

亞博匯「Super September」
Aristocrat的Jess Morse
樂透遊戲之崛起

IAG's Super September
Aristocrat's Jess Morse
LT Game on the rise

簡浩龍

皇冠重塑

Ciarán Carruthers

ON CROWN'S ROAD TO

REDEMPTION



第十七屆亞博匯50強正裝晚宴 THE 17[™] ASIAN GAMING POWER 50 BLACK TIE GALA DINNER

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恭候尊駕

2024年11月8日星期五 Solaire Resort North, 菲律賓

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亞博匯早報

《亞博匯》於9月9日至11日在馬 尼拉的新港世界度假村再度舉辦 Jessica Morse暢談其出任澳紐 「Super September」活動系列, 包括「馬尼拉入夜後(Manila Summit」及「IAG Academy Academy IR Awards . .

《亞博匯》與Aristocrat的 區產品策略總監的大小事,以 及該公司為澳洲市場推出度身 訂造產品的努力。

焦點關注

Walker Digital Table Systems行 以澳門為基地的電子博彩機器供 政總裁Stephen Moore 剖釋智能 賭枱所提供的數據如何為賭場營 運商帶來無與倫比的機會以應對 玩家趨勢。

應商樂透遊戲有限公司正準備通 過其全新系列產品和將於本年 開幕的首個菲律賓辦公室席捲 亞洲。

焦點關注

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行業檔案

十年之前

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Jack Curtis: 時代印記

卸甲身退

金海岸的農場一路來到亞洲瞬 了一系列重大挑戰。 息萬變的博彩產業的旅程。

司Simtech的銷售及戰略副總裁 政的時間剩下不到三個月,過 Jack Curtis,分享他從澳洲黃 去五年任期中他帶領澳門經歷

《亞博匯》專訪了LED標牌公 現任澳門行政長官賀一誠所執 為慶祝報導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《高端焦 慮》,重溫2014年10月的新聞!

2.0

COVER STORY 封面故事

重塑之道

在擔任皇冠度假酒店集團行政總裁近兩年之際,簡浩龍向 我們披露了其與團隊是如何令公司擺脫困境,重新恢復適格 性獲得維州及新州監管機構的認可。

ROAD TO REDEMPTION

Almost two years to the day since he first stepped into the daunting role of Crown Resorts CEO, Ciarán Carruthers explains how he and his team managed to lift the company from its knees to return to suitability in Victoria and NSW.



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TRADE EVENTS

IN FOCUS

COLUMNISTS

FEATURES

Together again

Made in Australia

Real intelligence

In the Game

DAILY BRIEFS

IAG hosted its second Super September series at Manila's Newport World Resorts from 9 to 11 September, comprising Manila After Dark, the IAG Academy Summit and the IAG Academy IR Awards.

IAG caught up with Aristocrat's Jessica Morse to find out more about her new role as Director of Product Strategy for ANZ and the company's efforts to tailor products to the Australian market.

WDTS CEO Stephen Moore explains how the data captured by smart gaming tables provides an unparalleled opportunity for operators to respond to player trends.

LT Game is looking to take Asia by storm, with a brandnew catalog of products in the pipeline and its first Philippines office set to open this year.

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INDUSTRY PROFILE

IN FOCUS

10 YEARS AGO

High-End Anxiety

EVENTS CALENDAR

Jack Curtis: Sign of the times Stepping aside

The term of Macau's current Chief Executive, Ho lat Seng, is set to expire in less than three months, after a five-year tenure that has seen him guide the city through a series of key

challenges.

In this regular feature in IAG, we look back at our cover story from exactly 10 years ago, "High-End Anxiety", to rediscover what was making the news in October 2014!

IAG speaks with Jack Curtis, Vice President of Sales & Strategy for LED signage company Simtech, about his journey from a farm on Australia's Gold Coast to Asia's rapidly moving gaming industry.



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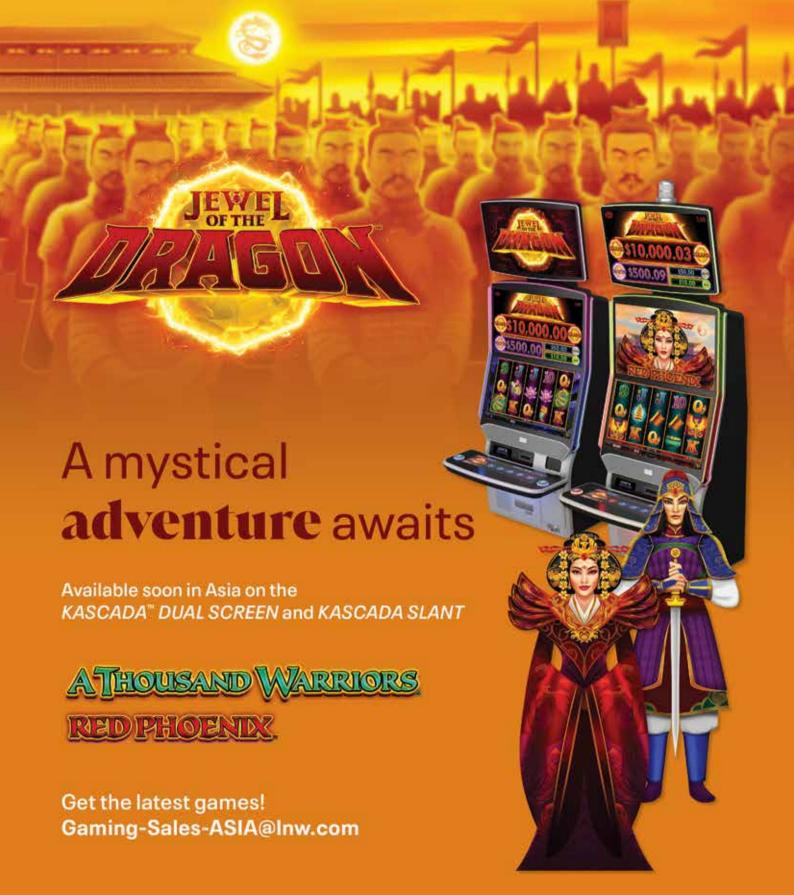
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Monetary motivations

here are many different reasons for governments around the world to legalize gambling. It might be to raise revenue through taxation, or perhaps for the realization that people are going to gamble anyway, so you may as well give them a safer environment in which to do so.

In Singapore it was for relevance, with then Prime Minister Lee Hsien Loong recognizing the need to invest in tourism infrastructure to shed rising regional sentiment that the city lacked excitement.

