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《亞博匯》Super September

日本經驗習得
澳門賽馬會之喧

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行業供應商正在將其辦事處遷至菲律賓並擴大在當地的員工人數，冀搭乘這個亞洲增長最快、並且短期內毫無放緩跡象市場的東風。



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十年之前 斯里蘭卡的強腕

在慶祝《亞博匯》報道亞洲博彩及休閒產業18周年的定期專題欄目中，我們回顧了10年前的封面故事《斯里蘭卡的強腕》，重溫2013年10月的大新聞！

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Remote control

In the often-murky world of Asia's online gaming scene, where regulated markets are few and far between, the Philippines is emerging as a unique outlier in its efforts to buck that trend.

Some might question the success of those efforts thus far, if the so-called POGO or licensed offshore gaming sector is anything to go by. As regular readers of *Inside Asian Gaming* would know, the POGO name has been tainted by a series of scandals in which businesses purporting to be licensed online gaming companies have used their position to engage in serious criminal activity. As was the case with one company in Clark's Sun Valley illegally operating under a licensed POGO, those activities have included cryptocurrency investment scams, illegal detention and even human trafficking.

While there have been plenty of calls for POGOs to be shut down completely in the wake of such discoveries, regulator PAGCOR has shown its hand by instead doing all it can to clean up the sector, seemingly insistent that a clean offshore gaming industry can still be of significant benefit. Its

recent actions include placing all previously licensed POGOs under a probationary stance – a list of those who have successfully cleared more detailed probity checks is due to be announced in early October – and promising to pursue the beneficial owners of any who do or continue to do the wrong thing. Only time will tell how successful that venture is.

Where the Philippines is seeing far more concrete activity is in what it calls remote gaming, particularly as it relates to the domestic market. Unlike the more traditional form of online gaming that incorporates digital slot machines and table games – or in many cases live dealer baccarat – remote gaming streams both live gaming tables and live slot machines straight from the casino floor to domestic customers around the country. For those who have not seen such a set-up on live slots, this literally entails a camera affixed over the screen and streaming back to a player who is controlling the slot machine play from wherever he may be at the time. It's quite the sight!

While many casino operators continue to offer proxy betting and live dealer services of their own, this domestic-facing remote

gaming experience is viewed by many as the most exciting new opportunity to hit the market in years, prompted ironically by the need to find new revenue streams during the COVID-19 pandemic. In fact, operators in both Manila and Clark told *IAG* that remote gaming is their single fastest growing segment, with dedicated sections of gaming floor space being set aside specifically to accommodate products for the remote gaming market. Industry suppliers have also confirmed increasing sales for this segment, with demand currently comfortably out-stripping supply. Little surprise then that some Philippines junkets are now offering similar services for international players.

The regulated online gaming sector in Asia may continue to face significant challenges, but the Philippines is a shining example of what a little innovation can bring.

Ben Blaschke
Managing Editor

We crave your feedback.

Please email your comments to bb@asgam.com.

遙遠控制

在經常處於波譎雲詭狀態的亞洲網絡博彩世界裏，真正受到足夠監管的市場，只屬少數。當中，正在騰飛的菲律賓，憑著其獨特的風格，在區域中奮力逆流而上。

有些人可能會拿所謂的POGO這些當地的離岸博彩企業作為例子，質疑菲律賓所作的努力能有多成功。作為《亞博匯》的忠實讀者，您們都應該知道，POGO的名聲已經因為一系列的醜聞受到影響，當中包括有聲稱擁有網上博彩牌照的公司，利用他們的地位來幹犯一些嚴重罪行。其中一宗案例，就是一間在克拉克Sun Valley的公司，利用一間持牌的POGO作掩護，經營不法勾當，牽涉加密貨幣投資詐騙、非法禁錮，甚至偷運人蛇等行為。

雖然這些事件曝光後，有不少呼聲要求完全禁絕POGO，但監管機構PAGCOR最終卻只是決心對該行業進行大清洗，並且擺出一副堅決的態度，認為一個公正廉潔的離岸博彩業界，依然可能

帶來益處。PAGCOR最近的動作，就包括把所有早前已經領牌的POGO全部變成臨時持牌，並會在10月初公佈一份已經通過更詳盡審查的企業名單。PAGCOR亦承諾，會追究那些有違法行為的企業背後的擁有人。到底這次行動會否成功，尚待考究。

可是，在菲律賓真正有大動作的，卻是該國的所謂遙距博彩，特別是與本地市場有關那些方面。不同於角子機，或有時用到真人荷官直播百家樂電子賭枱相關的傳統網上博彩類型，遙距博彩會現場直播賭場博彩樓層內的電子賭枱或角子機，讓身處該國其他地方的本地玩家收看。那些未有見過在角子機進行這種佈置的人可能不懂當中操作，這方法其實就是直接把攝影機固定在螢幕上，並且把畫面直播到玩家那裏，他們可以是身處在任何地點，控制着角子機。這實在是一個奇妙的景象！

雖然很多娛樂場營運商繼續提供自己的代理投注及真人荷官直播服務，但是這個面向本地客源的遙距博彩體驗，

就諷刺地在新冠疫情期間，由於娛樂場需要尋找新收入來源的關係，所以被很多人認為是多年來在市場中最令人興奮的新機遇。事實上，馬尼拉及克拉克的營運商都對《亞博匯》表示，遙距博彩是他們出現單一最大增長的區塊，並且在娛樂場範圍內有一個專屬的空間，特別用來放置與遙距博彩市場相關的產品。一些行業供應商也證實，已經在增加這一個板塊的銷售，當中需求持續地遠高於供應。令人毫不意外的是，菲律賓的中介公司亦正向國際玩家提供相似的服務。

亞洲受監管的網上博彩板塊，可能繼續會面對重大困難。但是，菲律賓就是一個耀眼的例子，顯示小小的創意可以帶來多大的成就。

本思齊
執行編輯

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美國法院裁定岡田馬尼拉SPAC合併無需繼續進行 US JUDGE SAYS NO REQUIREMENT FOR OKADA MANILA SPAC MERGER TO PROCEED



A US court has ruled that the operating entity of Philippines integrated resort Okada Manila will not be required to complete a previously planned SPAC merger with Jason Ader's 26 Capital Acquisition Corp.

According to a report by *Reuters*, the ruling found that 26 Capital "engaged in conduct that should not be rewarded" in pushing for the merger to close. A follow-up trial has also been scheduled in relation to potential damages.

Ader filed his lawsuit against Okada Manila entities – namely Tiger Resort Asia Ltd (TRAL), Tiger Resort, Leisure and Entertainment Ltd (TRLEI), UE Resorts International Inc (UERI) and Project Tiger Merger Sub Inc – with the Delaware Court of Chancery in February, alleging they had breached their obligations under the merger agreement to consummate the merger promptly. The lawsuit also called on the court to order the consummation to take place.

The Okada Manila entities, all subsidiaries of Japan's Universal Entertainment Corp, officially terminated the merger agreement as of 30 June 2023 citing "various material breaches of the merger agreement and fraudulent conduct by 26 Capital ... that were discovered in the litigation process."

The Delaware court ruling found that ordering the merger to close might breach a controversial Philippine court order issued last year ordering the board of TRLEI be reinstated to its former composition, including the return of Universal founder Kazuo Okada as CEO. Mr Okada has since been the subject of at least two arrest warrants in the Philippines after he used that court order to seize control of Okada Manila for a period of three months in mid-2022.

The Delaware court also revealed that 26 Capital had never disclosed to TRLEI that its main advisor to the merger, Zama Capital hedge fund founder Alex Eiseman, also owned more than 60% of a 26 Capital affiliate. The judge described Eiseman's involvement as "a conspiracy to mislead Universal".

美國法院裁定，菲律賓綜合度假村岡田馬尼拉營運實體無需完成先前計劃，與Jason Ader旗下26 Capital Acquisition Corp的SPAC合併項目。

據路透社報導，該裁定認為，26 Capital在推動合併完成的過程中「做出了不應被鼓勵的行為」，並計劃就潛在損害賠償進行後續判決。

Ader公司於今年2月向特拉華州衡平法院提起針對岡田馬尼拉實體（即Tiger Resort Asia Ltd (TRAL)、Tiger Resort, Leisure and Entertainment Ltd (TRLEI)、UE Resorts International Inc (UERI) 和 Project Tiger Merger Sub Inc）的訴訟，指控他們違反合併協議所規定的即刻完成合併的義務。該訴訟還呼籲法院下令完成合併。

岡田馬尼拉實體（日本環球娛樂公司的子公司）於2023年6月30日正式終止合併協議，理由是「在訴訟過程中發現了26 Capital的各種重大違約行為及欺詐行為」。

特拉華州法院的裁決發現，下令結束合併可能違反菲律賓法院去年發佈的一項有爭議的命令，該命令恢復TRLEI董事會原先的組成，包括環球創始人岡田和生重新擔任首席執行官。岡田曾利用法院命令於2022年中期奪取了岡田馬尼拉的控制權，並實際控制三個月，此後，他在菲律賓被發出兩張逮捕令。

特拉華州法院還透露，26 Capital從未向TRLEI透露，其合併的主要顧問Zama Capital對沖基金創始人Alex Eiseman也擁有26 Capital的關聯公司六成以上的股份。法官將艾斯曼的參與描述為「誤導環球影業的陰謀」。

星億恢復向貴賓客戶 提供免費酒水的服務

THE STAR SYDNEY RESUMES FREE ALCOHOL SERVICE TO VIPS

The Star Sydney has resumed the service of alcohol to VIP players, having previously paused the practice in the wake of the Bell Inquiry into its suitability.

The Australian reported that Star has been in talks with the NSW Independent Casino Commission (NICC) in relation to the issue of alcohol service, with Bell's report – which when published late last year included a recommendation that Star be found unsuitable to retain its casino license – noting that alcohol had been served to some gamblers as an inducement to keep playing.

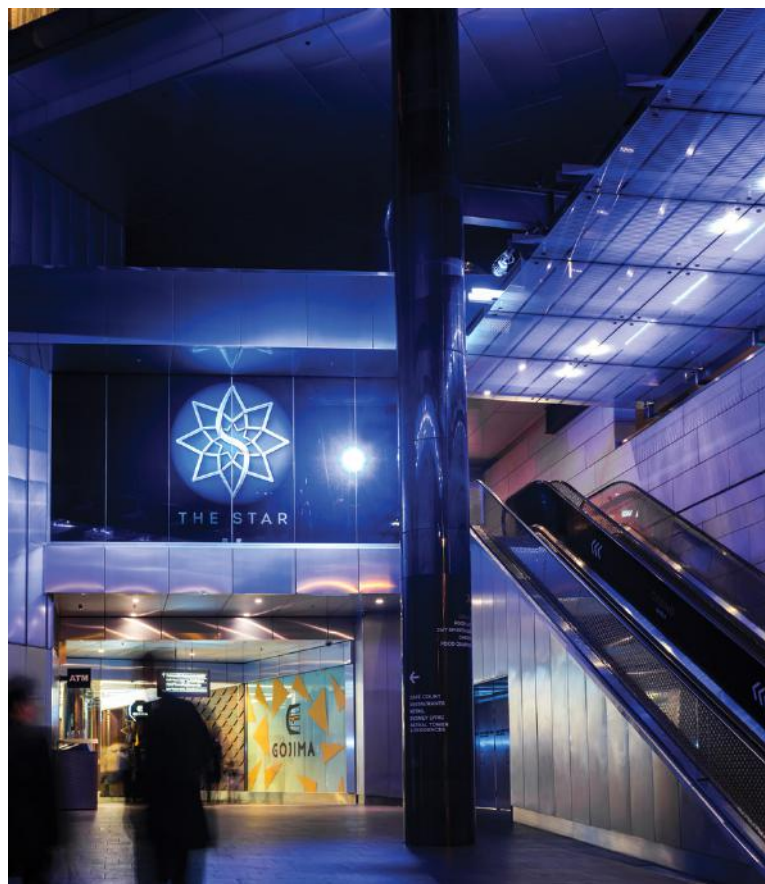
However, Star Entertainment Group said in April that the performance of its Sydney and Gold Coast casinos had been subdued due to a “significant and rapid deterioration in operating conditions”, believed to be a reference to the free alcohol issue, among others.

The NICC said in a recent report that, “The Star voluntarily ceased the service of free liquor to patrons following the release of the Bell Report, but following numerous requests from The Star, the NICC has since not objected to the service of free liquor in certain circumstances.”

The NICC reiterated to *The Australian* that it does not object to Star serving alcohol to high-rollers but did not want to see the same practice on the main gaming floor.

“The NICC will monitor this issue closely over the coming months,” it said. “The casino operators have also been reminded of their Responsible Service of Alcohol (RSA) obligations.”

In a recent note, investment bank JP Morgan said the decision by Star to stop serving free alcohol in its VIP rooms while its local competitor Crown Sydney continued to do so had accounted for a 50% decline in gaming revenues in the affected areas. The resumption of such service would therefore help Star claw back some of that lost business.



Star Sydney已恢復向貴賓玩家提供免費酒水的服務。該項服務曾於早前Bell Inquiry公佈其適格性後一度暫停。

據《Australian》報道，星億集團一直在與澳洲新南威爾士州獨立賭場委員會（NICC）就提供酒水服務的問題進行磋商。Bell在報告中（其中包括去年年底公佈時聲稱星億被認為不適格保留其賭場牌照的建議）指出，有些賭徒因此被誘使繼續賭博。

然而，星億集團在四月表示，由於「營運狀況出現重大且迅速惡化」，其位於悉尼和黃金海岸的賭場表現均受到壓抑，這被歸因於包括免費酒精在內的諸多問題。

NICC在最近的報告中表示：「在Bell報告發佈後，星億自願暫停向賓客提供免費酒水，但在星億多次的請求後，NICC在某些情況下並未反對提供免費酒水。」

NICC向《Australian》重申，其不反對星億向高端玩家提供酒精，但不希望在中場看到同樣的做法。

NICC表示：「在接下來的幾個月中，NICC將密切監控此類問題。賭場營運商也被提醒要履行他們的負責任酒精提供（RSA）之義務。」

投資銀行摩根大通在一篇報告中表示，星億在其貴賓廳停止提供免費酒水，而其當地競爭對手Crown Sydney繼續這樣做，導致受影響區域的博彩收入下降了50%。恢復這種服務或將幫助星億公司挽回一些失去的業務。



澳門承批公司有望在三年內將淨債務降至疫前水平 MACAU CONCESSIONAIRES CAN REDUCE NET DEBT TO PRE-COVID LEVELS IN THREE YEARS

THE COMBINED NET DEBT of Macau's concessionaires could be reduced back to pre-COVID levels in three years, with the pace of deleveraging likely to accelerate in the second half of 2023, according to investment bank Morgan Stanley.

In a recent note, analysts Praveen Choudhary, Gareth Leung, Stephen Grambling and Nicholas DeValeria said net debt for the Macau gaming industry had risen from around US\$17 billion to well over US\$20 billion since the end of 2019, however concessionaires have reduced this debt by US\$1.7 billion over the last six months, suggesting an annualized rate of US\$3.4 billion at current levels.

More importantly, "the pace of deleverage could pick up from 2H23 as business volumes continue to ramp."

"It could take the industry roughly three years to delever and get back to 2019 net debt levels, based on US\$6 billion annual FCF (free cash flow)," or around US\$9 billion in EBITDA, they wrote.

The risk to this timeline is the non-gaming commitments of each concessionaire, which Morgan Stanley says could slow down deleveraging.

"Non-gaming commitment is not free and is cash outflow," the analysts explained. "We estimate the average yearly spend (over 10 years) to be 20% of [estimated] 2024 EBITDA."

投資銀行摩根士丹利表示，隨著去槓桿化步伐在2023年下半年的加速，澳門承批公司的淨債務總額有望在三年內降至疫前水平。

分析師Praveen Choudhary、Gareth Leung、Stephen Grambling和Nicholas DeValeria在近期的一份報告中指出，自2019年底以來，澳門博彩業的淨債務已增加約170億美元，遠超200億美元。但在過去六個月間，承批公司的債務減少了17億美元，表明當前的年化去槓桿速度為34億美元。

更重要的是，「隨著業務量持續增長，去槓桿化的步伐可能會從2023年下半年開始加快。」

他們寫道：「基於60億美元的年度FCF（自由現金流）或約90億美元的EBITDA，該行業可能需要大約三年的時間才能去槓桿化並恢復到2019年的淨債務水平。」

這一時間表的風險在於每個承批公司對非博彩承諾，摩根士丹利表示這可能會減緩去槓桿化的速度。

「非博彩承諾並非免費的，而是現金流出。」分析師解釋道：「我們估計（未來十年）的平均年支出為約為2024年（預期）EBITDA的20%。」



柬埔寨目前持牌賭場數量為87家 NUMBER OF LICENSED CASINOS IN CAMBODIA NOW AT 87

CAMBODIA'S GAMBLING REGULATOR has issued licenses to 87 casinos since the country's gaming law came into effect in 2021, proving that efforts to place stricter controls on the industry are effective, according to representative Khim Oudam.

Mr Khim, Deputy Director of Legal Affairs and Licensing Department for the Cambodian Commercial Gambling Management Commission (CGMC), noted during a panel session at the IAG Academy Summit that this meant the number of casinos operating in Cambodia had been slashed from more than 200 before the new law.

"Previously, the amount of casinos in Cambodia was a lot more than this," he explained. "Under the previous law we could not easily cut the number of casinos that used to invest in Cambodia, but under this new law we have strict conditions around requirements."

"The government has been cutting [licenses] step by step based on their capital, because under the new law casinos must have capital of US\$100 million to start with for a normal casino and for an integrated resort it must be US\$200 million."

"This means many smaller casinos are being closed because they cannot comply with the new law."

柬埔寨博彩監管機構代表 Khim Oudam 表示，自2021年該國博彩法生效以來，柬博彩監管機構已向87家賭場頒發了牌照，證明對這一行業實施更嚴格管控的努力正在發揮作用。

柬埔寨商業賭博管理委員會 (CGMC) 法律事務和牌照副主任 Khim 先生周三在 IAG Academy Summit 的小組對談上指出，這意味著柬埔寨經營的賭場數量已從新法實施前200多家銳減。

「早前柬埔寨的賭場數量遠不止於此。」他解釋道：「根據之前的法律，我們無法輕易削減在柬埔寨投資的賭場數量，但依據新法律，我們對條件有更為嚴格的要求。」

「政府一直在根據資本逐步削減牌照，因為根據新法律，賭場的初始資本必須為1億美元，而綜合度假村的資本必須為2億美元。」

「這意味著許多小型賭場將被關閉，因為它們無法遵守新法律。」

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皇冠度假村在墨爾本和悉尼賭場推出新的轉碼計劃 CROWN RESORTS LAUNCHES NEW ROLLING CHIP PROGRAM AT MELBOURNE, SYDNEY CASINOS

Life appears to be returning to some sort of normalcy for Australian casino operator Crown Resorts, with the company launching a new rolling chip Premium Player Program at Crown Melbourne and Crown Sydney. The program is not operational at Crown Perth.

IG has learned the new program is available to all qualified players – both domestic and international – and is run directly by Crown without the use of junkets or agents.

IG also understands that only players from certain countries will qualify and that regulators in Victoria and New South Wales have been actively working with Crown on developing the program, no doubt to ensure compliance with regulations following the Finkelstein Royal Commission in Melbourne and the Bergin Inquiry in Sydney.

Crown had previously dropped its international VIP rolling chip programs in the wake of those inquiries, which among other things focused on alleged ties by Crown's former junket partners to Asian crime syndicates and the 2016 arrests of Crown Resorts staff for the illegal promotion of gambling in mainland China.

Those days are now said to be long gone with a complete re-invention of the company, including a clean sweep of the Board of Directors and senior management, as well as a new owner in The Blackstone Group.

Since the appointment of Ciarán Carruthers as CEO some 12 months ago, Crown has been clear on its intent to only deal with "approved" or "qualified" individuals.

In his very first week on the job in September last year, Carruthers made it clear that working with junkets is a thing of the past. Speaking to IG at that time, Carruthers indicated the company would not be utilizing junkets again but did outline plans to welcome back international guests.



澳洲賭場運營商皇冠營運似乎恢復如常。該公司在Crown Melbourne及Crown Sydney針對高階玩家推出了新的轉碼計劃，但該計劃並未在Crown Perth實施。

《亞博匯》獲悉，該新項目將對所有適格的國內及國際玩家實施，由皇冠集團直營，不會通過任何中介代理。

《亞博匯》同時獲悉，只有來自特定國家/地區的玩家才有資格參加。維州及新州的監管機構一直在積極與皇冠合作制定該計劃，無疑，此舉是為了確保遵守墨爾本Finkelstein Royal Commission及悉尼Bergin Inquiry之規定。

在上述調查之前，皇冠暫停了其國際轉碼業務，當中包括皇冠的前中介合作夥伴涉嫌與亞洲犯罪集團有關聯，及2016年皇冠員工在中國內地因涉嫌推廣賭博而被捕。

如今該公司已徹底重塑，包括更換董事會和高級管理層，以及新公司所有人為黑石集團。

自從約12月之前簡浩龍出任行政總裁之後，皇冠就明確表明將只與「獲批准」或「合資格」之人士打交道。

他在去年9月上任初就明確表示，與博彩中介人合作已經成為歷史。在彼時接受《亞博匯》的採訪時表示，公司將不再與博彩中介合作，但有歡迎國際客人回歸的計劃。

阿聯酋設立博彩監管機構， 美高梅前執行官JIM MURREN擔任主席

UAE ESTABLISHES GAMING REGULATOR, EX-MGM BOSS JIM MURREN NAMED CHAIR

The United Arab Emirates has revealed the establishment of the General Commercial Gaming Regulatory Authority (GCGRA), tasked with introducing a regulatory framework for commercial gaming as well as a national lottery.

