

## Club's trusted partnerships merit due recognition

The past year has been an excellent one all round for The Hong Kong Jockey Club and the wider community it serves, with new records set for turnover, tax payments to Government and, most importantly, charitable donations. I should like to express my sincere thanks to our Members for the part they have played in this, through horse ownership or other support to our racing activities, as well as to all our customers. It's a performance of which every one of us can feel very proud.

At the heart of this success has been our strategy of reinvigorating horse racing through significant investments in upgrading racecourse facilities and strengthening its social entertainment elements, initiatives that are attracting people from all walks of life back to the sport. This is reflected in the especially encouraging racing results for 2012/13, which saw turnover exceed HK\$94 billion, a new all-time high. When you consider that by year 2005/06, racing turnover had fallen steadily since 1997 to as low as HK\$59 billion, this is quite a phenomenal turnaround.

These splendid results have been achieved despite a year of considerable challenge for Hong Kong on different fronts, not to mention competitive pressures on the Club at both local and international level. To my mind, this underlines the Club's role as a constant and stabilising force in society, providing Hong Kong people with their favourite form of weekly entertainment while being a major contributor to the community through its not-for-profit business model.

Also important have been the tax reforms on horse racing implemented by the Government at our urging in 2006, which have helped the Club fight growing competition from illegal and offshore markets and produced a handsome return to the community at large.

In this regard, we greatly welcome another important legislative change endorsed in July, which eliminates the "double taxation" on bets received from overseas and will at last make practicable the commingling of betting pools

between different racing jurisdictions. This will not only benefit Hong Kong by combating illegal bookmakers, who at present can thrive by arbitraging the odds differences between separate pools, but will also serve to enhance overseas interest in our racing product, our integrity and the liquidity we offer, and maintain Hong Kong's status as a world-leading horse racing city.

The successes of Hong Kong-trained horses internationally in recent years have already underlined the quality of our racing to overseas fans, not least the superb double Group One victories achieved by *Lucky Nine* and *Military Attack* at the Singapore Airlines International Raceday in May. Next May, Hong Kong's hosting of the 35th Asian Racing Conference, the world's largest racing forum bringing together some 1,000 of the industry's top decision-makers from across the globe, will give us a further opportunity to highlight our leading position.

With the rapid globalisation of racing as a sport, we believe that commingling has the potential to position Hong Kong at the apex of international collaborations in the coming years. In this respect, it is strategically important. As we see in this tenth anniversary year of HKJC Football, the strategic decision to introduce football betting in 2003 has seen Hong Kong become one of the largest and most successful football operators in the world. Over the ensuing decade, this wise decision by the Government has led to a 61% increase in our return to the community through tax payments and a near doubling of our charitable donations.

Even in a year like 2012/13 when there were no major international tournaments, football turnover was up 7%. This in fact has now made football betting the Club's single largest revenue earner, as our share of gross margin on football, at HK\$4.21 billion, exceeded the HK\$4.12 billion share of gross margin on racing due to the much higher tax rate on horse race betting.

Meanwhile, the Club's third principal operation, the Mark Six lottery, saw essentially flat growth, with the Club's commission amounting to HK\$458 million. Besides generating HK\$1.91 billion in Lottery Duty, the Mark Six realised a HK\$1.14 billion contribution to the Lotteries Fund, which supports social welfare projects.

As a result of these performances, the Club's total turnover in 2012/13 hit a record HK\$152.60 billion and its tax payments to Government totalled HK\$17.64 billion, also a record. This amounts to an estimated 7.3% of all tax payments collected by the Inland Revenue Department.

Meanwhile, from the surpluses generated, the Hong Kong Jockey Club Charities Trust was able to make donations totalling almost HK\$1.95 billion to charitable and community projects, once again an all-time record



**“This underlines the Club’s role as a constant and stabilising force in society, providing Hong Kong people with their favourite form of weekly entertainment while being a major contributor to the community through its not-for-profit business model.”**

and an impressive 12.7% increase on last year’s record figure of HK\$1.73 billion.

