

Record year underlines Hong Kong's leadership position in sporting and community development



It gives me pleasure to report that The Hong Kong Jockey Club enjoyed another successful year in 2012/13 across all areas of its operations, especially its core business of horse racing. Total racing turnover reached its highest figure ever, surpassing the previous peak of 1996/97, while racecourse attendance was the best since 2003/04, with the Chinese New Year Raceday attracting a remarkable turnout of nearly 119,000. This included almost 112,000 at Sha Tin, which broke the all-time record for our flagship racecourse. And at Happy Valley on season finale night, we had to put up the "house full" sign at one point, for the first time in recent memory.

These achievements once again demonstrate that the Club's strategy to revitalise racing, through systematic customer segmentation and a customer-centric approach, is reaping dividends for Hong Kong, by helping the Club increase its return to the community through its tax payments and charitable contributions – both of which also set new records. In 2007 we set ourselves the

ambitious target of restoring racing turnover to pre-1997 levels within ten years; in fact we have accomplished it in six, attracting a new generation of racegoers to the sport.

During the year, we continued our efforts to broaden the customer base for racing with new or refurbished facilities for different target segments at both racecourses, coupled with thematic lifestyle entertainment programmes and the application of innovative technology that together, help make a visit to the racecourse an unrivalled social experience.

In this regard, the Club has established a successful, customer-focused model for the sport's long-term sustainable development – a model that is being closely observed by many other racing jurisdictions around the world, keen to tackle the challenge of declining attendance and an ageing customer trend.

Whereas earlier stages of our Racecourse Master Plan were directed primarily on fulfilling unmet needs, this year we have been able to put more focus on renovations that meet growth in demand in key areas and the aspirations of differing customer segments. New or upgraded racecourse facilities opened for the start of 2012/13 racing season included a new Owners with Starters Box, Owners Cabin and Members Coffee Shop at Sha Tin; and a new Young Members Box at Happy Valley.

At Happy Valley we also enhanced the Public Betting Hall area, giving it a more “female-friendly” ambience and facilities in line with a steady increase in the number of female customers joining our themed events under the Happy Wednesday branding, which have firmly established our city racetrack as a midweek hotspot connecting horse racing and social entertainment fans. This year we have extended the Happy Wednesday coverage to other venues at the Valley besides the Beer Garden, while the Happy Wednesday Facebook group now has more than 21,000 fans.

With a new generation of racegoers in mind, we also continue to work hard at enhancing the digital experience. The star of the show has been our Race Simulator App, which has now received close to 400,000 downloads. Our smartphone and tablet betting apps now serve more than 450,000 account customers and account for around 18% of total racing, football and Mark Six turnover. Our revolutionary ibu interactive entertainment table, which is an enabling platform for other digital developments, was honoured in four business awards during the year, including the Best Practice Awards 2012 and Hong Kong ICT Awards 2013.

Whilst strengthening the racing experience for our customers, we also saw Hong Kong move further forward in its vision of becoming a world leader in racing. The 2012 Hong Kong International Races were the most successful to date under our prestigious new partnership with Longines, drawing international stars like Omar Sharif and Kate Winslet to Hong Kong, as well as top horses, trainers and jockeys from all over the world. Both turnover and attendance for this raceday were the highest in more than a decade.

All four of the International Group One races produced top-class action, with two of them going to locally-trained horses – *Ambitious Dragon*, who won the LONGINES Hong Kong Mile, and *California Memory*, who became the first horse to gain back-to-back wins in the Hong Kong Cup, with home-grown rider Matthew Chadwick in the saddle.

Hong Kong also retained its grip on the International Group One Champions Mile in May, courtesy of *Dan Excel*. I’m delighted to report that this race and the four Hong Kong International Races were ranked among the World’s Top 50 International Group/Grade One races in an inaugural list compiled by the International Federation of Horseracing Authorities in March. Staging five of the world’s top 50 races is quite an amazing achievement for a jurisdiction of Hong Kong’s size with only 83 race

meetings a year and a horse population of just above 1,200. The Hong Kong Sprint is actually ranked second among all sprint races in the world.

In addition, Hong Kong-trained horses continued to make their mark overseas last year, most notably by landing both International Group One events at the Singapore Airlines International Raceday on 19 May, when *Military Attack* won the feature race, with *Dan Excel* completing a Hong Kong quinella, while *Lucky Nine* took the KrisFlyer International Sprint.