The GCGRA will be chaired by former MGM Resorts boss Jim Murren, while former Missouri regulator and long-time General Counsel for Gaming Laboratories International Jim Mullaly has been appointed CEO.

The GCGRA will, according to state-run news agency WAM, “create a socially responsible and well-regulated gaming environment, ensuring that all participants adhere to strict guidelines and comply with the highest standards. It will coordinate regulatory activities, manage licensing nationally and facilitate unlocking the economic potential of commercial gaming responsibly.”

It added that the authority is led by a team of “internationally credentialed leaders” with a “deep understanding of global best practices in regulating and maintaining an effective, safe and responsible gaming industry.”

The establishment of GCGRA comes after Wynn Resorts announced in January 2022 that it would develop a US\$3.9 billion integrated resort with gaming on the UAE’s man-made Al Marjan Island in Ras Al Khaimah.

阿聯酋宣佈成立商業博彩監管局，為之後引入商業博彩及國家彩票搭建監管框架。

根據發佈的公告，美高梅前執行官Jim Murren擔任主席，而美國密蘇里博彩委員會執行董事Jim Mullaly則將擔任首席執行官。

據阿聯酋官方通訊社WAM報道，GCGRA將「成為一個對社會負責且監管良好的博彩環境，確保所有參與者嚴格遵守既定方針及最高標準……該機構將協調法規性活動、管理牌照發放，及促進釋放商業博彩的經濟潛能」。

它補充說，該機構由一個「具有國際資歷的領袖構成」，他們對「監管及維護一個有效、安全及負責任博彩行業的全球最佳實踐有深刻的了解」。

早在GCGRA成立之前，永利渡假村於2022年1月宣佈，計劃在阿聯酋的哈伊馬角的人造Al Marjan島上開發一個耗資39億美元、含博彩設施的綜合度假村。

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澳門政府公佈承批公司負責的六個舊區活化區域

MACAU GOVERNMENT ANNOUNCES SIX OLD DISTRICTS TO BE REVITALIZED BY CONCESSIONAIRES

THE MACAU GOVERNMENT has announced six areas to benefit from the revitalization of old districts, with each to be supported by one of the city's six concessionaires. Secretary for Social Affairs and Culture, Ms Ao Ieong U, said at a press conference that the government has worked hand in hand with the concessionaires to develop the six old districts' revitalization plans, hoping to create more iconic cultural attractions for Macau.

The six districts are Lai Chi Vun Shipyard, Rua da Felicidade, the A-Ma area, Inner Harbour Piers 23 and 25, Avenida do Almeida Ribeiro and Rua de Cinco de Outubro, as well as the Iec Long Firecracker Factory.

The revitalization of part of Lai Chi Vun Shipyard was completed in June and has already been opened to the public, with Galaxy Entertainment Group the responsible enterprise. Wynn Macau is responsible for the Rua da Felicidade which is also planned to be developed into a pedestrian street and implemented during the Mid-Autumn Festival.

MGM China will be responsible for the A-Ma area.

As for the remaining three districts, SJM stated in its tender that it intends to revitalize the Inner Harbour Pier area. A source told *IAG* that Sands China will choose the area near Rua do Cunha in Taipa for revitalization.

Macau's Chief Executive, Ho Iat Seng, publicly revealed on 27 May this year that the government had revealed six old district revitalization plans from the six concessionaires, with most of these programs having since been announced.



澳門政府公佈了六個舊區活化的區域，這些區域由六間承批公司支持。社會文化司司長歐陽瑜表示，政府與各間承批公司合作，共同開展六個舊區活化計劃，希望為澳門打造更多標誌性文化景點。

六個區域分別是荔枝碗舊船廠、福隆新街、媽閣塘片區、內港第23號和25號碼頭、新馬路及十月初五街，以及益隆炮竹廠片區。

而荔枝碗舊船廠部分區域在6月已經完成活化，並已對公眾展開，負責的企業是銀河娛樂；永利負責福隆新街亦計劃打造成為步行街，並將在中秋節推行。

而媽閣區域將由美高梅負責；至於其餘的三個地區，澳娛綜合則在投標時指出，有意活化內港碼頭區域。另有消息指出，金沙中國活化的區域則會選擇在官也街附近。

澳門行政長官賀一誠在今年5月27日曾公開宣佈，政府已經接收到六間承批公司的六個舊區活化計劃，將於近期陸續公開。



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行業供應商正在將其辦事處遷至菲律賓並擴大在當地的員工人數，冀搭乘這個亞洲增長最快、並且短期內毫無放緩跡象市場的東風。

文 本思齊

MORE FUN IN THE PHILIPPINES

Industry suppliers are relocating their offices to the Philippines and expanding their local workforce to take advantage of the fastest growing market in Asia – one that shows no signs of slowing anytime soon.

By **Ben Blaschke**



Global gaming suppliers are setting their sights on the Philippines, many opening new offices and expanding their teams on the ground to capitalize on a gaming and integrated resort development boom.

In April, Australian-listed Aristocrat Leisure Ltd opened its new Manila office, including its first Philippines showroom, in a move it says provides greater reach to its customers across the country.

IGT is also expanding its Manila office, opened in 2013, and launching a showroom of its own, with a planned 1Q24 opening date that will see its local workforce grow to 24.

Around the same time, Light & Wonder will unveil its new Philippines office, to be located in Clark – around two hours

north of Manila by car and home to some of the country's newest casinos and integrated resorts, such as Hann Casino Resort and the expansive D'Heights.

Others are following suit, wary of the fact that while Macau remains the world's largest land-based gaming market, and Singapore among the most iconic, the Philippines is without doubt the fastest growing market in Asia, if not globally.

"The market is growing and it's dynamic," says Ken Jolly, Light & Wonder's Vice President and Managing Director, Asia. "It's unbelievable what is going on here this year in sales, and I believe it will continue for a number of years."

Driving this growth in recent years – Philippines industry-wide GGR is tipped to reach US\$5 billion in 2023 from US\$1.4 billion a decade ago – has been the development of world class



全

全球博彩供應商正在將目光投向菲律賓，許多供應商在當地開設了新辦公室並擴大了當地團隊，以搭乘博彩和綜合度假村開發熱潮的東風。

今年4月，澳洲上市公司Aristocrat Leisure Ltd開設了新的馬尼拉辦事處，其中包括其在菲律賓的首個展廳。該公司表示此舉將能更好的覆蓋到菲律賓全國的客戶。

IGT正在擴建2013年開設的馬尼拉辦事處，並計劃於2024年首季度推出自己的展廳。IGT在當地的員工人數也將增至24人。

與此同時，Light & Wonder將推出菲律賓辦事處。該辦事處位於克拉克，距離馬尼拉以北約兩小時車程。那裡是菲律賓包括Hann Casino Resort及D'Heights等在內的新興賭場及綜合度假村聚集地。

另有其他公司亦趨亦步。他們留意到，雖然澳門仍然擁有全球最大的實體博彩市場，以及新加坡仍是最具代表性的市場之一，但菲律賓無疑是亞洲乃至全球增長最快的市場。

「市場正在成長且充滿活力。」Light & Wonder亞洲區副總裁兼董事總經理Ken Jolly表示：「今年的銷售情況令人喜出望外，我相信這種情況將持續數年。」

推動這一增長主因是菲律賓世界級綜合度假村在近年來高速發展，全行業博彩總收入從10年之前的14億美元升至2023年的50億美元。2009年新港世界度假村（前Resorts World Manila）

Solaire Club的貴賓區域
VIP gaming at The Solaire Club

integrated resorts, starting with Newport World Resorts (formerly Resorts World Manila) in 2009 followed by Solaire Resort in 2013, City of Dreams Manila in 2014 and Okada Manila in late 2016. And there's more to come, with Solaire owner Bloomberry Resorts Corp due to open Solaire Resort North, located in Quezon City, next year, plus plans for a third Solaire property in Cavite in the years ahead.

Likewise, Newport World Resorts operator Travellers

International Hotel Group is linked to a fifth major development in Manila's Entertainment City precinct, known as Westside City, which will include a US\$1.1 billion hotel and casino with 450 rooms, 400 gaming tables and 1,200 slot machines.

In Clark, the 2021 opening of Hann Casino Resort – a US\$500 million revamp and expansion of the old Widus Hotel and Casino – has proved a game-changer for the region when it comes to offering world-class facilities.

開業，至2013年晨麗度假城馬尼拉開業，2014年及2016年底新濠天地馬尼拉及岡田馬尼拉相繼開業。此外，還有更多的精彩項目正在建設之中，譬如晨麗所有者Bloomberry Resorts Corp將於明年在奎松市開設Solaire Resort North度假村，並計劃未來幾年內在甲米地開設第三間晨麗物業。

新港世界度假村營運商達富來國際集團還參與了馬尼拉娛樂城的第五個大型開發項目Westside City，該項目將包括一座斥資11億美元的酒店及賭場、擁有450間客房、400張賭枱及1,200部角子機。

在克拉克，於2021年開業的Hann Casino Resort對舊Widus Hotel and



“

「市場正在成長且充滿活力，今年的銷售情況令人喜出望外。我相信這種情況將持續數年。」 – Light & Wonder 高管 Ken Jolly

“The market is growing and it’s dynamic. It’s unbelievable what is going on here this year in sales, and I believe it will continue for a number of years.”
– Light & Wonder’s Ken Jolly

”



Aristocrat於四月在馬尼拉啟用了新展廳
Aristocrat launched its new Manila showroom in April

Neighboring Royce Hotel and Casino has followed suit via a similar expansion project opened earlier this year, while D'Heights – already home to two world class golf courses inside its Sun Valley precinct – has begun construction on another hotel and casino building that will double its lodging and gaming space.

And in Cebu, the 2022 opening of NUSTAR Resort & Casino has also elevated the leisure experience for the southern province, even while

a second development nearby, The Emerald Bay, has stalled due to funding issues. Whether The Emerald Bay receives the capital injection it needs to resume remains to be seen.

It is with this in mind that Asia-Pacific consultancy firm GCG Gaming Advisory Services last year tipped Philippines-wide GGR to double again over the next four years to US\$10 billion by 2027 – making it a clear No.2 behind only Macau when it comes to Asian gaming jurisdictions.

“The Philippines enjoys a strong locals market, a strong expat community (from Korea, China, Taiwan, Japan) and fully open international borders,” GCG said at the time.

“Strong regulations, introduction of PIGO (online gaming for the domestic market) and new airports in Cebu and Clark all indicate that the Philippines will be competing with Singapore for the top GGR position over the next few years.”

Daniel Milrad, Sales Director – Asia for Aristocrat, explains,

Casino進行5億美元的升級及擴建。該酒店引入世界一流的配套設施，推動了當地業態的升級。毗鄰的Royce Hotel and Casino同樣於今年早些時候啟動了類似的擴建項目。而在Sun Valley地區已經擁有兩個世界級高爾夫球場的D'Heights，將開始建設另一座酒店及賭場大樓，將酒店及娛樂場區域空間翻倍。

在宿霧，2022年開業的NUSTAR Resort & Casino提升了菲國南部省份的休閒體驗，但其林錦的The Emerald Bay發展項目因資金問題而陷入停滯，其能否獲得恢復所需的注資仍有待觀察。

有鑒於此，亞太諮詢公司GCG Gaming Advisory Services去年預測，至2027年，菲律賓的博彩收入將在接下

來的四年再次翻倍，至100億美元，屆時菲律賓將成為僅次於澳門、的亞洲第二大博彩市場。

GCG 當時表示：「菲律賓擁有龐大的當地市場及外籍人士社群（韓國人、中國人、台灣人、日本人）以及完全開放的國際邊界。」

「強而有力的法規、PIGO（針對國內市場的線上博彩）的推出，以及宿霧和克拉克的新機場都表明，菲律賓將在未來幾年與新加坡爭奪最高博彩總收入的位置。」

Aristocrat亞洲銷售總監Daniel Milrad解釋說：「仔細觀察，您會發現菲律賓度假村的產品多樣化及他們所提供的服務，譬如娛樂城，其實已經和在拉斯維加斯大道或路氹金光大道上所能



晨麗娛樂場及渡假城於2013年開業
Solaire Resort Entertainment City opened in 2013



菲律賓克拉克
Clark, Philippines

“If you really look right now and see the product diversification in [Philippines] resorts and what they are offering, such as in Entertainment City, it is really no different to what you will find on the Las Vegas Strip or the Cotai Strip. That coupled with integrated resorts that offer the luxury, the F&B offering – it basically calls for an increase in inbound tourism as well as in the domestic market. All of this results in that growth we’re looking at.”

IGT’s own Sales Director – Asia, Michael Cheers, offers a similar viewpoint.

看到的並無二致。再配合上提供奢華享受及餐飲服務的綜合度假村，都導致了入境遊客及國內市場的增長。所有這些因素疊加在一起，形成目前我們所看到的增長。」

IGT的亞洲銷售總監Michael Cheers也提出了類似的觀點。

「我認為與場地相關的產品品質可以讓非傳統玩家獲得博彩體驗。」他表示：「提供優質的餐飲或配套體驗、參加會展活動，都有助於大家接觸到賭枱或角子機等博彩產品，從而有助擴大市場。」

「以一種高品質的方式增長，令人覺得可以將資金花在令他們感覺非常舒適的時間及地點。人們知道這是安全的，所以開始關注註冊會員的優勢，並

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新港世界度假村
Newport World Resorts

“I think the quality of the product that’s being delivered in relation to the venues exposes non-traditional gaming players to a gaming experience,” he suggests. “That quality delivery of an F&B or a function experience, attending a MICE event, may

result in that person being exposed to the gaming product, be it tables or slots, which helps to grow the market.

“And it grows it in a quality way where people feel that their leisure dollar can be spent at a time and place they feel very comfortable with. They know

it’s secure, so now they start to look at what the benefits of the membership club are, and they realize that by regularly dining there they can get 20% off and can use their points.

“By building quality product, it continues to expand the exposure and the acceptance

of gaming as a responsible and social leisure activity for adults.”

This, adds Cheers, is aided by “a national government that is comfortable with the concept of gaming and integrated resorts – people having fun responsibly – and a regulator (PAGCOR) that actually actively supports processes that allow the growth of that business.”

As an example, the IGT veteran points to Philippines gaming floors, where rearranging a gaming floor can take days, if not hours. In Macau, requests to move electronic gaming machines typically take weeks, which can mean units sitting idle while operators wait for the necessary approvals,

“They don’t miss a beat here,” Aristocrat’s Milrad observes. “The floors change every time you come here. If you have not walked the floor for two weeks, you come in and it’s totally different.

“That’s what I mean by product diversification – every time is something new and something fresh, and that’s what is unique about this market because it allows people to come in and see something new every time.”

Of just as much interest right now as the growth of the Philippines’ integrated resort market is the evolution of PAGCOR’s self-owned casinos – all 43 of them – operating nationwide under the Casino Filipino brand.

亞太區諮詢公司GCG Gaming Advisory Services去年預測，菲律賓全國的總賭博收入在接下來四年將再次翻倍，至2027年將達到100億美元。

Asia-Pacific consultancy firm GCG Gaming Advisory Services last year tipped Philippines-wide GGR to double again over the next four years to US\$10 billion by 2027.

開始意識到，定期在哪裡用餐可以享受八折優惠，並可使用積分。」

「通過打造優質產品，將不斷擴大博彩成為成年人負責任社交休閒活動的曝光度和接受度。」

Cheers補充道，這得益於「一個支持博彩和綜合度假村概念的政府，讓人們可以負責任地享受樂趣，以及一個實際上積極支持博彩業務增長的監管機構 (PAGCOR)。」

這位IGT資深人士指出，譬如，在菲律賓，重新佈置娛樂場只需要數天甚至數小時。但在澳門，移動電子博彩機的申請通常需要一個多月的時間，在營運商等待批准期間，這些設備都被閒置。」

「他們在這裡不會錯過任何一個節點。」Aristocrat的Milrad評論道：

「每次來這裡的時候，娛樂場內都會有變動。如果兩周內沒來，再來時情況都會改變。」

「這就是我所說的產品多元化，每次都有新鮮的事物，這就是這個市場的獨特之處，它讓人們每次進來都能看到新東西。」

目前，與菲律賓綜合度假村市場的增長同樣引人注目的是PAGCOR自營合計43間賭場的演變，這些賭場以Casino Filipino品牌在全國範圍內營運。

PAGCOR同時兼任營運商和監管機構雙重角色的問題長期以來一直飽受爭

議。儘管多年以來私有化的可能性一直被提起，但只有在現任主席Alejandro Tengco的監管下，這種雙重角色的剝離才終於成為大勢所趨。

Tengco於2022年8月被菲律賓新任總統馬科斯任命為PAGCOR主席兼行政總裁。他將Casino Filipino品牌的私有化作為其六年任期內的首要任務，但同時呼籲應先對這些PAGCOR項目進行重大投資。

為了實現這些物業的價值最大化，他曾於7月透露，PAGCOR將私有化步驟分成三步走戰略，首先是對Casino Filipino物業進行翻新及升級。

更重要的是，從供應商的角度來看，PAGCOR將升級這些酒店近4,000台角子機，以確保其產品與國內綜合度假村的產品具有競爭力。目前談判正在進行中。在近期的一次專訪中Tengco曾向《亞博匯》透露，PAGCOR已經與供應商達成了很好的協議，最終商業條款將於不日公佈。本刊獲悉，其中包括新機器採購和收入分成協議。

The issue of PAGCOR serving dual roles as both an operator and a regulator has long been one of contention, and while privatization has been raised as a possibility on many occasions over the years, it is only now under the purview of current Chairman Alejandro Tengco that such separation looks inevitable.

Appointed Chairman and CEO of PAGCOR in August 2022 by newly elected President Ferdinand Marcos Jr, Mr

同樣，供應商還可能從近期宣佈的菲律賓EGM技術標準更新中獲益。更新的1.1版本將於2024年1月1日生效。

這些更新標準的關鍵更改包括：任何單一博彩遊戲元素或遊戲元素序列中獲得的任何勝利都不得被截斷；必須在程式或邏輯區域入口安裝塑膠安全密封的插槽，插槽必須在機器投入運行前安裝；所有電子博彩機都必須防潑溢，這樣液體潑灑到EGM的外部時不會影響EGM的正常運行或影響機櫃內存儲的材料或信息的完整性。

與《亞博匯》交流過的所有供應商都並未將上述新規則視為特別繁重，Light & Wonder的 Jolly將其稱為：「就目前在全球市場上所見，相當簡單直接。」

這不僅意味著降低開發成本，以確保機器符合未來的要求，而且正如Cheers所指出的那樣：「監管機構做出的這些改變會導致冗餘。市場上存在強制冗餘，因此我們可以從一些更換額外設備或一些升級費用中獲益。」

Tengco has made privatization of the Casino Filipino brand his top priority over the course of his six-year term, but he has also called for significant investment into these PAGCOR properties first.

Aiming to maximize their value, he revealed in July that PAGCOR would implement a three-step process towards privatization, starting with a refreshment and renovation of Casino Filipino properties –

adding fresh paint, new carpet, new fittings and more.

More significantly from a suppliers' point of view, the regulator will upgrade almost 4,000 slot machines across those properties to ensure product offerings are competitive with those in the nation's integrated resorts, with negotiations already well underway. In a recent interview, Mr Tengco told IAG that PAGCOR has secured a good deal from suppliers in this





regard, with final commercial terms to be announced soon. *IAG* understands this will include a mix of new machine purchases and revenue share agreements.

Likewise, suppliers are likely to reap the benefits of a recently announced update to the Philippines' EGM Technical Standards, with Version 1.1 to take effect from 1 January 2024.