Taken together, the Club’s total direct return to the community in 2012/13 in terms of tax payments, charitable donations and contributions to the Lotteries Fund exceeded HK\$20.74 billion, underlining the huge value that the Jockey Club brings to Hong Kong and its people. This compares with just HK\$12.71 billion in 2002/03.

On the Membership front, our upgrading of Members’ facilities at the racecourses and clubhouses continued, as noted by our CEO in his statement which follows. Our Beijing Clubhouse celebrated its 5th Anniversary earlier this year and is proving very successful in broadening our brand image and membership base on the Chinese Mainland. Looking to the future, we are conducting detailed studies of how best to enhance the Club’s membership facilities, especially at our ever-popular Happy Valley Clubhouse, in line with the changing profile and expectations of our Members.

The Charities Trust’s HK\$1.95 billion donations during the year supported no fewer than 160 different projects large and small, yet another record, and their benefits will ultimately be enjoyed by up to three-quarters of all Hong Kong citizens. Again, this is a significant jump from a decade ago when 126 projects were supported.

The Trust’s donations cover a wide range of projects

across four main categories, namely Community Services, Education and Training, Medical and Health, and Sports, Recreation and Culture. To ensure their maximum reach and effectiveness, we work closely with NGOs, district organisations and other parties across Hong Kong as trusted community partners, helping to fill gaps in a number of important areas and support needy groups across different parts of the city.

One particular current focus area is sports development, as we believe that the opportunity to play different sports can add tremendously to citizens’ well-being in today’s rapidly-changing society. In the past year we have committed almost HK\$400 million to sports and recreation alone. Sport connects people from all walks of life, it builds team spirit and discipline, and promotes a healthy lifestyle – as demonstrated by the successful models of our Kau Sai Chau Public Golf Course, which attracts some 216,000 golfers and visitors a year, and our various youth football training schemes.

One of our significant donations in this area during 2012/13 was a HK\$103 million donation to the Hong Kong Sports Institute, whose establishment the Club helped to fund in the 1970s, for the purpose of converting the old athletes’ hostel into a multi-purpose training and coaching centre. It complements a HK\$1.7 billion redevelopment of the Institute currently being undertaken by the Government

and brings the Club's total support for the Institute since 1977 to nearly HK\$700 million, including a HK\$350 million endowment fund set up in 1986.

Football is another priority area, due to its high ability to capture youth participation. We have recently authorised HK\$20 million to commence a feasibility study on the Hong Kong Football Academy and master plan

study of the landfill site at Tseung Kwan O, hopefully enabling this long-awaited project to move forward towards a structured business and implementation plan. Meanwhile, work continues on two projects agreed earlier, the Jockey Club Kitchee Centre and the redevelopment of South China Athletic Association, which covers its football stadium and facilities for several other sports.

Our plans to establish a Golf Academy at Kau Sai Chau, unveiled last year, are also making good progress, with all the necessary feasibility studies and design work now complete. Our targeted opening date is 2016. The Golf Academy will serve as a platform for developing structured education programmes at post-secondary level on golf-related subjects, including professional golf playing and golf course management.

Another area of donations to which we attach high priority is community services, which accounted for more than half the number of projects supported in 2012/13 and total donations of nearly HK\$500 million. We are especially concerned about Hong Kong's ageing population trend and the challenges to society this will bring over the years ahead. During the past year, we agreed funding for the renovation and expansion of the Jockey Club Centre for Positive Ageing (JCCPA), a pioneering project that was established with Trust funding in 2000. This latest donation will, among other things, provide expanded day care facilities and training for the carers of elderly dementia sufferers, benefiting some 5,000 people over the next two years. Our total support for the JCCPA has now exceeded HK\$90 million.