Our new Conghua Racehorse Training Centre, across the Mainland border, is another element of our efforts to ensure Hong Kong horses are competitive at international level. In particular, it will expose our horses to different types of training tracks, including a turf track with a gentler home turn radius than Sha Tin and a synthetic surface uphill gallop. Just as importantly, there will be 20 large turf spelling paddocks where the horses can be relaxed, thus better able to perform at their best. The feedback from our Owners and trainers has been positive, and we have established close working relationships with Mainland authorities, which will be crucial to the project’s success.

A further illustration of Hong Kong’s growing recognition in world racing was the move of the Asian Racing Federation Secretariat to the city in August 2012. The Club has been one of the key drivers for the globalisation of racing and the move of the Federation’s base will help position Hong Kong at the heart of the sport’s development in Asia. Building on this, Hong Kong will host the 35th Asian Racing Conference in May next year, bringing the sport’s leaders here from around the world. In line with the Club’s own customer-driven philosophy, meeting the different needs of racing’s customers – Owners, Members and the racing public – will be the core theme of the conference.

Another very positive development for the future was the Legislative Council’s approval of the Betting Duty (Amendment) Bill 2013 on 3 July, three days after the end of the financial year under review. In essence,

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this paves the way for Hong Kong to establish commingling arrangements with overseas racing jurisdictions, a measure that the Club has championed since 2007 as means of strengthening its competitive position in the international arena and combating illegal bookmaking.

Building on the strong global branding of our racing product and high liquidity in our pools, we can bring international betting revenues onshore and thereby, through collective efforts with overseas partners, eliminate the

illegal bookmakers' opportunity for odds arbitrage. We are now in active talks with potential partners and hope to introduce the first commingled pools within the coming season.

Operational summary

Our efforts to retain and attract horse racing customers paid handsome dividends to the community at large in 2012/13. Over the year, race betting duty payments to the public purse grew 12.1% to HK\$11.11 billion, the highest figure since 1999/2000. Meanwhile the Club's share of gross margin grew 11.1% to HK\$4.12 billion. It should be noted, though, that this is still some way short of the 1999/2000 figure, which was HK\$4.50 billion. This reflects the challenges the Club now faces in increased competition.

As regards football betting, we saw continued turnover growth of 7.0% during the year despite the absence of any major international tournaments. Betting duty payments to Government grew 6.9% to HK\$4.21 billion, matching the Club's share of gross margin.

This was the tenth year since the Club was authorised to offer regulated football betting in 2003 and turnover has trebled over that period, making Hong Kong one of the world's most successful football betting operators. This is despite the fact that we are able to offer fewer matches and bet types than many of our illegal and offshore competitors, who are able to attract customers with more competitive odds, as they pay no tax, and lure customers with credit betting and other socially undesirable incentives.

It is much to the Club's credit that we are still able to compete strongly in this very challenging market – and thus protect Government revenues – by providing top-

quality customer service and information content for bettors, coupled with a high reputation for integrity and reliability. Given the demographic of football customers and round-the-clock nature of the business, our online and mobile betting services are proving even more popular than they are for racing, now accounting for some 70% of football volume.

We expect the build-up to World Cup 2014 will give further impetus to our football operations in the coming year. But it will also encourage the illegal and offshore operators to become more active, so we shall continue to be vigilant of the market situation.

Our Mark Six lottery operations were not able to repeat their exceptional growth of 2011/12, partly because there were fewer large jackpots, but they continue to benefit from the revitalisation initiatives we took in 2010. Turnover this year showed a small decline of 0.9%, generating lottery duty payments of HK\$1.91 billion and commission for the Club of HK\$458 million.

In addition, the Mark Six produced a HK\$1.14 billion contribution to the Government's Lotteries Fund, which supports social welfare projects. In this respect, it plays an especially significant role in community life, not only being a highly popular form of social entertainment with some 4.3 million customers, but also making a three-pronged return to society through its tax payments, Lotteries Fund contributions and ultimately, the Club's charitable donations.

Taken together, the success of our racing, football and Mark Six operations in 2012/13 generated record tax payments of HK\$17.64 billion and enabled the Club's Charities Trust to make total donations of HK\$1.95 billion, also a record. Our Chairman has elaborated in his message on the diverse range of projects this enabled the Trust to support, benefiting Hong Kong people of all ages and from all walks of life.

I am particularly pleased that we are able to invest in Hong Kong's football development, not just through the hardware projects the Chairman has mentioned but also through software initiatives such as the Jockey Club Elite Youth Football Camp, in partnership with Manchester United, and Jockey Club Youth Football Development Programme. These structured and systematic programmes will be very important to raising Hong Kong's football standards over the longer term.