But the Philippines is unique in that its vast gaming industry is specifically designated as a key source of funds for nation-building, with its regulator PAGCOR assigned the task of maximizing revenues for this purpose. That's why in the Philippines and the Philippines alone you'll see hospitals and schools and shelters with signs out front declaring they were "Proudly built by PAGCOR" or another similar message.

Yet this has also created somewhat of a contradiction: How does a regulator perform its task of keeping an industry in check, when driving as much revenue as possible is at the heart of its charter?

As Daniel Cecilio, SVP of PAGCOR's Land-Based Operations Licensing & Regulatory Group, said at the recent IAG Academy Summit, "Regulating gambling here in the Philippines provides the funds for social saving projects for the government, and it's very important that we do this."

The most obvious example of the confliction is PAGCOR's Casino Filipino brand, comprising some 43 casinos around the country that are owned and operated by PAGCOR itself. Where else in the world have you seen an agency that is both a regulator and an operator all at the same time?

It's undoubtedly a gremlin in the system and one that the current PAGCOR administration – led by Alejandro Tengco – is hell-bent on fixing. However, the fact that previous administrations have failed to do so further illustrates the challenges PAGCOR faces in its quest to drive revenues.

I clearly recall a previous move by the agency to privatize Casino Filipino, under former PAGCOR chief Andrea Domingo, only for the idea to stall just a few months later. When *IAG* asked Domingo why she had shelved her privatization plans, she frankly explained: sorry, those PAGCOR casinos were simply making too much money!

Tenaco therefore deserves credit for pushing the long-overdue privatization policy through, even if divestment comes only after a lengthy revitalization project aimed at maximizing the value of the Casino Filipino venues before putting them on the market. He'll soon lose the POGO industry and its revenues too, which perhaps explains why he remains so industry-friendly openly pushing for the development of new integrated resorts around the country and, more recently, the expansion of the eGames segment, which brought in a record US\$552 million in 2Q24 GGR, up 525% yearon-year.

For both regulators and investors around the globe, it certainly makes for an interesting case study but also one that sends a clear message to the gaming world: the Philippines is very much open for business.





貨幣動機

世界各地,政府推行賭博合法化有許多不同的原因。這可能是通過徵稅來增加財政收入,或者可能是因為人們無論如何都會賭博,所以最好在一個更安全的環境中允許他們這樣做。

在新加坡,這是為了提升城市競爭力。時任總理李顯龍意識到投資旅遊基礎設施的需求,以擺脫日益增長的區域輿論,即新加坡缺乏刺激。

但菲律賓是獨特的,其龐大的博彩 產業被明確指定為國家建設的主要資金 來源,其博彩監管機構PAGCOR的任務 是實現最大化收入。這就是為甚麼在菲 律賓——唯獨在菲律賓——你會看到醫 院、學校和收容所的門面,擺放著「由 PAGCOR建造」或類似的標誌。

這也造成了某種矛盾:當監管機構 的核心任務是盡可能增加收入時,它如何 履行監管行業的任務呢?

正如PAGCOR陸地營運許可和監管 高級副總裁Daniel Cecilio最近在「IAG Academy Summit」上稱,「在菲律賓 監管賭博為政府提供社會救助項目的資 金,這一點是非常重要的,我們必須這樣 做。」

這種矛盾最明顯的例子就是 PAGCOR的菲律賓賭場品牌「Casino Filipino」,在全國各地設43家賭場,這 些賭場都由PAGCOR擁有和營運。在世 界其他地方,何來會有同時是監管機構和 營運商的實體?

這無疑是這個系統中的一個問題,當前由Alejandro Tengco領導的PAGCOR管理層正全力解決這個問題,但之前的管理層未曾這樣做,這進一步說明了PAGCOR在努力增加收入的過程中所面臨的挑戰。

我清楚地記得PAGCOR曾在前主席Andrea Domingo的領導下計劃將菲律賓賭場私有化,但這個想法僅僅在幾個月後就停滯不前。當《亞博匯》問及Domingo為何擱置私有化計劃時,她簡單解釋說,抱歉,那些PAGCOR賭場賺太多錢了!

因此,Tengco在推動長期拖延的私有化政策方面應該得到肯定,儘管在將這些Casino Filipino賭場置於市場之前,他進行了一項旨在最大化賭場價值的長期振興項目。他很快也將失去離岸博彩(POGO)行業及其收入。這或許解釋了為甚麼他仍然如此受行業歡迎,在全國各地公開推動發展新的綜合度假村項目,最近更是擴大電子博彩領域,該領域在2024年第二季的博彩總收入達到了破紀錄的5.52億美元,按年增長525%。

對全球的監管機構和投資者而言, 這無疑是一個有趣的案例研究,但也向博 彩業界發出了明確的訊息:菲律賓確實是 一個開放的商業市場。

本思醇

執行編輯







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豆 博 匯 早 報 BREAKFAST BRIEFING

PAGCOR將削減線上 博彩業務徵收的牌照費 PAGCOR TO SLASH LICENSE FEES CHARGED TO PHILIPPINE IR OPERATORS ON ONLINE GAMING GGR

PHILIPPINE GAMING REGULATOR PAGCOR will from year's end slash by 10% the license fees it charges the country's integrated resort operators on gross gaming revenues generated through their online gaming operations, the agency's Chairman and CEO has revealed.

Alejandro Tengco provided the update during a Keynote Address at the IAG Academy Summit, confirming license fees applied to online gaming operations would be further reduced from their current 35% down to 25% for integrated resorts and 30% for other land-based operators. This will also mean those license fees have been effectively halved from the 50% rate PAGCOR charged when Chairman Tengco was appointed to PAGCOR's leadership role in August 2022.

The new 25% license fee rate, to be implemented by 1 January 2025, is specifically related to online GGR, although this also brings it in line with the 25% tax charged on mass gaming revenues. Junket fees currently sit at 15% for land-based operations.

"By lowering our license fees to be in line with global industry standards, we hope to attract and keep more investment in place," Chairman Tengco said.

"It should also encourage illegal online gaming operators to abandon the grey market and hopefully embrace the mainstream. PAGCOR will likewise continue to implement rational regulatory policies, monitor our licensees' compliance and strengthen our cooperation with other government and law enforcement agencies to crack down on persistent illegal online gaming operations."



