

CHIEF EXECUTIVE OFFICER'S STATEMENT 行政總裁報告



This has been a year of outstanding achievement for the Club, whether it be the sporting success of our racing, the excellent business results achieved, or our substantial contribution to the community. As the Chairman has noted, it was also a year which saw the Club complete two major strategic projects. The opening in May of Tai Kwun – Centre for Heritage and Arts, one of the most ambitious projects ever undertaken by the Club, once again demonstrated the unique contribution the Club makes to our community. Less than a month later, on 12 June, the first horses arrived at

the new Conghua Training Centre in Guangdong, followed on 12 July by the first horses in training. So began a new era of Hong Kong racing, with horse owners and trainers set to benefit from some of the world's finest equine facilities as part of our new dual-site model.

The Club's business performance was no less impressive. Total wagering turnover for the season was a record HK\$235.5 billion. Racing was up 5.8% for the full season to a new high of HK\$124.3 billion, generating gross margin, commingling and simulcast

royalty income of HK\$18.6 billion, up 1.5%. Total net margin on racing, plus commingling and simulcast royalty income, was up 6.3% to HK\$5.5 billion. Football also set a new record, with turnover up 11.2% to HK\$103.1 billion, yielding a gross margin of HK\$14.1 billion, with the Club retaining HK\$7.1 billion. The Mark Six lottery, having experienced a decline last year, saw turnover up by 1.2% to HK\$8.1 billion.

All of this enabled the Club to return a total of HK\$28 billion to the community in the form of betting duty, profits tax, charitable donations and Lotteries Fund contributions.

WORLD-CLASS LEADERSHIP 卓越領導

Fundamental to the Club's success is the world-class quality of its racing and racecourse entertainment. Twice a week, we deliver to fans in Hong Kong and around the world one of the most international, exciting, entertaining, and competitive racing experiences – and all with the highest levels of integrity.

馬會的成功，有賴世界級的賽馬及馬場娛樂。馬會每週舉辦兩個賽馬日，為香港及全球馬迷呈獻的，堪稱是全球最國際化、最緊張刺激、最具娛樂性、競爭最激烈的賽馬體驗之一，而且，馬會賽事貫徹最高誠信標準。

馬會今年不論在賽馬運動、業績及社會貢獻方面均表現卓越。誠如主席所言，馬會年內完成兩大策略性項目。大館 — 古蹟及藝術館於5月開幕，是馬會歷來承擔的最大規模項目之一，再次展現馬會對社會作出的獨特貢獻。不足一個月後，首批馬匹於6月12日運抵位於廣東省全新的從化馬匹訓練中心，其後，首批現役賽駒於7月12日抵達，標誌著香港賽馬邁進新時代，在兩地雙向運作模式下，馬主及練馬師將能享用全球最卓越的馬運設施。

馬會的業務表現亦不遑多讓，今季總投注額刷新紀錄，達2,355億港元，而全季賽馬投注額上升5.8%，達破紀錄的1,243億港元，帶來的賽馬毛利、匯合彩池及越洋轉播專利權收益共上升1.5%，至186億港元。賽馬投注純利總額，連同匯合彩池及越洋轉播專利權收益上升6.3%，至55億港元。足球業務亦刷新紀錄，投注額上升11.2%，至1,031億港元，毛利達141億港元，當中馬會保留的金額為71億港元。六合彩獎券投注額去年曾錄得下跌，但今年上升1.2%，至81億港元。

憑藉上述成績，馬會透過繳納博彩稅和利得稅、慈善捐款及獎券基金撥款，回饋社會合共280億港元。

Fundamental to the Club's success is the world-class quality of its racing and racecourse entertainment. Twice a week, we deliver to fans in Hong Kong and around the world one of the most international, exciting, entertaining, and competitive racing experiences – and all with the highest levels of integrity. Every race meeting sees horses, jockeys and trainers from around the globe competing. Arguably no other jurisdiction can compare.

What makes this success possible is Hong Kong's ability to attract the world's best trainers and jockeys, as well as some of its most high-performing horses. This year's LONGINES Hong Kong International Races saw no less than 22 Group 1 winners from six jurisdictions competing, among them *Highland Reel*, whose victory in the LONGINES Hong Kong Vase made him Europe's richest ever stakes winner. In all, nine of Hong Kong's Group 1 races featured in the world's Top 100 Group 1 Races in 2017; this despite Hong Kong having just 0.6% of the world's races. With the addition of Champions Day, bringing together the QEII Cup, the Champions Mile and the Chairman's Sprint Prize, we have the makings of another highly successful international race meeting.