Separately from our Charities Trust donations, we have been allocating HK\$15 million a year to the Ping Wo Fund and will increase this in the coming year to HK\$20 million, with further progressive increases planned. This

will help combat the many social ills associated with illegal and unauthorised offshore betting channels, especially junket operators who offer betting on credit. To date our contributions to the Ping Wo Fund have totalled HK\$145 million. At the same time we continue to operate a strict Responsible Gambling Policy throughout the Club's betting channels.

Our Membership services, which are run on a separate and self-sustained account from our racing and betting operations, continued to perform well during the year despite significant pressures of inflation. By tightly controlling operating costs through more direct sourcing of foodstuffs and other measures, we were able to continue enhancing our offerings and deliver top-class value to our Members. In addition, we completed a number of upgrades to the clubhouse facilities as part of our ongoing refurbishment programme, including the remodelling of Gallop Restaurant at Happy Valley Clubhouse, and improvements to the recreational facilities at Beas River Country Club.

Our Beijing Clubhouse celebrated its 5th Anniversary in April and continues to do a wonderful job in promoting the HKJC brand on the Mainland, as well as providing top-class facilities for our Members visiting the capital. To date, almost 10,000 Hong Kong-based Members have enjoyed its services, while our Mainland-based corporate and individual membership now stands at some 800.

Despite these successes, a concern on the Membership side – echoing the issues we have faced in horse racing – is a generally ageing trend, coupled with a tendency among the younger members to be less interested in horse racing than in the past. We are addressing these concerns by endeavouring to establish differentiated venues that will appeal to varying target segments of the membership.

These include a new Young Members Box at Happy Valley, complemented by a series of special programmes to stimulate the younger members' knowledge and understanding of horse racing. We have also embarked on a comprehensive study of our clubhouse facilities, in particular at Happy Valley, to see how we can best address Members' changing needs and expectations in the interests of long-term sustainability.

Throughout these different operations, we strive to be a responsible employer, offering our 24,000 full- and part-time staff fulfilling jobs, a pleasant working environment and ample chances for career and personal development. We were delighted to be honoured in the Randstad Award as an "Employer Brand to Watch for

Corporate Social Responsibility" out of 75 largest employers in Hong Kong, and also one of the city's Top Ten Most Attractive Employers.

Recognising the critical role of our employees in delivering world-class, customer-centric services, we continue to invest significant resources into this area, as demonstrated by The Hong Kong Jockey Club College, which began operations in early 2012 and is aimed at putting our people development programmes on to a more strategic and systematic basis. The College offered 234 programmes during the past year, some benchmarking with Associate Degree level in the academic structure, providing over 440,000 hours of staff training in total. In fact, 98% of all our full- and part-time employees received some form of structured training. Next year the College will move into purpose-built facilities.

Another facet of the Club's social responsibility is our strong commitment to environment-friendly and sustainable practices across our operations, as well as through our charitable donations. With this year's Annual Report we are issuing our second full Sustainability Report, but this time it is only available online, in keeping with good sustainability principles. In particular, we have gone a step further by ensuring that green concepts are proactively embedded into our planning processes, and by setting clear waste and energy reduction targets.

In closing, may I express my sincere thanks to the Board of Stewards for their valuable guidance, my fellow members of the Board of Management for their unflinching support, and most of all the Club's loyal staff who make things happen at the sharp end of the business. We strive for good business results to maximise the Club's return to the community and have set new records this year on both counts, an achievement to which every single one of them has contributed. I feel privileged to be leading such a wonderful organisation.

Winfried Engelbrecht-Bresges
Chief Executive Officer
26 July 2013

發展體育 共建社會 躍馬豐年 寰球典範

香港賽馬會於二〇一二/一三年度表現卓越，尤其在賽馬核心業務的各個營運範疇均錄得佳績，令人鼓舞。賽馬投注總額再創歷史新高，創下自一九九六/九七年度的新紀錄，而賽馬日的馬場入場總人數亦是自二〇〇三/〇四年以來最佳。其中，農曆新年賽馬日更錄得接近十一萬九千的驕人入場人數，包括沙田馬場的十一萬二千名馬迷，為我們的旗艦馬場締造另一項歷史紀錄。跑馬地煞科夜同樣獲馬迷熱烈支持，當晚更一度須暫時停止讓市民入場，成為近年令人難忘的馬場盛況。