菲律賓博彩監管機構PAGCOR主席兼行政總裁Alejandro Tengco 透露,該機構將從今年年底起,對該國IR營運商通過線上博彩業 務產生的博彩總收入的牌照費削減10%。

在於「IAG Academy Summit」上的主旨演講中,Tengco確認,綜合度假村的在線博彩業務牌照費將從目前的35%進一步降低至25%,而其他實體運營商的費率則為30%。這也意味著自2022年8月Tengco被任命為PAGCOR主席以來,這些牌照費率已經從當時的50%幾近減半。

新的25%牌照費率將於2025年1月1日起實施,專門針對在 線博彩總收入,但這也與對中場博彩收入徵收的25%稅率保持一 致。實體業務的中介費目前為15%。

Tengco表示:「通過將牌照費降至符合全球行業標準的水平,我們希望吸引並留住更多的投資。」

「這還有利於鼓勵非法的線上博彩運營商放棄灰色市場,希望他們能夠進入主流。PAGCOR還將繼續實施合理的監管政策,監督牌照持有人的合規情況,並加強與其他政府和執法機構的合作,以打擊持續存在的非法線上博彩活動。」

新港世界行政總裁吳克文確認, 正進行長灘島和宿霧島的兩個IR擴建項目

NEWPORT'S KEVIN TAN CONFIRMS IR EXPANSION PROJECTS IN BORACAY AND CEBU

KEVIN TAN, the President and CEO of Alliance Global Group (AGI) and Chairman of Newport World Resorts operator Travellers International Hotel Group, has confirmed that the company is embarking on its first two expansion projects outside Manila by way of new integrated resort developments in Boracay and Cebu.

A week after reports emerged that Travellers would spend around US\$300 million on a casino resort within AGI's 30-hectare Mactan Newtown township in Cebu, Tan revealed during a Keynote Address at the IAG Academy Summit at Newport that the investment into what will be called Mactan World Resorts is expected to be closer to US\$400 million, boasting a hotel and casino among other offerings and slated to open by 2026.

"Once completed, this gaming and leisure hub is expected to supply more than 5,000 new jobs to the residents of Lapu Lapu City and nearby cities in Cebu," he explained.

Also on the radar is Boracay World Resorts, to be located within AGI's 150-hectare Boracay township. The township's existing facilities include an 18-hole golf course, a 1-kilometer private beach and almost 2,000 hotel room keys.

Travellers, Tan said, will add an integrated resort "with its own free standing villas and hotel suites ... elevating the tourism industry by seamlessly combining the natural beauty of Boracay with the excitement and sophistication of a modern integrated resort."



新港世界度假村營運商達富來國際酒店集團的主席兼行政總裁吳克文週三證實, 該公司正着手於兩個位於馬尼拉以外、位於長灘島及宿霧島的綜合度假村項目。

早前有報導稱達富來將在其位於宿霧的30公頃麥丹新城鎮(Mactan Newtown)內投資約3億美元建設一家賭場度假村。隨後吳克文在「IAG Academy Summit」上發表主旨演講時透露,對這個名為Mactan World Resorts的投資預計將接近4億美元。該項目將包括酒店和賭場,預計將於2026年開業。

他解釋道:「待完工後,這個遊戲和休閒中心預計將為Lapu Lapu City及宿霧附近的城市創造超過5,000個新工作崗位,」

此外,Boracay World Resorts也在考慮之中。該度假村將位於AGI一個佔地150公頃的長灘島城鎮內。該城鎮現有設施包括一個18洞高爾夫球場、一個1公里的私人海灘以及近2,000間酒店客房。

吳表示,達富來將在這裡新增一個綜合度假村,「其設施將包括獨立別墅 和酒店套房……通過將長灘島的自然美景與現代綜合度假村的精緻和高雅無縫結 合,提升當地的旅遊業。」



望 博 匯 早 報 BREAKFAST BRIEFING



美高梅放棄 大阪綜合度假村項目的 「退出」權

MGM SAID TO HAVE FORFEITED RIGHT TO WITHDRAW FROM OSAKA IR PROJECT

MGM RESORTS INTERNATIONAL is reported to have forfeited its right to withdraw from its near US\$10 billion Osaka integrated resort development within the next two years in order to clarify its commitment to the project.

According to the *Nikkei*, MGM has agreed to forego the withdrawal option, which had allowed the company to pull out at any time until September 2026 pending certain conditions such as tourism to Japan falling short of pre-pandemic levels, investment requirements spiralling or unexpected issues emerging with the Yumeshima Island site.

It is also reported that builders have expressed reservations about signing onto the project due to uncertainty around its future.

MGM declined to comment when contacted by *Inside Asian Gaming*, and it is unclear whether the reported forfeiture of withdrawal rights is related to a recent request by organizers of next year's World Expo to pause construction of the Osaka IR for six months due to concerns around noise and visuals.

As previously reported by *IAG*, MGM began land preparatory work on the 21-hectare site late last year with the goal of preventing liquefaction and firming up the land base. Those liquefaction measures are expected to continue throughout the Osaka Expo and be completed by April 2027 at a cost of JPY25.5 billion (\$173 million).

有報導稱,美高梅國際酒店集團已放棄在未來兩年內退出其投資近100億美元的大阪綜合度假村項目的權利,以明確表達對該項目的承諾。

根據《日經新聞》報導,美高梅已同意放棄 退出條款。這原本允許該公司在2026年9月之前 根據某些條件隨時退出,這些條件包括日本旅遊 業未達到疫情前水平、投資需求大幅上升或夢洲 地點出現意外問題等。

此外,報導還指出,由於對項目未來的不確定性,建設公司對參與該項目表達了保留意見。

當《亞博匯》聯繫美高梅時,該公司拒絕發表評論,目前尚不清楚這次放棄退出權利的決定是否與2025年大阪世博會主辦方最近提出的要求有關。該主辦方曾要求美高梅因噪音和視覺效果問題暫停大阪綜合度假村項目的建設六個月。

《亞博匯》此前報導,美高梅於去年年底開始對該21公頃土地進行準備工作,目的是防止液化並加固地基。這些防液化措施預計將持續到大阪世博會結束,並於2027年4月完成,耗資255億日元(約合1.73億美元)。

拉斯維加斯金沙增持金沙中國的股份 LAS VEGAS SANDS TO INCREASE SHAREHOLDING IN SANDS CHINA

LAS VEGAS SANDS will invest up to HK\$800 million (US\$103 million) to further increase its stake in Macau subsidiary Sands China, boosting its controlling interest to almost 72%.

This will be enacted by way of a share purchase transaction involving Venetian Venture Development Intermediate II and a financial institution.

Venetian Venture Development Intermediate II is the immediate controlling shareholder of Sands China and an indirect wholly-owned subsidiary of LVS.

According to a Sands China filing, Venetian Venture Development Intermediate II will pay up to HK\$800 million for the purpose of purchasing shares in the company, which at closing price on 9 September represents 59,612,518 shares or 0.74% of the total shares on issue.

