的青年高球精英運動員提供專門培訓課程，更會開辦自負盈虧的高球管理和精英高球教練課程，讓有志發展高球事業的人士報讀。

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馬會慈善信託基金將贊助百分之六十的興建資金，現階段獲批的捐款為二億港元，另為下年度撥備一億零三百八十萬港元，餘下的四成資金，由賽馬會濶西洲公眾高爾夫球場有限公司從盈利中提供。目前，濶西洲高球場的使用率為每年逾二十一萬人次，其中一萬三千人為參加訓練課程的學生；我們相信新學校落成後將可推動本港高球運動具系統的發展。

馬會另一項銳意發展的運動是足球。雖然港人喜愛足球運動，但近年港隊在亞洲區及國際賽事中表現差強人意；馬會作為主要的體育娛樂營運機構，自該當仁不讓，以振興本地足球運動為己任。年內，我們進一步支持青少年足球訓練，與香港足球總會及國際頂級足球勁旅曼聯合作，為不同水平的青少年足球運動員提供訓練機會。此外，我們亦與傑志基金攜手興建全新足球訓練中心「賽馬會傑志中心」。與此同時，我們亦撥捐一億二千六百七十萬港元予南華體育會，助其重建加路連山總部的大看台，及改善其足球場和高爾夫球練習場設施。

提升公眾對藝術和文化的鑑賞能力，是馬會社區公益工作的另一長遠目標。年初，我們很高興能夠贊助本港歷來最大規模的畢加索作品展，作為馬會資助「法國五月」藝術節的一部分。展覽共吸引逾三十萬人次入場欣賞，盛況空前。本文執筆時仍在舉行的兩項大型國家文化瑰寶展覽，亦由馬會獨家贊助，以慶祝香港特別行政區成立十五週年。其中，以秦始皇帝為主題的展覽將二十尊秦代兵馬俑和大量秦朝珍貴文物帶到香港；而另一清廷珍寶展，則將秦亡二千年後建成的乾隆秘密花園展現港人眼前。

此外，馬會亦捐獻逾二百萬港元支持四項被列入第三批國家級非物質文化遺產的本地傳統節慶活動，以及相關的教育項目，讓普羅市民進一步了解此四項傳統習俗，使其繼續傳承下去。

上述捐款僅佔馬會去年多方面貢獻社會的一鱗半爪，勾勒出馬會為香港創造美好價值，提升地位。事實上，馬會近年亦透過業務投資及慈善捐款，貢獻內地發展。

馬會自二〇〇八年起斥資十億港元進行的七個四川災後援建項目，泰半已開始營運，為當地居民重建新生。其中，四川香港馬會奧林匹克運動學校，融合學術與體育培訓，成為中國精英運動課程的新典範，意義非凡。

另一先導項目是由馬會資助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。這是同類學術機構首次在國內開辦，協助國家更好地面對未來的天然災害。

參與重建項目的同時，我們更積極於項目策劃及管理方面確立新的企業管理準則，以確保馬會捐款用得其所。透過由馬會的法律、審計、財務、物業及內地事務專才組成的跨部門監察組與省政府緊密合作，我們得以嚴格監督工程進度，小心評估及控制風險，並審慎管理項目。

馬會駐四川的工程師提供獨立的專業意見，以確保硬件工程和軟件項目的質素。由是，三個由馬會資助的項目獲四川省政府頒發結構優質工程獎項，嘉許馬會為內地定下管理模式新典範。

此外，馬會亦透過好評如潮的北京會所業務，以及協辦北京二〇〇八年奧運和廣州二〇一〇年亞運馬術項目，將香港品牌廣傳中國，發揚「一國兩制」的核心精神。在香港回歸十五年後的今天，我堅信馬會已充分實現已故領導人鄧小平先生許下的「馬照跑」承諾。事實上，香港賽馬運動持續穩步發展，為中國帶來廣泛的福祉。

除支持上述多個項目外，馬會亦發揮其社會領導角色，倡導多項本地公益計劃以應對香港未來的挑戰。其中以初中學生為對象的「共創成長路：賽馬會青少年培育計劃」，現有逾半本地中學參加，其防止青少年吸毒等問題行為的顯著成效，更獲國際認可。此項目進入最後階段後，將採取社區為本模式，向更多本地青少年推廣。

另一由馬會主導的「流金頌：賽馬會長者計劃新里程」，提倡護老新思維，以應對香港人口老化的趨勢。其中，位於大埔的「賽馬會流金匯」，提供一站式綜合社區保健服務，確立長者基層健康護理新模式。

倘賦良機，馬會自當竭盡所能，為香港謀求更多福祉。但我們必須承認市場環境波譎雲詭，馬會的成功並非必然。

目前，數以十億計的本地博彩投注正流向區內賭場及網上和海外莊家，甚至落入非法集團手中，做成社會流弊。現時我們受到過時的政策框架，以及高博彩稅率的限制，無法因時制宜，與其他博彩營運商公平競爭。馬會必須獲社會給予更大空間，發揮應有的競爭實力和

靈活彈性，才能繼續將本地博彩需求轉化為香港社會福祉。

我認為社會部分人士仍未充分了解馬會對香港各個生活面貌的重大貢獻，以及規範化博彩服務與社區福祉的關係。我期望新一屆特區政府和立法議會能重新認識馬會協助香港有效應對挑戰的角色，從而珍視其以非牟利營運模式樂道善行的使命。

最後，我衷心感謝本會各位董事、名譽董事、遴選會員和會員過去一年的熱心支持，以及行政總裁、管理委員會和二萬六千位員工的忠誠服務，為馬會帶來驕人的成績。我期望馬會和香港來年能更進一步、馬到功成。

主席 施文信

二〇一二年七月二十一日

馬會近年亦透過 業務投資及慈善捐款， 貢獻內地發展。