種種佳績再次印證馬會活化賽馬運動的策略——按部就班，以嚴謹的顧客群組分類和以客為尊的手法，成功協助馬會透過破紀錄的稅款和慈善捐款回饋社會，為香港帶來更大裨益。二〇〇七年，我們訂下十年間將賽馬運動復興至回歸前盛況的鴻圖大計，很高興我們在短短六年間已達至這個目標，並吸引新一代馬迷參與賽馬娛樂。

年內，我們繼續深化發展工作，透過優化兩個馬場設施、舉辦以娛樂和時尚生活為主題的活動，以及引進嶄新科技，將賽馬日打造成非凡的社交體驗，成功擴闊賽馬顧客群基礎。

由是觀之，馬會已就賽馬運動的長遠可持續發展，奠定一個以顧客為本的成功模式，獲各地賽馬機構借鑑，以扭轉入場人數下跌及馬迷老化等挑戰。

馬場規劃大綱前期工作專注滿足馬迷需要。完成此項任務後，我們於年內集中翻新兩個馬場的多項設施，以應付主要服務範疇與日俱增的需求，以及回應不同顧客群組的期望。於二〇一二/一三年季初啟用的全新或優化馬場設施，包括位於沙田馬場供出賽馬匹的馬主使用的廂房、馬主新天地和新設計的會員咖啡室；以及位於跑馬地馬場、為年輕會員而設的全新 Young Members 廂房。

跑馬地馬場的翻新工程還包括公眾投注大堂優化項目，締造舒適優美的環境，並因應越來越多女性進場參與 Happy Wednesday 主題活動而提供女士專用設施。Happy Wednesday 品牌成功將我們的市區馬場確立為結合賽馬和社交消閒的週中娛樂熱點。今年，Happy Wednesday 派對更衝出啤酒園，進軍跑馬地馬場其他消閒場所，而 Happy

Wednesday 的 Facebook 群組已有逾二萬一千人追隨。

我們亦繼續提升數碼體驗，配合新一代馬迷的生活風尚。掀開數碼新時代的「模擬賽馬」App 獲馬迷熱烈擁戴，至今已有近四十萬人次下載。馬會推出的智能手機及平板電腦投注 app 服務逾四十五萬個投注戶口，相關的賽馬、足球及六合彩投注額佔投注總額約百分之十八。我們推出的革命性互動娛樂設施 ibu，提供數碼科技研創的嶄新平台，為馬會於年內贏得四項商業大獎，包括 2012 年最佳業務實踐獎和 2013 香港資訊及通訊科技獎。

為顧客締造全面精彩的賽馬娛樂體驗的同時，我們亦秉持領導賽馬運動、建立寰球典範的願景。二〇一二年度的香港國際賽事成為馬會歷年來最成功的一屆國際盛事。欣逢享譽全球的新贊助夥伴 Longines 加盟，賽事邀得國際巨星奧馬沙里夫和琦溫絲莉蒞臨，加上世界頂尖賽駒、騎師和練馬師同場較勁，令沙田馬場冠蓋雲集，星光熠熠，當日的投注額和入場人數創下香港國際賽事近十年以來的新高。

同日上演四項精彩絕倫的國際一級賽。其中，本地明星賽駒「雄心威龍」及「加州萬里」分別勝出浪琴表香港一哩賽及香港盃。「加州萬里」更夥拍本地培育的騎師蔡明紹，成為首匹蟬聯兩屆香港盃賽事的駿駒。

五月，「花月春風」力拒國際佳駒的挑戰，協助香港成功衛冕國際一級冠軍一哩賽。我喜見是項賽事，連同香港國際賽事日的四項國際一級賽，均躋身今年三月由國際賽馬組織聯盟初次發表的全球五十大一級賽排名榜。從香港一年只有八十三個賽事日，以及一千二百匹賽駒的規模看來，我們得以成功主辦五項五十大賽事，包括躋身全球短途賽第二位的香港短途錦標，不啻是輝煌成就。

此外，香港訓練的賽駒去年繼續在國際舞台大放異彩。其中，「天久」及「軍事出擊」在五月十九日舉行的新航國際盃賽馬日中，先後摘下 KrisFlyer 國際短途錦標及當日的重頭戲新航國際盃兩項國際一級賽桂冠，連同「花月春風」在後者盃賽中跑獲亞軍，與「軍事出擊」構成香港代表連贏佳績。