Among the key changes required as a result of these updated standards are a

requirement that any win awarded in any individual game element or sequence of game elements must not be truncated; a requirement for a slot in the program or logic area door for the plastic security seal, which must be installed before EGMs are put into operation; and a requirement that all EGMs are made spill resistant so that liquid spills applied to the outside of an EGM don't affect the normal operation of the

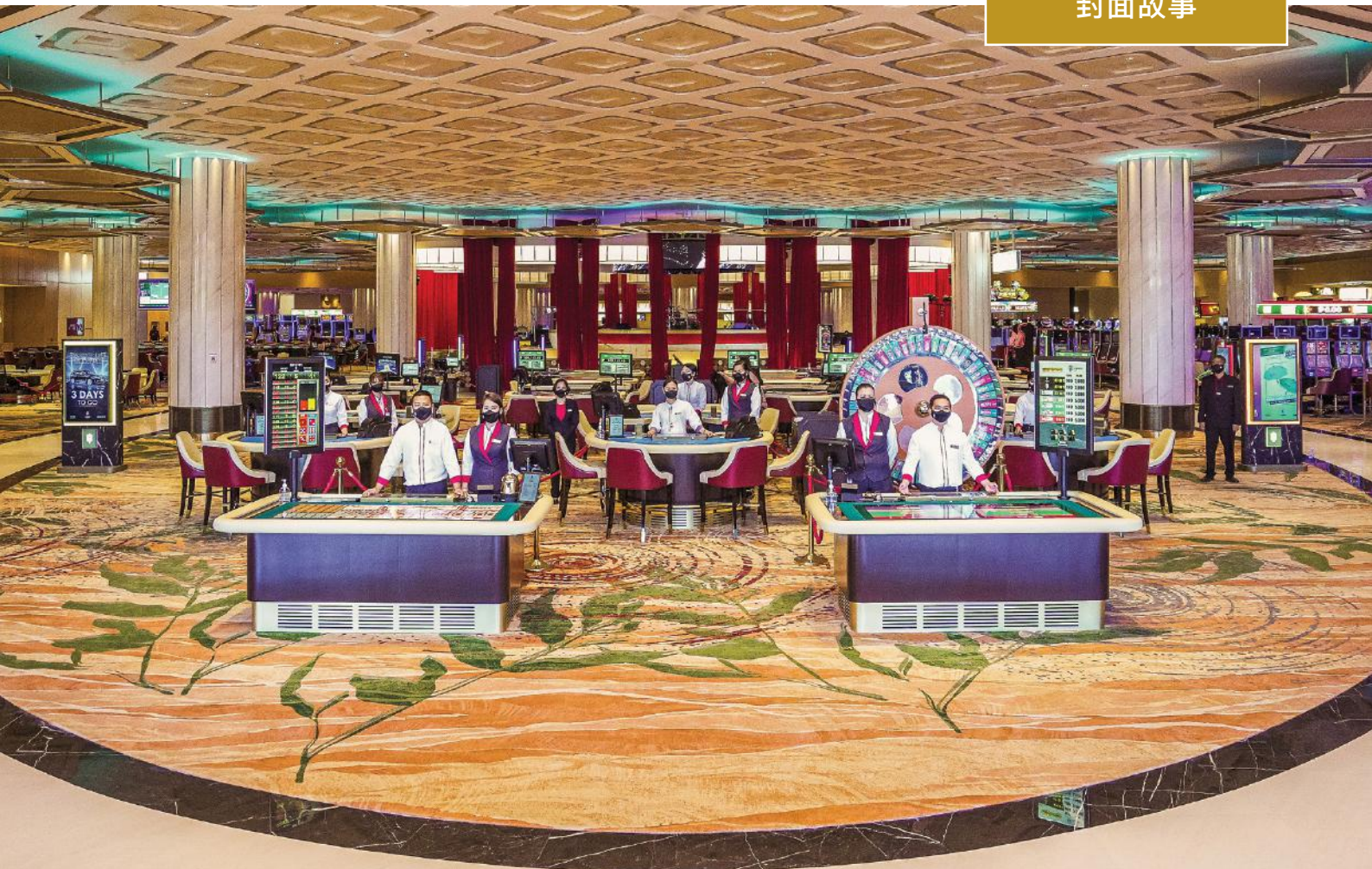
EGM or affect the integrity of the material or information stored inside the cabinet.

None of the suppliers *IAG* has spoken to consider these updates as being particularly onerous, with Light & Wonder's Jolly describing them as "fairly straight forward in terms of what we're seeing now in markets around the world."

That not only means lower development costs to ensure machines are compliant going

仔細觀察，您會發現菲律賓度假村的產品多樣化及他們所提供的服務，譬如娛樂城，其實已經和在拉斯維加斯大道或路氹金光大道上所看到的並無二致。— Aristocrat’s Daniel Milrad

“If you really look right now and see the product diversification in [Philippines] resorts and what they are offering, such as in Entertainment City, it is really no different to what you will find on the Las Vegas Strip or the Cotai Strip.”
— Aristocrat’s Daniel Milrad



forward, but as Cheers points out, “regulators making these changes drives redundancy. There is forced redundancy in the market, so we get the benefit of some replacement and additional units or some upgrade charges.”

For all of this recent growth and evolution, the Philippines remains unique for the opportunities it continues to present. A slots-dominated market – with machine revenues having accounted for 59.8% of Philippines industry GGR in 2022 – it is also a haven for linked progressives and

some of the largest jackpots seen anywhere in Asia.

The trend is particularly evident in Manila, where the competitive environment in Entertainment City has driven what Cheers refers to as the “jackpot duel – where every casino has a large sign outside showing their jackpot amounts and they just keep adding zeros to the progressive jackpot sign.”

While this can be a double-edged sword for operators – massive jackpots attract players but leave a significant dent in net revenues when they go off – the sheer demand seen across

儘管菲律賓近期出現長足的發展及變化，其仍然擁有獨一無二的機會。菲律賓是一個以角子機為主的市場，2022年角子機收入佔據菲律賓行業總收入的兩成。這裡同時也是連線積累遊戲彩金和一些亞洲最大積寶的所在地。

這種趨勢在馬尼拉尤其明顯，娛樂城的競爭環境推動了Cheers所說的「頭獎雙軌制，每家賭場外面都有一個大牌字不停顯示頭獎金額，不斷地在累積獎金表示後面添加零」。

雖然這對營運商來說可能是一把雙刃劍，因為巨額獎金吸引了玩家，但一旦大獎被兌現，淨收入就會大幅下降，但整個市場的巨大需求讓他們別無選擇，只能繼續下去。

「當然，馬尼拉的彩池競爭已經變得非常激烈。」Jolly評論道：「這有點



the market leaves them with little choice but to continue.

“Certainly the jackpot situation in Manila has become very competitive,” observes Jolly. “It’s a bit like Macau – everyone walks each other’s floors and if one is doing one thing, the others will follow.

“The jackpot [in Manila] is a change of life jackpot, and

as suppliers we all have to change our math models to suit this market.

“It’s different in Cebu, which is under-machined and lacks enough quality venues in the market. Clark is going to become more competitive as more properties emerge over the next five years, and they will all be doing the same up there,

trying to be a little bit better than their competitors.”

Adds Cheers, “When you have such big jackpots you need a significant number of machines underneath to support it, so if you’re lucky enough to have the flavor of the month game at the time and the operator requests a Php50 million (US\$880,000) or Php100 million (US\$1.76 million) start up jackpot, then you’ll know they will need 50 to 60 units under that to be able to run that link effectively.”

Suppliers, he says, have tried to push for more standalone games to diversify the market, but Cheers concedes, “When you are a listed company and driven by quarterly targets, you’re going to say as the supplier, ‘Yes, I will do that deal for 50 machines’.”

One new segment that is emerging in the Philippines is remote gaming, and specifically the offering of online gaming services to both offshore and domestic customers directly from the casino floor. The practice is already well established in Manila and is rapidly growing in Clark, with operators putting aside designated areas of the casino floor to stream not only table games but physical slot machines as well, with machines literally being controlled by whoever is playing them from afar.

像澳門，如果一個人在做一件事，其他人就會效仿。」

「馬尼拉的彩池（巨大到）足以改變一個人的生活，作為供應商，我們都必須調整數學模型以適應這個市場。」

「宿霧的情況有所不同，宿霧的設施晚上不夠，市場上缺乏足夠優質的場館。隨著未來五年內更多物業的出現，克拉克將變得更具競爭力。他們都會在那裡做同樣的事情，努力比競爭對手做得更好。」

Cheers補充道：「當你擁有如此大的積累獎池時，你需要大量的機器來支持。所以如果足夠幸運的擁有最流行的遊戲，而營運商要求5,000萬比索或1億披索的啟動彩金，那麼他們需要50至60台機器才能有效運行這個連線遊戲。」

他表示，供應商試圖推出更多單機遊戲以實現市場多元化，但他也承認：「當你是一家上市公司，會受到季度目標的推動。那麼作為供應商可能還是會選擇做50台機器的交易。」



宿霧的Nustar Resort & Casino
Cebu's Nustar Resort & Casino

菲律賓正在興起的一個新領域是遠程博彩，特別是直接從賭場向離岸和國內用戶提供線上博彩服務。這種做法在馬尼拉已經很成熟，在克拉克正在迅速發展。營運商在博彩區的指定區域內，不僅可以直播賭枱遊戲，也可以直播實體角子機，這些機器完全由遠端玩家控制。

Jolly解釋稱：「目前，遠程博彩機市場正在大幅增長，我們在這個市場上

“The [remote] gaming machine market is growing considerably at the moment, and we are getting a lot of orders for that market, so I guess it is good for manufacturers that we get to put a slot machine in a space rather than doing it off a server,” Jolly explains.

While most leading suppliers already offer digital versions of their games to online casinos globally, the hardware option whereby cameras film the physical slot machine screen “does allow the player to have a continued connection to the venue of their choice,” notes Cheers.

“That’s a positive because if they don’t wish to travel to the casino that day but still want an hour of their gaming experience, they know their money is safe, it’s easy to log in and they’ve got a great library of games that will get refreshed. It can only grow the market.”

What appears certain looking forward is that growth within the Philippines gaming market is only going to accelerate, leaving

接到很多訂單。因此我認為，對製造商而言，將角子機放在一個空間而非通過伺服器操作是好事。」

雖然大多數主要供應商已經向全球線上賭場提供其遊戲的數位版本，但通過攝像頭拍攝實體角子機屏幕的硬件要求「卻允許玩家與他們選擇的場地保持持續聯繫」。

「這是一個積極的因素，因為如果他們當天不想去賭場，但仍想要一

it in rarefied air when compared to Macau – where there will be no more than six licensees for at least the next decade – to the duopoly of Singapore or to the monopoly of Malaysia.

In a Keynote Address delivered at the recent IAG Academy Summit at Manila’s Newport World Resorts, the President and CEO of the Clark Development Corporation, Atty. Agnes Devanadera, said her agency was currently “trying to manage the number of casinos, because we want those who are already there, those who have invested, to be able to maximize their potential in terms of generating revenues.”

However, she also noted that there were “many applicants” waiting to join the six current operators within the Clark Freeport Zone. IAG understands up to half a dozen more operators have either been issued with a casino license or own land within the Clark Freeport Zone with a view to developing properties once given the green light.

個小時的遊戲體驗，他們知道自己的錢是安全的，登入也很容易，還有一個很棒的、並且會不斷更新的遊戲庫可供選擇。這只會使市場增長。」

展望未來，可以肯定菲律賓博彩市場的增長只會加速發展。與澳門（至少在未來十年內，澳門持牌承批公司不會超過六家）及新加坡的雙頭壟斷或馬來西亞的一家獨大相比，菲律賓博彩市場仍處於稀缺狀態。



展望未來，似乎可以確定的是，菲律賓的博彩市場增長只會加速發展。

What appears certain looking forward is that growth within the Philippines gaming market is only going to accelerate.



“I think you will continue to see this rate of openings and expansions, coupled with new infrastructure that is coming – I don’t think it is slowing down,” says Milrad.

“The other significant factor here is the growth of the middle income demographic across the Philippines,” adds Cheers. “People have more disposable income, they are looking for that leisure experience which

often includes a visit to an IR, to a restaurant, potentially to a gaming experience, So I think this market is definitely going to continue to grow, aided by this broad customer base.”

“I think you’ll find that when PAGCOR does sell off their licenses and they become private, the new owners will grow those facilities,” says Jolly.

“Whether they expand those properties or move them

在近期於馬尼拉新港世界度假村舉辦的IAG Academy Summit上，Clark Development Corporation總裁兼行政總裁Atty. Agnes Devanadera在主題演講中稱，她的機構目前「正嘗試控制娛樂場的數量，因為希望那些現存的、我們已經投資了的娛樂場，可以最大地實現他們帶來利潤的潛力」。

然而，她也指出，尚有「許多申請人」正在等待加入克拉克自由港區內現有的六家經營業者。本刊獲悉，此外還有多達六家營運商已經獲批賭牌或在克拉克自由港區內擁有土地。其中一些營運商一旦獲准就會開始地產建設。

Milrad表示：「你會持續看到開業和擴張。加上即將大量出現的新基礎設施，速度將不會放緩。」

「另一個重要因素是菲律賓中等收入人群的增長。」Cheers補充道：「人們有更多的可支配收入，他們尋求休閒體驗，其中通常包括到訪度假村、餐廳，甚至一次博彩體驗。所以我認為，得益於廣泛的市場客戶群，這個市場肯定會繼續增長。」

Jolly表示：「我認為，當PAGCOR出售其牌照並將這些物業變成私人所有時，新所有者將擴大這些設施。」

「無論他們擴建這些物業，還是將它們轉移到其他地方，市場還是會看到這些項目成長為規模可觀的物業。」

「隨著克拉克的發展，娛樂城仍將是現階段市場的驅動力，但誰知道呢？或許隨著全國其他地區賭場的私有化，未來可能會出現一些我們從未想到的新中心。」iag

somewhere else, I think the market will see those grow into decent-sized properties as well.

“Entertainment City will remain the driver of the market at this stage, with Clark developing, and who knows? With the privatization of casinos across the rest of the country, there may be some other spots we’ve never thought of emerging as new hubs in the future.”iag

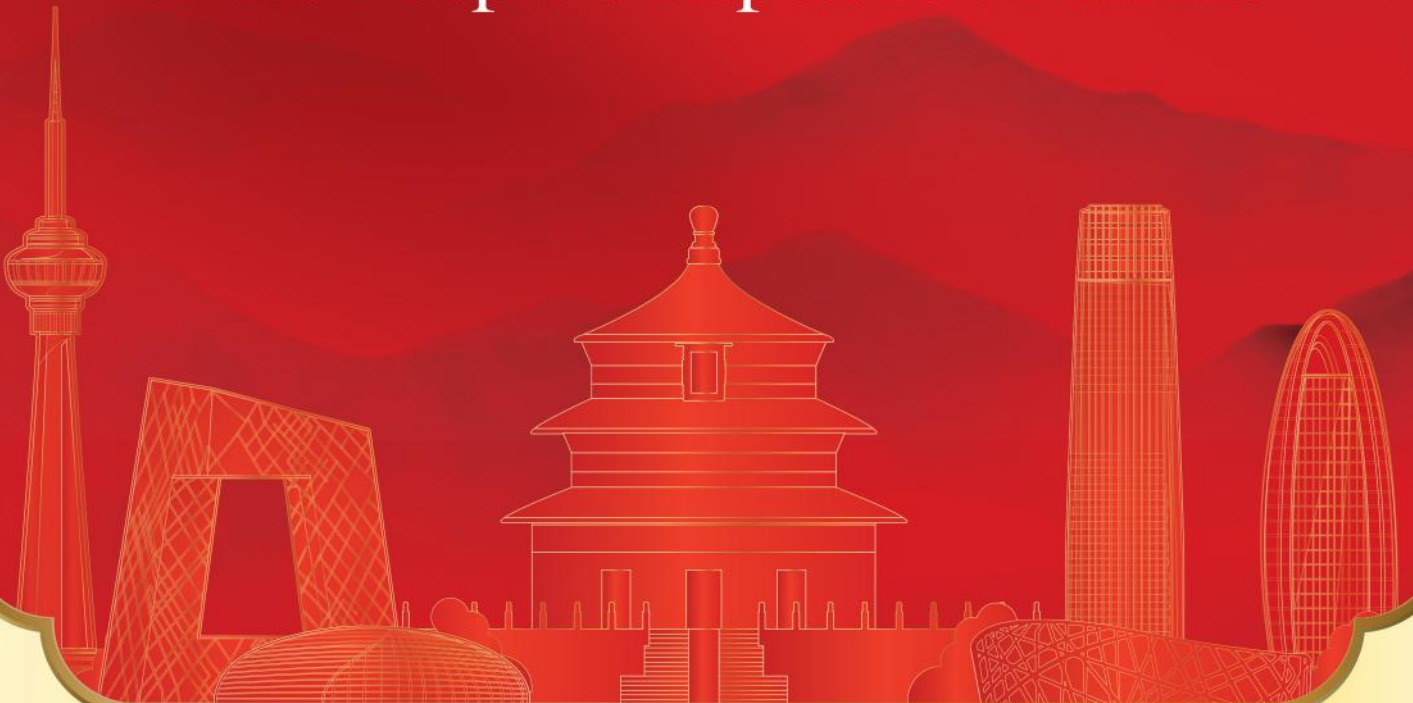
Wynn 永利



Congratulations on the

74th
Anniversary

of the People's Republic of China



TRADE EVENTS



精英再聚

亞博匯於9月12至14日期間，假馬尼拉新港世界的馬尼拉希爾頓酒店，首次舉辦「Super September」活動系列，包括「馬尼拉入夜後（Manila After Dark, MAD）」、「IAG Academy Summit」及「IAG Academy IR Awards」。

文 本思齊

TOGETHER AGAIN

IAG hosted its inaugural "Super September" series, comprising Manila After Dark, the IAG Academy Summit and IAG Academy IR Awards, at Hilton Manila, Newport World Resorts from 12 to 14 September.

By **Ben Blaschke**



More than 200 guests and delegates converged on the Hilton Manila at Newport World Resorts in September to take part in *Inside Asian Gaming's* first ever "Super September" series of industry events.

Running across three days, the celebrations began on the evening of Tuesday 12 September with the return of Manila After Dark, where 130 people enjoyed the festivities at Newport World Resorts' Grand

Bar & Lounge. Representatives from Philippine national regulator PAGCOR and from the Cagayan Economic Zone Authority, along with major operators, industry suppliers, legal eagles, media and other industry representatives, joined the *IAG* team for a night of fine canapés, free-flowing drinks and lively conversation.

There were also five lucky draw winners who each took home gift vouchers courtesy of Newport World Resorts valued between Php3,000 and Php10,000.

IAG thanks all our Manila After Dark sponsors for their support: Newport World Resorts as Venue Sponsor, Light & Wonder as Platinum Sponsor and Aristocrat, Everi, FBM and IGT as Gold Sponsors.

The inaugural *IAG* Academy Summit kicked off on the morning of Wednesday 13 September at Hilton Manila, Newport World Resorts with the Chairman and CEO of PAGCOR, Alejandro Tengco, delivering the Keynote Address. During his Keynote, Mr Tengco outlined the agency's progress in privatizing

超

過200位嘉賓及業界代表，在九月雲集於馬尼拉新港世界的馬尼拉希爾頓酒店，參與《亞博匯》首個「Super September」行業系列活動。

為這個連續三天的活動系列打響頭炮的是在9月12日星期二晚上回歸的「馬尼拉入夜後 (Manila After Dark, MAD)」。當晚有共130位參加者齊集於新港世界的Grand Bar & Lounge，歡度喜慶時光。來自菲律賓的全國博彩監管機構PAGCOR及卡加延經濟特區管理局(Cagayan Economic Zone Authority)的官員，還有主要營運商、業內供應商、法律精英、媒體及其他行業代表，與亞博匯的團隊成員一起，於精美小食及無限供應的美酒助慶之下，進行熱烈的交談討論。

有5位贏得抽獎的幸運兒，更各自獲得了由新港世界送出價值3,000至10,000披索的禮券。

《亞博匯》感謝所有馬尼拉入夜後的贊助商所提供的支持。他們包括：場地贊助商馬尼拉新港世界、白金贊助商Light & Wonder，以及黃金贊助商Aristocrat、Everi、FBM和IGT。

而首屆「IAG Academy Summit」，就在9月13日星期三早上於馬尼拉新港世界的馬尼拉希爾頓酒店揭開帷幕。活動當日，PAGCOR的主席兼行政總裁Alejandro Tengco發表主題演講。在他的講辭中，Tengco概括地提及該監管機構私有化其賭場業務的進度，表示私有化讓該機構能夠純粹地擔任監管角色。

他說：「我們已經開始認真地為這個轉變做準備。最重要的地方，就是在PAGCOR本身，我們正開展這些準備工作。」Tengco亦補充，出售PAGCOR旗下Casino Filipino牌照的準備工作，應該可以在2025年或之前完成。

「現時的PAGCOR管理團隊只上任了超過一年。這意味著我們有十分充裕的時間，去完成我們的目標，就是要成為一個更活躍、更能帶來利益、更加純粹地專注在監管方面的組織。」

「一旦我們達成這個目標，就可以肯定菲律賓不只將會成為亞洲博彩業界的

黃金準則，更將成為世界上其中一個最具規模的博彩目的地。只要看到現今這個國家的不同角落有序地出現的綜合度假村和賭場，就知道我所言非虛。」

Tengco先生之後亦與柬埔寨商業博彩管理委員會(Commercial Gambling



PAGCOR主席兼行政總裁 Alejandro Tengco參加了 IAG Academy Summit的監管方論壇

PAGCOR Chairman and CEO Alejandro Tengco joined a regulator's panel at the IAG Academy Summit

its casino operations in order to become a pure regulator.

“We have started preparing for this transition in earnest, and we are starting where it matters most – within PAGCOR itself,” he said, adding that preparations for the sale of PAGCOR’s Casino Filipino

licenses should be complete by 2025.

“The current PAGCOR administration is just more than a year in office. This means we have more than enough time to accomplish our goals of being more dynamic, more profitable and more

focused as a purely regulatory corporation.

“Once we achieve this, you can bet that the Philippines will not only become the gold standard in Asian gaming but will also become one of the biggest gaming destinations in the world, as evidenced by the healthy pipeline of new integrated resorts and casinos that are going up all over the country today.”

Mr Tengco was later joined in a regulators’ panel by Khim Oudam, Deputy Director of Legal Affairs and Licensing Department for the Commercial Gambling Management Commission (CGMC) of Cambodia, and Peter Cohen, Director of Regulatory Affairs for The Agenda Group, to discuss key issues impacting gaming regulation across the region.

Other sessions saw Professor Toru Mihara of the Council for the Promotion of Integrated Resorts, a Japanese government body, provide an update on where Japan’s IR process currently sits, while there was an in-depth look at the Philippines’ new EGM Technical Standards and a review of the impact of recent changes to the Macau Gaming Law.

Day 2 of the IAG Academy Summit began with a Keynote Address from Atty. Agnes Devanadera, President and CEO of the Clark Development Corporation, who outlined her vision for the rapidly rising Clark Freeport Zone including an overview of its current attractions and facilities.



