

亞博匯

inside asian gaming

iag

DEC 2023年 12月 #210 | 45 MOP

2024博彩趨勢

亞洲最佳綜合度假村工作環境

50強

Gaming trends in 2024

Asia's Best IR Workplace

Power 50

新生克拉克

THE REBIRTH OF
CLARK

asgam.com

MGS



澳門休閒科技展 ENTERTAINMENT SHOW

NEW ERA INNOVATIVE TECHNOLOGY &
INTELLECTUAL ENTERTAINMENT
智慧休閒 創科薈萃

2023 MGS 澳門休閒科技展 2023 MGS ENTERTAINMENT SHOW

感謝以下鑽石贊助商的支持 THANK YOU TO THE FOLLOWING DIAMOND SPONSORS



MGM
美高梅



銀河娛樂集團
Galaxy Entertainment Group



永利

MELCO
新濠



澳娛綜合
SJM

主辦單位
Event Organiser



澳門娛樂設備廠商會
Macau Gaming Equipment Manufacturers Association

2023年11月14-15日
14-15 November, 2023

澳門銀河國際會議中心
MACAU GALAXY INTERNATIONAL CONVENTION CENTER

感謝以下黃金及白銀贊助商的支持
THANK YOU TO THE FOLLOWING
GOLD AND SILVER SPONSORS

LIGHT &
WONDER



ARISTOCRAT
GAMING

LTGame



www.mgsentertainmentshow.com



會員

113 East Limitada	EVERI
ACE Creation Technology	FabSmart Limited
AINSWORTH GAME TECHNOLOGY LTD	G Tech Germany GMBH
Aiwa Lite Corporation	Game Play Interactive Limited
All In Limited	Gaming Partners International
Aristocrat (Macau) PTY LTD	Gaming Standard Association
Aruze Gaming Macau Limited	Geist (Shenzhen) Trading Ltd. Co.
Asia Pioneer Entertainment Limited	Gendai Agency Inc
Aspect Gaming (Macau) Limited	GLI Asia Limited
Astro CORP	Gold Label Technology Limited
Austrian Gaming Industries GMBH	Gold Phoenix Furniture Group Ltd
Beswork	Good Trip Travel Agency Limited
Bluefrog Contents and Support Inc	Hong Yen Technologics Inc.
Central Link Technologies Limited	IGT Asia-Macau, LDA
Chong Xun Cleaning Limited	INSPIRED GAMING GROUP
CMC Trading Engineering (International) Limited	Interblock
CRANE PAYMENT INNOVATIONS	JADE TECHNOLOGY LTD
CREATOR (CHINA) TECH CO. LTD	JCM Global

會員排名不分先後

澳門娛樂設備廠商會

Macau Gaming Equipment Manufacturers Association

Members

JoI Macau Ltd	RGB
Konami Gaming Inc	Sega Sammy Creation Inc
Laxino Systems Ltd	SHFL Entertainment (Asia) Limited
LIANTRONICS (HONG KONG) Co. LTD	Suzo Happ Asia Limited
LNW Gaming Asia Limited	TCS JOHN HUXLEY ASIA Limited
LT Game Limited	The US Playing Card (Macau) Company Limited
M8 Investment Group Limited	Tianji Culture and Art Limited
Macau Jockey Club	Top Sight International
MATSUI ASIA LIMITED	Transact
Morning Star Industrial Company Limited	WDG Macau Limited
MOTIX Limitada.	Weike Gaming Technology
MULTI EYES	Weng Kei Building Material Limited
NCI株式會社	Wing Lee Property Investment Limited
NeoICP Korea Inc	Winning Asia Technology Macau Limited
New Star Advertising Production Limited	WMS International (Macau) Limited
Novomatic Group of Companies	Xing Chong Computer Technology Limited
Paltronics Macau Limited	YKS Connect Enterprise
Profit Tom Limited	YONYOU SOFTWARE (MACAO) Co. LTD

Members are sorted in alphabetical order

CONTENTS 內容

Cover 封面:

Inside Asian Gaming



Daily Briefs

COLUMNISTS

44 **Top 10 trends in international gaming for 2024**

As the clock winds down on 2023, Spectrum Gaming Group gives its take on the main issues that regulators, operators and suppliers will need to consider as they make plans for the year ahead.

FEATURES

54 **Harmony of Lights**

The lighting of Okada Manila's Christmas Tree serves as the launchpad for the property's festive celebrations and its "Harmony of Lights".

FEATURES

62 **A new reality**

Jumbo Technology unveiled a series of new and exciting products at MGS, highlighted by its patented "Augmented Reality with Videos Streaming Roulette".

POWER 50

68 **Feel the power**

The 16th Asian Gaming Power 50 Black Tie Gala Dinner saw well over 300 guests gather at MGM Macau for a night of fun and entertainment while celebrating the year that was 2023.

TRADE EVENTS

78 **What's old is new again**

MGS Entertainment Show returned for the first time in four years in November with a revamped two-day schedule and a pumped up MGS Summit.

TRADE EVENTS

86 **A hot TIP**

The Industry Party saw more than 200 people come together at Oasis at Galaxy Macau during MGS to enjoy a night of relaxed networking.

COLUMNISTS

92 **Organizational change management in casinos**

In Article 5 of this six-part series, Charlie Mai explains the application of organizational change management in a case-study casino in Australia.

10 YEARS AGO

102 **China syndrome**

In this regular feature in *IAG*, we look back at our cover story from exactly 10 years ago, "China syndrome", to rediscover what was making the news in December 2013!

110 **EVENTS CALENDAR**

A GIANT AWAKENS: THE REBIRTH OF CLARK

Once known only for its status as home to a major US military base, the Philippines' region of Clark is quickly making a name for itself as a hub for regional gaming tourism. And it's only just begun.

巨擘覺醒： 新生克拉克

曾因美國軍事基地而為人所知的菲律賓克拉克正在迅速嶄露頭角，成為區域博彩旅遊樞紐之一，一切剛剛開始。



亞博匯早報

- 44 **專欄**
2024年全球博彩十大趨勢
隨著2023年即將完結，對監管機構、營運商和供應商在制定新一年計劃時需要考慮的主要事項，Spectrum Gaming Group闡述獨道的見解。
- 54 **特寫**
和諧如光
隨著岡田馬尼拉聖誕樹亮燈儀式完成，其節日慶祝活動「Harmony of Lights」續而拉開帷幕。
- 62 **特寫**
嶄新實境
專博科技在MGS澳門休閒科技展上推出一系列創新優質新產品，獲得專利的AR輪盤尤為受到好評。
- 68 **亞博匯50強**
強者之魅
第16屆「亞博匯50強」正裝晚宴吸引約300名賓客齊聚澳門美高梅共襄盛舉，共度美好之夜。

- 78 **業界盛事**
推陳出新
11月舉行的MGS澳門休閒科技展是四年來首次以線下形式回歸，一連兩日的展會熱鬧非凡，更有高峰論壇善聚群英。
- 86 **業界盛事**
火熱派對
MGS澳門休閒科技展舉辦期間，共有逾200人齊聚澳門銀河綠洲宴會廳，享受輕鬆的社交之夜。
- 92 **專欄**
組織變革管理在賭場的實踐
在第五篇中，Charlie Mai深入淺出地剖析組織變革管理如何於一間被研究的澳洲賭場中被應用。
- 102 **十年之前**
中國症候群
為慶祝報道亞洲博彩及休閒產業滿18週年，《亞博匯》特籌劃此專欄，現在讓我們一起回顧10年之前的這篇封面故事《中國症候群》，重溫2012年11月的新聞！
- 110 **活動日程**

EDITORIAL

Managing Editor
Ben Blaschke

Deputy Editor
Oscar Guijarro

Graphic Designer
Ailsa Tang

Senior Journalist
Pierce Chan

Chinese Editor
Wendi Song

English Subeditor
Ray Granlund

Chinese Subeditor
John Leong

Contributors
Brendan D. Bussmann
Carlos Eduardo Coelho
Sudhir H. Kalé
Steve Karoul
Glenn McCartney
Rui Pinto Proença
Michael Zhu

SALES & MARKETING

Assistant Vice President of Sales and Business Development
Jadeson Ho

Client Relationship Manager
Caroline lau

JAPAN BUREAU

Senior Advisor
Aki Isoi

Commercial Operations Manager
Reina Nishimura

Contributing Editor
Shintaro Kamimura

Translation Team
Kobayashi Jin
Yukiyo Mitaka
Miho Kunita
Gemma Sakamoto
Jenn Yamazaki

CORPORATE

Vice Chairman and CEO
Andrew W Scott

Director of Events
Dorothy Loi

Director
Sue Liang

Director of Finance and Compliance
Sue Liang

編輯

執行編輯
本思齊

副編輯
金成安

平面設計師
Ailsa Tang

高級記者
陳嘉俊

中文編輯
宋文娣

英文助理編輯
威光良

中文助理編輯
梁業

撰稿人
Brendan D. Bussmann
Carlos Eduardo Coelho
Sudhir H. Kalé
Steve Karoul
Glenn McCartney
布路平
朱靜璋

銷售及市場

助理副總裁
 銷售及業務發展
Jadeson Ho

客戶關係經理
邱嘉汶

日語部門

高級顧問
磯井昭良

運營經理
西村玲奈

特邀編輯
上村慎太郎

日語翻譯團隊

小林仁
三峰教代
國田美穂
高潔美
山崎珍

行政

董事會副主席
 兼首席執行官
卓奕

活動項目總監
呂珏瑤

負責人
梁瑞歡

會計及合規總監
梁瑞歡

廣告查詢
ADVERTISING ENQUIRIES

Jadeson Ho
 jh@asgam.com
 +853 6331 5577

新聞稿
PRESS RELEASES

Ben Blaschke
 bb@asgam.com
 newsroom@asgam.com

查詢
ENQUIRIES

admin@asgam.com

+853 2883 6497 | Price MOP\$45

Inside Asian Gaming

Macau registered publication number 295
 Published by **Asgam Limited** Macau
 registered press company number EP98

Printed by
Cochin Advertising Printing Service Co., Ltd.
 EM Macau, Est. Marginal da Ilha Verde, N°S
 1281-1291 Kam Loi Kong Ip Tai, Ha 2° Andar H

www.asgam.com
 ISSN 2070-7681

亞博匯

澳門註冊出版號295
 由Asgam有限公司出版
 澳門註冊新聞公司編號EP98

由彩美廣告印務有限公司印刷
 澳門青州河邊馬路1281-1291號
 金來工業大廈2樓H座

Asgam Limited
Asgam 有限公司

母公司是
 is a subsidiary of



omedia.mo



PHOENIX TIGER

A grand return

TOP UP YOUR WEALTH POT

With reel expansion,
Double Top Up, and the
additional highest level
Fortune Jackpot,
JIN JI BAO XI™ GRAND
will delight and amaze.



**LIGHT &
WONDER**™

LnW.com

Contact your Light & Wonder Account Executive to learn more.

The look and feel of the games and their individual components and displays are trade dress of Light & Wonder, Inc. and its subsidiaries.
© 2023 Light & Wonder, Inc. All Rights Reserved.

Isolation nation: What Australia could learn from Singapore



Australian state governments and their respective regulatory bodies could do well to take a leaf out of the Singapore playbook when it comes to the international standing of their once powerful but now crippled casinos.

In April 2005, then Singapore Prime Minister Lee Hsien Loong sprung somewhat of a surprise when he unveiled a proposal to develop two integrated resorts with casino gaming in the city state, reversing the government's long-standing policy against casinos.

Opposition to gambling in Singapore was strong, but Lee had good reason to follow this new path: Singapore was losing ground in tourism, with statistics revealing a decline in Asia-Pacific market share and that tourists were spending less time in the Lion City than previously.

"The feedback we have been getting is that Singapore is seen as unexciting," Lee had said at the

time. "We have not been investing in tourism infrastructure projects that are crowd pullers."

As such, "We cannot stand still," he continued. "The whole region is on the move. If we do not change, where will we be in 20 years' time? Losing our appeal to tourists is the lesser problem. But if we become a backwater, just one of many ordinary cities in Asia, instead of being a cosmopolitan hub of the region, then many good jobs will be lost, and all Singaporeans will suffer. We cannot afford that.

"We need to do many things to become a global city. A casino by itself is not essential to this vision. But an IR is not just a casino. An IR is one significant idea we must consider that will help us reinvent Singapore."

Fast forward almost two decades and Lee's vision has proved a resounding success, with Marina Bay Sands and Resorts World Sentosa both among the most profitable IRs

in the world and MBS establishing itself as a globally-recognized icon. Singapore in 2023 is a place to be and a place to be seen.

And so we turn our attention to Australia, where the shoe is very much on the other foot. In Sydney and Melbourne, the country's two largest and most international cities, IR operators Star Entertainment Group and Crown Resorts have been brought to their knees – hobbled by a vicious reaction to past misdemeanours and a raft of resulting restrictions which have created near untenable business conditions. Employees have been laid off in their hundreds, and Crown Sydney has even taken the step of limiting the operating hours of its casino – an unimaginable outcome in a purportedly global city with a metropolitan population exceeding 5 million.

We are not for one minute suggesting they didn't bring this upon themselves – the findings of



recent inquiries have been well-publicized – but with the apparent likelihood that Crown and Star will eventually return to suitability and “win back” their casino licenses, the question must be asked: what role do governments see these expansive properties playing in Australia’s tourism future? Crown’s Sydney and Melbourne IRs, working in tandem with Star’s Sydney and Gold Coast assets and the soon-to-open Queen’s Wharf Brisbane project, should be major international drawcards.

Instead, thanks to past unsavoury dealings with Asian junket operators and other indiscretions which occurred under the regulators’ noses, the regulatory reaction has been to make all future transactions with the world’s high rollers so onerous as to render Australian casinos obsolete on the international tourism stage.

And all of this at a time when Sydney in particular finds itself

facing accusations of being “unexciting”, just as Singapore was 20 years ago.

Singapore has captured the secret sauce – successfully striking the balance between protecting its public from the potentially negative aspects of gambling while engaging in a genuine, authentic and meaningful partnership with IR operators to maintain itself as a world-class international tourism drawcard. Singapore got the best of both worlds by being smart. It formulated a vision and a strategic plan. It executed it. And it brought the public along on that journey, clearly enunciating the plan to protect the public interest socially while stimulating the public interest economically by reinventing itself as a global tourism icon.

By contrast, in Australia we have seen knee-jerk reactions that cripple and stymie the industry with no real plan other than trying to ward off further media

scrutiny, given past regulatory failures. “Look at me, I’m tough on casinos!” It smacks of 1920s alcohol prohibitionism, and how did that work out?

There are good reasons casino gambling was licensed and regulated widely across Australia in the 1970s, 80s and 90s, and those reasons have not changed. Allowing Australia’s integrated resorts to wither on the vine is not protecting the people of Australia and it’s certainly not helping the nation’s standing on the international tourism stage. It’s simply throwing the baby out with the bathwater.

Ben Blaschke

Managing Editor

Andrew W Scott

Vice Chairman and CEO

We crave your feedback.

Please email your comments to

bb@asgam.com.



孤立之國： 澳洲能從新加坡學到哪些教訓？

澳

州各地政府及其相應的監管機構可以從新加坡的經驗中汲取教訓，尤其是其一度強大，但現在陷入困境的博彩業之國際聲譽方面。

2005年4月，時任新加坡總理李顯龍提出一項計劃，計劃在該國發展兩個綜合賭場度假村項目，包括賭場遊戲，這一決定出人意料地扭轉了該國長期以來反對賭場的政策。

新加坡的反賭博聲浪強烈，但李顯龍有充分的理由走上這條新道路：新加坡當時在旅遊業方面失去了競爭力。據統計數據顯示，當時其亞太地區市場份額下降，遊客的停留時間也比以前少。

李顯龍當時表示：「我們一直得到的反饋是，新加坡被視為乏味的地方。我們沒有對吸引遊客的旅遊基礎設施項目進行投資。」

「我們不能停滯不前。整個（亞太）區域都在發展中，如果我們不改變，20年後我們會在哪裡？失去對遊客的吸引力只是較小的問題。但如果我們成為一個邊緣地區，成為亞洲眾多平凡

城市中的一個，而不是成為區域中的國際化樞紐，那麼許多好的工作機會將會流失，所有新加坡人都會受到影響。我們承受不起這樣的後果。」

他續稱：「我們需要做許多事情來成為一個國際城市。僅僅一個賭場並不是實現這個願景所必需的，而綜合度假村不僅僅是一個賭場。綜合度假村是我們必須考慮的一個重要想法，它將幫助我們重新塑造新加坡。」

時光快進至近20年後，李顯龍的願景是非常成功，濱海灣金沙和聖淘沙名勝世界都成為世界上最具盈利能力的綜合度假村項目之二，濱海灣金沙更成為全球公認的標誌性建築。2023年，新加坡已成為一個值得去遊玩觀賞的地方。

現在，我們轉向澳洲，情況正好相反。在悉尼和墨爾本這兩個澳洲最大、最國際化的城市中，綜合度假村營運商星億和皇冠度假酒店集團陷入困境，它們因過去不端行為遭受了激烈反應，以及一系列相應的限制，使得經營條件幾近不可持續，員工被大量解僱，而皇冠悉尼甚至限制了賭場的營業時間，對於

一個號稱擁有超過500萬人口的國際城市來說，這是一個難以想象的結果。

我並不是說其沒有自食其果（最近的調查結果已經被廣泛報導），但鑑於星億和皇冠最終有望恢復合適性並「重新贏回」賭牌，我們必須問一下：澳洲政府認為這些大型物業在該國的未來旅遊發展中扮演甚麼角色？皇冠悉尼和墨爾本的綜合度假村，與星億在悉尼和黃金海岸的資產，以及即將在昆士蘭皇后碼頭落成的項目，應該成為重要的國際吸引力元素。

然而，由於過去與亞洲賭場中介人的不良往來和監管機構疏忽，監管機構的反應是令未來與世界高端客戶的交易變得如此繁瑣，以至於澳洲賭場在國際旅遊舞台上變得全無作用。

而且，這一切發生在悉尼面臨「乏味」的指責時，就像新加坡20年前一樣。

新加坡掌握了成功的秘訣：在保護公眾免受賭博可能帶來的負面影響的同時，與綜合度假村營運商展開真正、真實且有意義的合作，使自己成為世界一流的國際旅遊目的地。新加坡的聰明運作獲得了最佳效果，制定了願景和戰略計劃並付諸實施。它引領公眾共同參與這一旅程，清楚地宣示保護公眾利益的計劃，同時重新打造成為全球旅遊目的地來刺激經濟。

相比之下，在澳洲，我們看到了一些防止進一步媒體審查為目的的行為，限制和阻礙這一行業發展，卻沒有真正的計劃。「看著我，我對賭場很嚴格！」這讓人想起1920年代的禁酒運動，那結果如何呢？

澳洲在1970年代、80年代和90年代廣泛授權和監管賭場賭博，當中有很好的原因，而這些原因並未改變。讓澳洲綜合度假村在危機中凋零並不是在保護澳洲人民，也不會有於澳洲提升國際旅遊影響力。這只是將嬰兒和洗澡水一起丟棄。

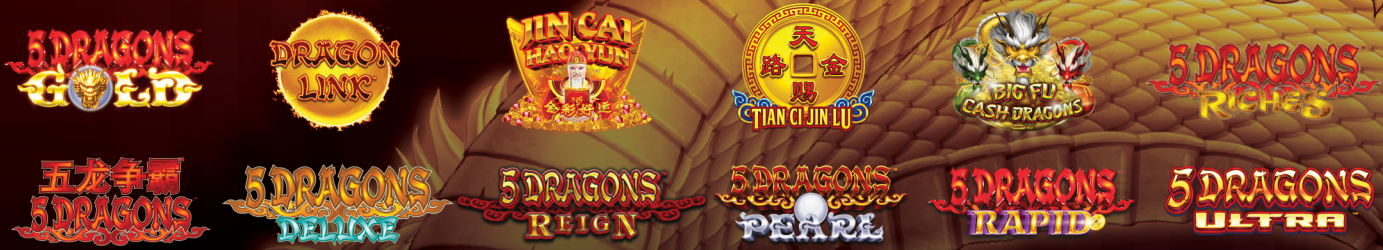
本思齊
執行編輯

卓奕
董事會副主席兼首席執行官

我們樂於聽到您的反饋
請將您的想法發送至 bb@asgam.com

HOME OF THE DRAGONS

Our extensive portfolio of games is ready
to ensure you maximise the potential of
Year of the Dragon 2024.