Hong Kong's horses were no less impressive this year, winning all but one of our 12 international Group 1 races, with Horse of the Year

Beauty Generation victorious in three, including the LONGINES Hong Kong Mile. Overseas, *Southern Legend* took Singapore's Kranji Mile, while *Werther* finished an outstanding second in Japan's Takarazuka Kinen. A total of 22 Hong Kong horses featured in the LONGINES World's Best Racehorse Rankings for 2017, accounting for 6.5% of the total; a performance which is all the more remarkable given that Hong Kong has just 0.7% of the world's thoroughbreds in training. Looking forward we have a strong crop of four-year-olds coming through, with great potential for the season ahead.

Alongside the success of its horses, Hong Kong is fast developing its riding and training talent, much of it the product of the Club's Racing Development Board. This season saw two outstanding examples, with Derek Leung riding to victory in the LONGINES Hong Kong Mile, while Frankie Lor, in his very first season as a licensed trainer, took second place in the trainer's championship.

To maintain Hong Kong's high standard of racing, and in particular to incentivise owners to keep on investing in quality horses, next season will see overall prizemoney rise 5% to HK\$1.22 billion. This includes an increase of 10% to HK\$93 million for the LONGINES Hong Kong International Races, with the LONGINES Hong Kong Mile retaining its status as the world's richest 1600m race, while the LONGINES Hong Kong Sprint will once again be the richest 1200m Group 1 on turf. Meanwhile, for the second year in a row, the LONGINES Hong Kong Cup will be the world's richest 2000m turf race.

The other key component of the Club's success is its customer-centricity, with a strong focus on developing the social, sporting and entertainment aspects of racing. At the racecourses this is manifest in the Club's ongoing HK\$6.9 billion racecourse revitalisation programme, with six new or refurbished venues opening this year. But the standout success are our Happy Wednesday race nights. Combining racing action, live entertainment and themed events they have made Happy Valley Racecourse into a top tourist attraction. In total, racecourse attendance exceeded two million visits this year, including over 200,000 tourist visits.

Equally fundamental is the Club's strength in wagering and information technology, which is widely recognised as the best in the world. To enhance its capabilities even further, and in particular to give more flexibility in rolling out new products and services, the Club is currently developing a new integrated customer information and wagering system. This year a major milestone was reached with the seamless transfer of cashbet systems and over two million account customers. On this basis we are already planning new products and applications.

馬會的成功，有賴世界級的賽馬及馬場娛樂。馬會每週舉辦兩個賽馬日，為香港及全球馬迷呈獻的，堪稱是全球最國際化、最緊張刺激、最具娛樂性、競爭最激烈的賽馬體驗之一，而且，馬會賽事貫徹最高誠信標準，每個賽馬日參與競逐的馬匹、騎師及練馬師均來自全球各地，其他賽馬地區基本上難以比擬。

能夠取得如此佳績，有賴香港成功吸引全球頂尖練馬師、騎師及賽駒來港。今年，22匹

來自六個賽馬地區的國際一級賽冠軍佳駒來港競逐浪琴表香港國際賽事，其中「高地之舞」攻下浪琴表香港瓶，成為歐洲歷來贏得最多獎金的賽駒。雖然本港賽事數目僅佔全球賽事總數0.6%，卻有九項一級賽位列2017年全球百大一級賽年終排名榜。此外，馬會今年增設冠軍賽馬日，同日上演愛彼女皇盃、冠軍一哩賽及主席短途獎，將會逐步締造成另一個成功的國際賽事日。

今年，本地賽駒表現同樣亮麗，在香港舉行的12項國際一級賽中，共勝出11項賽事，其中香港馬王「美麗傳承」季內摘下浪琴表香港一哩錦標等三項一級賽冠軍。至於海外一級賽方面，「川河尊駒」在新加坡攻下克蘭芝一哩賽，而「明月千里」在日本角速實塚紀念賽時表現出色，勇奪亞軍。2017年，香港共有22匹賽駒列入浪琴表世界馬匹年終排名榜，佔上榜賽駒總數6.5%，而香港馬匹數目僅佔全球現役純種賽駒總數的0.7%，仍能取得如此佳績，實在難能可貴。展望來季，將有多匹極具潛力的四歲佳駒準備就緒，上陣角逐。