Sands China operates multiple integrated resorts in Macau, namely Sands Macao, The Venetian Macao, The Londoner Macao, The Parisian Macao and Four Seasons Macao.

拉斯維加斯金沙 (LVS) 集團將投資高達8億港元 (約合1.03億美元),進一步增持其在澳門子公司 金沙中國的股份,將其控制權提升至接近72%。

該筆交易將通過涉及Venetian Venture Development Intermediate II和一家金融機構的股票購買交易來實現。

Venetian Venture Development Intermediate II是金沙中國的直接控股股東,並且是LVS的間接全資子公司。

根據金沙中國的文件,Venetian Venture Development Intermediate II將支付高達8億港元以購買公司股票,這相當於9月9日收盤價的59,612,518股的總價格,佔已發行股份總數的0.74%。

金沙中國在澳門運營多個綜合度假村,包括 金沙澳門、澳門威尼斯人、澳門倫敦人、澳門巴 黎人以及澳門四季酒店。





望 博 匯 早 報 BREAKFAST BRIEFING



江原樂園的擴展計劃包括大幅增加博彩桌和角子機 KANGWON LAND OUTLINES MAJOR INCREASE IN GAMING TABLES, SLOT MACHINES

SOUTH KOREA'S KANGWON LAND, renowned as the only casino in the country at which locals are permitted to gamble, has announced that it has received approval from the Ministry of Culture, Sports and Tourism to increase its gaming capacity as part of a US\$1.9 billion expansion project.

The project, first unveiled in April, will include both the renovation of existing facilities and development of new offerings, among them a new luxury casino, a hotel and additional leisure facilities.

However, such expansion is not slated for completion until 2028, prompting analysts to question whether the news would be of any major interest to investors.

In a filing to the Korea Exchange, Kangwon Land revealed that its casino space would grow from 14,513 square meters currently to 20,261 square meters as part of the expansion, while the total number of gaming tables would increase from 200 to 250 and gaming machines from 1,560 to 1,860.

Betting limits in the dedicated foreigner-only zone will also be increased significantly from KRW300,000 currently to KRW300 million.

In announcing the capacity changes, Kangwon Land noted that the completion date of the expansion was not yet confirmed, however JP Morgan analysts DS Kim, Mufan Shi and Selina Li cited local media reports suggesting a 2028 completion date given additional approvals required and lengthy construction period related to non-gaming facilities, slated to include a performance venue, swimming pool and food court among others.

韓國唯一允許當地人進行博彩的賭場江原樂園宣佈,已獲得文化體育觀光部的批准,拓展其博彩設施,這是其19億美元擴展項目的一部分。

這項於4月首次公佈的計劃,包括翻新現有 設施和開發新項目,其中將建設一個全新豪華賭 場、一家酒店以及額外的休閒設施。

然而,這項擴展計劃預計要到2028年才能 完工,這也讓分析師質疑這個消息是否對投資者 具有重大吸引力。

在向韓國證券交易所提交的文件中,江原樂園透露,作為擴展計劃的一部分,其賭場面積將從目前的14,513平方米增加到20,261平方米,賭枱總數將從200張增加到250張,博彩機的數量將從1,560台增加到1,860台。

專為外國人設立的賭博區的投注限額也將 大幅提高,從目前的30萬韓元增加到3億韓元。

在宣佈這些容量變動時,江原樂園指出, 擴建計劃的完工日期尚未確定。然而,摩根大通 的分析師DS Kim, Mufan Shi和Selina Li援引當 地媒體報導稱,由於需要進行額外的批准以及與 非博彩設施(如表演場地、游泳池和美食廣場 等)相關的漫長建設期,預計2028年完成。

有報導稱泰國新政府計劃在曼谷建設三個賭場度假村 REPORTS CLAIM THAILAND TARGETING THREE CASINO RESORT DEVELOPMENTS IN BANGKOK

THAILAND'S NEWLY APPOINTED Prime Minister Paetongtarn Shinawatra is set to call for the development of up to seven integrated casino resorts nationwide as part of her efforts to boost the economy, including three in Bangkok, according to local media reports.

The update, which is sure to attract the attention of the world's largest IR operators, follows publication of a policy statement that Paetongtarn later delivered to Parliament.

According to comments from Deputy Secretary-General to the Prime Minister Suksit Srichomkwan, casino legislation currently being assessed by the cabinet is now expected to include scope for three IR developments in Bangkok with each requiring an investment of at least TBH100 billion (US\$3 billion). Up to four more IRs would be developed in tourist provinces with expected investments of around TBH50 billion (US\$1.5 billion).

The report also claims that gaming areas would be allowed to cover up to 10% of total IR floor space.

據當地媒體報導,泰國新任總理貝東丹將推動在 全國範圍內開發多達七個綜合賭場度假村,作為 其振興經濟努力的一部分,當中包括有三個將位 於異谷。

貝東丹隨後向國會提交政策聲明,稱這一 舉措勢必引起全球最大的綜合度假村運營商的關 注。

據總理副秘書長Suksit Srichomkwan表示,內閣目前正在評估的賭場立法預計將涵蓋在曼谷建設三個綜合度假村賭場的範圍,每個賭場項目至少需要投資1,000億泰銖(約30億美元)。此外,還有多達四個綜合度假村將在其他旅遊省份興建,預計投資約500億泰銖(約15億美元)。

報導還稱,賭場區域將被允許佔據度假總面 積的10%。





型 博 匯 早 報 BREAKFAST BRIEFING

天使集團將投資1.3 億美元在路氹建造新 工廠,拓展在澳業務

ANGEL TO EXPAND
MACAU PRESENCE BY
DEVELOPING NEW
US\$130 MILLION
FACTORY IN COTAI

ANGEL GROUP has revealed it will develop a new US\$130 million manufacturing plant in Macau, scheduled for completion by the end of 2026.

The expansive new factory, located in Cotai to the south of the Cotai Strip, will have a total floor area of 25,000 square meters and will serve as a base for the manufacturing of Angel playing cards as well as smart gaming tables and other equipment, Angel Group Chairman and CEO Yasushi Shigeta revealed at a ground-breaking ceremony as part of Angel's 75th anniversary celebrations.

"Angel has decided to build a casino playing card manufacturing plant to add manufacturing capabilities to Macau," Shigeta said. "We are planning a state-of-the-art factory that will be our home base for integrated functions from manufacturing to sales, enabling a smooth supply chain of local production for local consumption.