We also granted funding to the Hong Kong Alzheimer's

Disease Association for the renovation of its Brain Health Centre in Wong Tai Sin, likewise aimed at improving the quality of dementia care and prevention. This coming October, we will organise a symposium on "Gerontechnology" – how technology can help the ageing population – as part of the Cadenza project, initiated by the Trust in 2006 to tackle elderly care issues.

In the area of healthcare, donations in 2012/13 totalled HK\$426 million. Among them was a HK\$54 million grant to the Hong Kong Academy of Medicine to establish a Clinical Simulation Centre, which will provide a simulation-based training system for healthcare professionals in various different disciplines.

The needs of the poor and underprivileged in Hong Kong are also issues of great concern for society, and will continue to be a focus of the Trust in the year ahead. Besides projects in this area under elderly and healthcare categories, we made total grants of HK\$38 million to the city's two leading hot meal services for the needy, the Bo Charity Foundation's Food Angel Programme and the St. James' Settlement Jockey Club Hot Meal Service. In addition to providing million of meals a year to elderly and needy residents, these initiatives source surplus food from hotels and supermarket chains, helping reduce the pressure on Hong Kong's landfills.

Education and training projects accounted for a further HK\$267 million, including the funding of new student hostels for the Hang Seng Management College, Hong Kong University of Science and Technology and Hong Kong Baptist University.

I'm also pleased to report that the Central Police Station Revitalisation Project, the Club's largest-ever commitment to heritage conservation, has made further solid progress throughout the year. Conservation work on the 16 historic buildings is now under way, with painstaking attention being given to preserving or restoring their original architectural detail, while foundation work for the two new arts buildings has also commenced.

In February we invited expressions of interest from qualified partners to operate the heritage and contemporary art elements, and their feedback is now being studied. We have also invited proposals to operate an integrated cultural and leisure offering at the Central Magistracy Building and to provide visitor services. When the revitalisation works are completed in 2015, we are confident it will help make Hong Kong a world-class heritage attraction, centre for contemporary arts and leisure venue.

Separately from its Charities Trust donations, the Club continues to lend a helping hand to those in need on the Chinese Mainland. During the year, another of the Sichuan

**“As The Hong Kong Jockey Club approaches its 130th Anniversary of serving the community in the year ahead, I hope that its role as a Force for Good in society and a trusted community partner can be duly recognised by its Members, working partners and the public at large.”**

reconstruction projects we funded with a HK\$1 billion donation in 2008 was opened, the HKJC Research Centre on Disaster Management at the new Institute for Disaster Management & Reconstruction (IDMR). This pioneering project, established jointly by Sichuan University and Hong Kong Polytechnic University, can help the nation prepare better for future natural disasters.

When a 7.0 magnitude earthquake struck Ya'an in Sichuan province in April this year – an area previously affected by the devastating 2008 earthquake – we made a further HK\$10 million donation to support emergency relief work there and were most encouraged to learn that the IDMR and other projects funded by the Club's earlier donation were in the front line of giving help.

For example, the IDMR was immediately mobilised to help provide survival guidelines, and Club-funded medical vehicles enabled the Sichuan Provincial 8-1 Rehabilitation Centre to be the first provincial medical team to reach affected areas and provide timely assistance to victims. At the same time, the Club's support for the Centre's rehab services enabled most victims of the latest earthquake to receive effective treatment and be quickly discharged.

To me, this has highlighted the value of the close partnership approach we adopted in helping Sichuan residents recover from the 2008 disaster, and the strong focus we put on sustainability in the Club-funded projects. It also reflects the high governance standards we set in the planning, implementation and management of the Club's Sichuan projects to ensure most efficient use of our donations. All Club-funded projects have withstood the latest earthquake.

We would like to do more on the charitable front given the opportunity, but to do this we need the community's continued support and understanding at a time when the Club's own long-term sustainability continues to face strong challenges from other leisure and entertainment options in the neighbouring region, not to mention from unauthorised online and offshore gaming operators. We also have to be conscious of the still fragile economic recovery in various parts of the world and the impact that might have on Hong Kong.