位於從化的馬匹訓練中心，是馬會為維持香港賽駒在國際間的競賽實力而實施的另一策略。新中心將為賽駒提供不同類型的訓練跑道，包括直路彎半徑較沙田馬場大的草地跑道，以及合成纖維沙上斜訓練跑道。此外，中心將設有二十個大型休憩草地沙圈，讓馬匹悠閒息息，以最佳狀態在賽事中爭勝。項目獲馬主及練馬師支持，我們亦已與內地政府建立了緊密的合作關係，務使項目能馬到功成。

亞洲賽馬聯盟於二〇一二年八月將秘書處遷至香港，進一步反映香港獲全球賽馬業界日益器重。馬會一直致力推動賽馬運動全球化，亞洲馬聯將根據地移師本港，將有助我們鞏固亞洲賽馬發展樞紐的地位。第三十五屆亞洲賽馬會議將於明年五月在港舉行，全球業內精英將雲集香港，進一步提升香港於區內賽馬業界的影響力。會議的中心主題是如何照

顧包括馬主、會員和馬迷等不同顧客群組的需要，切合馬會以客為尊的哲學。

另一推動未來賽馬運動發展的里程碑，是立法會於七月三日，即馬會二〇一二/一三財政年度結束後三天，通過《2013年博彩稅（修訂）條例草案》。此舉為馬會與海外賽區合辦匯合彩池開通綠燈，有助將我們二〇〇七年至今，提倡以匯合彩池強化馬會在國際間的競爭實力，抗衡非法莊家的策略付諸實行。

透過馬會享譽全球的賽馬產品，以及龐大的彩池，我們將可吸引海外馬迷投注，從而藉著與海外夥伴攜手同心的合作關係，阻止非法莊家利用不同彩池的賠率差異進行套戥。目前，我們正積極與潛在夥伴展開討論，期望可在來季推出首個匯合彩池。

營運綜覽

二〇一二/一三年度，馬會致力吸引新舊馬迷投入賽馬娛樂，其收益亦惠及香港社群。年內，馬會上繳政府庫房的博彩稅額增加百分之十二點一，至一百一十一億一千萬港元，創一九九九/二〇〇〇年度以來的最高紀錄。同時，馬會全年所佔毛利增長百分之十一點一，至四十一億二千萬港元，惟未能超越一九九九/二〇〇〇年度的四十五億港元。這反映馬會正面對競爭日烈的挑戰。

足球博彩方面，投注額維持增長勢頭，年內雖無重要的國際盃賽及國際聯賽，增幅仍達百分之七。相關的博彩稅款增加百分之六點九，至四十二億一千萬港元，相當於馬會年內在足球博彩方面的所佔毛利。

自二〇〇三年至今，馬會獲授權營運規範化足球博彩服務已屆十年，期間投注額增長三倍，讓馬會晉身全球最成功的足球博彩營運機構行列。馬會足球博彩業務的佳績來之不易；事實上，馬會足球博彩服務涵蓋的賽事和投注類別，遠少於大部分非法及外圍莊家，這些莊家毋須繳納賦稅，因此可透過更吸引的賠率蠶食市場，進而引誘顧客墮入信貸投注及其他不為社會接受的優惠投注陷阱。

香港仍能在競爭激烈的市場中站穩陣腳，有賴馬會精益求精的顧客服務、為投注人士提供的豐富資訊，以及馬會廉潔可靠的崇高信譽，致使政府在足球博彩方面的收益受到充分保障。鑑於足球博彩顧客群組的不同年齡分佈，以及受注不分晝夜的特性，我們在足球博彩的網上及手機投注服務因而比賽馬投注受到更廣泛的支持，共百分之七十的投注交易均透過此平台處理。

我們預期二〇一四年世界盃熱潮，能為來年的足球博彩業務注入更大動力。但這項全球盛事同樣會令非法及外圍莊家更形猖獗，因此，我們必須保持警覺，密切監察市況。

我們的六合彩業務無法延續二〇一一/一二年度的驕人增幅，部分原因是年內較少巨額多寶攪珠，但總括而言，獎

券業務仍能延續二〇一〇年活化業務所帶來的優勢。六合彩的全年投注總額較去年微跌百分之零點九，為政府帶來十九億一千萬港元的稅項收益，馬會佣金方面的進賬則為四億五千八百萬港元。

此外，六合彩業務於年內向政府獎券基金撥款共十一億四千萬港元，支持社會公益項目。由此可見，六合彩在本地生活方面擔當重要角色，不僅為四百三十萬名顧客提供極受歡迎的大眾娛樂，更透過繳稅、獎券基金撥款及馬會慈善捐款，三管齊下回饋社會。