For more information, please contact your Account Manager.

T +853 2872 2777 | F +853 2872 2783 | <https://www.aristocrat.com/>
© 2023 Aristocrat Technologies Australia Pty Limited, Aristocrat, it's all in the game, VIRIDIAN WS™, HELIX™, ARC™, BEHEMOTH™, WONDER WHEELS™,
game names and the Aristocrat logo are trademarks or re registered trademarks of Aristocrat Technologies Australia Pty Limited.





CROWN SYDNEY 縮短賭場開放時間

CROWN SYDNEY TO REDUCE CASINO OPENING HOURS

THE CASINO at Crown Sydney will no longer operate 24/7, with management revealing a reduction in operations as of Wednesday 29 November.

In yet another indication of how Australia's regulatory crackdown, coupled with ongoing economic factors, is negatively impacting the industry, Crown Sydney's casino will be shuttered for at least six hours a day and for 12 hours on a Sunday, coinciding with a planned reduction in workforce.

Crown said the ongoing economic and financial pressures that are impacting the industry and business had prompted a "careful, yet extensive analysis" of its VIP casino operations. The new hours, it added, would better align with business demand.

As per details supplied to *Inside Asian Gaming*, Crown Sydney's casino will open from 10am to 2am from Monday to Thursday, from 10am to 4am on Friday and from 2pm to 4am on Saturday. Sunday will see the casino open only from 2pm to 2am.

"Our priority is to support the 180 impacted team members alongside their union, as they determine their next steps," said Crown Sydney CEO Mark McWhinnie.

"We hope to redeploy as many people as possible to other roles within the business while continuing our commitment to our reform and remediation program.

"Difficult decisions are required in the current environment to ensure we always provide a world-class experience for our guests, and we look forward to resuming 24-hour casino operations across two floors when business demand returns."

Crown announced in August that it was temporarily closing one of the two VIP gaming floors at Crown Sydney and commencing a voluntary redundancy program to slash up to 95 staff due to what it described at the time as "macroeconomic challenges".



Crown Sydney管理層透露，賭場將從11月29日開始減少營運時間，不再全天候營運。

據悉，Crown Sydney賭場將每天關閉6小時，週日關閉12小時，與計劃的裁員時間相一致。由於澳洲嚴厲監管的打擊及持續的經濟因素，對行業產生了負面影響。

皇冠表示，持續的經濟及財政壓力正在促使其對貴賓博彩業務進行「細緻而廣泛的分析」。其補充稱，新的營業時間將更好地符合業務需求。

《亞博匯》獲悉，Crown Sydney賭場的營業時間將變更為週一至週四早上10時至凌晨2時，週五早10時至凌晨4時，週六下午2時至凌晨3時，及週日下午2時至凌晨2時。

Crown Sydney行政總裁Mark McWhinnie表示：「我們的首要任務是與工會一起支持180名受影響的團隊成員。他們決定了下一步的行動。」

「我們希望可以將盡可能多的人員重新部署至企業的其他崗位，同時繼續致力於改革及修補計劃的承諾。」

「當前環境下，我們作出艱難的決定，以確保為賓客繼續提供一流的服務。我們期待在業務需求回復後，恢復賭場的24小時營運。」

雲頂新加坡大幅增加聖淘沙名勝世界擴建投資至50億美元 GENTING SINGAPORE INCREASES INVESTMENT IN RWS EXPANSION TO US\$5 BILLION

GENTING SINGAPORE has announced that it will invest a total of SG\$6.8 billion (US\$5 billion) in the expansion of its Singapore integrated resort and casino, Resorts World Sentosa (RWS) – a significant increase on the SG\$4.5 billion (US\$2.9 billion) investment first planned in 2019.

The company said it was confident the investment, which has been approved by its Board of Directors, would “firmly anchor RWS as the most sought-after tourism destination in Asia, and propel the Group’s strong future growth.”

The full SG\$6.8 billion will be funded through internal resources, the company added, with the major expansion project alongside the waterfront of Sentosa Island having already received provisional government approval.

It will include the addition of 700 new hotel rooms plus “experiential lifestyle content in a captivating blend of biophilic architecture that is designed by award winning firm Benoy,” according to details contained in Friday’s announcement.

“Coupled with a striking new waterfront sculpture designed by Heatherwick Studio, it will transform Singapore’s skyline and form a monumental gateway to RWS and the new Greater Southern Waterfront precinct.”

Upgrade works on Resorts World Sentosa’s existing facilities are already well underway, with transformation of the Forum, Minion Land in Universal Studios Singapore and the Singapore Oceanarium “progressing well” and expected to soft open in early 2025.

雲頂新加坡宣佈，將投資68億新元（50億美元）擴建其新加坡綜合度假村聖淘沙名勝世界(RWS)，較2019年最初計劃的45億新元（29億美元）的投資大幅增加。

雲頂新加坡相信這項已經獲得董事會批准的投資將「牢牢鞏固聖淘沙名勝世界作為亞洲最受歡迎的旅遊目的地的地位，並推動集團未來的強勁增長」。

雲頂新加坡同時補充稱，68億新元的全部資金將來自內部，聖淘沙島海濱的主要擴建項目已獲得政府的臨時批准。

根據公佈的細節，該項目將增加700間新酒店客房，以及「由屢獲殊榮的Benoy公司設計的迷人的親自然建築，融合的體驗式生活方式內容」。

「加上Heatherwick Studio設計的引人注目的全新海濱雕塑，料將改變新加坡的天際線，並成為通往聖淘沙名勝世界和新大南部海濱區的重要門戶。」

聖淘沙名勝世界現有設施的升級工程正順利進行，福廊、新加坡環球影城小黃人樂園和新加坡海洋館的改造「進展順利」，預計將於2025年初試營業。





新濠將於2024年底回歸 人氣常駐節目《水舞間》

MELCO TO BRING BACK RESIDENT SHOW *THE HOUSE OF DANCING WATER* IN 2024

MELCO RESORTS & ENTERTAINMENT is aiming to relaunch City of Dreams Macau's once highly popular resident show, *The House of Dancing Water*, in late 2024, the company has revealed.

The long-running production, which debuted in September 2010, had "temporarily" closed down in June 2020, with Melco explaining at the time that the show would be "re-imagined" during an enforced COVID break. The company had planned to reopen it in early 2021 but this never unfolded. As reported by IAG, Melco was instead forced to let go of 137 performers and Macau blue card holders from late 2020 when it became apparent that the pandemic was ongoing.

While Melco has long stated that *The House of Dancing Water* would eventually return, it finally provided some insight into the timeline during its 3Q23 earnings call, with Chief Operating Officer – Macau Resorts David Sisk revealing relaunch would be "probably late in the fourth quarter of 2024.

"We're just now going through the process of the remount," Sisk explained. "We've been doing a lot of work on *The House of Dancing Water* to get it up and ready. We just started doing our first shows there. We're doing a production right now where we're doing some musical things there on a weekly basis. And towards the middle of November, we'll get back out of that and get started back on the remount for *The House of Dancing Water*."

The issue of *The House of Dancing Water's* return was raised in relation to a question from industry analysts about Melco's operating expenses, currently running at around US\$2.5 million per day at its Macau resorts.

Melco said it expects those expenses to rise to US\$2.6 million in Q4 but more so once *The House of Dancing Water* reopens next year.

"And that would add about 0.1 per day when that happens," said Melco's Executive Vice President and CFO, Geoffrey Davis.

Sisk added, "As you look at some of the nongaming attractions and amenities that we have, including *The House of Dancing Water* coming back, we have started to advertise a little bit more in Hong Kong and China to let people know we have these assets out there."

Created by Italian theatre director Franco Dragone, *The House of Dancing Water* was seen by more than 6 million people during its decade-long run from 2010 to 2020.

新濠博亞娛樂透露，公司計劃於2024年年底，重新推出曾經廣受歡迎的澳門常駐節目《水舞間》。

這部精彩的節目於2010年9月上演，後於2020年6月暫時關閉。新濠當時解釋稱，該劇因應疫情爆發，將「重新構思」。節目原計劃於2021年初重新開業，但最終未能實現。《亞博匯》曾報道，由於當時疫情明顯仍在持續，自2020年底開始，新濠被迫解雇了137名表演者及澳門藍卡持有者。

雖然新濠長期以來一直表示《水舞間》最終將回歸，但在2023年第三季財報電話會議上，新濠首席營運總監（澳門業務）David Sisk透露，項目可能在2024年第四季末推出。

「我們現在剛完成重新安裝的過程。」Sisk解釋道：「我們在水舞間劇院需要做很多的準備工作。我們剛剛開始在那裡進行第一場演出，也會每週舉辦一些音樂方面的事情。至11月中旬，我們會重新開始水舞間的重新裝置。」

基於水舞間回歸，有業內分析師對新濠目前每日約250萬美元的營運費用提出質疑。

新濠表示，預計第四季這些費用將增加至260萬美元，一旦水舞間明年重新開放，這筆費用將進一步增加。

Sisk補充說：「你會看到部分非博彩景點和設施，包括水舞間的回歸。我們已經開始在香港和中國內地的市場上做更多的廣告，宣傳我們的作品。」

《水舞間》由義大利戲劇導演Franco Dragone創作，自2010年至2020年的十年間上演，觀眾人數超過600萬人。

澳門政府預測2024年博彩總收入有望錄得270億美元

MACAU GOVERNMENT FORECASTS INDUSTRY GGR OF US\$27 BILLION IN 2024

THE MACAU SAR GOVERNMENT has estimated gaming revenue will climb to MOP\$216 billion (US\$26.8 billion) in 2024, ensuring it remains the jurisdiction's main source of income.

A bill on next year's budget was presented in Macau's Legislative Assembly in early November, stating "With the receding of COVID and the gradual return to normal socio-economic conditions, the number of tourists coming to Macau has increased significantly compared to 2022.

"With the introduction of more innovative tourism elements to Macau and the further development of the mainland and international visitor source markets, the number of visitors to Macau is expected to continue to rise."

With revenues tipped to reach MOP\$216 billion, "This will serve as the main revenue base for the Macau government in the 2024 financial year," it added.

澳門特區政府表示，2024年博彩收入將會是澳門政府的主要財政收入，預計2024年的博彩總收入為2,160億澳門元（270億美元）。

11月初，澳門立法會刊登了關於明年財政預算的法案，當中指出：「隨着新冠肺炎疫情減退，社會經濟情況逐漸恢復正常，相較2022年，來澳門旅客的數量錄得顯著增加。」

「隨着澳門引入更多嶄新的旅遊元素，同時進一步開拓內地及國際客源市場，預計來澳門旅客數量會持續上升。」

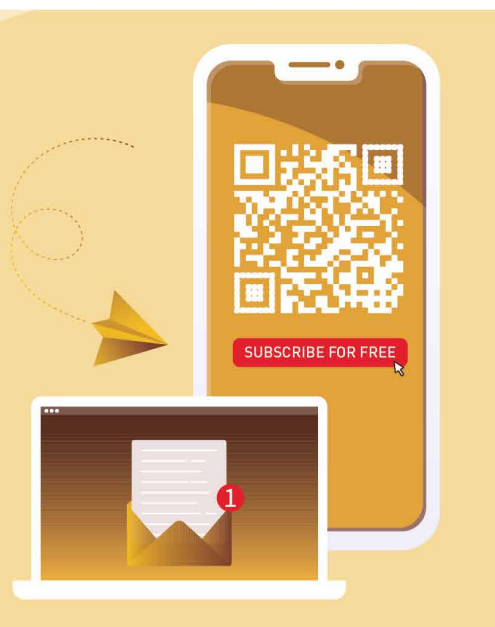
政府估計，2024年財政年度的博彩毛收入為2,160億澳門元，並表示：「這將作為澳門政府2024年財政年度的主要財政收入基礎。」



Daily industry news in your inbox every Macau business day!

Hitting
28,000
inboxes daily

To subscribe visit www.asgam.com





濱海灣金沙數據外洩影響約66.5萬名會員 MARINA BAY SANDS REVEALS DATA BREACH IMPACTING 665,000 SHOPPING REWARDS MEMBERS

SINGAPORE'S MARINA BAY SANDS has become the latest integrated resort to have suffered a data security incident, informing members of its shopping rewards program that some personal data had been accessed without permission by a third party.

In a letter sent to members, MBS Chief Operating Officer Paul Town explained that the incident took place on 19 and 20 October, with the unknown third party having accessed the customer data of around 665,000 rewards program members. The incident relates to the non-casino Sands Lifestyle Rewards program rather than the Sands Rewards Club, with Town noting the company does not believe its gaming membership program was affected.

In a statement, MBS said it does “not have evidence to date that the unauthorized third party has misused the data to cause harm to customers.”

However, “After learning of the issue, we quickly launched an investigation, have been working with a leading external cybersecurity firm, and have taken action to further strengthen our systems and protect data.

“We have reported this incident to the relevant authorities in Singapore and other countries where applicable and are working with them in their inquiries into the issue,” the company said.

The incident follows the recent cyberattack on US casino operators MGM Resorts and Caesars Entertainment that saw multiple internal systems, including some gaming operations, disabled.

新加坡濱海灣金沙酒店成為最新一家遭遇數據安全事件的綜合度假村。該酒店早前通知會員表示，10月下旬資料庫發生資料安全事件中，部分會員數據在未經許可情況下被第三方獲取。

濱海灣金沙行政總裁Paul Town在致會員的一封信件中解釋說，該事件發生於10月19日至20日，有未知的第三方訪問了約665,000名「金沙尊賞時尚」會員獎勵計劃下的會員數據。

相關數據為非博彩會員資料，並指出相信賭場會員獎勵計劃「金沙尊賞會」並沒有受到影響。

濱海灣金沙在一份聲明中表示，到目前為止，未發現有證據顯示未經授權的第三方濫用資料或對客戶造成傷害。

公司在「知悉問題後，馬上與第三方網絡安全公司合作，採取行動進一步加強系統和資料的安全保護，也已向當局報告這起事件，並與局合作展開調查中」。

早前，美國賭場營運商美高梅國際酒店集團及凱撒娛樂皆有遭受網絡攻擊，導致部經調整後EBITDA產生約1億美元的負面影響。



泰國成立新委員會研究賭博合法的前景

THAILAND ESTABLISHES NEW HOUSE COMMITTEE TO STUDY PROSPECT OF LEGAL CASINOS

THAILAND'S HOUSE OF REPRESENTATIVES has established a new 60-member committee to consider the possibility of developing the nation's first legal casinos.

The committee – established after Thailand recently appointed the Pheu Thai Party's Srettha Thavisin as its latest Prime Minister under a new coalition government – is different from the one formed under the previous government, which compiled a report proposing the establishment of integrated resorts with casinos in various locations across the country.

It remains unclear whether the new committee will take the proposal of its predecessor on board or start afresh, potentially undermining progress made in recent years.

The motion to establish a new panel has, however, been supported by MPs from various political parties according to *The Bangkok Post*, with the MPs arguing that significant tax income was being lost due to Thai citizens travelling internationally to gamble.

泰國眾議院成立了一個由60名成員組成的新委員會，審議發展該國首批合法賭場的可能性。

該委員會是在泰國最近任命泰黨的賽塔·他威信擔任新總理後成立。與上屆政府組成的委員會不同，後者曾撰寫一份報告，建議在全國各個地區建立帶有賭場的綜合度假村。

目前尚不清楚新委員會是否會接受前委員會的提議，甚或拋棄之前的努力，另起爐灶。

然而，根據《The Bangkok Post》報道，成立新委員會的動議得到了各政黨議員的支持，他們認為，由於泰國公民出國博彩導致泰國損失了大量稅收收入。也有人指出，在泰國建立合法賭場可能會導致柬埔寨等鄰國邊境賭場的崩潰，再次引導公民在國內消費娛樂資金。

inside asian gaming
iag

亞博匯早報
BREAKFAST
BRIEFING



繁體中文版

每日發送至逾

28,000
個用戶郵箱

免費訂閱請移步：www.asgam.mo





報道稱阿聯酋可能向七個酋長國各發放一張賭牌

REPORT CLAIMS
UAE MAY GRANT
ONE CASINO
LICENSE TO
EACH OF
ITS SEVEN
EMIRATES

THE UNITED ARAB EMIRATES is considering granting one casino license to each of its seven emirates in an effort to tap the lucrative gaming tourism market while keeping the industry's growth under control, according to a report by *Bloomberg*.

But there is no guarantee each emirate would make use of its license, with Dubai said to be putting any immediate thoughts of introducing casinos on hold for now.

The *Bloomberg* report comes after the UAE revealed in early September the establishment of an official gambling regulator – the General Commercial Gaming Regulatory Authority (GCGRA) – to be led by former MGM Resorts CEO Jim Murren and tasked with introducing a regulatory framework for commercial gaming as well as a national lottery.

Leading US casino operator Wynn Resorts is already developing what looks certain to become the UAE's first integrated resort with gaming on the man-made Al Marjan Island in Ras Al Khaimah. The US\$3.9 billion resort, due to open in 2027, will feature a luxury hotel with more than 1,000 rooms, a high-end shopping mall, a state-of-the-art meeting and convention facility, an exclusive spa, more than 10 restaurants and lounges, an array of entertainment choices and other amenities.

Also looking at introducing casino gaming is Abu Dhabi, *Bloomberg* says, with Yas Island – home to the Yas Marina Formula One Circuit among other attractions – among the main sites being considered.

根據彭博社報道，阿聯酋正考慮向七個酋長國中的每個各發放一張賭牌，以發展利潤豐厚的博彩旅遊市場，並同時控制該行業的成長。

然而，目前尚無確定每個酋長國都將使用該牌照。據悉杜拜暫時擱置了任何引入賭場的計劃。

在彭博社報道，阿聯酋曾於9月初透露，將成立官方博彩監管機構商業博彩管理局 (General Commercial Gaming Regulatory Authority, GCGRA)。該機構將由前美高梅綜合度假村行政總裁Jim Murren領銜，為商業博彩及國家彩票引入監管框架。

美國領先的賭場營運商永利渡假村已經在哈伊馬角的人造島Al Marjan Island上開發阿聯酋首個綜合博彩度假村。

這個斥資39億美元的度假村將於2027年開業，將有一家擁有1,000多間客房的豪華酒店、一個高端購物中心、先進的會展設施、專屬水療中心、10多家餐廳和酒廊，一系列的娛樂選擇和其他便利設施。

彭博社表示，阿布達比也在考慮引入博彩，亞斯島 (Yas Island) 則是其候選地址之一。亞斯島是亞斯碼頭一級方程式賽道 (Yas Marina Formula One Circuit) 和其他景點的所在地。



THE ENTERTAINER

IGT's **Ying Fu Wa Link** is a proven performer, offering innovative game play options including a new jackpot mechanic for the Asian market, player selectable denomination options and choice of free game or bonus features.

With two games – Greeting Wealth and Incoming Treasure – featuring different gameplay experiences; a third new game will soon be available.

For more information contact your IGT account manager or call IGT Asia +853 6338 8136

**NEW GAME
COMING SOON!**



WE'VE GOT GAME

COVER STORY



巨擘覺醒

新生克拉克

曾因美國軍事基地而為人所知的菲律賓克拉克正在迅速
嶄露頭角，成為區域博彩旅遊樞紐之一，一切剛剛開始。

文 本思齊

A GIANT AWAKENS

The rebirth of Clark

Once known only for its status as home to a major
US military base, the Philippines' region of Clark
is quickly making a name for itself as a hub for
regional gaming tourism. And it's only just begun.

By **Ben Blaschke**



1991年皮納圖博火山的噴發事實上結束美國在克拉克的軍事存在。

The eruption of Mount Pinatubo in 1991 effectively ended the US military presence in Clark.

Located around two hours north of Manila, Clark doesn't fit the typical mold of a rising regional tourism hub. Rewind the clock to as little as a decade ago and its claims to fame were just two-fold: one, it was home to a military base run by the US air force for 88 years, and two, there was a catastrophic eruption of nearby Mount Pinatubo in 1991 that devastated the region and drove the US to abandon its long-held presence in the area.