As the city's major taxpayer and charitable benefactor, we see it as the Club's duty to stay competitive in the best interests of the community at large. While the green light has now been given to commingling as a means of strengthening competitiveness and fighting illegal bookmaking, it has been a lengthy process. Generally, I feel that Hong Kong needs to be more readily responsive and understanding in addressing these competitive issues if the city is to maintain its position in today's rapidly-changing environment. When we propose changes like

this, it is not a matter of self-interest; there are sound and sensible reasons for it.

Looking ahead, our major investments in racing infrastructure will continue at Sha Tin Racecourse which is just approaching its 35 years of service. These investments are essential for maintaining Hong Kong's competitiveness in racing and require bold commitment on our part, as well as commitment of the Government as we will need to renew the land lease for the site shortly. I am hopeful that we can reach a mutually agreeable arrangement.

As The Hong Kong Jockey Club approaches its 130th Anniversary of serving the community in the year ahead, I hope that its role as a Force for Good in society and a trusted community partner can be duly recognised by its Members, working partners and the public at large. I can think of no other organisation that provides such wide-ranging sporting and social facilities to its members whilst also bringing countless benefits to the community at large.

In closing, may I thank my fellow Stewards for their valuable guidance during the year, with particular mention of Dr Donald Li who stepped down in March due to increasing professional commitments, having been a tireless contributor to the Board's work. In his place we have been delighted to welcome Martin Liao, whose extensive record of public service is without doubt an equally valuable asset. On a less happy note, we were saddened last August to learn of the passing of Sir John Swaine who served the Board with distinction for 12 years from 1984 to 1996, the last three as Chairman in a very significant period of development for the Club.

Most of all, I should like to thank most sincerely our Club Members and Voting Members for their continued staunch support, along with our CEO, the Board of Management and our 24,000 full- and part-time employees, whose unceasing dedication makes the Jockey Club a truly remarkable organisation. I look forward to another successful year ahead.

*T. Brian Stevenson*  
*Chairman*  
*26 July 2013*

## 樂行善行 同心同德 互信夥伴 頌聲載道

過去一年，香港賽馬會整體表現卓越，豐碩的成果更惠及廣大社群，在投注總額和上繳政府庫房的稅額，以至馬會最重視的慈善捐款方面，均刷新紀錄。我謹向積極投入養馬或支持其他賽馬活動，襄助馬會貢獻社會福祉的會員，以及廣大市民致謝。馬會年內傑出的表現，讓我們深感自豪。

如此佳績有賴我們透過斥資優化馬場設施和強化賽馬社交娛樂元素，讓不同階層喜歡賽馬運動的人士重新投入參與，成功落實活化賽馬的策略。二〇一二/一三年度馬會賽馬業務佳績滿堂，投注額達破紀錄的九百四十億港元，即為明證。回想賽馬投注額自一九九七年開始連年下跌，至二〇〇五/〇六年度的最低點五百九十億港元，對照今日的理想增長，更見成就斐然。

今年，香港在多方面均面對相當程度的挑戰，馬會本身亦須克服來自本地及國際的競爭壓力，儘管如此，我們仍能錄得出類拔萃的成績。我認為這確切彰顯了馬會持續為香港穩定發展護航的重要角色，除致力為港人每週提供極受歡迎的娛樂外，馬會更透過非牟利的營運模式造福香港社群。

政府於二〇〇六年推行賽馬博彩稅制改革，有助馬會對抗非法及外圍市場的競爭，將投注額由非法渠道轉至合法博彩途徑，以貢獻整體社會的福祉。

我們欣聞立法會於七月通過修訂博彩稅條例，撤去對境外投注本港賽事的「雙重徵稅」，為馬會與各地賽馬夥伴合辦匯合彩池開通期待已久的綠燈。此舉不僅有效打擊非法莊家，阻止他們利用不同地區彩池的賠率差異進行套戥活動，保護香港利益，同時更可提升海外馬迷對香港賽馬產品、誠信和具吸引力彩池的興趣，從而鞏固香港首屈一指的賽馬之都地位。