"With a site area of 22,000 square meters and a total floor area of 25,000 square meters, the plant is expected to be completed by the end of 2026 and will also serve as our base for smart tables and other equipment. The completion of this factory has been a dream of Angel for many years and is proof of Angel's deep commitment to Macau and its future."

According to Shigeta, Angel's Macau team has grown from a single staff member back in 2003 to more than 50 as of 2024, prompting the decision to further enhance its Macau facilities.



日本天使集團宣佈,將在澳門投資1.3億美元,建造一家新工廠,預計於2026年底前完工。

天使集團董事長兼行政總裁重田康在奠基儀式上披露,這座新工廠位於路氹金光大道以南,總建築面積為25,000平方米,將成為製造天使撲克牌、智能賭枱和其他設備的基地。該儀式為天使集團成立75週年慶典的活動之一。

重田表示:「天使集團決定在澳門建設一家賭場紙牌製造廠,以增強澳門的製造能力。我們計劃將其打造一個最先進的工廠,將從製造到銷售的綜合功能整合在一起,實現本地生產、本地消費的順暢供應鏈。」

「工廠佔地22,000平方米,總建築面積達25,000平方米,預計將於2026年底完工。它還將成為我們智能賭枱及其他設備的生產基地。建設這座工廠是天使集團多年的夢想,也是天使集團對澳門及其未來深刻承諾的證明。」

據重田透露,天使集團的澳門團隊自2003年的一名員工增長至2024年的50多人,促使該公司決定進一步加強其在澳門的設施。





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重塑之道

簡浩龍透露皇冠集團 如何成功自救

在擔任皇冠度假酒店集團行政總裁近兩年之際,簡浩龍向我們 披露了其與團隊是如何令公司擺脫困境,重新恢復適格性並獲 得維州及新州監管機構的認可。

文 卓弈

ROAD TO

REDEMPTION

Ciarán Carruthers reveals how Crown did it

Almost two years to the day since he first stepped into the daunting role of Crown Resorts CEO, Ciarán Carruthers explains how he and his team managed to lift the company from its knees to help it return to suitability in the eyes of regulators in Victoria and NSW.

By Andrew W Scott



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如果沒有2萬名相信上述一切的團隊成員,所有 的檢查清單、治理、流程和框架都臺無意義。

All the checklists, governance, processes and frameworks in the world would be meaningless if we didn't have a team of 20,000 people who believed in it all.

-)) -

Andrew W Scott: Thanks for speaking with us, Ciarán. We interviewed you two years ago when you first took on the job as Crown Resorts CEO. You recently announced you will depart by year's end – looking back, how do you feel about what you've accomplished?

Ciarán Carruthers: I'm incredibly proud. Two years ago, I knew that the challenge ahead was going to be formidable, with a lot of work to be done, much of it pioneering. The level of remediation and transformation that was required, and particularly under the scrutiny

from regulators, the media, the public, our team members and our own shareholder (Blackstone), there had never been anything in this kind of spotlight before. I knew it was going to be hard work, albeit without fully understanding and comprehending just how challenging it was going to be.

We submitted over 10,000 pages of documentation to the regulators, including 770 deliverables packs across compliance, risk, AML (antimoney laundering), CTF (counter-terrorism financing), responsible gaming – a

tremendous amount of work I was always confident in terms of the quality of the team that we had - many of whom were here when we joined and many we brought through over the iourney - and the commitment from the shareholder to fund what was going to be required. Blackstone made an AU\$200 million investment around the remediation and transformation work. It was made very clear to me on day one that priorities one, two and three were suitability. The long-term viability of the business required us to be suitable in all three states. We were also looking into transformation of guest and team member engagement, and a large part of that involved the cultural piece.

Nobody fully understood just how much was going to be involved, and it's been a real challenge. I couldn't be prouder of what the team has achieved, and the associated resilience. We've come out the other end with a much stronger team and corporate culture. I'm extremely proud.

AWS: How would you describe the difference between the Crown Resorts of today and the Crown Resorts of two years ago?

CC: Two years ago the team were traumatized and confused. Now they are a lot more optimistic and hopeful. They are cognizant of what's been achieved, of the



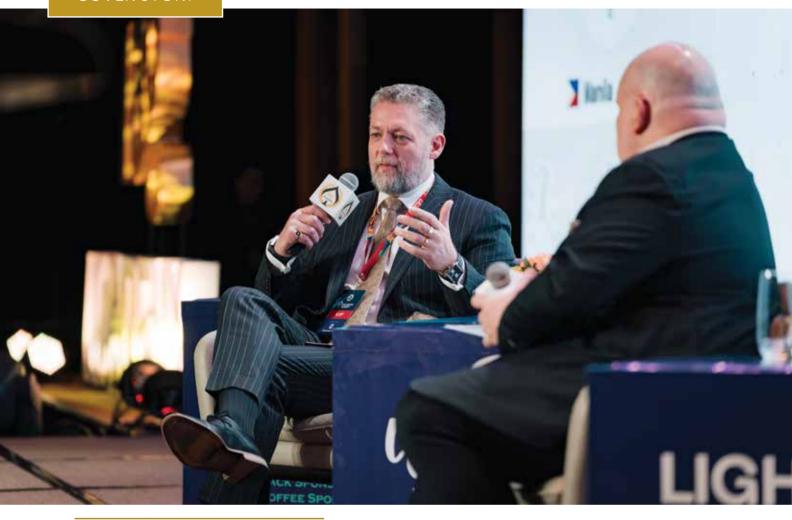
卓弈(AWS): 感謝接受我們的採訪。 兩年前您剛上任皇冠集團行政總裁時接 受了我們的首次專訪。您最近宣佈將在 年底離職,回首過去,過去幾年所取得 的成就有何感想?

簡浩龍 (CC): 我感到非常自豪。兩年前,我就知道所面臨的挑戰將是艱鉅的,有許多開創性的工作要做。所需的整改和轉型程度非常高,尤其是在多方密切關注下,包括監管機構、媒體、公眾、團隊成員和我們自己的股東(黑石

集團)從未有過如此之高的關注。我當時只知道將是一項艱苦的工作,但並未 完全理解和領會多麼具有挑戰性。

我們向監管機構提交了超過10,000 頁的文件,包括770份涉及合規、風險、 反洗錢、反恐融資及負責任博彩等方面 的交付材料包——這是巨大的工作量。 我始終對我們團隊充滿信心,許多人在 我們加入時就已在這裡,還有許多是在 這個過程中陸續加入的。股東對所需資 金也很支持,黑石集團在整改和轉型工

COVER STORY



Carruthers近期於IAG Academy Summit峰會上 Carruthers speaking at the recent IAG Academy Summit

hard work and pioneering nature of that work. The culture is now very much focused not just on ticking boxes but doing the right thing, and genuinely wanting to do the right thing and leading our industry across Australia.