But times have changed.

As part of efforts to rebuild the region, which spans a total of 32,000 hectares – about half the size of Singapore – in the province of Pampanga, the Philippines designated the area as a Special Economic Zone. The Clark Main Zone, an area covering 4,400 hectares including the former Clark Air Base, was designated a Freeport Zone in 2007.

“The interesting thing about the law that created Clark is that it was principally intended to be an investment destination, meaning it should be an

industrial park,” explains Atty Agnes Devanadera, the former Mayor of Sampaloc and Solicitor General of the Philippines who was appointed President and CEO of Clark Development Corporation (CDC) last year.

“But Clark has emerged with two faces – as an investment destination and as a tourism destination.

“For example, our locators now number 1,137 with more than US\$5 billion invested, but due to a combination of the facilities left by the Americans and the natural features like



距

離馬尼拉北部約兩小時車程的克拉克，事實上並不符合新興區域旅遊樞紐的典型模式。時鐘撥回到十年前，其為人所知的事跡只有兩條，其一是88年來其作為美國空軍軍事基地所在地，其二就是臨近的皮納圖博山的災難性火山爆發，摧毀了該地區，迫使美國放棄了長期以來在該地區的駐紮。

然而，時代不同了。

該地位於邦板牙省，佔地3.2萬公頃，約為新加坡面積的一半。作為新發展地區計劃的一部分，菲律賓將該地指定為經濟特區，包括前克拉克空軍基地在內的克拉克主區佔地約4,400公頃，於2007年被指定為自由港區。

「克拉克最終以兩副面貌出現：作為投資目的地和旅遊目的地。」

——Agnes Devanadera

“Clark has emerged with two faces – as an investment destination and as a tourism destination.”

– Atty Agnes Devanadera

the century-old trees and the parade grounds, it has naturally emerged as a tourism destination.”

Qualified locators setting up inside the Freeport pay just 5% tax on gross income earned, less allowable deductions, in lieu of all national and local taxes, and

are not required to pay property tax. They also face far less red tape than may be expected elsewhere due to the CDC holding absolute governance of the broader Clark area.

It is this combination of Clark’s Freeport status, a simpler governance system

and its wide expanses of green space that has opened the door for tourism investors to devise a unique model for the area, with gaming and golf working hand in hand to attract clientele looking for something different from the large-scale glitz of Manila’s integrated resorts, or its regional peers in jurisdictions like Macau and Singapore.

It also explains why Clark has become a favorite escape for travellers from South Korea – the area’s number one source market – and for those from emerging markets like Taiwan and Japan.

In the mid 2000s, a handful of savvy investors recognized Clark’s tourism potential – largely due to the international-sized airport the Americans had left behind. Among them was Korean-born Dae Sik Han, today the Chairman and CEO of Clark’s market-leading casino operator Hann Resorts, and local businessman Rodolfo Pineda, owner of nearby Royce Hotel and Casino, who identified the unique opportunities that having a world-class international airport presented to the area and who have played a major role in the region’s rise since.

When *Inside Asian Gaming* visited Clark in late November 2019, shortly before the COVID-19 pandemic, both Hann and Royce were in the early stages of major expansion projects they said were designed to elevate their properties to the standards seen at Manila integrated resorts like Solaire



克拉克發展公司行政總裁 Agnes Devanadera
The President and CEO of Clark Development Corporation, Atty Agnes Devanadera



菲律賓桑帕洛克市前市長及副檢察長、於去年被任命為克拉克發展公司（CDC）行政總裁的Agnes Devanadera解釋道：「克拉克的有趣之處在於，其一開始發展的發展目標為投資目的地，這意味著它應成為一個工業園區。」

「但克拉克最終以兩副面貌出現：作為投資目的地和旅遊目的地。」

「譬如，我們現時有1,137家企業，投資額超過50億美元。但由於美國人留下的設施、訓練場以及百年古樹等自然資源，其也自然成為了一個旅遊目的地。」

在自由港內設立的合格企業僅需按照總收入的5%納稅（除去允許扣除項目），而無需繳納國家及地方稅，亦無需繳納財產稅。由於克拉克發展公司對克拉克地區擁有絕對治理權，這些企業所面臨的繁文縟節也比其他地方要少得多。

正是由於克拉克的自由港地位、更簡潔的治理體系和廣闊的綠地資源，當地構成了獨有的模式，為旅遊投資者大開其門。發展中的博彩業及高爾夫球運動，聯手吸引了那些想要在馬尼拉、澳門或新加坡等地的大型奢華度假村之外進行不同體驗的客戶。

這也解釋了為什麼克拉克成為韓國（當地第一大客源市場）以及台灣、日本等新興市場遊客最喜歡的度假勝地。

2000年代中期，由於美國留下的國際標準機場，少數精明的投資者已經意識到了克拉克的旅遊潛力，其中就包括韓國出生的Dae Sik Han（克拉克當地領先的賭場營運商Hann Resorts的主席兼行政總裁）和本地商人Rodolfo Pineda（Royce Hotel and Casino的所有人）。他們意識到擁有世界級的國際機場所帶來的獨特機會，以及在當地的崛起中將發揮了重要作用。



D'Heights Resort & Casino

and Okada. Another, D'Heights Resort & Casino, was still applying the finishing touches of paint, having opened its casino to the public just months earlier and with more ambitious plans in the works.

Fast forward four years and those visions have started to become a reality.

In 2021, Hann unveiled its US\$250 million expansion of the old Widus Hotel and Casino, adding 130,000 square meters including a world-class gaming space, the Philippines' first Swissôtel, specialty dining options, retail, a swimming pool,

本刊在2019年11月下旬，即全球新冠疫情爆發前夕到訪克拉克。當時，Hann和Royce酒店都處於大型擴建工程的早期階段，據稱這些項目都旨在將物業升級至馬尼拉綜合度假村如岡田及晨麗的標準。此外，另一家D'Heights Resort & Casino當時仍在進行最後的粉刷工作，但該物業直至數月前剛向公眾開放，並且正在制定更為雄心勃勃的計劃。

四年過去，當初這些願景已經逐步變成現實。

2021年，Hann宣佈其將斥資2.5億美元對舊的Widus Hotel and Casino進行升級改造，計劃增加13萬平方米的空間，包括世界一流的博彩區域、菲律賓第一間Swissôtel、特色餐飲、零售、泳池、行政酒廊以及宴會廳和多功能廳等活動場所。

Independent Commissioning
**HIGH-PERFORMANCE
ENERGY-EFFICIENT
& SUSTAINABLE**



- MEPF Project & Construction Management
- Testing & Commissioning Management
- Peer Design Surveys
- Due Diligence Surveys
- Energy Audits
- Value Engineering Solutions

APAC HEADQUARTERS

32C, Lee and Man Commercial Center,
169 Electric Road, North Point, Hong Kong SAR

T +852 2523 4411

E enquiry@sygna.com

EMEA HEADQUARTERS

Level 9, One Canada Square, Canary Wharf,
London, E14 5AA, United Kingdom

T +44 2031 460610

E admin@sygna-emea.com

www.sygna.com

an executive lounge, and event venues such as a ballroom and function rooms.

Earlier this year Royce followed suit with a similar unveiling that includes Clark's largest gaming floor covering 27,000 square meters, a new hotel with 297 rooms, plus dining, retail, MICE space and a pool.

And there is more on the horizon. D'Heights, famous for

the sweeping views it offers from the clubhouse serving its two world-class golf courses as part of Sun Valley Golf & Country Club, has ambitions to match anything its neighbours in the Clark Freeport Zone might be planning. Covering a massive 309 hectares, or 8% of the entire freeport, D'Heights is already home to a 310-room Hilton Hotel, a Singapore School offering Singaporean education

standards for students between Kindergarten and Year 12, a business park, five towers of condominium towers with 936 condominiums, and 52 villas.

In the works are another 47 high-end villas located along the property's mountaintop, a shopping arcade and commercial district, a water park, separate amusement park and an extension to the business park operations.

“

「遠期目標是成為酒店及博彩行業的主要參與者。」—D'Heights營運總監
Bernie Angeles

“The long-term plan is to become a major player in the hotel and casino industry.” – D'Heights Marketing
Director Bernie Angeles

”



And while the existing casino is already one of Clark's largest with 124 gaming tables, five poker tables and 520 electronic gaming machines, construction is well underway on a new building that will double casino capacity while adding another 300 hotel rooms.

The property's owner, Korean-run developer Donggwang Clark Corporation, says it will invest an additional Php20 billion (US\$357

今年早些時候，Royce緊隨其後，揭曉類似的擴建計劃，推出包括佔地27萬平方米的克拉克最大博彩區域、一家擁有297間客房的新酒店，以及餐飲、零售、會展空間和泳池。

而更多的發展項目陸續有來。D'Heights的Sun Valley golf & Country Club坐擁兩個國際標準、擁有一覽無餘美景的高爾夫球場，而該企的規劃亦趕超任何位於克拉克自由港區的同行。D'Heights項目佔地309公頃，佔自由港區的8%，目前已經擁有一家擁有310間客房的希爾頓酒店、一所為從

幼兒園至12年級學生提供新加坡教育標準的新加坡學校、一個商業園區、五棟擁有936套公寓的公寓樓和52棟別墅。

興建中的規劃項目還包括建在山頂的47棟高端別墅、一個購物商場及商業區、一個水上樂園、獨立遊樂園以及向商業園區的延展部分。

雖然現時的賭場已經是克拉克最大的賭場之一：擁有124張賭枱、5張撲克桌和520台電子博彩機，但待順利推進的新塔樓的建設完工後，賭場的容量將增加一倍，同時新增300間酒店客房。



D'Heights擁有兩個世界級高爾夫球場
D'Heights is home to world-class class golf courses



Royce Hotel & Casino近期剛完成升級。
The recently completed expansion of Royce Hotel & Casino

million) for these projects in the next 15 years.

"We have a lot of land here although the land is rolling and steep, so the total build will be about 60 or 70 hectares," explains Marketing Director, Bernie Angeles. "The long-term plan is to become a major player in the hotel and casino industry. We expect that upon completion of these development projects, D'Heights Resort and Casino will be the landmark tourism destination in the Clark Freeport Zone."

Just five minutes away by car is Hotel Stotsenberg, home of Casino Plus – formerly known as Casablanca Casino and more recently Fortunegate Clark Casino – which also has major development plans on its radar to bring it in line with its newly high-end neighbors. While the final investment amount will depend on the outcome of ongoing negotiations with Clark Development Corporation (CDC), the expansion project will see most of the current property torn down and replaced with a new

five-star hotel and convention hall, while the main casino space will grow by "two to three times what you see here today," according to Evan Spytma, the recently appointed CEO of Hotel Stotsenberg Leisure Park and Hotel Corporation.

"We have very strong roots in the community here but as time passes, everything needs to be upgraded," Spytma explains. "We have been very much focused on the mass market, the Filipino market, and not so much on the VIP side of things."

該地產項目的所有者、韓國開發商 Donggwang Clark Corporation表示，將在未來15年內為這些項目再注資200億披索（3.57億美元）。

市場總監Bernie Angeles解釋道：「儘管地勢起伏，但我們這裡有很多土地，因此總建築面積約為60至70公頃，我們長期計劃是成為酒店及賭場行業的主要參與者。我們預計，這些開發項目完成後，D'Heights Resort and Casino將成為克拉克自由港區的標誌性旅遊目的地。」

距離Hotel Stotsenberg僅5分鐘車程的地方是Casino Plus賭場的所在地，該賭場曾經是Casablanca Casino，後更名為Fortunegate Clark賭場。與其鄰居相似，該項目亦有大型發展計劃。雖然最終的投資金額將取決於與克拉克發展公司目前正在進行的談判結果，但升級工程將拆除現有的大部分地產，並代之以新的五星級酒店和會議設施，而主要娛樂場區域（根據新近擔任Hotel Stotsenberg Leisure Park and Hotel Corporation行政總裁的Evan Spytma的說法）「將增加至目前的兩到三倍」。

「我們在當地社區有著深厚的根基，」 Spytma介紹道：「但隨著時間的

“But as Clark has continued to expand, we've seen more foreigners coming into Clark and the demands from a casino perspective, an integrated resort perspective, continue to change.

“We've got a lot of plans for the property. We're going to essentially start anew, so all of what you see today will be renovated, completely torn down and a five-star hotel added. The convention hall will also be enlarged, the main casino space is going to expand probably

推移，一切都需要升級。我們一直非常關注中場市場、菲律賓市場，而不僅僅是貴賓博彩板塊。」

「隨著克拉克的不斷發展，我們看到越來越多的外國人來到克拉克，從賭場、綜合度假村的角​​度來看，需求也在不斷變化。」

「我們對這處地產有很多規劃，基本上要重新開始，所以你今天看到的所有東西都將被翻新或完全拆除，並增加

一家五星級飯店。會議廳也將擴建，主要娛樂場區域可能會擴大到目前規模的兩到三倍。我們將在克拉克進行大量投資。」

而Hann公司也並沒有滿足於現有的成就，其近期開始在附近新克拉克市的450公頃土地上開發新的綜合項目Hann Reserve，並在那裡建設包括三個高爾夫球場，以及雅高和萬豪國際集團的更多酒店在內的更多設施。





a cost of US\$3 billion once fully realized over the next decade, Hann Reserve is described as an “integrated leisure and lifestyle development”, not only providing a luxury experience for local and international tourists but adding a mixed-use commercial center, retail, residences, an international school, and a casino, among other facilities.

The three 18-hole golf courses – to comprise a “valley course” designed by South Korean professional golfer KJ Choi, a “river course” designed by Nick Faldo and a “mountain course” designed by Nicklaus Design – will include PGA-accredited player development facilities as part of Mr Han’s vision of positioning Clark among the world’s top golf tourism destinations.

All of this means that four of the six casinos in Clark – the other two being Midori Clark Hotel and Casino and Fontana Leisure Parks and Casino (and not counting PAGCOR-run Casino Filipino Capital at Xenia Hotel) – have either recently completed or are embarking on major expansion projects. It is even rumored that the CDC is seeking investors to help rejuvenate Fontana, which has largely fallen into disrepair in recent years.

Despite all of this, demand remains far from satisfied. At the IAG Academy Summit held at Hilton Manila, Newport World Resorts in September, Devanadera told attendees during her Keynote Address that the agency was “managing” the number of casino developments it will allow despite having “many applicants” awaiting approval. It is believed that

to about two to three times its current size – we’re going to put in a massive amount of investment here in Clark.”

As for Hann itself, the company isn’t resting on its laurels, having recently begun works on 450 hectares of land in nearby New Clark City where it will develop three golf courses and more hotels from Accor and Marriott International as part of a new integrated development called Hann Reserve. Coming at

Hann Reserve預計投資30億美元，將在未來十年內建成，被描述為「綜合休閒和生活零售、住宅、國際學校和賭場等設施」。

除了包括由韓國職業高爾夫球手KJ Choi設計的「valley course」、由Nick Faldo設計的「river course」以及由Nicklaus Design設計的「mountain course」三個18洞高爾夫球場之外，項目還包括菲律賓的首個美國職業高爾夫球手協會（PGA）附屬球員設施。這些皆是Han先生打造世界頂級高爾夫旅遊目的地願景的一部分。

所有這一切意味著克拉克的六家賭場中的四家賭場（另外兩家是Midori Clark Hotel and Casino及Fontana Leisure Parks and Casino，但不包括PAGCOR經營的Xenia Hotel Casino Filipino Capital）要麼就是近期完工，要麼正在啟動重大升級項目。甚至有消息稱，克拉克發展公司目前還在尋找投資者來幫助振興已經年久失修的Fontana項目。

儘管如此，需求仍遠未得到滿足。九月在新港世界的馬尼拉希爾頓舉辦的IAG Academy Summit上，克拉克發展



Royce業主還在附近建造了Pradera Verde Gold Club
The owner of Royce has also built nearby Pradera Verde Gold Club

up to half a dozen companies have been granted provisional gaming licenses to operate in the Clark Freeport by gaming regulator PAGCOR, however of greater concern to the CDC right now is the lack of high-end hotel rooms to cater to the region's long-term ambitions.

These ambitions, the CDC has previously explained, are to move the manufacturing investors in Clark to New Clark City – a newly planned community covering 9,450-hectares located 30km to the north and set to be linked to Clark by highway – therefore allowing the freeport to focus its energies on pure tourism and MICE (Meetings, Incentives, Conferences, Exhibitions).

It is with this in mind that the CDC bid for, and won, rights to host the Philippines' MICE Con

公司總裁兼行政總裁Agnes Devanadera在主題演講中向與會者表示，儘管有「許多申請人」等待批准，但該機構正在「管理」其將允許開發的賭場數量。據悉，多達6間公司已經獲得菲律賓博彩監管機構PAGCOR發放在克拉克自由港經營的臨時博彩牌照，但CDC目前更擔心的是仍然缺乏的高端酒店客房或無力支撐該地區未來的發展需求。

CDC早前表示，當地未來的發展計劃包括將克拉克的製造業投資者轉移到新克拉克城，從而令自由港區域可以集中精力發展旅遊業及會展行業。新克拉克城是一個新規劃的社區，佔地9,450公頃，位於北部30公里處，將通過高速公路與克拉克相連。

而正是基於這一點考慮，CDD與菲律賓旅遊推廣署和旅遊部合作，參與競標並贏得菲律賓MICE Con 2024的主辦權。

「MICE是我們正在努力的方向，」Devanadera向本刊表示：「我們（在克拉克）已經擁有大約4,000間酒店客房，而且我們還擁有國際機場。」





STRIKE THE GONG

Providing players with an entertaining gameplay experience, Bu Bu Gao™ Link offers a supersized Hold 'N' Respin feature across any one of the unlocked playable windows, for more chances to win.

- Player favourite gameplay mechanic across four playable windows
- Prizes yet to be unlocked are displayed for potential win possibilities
- Features two linked jackpot levels, one static bonus prize and two scalable bonuses

Releasing with two games titles – Dragon Emperor™ and Phoenix Queen™ – a third title Eastern Riches™ will follow.

For more information, please contact your IGT account manager or call IGT Asia on +853 6338 8136



WE'VE GOT GAME

2024 in partnership with the Tourism Promotions Board and the Department of Tourism.

“MICE is something we are working for and that’s really by design,” Devanadera tells IAG. “We have about 4,000 hotel rooms [in Clark] already and we have the international airport.”

While Clark does need more hotel rooms and more convention space if it is to become a MICE hub – weekend hotel occupancy rates average around 98% – the CDC chief notes that local and national government officials are increasingly holding their strategic planning meetings in the area as they look to escape the Manila rat race.

So what’s the broader appeal of Clark?

“It’s a very unique culture here,” offers Spytma. “Clark has this opportunity to be unlike any other gaming area in the world. It’s unlike Singapore or Macau – this whole environment is much

more relaxed. It’s safer, with all of the fun but none of the hassle of what you would find in Manila, for example.

“The airport in Manila is operating at double its capacity right now as opposed to Clark, which is at 50% capacity. Airlines are opening up new routes every single month and the government is already focused on expansion to plan for future growth. It’s the same with the streets, so you’re still going to have that ‘All the fun, none of the hassle’ type of culture where, if I want to go down the street, it’s not going to take me an hour to get there. If there’s a nice restaurant, it’s not going to take an hour to get there and an hour to come back.

“We want the players to be playing, having fun and not thinking about all the other hassles that come along with the location.”