香港除了擁有頂級賽駒外，本地騎練人才亦正迅速發展，而賽馬培訓發展委員會在此方面擔當重要角色。梁家俊和羅富全今季成績尤為突出。梁家俊季內贏得浪琴表香港一哩錦標，而羅富全首季從練已位列練馬師榜第二名。

為確保香港賽馬質素能夠維持高水平，激勵馬主持續投資優質賽駒，下季賽事的總獎金將提高5%，至12億2,000萬港元，其中浪琴表香港國際賽事的總獎金將增加10%，至9,300萬港元。浪琴表香港一哩錦標和浪琴表香港短途錦標仍然分別是全球獎金最高的1600米和1200米草地一級賽，而浪琴表香港盃將會連續第二年成為全球獎金最高的2000米草地賽。

以客為尊亦是馬會得以成功的關鍵，馬會著力開拓社交娛樂與體育活力兼備的賽馬產品，包括投放69億港元，持續在兩個馬場進行的馬場活化計劃，計劃年內有六項全新或翻新設施啟用。然而，最成功的例子是「Happy Wednesday」夜賽賽事，將刺激賽事、現場娛樂表演、主題活動共冶一爐，令跑馬地馬場成為著名旅遊景點。今季，兩個馬場的入場人數超過200萬人次，當中包括逾200,000名旅客。

同樣重要的是，馬會擁有廣被視為全球首屈一指的投注及資訊科技。馬會正研發新一代綜合顧客資訊及投注系統，務求進一步提升其技術水平，令馬會能更靈活地推出新產品和服務。今年，馬會成功更新現金投注系統，並順利轉移逾200萬投注戶口客戶至新系統，是馬會的重要里程碑。在此基礎上，我們正計劃推出新產品及應用程式。

CONGHUA TRAINING CENTRE 從化馬匹訓練 中心

With the opening of the new Conghua Training Centre in Guangdong, the Club will be able to take its world-class racing to an entirely new level of excellence. Operating alongside Sha Tin as part of a dual-site model, Conghua's state-of-the-art training, stabling, veterinary and rehabilitation facilities will enable the Club to expand its population of horses and provide training facilities unavailable in Hong Kong, including an uphill gallop and large spelling paddocks. It also opens up the possibility of importing colts, whose breeding potential will provide new opportunities for owners. More immediately it will facilitate the renovation of stabling and training facilities at Sha Tin.

Essential to the operation of the Conghua Training Centre is Conghua's equine disease-free zone as well as protocols for the movement of horses between Conghua and Hong Kong. These arrangements agreed between Hong Kong SAR and Chinese mainland authorities, were reinforced in four

memoranda of understanding signed at the International Conference on the Equine Disease Free Zone in December 2017. Together they ensure that Hong Kong horses have the same health status in Conghua as in Hong Kong and are able to travel freely between both locations.

While it will take some time before the Conghua Training Centre comes fully on line, we nonetheless look forward to contributing to Conghua's economy, including through employment and through showcase racedays, which will provide opportunities for visitors to experience Hong Kong's world-class horse racing brand first-hand. All of this, we hope, will help further develop Conghua's profile both nationally and internationally.

As the Chairman has noted, we also believe that Conghua's equine disease-free zone, combined with the capabilities of the Conghua Training Centre and the Guangdong Huangcun Sports Training Centre, could support the development of the equine industry in the Guangdong-Hong Kong-Macao Bay Area, with a view to the Bay Area becoming a centre of equine excellence. We look forward to exploring this opportunity.

位於廣東省的全新從化馬匹訓練中心啟用，有助馬會繼續推動世界級賽馬發展，務求更上一層樓。中心將按照兩地雙向運作模式，與沙田並肩運作，從化馬匹訓練中心提供先進的馬匹訓練場地、馬房、馬匹醫療和復康設施，令馬會能夠增加賽駒數目，同時提供香港並未設置的訓練設施，包括登山跑道及大型的馬匹休養區。該等設施有利於將來引入更多具配種潛質的雄馬的可能，為馬主提供更多機會；此外，沙田的馬房及訓練設施亦可隨即展開翻新工程。

從化馬匹訓練中心運作的重要一環，是從化的無規定馬屬動物疫病區，以及議定馬匹跨境運送安排。2017年12月，香港特區政府與內地政府參與無規定馬屬動物疫病區國際會議，並於會上簽署四份合作備忘錄，落實相關安排。根據協議安排，駐於從化的香港馬匹，其健康狀況被視為等同身處香港，可自由往來香港與從化兩地。

