

# Leading with Pride

傲視同儕 行業典範



Sha Tin Racecourse, opened in 1978, offers truly world-class facilities.  
沙田馬場在一九七八年啟用，提供世界級設施。

*Hong Kong's world-class  
racing and betting operations  
earn it global recognition*

香港的世界級賽馬及  
博彩營運載譽全球





Hong Kong was hailed as a “global giant” in horse racing and wagering, and one of the leading jurisdictions in the sport worldwide, when it played host to the 35th Asian Racing Conference in May this year, attracting a record 800-plus delegates from all over the globe. Then Chairman of the Asian Racing Federation Dr Koji Sato also praised The Hong Kong Jockey Club for staging spectacular international racing events and having a highly respected role as a major contributor to charity and to the community.

It was just one of several occasions in the past year when the city’s growing reputation among horse racing *aficionados* came to the fore, putting Hong Kong more firmly than ever on the international sporting map. And that’s no accident, as since the early 1990s The Hong Kong Jockey Club has been committed to elevating its racing operations to world-class standards and competing at the very highest levels.

Moreover, this growing international standing is not just confined to the racing side, as the Club’s football betting operations are also well recognised as one of the world’s largest and most professional, while the services enjoyed by Club Members have long been among the finest – and the most sought-after – in Asia.

This success story is not only bringing dividends to the Club but also, more importantly, to the whole community it serves. Steadily growing racing and football turnover in the past few years has meant more betting duty and tax payments for public funds, and larger surpluses available for charitable donations, thanks to the Club’s not-for-profit business model. In the past decade alone, the Club’s contributions to the public purse have increased by more than 50% to HK\$19.6 billion a year, while its charitable donations have more than trebled to HK\$3.6 billion.

The 35th Asian Racing Conference in Hong Kong attracted a record 800-plus delegates from all over the globe.

第三十五屆亞洲賽馬會議在香港舉行，吸引全球逾八百名業界人士出席。

今年五月，第三十五屆亞洲賽馬會議在香港舉行，吸引來自世界各地的逾八百名業界人士出席，人數為歷屆之冠。會上，香港被譽為賽馬業及博彩業的「巨人」，更是全球最重要的賽馬地區之一。其時為亞洲賽馬聯盟主席的佐藤浩二醫生亦讚揚香港賽馬會舉辦多項精彩的國際賽馬盛會，並且作為慈善及社區的主要資助機構而備受推崇。

去年，除亞洲賽馬會議外，其他業界活動也彰顯本港越來越受賽馬愛好者青睞，在國際賽馬業中穩佔重要地位。成功非偶然，早於一九九〇年代起，香港賽馬會已致力提升其賽馬營運至世界級水平，務求令香港成為最高水平的賽馬地區之一。

馬會不止在賽馬項目上精益求精而令其在國際間享負盛名，在足球博彩業務上，同樣被視為全球最具規模及最專業的機構之一，而馬會一直以來向會員提供的優質服務，在亞洲地區亦是首屈一指，深受歡迎。

馬會以非牟利模式營運，因此，我們的成功，不但是馬會的喜訊，更重要的是，整個社會都能受惠。過往數年，賽馬及足球投注額均穩步上揚，為庫房帶來更多博彩稅及其他稅收，同時造就馬會將更多盈餘撥捐慈善。單單在過往十年，馬會對庫房的貢獻上升超過百分之五十至每年一百九十六億港元，而慈善捐款更翻三倍多至三十六億港元。







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In addition, this success is providing a valuable boost to the Hong Kong economy in general – particularly to the transport, catering and media industries which all benefit from raceday operations. The tourist trade, too, is a big winner, as Hong Kong's major international racedays now attract thousands of extra visitors each year, while horse racing has long been perceived as an icon of the city's unique history and lifestyle. Even for visitors who know little about the sport, a day or night at the races is considered a "must see" attraction, if only to soak up the frenetic atmosphere.

Another recent testament to the city's standing in international racing was the decision by the International Federation of Horseracing Authorities (IFHA) to choose Hong Kong as the host jurisdiction for its inaugural LONGINES World's Best Racehorse Ceremony in December. At a glittering Gala Dinner attended by leading racing officials and connections from all over the world, Australian star sprinter *Black Caviar* and French filly *Treve* were honoured as the joint highest-rated horses in 2013, while superstar *Wise Dan* was a close third.