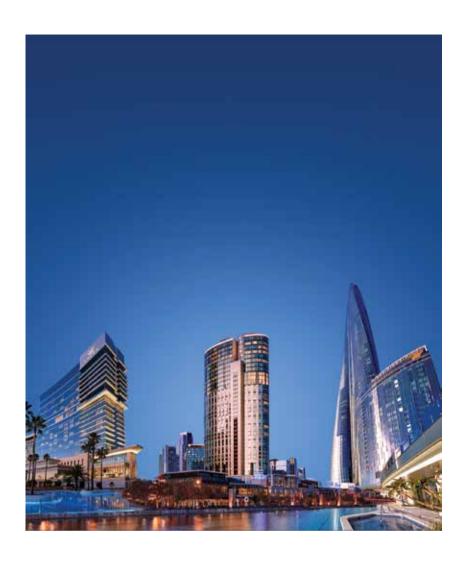
We have come from a company that was, to use the Royal Commission's words, focused on profit over compliance to one that is very much focused on both profit and compliance. A business that wants to provide fun and entertainment for our quests while understanding

we need to be compliant and profitable to succeed. It's an entirely different business, and the one core attribute that really supports all of it is the cultural transformation. We are still on that journey because you never really complete cultural transformation and you certainly don't do it within a prescribed timeline.

The approach has changed dramatically, now we focus on the enterprise as a whole, not just the casino, with restaurants, bars and hotel rooms and

an experience that's open to anybody and everybody that wants to just be entertained as long as you're old enough.

AWS: There was no real playbook for the situation you found yourself in when you arrived at Crown. How did you go about formulating the strategy to return to suitability? CC: There certainly wasn't a playbook and trust me, I looked to see if I could find one. In my early days at [Macau gaming concessionaire] Galaxy, there



were three people and all we had was a name, a blank sheet of paper and a pencil, and we built the business up from there.

Obviously, that's a very different approach, developing a brand-new company. Crown was a very established brand, so it was about trying to understand what happened beyond just the Royal Commission findings. There was a root cause analysis that looked into what occurred and why it occurred. Was it a case of flawed or ignored processes? Was there a

作上投入了2億澳元。我在第一日就相當明確,第一、第二及第三個優先事項都是適格性。業務的長期生存要求我們在所有三個州都要適格。我們還研究了客戶和團隊成員的參與方式的改變,其中很大一部分涉及文化重建。

沒有人能完全理解這將涉及多少工作,這是一個真正的挑戰。我對團隊所取得的成就及其當中展現出來的韌性感到無比自豪。我們從這個過程中走出來,擁有了更強大的團隊和企業文化。我對此倍感自豪。

AWS:您認為現在的皇冠與兩年前相比 有何差別?

CC: 兩年前,這個團隊背負著創傷和

困惑。現在他們變得更加樂觀和充滿希望。他們清楚意識到自己取得的成就,認識到這份工作的艱苦性及開創性。現時的企業文化不再僅僅應付了事,而是真心誠意地去做正確的事情,繼續領銜於澳洲的行業。

用澳洲皇家委員會的話來說,我們已經從一個過去專注於利潤而忽視合規的公司,轉變為一個同時兼顧利潤和合規的企業。我們希望為客人提供樂趣和娛樂,同時亦明白合規和盈利是成功的基石。這是完全不同的業務,而支撐這一切的核心元素就是文化轉型。我們仍在這趟旅程中,因為文化轉型從來沒有真正的終點,並且也根本無法在規定的時間內完成。

我們的策略發生了巨大的變化,現



Crown Perth

governance structure in place? Was it flawed or ignored? What drove the culture, the values? We all understood the profitover-compliance problems, but how did they evolve and take hold within the business?

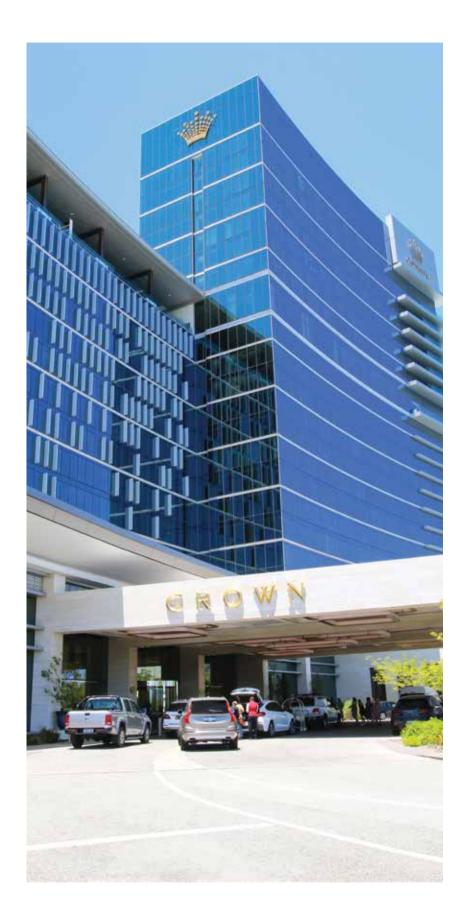
I still have all the printouts of the Royal Commissions and inquiries across three states on my desk. We looked through processes, determined what needed to be thrown out, what needed to be rebuilt and what was fine. We examined the level of oversight and reporting in place to allow the company to see the impact of our changes, rather than just assuming it was working.

That took an inordinate amount of man hours and resources to go through, developing and discussing with external consultants, then building out strategies for dealing with the Royal Commission regulatory requirements to

ensure we had policies in place to meet those requirements. We set ourselves benchmarks around AML/CTF, harm minimization and developing a culture.

And all the checklists, governance, processes and frameworks in the world would be meaningless if we didn't have a team of 20,000 people who believed in it all.

We brought in incredible people around FinCrime and harm minimization like [public



時我們的重心更專注於整個企業,而不 僅僅是針對賭場。任何人都可在此享受餐 廳、酒吧和酒店房間的體驗,只要年齡符 合要求。

AWS:當您剛來皇冠時,並沒有一本所 謂應對手冊。您是如何制定恢復適格性 的策略的呢?