Toru Mihara教授介紹了日本綜合度假村發展的最新進展

Professor Toru Mihara provided an update to the Japan IR process.



當日矚目的環節之一是「At the Bar」。來自業內領先的中介公司Dowinn Group的企業營運總裁Lorraine Koo邊製作雞尾酒邊探討菲律賓的博彩中介業務。

A highlight of the day was a unique “At the Bar” session at which Lorraine Koo, Corporate COO of leading junket Dowinn Group, made cocktails [while discussing Philippines junkets].

Management Commission)法律事務及牌照部(Legal Affairs and Licensing Department)的副總監Khim Oudam和The Agenda Group的監管事務總監Peter Cohen一起，討論區內影響著博彩監管的主要問題。

其他的峰會環節還包括從日本政府機構綜合度假村促進委員會(Council for the Promotion of Integrated Resorts)來的Toru Mihara教授，分享日本IR發展的最新進程。同時，亦有環節就菲律賓的最新電子博彩機器技術標準作深入檢視，也有探討澳門博彩法最近的修訂所帶來的影響。

IAG Academy Summit的第二天，以Clark Development Corporation的主

TRADE EVENTS

She also noted that, while Clark was growing as a gaming and tourism destination, its long-term ambitions rely on expanding the number of high-end hotel rooms available.

“We are trying to manage the number of casinos, because we want those who are already there, those who have invested, to be able to maximize their potential in terms of generating revenues,” Atty. Devanadera said. “We have six casinos right now although there are many

applicants. We have 4,007 hotel rooms and this is where the corporate investors come in. We need more hotel rooms.”

A panel session on Clark followed, with IAG’s Ben Blaschke joined on stage by Hann Resorts’ Dennis Andreaci and D’Heights’ Eduardo Dacanay, while a very well attended Suppliers’ Panel featured Aristocrat’s Daniel Milrad, IGT’s Michael Cheers and Light & Wonder’s Ken Jolly.

A highlight of the day was

a unique “At the Bar” session midway through the afternoon at which Lorraine Koo, Corporate COO of leading junket Downin Group, not only told IAG’s Vice Chairman and CEO Andrew W Scott all about junkets in the Philippines but made cocktails for the two of them while she did it in a masterful display of multi-tasking!

Finally, Newport World Resorts’ very own COO Hakan Dagtas, Hann’s Dennis Andreaci and PAGCOR’s General Manager,



Clark Development Corporation主席及行政總裁 Atty. Agnes Devanadera於峰會第二日發表了主題演講

Clark Development Corporation President and CEO Atty. Agnes Devanadera gave the Keynote Address on Day 2 of the summit

席兼行政總裁Agnes Devanadera律師的主題演講展開。她在演講中闡述了對於克拉克自由港區急速發展的願景，以及區內旅遊熱點及設施現時的情況。她亦提到，雖然克拉克之前是以作為一個博彩及旅遊目的地來發展，但當地的長遠願景，就有賴於高端酒店客房數量的持續增加。

Devanadera律師表示：「我們正嘗試控制娛樂場的數量，因為我們希望那些現存的、我們已經投資了的娛樂場，可以最大地實現他們帶來利潤的潛力。」

「我們現時有6間賭場，雖然也有很多其他人申請牌照。我們有4,007間酒店客房，這亦是企業投資者參與的部分。我們需要更多酒店客房。」

隨後，有一場關於克拉克的論壇，當中《亞博匯》的本思齊就與Hann Resorts的Dennis Andreaci和來自D'Heights的Eduardo Dacanay在台上一同討論。而一場參加者眾多的供應商論壇，就有Aristocrat的Daniel Milrad、IGT的Michael Cheers和Light & Wonder的Ken Jolly作嘉賓。

當日其中一個最矚目的環節，就是在下午舉行的一場獨特的「At the Bar」。有來自業內領先的中介公司Dowinn Group的企業營運總裁Lorraine Koo，不只與亞博匯董事會副主席兼首席執行官卓弈分享了關於菲律賓各間中介公司的資訊，更即場展示自己一心多用的技能，為自己及卓弈調出了兩杯雞尾酒。

最後，新港世界的營運總裁Hakan Dagtas、Hann的Dennis Andreaci和PAGCOR的總經理兼牌照及監管組的Daniel Cecilio，都參與了營運商論壇，討論他們在2023年及未來所面對的問題及機遇。

再次感謝我們峰會的贊助商：掛繩贊助商FBM、專業手沖咖啡贊助商Light & Wonder；白金贊助商Hann Casino Resort、Mega Fortris及岡田馬尼拉；黃金贊助商Aristocrat及環節贊助商亞洲先鋒娛樂。同時Light & Wonder和Aristocrat分別贊助了峰會期間第一及第二天的午餐。



新港世界度假村營運總裁Hakan Dagtas
Newport World Resorts COO Hakan Dagtas

在Super September期間舉行的還有IAG Academy IR Awards。當晚於新港世界馬尼拉希爾頓酒店The Ballroom宴會廳中，總共頒發了20個獎項，當中澳門銀河獲得了最佳亞洲綜合度假村的殊榮，而晨麗則被選為最佳亞太地區（澳門及新加坡外）綜合度假村。三位行業新星Mark Howell、Wendy Ni及Phil Stormonth在頒獎禮中獲表彰。同時，Dennis Andreaci、Michael Cheers和Hakan Dagtas則被推舉為行業風雲人物。營運晨麗的Bloomberry Resorts Corp，其主席兼行政總裁Enrique Razon先生就奪得傑出行政總裁的稱號，名列IAG Academy的名人堂。

TRADE EVENTS

Licensing and Regulatory Group Daniel Cecilio joined an Operator's Panel to discuss various issues and opportunities they face in 2023 and beyond.

Thanks again to all our summit sponsors: FBM as Lanyard Sponsor; Light & Wonder as Barista Coffee Sponsor; Hann Casino Resort, Mega Fortris and Okada Manila as Platinum Sponsors; Aristocrat as Gold Sponsor and Asia Pioneer Entertainment as a Session Sponsor. Light & Wonder was also Day 1 Lunch Sponsor and Aristocrat Day 2 Lunch Sponsor.

Also on the agenda during "Super September" was the IAG Academy IR Awards, held in The Ballroom at Hilton Manila, Newport World Resorts. A total of 20 awards were handed out throughout the evening, with Galaxy Macau taking down the title of Best Integrated Resort in Asia, and Solaire clinching Best Regional Asia-Pacific Integrated Resort. Three Rising Stars – Mark Howell, Wendy Ni and Phil Stormonth – were named, as well as three Industry Icons: Dennis Andreaci, Michael Cheers and Hakan Dagtas. Mr Enrique Razon, Chairman and CEO of Solaire operator Bloomberry Resorts Corp joined the IAG Academy Hall of Honor as Outstanding CEO.

Congratulations also to Galaxy Entertainment Group, Light & Wonder, Sands China Limited, Solaire Resort Entertainment City and Marina Bay Sands, who were all multiple award winners on the night.

Once again, a huge thankyou to all our awards sponsors for making the evening possible: Newport World Resorts as Venue Sponsor, Okada Manila as Welcome Cocktails Sponsor, Hann Casino Resort as Platinum Sponsor, Mega Fortris as Entertainment Sponsor, and Angel, Aristocrat Gaming, IGT, Light & Wonder and Solaire Resort Entertainment City as Gold Sponsors.

Details on the when and where of the 2024 IAG Academy Summit and IAG Academy IR Awards will be announced soon.

iag

另外，也要恭喜銀河娛樂集團、Light & Wonder、金沙中國有限公司、晨麗娛樂場及渡假城和濱海灣金沙，在當晚的頒獎禮中榮獲多個獎項。

再次向所有為頒獎禮提供支持、令到這個活動能夠順利舉行的贊助商，致以最大的謝意。他們分別是：場地贊助商新港世界、迎賓酒會贊助商岡田馬尼拉、白金贊助商Hann Casino Resort、娛樂環節贊助商Mega Fortris，還有黃金贊助商Angel、Aristocrat Gaming、IGT、Light & Wonder和晨麗娛樂場及渡假城。

關於2024年IAG Academy Summit及IAG Academy IR Awards的舉辦地點及時間的詳情，將會盡快公佈。iag



Bloomberry Resorts Corporation執行董事兼晨麗營運總監Tom Arasi

Bloomberry Resorts Corporation Executive Director and Solaire COO, Tom Arasi.

衷心感謝以下贊助商對我們的大力支持：

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ACADEMY IR AWARDS



得獎者及受表彰人士
Winners and honorees

01

最有影響力綜合度假村整體建築

BEST OVERALL ARCHITECTURAL
IMPACT OF AN IR



濱海灣金沙

MARINA BAY SANDS

02

最佳綜合度假村景點項目

BEST IR RESORT ATTRACTION



濱海灣金沙空中花園觀景台

MARINA BAY SANDS FOR THE
SKYPARK OBSERVATION DECK

03

最佳綜合度假村整體購物體驗

BEST OVERALL RETAIL
OFFERING BY AN IR



金沙中國倫敦人購物中心

SANDS CHINA LIMITED FOR
SHOPPES AT VENETIAN

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最佳綜合度假村整體餐飲體驗

BEST OVERALL F&B OFFERING
BY AN IR



銀河娛樂集團澳門銀河

GALAXY ENTERTAINMENT
GROUP FOR GALAXY MACAU

05

最佳綜合度假村酒店

BEST HOTEL ATTACHED TO AN IR



永利皇宮酒店

THE WYNN PALACE HOTEL

06

最佳角子機解決方案

BEST SLOT SOLUTION



LIGHT & WONDER

多福多財至尊版

DUO FU DUO CAI GRAND

07

最佳電子賭枱遊戲解決方案

BEST ETG SOLUTION



INTERBLOCK FOR
INTERBLOCK STADIUMS

08

最佳賭枱遊戲解決方案

BEST TABLE GAME SOLUTION



ANGEL GROUP FOR
ANGEL EYE COMPLETE

09

最佳會員計劃

BEST MEMBERSHIP PROGRAM



美高梅中國美獅薈

MGM CHINA FOR MLIFE

10

最佳博彩樓層

BEST GAMING FLOOR



BLOOMBERRY RESORTS

CORPORATION

晨麗 SOLAIRE

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最佳企業社會責任倡議

BEST CSR INITIATIVE



銀河娛樂集團銀娛菁英發展計劃

GALAXY ENTERTAINMENT
GROUP FOR THE IR YOUTH
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BEST OVERALL CSR PROGRAM



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MELCO RESORTS &
ENTERTAINMENT FOR SIMPLE
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PROGRAM



濱海灣金沙
MARINA BAY SANDS

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最佳綜合度假村工作環境
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最佳企業形象
BEST CORPORATE IMAGE



濱海灣金沙
MARINA BAY SANDS

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最佳行業解決方案
BEST INDUSTRY SOLUTION



LIGHT & WONDER
多福多財至尊版
DUO FU DUO CAI GRAND

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最佳行業創新舉動

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LONDONER REBRANDING

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最佳行業供應商

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最佳亞太地區(澳門及新加坡外)綜合度假村

BEST REGIONAL ASIA-PACIFIC IR



BLOOMBERRY RESORTS
CORPORATION

晨麗 SOLAIRE

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最佳綜合度假村

BEST INTEGRATED RESORT



銀河娛樂集團澳門銀河

GALAXY ENTERTAINMENT
GROUP FOR GALAXY MACAU

名人堂：行業新星
HALL OF HONOR: RISING STARS



**MARK
HOWELL**



**WENDY
NI**



**PHIL
STORMONTH**

名人堂：行業風雲人物
HALL OF HONOR: INDUSTRY ICONS



**DENNIS
ANDREACI**



**MICHAEL
CHEERS**



**HAKAN
DAGTAS**

名人堂：傑出行政總裁
HALL OF HONOR:
OUTSTANDING CEO

**MR ENRIQUE RAZON,
BLOOMBERRY RESORTS
CORPORATION**



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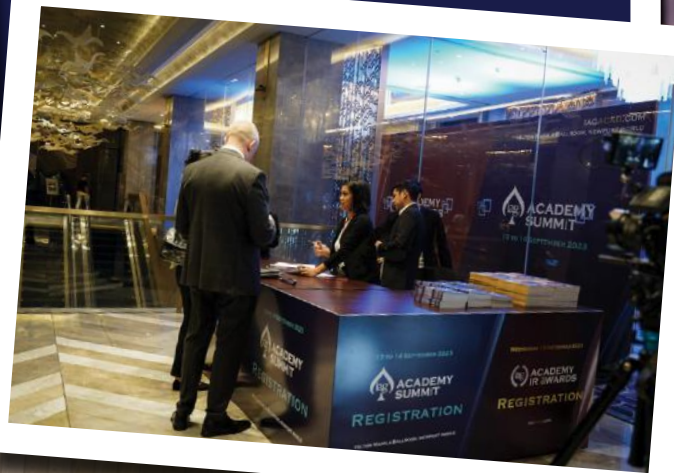
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ACADEMY IR aWARDS

2023年9月13
菲律賓新港世界度假村Hilton Manila

WEDNESDAY 13 SEPTEMBER 2023
Hilton Manila, Newport World Resorts, Philippines









經驗習得

Jeremy Walker指出泰國正在尋求經濟刺激方案，而全面的娛樂設施可能是解決方案之一，但這只有在學習新加坡和日本的經驗教訓後才能實現。

LESSONS LEARNED

Thailand is searching for an economic cure, and comprehensive entertainment facilities could be part of the solution – but only if it heeds lessons learned in Singapore and Japan, writes Jeremy Walker.

By 文 **Jeremy Walker**



Jeremy Walker is a management consultant specializing in the tourism and leisure sector. He is former Vice President of Bidding Japan, International Development and Marketing for Galaxy Entertainment Group.

Jeremy Walker是一位專門從事旅遊和休閒領域的管理顧問，他曾任銀河娛樂集團日本競標、國際開發和市場營銷副總裁。

在

2023年9月11日（星期一）發表的首次施政聲明中，泰國新任總理、泰黨領導的聯合政府的首長賽塔·他威信（Srettha Thavisin）表示，泰國就像一位「生了病的人」，有必要「刺激經濟和消費」。

新冠肺炎疫情對全球旅遊業造成了災難性影響，尤其是像泰國這樣的服務型市場，這些市場在很大程度上依賴來

自世界各地的遊客來推動經濟活動。儘管泰國已重新開放邊境，但經濟仍然脆弱，政府債務佔國民生產總值（GDP）的比例達到創紀錄的61%。政府向每位公民發放10,000泰銖（280美元）的數字資產可能會產生一些短期影響，但從長遠來看，政府需要更長久的解決方案。

與旅遊業密切相關的亞洲博彩業在2021年和2022年的大部分時間，其收入均大幅下降，這不僅對博彩營運商的財

In his first policy statement delivered on Monday 11 September 2023, the newly appointed Prime Minister of Thailand, Srettha Thavisin, leader of the Pheu Thai led coalition government, announced that Thailand was “like a sick person” and it was necessary to “stimulate the economy and spending.”

The COVID-19 pandemic was disastrous for tourism worldwide, in particular for service-oriented markets like Thailand that depend greatly upon visitors from around the world to drive economic activity. Despite the reopening of its borders, the Thai economy remains fragile with government debt at a record 61% of GDP. Digital money handouts of THB 10,000 (US\$280) per citizen may have some short-term impact, but

more sustainable solutions will be required by the government in the long-term.

The Asian gaming industry, inexorably linked to tourism, understandably saw revenues collapse through much of 2021 and 2022, deeply impacting not only gaming operators’ balance sheets, but suppliers, workers and government coffers. However, the reopening of borders clearly demonstrated the robustness of the sector, with the major regional markets of Macau, Philippines and Singapore quickly returning to positive revenue and EBITDA growth.

Which is why Thailand, long recognized as a magnet for international tourists and already boasting an enthusiastic, largely untaxed, domestic gaming and sports betting market, would be wise





to consider implementation of Comprehensive Entertainment Venues as a means of bolstering the economy, strengthening its regional competitiveness and helping the new government deliver on its election manifesto.

So what can they learn from the process underpinning the introduction of gaming in other regional markets – namely Singapore and Japan?

SET A CLEAR ECONOMIC VISION

Singapore is often lauded as the blueprint for new gaming jurisdictions where it tactfully balanced traditional

Confucian values with the introduction of more liberal entertainment offerings. Facing the challenge of maintaining its competitiveness among other world cities, Singapore recognized the need to upgrade its leisure and business tourism offering to increase length of stay and international attractiveness of the city. The solution would be an Integrated Resort (IR) strategy that would balance Singapore's international and business-friendly reputation with its more conservative values. The city's pragmatic approach in discouraging but not blocking locals from gaming,

政產生了深遠影響，還對供應商、僱員和政府財政造成了嚴重影響。然而，邊境重新開放清楚地印證了該行業的穩健性，澳門、菲律賓和新加坡等主要區域市場迅速地恢復至收入和EBITDA增長。

這是為甚麼泰國長期以來被認為是吸引國際遊客的目的地，並且已經擁有熱情且基本免稅的國內博彩和體育博彩市場，而其應考慮實施綜合娛樂場方案，以提振經濟、加強其區域性競爭力並助力新政府兌現其選舉承諾。

因此，泰國可以從其他區域市場（即新加坡和日本）博彩合法化的過程中學到甚麼？

設定清晰的經濟願景

新加坡經常被譽為新博彩市場的藍圖，它巧妙地平衡了傳統儒家價值觀與引入更自由的娛樂博彩產品。為了在



泰國應仔細地考慮IR項目能帶來的經濟效益，以及相關項目將如何增強該國現有的旅遊基礎設施。

Thailand should carefully consider what it expects IRs to do for the economy and how they will add to the country's existing tourism infrastructure.

via an entrance fee policy, coupled with a fair market and competitive tax system, ensured its two resorts would become vibrant and compelling world class destinations, reflecting Singapore's unique cultural appeal.

Japan, long coveted as a gaming destination with the potential to be one of the largest

tourist markets in the world, had a similar vision. It too recognized the need to upgrade its ailing tourism infrastructure and attractiveness for foreign visitors through the introduction of international 5-star hotels, hospitality, entertainment and MICE facilities. However, unlike Singapore, Japan's process was highly prescriptive, deciding

that IRs should be among the largest, most comprehensive and as a result, most expensive ever built. Coupled with one of the highest tax frameworks in an already expensive operating environment, this strategy only proved feasible for major urban locations, despite the government's hope to stimulate regional economies.

Thailand should carefully consider what it expects IRs to do for the economy and how they will add to the country's existing tourism infrastructure. Whilst small regional IRs will undoubtedly impact local economies, larger urban IRs with good connectivity to international airports, and access to established supply chains and skilled labor will do far more in raising both the international appeal and brand of Thailand as a tourism destination, and they will shift the needle in driving much needed macro-economic goals.

IDENTIFY LOCATIONS

Singapore clearly identified two locations before formal bidding commenced, with each positioned differently to support the city's economic growth. The Marina Bay site would broadly focus on MICE and business clientele and was required to enhance the CBD and boost the city's image, whereas the Sentosa site would focus more on mass market, family-friendly tourism to broaden the city's appeal. The result was a highly competitive and efficient bidding process, with a wide array of creative submissions from many of the world's leading gaming operators, investment groups and architects.





世界其他城市中的保持競爭力，新加坡認知到需要升級其休閒和商務旅遊產品，以增加旅客的停留時間和其國際吸引力。解決方案就是綜合度假村（IR）策略，該策略平衡新加坡的國際商業友善聲譽與保守的價值觀。新加坡採取務實的態度，透過入場費政策，即設障礙但不阻止當地人參與博彩，以及公平的市場環境和有競爭力的稅收制度，確保

其兩個綜合度假村成為充滿活力和引人注目的世界級項目，反映新加坡獨特的文化吸引力。

日本長期以來被視為有潛力成為世界上最大的旅遊市場及博彩目的地之一，亦與新加坡一樣，有類似的願景。日本意識到需要透過引進國際五星級酒店、款待、娛樂和會展設施，以升級其落後的旅遊基礎設施和國際旅遊吸引

力。然而，與新加坡不同的是，日本的相關程序是具有高度規範性，決定IR項目規模要是最大、最全面的，因此建造成本也高昂。在成本高昂的營運環境上，還有高企的稅收框架。因此，儘管日本政府希望以此刺激區域經濟，但事實證明這一策略僅適用於主要城市區域。

泰國應仔細地考慮IR項目能帶來的經濟效益，以及相關項目將如何增強該國現有的旅遊基礎設施。雖然小型區域性IR項目無疑會刺激當地經濟，但與國際機場連接便利、擁有成熟供應鏈和熟練勞動力的大型城市IR項目，將在提升泰國作為旅遊目的地的國際吸引力和品牌效應方面發揮更大作用，以及推動迫切的宏觀經濟目標。

確定選址

新加坡在正式招標開始前明確了兩個IR項目選址，每個選址的定位都不同，以支持新加坡的經濟增長。濱海灣項目選址著重會展及獎勵旅遊和商業客戶，並需增強中央商務區及提升城市形象，而聖淘沙項目選址更大程度專注於大眾市場、家庭旅遊，以擴大新加坡的城市吸引力。相關招標過程是競爭激烈且高效，許多世界一流的博企、投資集團和建築企業都提交了各式各樣的創意標書。

日本在市、縣和國家層面都存在著官僚程序，以及嚴重依賴派系和聯合政黨之間達成共識的碎片化政治體系，政策執行過程從一開始就面臨挑戰。雖

如果採取正確的策略方針，泰國可以迅速地趕上並超越不少亞洲市場。

With the right strategic approach, Thailand could quickly catch and surpass many other Asian markets.

