



This year was truly momentous for the Club, for it saw two major projects, many years in the making, come to fruition. The opening of Tai Kwun – Centre for Heritage and Arts underlined the unique contribution the Club makes to our community, while the completion of the new Conghua Training Centre lays the foundation for a new era of Hong Kong racing.

今年對馬會來說意義重大。經過多年耕耘，馬會兩大重點項目今年相繼落成。大館——古蹟及藝術館年內開幕，展現馬會對社會作出的獨特貢獻，而全新從化馬匹訓練中心落成，標誌著香港賽馬發展邁進新里程。

They capped a year which saw the Club achieve a new high of HK\$234 billion in wagering turnover, return a record HK\$22.6 billion in betting duty and profits tax to the Government, and donate HK\$4.2 billion to 222 charitable and community projects.

These remarkable achievements speak not only to the Club's capabilities, but to the success of its integrated business model, which has brought world-class racing to Hong Kong and enabled the Club to quadruple its charity donations over a period of ten years. Above all they demonstrate our determination to continue fulfilling our purpose, as a world-class racing club, to act continuously for the betterment of our society.

馬會今年的投注額再創新高，達2,340億港元，向政府繳納的博彩稅及利得稅達破紀錄的226億港元，並撥捐42億港元支持222個慈善及社區項目。

上述成績，不但彰顯馬會的實力，亦印證其綜合營運模式成功推動香港世界級賽馬的發展，令馬會的慈善捐款於過往十年間上升至四倍。更重要的，是展現馬會堅守機構宗旨，即作為世界級賽馬機構，致力建設更美好社會的決心。

TAI KWUN 大館

Conceived more than ten years ago in celebration of the tenth anniversary of the Hong Kong SAR, Tai Kwun is without doubt the largest heritage conservation and revitalisation project ever undertaken in Hong Kong. In committing to it, the Club sought not only to restore the 16 historic buildings of the Central Police Station compound to their former glory, but to provide a new and much needed leisure and cultural space in the heart of the city.

Throughout the Club adhered to the highest standards of heritage conservation. Drawing on the skills of top international architects, heritage and arts professionals, and on the advice of former users and the local community, the restoration work was painstaking. So too was the effort to create two superb new buildings – JC Contemporary and JC Cube – as an art space and auditorium respectively.

The results, revealed to the public in May, have been universally acclaimed, with Tai Kwun praised in every quarter as a shining example of heritage conservation. In short, Tai Kwun once again demonstrated the Club's commitment to excellence, and its unique ability to mobilise substantial resources and wide-ranging expertise on behalf of the community. I have no doubt that in future Tai Kwun will be hailed as a milestone in heritage conservation and an iconic landmark of our city.

Just three days after the official opening of Tai Kwun, I had the honour of representing the Club at the groundbreaking ceremony of another cultural landmark: the new Hong Kong Palace Museum, whose HK\$3.5 billion construction costs the Club has agreed to fund. Exhibiting the splendours of one of the world's great museums, its ancient treasures will be the perfect complement to the contemporary art on display at Tai Kwun.

大館的緣起，是為慶祝香港特區成立十週年。項目歷時超過十年，是香港至今最大型的古蹟保育與活化項目。馬會承擔大館的保育及活化工作，不但修復中區警署建築群內16座歷史建築，讓它重現昔日風采，更在中環鬧市增添休閒及文化活動空間，回應社會的殷切需求。

過程中，馬會堅守古蹟保育最高標準，除了聘請國際頂尖建築師和古蹟及藝術專家參與項目規劃外，亦廣集昔日建築群使用者和地區人士的意見。此外，大館設有兩座別樹一格的新增建築——賽馬會藝方和賽馬會立方，分別用作美術館和綜藝館。不論是修復工作，還是新增建築，各項工程均一絲不苟。

大館今年5月對外開放，廣受讚許，被譽為古蹟保育的典範。總括而言，大館一再展現馬會追求卓越的堅定信念及獨特優勢，能動用龐大資源和動員不同範疇的專業人才，造福社會。我深信，大館日後會被視為本港古蹟保育的里程碑，成為香港的著名地標。