Hong Kong-trained horses may not have been among the winners this time, but their reputation is rising all the time. No fewer than 21 Hong Kong horses appeared in the 2013 LONGINES World's Best Racehorse Rankings released a few weeks later, a record equalled only once before in 2011. It means that in terms of the total number of elite-level horses under training, Hong Kong ranks equal fifth in the world with France, bettered only by established racing powerhouses the USA, Japan, Australia and Great Britain – all of which have far larger racehorse populations than Hong Kong's modest 1,200, in addition to their own breeding industries.

The quality of its racing and high liquidity of its betting pools put Hong Kong in a strong position to benefit from the growing trend towards commingling – under which bets placed overseas on Hong Kong horse races are consolidated into a single home pool. Since local legislation facilitating commingling was passed in July 2013, the Club has already secured and implemented agreements with two major American horse racing TV networks, meaning Hong Kong racing is now being broadcast into 55 million US households. Agreements with operators in Australia, Macau and Singapore are expected to follow early in the coming season. Besides generating additional returns for the local community, commingled pools provide a valuable weapon in combating illegal betting, as they remove the bookies' ability to arbitrage between the varying odds offered in different jurisdictions.

除此以外，賽馬業務方面的蓬勃發展，亦成為香港整體經濟的重大推動力，特別是交通、飲食及傳媒行業，均受惠於賽馬日。由於香港的主要國際賽馬日每年吸引數以千計的遊客到港，加上賽馬運動早已被視為本港獨特歷史及時尚生活的其一標誌活動，因此，旅遊業從中也受益不淺。即使是對賽馬運動所知不多的遊客，每逢賽馬日也視馬場為必到之景點，以感受血脈沸騰的賽馬氣氛。

此外，國際賽馬組織聯盟決定由香港於十二月主辦首屆「浪琴表全球最佳賽駒頒獎禮」，也印證了本港於國際賽馬行業的地位。頒獎禮晚宴場面熱鬧，吸引全球賽馬業主要領袖及相關業界人士出席，見證澳洲短途佳駒「魚子精華」及法國雌馬「卓芙」雙雙獲選為二〇一三年全球評分最高賽駒，而美國星級賽駒「聰明丹」則以些微分數之差位居第三。

雖然本港訓練的賽駒於今屆頒獎禮未能獲獎，但牠們的聲譽卻與日俱增。於頒獎禮數星期後公佈的「二〇一三年浪琴表世界馬匹年終排名」，共二十一匹本港佳駒名列榜上，與二〇一一年創下的最高紀錄看齊。香港只有約一千二百匹現役馬匹，但以上榜馬匹總數計算，成績卻僅次馬匹數目遠高於本港並擁有具相當規模育馬業的賽馬強國美國、日本、澳洲及英國，與另一賽馬大國法國並列第五位。

香港的賽馬質素高，加上龐大的彩池，令我們在全球匯合彩池發展方面取得優勢，能有效將本地及非本地的賽馬投注合而為一。二〇一三年七月，相關本地條例獲得通過，有助匯合彩池發展，自此，馬會已與美國兩個主要賽馬電視網絡達成協議，令本港賽馬的轉播安排，涵蓋達五千五百萬個美國家庭；馬會預期，來季初將會與澳洲、澳門及新加坡的賽馬機構達成匯合彩池協議。匯合彩池不但為本港帶來額外社區資源，同時可遏止外圍莊家運用不同地區的賠率差異進行套戥，從而有效打擊非法外圍賭博活動。

A further measure of the Club's growing profile in world racing is its wide representation on international bodies. Club CEO Winfried Engelbrecht-Bresges has been a Vice-Chairman of the IFHA since 2007 and in May, was elected Chairman of the Asian Racing Federation (ARF). Club officials also chair or participate in most major committees of the IFHA and ARF, while the ARF Secretariat has been based in Hong Kong since August 2012 – a clear indication of Hong Kong's pivotal position in Asian racing. During the Asian Racing Conference in May, no fewer than seven other international bodies connected to the sport took the opportunity to hold meetings in Hong Kong.



Club CEO Winfried Engelbrecht-Bresges holds prominent positions on international horse racing bodies.  
馬會行政總裁應家柏在國際賽馬組織中位居要職。

In his role at IFHA which includes special responsibility for horse movement, Mr Engelbrecht-Bresges was a prime mover in establishing the International Horse Sports Confederation (IHSC) last October, the first formal vehicle for co-operation between IFHA and the International Equestrian Federation (FEI), the world's two leading governing bodies for equestrian sport.

Another important initiative on this front came in February when the World Organisation for Animal Health (OIE) chose Hong Kong as the venue for its first-ever Asia regional workshop on international competition horse movement, bringing together key public and private sector stakeholders.