雖然距離從化馬匹訓練中心完全投入運作仍有一些時間，但我們期待中心能為從化的經濟作出貢獻，包括提供就業機會及進行純演示性速度馬術比賽活動，讓訪客親身體驗香港世界級賽馬品牌。我們希望，中心能協助提升從化在國內及國際間的知名度。

誠如主席所言，我們亦相信從化的無規定馬屬動物疫病區，加上從化馬匹訓練中心及廣東省黃村體育訓練中心的設施，能支援粵港澳大灣區的馬業發展，將粵港澳大灣區塑造成優質馬術中心。我們期待探討相關可能性。

COMMINGLING 匯合彩池

It is undoubtedly the quality and competitiveness of Hong Kong's world-class racing which lies behind the enormous success of commingling, which has seen turnover grow from HK\$2.6 billion when it was first launched in 2014/15 to HK\$16.6 billion this season. Turnover this year was more than double that of last year, representing more than 13% of total racing turnover for the season.

This growth in part reflects the Club's success in expanding its network of overseas partners, with the Club now having a total of 38 commingling partners in 10 regions. But at root, what attracts overseas fans is the

competitiveness of Hong Kong racing, the depth and liquidity of wagering pools, the quality and availability of information, and the Club's reputation for the highest standards of integrity.

Next year, with the launch of the Ascot World Pool, the Club will offer commingling on its first overseas race meeting. Bets placed through AscotBet and Totepool in the UK will be commingled into the Club's pools for the five days of the prestigious Royal Ascot race meeting; a development which underlines Hong Kong's growing status as the global hub for commingling. With more such world pools in prospect, the outlook for commingling is very positive indeed.

The growth of commingling highlights a further trend, and that is the growing interest in overseas racing in Hong Kong, where turnover on simulcast races increased by 12% this season. This is all part of the globalisation of sport, where fans expect to be able to access and wager on racing wherever it takes place. Undoubtedly there are expectations that more simulcast races should be made available to Hong Kong fans.

有賴香港世界級賽馬的質素及競爭力，匯合彩池取得亮麗成績，投注額由2014/15年推出時的26億港元，上升至今季的166億港元。年內匯合彩池的投注額較去年上升超過一倍，佔全季賽馬總投注額逾13%。

上述增長顯示，馬會成功擴展海外夥伴網絡。至今，馬會於十個地區共有38個匯合彩池夥伴。但吸引海外馬迷的根本，始終是香港賽馬的競爭力、香港投注彩池的規模及流動性、相關資訊的供應及質素，以及馬會堅守最高誠信標準的良好聲譽。

馬會明年將開辦「雅士谷全球匯合彩池」，是馬會首次就海外賽事日提供匯合彩池，屆時英國AscotBet及Totepool於當地就一共五天的著名皇家雅士谷賽期所收到的注項，將會匯入馬會的匯合彩池，標誌著香港正逐步發展為全球匯合彩池中心。預期日後將有更多此類環球彩池出現，因此，匯合彩池的發展前景實在非常樂觀。

匯合彩池的增長，彰顯出另一大趨勢，就是香港馬迷對海外賽事興趣日濃。由於運動項目日漸全球一體化，馬迷期望能夠取得不同地方的賽事資訊並進行投注。今季，越洋轉播賽事投注額上升12%，相信香港馬迷定必期望能夠越洋轉播更多賽事。

FOOTBALL BETTING 足球博彩

Since its launch in 2003, the Club's football betting has provided an effective channel to meet the demand for football betting in Hong Kong, with the Club investing substantially in wagering and information applications and a sophisticated risk management system. The large increases in the Club's charity donations in recent years are in no small part due to its success in providing this service.

As noted already, this year proved no different, with the Club achieving a record turnover of HK\$103.1 billion, in part reflecting the impact of the early stages of the World Cup.

To coincide with the World Cup, the Club also launched a responsible gambling campaign; one of several responsible gambling advocacy initiatives during the year.

自2003年推出以來，馬會的足智彩是滿足香港市民足球博彩需求的有效渠道，而馬會亦著力投資於投注及資訊應用程式以及精密的風險管理系統。馬會慈善捐款近年大幅增加，一定程度上也歸功於足智彩服務取得成績。

如上所述，今年也是一樣，加上世界盃分組賽的影響，推動馬會足球投注額刷新紀錄，達1,031億港元。

年內，馬會透過教育活動，倡導有節制博彩，當中包括特別因應世界盃舉行而推出的宣傳教育項目。

FOR THE BETTERMENT OF OUR SOCIETY 致力建設更美好社會

Ultimately everything the Club does has one purpose: the betterment of our society. It is this which motivates us to perform at the very highest level on behalf of the community.