在大館正式開幕後三天，我非常榮幸能代表馬會出席另一文化地標——「香港故宮文化博物館」的動土儀式。這個全新項目早前獲馬會同意撥捐35億港元支持興建。博物館會展出來自故宮這個舉世知名博物館的文物珍藏，與大館展出的當代藝術互相輝映，相得益彰。

CONGHUA TRAINING CENTRE 從化馬匹訓練中心

The Conghua Training Centre, which opens in August 2018, is the Club's largest strategic investment in racing since the construction of Sha Tin Racecourse forty years ago. With Hong Kong horses and races regularly featuring among the world's best, and with a fan base that now spans the globe, Conghua provides the essential capacity the Club needs to take its world-class racing forward. It also ensures that owners and trainers will continue to have the very best stabling, training, veterinary and rehabilitation facilities at their disposal.

The establishment of the Conghua Training Centre owes a great deal to the strong and close collaboration between the Club and Central, Guangdong and Hong Kong SAR authorities; in particular, the operation of the Chinese mainland's first equine disease-free zone around Conghua, as well as essential measures to support horse welfare and the detailed protocols for the efficient cross-boundary movement of horses. Navigating the legal and compliance requirements has been particularly complex, and the success achieved is a further and excellent example of Hong Kong-Guangdong co-operation.

Indeed, we believe that the Conghua Training Centre has great potential to support the development of the equine industry in the Guangdong-Hong Kong-Macao Bay Area. In particular, leveraging Conghua's equine disease-free zone and the Club's equine

expertise, the Bay Area could develop an equine industry value chain, encompassing everything from feed, medicine and equipment, to horse and stables management, to veterinary services, breeding, showcase racing and equestrian competitions. While the development of such a value chain would take time, it is nonetheless potentially a very significant growth and employment opportunity for Guangdong, and eventually for the mainland as a whole.

從化馬匹訓練中心於2018年8月開幕，這是自40多年前興建沙田馬場以來，馬會在賽馬業務方面最大型的策略性投資項目。香港賽駒及賽事水準之高一再被評入世界頂級之列，吸引全球各地馬迷注視。從化馬匹訓練中心的設立，正好讓馬會可以繼續推動世界級賽馬發展。中心亦確保馬主和練馬師繼續享用頂級的馬房、馬匹訓練場地、馬匹醫療和復康設施。

從化馬匹訓練中心的設立，實有賴馬會與中央、廣東省政府和香港特區政府之間緊密合作，尤其在從化區落實內地首個無規定馬屬動物疫病區的運作、制定保障馬匹福祉的重要措施，以及就馬匹跨境運送議定完善有效的程序安排。而且，相關法律和合規要求繁複，故從化項目最終能夠取得成果，實乃粵港合作的另一典範。

我們認為從化馬匹訓練中心發展潛力巨大，有條件協助推動粵港澳大灣區的馬業發展，特別是借助從化無規定馬屬動物疫病區的有利條件，以及馬會營辦馬運的專業知識，協助粵港澳大灣區建設整個馬業價值鏈。有關發展涵蓋多個範疇，包括飼料、藥物及工具、馬匹及馬房管理，以至獸醫服務、配種、純演示性速度馬術比賽及馬術比賽等。雖然建設馬業價值鏈需時，但能為廣東省帶來龐大的發展機遇和就業機會，長遠惠及內地整體發展。

RECORD TURNOVER AND COMMINGLING 投注額及匯合彩 池業務再創新高

This year total turnover reached an all-time high of HK\$234 billion for the financial year and HK\$235.5 billion for the racing season. Racing, at HK\$124.3 billion for the season and football at HK\$103.1 billion for the financial year, both set new records, in the latter case reflecting the success of our information and risk management systems in this World Cup year.

But it was the continuing and strong growth of commingling, where turnover more than doubled to HK\$16.6 billion, representing just over 13% of total racing turnover for the season, which was truly impressive. With racing fans now watching and wagering on Hong Kong racing in five continents, nothing more clearly underlines the success of our world-class racing – and all this achieved in just four years.