Infrastructure has been key to Clark’s rise. Last year, the first

Casino Plus所在的Hotel Stotsenberg正在規劃自己的升級項目

Hotel Stotsenberg, home of Casino Plus, is planning its own expansion project





雖然克拉克要成為MICE樞紐，仍然需要更多的酒店房間和會展空間（週末酒店入住率平均約為98%），但CDC負責人指出，越來越多地方和國家政府官員選擇在在該地舉行戰略規劃會議，因為他們希望擺脫馬尼拉的激烈競爭。

那麼克拉克的吸引之處是什麼呢？

「這裡有一種非常獨特的文化。」Spytma說道：「克拉克有機會成為與世界上其他博彩區域都不同的地方。它不像新加坡或澳門不同，整個環境要輕鬆得多。這裡比較安全，充滿樂趣，但沒有像馬尼拉那樣多的麻煩。」

「馬尼拉機場目前的承載運力是其設計時的兩倍，而克拉克機場的容量僅有五成。航空公司每個月都在開闢新航線，政府也已經將重點放在擴張上，為未來的增長做規劃，街道也是如此，所以你仍然會擁有『享受樂趣，沒有麻煩』的文化。如果我想上街走走，不會需要一個小時。如果想去一間不錯的餐廳，不會花上一個小時去程，再花上一個小時回程。」

「我們希望玩家能夠玩得盡興，享受樂趣，而不是考慮因地點所帶來的所有其他麻煩。」

基礎設施是克拉克崛起的關鍵。去年，克拉克國際機場（前空軍基地）規劃的四個新客運航站樓中的第一個投入使用，當年的客運量從之前的420萬人次增加到1,220萬人次，增加了兩倍。待未來幾年內及至第四個航站樓投入使用，年吞吐客量將達到1.1億人次。

優良的公路和鐵路基礎設施是對空中交通的更好補充，當中最引人注目的是連接克拉克和馬尼拉的投資150億美元



of four new passenger terminals planned for the former air base – now Clark International Airport – was opened, tripling the annual passenger capacity from its previous level of 4.2 million to 12.2 million. By the time the fourth terminal opens in the years ahead, annual capacity will be a massive 110 million people.

Complementing the air access is better road and rail infrastructure, most notable being the US\$15 billion North-South Commuter Railway

connecting Clark and Manila, including a link between Clark International Airport and Manila's Ninoy Aquino International Airport. Construction began earlier this year.

Operators that *IAG* spoke to said greater airlift is still needed, particularly to expansion markets such as Malaysia and Vietnam which currently have no direct connection. However, flights to and from Korea are now at seven per day, and Eva Air became the first Taiwanese airline to launch a Taipei-Clark

route back in April. A second, STARLUX, inaugurated the same route in August.

"We can definitely see more and more improvement in terms of air travel," notes Hann Resorts Assistant Vice President for Casino Marketing, Ryi Lim. "In the past, even six months ago, would I see any Chinese walking in saying, 'I want to be a member'? I would say no, but recently we started to see Taiwanese coming in and saying, 'I want to be part of your rolling program.'"



的南北通勤鐵路，當中包括克拉克國際機場和馬尼拉阿基諾國際機場之間的連接線。相關工程於今年早些時候開始施工。

接受本刊採訪的營運商們表示，目前仍須更多航空線路，尤其是對馬來西亞和越南等新興市場目前仍沒有直航航班。但是，現時往返韓國的航班每天有七班，而長榮航空早在四月就成為第一家開通台北，這是克拉克航線的台灣航空公司。

另一家STARLUX航空公司於8月開通了同樣的航線。

「未來一定會看到航空旅行方面越來越多的改善。」Hann Resorts賭場營

銷副總裁Ryi Lim表示：「過去，甚至六個月前，我都不會看到任何中國人走進來說：『我想成為會員。』。但最近我們開始看到有台灣人進來說：『我想加入轉碼計劃。』」

Devanadera同樣表示，CDC正積極將台灣作為主要成長市場，而日本也同樣具有潛力。

克拉克發展的優勢可以從博彩監管機構PAGCOR公佈的數據中看出。

2018年，克拉克賭場的博彩總收入為86.6億披索（1.53億美元），但在2019年已經迅速增長至121.7億披索（2.15億美元），至2022年增至206.4億披索（3.64億美元），2023年前六

Devanadera says the CDC is actively targeting Taiwan as a key growth market, while Japan has potential too.

The benefit of Clark's growth can be seen in figures released by gaming regulator PAGCOR.

Clark casinos generated gross gaming revenues of Php8.66 billion (US\$153 million) in 2018, but this has grown rapidly to Php12.17 billion (US\$215 million) in 2019 and to Php20.64 billion (US\$364 million) in 2022. GGR for the first six months of

目前CDC最擔心的是缺乏高端飯店房間來支撐當地的發展。

Of [greatest] concern to the CDC right now is the lack of high-end hotel rooms to cater to the region's long-term ambitions.



2023 was already nearing that FY22 figure at Php16.15 billion (US\$285 million).

According to Devanadera, future growth in the gaming industry will be prompted by the addition of more high-end integrated resorts like those seen at Hann and Royce.

“But aside from that, we also would like to encourage investments in things like hotels and even theme

parks,” she said. “That’s the new challenge, to increase investment and to increase tourists. But this is a problem that we welcome.

“Hopefully in 10 years’ time we will be able to attain what we want to have, which is to transform this to a regional hub – regional from the point of view of ASEAN, not just from the point of view of the domestic region.” iag

個月的博彩總收入已經接近2022財年全年，為161.5億比索（2.85億美元）。

Devanadera表示，未來，博彩行業的發展將受到諸如Hann及Royce這些高端綜合度假村的推動。

「但除此之外，我們還希望鼓勵對酒店甚至主題公園等領域的投資。」她表示：「這是新的挑戰，增加投資和吸引遊客。這是我們樂見的一個挑戰。」

「希望在10年後我們能夠實現想要的目標，即將克拉克轉變成從東盟的角度來看的區域性樞紐，而非僅僅是國內樞紐。」 iag

熱烈慶祝澳門特別行政區 成立24周年

Congratulations on the
24th anniversary of the foundation of
the Macao Special Administrative Region





2024年全球博彩 十大趨勢

隨著2023年即將完結，對監管機構、營運商和供應商在制定新一年計劃時需要考慮的主要事項，Spectrum Gaming Group闡述獨道的見解。

TOP 10 TRENDS IN INTERNATIONAL GAMING FOR 2024

As the clock winds down on 2023, Spectrum Gaming Group gives its take on the main issues that regulators, operators and suppliers will need to consider as they make plans for the year ahead.

By 文 **Fredric Gushin**



Fredric Gushin founded Spectrum Gaming Group in 1993 after working 13 years for the New Jersey Division of Gaming Enforcement, where he was promoted to Assistant Director and Assistant Attorney General. Gushin has managed Spectrum's regulatory and gaming advisory engagements throughout Asia, including in Japan, Singapore, Vietnam, Cambodia and the Philippines. He has also managed Spectrum's 18-year gaming-related regulatory association with the Government of Singapore.

Fredric Gushin在1993年創立Spectrum Gaming Group。此前，他曾於美國新澤西州博彩執法處(New Jersey Division of Gaming Enforcement)工作13年，並曾被晉升至助理署長及助理檢察長。Gushin負責Spectrum包括日本、新加坡、越南、柬埔寨及菲律賓等地的亞洲監管及博彩諮詢接洽服務。他亦有統領Spectrum與新加坡政府在18年的歲月中於博彩的監管方面往來合作。

By 文 **Paul Bromberg**



Paul Bromberg, Senior VP at Spectrum Gaming Group, has undertaken numerous investigations across Asia, working closely with government and law enforcement agencies, as well as international gaming clients. He has spoken and written extensively on the gaming industry in Asia, focusing on regulatory matters and the junket industry. In February 2020, he gave testimony on the Asian junket business to the NSW Casino Inquiry.

作為Spectrum Gaming Group的高級副總裁，Paul Bromberg曾於亞洲各地開展無數的調查工作，並與政府及執法機構，還有遍佈世界各地的博彩客戶緊密合作。他曾就亞洲的博彩業發表過大量講話及文章，特別聚焦於監管及中介事宜。於2020年2月，他曾在新南威爾斯的娛樂場調查中，就亞洲的中介業務給予證言。

Spectrum Gaming Group與《亞博匯》合作發布年度「全球博彩十大趨勢」，這是監管機構、營運商和供應商在制定新一年計劃時需要考慮的主要事項。Spectrum上月發布了年度「美國十大趨勢」，自2005年起，該公司每年都會發布相關趨勢。

Spectrum長期以來一直關注國際博彩市場的發展。該公司已在六大洲49個國家 / 地區開展業務，客戶包括國家和地方政府、各種規模的博彩公司、供應商、彩票商、金融機構、開發商和其他博彩相關實體。

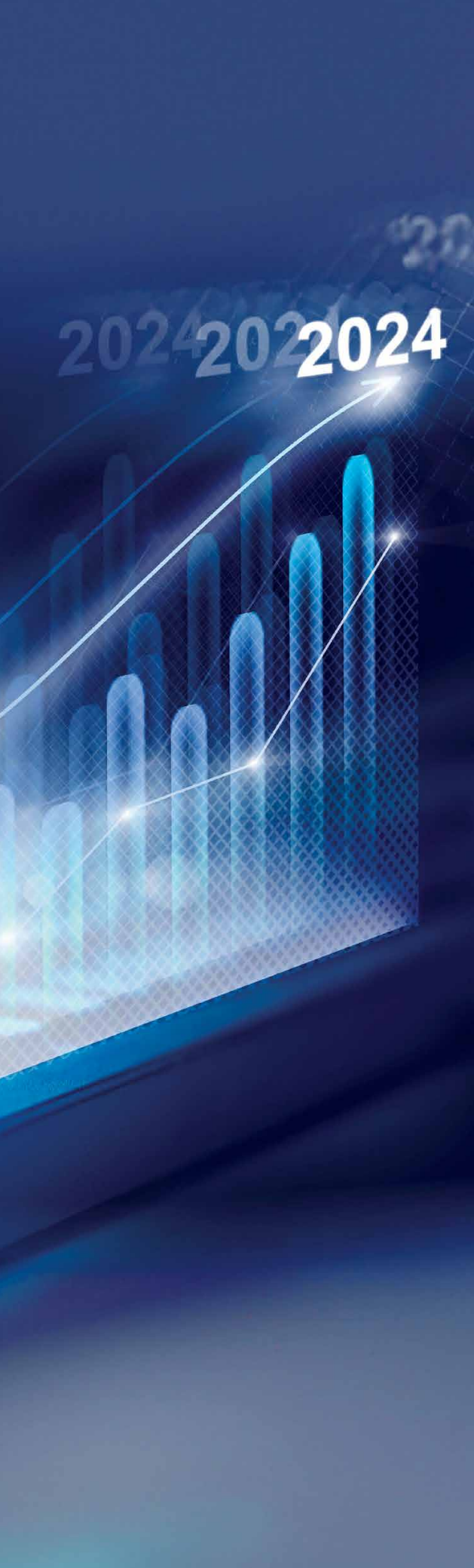
Spectrum的「全球博彩十大趨勢」（按英文字母順序排列）是根據該公司來自全球的專家意見所編製而成，闡述了與收入、盈利能力和公共政策相關的機會和挑戰。

In co-operation with *Inside Asian Gaming*, Spectrum Gaming Group has released its annual list of the Top 10 International Trends in Gaming. These are the most significant issues that regulators, operators and suppliers need to consider as they make plans for the coming year. Spectrum released its Top 10 US Trends list last month, continuing an annual series that began in 2005.

Spectrum has long focused on the future of gaming in international markets. The company has completed engagements in 49 countries on six continents, with clients that include national and regional governments, gaming companies of all sizes, suppliers, lotteries, financial institutions, developers and other gaming-related entities.

Spectrum's Top 10 International Trends list (ordered alphabetically), compiled with input from the firm's global experts, represents both the opportunities and challenges that will be most impactful to revenue, profitability and public policy.





Commonwealth
of the
Northern
Mariana
Islands

01

北馬里亞納
群島聯邦

Japan

02

日本

Junket Play

03

中介業務

Philippines

04

東南亞網絡博彩

Southeast
Asian Online
Gaming

05

體育博彩

Sports Betting

06

體育博彩

Technology

07

科技

Thailand

08

泰國

United Arab
Emirates

09

阿拉伯聯合酋長
國

Unregulated
Gaming

10

不受監管的博彩



01

COMMONWEALTH OF THE NORTHERN MARIANA ISLANDS

The long nightmare that has been the IPI project in Saipan will come to an end when the CNMI Casino Control Commission revokes its gaming license.

北馬里亞納群島聯邦

若北馬里亞納群島賭場管理委員會吊銷博華太平洋 (IPI) 的賭牌，困擾著其塞班島項目的長期噩夢將結束。



02

JAPAN

Given national and prefecture approvals, the MGM/ORIX Integrated Resort in Osaka will proceed with preparatory work for the Yumeshima site.

日本

經國家和地方政府批准，位於大阪夢島的美高梅 / 歐力士綜合度假村項目將繼續準備建設工作。

03

JUNKET PLAY

As international travel from China returns apace, the junket business will likely reform and revitalize across Southeast Asia, especially in countries such as Vietnam, Cambodia and the Philippines.

中介業務

隨著中國出境旅遊市場的迅速回復，整個東南亞的博彩中介業務可能會面臨改革並重振起來，特別是在越南、柬埔寨和菲律賓等國家。

Congratulations

on the 24th Anniversary of
the Establishment of Macau SAR

24



Wynn 永利





04

PHILIPPINES

PAGCOR will take concrete steps in implementing the long-sought goal of privatizing its Casino Filipino-brand casinos, thus evolving into a regulatory agency. After a long struggle, the Philippines hopes to be removed from the Financial Action Task Force's "grey" list of money-laundering countries due to a number of steps being taken by the Marcos Administration to bolster its anti-money laundering (AML) regime. This ultimately will depend on real reform to the regulatory process relating to existing casinos and POGOs and the governmental will to implement such reform.

菲律賓

菲律賓博彩監管機構PAGCOR將採取具體措施，實現其菲律賓賭場賭場品牌私有化的長期目標，從而演變成只是負責監管角色的機構。經過長期鬥爭，由於小費迪南德·馬科斯領導的菲政府採取了一系列加強反洗黑錢的措施，希望被財務行動特別組織從洗黑錢國家「灰色」名單中移除。這最終將取決於菲政府對現有賭場和離岸博彩營運商（POGO）的監管程序改革，以及其對實施此類改革的意願。

05

SOUTHEAST ASIAN ONLINE GAMING

The provision of illegal online gaming and sports betting by operators based in Southeast Asia is being aggressively addressed by regulators across Asia. Recently, China stepped up its enforcement efforts against illegal online gaming operators targeting mainland Chinese players, with joint operations alongside law enforcement agencies from several Southeast Asian countries. Singapore has been at the forefront of this crackdown with the recent arrest of the leaders of a major online gaming syndicate. The amount of money earned by these illegal entities is enormous, as can be seen by the seizure by the Singapore authorities of assets totalling SG\$2.4 billion (US\$1.76 billion) from just the one group. Cambodia and the Philippines, two countries where online operators have traditionally been based, are also now tightening their own regulations. These efforts will accelerate in 2024.

東南亞網絡博彩

亞洲各地的監管機構正積極應對東南亞業者提供非法網絡博彩和體育博彩等問題。最近，中國加大打擊針對中國內地玩家的非法網絡博彩商，與多個東南亞國家的執法機構聯合展開行動。新加坡也一直處於這場執法行動的最前線，最近逮捕了一個主要網絡博彩組織的領導人。這些非法實體所賺取的金額是巨大的，新加坡當局從其中一個非法組織所扣押的資產達24億新元（17.6億美元）的資產就可以看出。柬埔寨和菲律賓這兩個不少網絡博彩營運商所在的國家，現在也收緊其監管並將於2024年持續。

06

SPORTS BETTING

Both the legal and grey varieties of sports betting will continue to grow across Asia as the appetite for this form of gaming shows no sign of diminishing.

體育博彩

亞洲的合法體育博彩市場和相關灰色地帶業務將繼續增長，因為玩家對這種博彩形式的興趣沒有減弱。



07

TECHNOLOGY

Blockchain and the integration of virtual reality (VR) and augmented reality (AR) technologies are revolutionizing the European betting and gambling markets. Spectrum expects Asia to follow suit soon. Blockchain is gaining prominence due to its ability to enhance security, transparency and trust in transactions. There remain regulatory hurdles to overcome in terms of Know Your Customer (KYC) requirements. However, this technology ensures fair play, enables instant and secure payments, and provides verifiable and auditable records of all betting and gambling activities. Operators are leveraging VR and AR to create immersive, interactive environments that attract and retain customers, providing them with a completely different and enjoyable gambling experience.

科技

區塊鏈、虛擬實境 (VR) 和擴增實境 (AR) 等技術的整合正在徹底改變歐洲博彩市場。Spectrum預計亞洲市場很快也跟上這步伐。鑑於其能增強交易安全性、透明度和信任，區塊鏈日益受到關注，但在了解你的客戶 (KYC) 方面仍然存在監管障礙待克服。然而，這項技術可確保公平競爭，實現即時和安全的支付，並提供所有投注和賭博活動的可驗證和可審計的記錄。營運商亦正在利用VR和AR等科技創建身臨其境的互動環境，以吸引和留住客戶，為他們提供完全不同及令人愉快的賭博體驗。

08

THAILAND

Following the establishment of a special committee in late October 2023 to explore the legalization of integrated entertainment venues featuring casinos, it is likely that Thailand will move forward with the legalization of casino gaming in 2024 and may even enact a gaming law.

泰國

泰國在2023年10月下旬成立了特別委員會探討以賭場為特色的綜合娛樂場所合法化，該國很有可能在2024年推進賭場博彩合法化，甚至可能頒布博彩法。



09

UNITED ARAB EMIRATES

The UAE announced the legalization of gaming in 2023. The coming year will see the implementation of a regulatory process and the continued development of the Wynn property in Ras al Khaimah, as well as the announcement of development projects in additional emirates.

阿拉伯聯合酋長國

阿聯酋宣布於2023年博彩合法化，並於來年實施監管程序，而永利位於哈伊馬角的項目持續開發，以及更多項目在阿聯酋其他地區發展。

10

UNREGULATED GAMING

Given the vast sums involved and the societal harms caused, unregulated (grey/illegal) online gaming will come under increased scrutiny worldwide by international law enforcement agencies and by national governments. AML issues and ascertaining beneficial ownership of online gaming companies and their affiliates will be the focus in 2024. Efforts will be made to migrate this form of gaming to regulated entities that can be taxed to fund consumer protection and socially responsible gaming programs.

不受監管的博彩

鑑於涉及巨額資金和造成社會危害，不受監管的（灰色地帶/非法）網絡博彩活動將在全球範圍內受到國際執法機構和各國政府的更嚴格監管。反洗黑錢問題和確定網絡博彩公司及其附屬公司的實益所有權將是2024年的焦點，各地將努力把這種形式的博彩活動轉移到可徵稅的受監管實體進行，以資助消費者保護和負責任博彩專案。

This Top 10 International Trends list was prepared by Spectrum Gaming Group executives and Spectrum Associate subject-matter experts. iag

「全球博彩十大趨勢」是Spectrum Gaming Group的高層和相關專家所提供。iag

CONGRATULATIONS ON

THE 24TH ANNIVERSARY OF THE ESTABLISHMENT OF

THE MACAO SPECIAL ADMINISTRATIVE REGION



Sands
MACAO

THE VENETIAN[®]
MACAO

FOUR SEASONS
MACAO

THE PARISIAN
MACAO

THE LONDONER[®]
MACAO

ST REGIS
MACAO

The Grand Suites
at
Four Seasons

FOUR SEASONS
HOTEL
MACAO

LONDONER COURT
MACAO

THE LONDONER
— Hotel —
MACAO

CONRAD
MACAO

SHERATON
GRAND
Macao



和諧如光

隨著岡田馬尼拉聖誕樹亮燈儀式完成，其節日慶祝活動「和諧之光」續而拉開帷幕。

HARMONY OF LIGHTS

The lighting of Okada Manila's Christmas Tree serves as the launchpad for the property's festive celebrations and its "Harmony of Lights".



The magic and celebration of the holiday season officially begins at Manila’s Grand Icon, Okada Manila, with the lighting of its spectacular Christmas Tree, serving as the property’s majestic centerpiece. All throughout the Fountain Foyer and Crystal Corridor is a showcase of a magnificent “Harmony of Lights,” featuring an array of colorful lights and holiday accentuations. The event marked the launch of the festivities across Okada Manila.

WHIMSICAL WONDERLAND

The Christmas Tree Lighting Ceremony featured a stellar lineup of entertainment, headlined by “Asia’s Limitless Star” Julie Anne San Jose. The Malabon Concert Singers added to the festive vibe with their repertoire of popular holiday song classics. The Okada Manila Entertainment Group also performed as the opening salvo of the event. The official Christmas Tree Lighting Ceremony was led by

Okada Manila’s top executives, including Wendy Ni, Okada Manila’s Vice President for Strategic Marketing, who also gave the welcome remarks.