近年，香港訓練的賽駒相繼在國際舞台揚威，令海外馬迷認識到本地賽馬的水平。其中，「天久」及「軍事出擊」在五月舉行的新航國際盃賽馬日雙雙摘下一級賽桂冠，更是本地馬壇非凡成就。明年五月，香港將主辦第三十五屆亞洲賽馬會議，這個全球最大規模的賽馬論壇將雲集全球約一千名業界精英，進一步彰顯我們的領導地位。

隨著賽馬運動急速全球化，我們相信實施匯合彩池是重要的策略性發展，協助馬會在國際合作領域晉身領導地位。二〇〇三年創辦的足球博彩服務，是馬會另一具遠見的策略性決議，在短短十年間令香港躋身全球規模最大、最成功的

足球博彩營運機構行列，令馬會回饋社會的稅款增加百分之六十一，而慈善捐款更增加近一倍。

即使二〇一二/一三年度並無重要的國際盃賽及國際聯賽，足球博彩投注總額仍攀升百分之七，令足球博彩成為馬會最大的單一收入來源。足球博彩所佔毛利達四十二億一千萬港元，超越受制於更高徵稅率的賽馬博彩，其所佔毛利為四十一億二千萬港元。

至於屬馬會第三項主要業務的六合彩獎券，年內表現持平。六合彩今年為馬會帶來合共四億五千八百萬港元的佣金，而相關的獎券博彩稅項亦為政府庫房增添十九億一千萬港元稅收，同時向獎券基金撥款十一億四千萬港元，資助社會福利項目。

上述業績將馬會二〇一二/一三年度的總投注額推至一千五百二十六億港元的新高，而上繳政府的稅款亦達破紀錄的一百七十六億四千萬港元，佔稅務局全年稅收總額約百分之七點三。

以上利潤，讓香港賽馬會慈善信託基金得以撥捐近十九億五千萬港元予慈善及公益項目，比較去年的十七億三千萬港元捐款，增幅達百分之十二點七，再創歷史新高。

總括而言，馬會於二〇一二/一三年度透過稅項、慈善捐款及獎券基金直接回饋香港社會的金額合共逾二百零七億四千萬港元，相比二〇〇二/〇三年度的一百二十七億一千萬港元，升幅顯著，體現馬會為香港及其市民創造的龐大價值。

在會員事務方面，我們年內繼續為馬場會員設施及會所進行升級工程，詳情可參閱行政總裁報告。北京香港馬會會所在年初踏入五週年，印證會所有效將馬會品牌推廣至內地及成功拓闊會員基礎。馬會現正為優化會所設施進行深入研究，特別是針對深受歡迎的跑馬地會所，以應對會員多元化的需求。

馬會慈善信託基金於年內撥捐的十九億五千萬港元，合共支持了一百六十個大小項目，讓全港約四分之三人口因此受惠於相關服務。比較十年前馬會共資助一百二十六個慈善公益項目，增幅顯著。

馬會慈善信託基金資助的項目涵蓋四個主要範疇，包括：社會服務、教育培訓、醫藥衛生和康體文化。為確保捐款用得其所，讓最多人受惠，我們與非政府機構、地區組織及其他夥伴緊密合作，建立同心同德的互信夥伴關係，協助應對現有援助措施未能冀及的重要範疇，向社會各階層的需要人士伸出援手。

現時，馬會關注的其中一個重點範疇是體育發展，這是因為我們深信身處急速變化的都會，多參與不同運動項目，能大大提升市民的身心健康。去年，我們就體育及康樂方面的捐款已接近四億港元。運動連結各階層市民，培養他們的團隊精神和紀律，同時推廣健康的生活方式。其中表表者包括每年吸引約二十一萬六千名高球愛好者及遊客的賽馬會潛洲公眾高爾夫球場，以及多個馬會足球訓練計劃。