In Japan, which has a multi-tiered municipal, prefectural and national bureaucracy as well as a fragmented political system heavily reliant on building consensus among factional and coalition parties, the process of implementation was challenged from the start. Whilst up to three locations were up for grabs, these were not identified from the outset. Instead, a two-tiered bidding and selection process was adopted, with stage-one bidding open to all 47 prefectures, followed by a second-stage

selection where up to just three locations would be approved at the national level. This process left potential investors with a quandary – whether to “go all in” in one location or spread their bets across multiple sites, without any assurance as to which location would eventually be approved by the national government. Political uncertainty, investment risk and bidding fatigue eventually saw many consortia quietly exiting the process.

Thailand would do well to identify specific sites early in the

process, with unencumbered ownership, in locations that will both appeal to potential investors and achieve stated economic goals. Top of that list would be metropolitan Bangkok and the Eastern Economic Corridor.

LEVERAGE POLITICAL CAPITAL

Singapore benefits from a stable, consistent and predictable political system. Decisions, when in the national interest, can be made expeditiously. Before deciding

然日本競投有多達三個選址可供爭奪，但當局從一開始就沒有確定這些選址地點。相反，當局採用了兩個階段的招標程序，第一階段向全國47個都道府縣開放招標，隨後進行第二階段，全國最多只批准三個項目選址。這個過程讓潛在投資者陷入了兩難境地，即是否應在一個地點上「全力以赴」，還是在多個地點上分散賭注，而且無人能保證哪個地點最終會得到日本中央政府的批准。政治不確定性、投資風險和招標疲勞最終導致許多財團悄悄地退出競投。

泰國最好在這一過程的早期確定具體選址，在不受限制的所有權下，這些地點要既能吸引潛在投資者，又能實現其既定的經濟目標。其中首選當然是曼谷都會區和東部經濟走廊。

利用政治資本

新加坡市場受益於穩定、一致和可預測的政治體系。如果符合國家利益，新加坡政府可以迅速地做出決定。在決定落實項目之前，新政府有效地利用了為期六個月的公眾諮詢和概念徵求活動來徹底地評估引入IR項目的可行性。在這一進程結束後，儘管遭受一些人士的反對，新總理及其內閣還是立即決定繼續推進相關政策，因為他們知道無論採取哪種方式都存在風險。

新總理李顯龍於2005年4月18日表示：「如果不採取行動，新加坡將面臨被其他城市拋離的風險。」

在日本，前首相安倍晉三於2018年通過《綜合度假村實施法》時取得了初步成功，但其實施遭受延誤，抵消了這





to proceed with implementation, the government effectively used a 6-month public consultation and Request for Concept exercise to thoroughly assess the viability of introducing IRs. Upon conclusion of this process and wasting no time, despite opposition from some quarters, the Prime Minister and his cabinet made the decision to proceed, with the knowledge that there were risks whichever way they decided.

“Not proceeding would risk Singapore being left behind

by other cities,” said Prime Minister Lee Hsien Loong on 18 April 2005.

In Japan, the initial success of former Prime Minister Shinzo Abe in gaining consensus in passing the Integrated Resort Implementation Act in 2018 was offset by delays in its implementation. The two-step bidding and selection process, which relied solely on prefectural governments’ willingness to support, took considerable time to implement. This opened the door for a vocal

anti-IR lobby, driven in part by political considerations, with IRs becoming a contentious topic within many city and prefectural election campaigns.

The resulting negative perceptions in the community and media pressured government to maintain a very high bar in its regulatory framework, more than some operators and investors were willing to accept. Attempts by the industry and community groups in favor of IRs to balance negative perceptions through media outreach, CSR



and educational activities, were often fruitless.

The new Thai coalition government has less than four years within its current term. It faces many economic challenges and there is significant expectation from citizens that grassroots issues will be addressed, such as increasing minimum wages and boosting job opportunities. This will require funding and economic stimulus.

In a special House committee report presented to Parliament

方面的成果。兩步驟的招標和遴選過程僅依靠地方政府的支持意願，實施起來要花相當長的時間。在政治考慮等因素下，為直言不諱的反IR遊說團體打開大門，IR成為當地許多城市和縣選舉活動中的一個具爭議的話題。

由此產生的社區和媒體的負面印象迫使政府在其監管框架中維持非常高的標準，這超出了一些營運商和投資者願意接受的水平。支持IR的行業和社區團體試圖透過媒體宣傳、企業社會責任和教育活動來平衡相關負面印象，但結果是徒勞無功。

泰國新聯合政府的任期還有不到四年，面臨著許多經濟挑戰，當地公民強烈地期望基層問題能夠得到解決，如提

in January this year, a non-partisan parliamentary group concluded that eight types of gambling activities should be permitted, including physical as well as online casinos and sports betting, as a means to raise tax revenues.

The report included a poll by The College of Politics and Governance, Suan Sunandha Rajabhat University, in which over 80% approved the introduction of Comprehensive Entertainment Venues. Given historic political instability, with the average

高最低工資和增加就業機會。這將需要資金和經濟刺激措施。

今年1月，一個無黨派議會團體向當地議會提交了一份特別委員會報告，報告得出的結論是，應該允許八種類型的賭博活動，包括實體賭場、線上賭場和體育博彩，以此增加政府稅收。

該報告包括宣素那他皇家大學政治與治理學院的一項民意調查，調查指出超過80%的人支持當地引入綜合娛樂項目。鑑於當地歷史性政治不穩定的情況，過去30年泰政府平均任期為兩年左右，現任政府應利用新政府的蜜月期、政黨廣泛共識和積極民意，抓緊落實相關政策，這或許才是穩妥之道。

government term over the past 30 years being around two years in duration, pursuing implementation without delay to leverage the new government's honeymoon period, widespread consensus among political parties, and positive public opinion, may be the prudent path to follow.

SET A CLEAR REGULATORY FRAMEWORK

Singapore used its RFC process wisely to listen to the



制定清晰的管理框架

新加坡明智地利用意見請求（RFC）流程來聽取潛在投資者的意見和建議，並確定了實施和監管路線圖，以平衡城市和投資者的需求。

日本的兩步驟招標程序也反映了其監管方式。例如，博彩牌照第一次（包括建設）期限為10年，續期需要先獲得地方政府批准，然後才再獲中央政府批准，這增加了過程中的政治風險。實施過程中的長期拖延，當中超過了關鍵官僚、內閣成員和政治家的任期限制，這更影響了本已複雜的進程勢頭。

泰國可以從其他市場的經驗中受益匪淺，並利用國際監管顧問的專業知識來制定符合經濟和社會需求的立法、監管和招標框架，並保持國際競爭力，以最大限度地提高投資者的利益。

如果採取正確的策略方針，泰國可以迅速地趕上並超越不少亞洲市場，充分利用該國無可置疑的旅遊潛力。iag

opinions and recommendations of potential investors and ascertain a clear roadmap for implementation and regulation that would balance both the needs of the city and those of the investment community.

Japan's two-step bidding process was also reflected in its regulatory approach. For example, gaming license renewals, after a 10-year first term (including construction), require approval at local level

before being rubber stamped at national level, adding political risk into the process. Lengthy delays in implementation that extended beyond the term limits of bureaucrats working within key positions and those of cabinet members and politicians, impacted momentum for an already complex process.

Thailand can greatly benefit from the experience of other markets and should leverage expertise from international

regulatory consultants to formulate a legislative, regulatory and bidding framework that aligns both to the needs of the economy and society whilst remaining internationally competitive to maximize investor interest.

With the right strategic approach, Thailand could quickly catch and surpass many other Asian markets and take advantage of the country's undoubted tourism potential. iag

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最後的化朗？

澳門賽馬會最近確認2023至2024年的新賽季將如期舉行，但隨著其債務和期望的增加，賽馬會還能持續多久？

文 陳嘉俊

FINAL FURLONG?

The Macau Jockey Club recently confirmed the 2023/24 racing season would go ahead, but with debts and expectation mounting, how long can it survive?

By **Pierce Chan**







In July 2023, rumors began spreading that the Macau SAR Government would prohibit the importation of horses into Macau from August, and that a shipment of 30 horses bound for Macau from Australia would be unable to depart as scheduled.

In an interview with industry media outlet *Asian Racing Report* shortly afterwards, some trainers said they had not yet received the schedule for the 2023/24 racing season

and were worried that Macau Jockey Club (MJC) would lose its concession to hold horse races in Macau.

Those fears appear to have been allayed for now, with MJC announcing on 8 September that the new season had been approved and was scheduled to run from 29 September 2023 to 31 August 2024, with night races resuming from January 2024 onwards.

Yet concerns remain, given the considerable list of

promises MJC made around upgrades and enhancements to its facilities when handed a new 24-year concession in 2018, and in light of 18 consecutive years of financial losses. Does the Macau government really trust the MJC to make good?

In signing its new concession extension through until 31 August 2042, MJC promised to invest MOP\$1.5 billion (US\$186 million) into its facilities while also trying to pay off the MOP\$150 million (US\$18.6



在

不久後，一些練馬師接受《競馬論》訪問時透露，一直沒有收到2023/24新賽季的賽程表，擔憂賽馬會很快失去在澳門舉辦賽馬的權利。

就在最近這個情況有所改變。澳門賽馬會於9月8日公佈新賽季已經獲得政府批准，定於2023年9月29至2024年8月31，並在2024年1月起恢復舉行夜賽。

然而，考慮到賽馬會在2018年獲得新的24年批給時作出有關升級和增強其設施的大量承諾，以及連續18年的財務虧損，對其擔憂依然存在。澳門政府真

的相信澳門賽馬會能夠取得「好成績」嗎？

在澳門賽馬會獲得續約至2042年8月31日時，馬會承諾投資15億澳門元，並且在2021年4月10日前清償尚欠澳門特別行政區的1.5億澳門元。

如果未能達到增加資本及償還的要求，政府可以即時中止合同。而當中投資15億澳門元的規定，政府也有一些詳細要求。部份投資項目需要在2021年完成，包括賽事大樓翻新工程、更換計算機、改良跑道等。這些項目賽馬會曾公開表示，已經在期限內完成。

不過，一些複雜的項目賽馬會要在2024年及2026年前完成，看來會有點困難，而且這些工程還沒有任何重大進展。這些工程包括興建公眾席、餐飲及零售商舖、興建馬匹主題公園的相關設施以及騎術學校，以及進行工程使柯維

million) it owed to the SAR Government as of April 2021.

If the MJC cannot meet the requirements of capital increase and repayment, the government has the right to terminate the concession immediately. The government also set a list of detailed requirements in respect of the MOP\$1.5 billion investment. Parts of the investment projects had to be completed by 2021, including the renovation of the racing complex, replacement of computers,

upgrading of the running track and more. MJC has publicly stated that these projects, or a part of them, have been completed within the deadline.

However, completing more complicated tasks due by 2024 and 2026 may prove difficult, and there has been little sign of significant progress. These projects include the construction of a public enclosure, F&B and retail outlets, the construction of facilities associated with a horse-themed park and a riding

school, and works to link the LRT Jockey Club Station located at Estrada Governador Albano de Oliveira in order to have direct access to the Club's hotels and racing facilities.

Johnson (a pseudonym), a person familiar with the operations of the MJC, told IAG, "It's really strange that there is [little] information about the next season. Although I don't think the MJC is going to close down, it's clear that the government will not let [promises] go, like

some of the large-scale projects. For example, connecting the LRT station opposite the Club directly to the public enclosure and the hotel area is showing no signs of being completed by the deadline of the end of next year.

“Introducing a horse-themed park, a horse riding school, or F&B and retail shops are all elements the government takes seriously.”

Johnson said he wouldn’t be surprised to see the government terminate MJC’s concession if it can’t meet all its commitments by 2026.

Asked about its progress by IAG, MJC replied, “As all departments are busy with the preparations for the opening of the new horse racing season, we will reply to the questions in this letter at a later date.”

According to information published in the Official Gazette, the MJC has reported accumulated losses of MOP\$2.1 billion (US\$260 million) through 2022, representing 18 years of consecutive losses.

IAG also spoke to an MJC employee who claimed the Club “has not increased its staff at betting branches post-pandemic. The epidemic greatly impacted the income of MJC due to the

restriction on gatherings, and the amount of betting plunged.

“Many guests love the atmosphere when betting on horse races and see it as of great importance. If gamblers cannot make loud noises and discuss the live races in the betting branches, many lose their interest in betting, which is genuinely true among the older generation.”

The pandemic also made it impossible for high-end Hong Kong guests to come to Macau to bet. Before the pandemic, some Hong Kong enthusiasts would choose to become members of the MJC because the threshold for membership is considerably lower than at The Hong Kong Jockey Club.

“Some of the guests from Hong Kong who placed larger bets were members of the MJC, and the Club had shuttle pick-up services for them before the pandemic,” the staffer explained, adding that the ageing population of racing enthusiasts in Macau was another issue.

“It’s been very difficult for the MJC to bring in new blood, and it’s been relying on its regular customers.”

According to Macau’s Gaming Inspection and Coordination Bureau (DICJ), the betting



馬會站

Estação do Jockey Clube

Jockey Club Station

疫情前，一些香港賽馬愛好者會選擇在澳門賽馬會成為會員，因為入會門檻比香港賽馬會低。

Before the pandemic, some Hong Kong enthusiasts would choose to become members of the MJC because the threshold for membership is considerably lower than at The Hong Kong Jockey Club.

納總督大馬路的輕軌站可直達馬會的酒店、公眾席、廂房等等。

熟知澳門賽馬會運作的知情人士 Johnson（化名）向《亞博匯》透露：「沒有任何下賽季的資訊，這件事真的有點奇怪。儘管我不認為賽馬會會因此而結業，但顯然是，有些事情政府並沒有就此算數。例如將馬會對出的輕軌站，直接連接至公眾席及酒店區域，這個項目需要在明年完成，但現時也看不到有任何可能完工的跡象。」

「馬匹主題公園、騎術學校、餐飲及零售商鋪等等，這些是非博彩元素，是政府十分看重的事情。」

Johnson說道，如果賽馬會未能在2026年期限前落實這些承諾，他不會對政府終止馬會合同而感到奇怪。

對於賽馬會注資及投資的問題，賽馬會僅是回覆《亞博匯》：「由於各部

門現正忙於籌備新馬季開鑼之事務，有關來函中的問題，本會稍後再作回覆，謹請見諒。」

根據官方《公報》之信息，澳門賽馬會截至2022年累計虧損21億澳門元（2.6億美元）。這已經是2005年以來，第18年連續錄得虧蝕。

《亞博匯》亦訪問了一名馬會員工，他表示：「疫情之後，馬會基本上已經沒有再請新的投注站員工。因為投注站限流，疫情令馬會收入帶來很嚴重影響，投注額是斷崖式下跌。」

「很多投注的客戶，是十分注重賭馬時的氣氛。如果賭客不能在站內大聲喧嘩呼叫，討論賽事實況，那麼很多賭客就會失去博彩時的興致。特別是老一輩的賭客。」

疫情更令一班高端的香港客戶無法來澳門投注。疫情前，一些香港人會選



turnover of MJC had been decreasing year-on-year before the outbreak of COVID-19, from MOP\$306 million (US\$38.0 million) in 2014 to MOP\$98 million (US\$12.2 million) in 2019.

“Horse racing in Macau is now facing a very similar situation to dog racing in Macau, which has gradually been phased out by the times,” the staffer said. “If the Jockey Club fails to attract new customers, it is only a matter of time before it bows out too.”

Live or die, the coming year’s racing season will be a decisive one for the Macau Jockey Club. iag

擇在澳門賽馬會成為會員，因為門檻比香港賽馬會低。

「部份投注比較大額的香港客戶，在疫情前馬會更會派出專車接送他們。」不過員工補充道，客戶群逐漸老化才是最大打擊。

「澳門賽馬會很難注入新血，一直都依賴着老客戶。」

根據博監局的資料顯示，澳門賽馬會在疫情前的投注額正在逐年遞減，由2014年的3.06億澳門元（3,800萬美元），到2019年已經減少至9,800萬澳門元（1,220萬美元）。

「澳門賽馬面臨的情況與澳門賽狗的情況很類同，正在逐步被時代所淘汰。」員工說到：「如果賽馬會無法吸引新客戶入場，退場只是早與晚的事。」

無論如何，是生是死，未來一年的新賽季，或許將成為澳門賽馬會決定性的一季。iag

CONGRATULATIONS ON
THE 74TH ANNIVERSARY OF
THE ESTABLISHMENT OF
THE PEOPLE'S REPUBLIC OF CHINA



賓至如歸

綜合度假村岡田馬尼拉推出全新「Come Home to Harmony」品牌活動，為本地及國際客人提供一系列奢華體驗。

COME HOME TO HARMONY

Okada Manila's new "Come Home to Harmony" branding campaign highlights the array of luxury experiences awaiting both local and international guests.





Philippines integrated resort Okada Manila has launched a new branding campaign called “Come Home to Harmony”, which aims to encapsulate a holistic and seamless authentic experience through property offerings that cater to families, couples and individuals – all under one roof.

In the seven years since Okada Manila opened its doors, the property has welcomed thousands of guests from the local and foreign market, with many remarkable stories woven within the walls

from their stays, visits and celebrations.

“We have been relentless in our pursuit in working towards creating an experience that goes beyond just luxury and entertainment,” said Victor Galzote, Okada Manila’s Director of Property Marketing and Branding under the Corporate Marketing and Communications Division.

The guiding principle behind this transformative journey – the essence of “Come Home to Harmony” is the next chapter of the Okada Manila story, Galzote explains.

“We have crafted well-curated seamless and integrated experiences and offerings that cater to different key market segments, from of each of our business units that are distinctively Okada Manila, blending harmoniously to ensure that our guests feel right at home and that their stay or visit is truly unforgettable every single time,” he said.

Okada Manila’s Come Home to Harmony branding campaign is just the beginning of the incredible journey that will unfold over the next few months.

菲律賓綜合度假村岡田馬尼拉推出了全新的「Come Home to Harmony」品牌活動，旨在針對家庭客、情侶或個人遊客的不同需求，提供全方位、無微不至的款客體驗。

自岡田馬尼拉開業七年來，該酒店已接待了成千上萬名海內外貴賓，他們在此的逗留、訪問和歡慶體驗都構成酒店難以磨滅的豪華歷史的一部分。

岡田馬尼拉市場及品牌營銷總監 Victor Galzote表示：「我們一直不懈地追求創造一種不止於奢華及娛樂體驗。」

他解釋道，此番轉型之旅背後的精髓「Come Home to Harmony」，正為岡田馬尼拉開啟故事的下一章。

「我們精心策劃了全面及無縫銜接產品及服務體驗，以滿足岡田馬尼拉每個業務部門的不同細分市場的需求，而且都具有岡田馬尼拉的特色，和諧一體，確保我們的客人賓至如歸，務求他們每次的住宿或到訪都留下難忘的優質體驗。」



「我們一直不懈地追求創造一種不止於奢華及娛樂體驗。」 – Victor Galzote

“We have been relentless in our pursuit in working towards creating an experience that goes beyond just luxury and entertainment.”
– Victor Galzote



隨著「Come Home to Harmony」品牌活動的推出，岡田馬尼拉度假村即將在接下來的幾個月內開啟旅程新篇章。

完美之旅

岡田馬尼拉針對國內外不同的主要市場客群，精心打造了無縫銜接的綜合式一體化服務體驗。

家庭式宅度假旨在為每個家庭成員提供特別體驗，讓全家人享受輕鬆愜意的住宿，包括使用度假村高級設施，譬如寬敞的泳池暢遊或在酒店內的高級餐廳用餐。當家長在Retail Boulevard盡情購物時或在The Retreat Spa享受康療體驗時，孩子們可以在Play at Okada Manila享受歡樂有趣的時光。而當一天

結束時，全家人可以到酒店的標誌性景點The Fountain觀看令人陶醉的多彩舞蹈噴泉表演。

對情侶而言，可以在浪漫的燭光晚餐之後，前往Okada Lounge或Sportsbook Bar小酌娛樂。個人遊客也可在岡田馬尼拉酒店設備齊全的客房中享受奢華的「自我時光」，與朋友一起購物或享受美食，再以The Retreat Spa結束美好的一天。

這裡的所有酒店客房均配有岡田馬尼拉獲得福布斯五星評級的卓越服務，後者是對日式卓越品質及菲律賓熱情款客獨特組合的認可。岡田馬尼拉響應客戶需求，為客人提供綜合完美之旅，力求在都會之中提供賓主如歸的如歸家般的舒適體驗。iag

AN INTEGRATED AND AUTHENTIC EXPERIENCE

Okada Manila's well-curated experiences are integrated and seamless across the property and cater to different key market segments both domestic and foreign.

Family staycations aim to deliver something special for every member at Okada Manila, allowing the entire family to enjoy a relaxing stay, use the resort's premium facilities such as the expansive swimming pool, or opt to dine at any of the property's ample dining establishments. While adults go on a shopping spree at the Retail Boulevard or a wellness treatment at The Retreat Spa, the kids can enjoy a fun day at Play at Okada Manila. To conclude the day, families can flock to the property's iconic The Fountain for a mesmerizing multi-color dancing fountain show.