Even more significant, next year will see the Club host the Ascot World Pool, with bets from two UK partners being commingled into the Club's pools for the five days of Royal Ascot. This is the first time the Club has

entered into an agreement to provide commingling on an overseas race meeting, and to do so on an event as prestigious as Royal Ascot is a mark of the high regard in which our commingling technology and expertise are held overseas. This groundbreaking arrangement heralds the very real prospect of the Club becoming a global hub for commingled horse race betting.

今年的總投注額再創新高。本財政年度的總投注額為2,340億港元，而以季度計的總投注額則為2,355億港元。全季賽馬投注額及本財政年度的足球投注額均刷新紀錄，分別達1,243億港元及1,031億港元。今年適逢世界盃舉行，足球投注額刷新紀錄，反映馬會資訊及風險管理系統的成功。

最為矚目的，是匯合彩池業務持續增長強勁，季內匯合彩池的投注額較上季上升超過一倍至166億港元，佔全季賽馬總投注額逾13%。全球五大洲的馬迷現可觀賞及投注香港賽事，展現馬會世界級賽馬的成功，能在短短四年間取得如此成績，實在難得。

於此方面更進一步的是，馬會明年將為一共五天的皇家雅士谷賽期開辦「雅士谷全球匯合彩池」，屆時馬會兩個英國匯合彩池合作夥伴於當地所收到的注項，將會匯入馬會的匯合彩池。這是馬會首次就海外賽事日匯合彩池簽訂協議，能夠為聞名遐邇的皇家雅士谷賽期賽事設立匯合彩池，顯示馬會的匯合彩池投注科技及專業人才獲得海外地區高度認可，而匯合彩池業務取得突破性進展，標誌著馬會正逐步發展為全球賽馬匯合彩池中心。

TRANSFORMATIVE PHILANTHROPY 慈善創新路

Four years ago, the Club initiated a transformation in its charities strategy. We did so partly in response to the greater resources available as a result of our business success, but more importantly out of a desire to deepen our engagement with the community and to take a more proactive role in addressing our city's social needs.

In particular, we decided that while the Club's Charities Trust would continue to support the broad range of community needs, it would also focus on four strategic areas: youth development, creating a more age-friendly society, building a sports-for-all culture, and promoting a culturally vibrant and socially inclusive Hong Kong through support for arts, culture and heritage. These were identified after extensive consultations with NGO partners, Government agencies, field experts and academia.

Since then the Trust has launched multi-year projects in all four areas, some of them being Trust-initiated projects (TIPs), of which there are currently 14. Several of these TIPs aim to pilot new service models and new approaches to social needs. For example, CLAP for Youth@JC, which through a broad coalition of education, social work and business stakeholders is seeking to establish an effective career and life planning model for

young people; CoolThink@JC, which, with an eye to the digital economy of the future, is piloting a computational thinking-coding curriculum for upper primary schools; and the Jockey Club Community eHealth Care Project, a preventative health care programme for the elderly, which is exploiting the power of cloud technology for health monitoring, follow up and big data analytics.

四年前，馬會主動革新其慈善策略，一方面，這有賴馬會業務表現亮麗，得以投放更多資源於慈善項目，更重要的，是我們銳意加強聯繫社會及更積極主動回應社會需要。

具體來說，我們認為馬會慈善信託基金在持續支持不同範疇社會需要的同時，亦可以策略性地推動四大範疇的慈善工作，即青年發展、助建年齡友善城市、鼓勵全城起動，推廣體育精神和為香港注入藝術文化保育的活力，豐富生活，推動創意共融。訂立此等範疇前，我們已廣泛諮詢非政府機構夥伴、政府相關機構、業界專家及學者意見。

自此，基金已推出若干為期數年、涵蓋此四大範疇的項目，當中亦有基金主導項目，令基金主導項目總數增至14個。其中數個項目旨在試行嶄新的服務模式及以全新方法回應社會需要，「賽馬會鼓掌・創你程計劃」便是一例。計劃透過與學界、社工及商界持份者廣泛合作，為年輕人建立一套有效的生涯規劃介入模式。另一例子是「賽馬會運算思維教育」計劃，引進高小學生運算思維課程，以切合未來電子經濟所需。此外，「賽馬會『e健康』電子健康管理計劃」則是預防性的長者健康計劃，應用雲端技術，作健康監察、跟進服務及大數據分析之用。