二〇一二/一三年度內，馬會撥捐為數達一億零三百萬港元的資助予香港體育學院，是本年體育發展的重要捐款之一。香港體育學院在七〇年代由馬會資助建造，而是次捐款則為改建經費，用於將舊有的運動員宿舍改建為多用途精英及教練培訓中心。改建工程配合目前由政府斥資十七億港元進行的重建項目，為體院打造全新面貌。連同今次改建項目的資助，馬會自一九七七年至今向體院捐款接近七億港元，當中包括一九八六年捐出三億五千萬港元為體院成立的基金。

足球運動對青少年別具吸引力，馬會因而亦相當關注其發展。近日，我們撥款二千萬港元，開展將軍澳足球訓練中心的可行性研究及將軍澳填區發展大綱研究，以推動這項計劃早日落實，令有關項目的發展及執行更具機制。目前，兩個早前落實的項目——賽馬會傑志中心及南華體育會重建計劃正進行得如火如荼；後者的工程涵蓋旗下足球場及多項體育設施。

我們於去年披露的滙西洲高爾夫球學校興建計劃於年內亦進展理想，所有必需之可行性研究及設計作業已完成。預計可於二〇一六年正式啟用的學校將提供培訓平台，發展高中以上程度的分級教育課程，涵蓋多個高爾夫球相關科目，包括職業球技及高爾夫球場地管理。

馬會另一重點捐助範疇是社會服務，相關項目佔二〇一二/一三年度受助項目總數超過五成，資助金額接近五億港元。我們特別關注未來本港社會人口老化帶來的挑戰。過去一年，我們同意撥款翻新及擴建馬會慈善信託基金於二〇〇〇年斥資成立的賽馬會耆智園（耆智園）。新一筆捐款主要支持耆智園擴展日間護理設施，並為腦退化症年長患者的照顧者提供培訓，於未來兩年惠及五千人。至今，馬會合共捐助耆智園逾九千萬港元。

此外，我們亦捐款予香港認知障礙症協會翻新其位於黃大仙的智康中心，進一步優化其腦退化症護理及預防服務。今年十月，我們將舉辦「流金頌」研討會，主題是「老齡科技」。「流金頌」由馬會慈善信託基金於二〇〇六年主導推行，以解決長者護理問題。

在醫療和保健方面，馬會於二〇一二/一三年共撥款四億二千六百萬港元。當中五千四百萬港元捐予香港醫學專科學院，以成立臨床模擬培訓中心，為不同學科的醫療保健專才提供模擬為本的培訓系統。

照顧香港貧困階層的需要亦是重要的社會議題，馬會慈善信託基金將於未來一年繼續予以關注。除捐助老人及醫療服務外，我們向本地兩個主要慈善食堂——小寶慈善基金「惜食堂」及聖雅各福群會賽馬會熱食服務——捐款共三千八百萬港元，支持二者每年為長者及貧困居民提供數百萬份飯餐。此外，兩間機構亦向本港酒店和連鎖超級市場收集過剩食物，有助減低本港垃圾堆填區的壓力。

年內，教育及培訓方面的慈善撥款為二億六千七百萬港元，受助項目包括恆生管理學院、香港科技大學及香港浸會大學的新學生宿舍大樓建築工程。

我亦謹此欣然宣佈馬會參與的最大型古蹟保育項目——中區警署建築群活化計劃於年內取得理想進展。目前，十六幢歷史建築正進行保育工程，以鉅細無遺地保存及復修其建築原貌；同時，兩幢新藝術大樓的建築工程亦已展開。

二月，我們邀請合資格的夥伴就營辦中區警署古蹟及當代藝術項目提交意向書，目前正細閱及參考相關文件。我們亦就中央裁判司署大樓的綜合文化康樂活動和訪客服務營運事宜徵求計劃書。預計於二〇一五年工程完結後，將可協助香港成為世界級歷史景點，為本港社區及國際訪客提供一個當代藝術及休閒勝地。