For couples, a romantic getaway by way of a candlelit dinner can be capped off with a night of drinks and entertainment at Okada Manila's Okada Lounge or Sportsbook Bar. Individuals can also enjoy some "me time" in luxury at one of Okada Manila's well-appointed rooms, spend the day with the friends by going shopping or on a food crawl, and visit The Retreat Spa.

All come with Okada Manila's Forbes 5-star rating for stellar service, a nod to the unique combination of Japanese excellence and warm Filipino hospitality. Okada Manila offers integrated and authentic experiences to cater to guests' wants and needs, providing all the comforts of a second home in the heart of the metro. iag

CULINARY CAPITAL OF CLARK

With 18 unique food and beverage offerings spread across its three hotel brands and boasting six of TripAdvisor's 10 Best Restaurants in Clark, Hann Resorts is positioning itself as the culinary capital of Pampanga.

By **Ben Blaschke**



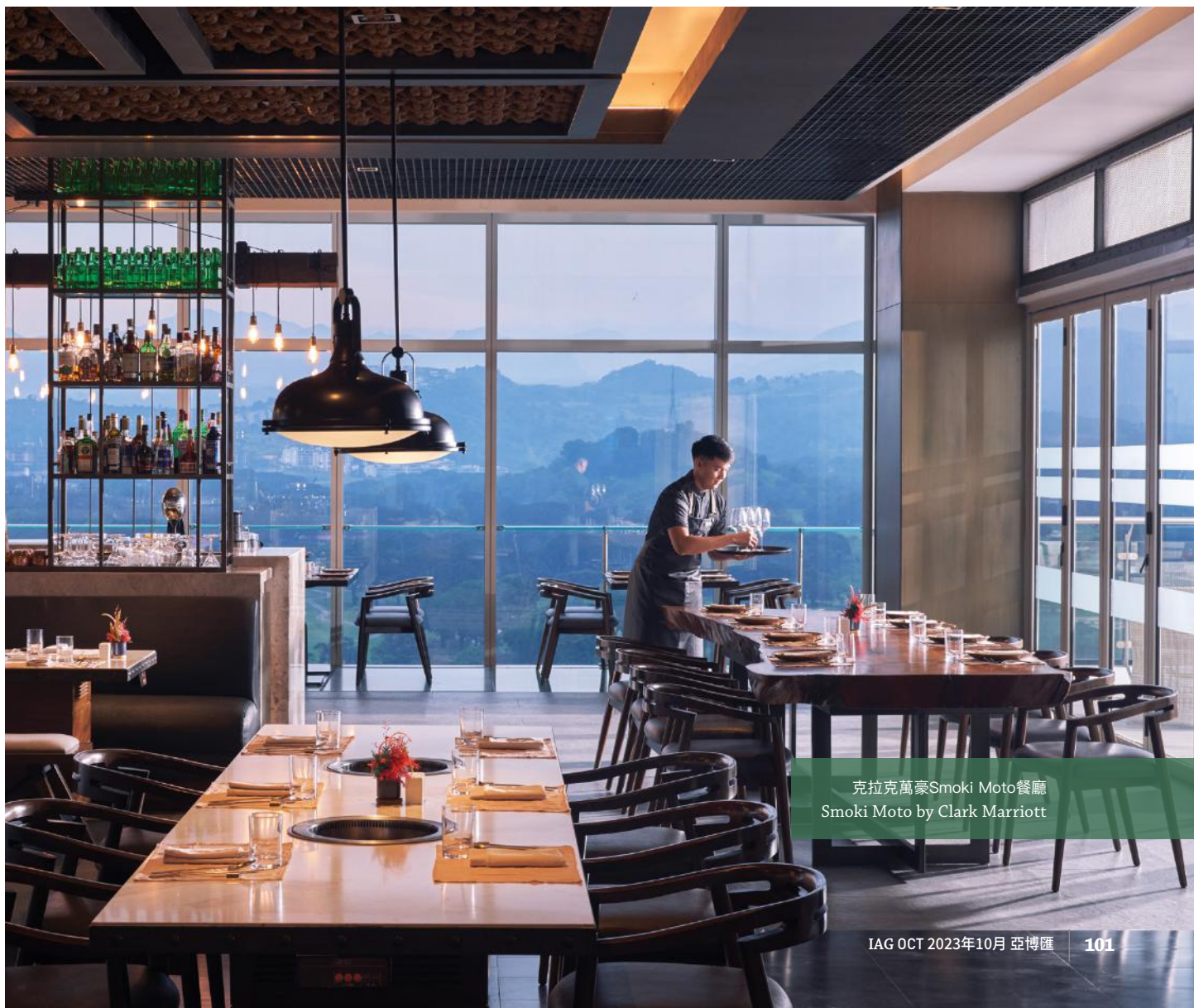
The Culinary Capital of Clark



美食都會

匯聚18家餐飲品牌，其中更有6家入選TripAdvisor的克拉克十佳餐廳，Hann Resorts無疑已經成為邦板牙的美食之都。

文 本思齊



克拉克萬豪Smoki Moto餐廳
Smoki Moto by Clark Marriott

FEATURES



克拉克萬豪的Smoki Moto餐廳提供高級燒烤料理體驗
Elevated Grill Dining Experience at Smoki Moto by Clark Marriott

Taking inspiration from Pampanga's reputation as a gourmand's playground, Hann Resorts is making the most of its industry-leading position to establish itself as the region's undisputed culinary capital.

Located in the heart of the economic business hub that is Clark Freeport Zone in Pampanga, Hann Resorts is home to 18 food and beverage outlets spread across its two 5-star hotels – Swissotel and

Clark Marriott – its soon-to-be renovated Widus Hotel and its thriving casino floor.

"Hann Resorts aims not only to preserve Pampanga's reputation as an epicurean destination but to celebrate and further enhance it with our remarkable selection of offerings nowhere else seen in the region," explains Patti Javier, Hann Resorts Assistant Vice President for Corporate Marketing.

Surrounded by the Zambales mountain ranges, Pampanga

is renowned for a thriving food culture through which it blends traditional and contemporary flavors, utilizing inherited heirloom recipes and time-honored cooking techniques passed down through generations.

Speaking with *Inside Asian Gaming*, Hann's Vice President Hotel Operations, Tarek Aouini – who oversees Swissotel and Widus – said he aims to deliver both variety and authenticity to those dining at any of the property's F&B outlets.

Hann將全克拉克最高級的餐廳匯聚旗下，其中包括TripAdvisor評選出的克拉克十佳餐廳中的6家。

Hann boasts a collection of Clark's best restaurants all under one roof including six of TripAdvisor's 10 Best Restaurants in Clark.

“Authenticity with the food and vibe is a must, which is why we hire seasoned and well-experienced team members – especially chefs who can deliver the complete dining experience based on the restaurant that [the customers] choose,” he offers.

“The province of Pampanga where Clark is located is known to be the Philippines' culinary capital. Clark, being a tourist destination, is also a gateway to North Metro Manila and as one of the preferred choices for

菲

律賓邦板牙省素有老饕天堂的美譽。置身於被美食包圍環境中的娛樂場度假村Hann Resort，也利用了自己在業界的領先地位，把自己塑造成區域內的美食首府。

Hann位於邦板牙省克拉克自由港的核心地段。在該物業的兩間5星級酒店Swissotel和克拉克萬豪酒店內，以及即將翻新的Widus Hotel和其熙來攘往的博彩樓層中，一共有18間餐飲店舖。

Hann Resorts的企業市場推廣助理副總裁Patti Javier解釋道：「Hann Resorts不只以保持邦板牙省作為一個美食目的地的聲譽為目標，更希望通過我們

一系列於區內獨有的出眾產品和服務，頌揚當地的名聲，令其更加顯耀。」

邦板牙省被Zambales山脈環繞，以其朝氣蓬勃的美食文化著稱。當地的菜式揉合傳統和當代風味，並且活用了代代相傳的食譜和久經時間考驗的烹調方法。

在與《亞博匯》的對談中，統領著Swissotel和Widus的Hann酒店營運副總裁Tarek Aouini說，他的目標是要在該物業的每間餐飲店舖中，為客人帶來各式各樣忠於傳統的美饌。

他指出：「在食物及氣氛上忠於傳統是必須的，這亦是我們聘請在這方面有所了解並且經驗豐富的團隊成員的原因，這特別體現於我們聘請的那些能夠

FEATURES

travelers from the Americas, Europe and neighboring Asian countries like Korea and China, we offer Italian, Chinese and European authentic cuisines.

"Filipino cuisine is also essential to show the artisanship of our Filipino chefs.

"The rich history of Pampanga is reflected in signature Kapampangan dishes like sisig (chopped pork face), betute (fried frog legs), cameroo (fried crickets), pindang damulag (cured cabarao beef), burong kanin (fermented rice), and bringhe (a Kapampangan version of paella).

"We offer some of these dishes to pay homage to Kapampangan traditions and local ingenuity."

With a plethora of dining options to choose from, Hann boasts a collection of Clark's best restaurants all under one roof including six of TripAdvisor's 10 Best Restaurants in Clark. These include Smoki Moto, an elevated Korean grill experience located on the 17th floor of the Clark Marriott Hotel; Wu Xing, offering high quality Chinese fare in an elegant setting; Markt, a vast European-inspired all-day dining restaurant; Goji

Kitchen+Bar, a popular buffet open for breakfast, lunch and dinner; and Spice, located just off the casino floor and offering a quick and tasty meal of local and Asian favorites.

Gamers also have the option of dining at Nasi (H Club members) or Kai (H Circle members).

Aouini, however, admits to being particularly swayed by elegant Italian destination Ristorante di Verona.

"Coming from a country near Europe, Italian cuisine is close to my heart and reminds me of home," he smiles.



Swissotel Clark的Ristorante Di Verona餐廳
Ristorante Di Verona by Swissotel Clark

特寫



克拉克萬豪酒店的Wu Xing餐廳主廚Lucas Zhou為賓客奉上地道的北京烤鴨 Peking Duck by Chef Lucas Zhou at Wu Xing by Clark Marriott

根據客人選擇提供最全面餐飲體驗的廚師之上。」

「克拉克所處的邦板牙省，一直被認為是菲律賓的美食首都。作為一個旅遊目的地，克拉克亦是進入北馬尼拉大都會區的門戶，也是來自美洲、歐洲、韓國和中國等鄰近亞洲國家的旅客其中一個最喜歡的選擇。」

「菲律賓菜餚也是讓我們的菲律賓廚師們表現出他們手藝的重要一環。」

「邦板牙省的豐富歷史，反映於當地的菜式上，當中有sisig（切豬面）、betute（炸青蛙腿）、cameroo（炸蟋蟀）、pindang damulag（醃製水牛肉）、burong kanin（發酵飯）及bringhe（邦板牙版本的西班牙海鮮飯）等。」

「我們通過為客人提供這樣的菜式，向邦板牙的傳統和當地的獨特創造致敬。」

Hann將全克拉克最高級的餐廳匯聚旗下，其中包括TripAdvisor評選出的克拉克十佳餐廳中的6家。它們包括在克拉克萬豪酒店17樓、提供高級的韓式烤肉體驗的Smoki Moto、在精緻的陳設中帶來高品質中國美饌的Wu Xing、全日為客人帶來歐洲風味餐飲服務的Markt、廣受歡迎的早、午、晚餐自助餐廳Goji Kitchen+Bar，還有毗鄰博彩區域、提供快捷及美味的傳統和國際口味餐飲的Spice。玩家們還可以選擇在Nasi（H Club會員）或Kai（H Circle會員）用餐。

不過，Aouini承認，他對於雅致的意大利餐廳Ristorante di Verona情有獨鍾。

他笑說：「我作為一個從歐洲附近國家來的人，意大利料理始終在我心中佔一席位，並且讓我想起自己的家鄉。」

「在Swissotel Clark內的Ristorante di Verona，有一個像普通家裏的開放式廚房，以及超過300款酒可供選擇，還有過百年的濃縮意大利黑醋。從餐廳的玻璃窗也能眺望Zambales如畫般的山勢，



Spice Street Eats備受歡迎的菜餚
Spice Street Eats Best-Sellers

FEATURES



克拉克萬豪酒店Goji Kitchen + Bar的邦板牙風味驛站
Kapampangan Station at Goji Kitchen + Bar by Clark Marriott

“Ristorante di Verona at Swissotel Clark showcases an open-type kitchen like your typical home and houses more than 300 wine selections and a 100-year-old balsamic reduction. The restaurant also

features the picturesque view of the Zambales mountain ranges, which reminds me of my fond memories in Italy and in Switzerland.”

While each of Hann Resorts’ hotel brands provides specialty

offerings designed to match guest preferences, the most recent to open, Swissotel – home to 10 of the property’s F&B options – also aims to complement its reputation as a wellness retreat.

Describing Swissotel as a combination of “Swiss hospitality and Filipino ingenuity”, Aouini says his staff strive to ensure their guests experience a sense of vitality throughout their stay.

“We take pride in having opened recently the first and only Alpine-inspired spa in the Philippines, the Pürovel Spa & Sport,” he explains.

“This spa celebrates the origin of well-being, the Pürovel philosophy, and is inspired by the Alpine seasons of winter, spring, summer and fall, which mirror the four stages of natural vitality: renewal, peak activity, recovery and hibernation. Signature Pürovel Spa treatments use essential oils from Alpine flowers and herbs, originally produced in Switzerland, and work in symmetry with designed sports training facilities having both been created to invigorate your mind, body, and soul.

“Our 24-hour fitness center and a resort-style pool for kids and adults with a splendid view of the mountains will also restore your well-being and leave you feeling refreshed and re-energized.

“We want each guest to experience our brand promise to ‘Live Bold, and Play Bold’, and to remember their wonderful experiences from their hotel stay, dining experience, and worthwhile activities within and around the resort.” iag

這也勾起了我對於意大利及瑞士的珍貴回憶。」

雖然在Hann Resort內經營的各酒店品牌，各自都帶來獨特的服務，希望迎合住客的喜好，但最新開業、內含度假村其中10個餐飲選項的Swissotel，就希望可以同時以作為一個養生避靜之地見稱。

Aouini把Swissotel形容為「瑞士式款待及菲律賓式精妙」的結合，並且他表示，其員工都致力於確保客人能夠在他們整個入住的過程中，體驗到當中的活力。

他解釋：「我們對於最近能夠開設於菲律賓首間及唯一從阿爾卑斯山取得靈感的水療中心Pürovel Spa & Sport而自豪。」

「這間水療中心所推崇的，就是養生的最根本，即Pürovel的哲學，並從阿爾卑斯山春夏秋冬四季取得靈感。這四季其實就是自然活力的四個階段：再生、活力巔峰、恢復及休眠。Pürovel Spa之中最具特色的療法，使用原產於瑞士、從阿爾卑斯山各種花卉及香料來的精油，並與指定運動訓練設施合作，

都是希望讓你的身、心、靈能夠煥然一新。」

「我們的廿四小時運動中心，還有那個座擁壯麗山景的度假村風格的成人及小童泳池，也將令你重獲身心康泰，並且精神重新振作、力量滿溢。」

「我們希望每一位住客，都能體驗到我們品牌的承諾：『大膽生活、盡情享樂』，並且從他們的酒店住宿、餐飲體驗及度假村內和周邊各種值得參與的活動中，取得一段段難忘和出色的體驗。」 iag



Swissotel Clark酒店的Markt餐廳
Markt by Swissotel Clark

VIP待遇

由高級行銷專家林義儋於一年多前創立的Vault Corporation，最近推出了一款名為「Chang Le」的VIP款待應用程式，旨在為高端客戶提供難忘的體驗。

文 本思齊

THE VIP TREATMENT

Vault Corporation, founded by premium marketing specialist Marcus Lim just over a year ago, has launched a new VIP hospitality app called Chang Le aimed at providing high-end customers with unforgettable experiences.

By **Ben Blaschke**



Barely a year after he founded Vault Corporation with the goal of helping casinos around the world gain access to the premium player market by outsourcing their global sales units, Marcus Lim is taking innovation to grand new heights with the launch of a new VIP hospitality loyalty app: Chang Le.

Borrowing inspiration from “one stop shop” experiences like popular transport application Grab or shopping platform Lazada, Chang Le – built from the ground up by Vault’s Senior Vice President of Digital Business,

Larry Chua, who previously worked with Alibaba – is described as a “comprehensive marketplace” for luxury experiences that integrates an array of VIP services and premium properties into a single platform.

Taking the focus away from gaming – although customers can choose to include gaming elements in their itinerary if they choose – the app prioritizes seamless and luxurious travel experiences delivered via the personalized attention to detail of the Chang Le team.

“Marcus, a seasoned professional in sales and VIP services, is driven by a profound



philosophy that revolves around the creation of enduring memories for customers, placing experiences above mere possessions,” explains Noel Wong, Marketing and Communications Director at Chang Le. “Chang Le is the manifestation of this ethos – dedicated to curating top-notch, customized travel experiences infused with a touch of luxury.

“High-end customers prioritize convenience and comfort. Ideally, they prefer a seamless travel experience where they don’t have to lift a finger, and their entire trip is meticulously planned from beginning to end. This allows them to fully immerse themselves in enjoyment rather than being concerned about booking their next activity or wondering where their next meal will be. Ensuring utmost comfort involves securing impeccable accommodations and arranging transportation to their next destination.

“Our team of travel experts knows how to pamper our special guests and create vacations that are absolutely unforgettable. We’ve got the tech know-how to make planning luxurious getaways a breeze, granting even the mass affluent access to the best. Our commitment to excellence shines through in everything we do, and our goal is to always go above and beyond our clients’ wildest expectations.”

Acknowledging that users may not want to spend time searching for such services



Noel Wong

林 義 僊 創 立 Vault Corporation 的 目 標 是 ， 讓 世 界 各 地 的 賭 場 透 過 外 判 全 球 銷 售 業 務 ， 來 幫 助 這 些 賭 場 與 優 質 玩 家 建 立 聯 繫 。 在 公 司 創 立 僅 一 年 後 ， 林 義 僊 就 推 出 了 新 的 VIP 款 待 忠 誠 度 應 用 程 式 「 Chang Le 」 ， 將 創 新 推 向 了 新 的 高 度 。

Chang Le 借 鑒 了 熱 門 交 通 應 用 程 式 Grab 或 購 物 平 台 Lazada 等 的 「 一 站 式 商 店 」 體 驗 ， 由 Vault 數 字 業 務 高 級 副 總 裁 蔡 玟 政 （ 曾 在 阿 里 巴 巴 集 團 工 作 過 ） 從 頭 開 始 打 造 ， 被 視 為 奢 華 體 驗 的 「 綜 合 平 台 」 ， 將 一 系 列 VIP 服 務 和 優 質 物 業 整 合 至 一 個 平 台 。

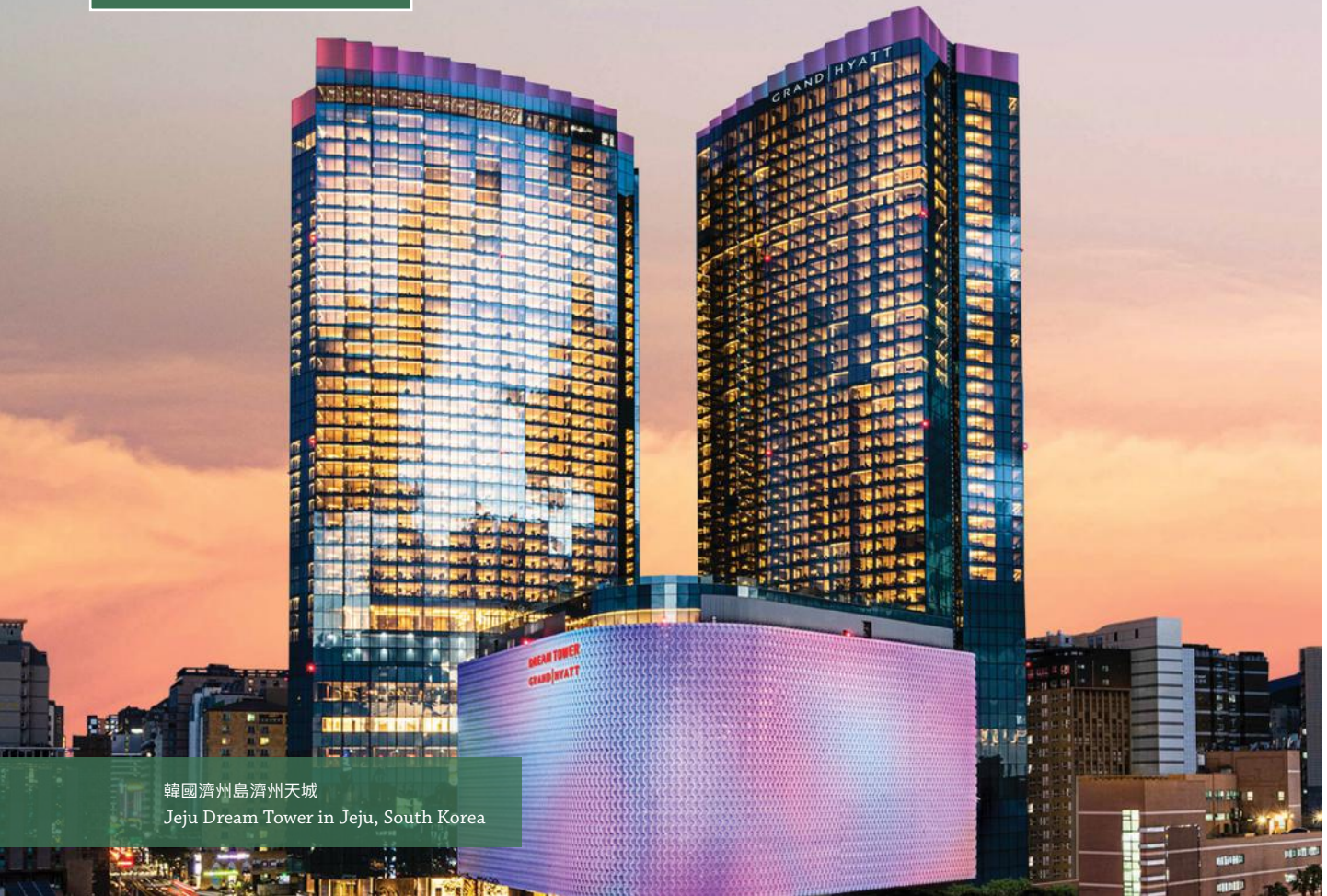
該 應 用 程 式 並 不 聚 焦 於 博 彩 元 素

（ 如 果 客 戶 願 意 ， 他 們 可 以 選 擇 將 博 彩 元 素 納 入 其 行 程 中 ）， 反 而 通 過 Chang Le 團 隊 對 細 節 及 個 性 化 的 關 注 ， 優 先 提 供 無 縫 和 豪 華 的 旅 遊 體 驗 。

「 林 義 僊 是 一 位 經 驗 豐 富 的 銷 售 和 VIP 服 務 專 業 人 士 ， 他 的 理 念 是 為 客 戶 創 造 持 久 難 忘 的 回 憶 ， 並 將 體 驗 置 於 單 純 的 本 質 之 上 。」 Chang Le 行 銷 和 傳 播 總 監 Noel Wong 解 釋 ： 「 Chang Le 正 是 這 種 精 神 的 體 現 ， 致 力 於 打 造 一 流 、 客 製 化 且 奢 華 的 旅 行 體 驗 。」

「 高 端 客 戶 優 先 考 慮 便 利 性 和 舒 適 性 。 在 理 想 的 情 況 下 ， 他 們 更 喜 歡 無 縫 的 旅 行 體 驗 ， 無 需 費 力 ， 整 個 旅 程 從 頭 到 尾 都 由 他 人 精 心 策 劃 。 這 使 他 們 能 夠 完 全 沉 浸 在 享 受 中 ， 而 不 用 擔 心 需 要 預 訂 下 一 個 活 動 或 思 索 要 去 哪 裡 用 餐 。 要

FEATURES



韓國濟州島濟州天城
Jeju Dream Tower in Jeju, South Korea

themselves, Noel explains that the Chang Le team “proactively manages the booking process on their behalf. By doing so, we streamline their experience and grant them the luxury of fully indulging in the benefits of our offerings. The pillars of our lifestyle-first approach include convenience, education and personalized service, converging to provide an all-encompassing and exceptional VIP experience.”