This year’s stunning 30-foot Christmas tree theme was sweetly inspired by a magical Christmas Wonderland. It is adorned with larger-than-life confectionery-inspired ornaments such as oversized candy canes, ice cream and cupcakes.

聖誕

聖誕節慶季節的魔力和慶祝活動在馬尼拉的地標岡田馬尼拉拉開帷幕，酒店宏偉的中心被壯觀的聖誕樹點亮。整個噴泉大堂和水晶走廊都佈滿了一系列色彩繽紛的燈光和節日裝飾，充滿了華麗的「和諧之光」。整個岡田馬尼拉拉處處都洋溢著節日的歡慶氣氛。

奇妙仙境

在聖誕亮燈儀式群星雲集，由「亞洲無限之星」Julie Anne San Jose領銜，帶來了一系列精彩的演

出。Malabon Concert Singers的歌手們帶來了膾炙人口的經典節日歌曲，增添了歡快的節日氣氛。岡田馬尼拉的娛樂小組也在儀式上做了表演。包括岡田馬尼拉戰略營銷副總裁Wendy Ni在內的一眾高管亦一同出席了聖誕亮燈儀式。

今年的高達30英尺聖誕樹的主題靈感來自於神奇的聖誕仙境，上面佈滿了巨大的拐杖糖、冰淇淋和紙杯蛋糕等栩栩如生的甜品裝飾品，引人入勝。

迷人的聖誕村

緊隨在「和諧之光」主題活動其後，岡田馬尼拉拉還在Crystal Pavilion設立了被譽為「奇蹟之家」的聖誕村。

整個噴泉大堂和水晶走廊都佈滿了一系列色彩繽紛的燈光和節日裝飾，充滿了華麗的「和諧之光」。

All throughout the Fountain Foyer and Crystal Corridor is a showcase of a magnificent “Harmony of Lights,” featuring an array of colorful lights and holiday accentuations.



ENCHANTING CHRISTMAS VILLAGE

Following the mesmerizing “Harmony of Lights” thematic peg, Okada Manila also opened its much-anticipated Christmas Village, dubbed the “Home of Wonder”, at the Crystal Pavilion. The ribbon cutting ceremony marking its official opening was spearheaded by special guest, Department of Tourism’s

Regional Director (NCR), Sharlene Batin.

The Christmas Village dazzled with a captivating lights show and the Interactive Fairy Baubles, an enchanting experience for the guests to enjoy. The showcase includes various holiday-themed installations, from the whimsical North Pole Suite to the delightful Chocolate PLAY House, among others.

FESTIVE SHOPPING AND EXCLUSIVE OFFERS

For a wonderful Christmas shopping spree, the property features the longest-running Noel Bazaar at the Crystal Pavilion from 10 November to 17 December, where guests have a generous and endless array of delightful holiday gifts, delectable treats and unique goodies. Guests are in for a treat with diverse weekly events, including captivating performances by Kapuso celebrities, the famed “Celebrity Ukay-Ukay”, and new merchants joining the festivities every week.

In the spirit of the holiday season, Okada Manila also presents a variety of holiday retail, hotel and restaurant seasonal offerings and staycation packages.

For a memorable staycation, Okada Manila offers its Festive Family Getaway package, a relaxing overnight staycation, which includes foot massages for the parents and PLAY vouchers for the kids. And for a bigger celebration, the Bespoke Celebrations by the Bay package would be ideal, where a suite or villa experience await with a sumptuous family style dinner for 10 to 30 people.

And for decadent treats, the Lobby Lounge offers seasonal cakes like the Gingerbread House and Merry Journey cakes, and Christmas-themed milk chocolate reindeer and snowman. Kiapo also offers



剪綵儀式由特邀嘉賓、旅遊部區域總監 Sharlene Batin主理。

聖誕村的燈光秀和互動的童話小精靈令人目不暇給，為賓客們帶來迷人的體驗。現場佈置了各類種節日主題的裝置，包括奇思妙想的北極套房和令人心生歡喜的巧克力遊戲屋。

節日購物和獨家優惠

為了令賓客享受美妙的聖誕購物狂歡，酒店從11月10日至12月17日期間，在Crystal Pavilion舉辦一個相當長的諾

埃爾集市 (Noel Bazaar)，客人可在此購買各式各樣、豐富多彩的節日禮物、美味佳餚和精選好物。每一周都安排了內容豐富的活動，包括Kapuso名人的精彩表演，知名的Celebrity Ukay-Ukay，此外每週亦有新商家加入慶祝活動。

共慶佳節，岡田馬尼拉亦同時推出各種節慶套裝、酒店和餐廳的節慶產品及住宿套餐。

岡田馬尼拉特地推出節日家庭度假套餐，包括為父母提供足療及為孩子提供遊戲代金券，為全家人打造輕鬆難忘



their Festive Platters and classic holiday favorites – Simbang Gabi fare of puto bumbong and bibingka.

A JOYOUS HOLIDAY SEASON

Okada Manila's "Harmony of Lights" has set the stage for a joyous holiday season, combining stunning visuals, live entertainment and heartwarming activities. This celebration promises to bring families and friends together during this wonderful time of the year. iag

的度假之選。Bay的定制節慶套餐則是大型慶祝之選，其包括套房或別墅體驗，以及一個10至30人的豐盛家庭式晚餐。

大堂酒廊則提供薑餅屋、Merry Journey蛋糕、聖誕主題的牛奶巧克力馴鹿和雪人等季節限定甜品。Kiapo則提供節日拼盤和菲律賓傳統節日美食 Simbang Gabi的Puto Bumbong鬆餅及 Bibingka甜點。

歡樂假期

岡田馬尼拉的「和諧之光」將歡樂的假期帶至這裡，令人驚嘆的視覺效果、現場娛樂表演和溫馨的活動營造出濃濃的節日氣氛。為此，不妨和家人與朋友在這裡歡聚一堂，共度一年之中的美好時刻。 iag



OKADA
MANILA®



Come home to
HARMONY





嶄新實境

尊博科技在MGS澳門休閒科技展上推出一系列創新優質新產品，獲得專利的AR輪盤尤為受到好評。

A NEW REALITY

Jumbo Technology unveiled a series of new and exciting products at MGS, highlighted by its patented "Augmented Reality with Videos Streaming Roulette".



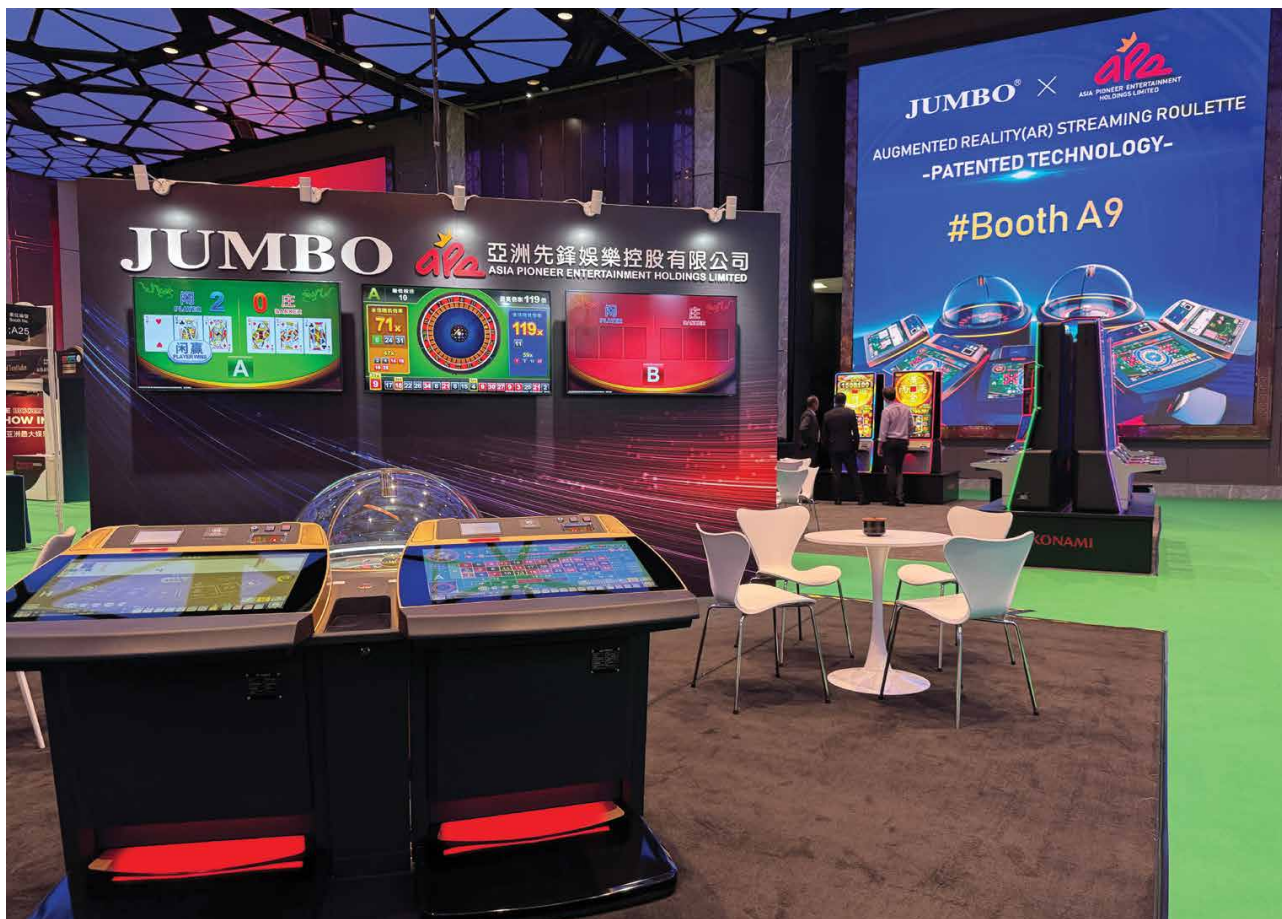


Taiwan's Jumbo Technology showcased its patented "Augmented Reality with Videos Streaming Roulette" technology to visitors of MGS in Macau in November, one of a number of exciting products the company is promoting across Asia.

Held at Galaxy International Convention Centre from 14 to 15 November, MGS also saw Jumbo unveil its S-27, J-Multi (ETG) Electronic Table Games,

D-27, P-43 Jackpot Link Slot Game and three slot games in "Fortune Ram", "Money Tiger" and "Money Bull". These offerings were well received by visitors during the show.

The Augmented Reality with Videos Streaming Roulette combines roulette and augmented reality technology, instantaneously presenting betting information and "Random Pay" with precision. Its intuitive design aims to deepen the connection between



players and the game, fulfilling their thrill-seeking expectations and significantly enhancing the quality of gameplay.

Jumbo has held global patents since 2020, maintaining its unique core technology and research achievements.

The Long Yi Fa progressive jackpot series game “Fortune Ram” introduces new features by way of Random Wild and Mystery Pick. Players can enjoy exhilarating high-scoring connections in both the base game and free games. The Mystery Pick provides random free games sessions and varying numbers of wild symbols, providing players with a new way to play.



創新優質的產品之一。

2023澳門休閒科技展於11月14日及15日假澳門銀河國際會議中心舉行。尊博科技於展會上展出「AR輪盤」、「S-27三合一電子遊戲機」、「D-27」、「P-43彩金連線老虎機」與三款Slot熱門遊戲「聚寶金羊」、「金虎迎錢」以及「牛轉錢坤」。展出期間吸引群眾駐足體驗佳評如潮。

再度出現在展會上的「AR輪盤」，結合擴增實境技術，即時將投注資訊和「隨機倍率」(RANDOM PAY™)完美呈現。其直覺式設計加深了玩家與遊戲之間的連結、滿足玩家追求緊張刺激的心理期待，而沉浸式體驗更令遊戲品質大幅提升。

灣尊博科技於11月在MGS澳門休閒科技展上展出AR輪盤技術，這是該公司在亞洲推出的諸多

TECH TALK

The eye-catching golden exterior of D-27 boasts 27-inch high-resolution dual screens, a 10.1-inch touchscreen panel, USB charging ports and wireless charging pad, combined with ergonomic design.

Another highlight on the show floor was the 43-inch curved-screen slot machine P-43, featuring two games with

Jin Fa Cai progressive jackpots – “Money Tiger” and “Money Bull”. Both are performing exceptionally well in the market, Jumbo says.

As a show designed to represent the interests of industry suppliers, MGS presents the true voice of the leisure entertainment and technology industry,

attracting key industry figures while fostering diverse development and collaboration opportunities. Jumbo says it is committed to bringing innovative technology, the highest quality products, and the most comprehensive service to the industry’s forefront, contributing to create a new gaming era. iag





尊博科技自2020年起開始佈局全球專利，致力於維護獨特的核心技術與研發成果。

「龍意發™」彩金系列遊戲「聚寶金羊」加入了全新「隨機百搭」(Random Wild) 與「神秘選擇」(Mystery Pick) 的特色，讓玩家在Base Game與Free Game中享受超高連線得分的暢快感。而Free Game中「神秘選擇」選項，隨機提供免費遊戲場次及百搭(Wild)數目，為玩家帶來更為新鮮及特別的遊戲體驗。

D-27憑藉亮眼的金色外殼、27吋高解析雙螢幕、10.1吋觸碰操作面板、USB充電孔與無線充電盤，以及符合人體工學的設計，吸引玩家駐足遊玩。

而展場上的另一焦點43吋曲面螢幕老虎機P-43，搭配「金發財」彩金的兩款遊戲「牛轉錢坤」及「金虎迎錢」，兩者的市場表現同樣亮眼。

作為代表產業供應商的展會，MGS呈現休閒娛樂和科技產業的真實聲音，吸引來自業界菁英及各大廠商齊聚，促成多元發展及合作機會。尊博科技表示，將盡己之力，持續帶來創新科技、最優質的產品以及最完善的服務，與業界先進攜手共創博彩新世代。iag

POWER 50



強者之魅

第16屆「亞博匯50強」正裝晚宴吸引約300名賓客齊聚澳門美高梅共襄盛舉，共度美好之夜。

FEEL THE POWER

The 16th Asian Gaming Power 50 Black Tie Gala Dinner saw well over 300 guests gather at MGM Macau for a night of fun and entertainment while celebrating the year that was 2023.

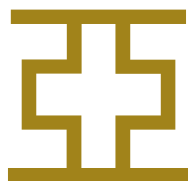


The Asian Gaming Power 50 Black Tie Gala Dinner returned to Macau on Friday 3 November 2023 with around 300 guests attending a lavish Gala Dinner at MGM Macau's The Grand Ballroom.

Celebrating the 16th anniversary of the Asian Gaming Power 50, this year's event was a celebration, with the theme "The Tiger Roars Again" signifying the impressive recovery of the entire Asian gaming industry over the past 12 months following three years of pandemic-related challenges.

Guests were greeted upon arrival to an hour of Welcome Cocktails courtesy of Welcome Cocktails Sponsors Bloomberry Resorts Corporation and Solaire Resort Entertainment City, before taking their seats in the Grand Ballroom for the evening's main festivities.

The Gala Dinner itself saw guests enjoy a delicious three-course meal and lively



博匯50強」正裝晚宴於2023年11月3日星期五重返澳門舉辦，共有約300名賓客薈聚澳門美高梅大宴會廳舉行豪華正裝晚宴。

適逢「亞博匯50強」邁入第16年，今年的活動以「虎威再現」為主題，寓意整個亞洲博彩產業在歷經三年疫情及相關挑戰後，在過去一年之中取得的令人印象深刻的復甦。

活動當晚，賓客在抵達後，首先享用了由Bloomberry Resorts Corporation及Solaire Resorts Entertainment City贊助的約一個鐘的歡迎酒會，之後於大宴會廳就坐，參與當晚的慶祝活動。晚宴上，嘉賓們盡享了三道菜式的佳餚，以倒數方式揭曉的2023年「亞博匯50強」名單，亦為整晚帶來懸疑及謎底揭曉的精彩體驗。

當晚的晚宴由以「虎威再現」為主題精心編排的舞蹈表演開場，五位才華橫溢的舞者以舞蹈將觀眾暫時帶入一個充滿原始能量、未被馴服的激情世界。隨後國際歌手Janaia Farrell帶來精彩現場，而糅合了運動及各種柔韌技巧的舞蹈二重奏表演，則將史前神秘融入當代舞蹈，呈現耳目一新的表演。晚宴在The Royals樂隊現場演繹的精彩歌聲中拉下帷幕。





今年的活動以「虎威再現」為主題，寓意整個亞洲博彩產業過去一年之中取得的令人印象深刻的復甦。

This year's event was a celebration, with the theme "The Tiger Roars Again" signifying the impressive recovery of the entire Asian gaming industry over the past 12 months.

entertainment, punctuated by the unveiling of the 2023 Asian Gaming Power 50 as the night progressed.

The entertainment began with an opening dance performance choreographed to the night's theme of "The Tiger Roars Again" with the talented ensemble of five dancers transporting the

audience to a world of raw energy and untamed passion. This was followed by a stunning performance by international vocalist Janaia Farrell; a dance duet blending contemporary dance with prehistoric mystique, athleticism and strong techniques of lifting and adagio; and finally a live band performance by The Royals.

A huge thankyou goes out to all of our sponsors for this year's Power 50: Venue Sponsor MGM Macau; Welcome Cocktails Sponsors Bloomberry Resorts Corporation and Solaire Resort Entertainment City; Platinum Sponsors Aristocrat, IGT, Light & Wonder and Mega Fortris Group; and Gold Sponsors Angel, Galaxy Entertainment Group, Hann Resorts, Macau SLOT, Melco Resorts, Okada Manila, Sands China, SJM Resorts and Wynn Macau. iag

在此再度感謝本次活動所有贊助商的大力支持，包括：場地贊助商澳門美高梅；歡迎酒會贊助商Bloomberry Resorts Corporation及Solaire Resorts Entertainment City；白金贊助商Aristocrat、IGT、Light & Wonder及Mega Fortris Group；金級贊助商天使集團、銀河娛樂集團、Hann Casino Resort、澳門彩票有限公司、新濠博亞娛樂、岡田馬尼拉、金沙中國、澳娛綜合及永利澳門。iag



衷心感謝以下贊助商及合作夥伴
對「亞博匯50強」的大力支持.....

We are grateful to the following sponsors and supporters
for their support of the Asian Gaming Power 50 ...



場地贊助
VENUE SPONSOR



歡迎酒會贊助
WELCOME COCKTAILS SPONSORS

白金贊助
PLATINUM SPONSORS



金級贊助
GOLD SPONSORS









明年再會

第17屆亞博匯50強
2024年11月1日星期五

See you next year

THE 17TH ASIAN GAMING POWER 50
FRIDAY 1 NOVEMBER 2024

iagpower50.com

推陳出新

11月舉行的MGS澳門休閒科技展是四年來首次以線下形式回歸，一連兩日的展會熱鬧非凡，更有高峰論壇薈聚群英。

WHAT'S OLD IS NEW AGAIN

MGS Entertainment Show returned for the first time in four years in November with a revamped two-day schedule and a pumped up MGS Summit.







Four years after it was last held as a live in-person event, MGS Entertainment Show returned with a revamped two-day exhibition and summit held at Galaxy International Convention Center on 14 and 15 November.

Taking advantage of the spectacular new venue – which itself only opened earlier this year due to various COVID-induced delays – MGS saw around 3,500 visitors walk through the doors, according to official figures, to see an

exhibition featuring 35 exhibitors across 4,000 square meters of space.

MGS ran with the theme “The Asian Pioneer Returns” in 2023, and so it was that Jay Chun, Chairman of event organizer Macau Gaming Equipment Manufacturers Association (MGEMA), was again front and center as he welcomed guests including government dignitaries, representatives of all six Macau concessionaires and various other industry figures at a lavish Welcome Ceremony.

Attracting particular interest was MGS Summit, organized by *Inside Asian Gaming*, which saw several intriguing presentations and panel sessions addressing key issues impacting the Asian gaming industry.