On the betting side, the sophistication of the Club's wagering and lottery systems is also well recognised internationally, and its expertise much sought after by newcomers to the industry. More than 80% of horse race betting transactions, and over 90% of those on football, are now handled cashlessly by customers using online, mobile or telephone betting channels. At peak times the Club's back-end systems can process up to 4,500 transactions a second.



馬會領導層在國際賽馬組織中位居要職，同樣令馬會在全球馬壇聲譽日隆。馬會行政總裁應家柏自二〇〇七年起擔任國際賽馬組織聯盟副主席，更於五月獲選為亞洲賽馬聯盟主席；而其他馬會高層亦主持或積極參與國際賽馬組織聯盟及亞洲賽馬聯盟轄下各個重要委員會。自二〇一二年八月起，亞洲賽馬聯盟秘書處遷址香港，足證香港於亞洲賽馬業界的地位舉足輕重。亞洲賽馬會議於五月舉行期間，至少有七個與賽馬相關國際組織亦順道於香港舉行會議。

國際賽馬組織聯盟跟國際馬術運動聯合會乃全球馬術運動兩大主要規管機構，應先生作為前者的副主席，其中一項任務，乃推動馬匹在各國間的暢順往來。去年十月，應先生主力促成國際馬匹體育聯盟成立，為國際賽馬組織聯盟跟國際馬術運動聯合會建立歷來首個正式的合作平台。

此外，由國際獸疫局主辦之一項創新的區域工作會議，於二月在香港舉行，是首次在亞洲舉行的同類型工作會議。會議旨在處理體育運動競賽馬匹在國際間的運送問題，匯聚各地的公共及私人機構的主要持份者，為業界發展出一分力。

在博彩業務方面，馬會的專業投注及獎券系統精密準確，於國際間同樣備受推崇，成為新晉同業的仿效對象。現時，超過八成的賽馬投注交易以及逾九成的足球投注交易以無紙形式處理，客戶透過網上、手機或電話網絡下注。馬會的後勤處理系統，在最高峰時段每秒可處理達四千五百宗交易。



Of particular note are the Club's self-developed risk management systems, which are critical to the success of its football betting operations and are acknowledged as some of the most sophisticated worldwide. Effective risk management also plays a vital role in the Club's Treasury operations, ensuring that the financial reserves of the Club and its Charities Trust can accrue maximum long-term returns for the community, while investment risk is minimised.

As a further step forward in enhancing the quality of its behind-the-scenes operations, the Club will next year consolidate its IT, Telebet and broadcasting operations into a purpose-built new home at Sha Tin Racecourse. The nine-storey Sha Tin Communications and Technology Centre, which will operate around the clock, has been designed to the latest environment-friendly principles and will adopt state-of-the-art technology and telecoms infrastructure, thereby meeting ever-growing customer service expectations. It will provide the 4,000 staff working there with a greatly-enhanced working environment by adopting an employee-care approach.

On the Membership side, the Club is planning to take the range and quality of its services into a new era by building a major extension to its Happy Valley Clubhouse. This project, which is now undergoing a detailed feasibility study, will help the Club broaden the range of facilities it can offer there, both to meet rapidly increasing demand from its existing Members and to attract a younger and broader membership in the long term.

The HKJC's clubhouses in Hong Kong and Beijing offer Members some of the finest services and facilities in Asia.  
香港賽馬會的香港及北京會所為會員提供亞洲首屈一指的服務及設施。