Chang Le is essentially a unique combination of technological efficiency and human touch, allowing customers to connect with the

Chang Le team directly through the app and curate their dream getaway.

Regular customers can also be rewarded by way of a loyalty rewards program offering cashback of between 3% and 11%, referral bonuses and various promotions and packages available for purchase using loyalty points. Longer-term, the Chang Le platform will utilize machine learning and Artificial Intelligence to aid in ensuring customized, highly attuned service is delivered to all.

“Chang Le believes in the power of creating lasting memories, and the key to

achieving that lies in developing a deep understanding of each individual client,” says Noel.

“It’s not always extravagant fine dining experiences or luxurious five-star hotels that impress this particular segment of clients. Sometimes, it’s the simplest things that can forge an emotional connection. For instance, a humble bowl of porridge that evokes memories of their late grandma can truly resonate and leave a lasting impact.”

Likewise, Noel notes that not everyone in the “ultra-high net worth” world wants to spend their spare time gambling.

確保最大的舒適度，需要無可挑剔的住宿，以及安排好前往下一個目的地的交通。」

「我們的旅遊專家團隊知道如何照顧我們的尊貴客人，並創造絕對難忘的假期體驗。我們擁有專業的技術知識，讓規劃豪華度假變得輕而易舉，甚至讓

大眾富裕階層也能享受到最好的體驗。我們對卓越體驗的付出體現在我們所做的每一件事中，我們的目標始終是超越客戶最高的期望。」

Noel Wong指用戶可能不想花時間自己搜尋此類服務，而Chang Le團隊「代表他們主動管理預訂這些流程，藉

此簡化了其體驗，讓其能夠充分享受我們產品的好處。我們以生活方式為先的方針著重便利性、教育性和個性化服務，將以上所有融合在一起，提供全方位、卓越的VIP體驗」。

Chang Le本質上是技術效率和人性化的獨特結合，讓客戶可以透過應用程式直接與Chang Le團隊聯繫，策劃其夢想之旅。

常客還可以透過忠誠度獎勵計劃獲得獎賞，享有3%至11%的現金回饋、推薦獎金，以及使用忠誠度積分購買各種促銷套餐。從長遠來看，Chang Le平台將利用機器學習和人工智能來確保為所有客戶提供客製化、高度協調的服務。

Noel Wong稱：「Chang Le相信創造持久記憶體驗的力量，而實現這一目標的關鍵在於深入了解每位客戶。」

「給這一特定群體的客戶留下深刻印象，並不總是要奢華的美食體驗或豪華的五星級酒店。有時候，最簡單的事情就能建立情感連結。例如，一碗白粥就能喚起他們對已故祖母的回憶，真正地引起共鳴並留下持久的印象。」

同樣地，Noel Wong稱在「超高淨值」群體中，並非每個人都願意休閒時間用於賭博。

「他們都追求高端生活方式，享受絕對美好的事物。」她補充道：「他們已經準備好在一流的服務上投入大量金錢。賭博呢？這只是享樂的一種方式。」

「我們提供的不僅僅是博彩，想想豪華的酒店房間、最棒的航班，凡是你能想到的。我們致力於為這些絕對需要我們提供服務的VIP，提供奢華的旅行體驗。」

「我們的目標是使VIP體驗大眾化，並將其擴展至更廣泛的奢侈市場。」

「我們的願望是為客戶提供全球生活禮賓服務。雖然博彩元素似乎是我們身份的核心要素之一，但事實是我們更致力於與每位客人一起創造珍貴回憶。博彩只是我們宏大願景中的一部分。」

全新的Chang Le應用程式最近在濟州天城舉行的豪華Chang Le派對上亮相。為了表達謝意並慶祝創辦人林義儀的生日（恰逢活動舉行之時），Chang Le團隊向出席者分發了各種Chang Le禮物。iag



“They’re all about that high-end lifestyle, enjoying the absolute best things,” she adds. “They’re ready to splash cash on those top-notch services. Gaming? That’s just one way to have fun.

“We’re offering more than just gaming – think luxurious rooms, the most awesome flights – you name it. We’re all about making luxury and travel accessible to these VIPs who absolutely need what we’ve got.

“Our goal is to democratize VIP experiences, extending them to the broader luxury market.

“Our aspiration is to serve as the global lifestyle concierge for

our clientele. While gaming might seem central to our identity, the truth is, we’re more devoted to nurturing the cherished memories each guest can craft with us. Gaming is merely a brushstroke in the larger canvas of our grand vision.”

The brand-new Chang Le app was recently unveiled at a lavish Chang Le party at Jeju Dream Tower. As a token of appreciation and to celebrate founder Marcus Lim’s birthday – which coincided with the event – the Chang Le team distributed various Chang Le gifts to those who attended. iag

POWER 50

POWER

亞博匯 50 強



甜蜜十六

第16屆「亞博匯50強」正裝晚宴將於11月3日
重返澳門假澳門美高梅大宴會廳隆重舉行。

文 本思齊

SWEET 16

Celebrating its 16th anniversary in 2023, the Asian Gaming Power 50 Black Tie Gala Dinner returns to Macau and The Grand Ballroom at MGM Macau on Friday 3 November.

By **Ben Blaschke**

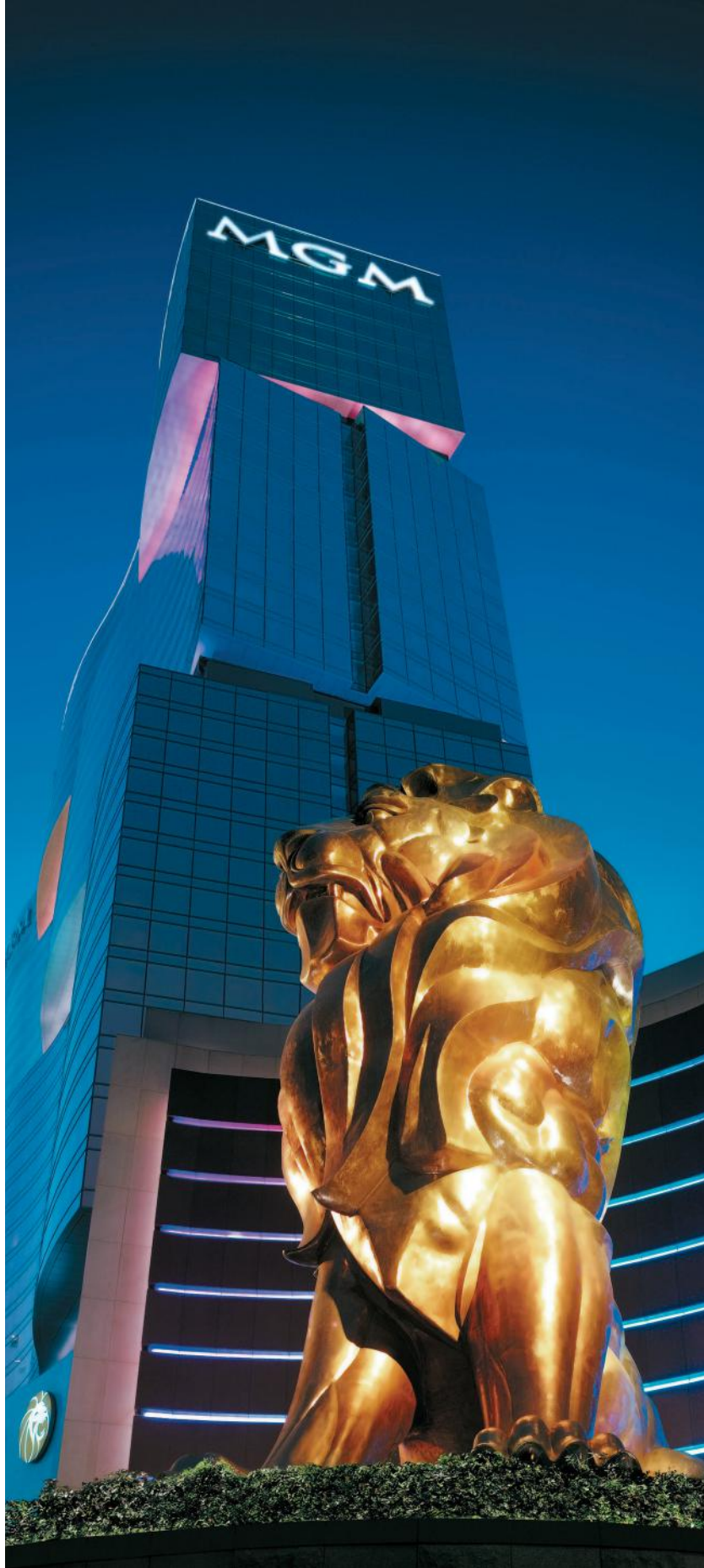


It's been two years now since IAG's annual Asian Gaming Power 50 Black Tie Gala Dinner last graced Macau's shores and four years since it did so without the specter of COVID-19 lurking in the shadows. But with those days now consigned to the annals of history, the time is right to bring the Power 50 back to Macau again – for now

at least – after it was held at City of Dreams Manila in 2022.

This year, the 16th Asian Gaming Power 50 Black Tie Gala Dinner will be held in The Grand Ballroom at MGM MACAU on Friday 3 November, with MGM recently named as official venue sponsor.

The decision to bring the Power 50 back to Macau acknowledges the stunning



白

「亞博匯50強」正裝晚宴上次在澳門舉辦已然過去兩年，論及未受疫情影響的活動更是要追溯至四年之前。2022年的活動更是首次移師澳門海外，在新濠天地馬尼拉舉辦。隨著上述日子逐漸成為歷史，是時候在澳門迎接「亞博匯50強」正裝晚宴的正式回歸！

今年，第16屆「亞博匯50強」正裝晚宴將於11月3日周五假澳門美高梅大宴會廳隆重舉行。美高梅為是次晚宴的場地贊助商。

是次「亞博匯50強」盛宴重新登上澳門舞台的決定表明了各方對特區博彩業的信心及肯定。自今年1月特區政府放寬出入境限制以來，濠江博彩業迅速回暖並取得驕人成績。《亞博匯》在此衷心感謝美高梅對活動的鼎力支持。

作為澳門地平線中最引人矚目的時尚地標，澳門美高梅連續八年奪得《福布斯旅遊指南》五星殊榮，是尊尚格調的典範。除豪華客房及套房外，賓客在此獲得與別不同的奢華享受，包括充滿歐陸設計特色的天幕廣場、五星殊榮的水療中心、多間頂級餐廳，以及功能齊全的會議及場地設施等。



recovery Macau's gaming industry has enjoyed since the easing of border restrictions in January. *IAG* thanks MGM for its generous support.

A beacon of style in the Macau skyline, MGM MACAU is the ultimate style statement. The luxury integrated resort has achieved Forbes Travel Guide Five-Star recognition for the eighth consecutive year. Aside

from its guest rooms and suites, guests can also experience a number of distinguishing features, including the European-inspired Grande Praça, a Five-Star rating spa, seven signature restaurants and bars, and full-functioning venues for conferences and events.

Inside, every detail of the luxury integrated resort tells

a story of passion and artistry, unified to create a truly inspiring experience.

Kenneth Feng, President of MGM, said, "MGM is honored to be the venue sponsor of this annual celebration and hopes to cater an event that will engender insightful exchanges within the industry. We look forward to welcoming peers in the region with our top-notch hospitality services and to celebrating the remarkable achievements of influential industry icons here in MGM MACAU."

IAG Vice Chairman and CEO, Andrew W Scott, added, "Macau is back and so is the Asian Gaming Power 50 Black Tie Gala Dinner! While it was wonderful to have the event in Manila last year, and we plan to hold it in Manila again in 2024, the fact we can hold the event in its full glory in Macau this year is a wonderful signal to the industry.

"The Asian Gaming Power 50 Black Tie Gala Dinner never missed a year during the pandemic, but of course it wasn't quite as big as it should have been. This year, with travel across the region now completely open, we're going all out to create the biggest and best Power 50 Gala Dinner ever!"

Although the Power 50 has returned to its spiritual home in 2023, *IAG* looks forward to the event continuing to move around the Asia-Pacific region in the future with plans to hold the Gala Dinner in Macau during odd-

酒店每項細節，無不訴說著那激情澎湃的藝術故事，銳意為賓客締造一趟五光十色的靈感旅程。

美高梅中國控股有限公司總裁及執行董事馮小峰表示：「美高梅很榮幸能夠成為本年度盛事的場地贊助商，期待透過此盛事促進與業界深度交流。澳門美高梅將以頂級的款客服務迎接區內同業，慶賀業界最具影響力人物的卓越成就。」

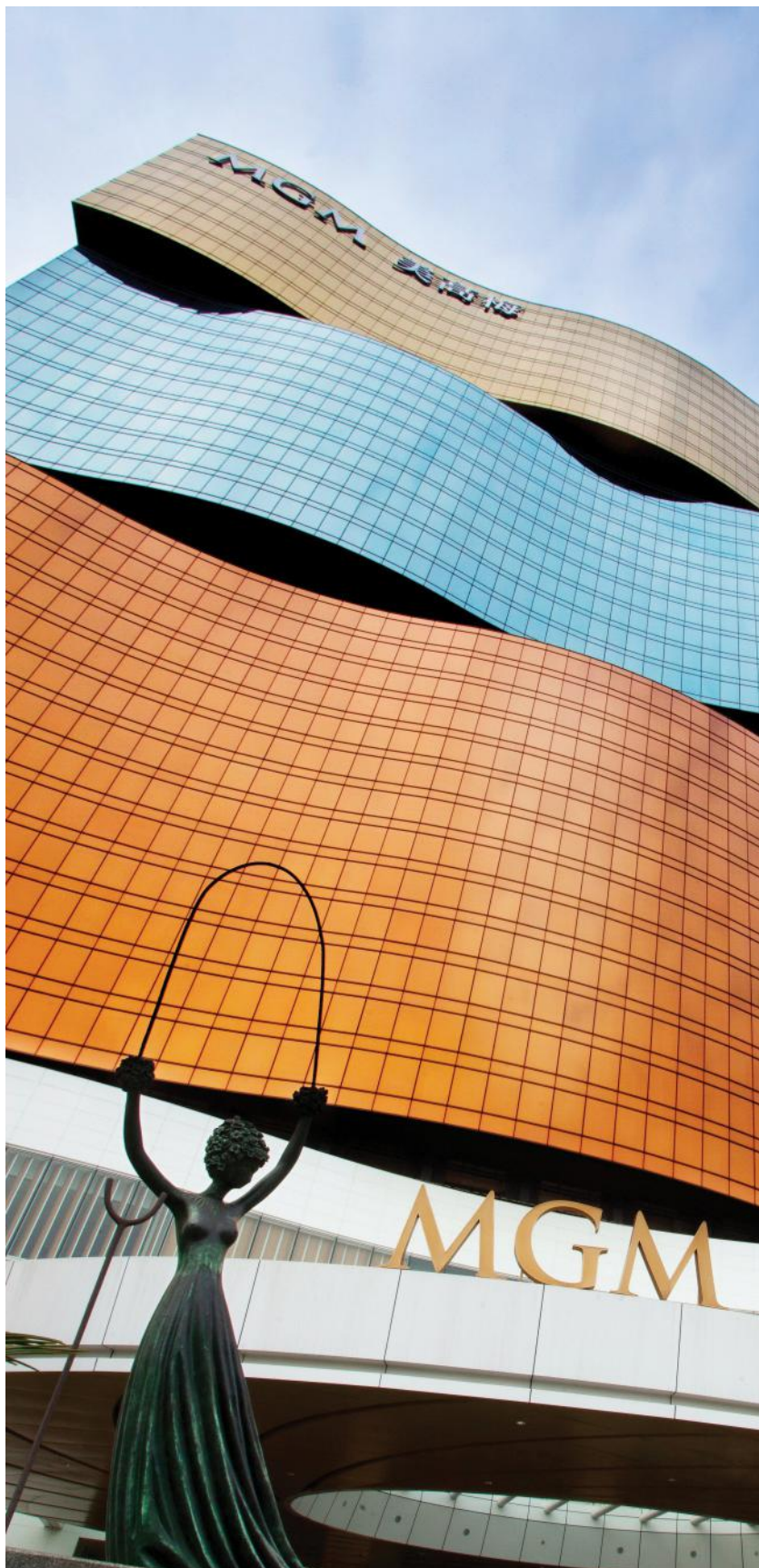
《亞博匯》副主席及首席執行官卓奕補充道：「澳門正在復甦，而『亞博匯50強』正裝晚宴也正式重返澳門！

雖然去年在馬尼拉舉辦的活動也頗為精彩，我們亦計劃在2024年重回馬尼拉，但今年我們能重新在澳門隆重舉辦這一盛事，為整個行業而言都是很好的信號。」

「『亞博匯50強』正裝晚宴即使在疫情期間亦從未間斷，但確實比原本預期的規模小了一些。而今年，隨著區域間旅行限制完全解除，我們將全力以赴，傾情呈現史上規模最大、最精彩的『亞博匯50強』正裝晚宴！」

儘管「亞博匯50強」終於在2023年重返誕生地澳門。但本刊期待未來繼





續在亞太地區不同地點舉辦該系列活動，目前計劃單數年份於澳門舉辦，雙數年份則選址澳門以外地點。

作為亞洲博彩業界最具影響力人物評選的年度權威指南，「亞博匯50強」今年迎來第十六屆。

2023「亞博匯50強」正裝晚宴將為賓客與其他博彩業界同行呈獻精緻晚宴及豐富娛樂表演。與此同時，《亞博匯》將邀請重量級嘉賓，以充滿趣味的方式，隆重揭曉「50強」名單。

更多贊助詳情，敬請瀏覽www.iagpower50.com。iag

numbered years and outside Macau in even-numbered years.

Since its inception in 2008, the Asian Gaming Power 50 has established a reputation as the definitive guide to the most influential people in the Asian gaming industry over the preceding 12 months.

The Asian Gaming Power 50 Black Tie Gala Dinner will see IAG count down this year's "Big 50" while guests enjoy a fine dining meal, lively entertainment and the company of many industry peers and influencers. The list will be announced in a variety of interesting ways by renowned VIPs.