The summit kicked off with a Keynote Address by Kevin Kelley, COO – Macau for Galaxy Entertainment Group, in which he discussed the shifting demographics of the Macau customer base and challenged industry suppliers to step up and play their part in diversifying the city’s gaming offerings.

MGS澳門休閒科技展四年來首次以線下形式回歸，於11月14日至15日一連兩日假銀河國際會議中心舉行展會及高峰論壇。

本屆澳門休閒科技展於全新場館銀河國際會議中心舉行。該場館由於疫情等因素延遲至今年早些時候剛剛啟用。官方數據顯示，本屆展會總面積約4,000平方公尺，共吸引約25家展商及逾3,500名參觀人士。

2023年MGS澳門休閒科技展以「睽違三年再秀澳門」為主題。主辦方澳門娛樂設備廠商會主席陳捷在盛大開幕儀式上致詞，並歡迎了包括政府政要、澳門六家綜合休閒企業代表，及其他行業人士的嘉賓的共襄盛舉。

由《亞博匯》籌備的MGS澳門休閒科技高峰論壇尤其引人矚目，論壇安排多個備受矚目的主題演講、專題討論等環節，探討了可能影響亞洲博彩產業的諸多關鍵問題。



TRADE EVENTS

“Only four game themes won’t allow the market to grow”, Kelley said, adding, “I am challenging all the manufacturers here today to embrace the opportunity to continue to support the development of gaming products that will facilitate the future. Rest assured if you guys develop more games that work, all of us operators will buy them.”

This was followed, aptly enough, by a suppliers’ panel featuring representatives of

Aristocrat, Interblock, Light & Wonder and LT Game, before GLI’s Ian Hughes delivered a presentation on the development of artificial intelligence and potential use cases across the industry.

The afternoon session of MGS Summit began with an Operator’s Panel featuring representatives of Macau’s six concessionaires. Among them was SJM’s Chief Operating Officer – Gaming and Hospitality, Frank McFadden, who outlined

his thoughts on the Macau SAR Government’s efforts to diversify the economy by stating matter-of-factly that it shouldn’t be up to operators alone to shoulder the burden.

Instead, he called for the development of a “visitor experience ecosystem” in order to remove unnecessary impediments to attracting international tourists.

Specifically, he pointed to issues such as Macau traffic, the lack of a reliable taxi service



來自澳門六間博企的代表齊聚營運商討論環節
Representatives of all six Macau concessionaires took part in an Operator’s Panel

11:25-12:20
 供應商專題討論
 SUPPLIER PANEL

開幕致辭	11:00	OPENING REMARKS
主題演講	11:05	KEYNOTE ADDRESS
供應商專題討論	11:25	SUPPLIER PANEL
「釋放人工智慧」	12:20	AI UNLEASHED
午餐時間	13:00	NETWORKING LUNC
營運商專題討論	14:20	OPERATOR PANEL
茶歇	15:20	AFTERNOON TEA
博彩業界演講	15:40	GAMING TRENDS
PIGO問答環節	16:20	PIGO Q&A
開幕致辭	16:55	CLOSING REMARKS
峰會結束	17:00	SUMMIT CLOSE
TIP	18:00	THE INDUSTRY PART



峰會以銀河娛樂集團首席營運總監（澳門）祁嘉杰的主題演講拉開序幕
 Galaxy's COO – Macau, Kevin Kelley, delivered the Keynote Address at MGS Summit

峰會以銀河娛樂集團首席營運總監（澳門）祁嘉杰的主題演講拉開序幕。他在演講中探討了澳門客戶群人口結構的變化，並敦促行業供應商在推動澳門博彩產品的多元化方面發揮更大的作用。

「僅關注四種遊戲主題並不會令市場增長。」他說道：「我今天在這裡向在座的所有製造商提出挑戰，希望他們抓住機會，繼續支持遊戲產品的開發，這將有利未來的發展。請放心，只要你們開發出更多成功的遊戲，我們營運商都會購買。」

來自Aristocrat、Interblock、Light & Wonder和樂透遊戲的代表在專題討論環節，探討了娛樂設備供應商機遇與挑戰。而來自GLI的Ian Hughes則在另一環節就人工智能的發展和行業潛在使用潛力進行了簡介。

高峰論壇當日下午的議程匯聚了來自澳門六間博企的代表，圍繞著「開拓新澳門」的主題各抒己見。其中澳娛綜合度假股份有限公司博彩及酒店服務首席營運總監麥輝靈，發表了他對澳門特區政府努力發展經濟多元化的看法，並表示，此舉不應由營運商獨自承擔這一責任。

反之，他呼籲打造「遊客體驗生態系統」，以消除吸引國際遊客（在澳旅遊）可能面臨的障礙。他更具體指出，澳門複雜的交通、匱乏的計程車服務、直飛澳門的航班欠缺商務艙等問題，是未來發展所需考慮的關鍵因素。



亞博匯執行編輯本思齊（左）及Tecnet Asia總裁Suat Sirin
L to R: IAG's Ben Blaschke talks PIGO with Tecnet Asia's Suat Sirin

and the absence of business class seats on direct Macau flights as key considerations moving forward.

The government in cooperation with academia and industry experts must "identify all of the elements that make up the ecosystem ... to create a harmonious and coordinated activity to create an atmosphere conducive to Macau becoming a [tourism hub] ... and this still needs a lot of work," he said.

Professor Wang Changbin, Director of the Centre for Gaming and Tourism Studies at

Macao Polytechnic University, delivered a talk on how Macau's concessionaires can broaden Macau's tourism appeal to new international customers, and where they might find them. Then the day wrapped with a well-attended discussion between IAG's Ben Blaschke and Tecnet Asia's Suat Sirin on the rise of the Philippines' PIGO industry.

Many attendees of MGS were also invited to IAG's new networking event The Industry Party on the Tuesday night of the show, held at Oasis at Galaxy Macau. iag

他表示，政府須與學術界和業界專家合作，指出：「打造構成生態系統的所有要素.....協同努力，營造有利於澳門成為（世界旅遊休閒中心）的氛圍.....這仍然需要大量努力。」

澳門理工大學博彩旅遊教學及研究中心主任王長斌，就澳門的承批公司如何擴大澳門旅遊業對新國際旅客的吸引力及可能的客源地進行了探討。而《亞博匯》執行主編本思齊及Tecnet Asia Inc總裁Suat Sirin以精彩的、有關菲律賓正在崛起的PIGO的產業所進行的對談結束是次高峰論壇。

澳門休閒科技展的諸多與會者亦受邀於當晚參加了假澳門銀河綠洲宴會廳舉辦的《亞博匯》全新社交活動「The Industry Party」。iag



Congratulations on
the 24th Anniversary of
the Establishment of
Macao SAR

MELCO
新濠



火熱派對

MGS澳門休閒科技展舉辦期間，共有逾200人齊聚澳門銀河綠洲宴會廳，享受輕鬆的社交之夜。



A HOT TIP

The Industry Party saw more than 200 people come together at Oasis at Galaxy Macau during MGS to enjoy a night of relaxed networking.

TRADE EVENTS

One of the highlights of the recent MGS Entertainment Show in Macau was the return of *Inside Asian Gaming's* popular networking event The Industry Party (TIP).

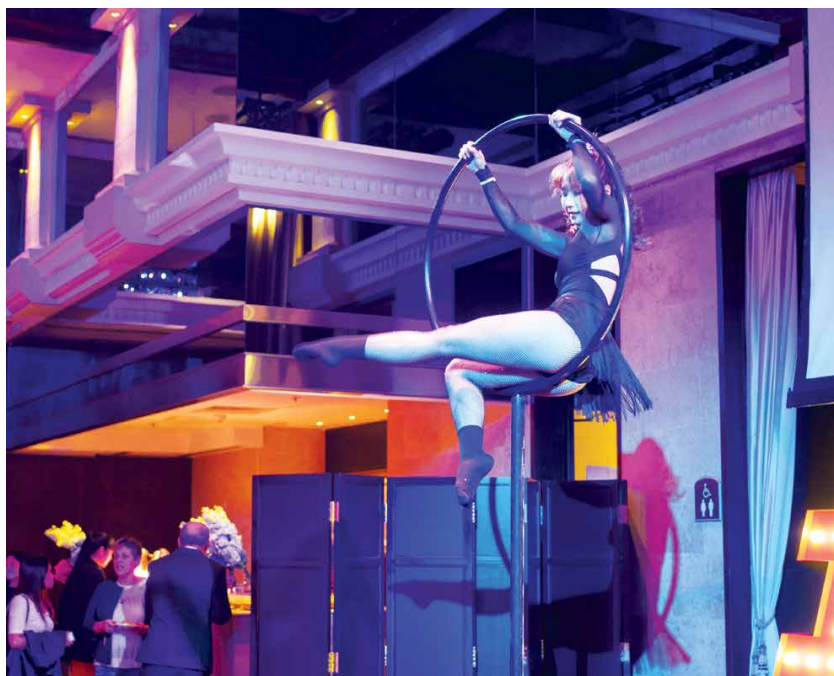
Created earlier this year to represent the interests of industry suppliers during major gaming trade shows held in Macau, this was the second

edition of TIP after it made its debut during G2E Asia in July.

Endorsed by MGS, this latest edition was held in the expansive surrounds of Oasis at Galaxy Macau, just a short walk from the MGS venue at Galaxy International Convention Centre.

More than 200 people, including some of the Asian gaming industry's most senior executives, attended for an





近期舉行的MGS澳門休閒科技展的亮點之一，是《亞博匯》廣受歡迎的社交活動「The Industry Party」(TIP)的回歸。

TIP於今年早些時候創建，旨在在大中型博彩業貿易展舉辦期間為行業提供一個進行大型社交活動的機會。是次TIP是繼7月在亞洲國際娛樂展期間首度舉辦之後的再度亮相。

本次活動已獲MGS澳門休閒科技展的官方認證。舉辦地澳門銀河綠洲宴會廳，提供極具風格、輕鬆愜意的室內外場地，距離澳門休閒科技展的舉辦地澳門銀河國際會議中心僅數步之遙。

當晚參與活動的人士超過200人，其中包括亞洲博彩業界的資深高管。貴

TRADE EVENTS



賓們在熱鬧的娛樂表演（Yedda和Amy的K POP舞蹈、Yedda的鋼管舞表演及Cindy的DJ表演）、美食佳釀的相伴下與業界同仁盡興交流。

再度向當晚的所有贊助商表示衷心的感謝，包括鑽石贊助商 Light & Wonder、白金贊助亞洲先鋒娛樂、Aristocrat Gaming 和樂透遊戲，以及金級贊助 Jumbo、Konami、Paltronics 和 Spintec。

TIP目前已經在籌備2024年的活動。iag



evening of lively conversation mixed with some local entertainment and of course a generous offering of canapes and drinks.

Entertainment included K-pop dance by Yedda and Amy, a lyra pole dance by Yedda and DJing throughout by Cindy.

A huge thankyou to all of our sponsors for the evening, including Light & Wonder as Diamond Sponsor, Platinum Sponsors Asia Pioneer Entertainment, Aristocrat Gaming and LT Game, and Gold Sponsors Jumbo, Konami, Paltronics and Spintec.

TIP is planned to return in 2024. iag



Warmest Congratulations
on the

24

Anniversary of Macao's
Return to the Motherland 24th

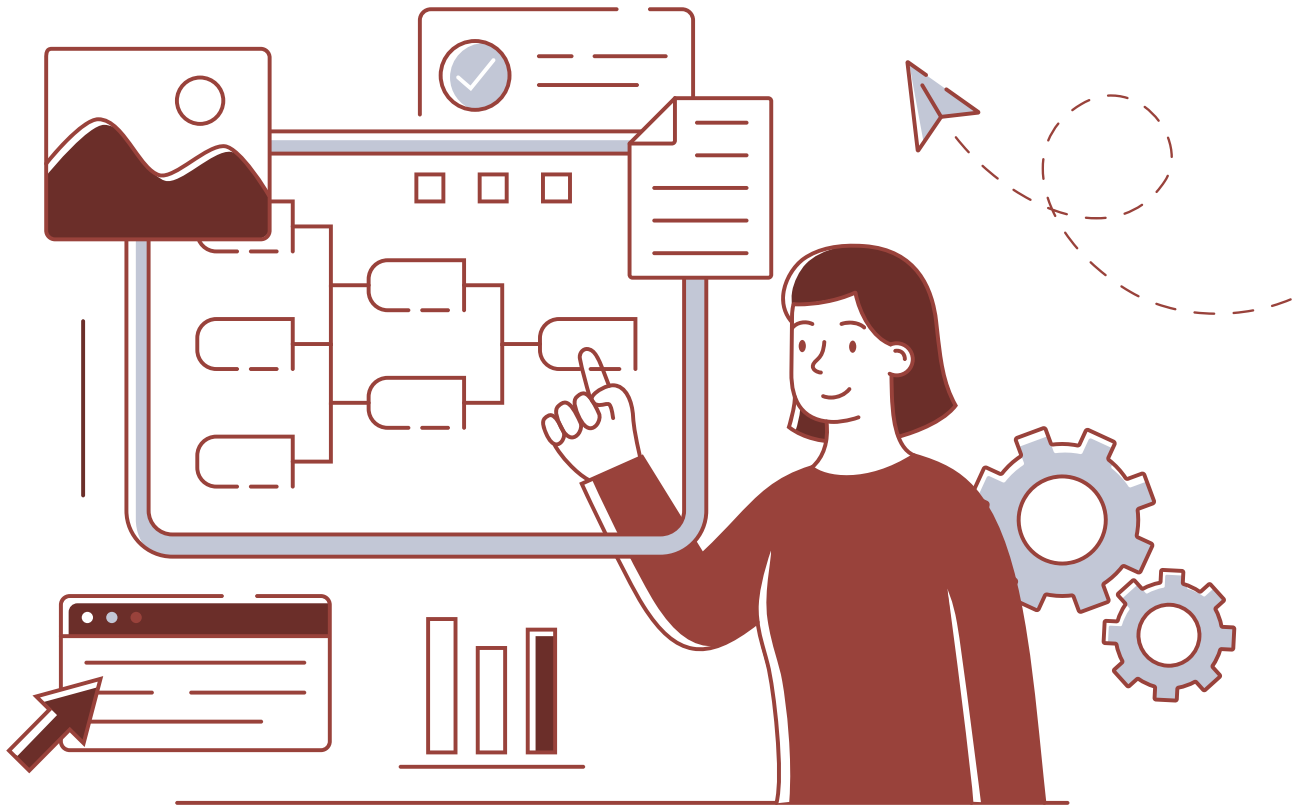
熱烈祝賀

澳門回歸祖國24周年



澳門彩票有限公司

macau-slot.com



ORGANIZATIONAL CHANGE MANAGEMENT PRACTICES IN CASINOS

In Article 5 of this six-part series about internal and external CRM and organizational change management in casinos, Charlie Mai explains the application of organizational change management in a case-study casino in Australia.



組織變革管理在賭場的實踐

在這討論賭場內部和外部客戶關係管理及內部組織變革管理的文章系列的第五篇中，Charlie Mai將深入淺出地剖析組織變革管理如何於一間被研究的澳洲賭場中被應用。

By 文 **Charlie Mai**



Charlie Mai is a senior corporate practitioner and researcher with 25 years of experience in sales, marketing, services, operations and change management across business sectors and industries, including casinos, integrated resorts, hospitality, FMCG and manufacturing in Australia and overseas. Charlie holds a Doctor of Business Administration degree, a Master of International Business, and Bachelor degrees in Foreign Trade and Computer Science.

Charlie Mai是一位資深的企業實踐者和研究者，在商業領域和不同行業的銷售、市場推廣、服務、營運和變革管理方面擁有25年經驗，包括在澳洲及其他地區涉足賭場、綜合度假村、酒店、快速消費品和製造業等行業。Charlie Mai擁有工商管理博士學位、國際商務碩士學位，以及外貿和電腦學士學位。



如其他澳洲的賭場一樣，這間被研究的賭場，經歷了領導層、組織文化及營運架構等

方面的大變革。該企業在變革方面的願景，就是要把注意力從產出放到員工及客戶身上。可是，要真正把這種專注於客戶的取態化成行動，就需要前線員工的投入，因為他們才是直接與客戶互動的人。

該賭場決定改變其願景的原因，是由於員工投入度低及賭場內各部門缺乏相互協作，最後導致各種困難。這些衍生出來的問題，最後令到客戶體驗受到影響，並且阻礙增長。

要達成這個變革的願景，該被賭場的變革目標就包括提升員工參與度，以

及增加他們的能力和各人之間的協作。這些目標的達成程度，均以員工投入度及顧客滿意度作量度。

為了達到這些變革目標，被研究的賭場就採用了結構及文化改變這些策略，並且規劃出一個長達六年的變革過程，當中頭三年主要針對前線管理層，後三年就把更多的注意力放在前線員工身上。變革的第一年主要是發展和計劃並且起用這個變革；第二年就是將其嵌入架構之中；第三年是明晰角色；第四、第五及第六年則是在各層級的變革及增長。

為了落實這個變革策略路線圖，該賭場就專注在七個重要的變革管理因素之上：聯合、變革分析及計劃、諮詢、傳遞變革過程的相關資訊、提升能力、協作和對於變革的全面接受。

Like other casinos in Australia, the subject of this case study underwent transformational changes in its leadership, organizational culture and operational structures. Its change vision was to shift from product-focus to employee-customer-focus. However, to deliver this customer focus requires frontline employees' engagement because they directly interact with customers.

This vision of change resulted from the challenges of low employee engagement and lack of collaboration between the casino's business units

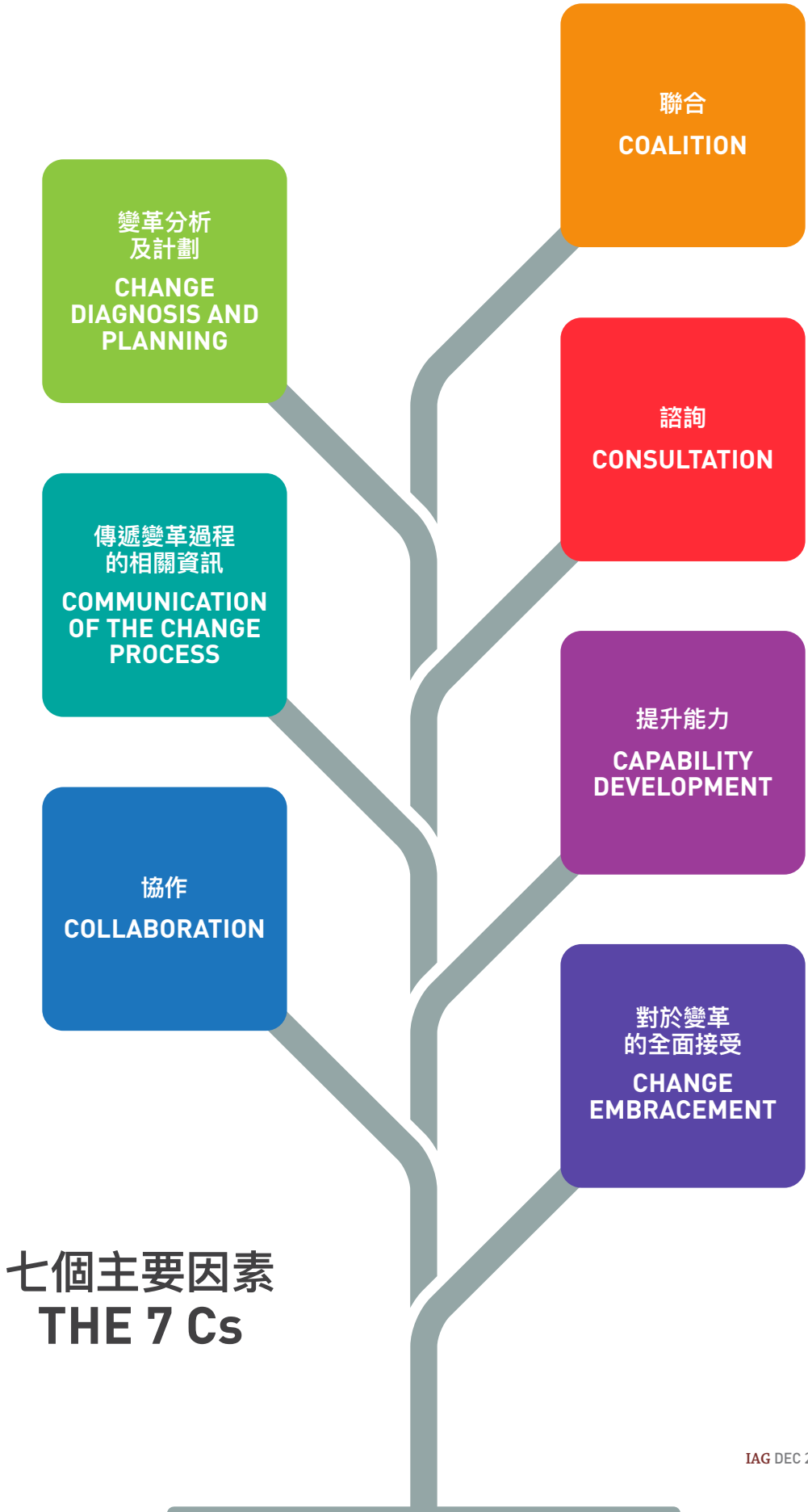
that in turn affected customer experience and created challenges for growth.