Here Tai Kwun was just one of many ways in which the Club touched the lives of Hong Kong people this year. A total of 222 projects across ten areas of community need benefited from the HK\$4.2 billion donated by the Club's Charities Trust.

This figure, which is four times greater than the HK\$1.05 billion donated as recently as 2007/08, reflects the Club's success in improving its business

performance over the last ten years. It is this which has made possible the Trust's strategic focus on four areas – youth; the elderly; sports; arts, culture and heritage – which between them received approximately half of the donations allocated this year.

At the same time the Club continues to maintain its support across the full range of community need. Indeed, this year saw two major donations in the area of medical and health, with HK\$500 million donated to City University of Hong Kong to establish the Jockey Club One Health Tower as an educational and research base for veterinary medicine and life sciences, and HK\$281 million donated to The Open University of Hong Kong to establish the OUHK Jockey Club Institute of Healthcare, which will help train the next generation of community healthcare professionals.

Aside from the work of the Charities Trust, the Club connects with the community in many other ways. Each year the Riding High Together Festival brings families together at Sha Tin Racecourse and Penfold Park to enjoy three days of edutainment activities, with over 45,000 attending this year. Our well-established community football programme has pioneered the use of football to help young people develop themselves, physically, mentally and socially. This year saw the inaugural JC Youth Football Academy Summit, with players from Manchester United's youth team training alongside and playing friendly games with Hong

Kong youth players. I would also like to pass on my sincere thanks to members of our employee CARE@hkjc volunteer team for their many hours of work in the community this year.

Leveraging its equine expertise, the Club is also a keen supporter of equestrian sports. It is a Founding Partner of the 5-star LONGINES Masters of Hong Kong, including providing transport, veterinary and other professional services. This year it was also the Founding Partner of the inaugural Asia Horse Week conference, which for the first time brought together representatives from leading equestrian federations, regional horse clubs and the equine industry to debate the future of the sport in Asia. The Club has established the HKJC Equestrian Team to further develop the potential of Hong Kong riders and we were delighted to see two members of the team win medals for Hong Kong in last summer's 13th National Games of the PRC. We wish them the best of luck for the 2018 Asian Games in Jakarta.

馬會所做的一切，皆抱有同一宗旨，就是建設更美好社會，而正正是這個宗旨，推動我們為社會做到最好。

大館只是年內馬會眾多惠及香港市民的項目之一；今年，馬會慈善信託基金共撥捐42億港元，支持合共222個項目，涵蓋十個範疇，回應社會需要，造福市民。

這數字是2007/2008年度的10億5,000萬港元捐款的四倍，反映馬會於過往十年間成功提升業務表現。正因如此，馬會慈善信託基金能夠策略性地重點推動青年、長者、體育和藝術、文化及保育四大範疇的慈善工作。今年的馬會捐款中，約一半用於支持這四大範疇項目。

當然，馬會仍舊繼續全面支持社會不同的需要。實際上，馬會今年作出了兩筆與醫療衛生相關的重大捐款，分別是撥捐5億港元予香港城市大學，興建「賽馬會健康一體化大樓」，作為動物醫學及生命科學的教研基地；以及捐助2億8,100萬港元，支持香港公開大學興建「香港公開大學賽馬會健康護理學院」，協助培育新一代社區健康護理人才。

在慈善信託基金的工作以外，馬會亦透過多種途徑連結社區。一年一度的「同心同步同樂日」一連三天假沙田馬場及彭福公園舉行，讓市民一家大小輕鬆參與寓教育於娛樂的活動，今年，同樂日共吸引逾45,000名市民參與。此外，開創先河的社區足球計劃，透過足球培訓協助提升年輕人在體能、心智及社交層面的能力，計劃一直廣受認同。年內，馬會首次主辦「賽馬會青少年足球精英匯」，讓本港青少年球員有機會與來港作客的曼聯青年隊一同訓練，並進行友誼賽。此外，馬會員工組成的「馬會義工隊」於年內積極參與社區義工服務，我謹此向義工隊成員衷心致謝。