CC:確實沒有手冊,相信我,當時我 甚至曾試圖找過。當年在澳門銀河時, 我們也只有三個人,手上有的只是公司 名、一張白紙和一支鉛筆。我們就是從 那裡開始逐步建立業務。

顯然,那是一種非常不同的做法, 因為是發展一家全新的公司。而皇冠是 一個非常成熟的品牌,所以要了解到底 發生了甚麼,而不僅僅是皇家委員會的 調查結果。我們進行了根本原因分析, 調查了事件的發生及其原因。是否存恰 缺陷或被忽視的流程?是否有恰當的治 理結構?這些結構是否存在缺陷或被忽 視?企業文化和價值觀的驅動力是甚 麼?我們都了解利潤優於合規的情況, 但它們是如何演變並在企業內部扎根 的?

我的辦公桌上仍保留著所有皇家委員會和三個州的調查報告的打印件。我們審查了整個流程,確定了哪些需要被淘汰,哪些需要重建,哪些是可以保留的。我們檢查了監督和報告的水平,以

COVER STORY



health research expert] Jamie Wiebe. Many of these teams were from outside our industry, because it wasn't something that sat in our industry as a real strength before.

If you look at the FinCrime space - two years ago we weren't trusted by Australian law enforcement to play a pivotal role in the fight against money laundering and terrorism financing. Now we sit as the vice chair on the Fintel Alliance alongside the chair AUSTRAC. That's a significant change, because they believe in the processes that we built and the ethos behind it. They believe we're not just checking off boxes and that this is genuinely how Crown runs its business.

There was a significant amount of learning for our industry regarding how it was all formulated and supported and how it was driven to succeed by the senior executive leadership team.

We had to execute and drive forward at a pace set for us by the Royal Commission. Some of these timelines were incredibly short, particularly for work never done before, for technologies that didn't exist before. How do you build out technologies, understand them, meet all of the compliance requirements and also meet quest expectations that the gaming experience is fun and entertaining? And without unintended consequences around quest experience? How do you ensure quest impact is minimized while meeting the letter and spirit of the law and regulations?

Crown Melbourne



便公司能夠看到我們變革的影響,而不 是僅僅假設其是有效的。

這需要耗費大量的人力和資源,需 要與外部顧問討論,然後制定應對皇家 委員會監管要求的策略,以確保我們有 政策可以滿足這些要求。我們圍繞著反 洗錢、反恐怖融資、減少危害和文化建 設設置了基準。

而且,如果沒有2萬名相信上述一切的團隊成員,所有的檢查清單、治理、流程和框架都毫無意義。

我們引入了許多在金融犯罪和減少 危害方面的優秀人才,譬如公共衛生研 究專家Jamie Wiebe。這些團隊成員有 許多來自我們行業之外,因為在這些領 域,他們此前的經驗在我們行業中並不 曾作為真正的優勢存在。

如果你看看金融犯罪領域——兩年前,澳洲執法機構不相信我們在打擊洗錢和恐怖融資方面可以扮演關鍵角色。但現在我們與澳洲交易報告和分析中心(AUSTRAC)共同擔任Fintel Alliance的副主席。這是一個重大的變化,因為他們相信我們所建立的流程和背後的理念。他們相信我們不僅僅是在走過場,這才是皇冠真正運營業務的方式。

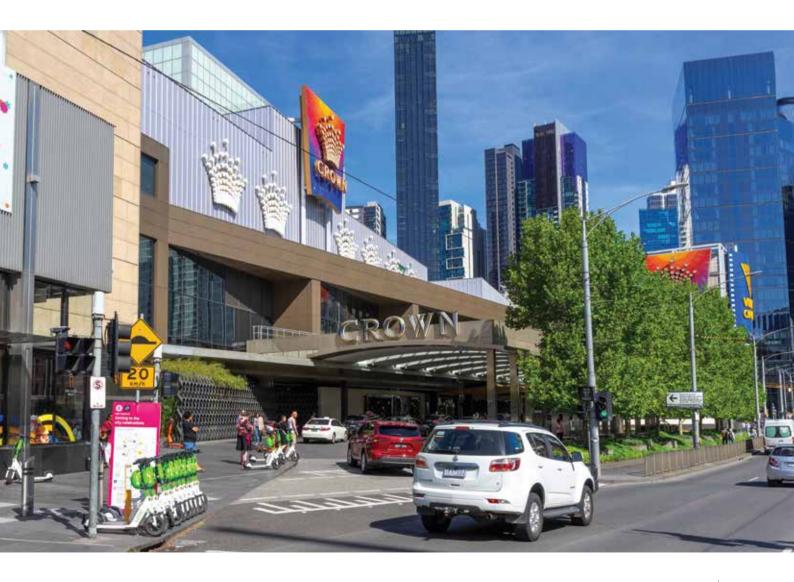
對於整個行業而言,關於如何支持 及制定這些變革,以及如何由高管團隊 推動直至取得成功,一切還需學習。

我們必須按照皇家委員會設定的速

度執行及推進。其中一些時間表非常緊迫,特別是對於以前從未做過的工作,或針對不存在的技術。你該如何構建技術、充分了解之,滿足所有適格性需求,同時又要滿足客人對遊戲體驗的期望,讓它有趣及富有娛樂性?且不會對客戶體驗產生意外影響?我們如何確保在滿足法律和法規的字面和精神要求的同時,將對客戶的影響降到最低?

AWS:從技術的角度來看,兩個最大的 變化是強制使用會員卡和無現金支付的 要求。這個過程對您來說是怎樣的?

CC:強制刷卡博彩在去年12月已經在 我們墨爾本的所有電子遊戲機上全面實



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兩年前,澳洲執法機構不相信我們 ... 但現在我們 與澳洲交易報告和分析中心(AUSTRAC)共同 擔任Fintel Alliance的副主席。

Two years ago we weren't trusted by Australian law enforcement ... now we sit as the vice chair on the Fintel Alliance alongside the chair AUSTRAC.



AWS: Two of the biggest changes from a technology perspective have been the requirement to implement mandatory carded play and of course cashless play. How has that process been for you?

CC: Mandatory carded play was rolled out across all our electronic gaming machines in Melbourne in December last year, and we have around 9% of all the poker machines in Victoria. We're the only venue required to have mandatory carded play, although I do believe that's going to change

soon across the rest of the state.

The recommendation was introduced to protect those vulnerable to harm, so clearly it needs to roll out across all machines in the state. The minister has made that commitment previously.