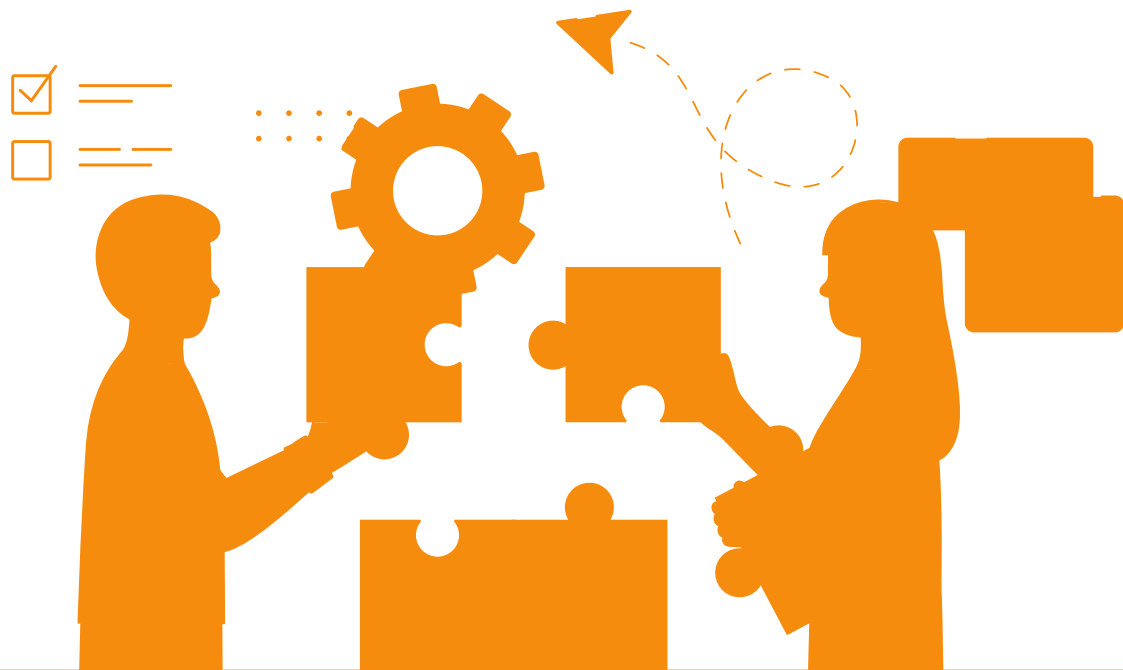
To realize the vision of change, the case-study casino's change objectives were to lift employee engagement and to increase their capability and the collaboration among them. These objectives were measured against employee engagement and customer satisfaction scores.

To achieve those objectives of change, the case-study casino employed structural and cultural change strategies. A six-year change journey was carefully mapped out. The first three years targeted at frontline

management and the last three years were more frontline staff members. Year 1 was about development and planning and introducing the change; year 2 was embedding the structure; year 3 was about role clarity; and years 4, 5 and 6 were about change and growth at all levels.

To implement this change strategy roadmap, the case-study casino focused on implementing seven key change management factors (the 7 Cs): coalition, change diagnosis and planning, consultation, communication of the change process, capability development, collaboration, and change embracement.





COALITION

Successful change management requires a full commitment and support from top management. To secure such commitment and support, the case-study casino formed a guiding coalition. This coalition comprised a project sponsor (CEO), a steering committee (executive team), a project manager (a corporate HR manager), and working groups (other senior managers and external consultants).

聯合

成功的變革管理，需要最高管理層的全程投入及支持。為了取得如此程度的投入及支持，被研究的賭場就成立了一個指導聯合體。這個聯合體由項目發起人（行政總裁）、掌舵委員會（決策團隊）、一名項目經理（一名企業人力資源經理），還有各工作小組（其他資深管理者及外部顧問）組成。

CHANGE DIAGNOSIS AND PLANNING

Also, a detailed and careful risk assessment and change readiness diagnosis was conducted before the decisions of change were made. Therefore, many “what if” scenarios and detailed project plans and key milestones were in place. Also, the use of external consultants ensured all perspectives including industrial relations, project management and change management perspectives were well covered.

變革分析及計劃

同樣，一個詳細及審慎的危機評估和對於變革準備程度的判斷，均會在變革的決定被作出前進行。因此，很多應付各種狀況及詳細的項目計劃，還有主要的階段目標，均會被設立。另外，委託外部顧問可以確保包括僱員關係、項目管理及變革管理等各方面，均得到適切關注。

CONGRATULATIONS ON
THE 24TH ANNIVERSARY OF
THE ESTABLISHMENT OF MACAU SAR



星際酒店
StarWorld Hotel



WWW.GALAXYENTERTAINMENT.COM

CONSULTATION

There was a high level of anxiety around change management in the case-study casino. People's initial reaction was: "Well how does it impact me?". Therefore, consultation was critical to ensure the right level of support and encouragement for impacted people to be able to express their feelings, opinions and emotions, and more importantly to feel comfortable with the change. Consultation not only helped to engage key stakeholders and get them on board with the change, but also ensured a smooth transition during the change process that did not cause any major interruptions to the continuity of the business.

諮詢

在被研究的賭場內，變革管理引起了很大的焦慮。人們一開始的想法大概是：「這到底會如何影響到我？」因此，諮詢就成了至關重要的手段，向受影響的人提供支持及鼓勵，讓他們可以表達他們的感受、意見及情緒，還有更重要的，就是讓他們對於變革感到舒適自在。諮詢不僅能夠幫助接觸主要的持份者，令他們一同參與變革，更能夠確保變革過程中的過渡能夠順利進行，不會為業務的持續運作帶來任何嚴重的干擾。

COMMUNICATION OF THE CHANGE PROCESS

Without communication, change management goes nowhere. Communication must be open, transparent, honest, positive and decisive. The process of communication also involves different levels of communications. During the initial phases of the change process, communication was 'less is more' and the message was concentrated on the 'need to know', because people included in the change naturally consider the impact on them, individually. Part of the initial communication was to explain the need for change to employees as well.

Having gone through those initial phases, the case-study casino's communication was more detailed about the impact and benefits of the change and the risks associated with it. The messages of the change were also delivered repeatedly and consistently.

傳遞變革過程的相關資訊

沒有訊息傳遞，變革管理就不會取得任何進展。訊息傳遞必須公開、透明、誠實、正面及決斷。訊息的傳遞本身也有不同的程度之分。在變革的起始階段，與其相關的訊息傳遞均需要「簡而精」，而訊息內容則應該是接收者的「須知」，因為牽涉在變革中的人士，自然都希望考慮變革對他們個人的影響。同時，起始訊息傳遞的其中一部份，應該要向所有員工解釋為何需要進行變革。在經歷該起始階段時，被研究的澳洲賭場把傳遞的訊息，集中於細緻地解釋變革帶來的影響以及好處，還有與變革相關的風險。這些關於變革的訊息，亦被重複地傳遞，並且確保內容一致。

CAPABILITY DEVELOPMENT

One of the case-study casino's change objectives was to develop people management and leadership capability for its frontline managers. Leadership and management capability development for managers was not only to help them perform their job well, but also to deal with their immediate staff well.

Another part of increasing leadership and management capabilities was role clarity. That role clarity came down to management focus and management alignment across levels as a two-way contract.

提升能力

被研究的賭場進行變革的其中一個目標，就是要提升其前線管理層的人員管理及領導能力。提升前線管理層的人員管理及領導能力，不單止是幫助他們更好地執行職務，亦是希望他們可以很好地應對其直屬下屬。

提升人員管理及領導能力的另一個目的，就是要令各人的角色更加清晰。其細分下來的，就是要在各層級建立一個專注於並緊貼著管理層的雙向共識。

COLLABORATION

Similarly, another objective of the case-study casino was to increase collaboration across its business. Indeed, the change of focus from product focus to employee and customer focus required collaboration across the business. The silo-based organizational structure had to be replaced with an employee and customer focus so the business units within the organization collaborate rather than compete.

協作

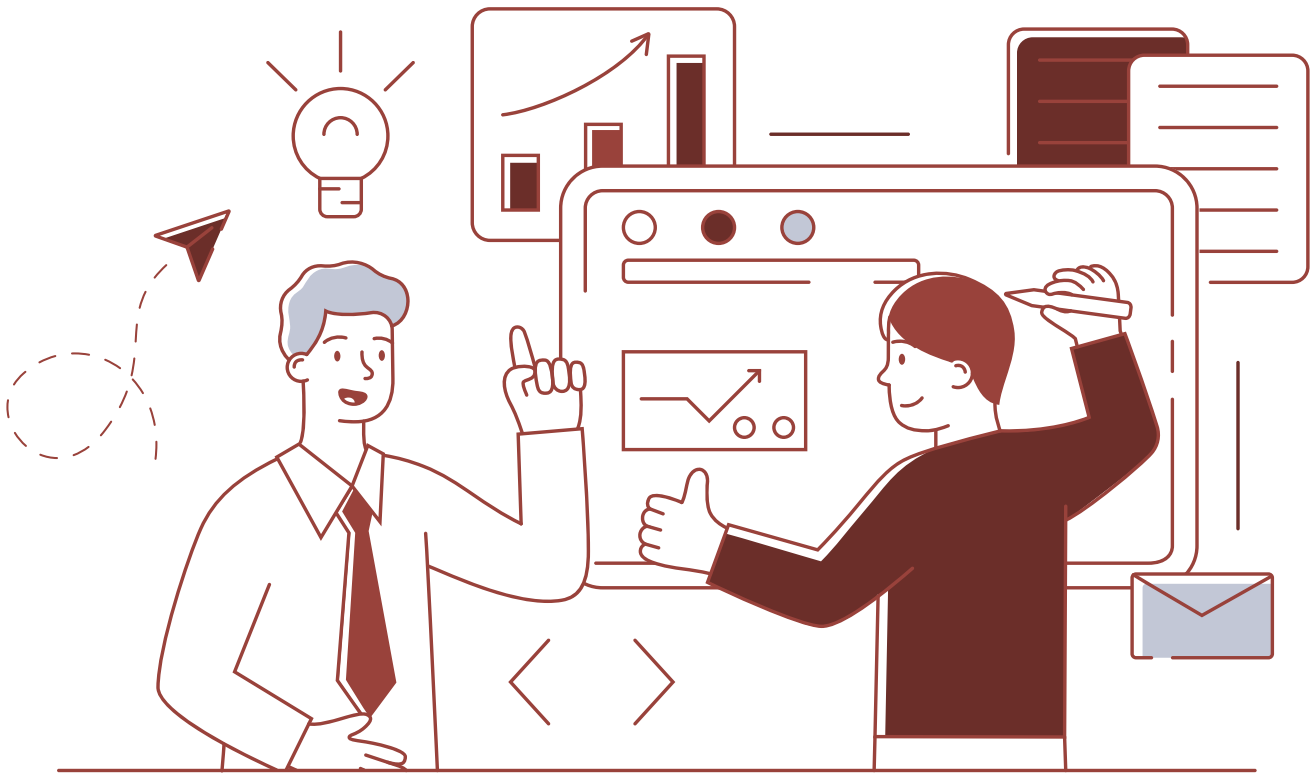
與上述相似的是，被研究的賭場的其中一個目標，就是要提高其各部門的相互協作程度。事實上，要把注意力從產出轉而投向員工及顧客，就需要內部通力合作，並且把從前那種各自為政的「獨立穀倉型」組織架構，轉變成一個專注於員工及顧客的架構，讓機構內各部門能夠以協作而非競爭的心態互動。

CHANGE EMBRACEMENT

Finally, successful change management required that staff embrace the change. The end game is to get frontline staff engaged and on board with the journey of the change.

對於變革的全面接受

最後，要成功進行變革管理，就需要員工全面接受變革。最後的一步，就是要令前線員工投身變革的征途。



簡單來說，組織變革管理的倡議有被落實到在被研究的澳洲賭場內的各個部門。可是，這些變革管理倡議的成效卻不盡相同。一些部門成功地管理變革，提升了員工及顧客的投入度及滿意度，同時增強內部及外部持份者的協作程度。可是，有些部門卻依然停留在他

In brief, organizational change management initiatives were implemented across business units of the case-study casino. However, the outcomes of these change management initiatives varied. Some business units successfully managed change to lift their employee and customer engagement and satisfaction scores as well as enhance their collaboration

們變革管理過程的最初幾個步驟。

總體而言，這討論賭場內部和外部客戶關係管理，以及內部組織變革管理的文章系列的第五篇文章，展示了組織變革管理如何在澳洲一間被研究的賭場中被落實，當中與「人」有關的問題都成了變革管理的成敗關鍵所在。這些問

with internal and external stakeholders, whereas some were still in the early stages of their change management process.

In summary, this Article 5 of the series of articles about internal and external CRM, and organizational change management in casinos, showcased the implementation of organizational change management in a case-study

題將會於另一篇特別文章中被討論到。這文章系列的第六篇文章也會對其有所涉獵。該第六篇文章同時也會帶來賭場內部及外部客戶關係管理的一個綜合模型，以及該模型如何在被研究的澳洲賭場中被落實。iag

casino in Australia. People-related issues have emerged as the biggest cause for the success or failure of change management. These people-related issues will be addressed in an additional special article and again in the final Article 6 which presents the integrated model of internal and external CRM change management in casinos and its application in the case-study casino. iag

負責任博彩推廣 **2023**
 Responsible Gambling Promotions
 Promoção do Jogo Responsável
 2023/09/01 - 12/31

主動 求 助 贏 得 未 來

Seeking Help for
 Winning the Future
 Procurar ajuda
 para ganhar o futuro

查詢

Informações

☎ **88224184**

🌐 <https://www.um.edu.mo/iscg>

✉ gaming@um.edu.mo

**24小時
 賭博輔導熱線**

Linha Aberta de 24 horas para o
 Aconselhamento da Problemática do Jogo

☎ **28230101**

**『自我隔離』
 查詢熱線**

Linha Informativa para o
 Pedido de Auto-Exclusão

☎ **83973286**

🌐 <https://www.dicj.gov.mo>

**『自我隔離』
 網上預約二維碼**

Marcação prévia Online
 para pedido de Auto-Exclusão



主辦單位 Entidade organizadora



支持單位 Entidade de apoio



協辦單位 Entidade co-organizadora (排名不分先後)



合作單位 Entidade colaboradora



活動詳情

Informações detalhadas
 das actividades

IOS



Android



國內安卓



十年之前

中國症候群

為慶祝報道亞洲博彩及休閒產業滿18週年，《亞博匯》特籌劃此專欄，現在讓我們一起回顧10年之前的這篇封面故事《中國症候群》，重溫2012年11月的新聞！

文 本思齊

10 YEARS AGO

China Syndrome

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, "China Syndrome", to rediscover what was making the news in December 2013!

By **Ben Blaschke**

COVER STORY



Echo is pledging up to \$1 billion on a new Treasury Hotel & Casino in Brisbane if it can relocate into a redeveloped government district.

China Syndrome

A new front has opened in the war between Crown Resorts and Echo Entertainment for control of Australia—Queensland—and they're not the only ones eyeing the state's potential as a magnet for the lucrative Asian tourist market

Back in July, James Packer went on "Financial Review Sunday" on Australia's Nine Network, which he used to own, to make Crown Resorts' pitch for a gaming license in Brisbane. Flush with victory, having just muscled into Sydney, Echo Entertainment's home turf, he now was on national television assailing his rival's vulnerable northern flank. Treasury Casino & Hotel has made a hash of its monopoly of the country's third-largest city, the billionaire contended—a "terrible" job, he said—"The quality of the properties in Surfers Paradise and Brisbane is a disgrace."

John Redmond, Echo's chief executive, has been in the industry more than 25 years, long enough to recognize his company has to concede a portion of this brutal assessment. A Las Vegas veteran who held senior positions at the old Caesars World and at MGM Grand and MGM Mirage, he's also been around long enough to know what he's got in Brisbane and what it earns from 80 tables games, 1,300 or so EGMs and 128 hotel rooms housed in a listed building that cannot be altered or expanded and argues that granting a second license would be a serious wrong turn. As he's put it, "We are not Singapore."

He's been on a public relations offensive of his own since joining the company last fall, the second rank to hold the job in as many years, and it's there—that "Echo holds the key"—comes with a promise to turn things around in Queensland with A\$1.5 billion in fresh investment—\$700 million-\$1 billion of it in Brisbane—and an assurance that if he's allowed to move Treasury out of its few blocks away he'll make of it a world-class facility that will put Brisbane on the international map.

On the condition, that is, that Echo

INGDE ASIAN GAMING | December 2013

COVER STORY



Treasury Hotel & Casino in Brisbane

Jupiters Hotel & Casino on the Gold Coast

The Reef Hotel Casino, Cairns

Queensland in the year through June—its Jupiter-branded resorts included, one in Sea in Townsville—was \$643.6 million, down about 4%. The EBITDA hit for the year totaled \$15.2%. Weakness was apparent in the mass market, with slot revenue falling 2.5% against the previous year, and in VIP where volumes were down a telling 19%.

"We don't have a compelling enough offer to attract people," is how Mr Redmond explains it. "You need to build or develop something at a scale that allows you to compete with the rest of the world."

This is Mr Packer's case for Brisbane precisely. It's the same argument that got him into Sydney. Few would be surprised if it doesn't win him Brisbane, too. Basically, the family of the media empire Kerry and Frank Packer spent more than half a century necessary one," as he justified it in a speech in Canberra last October before a friendly audience of tourism, aviation and transport leaders.

"When I look at business opportunities over the coming decade," he told them, "I see Australian tourism as one of the industries that will benefit most from the booming middle class in China and across Asia."

For the powers that be in Queensland that had to sound very much like music, as doubled: it did to their counterparts earlier this year in New South Wales.

Ideas by the Billions

Queensland is a resource-rich state that has always depended on exports of minerals, agricultural products and tourism, and they've all been down more than up the last five years. The strong Australian dollar hasn't helped. And it is the most indebted state in Australia as a result, with a current deficit estimated at more than \$7 billion. Gross state product grew only 0.2% in 2010-11, a period marked by widespread flooding and Category 5 cyclone. The economy bounced back to 4% growth last year, but overseas sales, of mining products particularly, were down year on year, residential construction has fallen by double digits, and growth in household consumption has been tepid, tracking at less than 1%.

Mr Redmond is doing a pretty straightforward job in courting government with the reality of what the state is, not. Then there's Mr Packer offering a vision, however vague, of what it can become. So he comes off as a big-idea guy, and they've been popping up all over Queensland lately. Hong Kong financier Tony Fung wants to build a \$4 billion resort with a man-made lake, a reef lagoon and the world's largest aquarium on a patch of

offer you develop that with d," tive.

stered with animatronic locate. Mayor Pacific Ocean in mind about in Queensland, in a sluggish sino incumbent re revenues?

ts to build and the of tropical r Aquis, as luxury hotel golf course, rger than

December 2013 | INGDE ASIAN GAMING

It seems rather apt, given the subject matter of this article, that Australia's Star Entertainment Group will in just a few months' time open its AU\$3.6 billion (US\$2.3 billion) Queen's Wharf Brisbane development.