馬會憑藉其馬匹方面的專業知識，大力支持馬術運動發展。馬會是五星級「浪琴表香港馬術大師賽」及年內首屆「亞洲馬術週」會議的「創辦夥伴」，為大師賽提供運送、獸醫及其他專業服務；而「亞洲馬術週」會議則匯聚頂尖馬術聯會、地區馬術會所及業界代表到場參與，討論亞洲馬術發展。成立多年的「馬會馬術隊」，進一步培育香港的馬術人才。於去年夏季舉行的中華人民共和國第十三屆運動會，「馬會馬術隊」兩位成員為香港贏得獎牌，實在令人欣喜。在此祝願「馬會馬術隊」於雅加達2018年亞運會能再創佳績。

OUTLOOK 展望未來

Next year will be a landmark year for the Club as our training operations move to a dual-site model at Sha Tin and Conghua. Though this will be a progressive transition, and Sha Tin will remain the main base for training Hong Kong's racehorses, all the feedback received indicates that Conghua has made a very favourable impression. Quite clearly Hong Kong is at the beginning of an entirely new era for its world-class racing.

No less significant are the prospects for commingling. With our world-class racing, large pools, rich information and advanced technology, Hong Kong is fast emerging as the preferred partner and global hub for commingling. And with the Conghua Training Centre providing a solid foundation for the future, there is every prospect that the global audience for Hong Kong racing will continue to expand.

The Club's members also have a great deal to look forward to, both on and off the track. Most especially, excellent progress is being made with the new extension at Happy Valley, where schematic designs have been finalised and work remains on schedule for an opening in 2020. In parallel, new hospitality systems are being developed and a business process review is underway with a view to further enhancing the membership experience.

Nonetheless, even though the prospects ahead for the Club are bright, I must end on a cautionary note. As the police raids during the World Cup made abundantly clear, illegal gambling remains a serious issue. Indeed, exploiting the increasingly sophisticated technologies that are now available, illegal gambling is a major and growing problem worldwide. In tackling the problem, the Club has developed world-class wagering products and services, but in a constantly changing and fast-moving environment, we need the support of the Government and community to stay competitive against illegal operators who pay no tax, bear none of the same costs as the Club, and who make no contribution to the community.

On behalf of the Board of Management and all of the Club's employees, I would like to pass on my sincere thanks to our outgoing Chairman Dr Simon Ip. In particular, I would like to express my personal appreciation for the Chairman's leadership during the final phases of Tai Kwun and the Conghua Training Centre and his guiding hand during the essential planning for the new extension at Happy Valley. My sincere thanks also to the Club's Deputy Chairman, Mr Anthony Chow, and to all of the Board of Stewards for their support. Finally, my deepest thanks to the Board of Management and to all our employees for their magnificent team effort on behalf of the Club over the last year.

明年是馬會踏入發展新里程的一年，因馬匹訓練將會轉用沙田及從化兩地雙向運作模式。雖然轉變會逐步進行，而沙田仍然是香港賽駒的主要訓練基地，但至今反應顯示各界對從化的印象極佳。香港的世界級賽馬明顯已開始邁向全新時代。

匯合彩池前景同樣矚目。有賴我們的世界級賽馬、龐大彩池、豐富資訊及先進科技，香港正急速發展成匯合彩池的理想夥伴及全球匯合彩池中心。加上從化馬匹訓練中心為日後發展奠定穩固基礎，預期香港賽馬將繼續吸引更多環球馬迷。

最令馬會會員期待的，是馬場內外的馬會會員設施，特別是跑馬地會所新翼工程進展良好，相關方案設計經已落實，一切如期進行，預期將於2020年開幕。同時，馬會正在構建全新款客系統，並正檢討業務流程，務求進一步提升會員體驗。

雖然前景秀麗，但我們絕不能掉以輕心。世界盃期間，警方打擊非法賭博活動，清晰展示非法賭博問題仍然嚴重。鑑於日趨先進的科技令全球非法賭博問題更趨嚴峻，馬會推出了世界級投注產品及服務，可是，由於現今環境瞬息萬變，因此，馬會亟需政府及社會各界的支持，方能維持我們的競爭力；必須明白，非法賭博經營者無需繳稅、成本遠低於馬會，亦不會對香港社會作出貢獻。

我謹代表管理委員會及馬會全體員工，衷心感謝即將卸任的主席葉錫安博士的貢獻。葉博士領導我們走過大館及從化馬匹訓練中心項目的決定性階段，亦於跑馬地會所新翼的重要規劃過程提供指導，我在此特別向他致謝。我亦非常感謝馬會副主席周永健及各位董事的支持，以及管理委員會及全體員工年內團結一致，為馬會所作出的努力。

Winfried Engelbrecht-Bresges
Chief Executive Officer
26 July 2018

行政總裁 應家柏
2018年7月26日