除透過慈善信託基金捐助公益慈善項目外，馬會繼續向國內有需要人士伸出援手。年內，馬會另一項響應二〇〇八年四川地震賑災呼籲而撥捐十億港元支持的援建項目——四川大學—香港理工大學災後重建與管理學院香港馬會大樓正式啟用。這個由四川大學及香港理工大學合辦的學術機構，將可協助中國應對未來的天然災害。

四月，繼二〇〇八年地震後再受七級餘震蹂躪的四川省

雅安市，獲馬會即時撥捐一千萬港元，援助其緊急救災工作。我們最覺鼓舞的，是得悉災後重建與管理學院及其他受助項目能在四月的雅安地震發揮前線救災功能。

其中，學院於災後即時作出調動，協助提供救生指引，而馬會資助四川省八一康復中心成立的醫療車隊，更成為其中一個率先到達災區現場的救援團隊，為災民提供分秒必爭的醫療援助。與此同時，馬會支持的康復服務讓新一批災民得以接受有效的治療，並迅速康復出院。

種種例子，體現馬會在二〇〇八年透過緊密的夥伴合作模式，為災民重建新生的重要價值，以及馬會對各援建項目在可持續發展方面投入的關注。當中亦反映我們在規劃、執行和管理馬會四川援建項目方面訂定的高管理水平，有效確保捐款用得其所。所有由馬會資助重建的工程在新一輪地震中均無遭受破壞，結構完整。

倘賦良機，馬會定當竭盡所能，為社會謀求更多福祉。但此舉背後需要社會對馬會不竭的支持，並理解馬會在持續貢獻社群的路途上，屢屢面對鄰近地區提供的博彩娛樂服務，以至非法網上和離岸莊家的嚴峻挑戰。面向未來，我們必須密切留意外圍部分地區經濟復甦步伐放緩的情況，特別是這些變化對香港可能產生的影響。

作為本港主要的納稅及慈善公益資助機構，馬會以維持香港競爭力，照顧社會整體利益為一己使命。雖然政府及立法會已通過修訂博彩稅制，為匯合彩池的發展掃除障礙，在提升本港競爭力及打擊非法莊家方面踏出重要一步，但條例過程異常漫長。總的來說，我認為香港必須早著先機，團結一致，主動應對競爭挑戰，才能在今日瞬息萬變的市場環境中站穩陣腳。我們作出相關的修訂要求絕非出於一己私利，而是基於一個理性而合理的訴求。

展望未來，馬會將繼續投放資源在啓用接近三十五年的沙田馬場，改善馬場基礎設施，以保持香港賽馬的競爭力。這些發展方針需要馬會全情投入，更需要政府的支持。沙田馬場的租約即將屆滿，我希望雙方能早日達成續租共識。

香港賽馬會在來年將服務香港社會達一百三十年，我希望其惠澤社群、與香港同心同德的夥伴精神能獲得會員、工作夥伴以至廣大社會的認同。馬會為其會員提供多元化體育及社交設施的同時，亦帶給香港廣大市民莫大的社會裨益，相信香港很難有其他同類機構能與其相提並論。

最後，我要藉此機會感謝本會各位董事在年內的寶貴指導，特別是由於公務繁忙而於三月退任的李國棟醫生不辭勞苦地參與及支持董事局的工作。接替其出任董事一職的廖長江先生擁有豐富的公共服務經驗，有助馬會精益求精，繼續為香港福祉作出更大貢獻。此外，我們亦深切哀悼於去年八月辭世的馬會前任主席施偉賢爵士。施爵士自一九八四年至一九九六年期間擔任馬會董事，並由九三至九六年間就任三屆本會主席，期間馬會發展迅速，施爵士功不可沒。

我也衷心感謝各位會員及遴選會員的長期支持，以及行政總裁、管理委員會和二萬四千位全職及兼職員工的忠誠服務，讓馬會成為卓越的機構典範。我期望馬會來年繼續一馬當先、馬到功成。

主席 施文信

二〇一三年七月二十六日