Details of available sponsorship opportunities can be found at iagpower50.com. iag

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ORGANIZER



POWER
亞博匯50強



舉辦場地
VENUE



第十六屆亞博匯50強正裝晚宴

恭候尊駕

2023年11月3日星期五
澳門美高梅大宴會廳

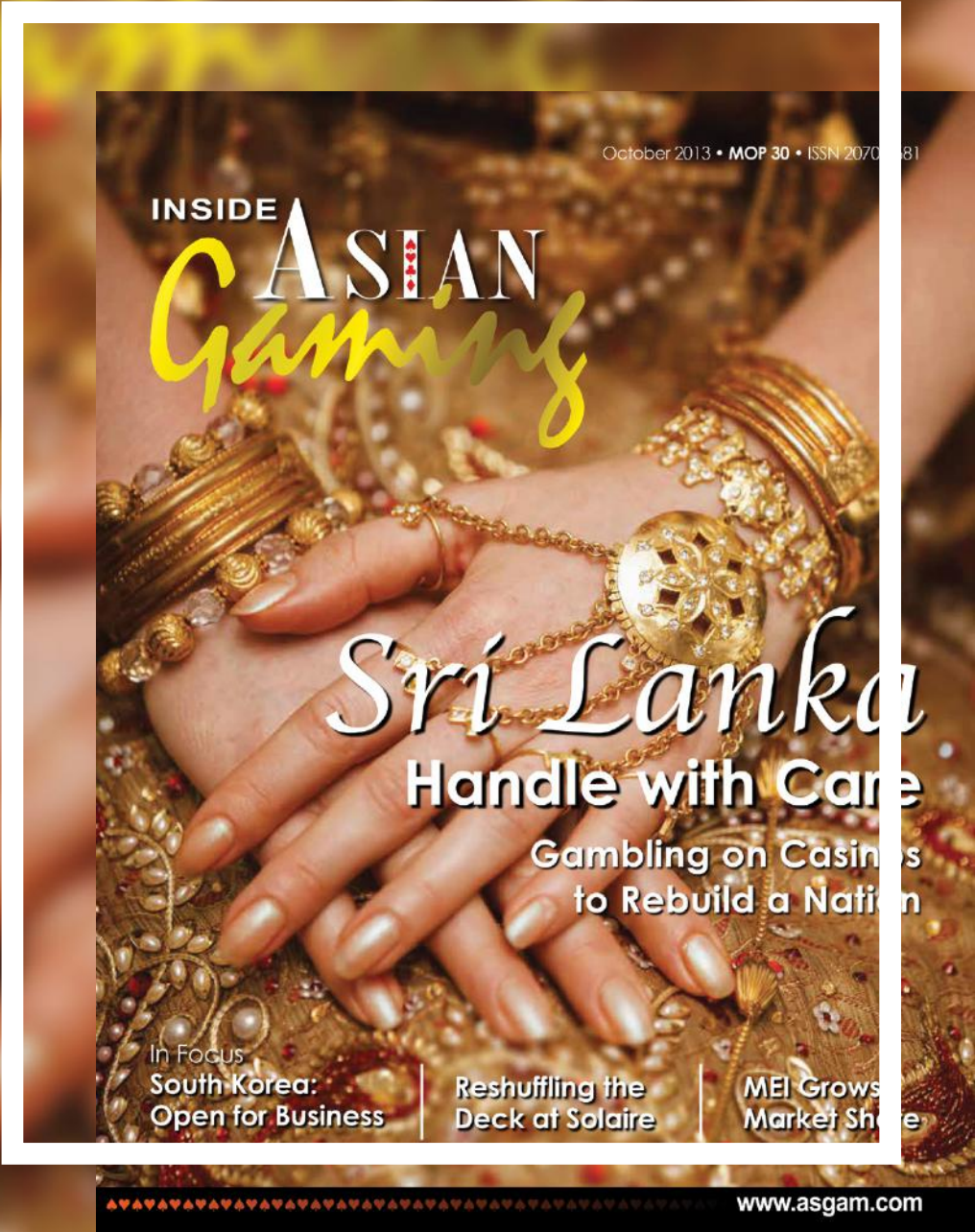
THE 16TH ASIAN GAMING POWER 50
BLACK TIE GALA DINNER

SAVE THE DATE

FRIDAY 3 NOVEMBER 2023
THE GRAND BALLROOM, MGM MACAU

iagpower50.com

10 YEARS AGO



October 2013 • MOP 30 • ISSN 2070-8181

INSIDE ASIAN GAMING

Sri Lanka Handle with Care

Gambling on Casinos to Rebuild a Nation

In Focus
South Korea:
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Reshuffling the
Deck at Solaire

MEI Grows
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十年之前

斯里蘭卡的強腕

在慶祝《亞博匯》報道亞洲博彩及休閒產業18周年的定期專題欄目中，我們回顧了10年前的封面故事《斯里蘭卡的強腕》，重溫2013年10月的大新聞！

文 本思齊

10 YEARS AGO

Sri Lanka's strong hand

In this regular feature in IAG to celebrate 18 years covering the Asian gaming and leisure industry, we look back at our cover story from exactly 10 years ago, "Sri Lanka's strong hand", to rediscover what was making the news in October 2013!

By **Ben Blaschke**

Japan may well be the poster child when it comes to progressing casino and IR development at a snail's pace, but it's not the only jurisdiction taking its sweet time.

In the October 2013 edition of *Inside Asian Gaming*, we took a deep dive into the status of Sri Lanka's burgeoning casino industry and moves by the

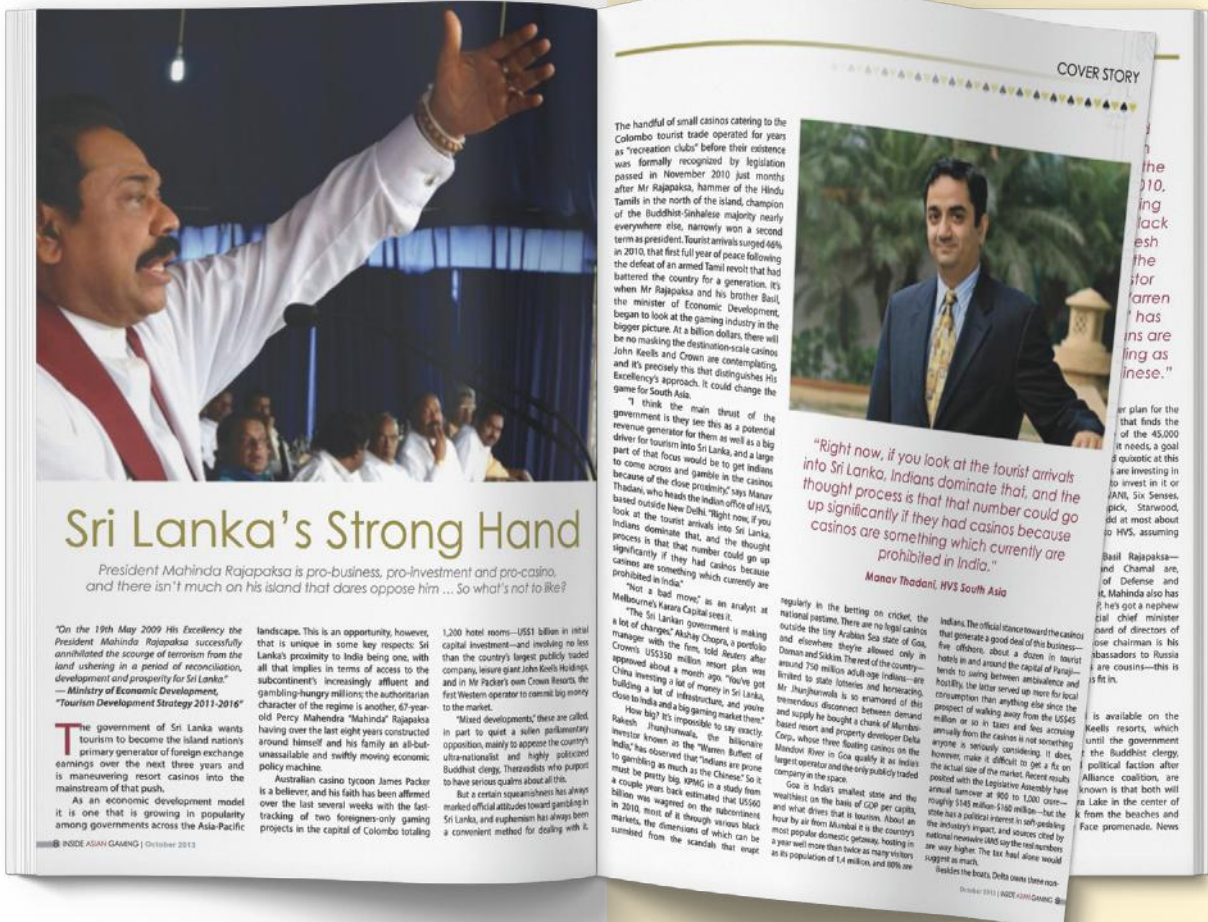
government to turbo charge international tourism via the development of the nation's first large-scale integrated resorts.

At the time, Sri Lankan President Mahinda Rajapaksa was touting a new era of economic prosperity, with tourism highlighted as the primary generator of foreign exchange earnings. As such, the development of world-class casinos as part of larger

integrated resorts was seen as paramount in adding greater appeal to the island's already abundant natural attractions.

In particular, Sri Lanka wanted to capitalize on the propensity of Indians – its largest source customer – to gamble, given the absence of legal casino gaming across most of India.

"I think the main thrust of the government is they see this



as a potential revenue generator for them as well as a big driver for tourism into Sri Lanka, and a large part of that focus would be to get Indians to come across and gamble in the casinos because of the close proximity,” said Manav Thadani, then chairman of hospitality consultancy firm HVS, in comments to IAG at the time. “Right now, if you look at the tourist arrivals into Sri Lanka, Indians dominate that,



在以蝸牛般的速度推進賭場和綜合度假村（IR）發展方面，日本很可能各中典型，但它並非唯一進展如此緩慢的地區。

在2013年10月的《亞博匯》中，我們深入探討了斯里蘭卡彼時蓬勃發展的博彩業現狀，以及政府原計劃通過開發該國首個大型綜合度假村的舉措。

當時，斯里蘭卡總統馬欣達·拉賈帕克薩正在經歷經濟繁榮的新時代，旅遊業成為為外匯收入的主要來源。因此，作為大型綜合度假村的一部分，開發世界級賭場被視為為當地本已豐富的自然景點增添更大的吸引力。

尤其是，由於印度大部分地區不允許合法的賭場遊戲，斯里蘭卡尤其希望利用印度人的賭博傾向。印度是斯里蘭卡最大的客源市場。

10 YEARS AGO

斯里蘭卡希望利用印度人的賭博傾向（他們最大的客源國）來賺錢，尤其印度的大部分地區都沒有合法的賭場。

Sri Lanka wanted to capitalize on the propensity of Indians – its largest source customer – to gamble, given the absence of legal casino gaming across most of India.





時任酒店諮詢公司HVS主席Manav Thadani當時在接受《亞博匯》採訪時表示：「我認為，政府的主要目標是，他們認為這是潛在的收入來源，也是斯里蘭卡旅遊業的一大推動力。重點就是吸引印度人到此賭博，因為距離近。」

「如果去看斯里蘭卡的遊客人數，你會發現印度人在其中佔絕大部分。人們的想法是，如果他們有賭場，這個數字可能會大幅上升，因為賭博目前在印度是被禁止的。」

懷著這清晰的願景，2013年已有兩個計畫正在醞釀中。其中之一是由

James Packer的Crown Resorts開發的。這位澳洲億萬富翁承諾，投資3.5億美元開發一處名為Crown Colombo的綜合度假村，提供400間豪華酒店客房，預計竣工日期為2016年。所有項目均與斯里蘭卡博彩大亨合作大亨Ravi Wijeratne合作。

另一個由當地休閒巨頭John Keells Holdings負責的項目規模更大，包括一座擁有800間客房的五星級酒店、一個會議中心、一個購物中心、娛樂設施、豪華公寓、服務式公寓和辦公空間，投資額為6.5億美元。John Keells向股東

and the thought process is that that number could go up significantly if they had casinos, because casinos are something which currently are prohibited in India.”

With this clear vision in mind, there were in 2013 already two projects in the pipeline. One of these was to be developed by James Packer’s Crown Resorts, with the Australian billionaire having pledged to develop a US\$350 million IR called Crown Colombo, offering 400 luxury hotel rooms and a tentative completion date of 2016 – all in partnership with Sri Lanka’s casino mogul Ravi Wijeratne.

The other project, by local leisure giant John Keells Holdings, was to be even larger, comprising a five-star hotel with 800 rooms, a convention center, a shopping mall, entertainment facilities, luxury condominiums, serviced apartments and office space at a cost of US\$650 million. It was, John Keells told its shareholders, to be iconic.

“It will aesthetically and functionally add to transforming the landscape of Colombo, potentially making it one of the most sought after destinations in South Asia,” the company explained.



In the end, the Crown Colombo development never transpired after the newly elected government in 2016 scrapped plans to provide tax concessions to encourage the foreign investment.

The John Keells project has come to fruition however, albeit slowly, in the form of Cinnamon Life – an integrated resort located in Colombo and due to open in 2024. In its 2023

annual report, John Keells said it has designated space at Cinnamon Life for a casino and is currently in discussions with international gaming firms to operate the casino, with fit out expected to take between 12 and 15 months from the time of reaching an agreement.”

Potentially allaying concerns that reputable western operators might be dissuaded by the country’s

表示，其具有標誌性意義。

該公司解釋說：「這將在美學和功能上改變科倫坡的景觀，有可能使其成為南亞最受歡迎的目的地之一。」

最終，2016年新當選政府放棄了提供稅收優惠以鼓勵外國投資的計劃後，Crown Colombo項目也隨之東流。

而John Keells的項目確實已經成型，只是進展較慢，即位於科倫坡的Cinnamon Life綜合度假區，預計在2024年開業。在其2023年的年度報告中，John Keells表示，它已經在Cinnamon Life為賭場劃定了空間，目前正在與國際賭博公司討論營運賭場的事宜，從達成協議後，裝修預計需要12到15個月。

為了解除人們對於西方知名運營商可能會因該國缺乏足夠的監管框架而被打消念頭的擔憂，斯里蘭卡的內閣在6月批准成立賭博監管局，負責監督該行業，確保稅收正確徵收，並實施防止非法活動和減少賭博危害的規則。

正如俗話說得好，遲到總比不到好！ iag

lack of a sufficient regulatory framework, the Sri Lankan Cabinet of Ministers approved in June the establishment of a Gambling Regulatory Authority, to be tasked with overseeing the industry, ensuring tax revenues are properly collected, and implementing rules around the prevention of illegal activities and minimization of gambling harm.

As the old saying goes, better late than never! iag

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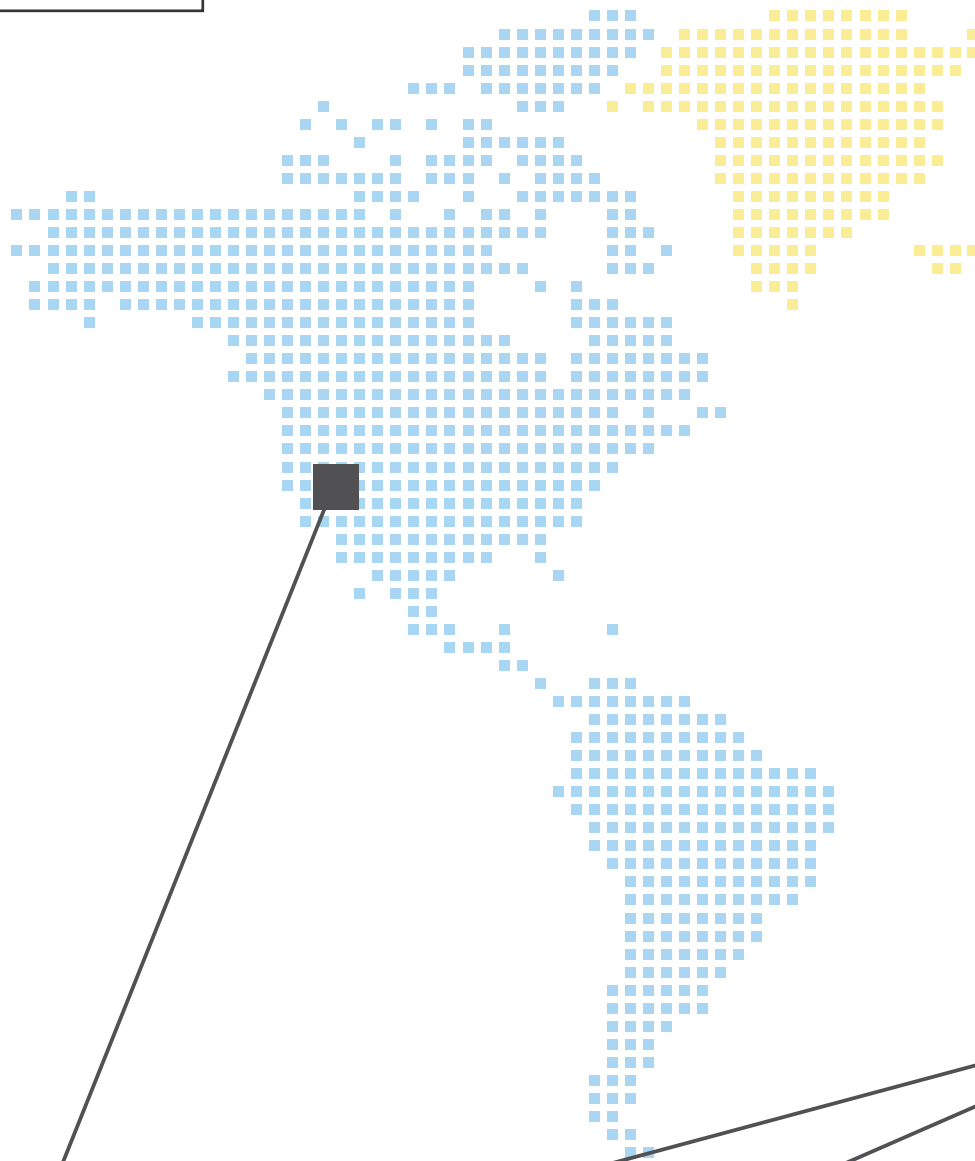
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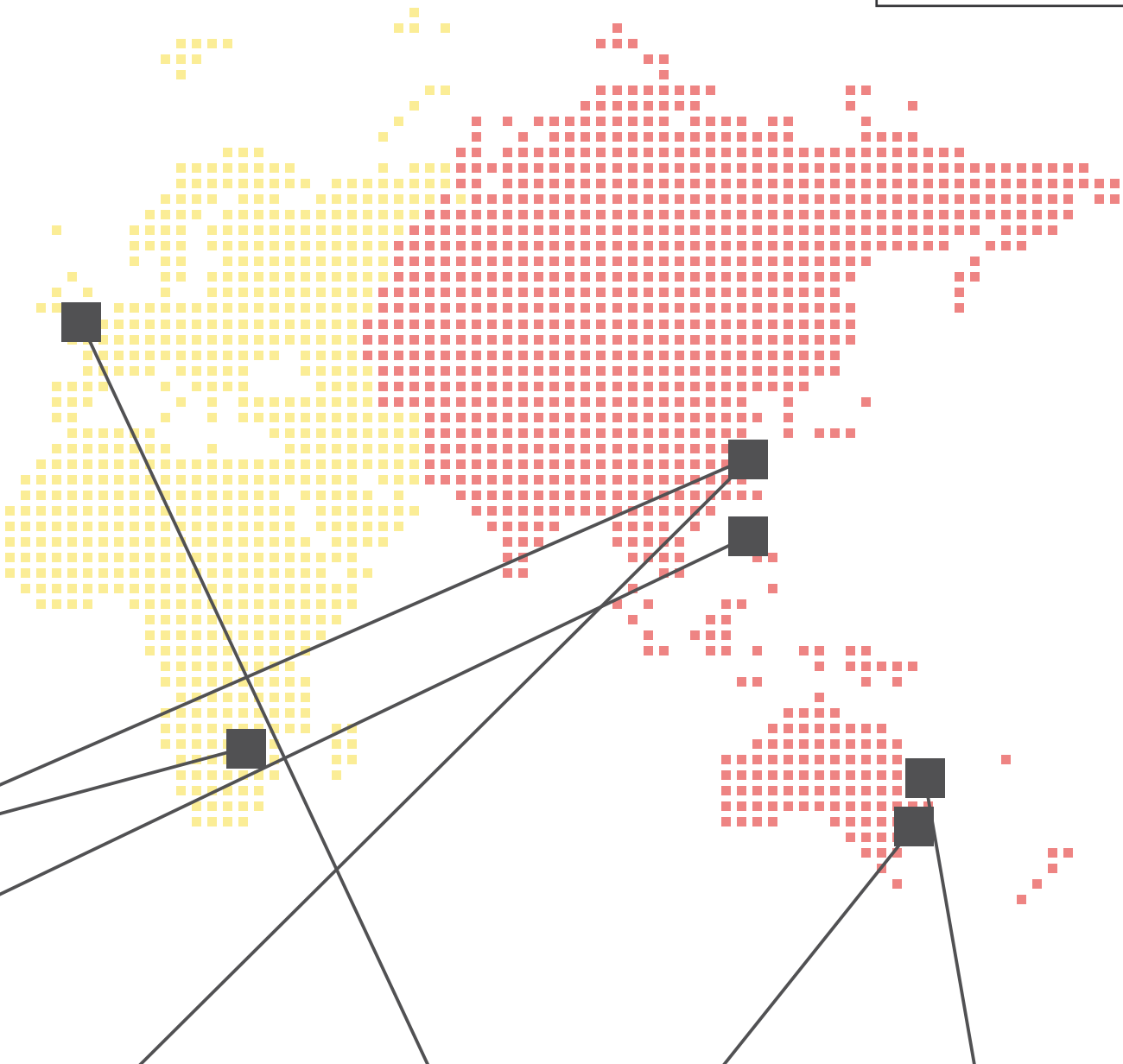
3 November 2023
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Macau, China



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London, England



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澳洲悉尼
10-15 March 2024
Sydney, Australia



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