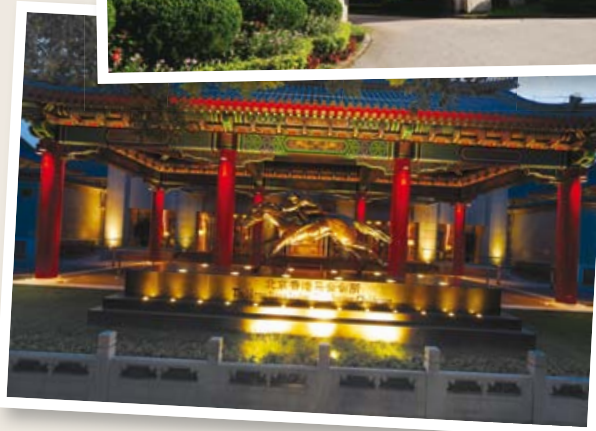
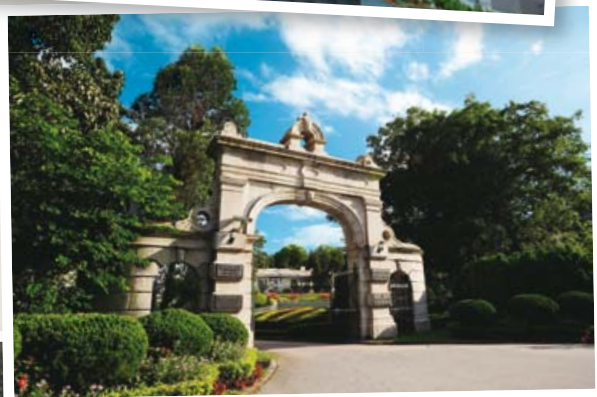
值得一提的是馬會自行開發的風險管理系統，造就馬會足球博彩業務的成功，更被公認為全球最精密的風險管理系統之一。有效的風險管理對馬會的庫房運作同樣重要，確保馬會的財政儲備及慈善信託基金能為社會累積最大的長遠回報，同時將投資風險減至最低。

為進一步提升後勤營運的質素，馬會於沙田馬場興建沙田通訊及科技中心，並於來年投入服務，成為資訊科技、電話投注及廣播事務的全新基地。中心樓高九層，將會二十四小時運作，其設計合符最新環保原則，並設有頂尖科技及電子通訊設備，能滿足日益增加的顧客服務需求，以關懷員工出發，為四千名將在此工作的員工提供更佳的工作環境。

As with all the Club's initiatives, long-term sustainability is the keyword. However successful its racing, betting and Membership operations have been up to now, there can be no room for complacency in today's ever-more competitive and globalised environment – and without the assuredness of sustainable business operations, the Club could not continue contributing to Hong Kong's community development in the way it has done so successfully these past 130 years.

在會員事務方面，為擴闊會員服務範疇及加強服務質量，馬會現正計劃擴建跑馬地會所。有關計劃現正進行可行性研究，項目完成後將提供更多元化設施，滿足現有會員日益增長的服務需求，長遠而言，亦能吸引年輕一代及來自不同背景的人士成為馬會會員。

馬會在各方面所作出的努力，均著重長遠的可持續發展。不管馬會的賽馬、博彩及會員業務有多成功，在現今競爭激烈的全球化環境下，我們定必不會自滿，貫徹奉行可持續發展的營運模式，繼往開來，延續我們以往一百三十年對香港社區發展所作出的貢獻。







Top-quality facilities have been built at both racecourses to meet the demands of different customer groups.

兩個馬場根據不同顧客的需要，提供適切的一流設施。

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## Customer-centric approach the key to success

### 以客為尊 成功之道

Much of The Hong Kong Jockey Club's success in reversing a declining trend in horse racing turnover and attendance over the past eight years can be attributed to the formulation and implementation of a customer segmentation strategy supported by comprehensive research, under which the needs and expectations of different target groups have been carefully identified, then dedicated, high-quality facilities and services introduced to cater to those needs.

As part of this strategy, the Club has already invested more than HK\$3.4 billion since 2010 in a Racecourse Master Plan, designed to create appealing new venues at both Sha Tin and Happy Valley racecourses for different customer segments and make a visit to the races a world-class social and entertainment experience.

More than 20 brand new or renovated venues have been opened at the two racecourses since 2010, tailored to the differing needs of horse Owners, Club Members, business and corporate groups, visitors to Hong Kong and young professionals.

In addition, the Club has introduced a wide variety of on-course activities and entertainment to enrich the lifestyle and sporting experience, especially at Happy Valley where the award-winning Happy Wednesday party nights have firmly established the city racetrack as a midweek hotspot for trendy young adults in the 25-39 age group.

香港賽馬會能於過往八年成功扭轉賽馬投注額及入場人數的下跌趨勢，主要歸功於其顧客分類策略的制定及推行。有關分類按照全面的研究資料，仔細分析不同目標顧客群的需要及喜好，再因應每一類顧客的不同需求，提供度身訂造的高質素設施及服務。

作為推行有關策略的其中一部分，馬會自二〇一〇年起，已投資超過三十四億港元於馬場發展大綱計劃，旨在於沙田馬場及跑馬地馬場為不同顧客群提供富吸引力的新場地，將賽馬日打造成世界級社交娛樂體驗。