Queen's Wharf is Star's holy grail – a new flagship from which its existing properties, The Star Sydney and The Star Gold Coast, will follow, and perhaps, a much-needed pathway out of the muck it has found itself in these past two years. At the very

least it will give Star something to crow about rather than its more recent experience of living on the defensive.

But rewind a decade and the question of who would seize control of Southeast Queensland's casino industry was very much up in the air.

In our December 2013 cover story, titled "China Syndrome", we delved into the war between Star – then known as Echo Entertainment – and James Packer's Crown Resorts for the battleground of Queensland,

本文的主題，在澳洲星億集團將在未來數月內開放其投資36億美元的Queen's Wharf Brisbane項目的背景下，顯得尤為貼切。

皇后碼頭是星億集團繼The Star Sydney及The Star Gold Coast之後的全新的旗艦項目，亦或許是星億擺脫過去兩年所陷困境的繼續通道。至少，這會為星億帶來一些值得稱道的事務，而非其最近那樣一直處於的守勢。

不過，時間倒退至10年前，誰將控制昆士蘭東南部賭場產業的問題仍未有定論。

在我們2013年12月題為《中國症候群》的封面故事中，我們深入研究了彼時名稱為Echo Entertainment的星億及James Packer的皇冠度假村之間爭奪昆士蘭戰場的戰爭。當時昆士蘭被視為對亞洲旅遊市場極具吸引力的地方。

Packer直至近期才取得了對Echo的重大勝利，儘管遭到國內競爭對手的抗議，其還是獲得了在悉尼打造第二間賭場Crown Sydney的牌照。之後其將目光

“
Packer直到近期才獲得在悉尼建造第二家賭場的牌照，進而取得對Echo的重大勝利……現在，他也將目光投向了昆士蘭州。
Packer had only recently secured a significant victory over Echo by securing a license to build a second casino in Sydney ... now he had his sights set on Queensland as well.
”

10 YEARS AGO

which was at the time seen as an attractive lure for the Asian tourist market.

Packer had only recently secured a significant victory over Echo by securing a license to build a second casino in Sydney – today known as Crown Sydney – despite protestations from its main domestic rival. Now he had his sights set on Queensland as well, where Echo operated two casinos in Brisbane’s Treasury Casino & Hotel and Jupiter’s on the Gold Coast.

In various television appearances at the time, Packer accused Echo of messing up its monopoly license in Brisbane and failing to do much about its ageing Gold Coast property either, stating, “The quality of the properties in Surfers Paradise and Brisbane is a disgrace.”

Echo’s response via its then CEO John Redmond was that Brisbane was too small to welcome a second license holder – “We’re not Singapore”, he said – while promising to invest around

AU\$1.5 billion into its Queensland properties – most of it in Brisbane.

Echo would, he explained, develop “a world-class facility that will put Brisbane on the international map.”

As it turns out, the time for that is now.

In 2015, it was announced that Echo had won the race to develop a new casino in Brisbane – aided by a partnership with two Asian business giants in Far East Consortium and Chow Tai Fook Enterprises. This partnership



Queen's Wharf Brisbane項目將於2024年4月開業
Queen's Wharf Brisbane is due to open in April 2024

sees both FEC and CTFE hold 25% stakes in the AU\$3.6 billion Queen's Wharf Development which is set to transform the cityscape of Australia's third largest city. Treasury, for its part, will be no more.

A few months after securing its Brisbane license, in November 2015, Echo officially changed its name to Star Entertainment Group in order to bring its properties under a single branding. Sydney's Star City soon became The Star

投向了昆士蘭州，在那裡，Echo在布里斯班的Treasury Casino & Hotel和黃金海岸Jupiter經營兩間賭場。

當時，Packer在各種電視節目中指責Echo擾亂了其在布里斯班的壟斷牌照，同時並沒有對老化的黃金海岸物業採取太多措施，他表示：「布里斯班的物業質量配不上衝浪者天堂的名頭。」

Echo時任行政總裁John Redmond回應道，布里斯班太小，不歡迎第二個牌照持有者。他說：「我們不是新加坡。」同時承諾向其昆士蘭地產投資約15億澳元，其中大部分位於布里斯班。

他解釋說，Echo將開發「世界一流的設施，讓布里斯班躋身國際版圖」。

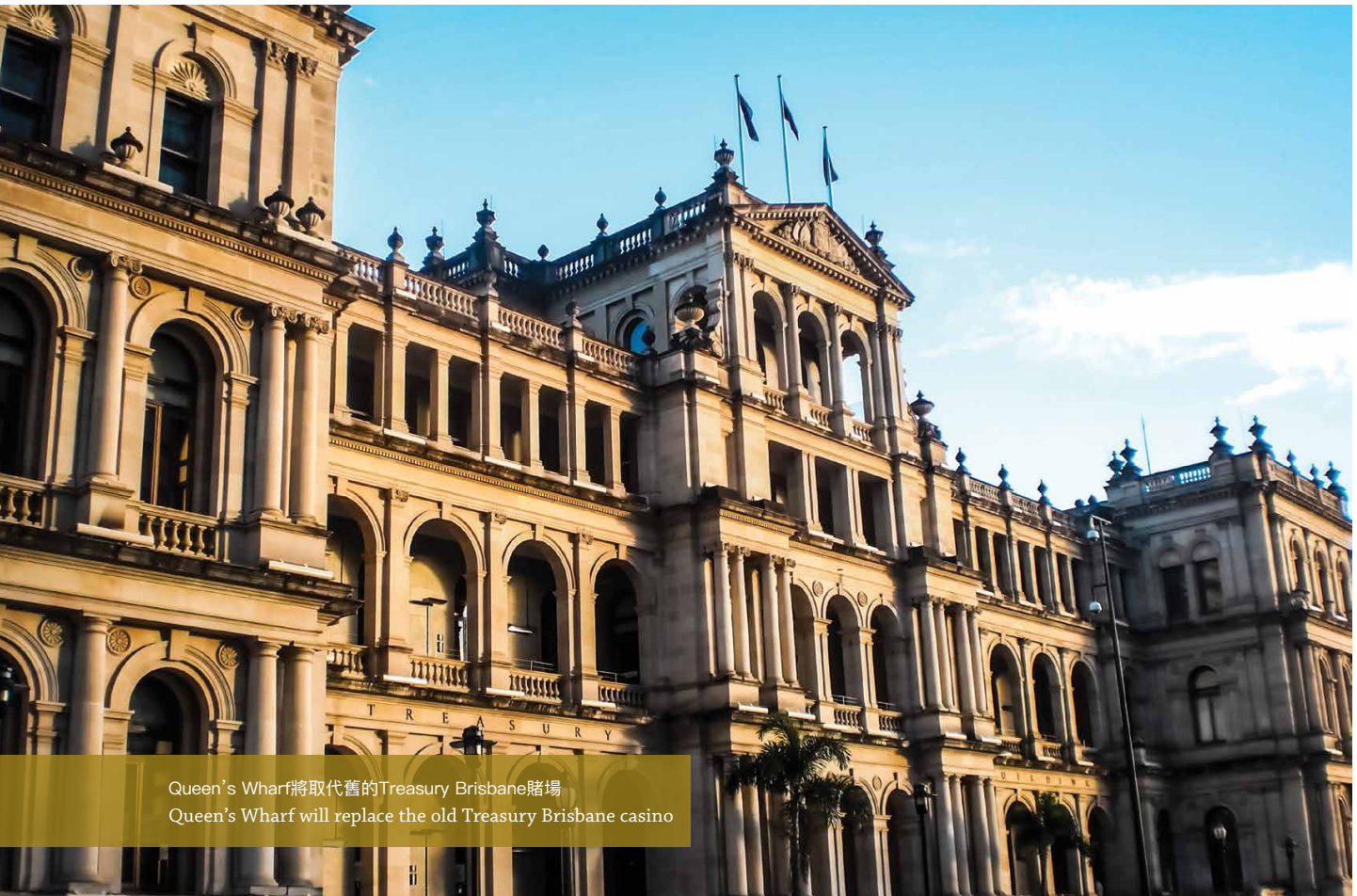
事實證明，現在正是時候。

2015年，在和遠東發展和周大福這兩家亞洲商業巨頭的合作下，Echo贏得了在布里斯班開發新賭場的競標。此次合作的財團中，兩間亞洲企業在投資36億澳元的皇后碼頭開發項目，各佔25%的股份。這一項目將改變澳洲第三大城市的城市景觀。

在獲得布里斯班牌照幾個月後，Echo於2015年11月正式更名為星億集團，以便將其旗下所有產業納入統一品牌。悉尼的Star City很快更名為The Star Sydney，Jupiter也變更為The Star Gold Coast，後者正在進行大型且持續的升級。



The Star Gold Coast



Queen's Wharf將取代舊的Treasury Brisbane賭場
Queen's Wharf will replace the old Treasury Brisbane casino

Sydney and Jupiter's The Star Gold Coast, with the latter undergoing a significant and ongoing redevelopment of its own.

Despite the regulatory woes it continues to face nationwide, Star is pushing ahead with an AU\$2 billion Gold Coast masterplan that will see up to five new hotel towers developed at The Star Gold Coast. Having successfully fought off a push by the state government to issue a second Gold Coast casino license, Star is currently

nearing completion of the second of these towers which when fully functional will feature multiple new bar and restaurant precincts, increased entertainment and retail options and extensive new resort facilities.

But it is Brisbane that will become Star's new flagship in April, even if a legal battle with its developer and China's crackdown on citizens travelling overseas to gamble loom as major headaches. Time will tell if Star's own big gamble pays off. iag

儘管在全澳洲範圍內持續面臨監管困境，星億仍在推進一項耗資20億澳元的黃金海岸總體規劃，該項目計劃在The Star Gold Coast內開發多達五座新酒店大樓。在成功抵制惡當地政府發放第二張黃金海岸賭牌的努力後，星億即將完成第二座塔樓的建設，該塔樓功能齊全，待建成後將設有多個新的酒吧和餐廳區、新增娛樂及零售選擇，以及全新度假設施。

今年4月，布里斯班將推出全新旗艦店，但與開發商的法律糾紛，以及中國對公民出國賭博的打擊將是其面臨的諸多挑戰之一。只有時間會證明星億的這一場豪賭能否得到回報。 iag

**Consulting
Communications
Networking and
introductions
Market entry
PR services
Revenue
support**

Video production

Website production

**White paper and
report writing
and much more**



inside asian gaming
iag



BUSINESS SERVICES

**A wide range of services for IR and gaming businesses in the APAC region.
For more information, email Andrew W Scott at ceo@asgam.com.**

EVENTS CALENDAR



ICE[&]
LONDON

2024年2月6日至8日
英國倫敦

6-8 February 2024
London, England



REGULATING THE
G A M E

2024年3月10日至15日
澳洲悉尼

10-15 March 2024
Sydney, Australia



AUSTRALASIAN HOSPITALITY & GAMING
EXPO

2024年3月20日至21日
澳洲布里斯班

20-21 March 2024
Brisbane, Australia



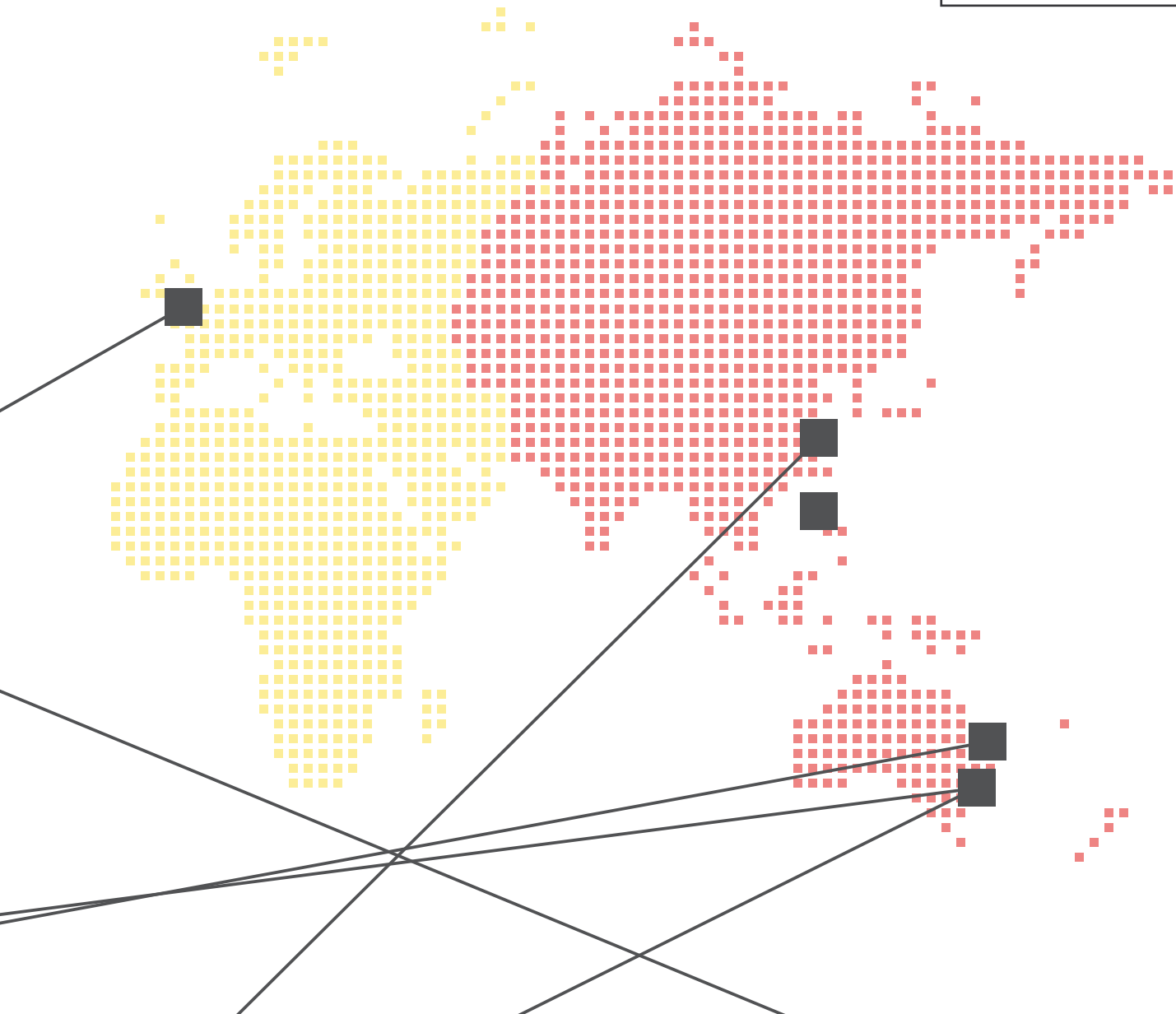
iagr International Association
of Gaming Regulators

2024年5月28日至30日
美國華盛頓特

28-30 May 2024
Washington D.C., USA



活動日程



global gaming expo
G2E ASIA
亞洲國際娛樂展

ufi
Approved
Event

2024年6月4日至6日
中國澳門

4-6 June 2024
Macau, China

AUSTRALASIAN
GAMING EXPO

2024年8月13日至15日
澳洲悉尼

13-15 August 2024
Sydney, Australia

global gaming expo
G2E

2024年10月7日至10日
美國拉斯維加斯

7-10 October 2024
Las Vegas, USA

POWER
亞博匯 50 強

2024年11月1日
待定

1 November 2024
TBC

亞博匯 inside asian gaming iag

環亞博聞，盡匯掌中，始於2005

媒體

每日快訊



《亞博匯》月刊

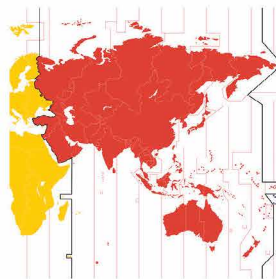


社交媒體



LinkedIn逾26,000訂閱數

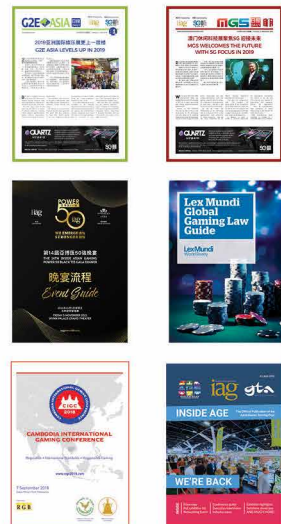
覆蓋亞太地區



- 澳洲
- 柬埔寨
- 北馬里亞納
- 群島自由邦
- 印度
- 日本
- 老撾
- 澳門
- 馬來西亞
- 菲律賓
- 紐西蘭
- 新加坡
- 韓國
- 泰國
- 越南

.....等地

展會及 訂製出版物





卓奕

董事會副主席兼首席執行官



本思齊

執行編輯

行業展會 領先的媒體及 製作合作夥伴



.....等

行業論壇及社交活動籌劃

活動



.....等

可為客戶訂製
專項活動製作服務

商業服務

- 媒體傳播
- 顧問
- 市場准入
- 市場調研
- 社交破冰
- 公關服務
- 營收分析
- 視頻製作
- 網頁製作
- 白皮書及報告撰寫

.....等

歡迎登錄 asgam.com

亞博匯 **iag** inside asian gaming

Your premier source of Asia-Pacific gaming industry news since 2005

MEDIA

Daily news



Monthly IAG magazine



Social media



LinkedIn: 26k followers

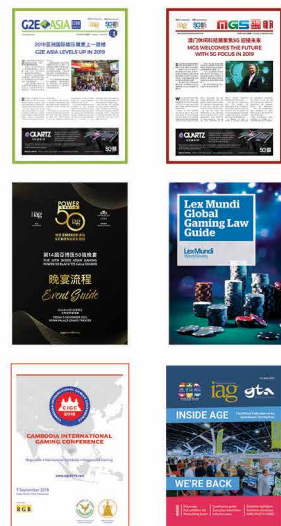
APAC-WIDE COVERAGE



- Australia
- Cambodia
- CNMI
- India
- Japan
- Laos
- Macau
- Malaysia
- Philippines
- New Zealand
- Singapore
- South Korea
- Thailand
- Vietnam

and more ...

SHOW AND CUSTOM PUBLICATIONS





Andrew W Scott

Vice Chairman and CEO



Ben Blaschke

Managing Editor

TRADE SHOW LEAD MEDIA AND PRODUCTION PARTNER



and more ...

*Trade conference
and social event
management*

EVENTS



and more ...

*We organise custom
events for our clients*

BUSINESS SERVICES

- Communications
 - Consulting
 - Market entry
 - Market intelligence
 - Networking and introductions
 - PR services
 - Revenue support
 - Video production
 - Website production
 - White paper and report writing
- and much more ...*

visit us at asgam.com

Since our inception in 1949, Angel has consistently been providing the global market with the best quality playing cards, following our basic policy of Aspiring for perfection.

At present, we are fortunate to call many casinos, our customers, including the leading casinos in Asia and Australia.

We believe that ongoing communication with customers is essential in building a mutual understanding, and ultimately increasing our customers' satisfaction. We hold the same principles for our new and prospective customers, and have started many of our business relationships in this fashion. We place a high value on face to face meetings, to ensure that we provide the highest possible quality, service and security.

Quality

We honestly and diligently strive for zero defects, and as a result, are achieving the lowest defect rate in the industry.

Service

Our sales staff will visit customers on a regular basis, not only to sell things, but to grasp your most up-to-date needs, wants and concerns.

Security

Every day, we work to increase our security through continuous improvements to our facilities, equipment, systems and training.

We are proud that we have never lost business with any major customers that we have started to work with.

We look forward to your inquiries. Our staff will be pleased to visit you to find out more about you and your needs. We would be grateful if you could get to know us better as well.

Aspiring for perfection is in Angel's DNA.



Angel Eye

8-deck Pre-Shuffled Cards

Casino Angel

CASINO QUALITY PLAYING CARDS



Angel Japan Office / japan@angelplayingcards.com
Angel Macau Office / macau@angelplayingcards.com
Angel USA Office / usa@angelplayingcards.com
Angel Singapore Office / singapore@angelplayingcards.com
Angel Australasia Office / australasia@angelplayingcards.com
Angel Philippines Office / philippines@angelplayingcards.com