Fundamental to our strategy is to maximise the impact and ensure the sustainability of initiatives long-term. Ultimately the objective is to see them adopted by field practitioners and, where appropriate, become part of Government policy. Encouragingly there are already signs of this. CLAP for Youth@JC, for example, has attracted the support of over 230 schools and more than 600 business partners. Chambers of commerce have also embraced our Age-friendly City Partnership Scheme, which aims to encourage the business sector to introduce more elderly and age-friendly measures, products and services. Meanwhile, CoolThink@JC and JC A-Connect (which provides holistic support for children with autism in mainstream schools), have both attracted support from the Education Bureau, and with its encouragement project teams have launched large-scale training programmes in schools.

This year marks the 20th Anniversary of The Hong Kong Jockey Club Scholarships. Established in 1998 to support undergraduate students at UGC-funded tertiary institutions and the Hong Kong Academy for Performing Arts, the aim was not only to support Scholars financially, but also to develop them as compassionate leaders of society. Over the last four years, we have significantly expanded the Scholarships to encompass students with special education needs and those studying vocational education programmes. Postgraduate scholarships have also been established for students studying at Oxford and Harvard universities. Altogether there are now some 500

Jockey Club Scholars, many of whom I have had the pleasure of meeting over the years. Without exception they have struck me as being socially conscious, thoughtful, and caring individuals; in other words bearing the distinctive hallmarks of JC Scholars.

Looking ahead, this September will see the second Philanthropy for Better Cities Forum. Initiated and organised by the Charities Trust, the first edition two years ago was the first event of its kind in Asia to focus on the role of philanthropy in addressing metropolitan social issues. Drawing over 1,300 delegates, including from major international foundations, it helped facilitate an important dialogue on the needs of Asian cities in the 21st century, including in Greater China. We look forward to continuing this dialogue and to sharing the Club's own experience with a wider audience.

我們的策略重點，是盡量加強計劃的長遠影響力，確保項目的長遠可持續性，最終目標是獲業界人士採納，以至成為政府政策的一部分。令人鼓舞的是，現時已初見成效。例如：「賽馬會鼓掌・創你程計劃」已吸引超過230間學校及逾600家商界夥伴支持；多個商會亦參與了「賽馬會齡活城市——『全城・長者友善』計劃」，共同鼓勵商界推行更多長者友善措施、產品及服務；「賽馬會運算思維教育」計劃及為就讀主流學校的自閉症學生提供全面支援的「賽馬會喜伴同行計劃」均獲得教育局支持，進一步擴展相關的校本培訓項目。

「香港賽馬會獎學金」於今年踏進20週年。獎學金於1998年成立，支持就讀大學教育資助委員會資助的大專院校及香港演藝學院的本科生，為他們提供經濟支持，而且培育他們成為富有熱誠的社會領袖。過往四年，馬會大幅擴展獎學金計劃至有特殊教育需要及正接受職業訓練的學生，亦設立研究生獎學金，支持得獎學生到牛津及哈佛大學深造。至今，合共約500位同學獲得本科獎學金，

成為「賽馬會學人」，而我多年來亦曾與不少「學人」見面，他們每一位都擁有「賽馬會學人」的特質，關心社會、關愛他人，令我留下深刻印象。

展望未來，馬會慈善信託基金將於今年9月二度舉辦「慈善共創 都市聚焦」國際慈善論壇。論壇於兩年前首度舉行，是亞洲首個聚焦探討城市社會議題及公益慈善機構角色的論壇。首屆論壇吸引超過1,300名業界代表出席，包括多個來自世界各地的大型慈善基金代表，共同探討21世紀城市的不同社會議題，並帶出亞洲地區，特別是大中華的觀點。我們期待第二屆論壇將延續相關議題，並與參與者分享馬會的自身經驗。

MEMBERSHIP 會員

At the heart of the Club are our members. It is their love of racing, and their support for our philanthropic endeavours, which are the foundation of the Club's world-class racing and its commitment to the betterment of our society. It was therefore a particular pleasure to see members join together this year to celebrate two memorable anniversaries, namely twenty-five years of Happy Valley Clubhouse and ten years of Beijing Clubhouse.