自二〇一〇年起，兩個馬場合共超過二十個全新或翻新場地已開放啟用，切合馬主、馬會會員、商業及企業顧客、遊客及年青才俊的不同需要。

此外，馬會推出了各項多元化的場內節目及娛樂活動，務求為顧客帶來豐富多姿的時尚生活及賽馬運動體驗，於跑馬地舉行的Happy Wednesday派對夜便是當中的佼佼者。派對夜已成為二十五至三十九歲之間人士的潮流時尚活動，成功將跑馬地馬場打造成週中好去處，更為馬會贏得多個獎項。



Entertainment programmes are enriching the racing experience.  
娛樂節目令賽馬更添色彩。



The Club's innovative and popular Racing Touch App. 馬會大受歡迎的創新「Racing Touch」流動賽馬應用程式。



Another area in which Hong Kong is breaking new ground for the racing industry is its innovative use of technology to widen the sport's appeal among younger generations and demystify some of the challenges of studying racing form. This is a crucial factor in tackling an ageing population trend among racegoers and ensuring the long-term sustainability of the sport.

Since the start of the 2013/14 season, selected account customers have been able to make use of an app that allows them to watch live racing broadcasts and browse betting pages or place bets simultaneously. More content has also been added to the Club's website, such as daily trackwork clips and additional bloodstock statistics.

December saw the debut of Racing Touch, a mobile racing and betting app that features rich, lifelike graphics, and allows customers to study race information in a brand new way. Launched with the help of local superstar horse owner Aaron Kwok, it has become a big hit with customers. Patrons of the Club's new Hay Market restaurant at Sha Tin Racecourse, specially designed with young racegoers in mind, can make use of tablet computers with the app preloaded to enhance their racing and betting experience.

A global first, too, is the Club's use of technology originally developed for complex, high-speed stock trading operations to offer exciting new options to horse racing fans. Initially being applied to the Quartet bet, relaunched in January, the Longitude system allows bettors to see an instant odds calculation for any one of the tens of thousands of possible combinations for this bet type. In the longer term, it will open up many more exciting possibilities – especially with the move into international commingling.

香港賽馬業的另一創新之舉，乃運用先進科技，令馬匹的賽績資料更易理解，加強年輕一代對賽馬運動的興趣。此舉為成功扭轉入場馬迷呈現老化趨勢的其中一個重要因素，確保賽馬運動可持續發展。

自二〇一三/一四年度馬季初開始，特選投注戶口客戶能透過流動應用程式，觀看賽馬現場直播及瀏覽投注資料或即時下注，開創全球賽馬先河。同時，馬會網站增設了更多資料，例如每日晨操片段及更多馬匹血統數據。

Racing Touch流動賽馬及投注應用程式，於十二月隆重登場，並由香港星級馬主郭富城主持啟用儀式。此程式透過精美豐富、生動逼真的動畫介面，以全新形式將賽馬資訊呈現顧客眼前，深受顧客歡迎。位於沙田馬場的全新喜馬當先餐廳，設計特別迎合年輕馬迷的口味，顧客更可在其借用載有賽馬及投注程式的平板電腦，豐富賽馬運動體驗。

馬會開創的另一項全球先河，乃運用Longitude技術，為馬迷提供嶄新的投注資訊。Longitude系統本應用於複雜高速的股票交易市場，馬會於一月重新推出四重彩時，首次運用此項技術，為四重彩數以萬計的不同組合計算出實時賠率；長遠而言，馬會將善用Longitude技術，提供更多令人驚喜的優質服務，特別是在國際匯合彩池方面。

二月，馬會推出「JC足球實況」服務，足智彩客戶即使未能欣賞電視直播足球賽事，也能透過服務全程緊貼賽事進展、現場文字評述、入球提示及賽事統計數字。服務平均每天吸引超過三萬名客戶使用，尤其在沒有免費電視頻道直播的世界盃賽事中，服務特別受歡迎。此項服務有助馬會保持市場競爭力，以抗衡日益猖獗的非法及離岸足球投注活動。



The Mobile Live Centre App helps keep the Club's football betting services competitive in the face of rampant illegal betting operations. 「JC足球實況」流動應用程式有助保持馬會足智彩的市場競爭力，以抗衡日益猖獗的非法投注活動。

The Club's football betting customers can also now enjoy the Football Mobile Live Centre which was launched in February. It allows them to keep track of all the live pitch action, live commentaries, goal alerts and statistics of matches that they cannot watch live on TV. The application has over 30,000 daily users on average and was especially popular during the World Cup period when games were not shown live on free-to-air TV. This is an important means of maintaining the Club's competitiveness in the market, in the face of rampant competition from illegal and offshore operators.