二〇一二/一三年的賽馬、足球及六合彩博彩業務業績理想，為政府庫房帶來破紀錄的稅項收益，達一百七十六億四千萬港元，同時將馬會慈善信託基金的捐款推至十九億五千萬港元的新高。我們的主席已在其報告中詳述基金支持的多元化公益慈善項目，惠及香港各階層的老中青市民。

我特別對馬會在香港足球發展的貢獻感到自豪，除主席提及的硬件項目外，更透過培訓人才的軟件提案，包括與曼聯足球學校合辦的賽馬會青少年足球精英訓練營及賽馬會青少年足球發展計劃，推動足球運動向前邁進。此等規劃嚴謹的系統化培訓課程，將為香港長遠提升足球運動水平注入強心針。

除慈善信託基金捐款外，我們亦每年撥捐一千五百萬港元予平和基金；預計來年相關捐款將增至二千萬港元，並計劃逐步增加金額。此舉將有助應對由非法及未經許可的海外博彩渠道，特別是提供信貸投注服務的「疊碼仔」活動所造成的許多社會流弊。至今，我們資助平和基金的捐款共一億四千五百萬港元。同時，馬會所有博彩渠道亦繼續恪守「有節制博彩政策」。

年內，獨立於賽馬及博彩服務、以自負盈虧形式營運的馬會會員服務雖受通脹壓力影響，但業績仍然良好。透過直接採購食材和其他節流措施，我們得以嚴格控制經營成本，進而提升質素，為會員締造頂級款客體驗。此外，優化會所設施亦是馬會持續翻新工作的一部分，而我們於年內已完成部分會所設施的優化工程。其中，跑馬地會所嘉樂樓已換上全新裝潢迎接顧客，而雙魚河會所的康樂設施亦已完成改善工程。

馬會北京會所於四月慶祝開業五週年，並繼續在內地推廣香港賽馬會品牌，為訪京會員提供頂級設施。至今，約有近一萬位在港居住的會員曾享用北京會所的服務，而內地居住的個人及公司會員則約八百位。

馬會會所業務雖然表現優秀，但仍須面對與賽馬運動同出一轍的顧客群老化，以及新一代會員對賽馬運動有欠熱情的問題。我們現正針對此等問題，致力打造更多設施，迎合不同會員群組的需要。

新設施包括特別為年輕會員而設的跑馬地馬場全新

Young Members 廂房，配合一系列特備節目，吸引年輕會員多了解賽馬運動，掌握相關知識。我們亦已就會所設施展開全面研究，特別是跑馬地會所，以制定最切合會員多變需求和期望的措施，長遠推動會所業務持續發展。

綜觀不同業務，馬會均致力肩擔負責任僱主的角色，為二萬四千名全職和兼職員工提供盡展抱負的工作、愉悅的工作環境和充裕的事業及個人發展機會。我們有幸在本港七十五個大型僱主機構中脫穎而出，獲 Randstad 企業大獎頒授香港「最具社會責任」僱主殊榮，並躋身「十大最具吸引力的僱主」的行列。

馬會深諳員工在提供以客為尊的世界級服務方面，肩負不可或缺的重要角色。為此，我們持續投放相關資源。其中，於二〇一二年初開始運作的香港賽馬會學院，締造更富策略性和系統化的培訓平台，為員工開拓發展空間。學院去年共開辦二百三十四個設計嚴謹的課程，部分課程水平等同副學士。學院全年合計提供逾四十四萬小時的培訓時數，惠及百分之九十八的全職及兼職員工。

馬會另一體現社會責任的使命，是於各個營運範疇實施環保及可持續發展措施，並透過慈善捐款推動綠色文化。今年，馬會年報將發表第二份獨立完整的可持續發展報告，惟新一份報告只備有網上版本，以貫徹可持續發展原則。我們在綠色路上持續邁進，包括確保環保概念融入規劃過程，以及訂定清晰的節能減廢目標。

最後，我衷心感謝馬會董事局的寶貴指導，以及馬會管理委員會各位同胞的衷誠支持，和全體員工的忠誠服務，推動馬會業務在艱巨挑戰中茁壯成長。我們致力成就驕人業績，竭盡所能回饋社會；年內，我們在這兩方面均刷新紀錄，馬會上下應記一功。能夠領導如此傑出的機構，我深感榮幸。

行政總裁 應家柏
二〇一三年七月二十六日