I am also pleased to report that good progress is being made with the new extension at Happy Valley Clubhouse, where the hospitality and recreation offerings are now being finalised. With a 50-metre pool, a new gym, a wide range of dining options and children's facilities, as well as a whole floor devoted to socialising and entertainment, the new extension

will significantly expand the choices available to members. When it opens in 2020, it will further underline the Club's reputation as one of the finest and most sought after membership clubs anywhere.

In closing I would like to pay tribute to Dr Christopher Cheng, who retired from the Board of Stewards in June. Our sincere thanks for his many years of service to the Club.

I shall be stepping down as Chairman and Steward of the Club immediately after the Annual General Meeting. It has been my distinct honour and privilege to serve the Club over the past 19 years, the last four of them as Chairman. It is an experience which has only confirmed my highest regard and deepest affection for an institution which is admired by the racing world and respected by our community as a benefactor that acts continuously for the betterment of our society. All of this is made possible by the Club's integrated business model, underpinned by its values of world-class leadership, uncompromising integrity, continuous development and serving the community. It is this, together with the success of the Club's business strategies, which has enabled the Club not just to sustain, but substantially increase its support for the community. Long may that continue!

I am indebted to my fellow Stewards, especially the Deputy Chairman Mr Anthony Chow, for their most generous guidance and support during the four years of my chairmanship. Their individual knowledge and expertise, and their collective wisdom, have played a major part in the success of the Club. My grateful thanks to each and every one of them.

Finally, I must express my deepest appreciation to the Board of Management, under the most able leadership of Winfried Engelbrecht-Bresges, for their dedication, hard work and excellent performance. A man of vision, Winfried has led his team of dedicated professionals to levels of achievement we can all be very proud of. So on behalf of all the Club's members I wish to express our deepest gratitude to Winfried, the Board of Management, and all the Club's staff, for their outstanding contributions to the success of the Club.

馬會會員心繫馬會。他們熱愛賽馬、支持馬會的慈善工作，成就馬會的世界級賽馬及致力建設更美好社會的宗旨。因此，今年很高興親睹會員歡聚共慶跑馬地會所25週年及北京會所十週年兩項值得紀念的誌慶。

我同時欣然告訴大家，跑馬地會所新翼工程進展良好，款客及休閒設施項目已進入最後階段，將會為會員提供更多不同設施選擇，包括50米長的游泳池、嶄新健身室、各式用膳及兒童設施，以及作社交會友和娛樂之用的專門樓層。馬會是全球最卓越、最受歡迎的會員會所之一，新翼於2020年啟用後，將進一步提升馬會的頂尖會所形象。

最後，我謹向已屆退休之齡並已於6月退任馬會董事局的鄭維志博士致敬，感謝他多年來對馬會的貢獻。

於週年大會後，我將隨即退任馬會董事局及主席之職務。過往19年，我能夠為馬會服務，並於最近四年出任主席，實在與有榮焉。馬會在賽馬業界備受推崇，同時致力建設更美好社會，造福社群，受到社會各界尊重。過往19年在馬會的經驗，令我更加認同及熱愛這個機構。馬會能夠樂行善行，有賴其綜合營運模式，這個模式建基於馬會的四大核心價值：卓越領導、堅守誠信、持續進步及服務社群。馬會擁有這個綜合營運模式，加上業務策略取得成果，故不但能夠持續發展，而且能夠大幅增加對社會的貢獻。祝願馬會的貢獻能夠延綿不盡，繼續造福後代！

我非常感謝各董事，特別是副主席周永健，於我出任主席四年間的支持及指導。各位董事學識淵博，擁有專業知識，樂於分享真知灼見，是馬會得以成功的重要因素。我在此向他們每一位致謝。

最後，我非常感謝行政總裁應家柏領導的管理委員會同仁的努力及貢獻。應家柏高瞻遠矚，憑藉他的英明領導，馬會團隊專心致志，取得亮麗成績，令我們引以為傲。在此，我謹代表馬會會員，對應家柏、馬會管理委員會同仁及全體員工，致以衷心謝意，感謝他們為馬會作出的重大貢獻。

Simon S O Ip

Chairman

26 July 2018

主席 **葉錫安**

2018年7月26日