The initial response for us? We had about 13% of foot traffic and slightly more in business volume just not coming into the property. We created a significant program to encourage people to sign up because not everybody is a member of the rewards

施,而我們擁有維多利亞州大約9%的撲克機。我們是唯一一個強制使用會員卡的場地,不過我相信這一點很快會在全州推廣。

這項建議的引入是為了保護那些容易受到傷害的人,所以顯然需要在全州的所有機器上推行。部長以前已對此做 出承諾。

那我們的反應呢?我們的客流量減少了大約13%,業務量亦有下降。因為並不是每個人都是任意娛樂場獎勵計劃的會員,特別是那些偶爾來玩或者來自州外或國外的遊客,因此對於這類偶爾來訪的客人來說,額外的操作步驟帶來了一些商業問題。

去年12月實施的首個晚上,客人不 得不排隊30到40分鐘,所以他們會說:



COVER STORY





「為甚麼要這麼麻煩呢?我只打算在這 裡待一個小時,之後我四到六周內都不 會再來了。」

不過,隨著時間的推移,越來越多的人註冊會員了。部分客戶又回來了, 因為除了博彩機器之外,我們還有酒吧、餐廳和娛樂等更多服務。我們在重新定位品牌時,非常強調我們是一個綜合度假村,而不僅僅是一家賭場。

此舉對業務有實質性的影響,但現在影響有所減弱。不過即使是強制使用會員卡的推行,我們的業務仍然低於以前的水平,更不用說跟2019年相比。

此外還有執行反洗錢要求、負責任 博彩要求,以及管理新流程所需的額外 人力成本,這些都顯然會影響利潤率。不 過,我們看到,隨著過去六到九個月內我 們的成本結構的重組,我們的整體業務利 潤已經翻番,並且還有改進的空間。

當中很多改進將來自經濟復甦,因 為這是周期性的變化。我們將看到澳洲 東部各州的經濟回升,這將帶動業務的 增長。賭枱遊戲的強制會員卡將在2025 年底推行。這勢必度帶來重大影響。

我們是維州最大的單一場地雇主, 與在珀斯一樣。我們是國內和國際旅遊

programs in any casino, particularly the casual guest coming in every now and again, or from interstate or internationally, so that lack of a level playing field – the addition of friction points for the more casual guest – created commercial issues for us.

On the first evening in December when that occurred, guests had to queue up for 30 or 40 minutes, so they would say, "Why bother? I was only going to be here for an hour anyhow and I'm not coming back again for four to six weeks."

But over time we had more and more signing up. Some of that business returned because we have so much more to offer than just the machines, in terms of bars, restaurants and entertainment. A big part of our drive repositioning our brand is a reminder that we are an integrated resort, not just a casino.

It had a material impact on the business, and while that has softened, we're still below where we were, even in the rollout to mandatory carded play, let alone where we were in 2019.

There were also additional costs for running the AML requirements, the responsible gambling requirements, the additional staff to manage new processes. That obviously impacts margins. But we're seeing improvement with the restructure of our cost base that's been rolled out over the last six to nine months, with a greater than doubling of our margin across the entire business. And there's still room for improvement.

A lot of that will come through as a result of economic uplift because this is cyclical. We will see a return to a better economy across the eastern [Australian] states and that will flow into the business. Table



業的重要參與者,與政府和旅遊機構合作,確保我們成為這一級別的吸引力。

這些法規的用意是好的,為了確保 避免洗錢或犯罪分子作為客人進入。

在悉尼,我們自開業以來就已經強制要求會員卡使用,但無現金支付的系統是在一段時間前推出的,並且這對我們業務產生了一定的影響。我們在悉尼沒有角子機,因此不會因為缺乏公平競爭環境而受到太大影響,但我們沒有角子機而其他地方都有,這是一個顯著的差異。我們正密切關注無現金支付對星億娛樂的客戶行為的影響——他們的場地與我們在墨爾本的規模相似——他們的現金限額已經從5000澳元下降到1000澳元。

至於無現金支付,現在已經成為 我們日常生活的一部分。我甚至記不清 上次從口袋裡掏出現金支付是甚麼時候 了。現在大家只用手機掃描支付,甚至 連信用卡都不用了。這已經成為一種 常態,尤其是亞洲比澳洲更為普遍。

games mandatory carded play will roll out by the end of 2025. The impact of that, again, is going to be significant.

We're the largest single site employer in Victoria, as we are in Perth. We are a pivotal player in the interstate and international tourism industries, working with government and tourism bodies to position ourselves to be that level of attraction.

These regulations are wellintended to ensure protection from money being laundered or the criminal element being quests.

Sydney. we've heen mandatory carded with membership since opening, but we rolled out cashless a while ago, which is having an impact. We don't have slot machines in Sydney, so we're not impacted by the lack of a level playing field to the same degree, other than we don't have machines and everyone else does, which is significant. We are watching the impacts of cashless on the behavior of Star's quests very closely - their property is similar in size to ourselves in Melbourne - with a \$5,000 cash limit which eventually drops to a \$1,000 cash limit.

Cashless is just what we do now. I can't remember the last time I dipped into my pocket and paid for something with a note. Now you just use your phone to scan for everything. You don't even use a card anymore. So that's just becoming more and more of the norm, and you see that more so in Asia than you do even here in Australia.

It obviously has a commercial impact on us, but these are in place for good reason. But the lack of a level playing field



熱烈祝賀中華人民共和國成立75週年!

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這顯然對我們業務有一定的的影響,但這些措施都是出於良好的理由而設立的。不過,與新州其他賭博場地相比,缺乏公平競爭環境的問題,尤其是在將危害最小化方面。

AWS:所有的努力確實得到了回報,在墨爾本和悉尼的物業都已恢復了適格性。從運營角度和士氣方面來說,這對企業會有其麼影響?

CC: 士氣是一個有趣的問題,我稍後會談到這一點。從運營角度來看,我們仍然受到非常嚴密的監管。只不過從過去的每天要與悉尼的監管人員打交道,變

成他們更多是在觀察我們的運營過程。 然而,即使在過去,也不是按照「這是 我們要做的決定,你同意嗎?」並且必 須獲得批准的這種模式。用通俗的話來 說,他們想觀察我們如何「製作香腸」, 但並不想告訴我們該如何做。而在維多 利亞州的模式非常明確:「如果你們被 認為適格的,我就會退出你們的業務, 但我需要確保你們在做決策時的方式是合 適的,這樣我不在的時候,你們也能繼續 這樣做。如果我總是告訴你們該怎麼做, 而一旦我離開,你們會怎麼辦?」

這主要是「觀察並報告」而不是 「指示和命令」,但仍非常耗費人力。

with the other pokies venues in New South Wales is an issue, particularly around the harm minimization piece.

AWS: All of the hard work has indeed paid off because you've returned to suitability in Melbourne and Sydney. What difference has that made to the business both from an operational standpoint and also for morale?

CC: Morale is an interesting point and I'll come back to that in a moment. Operationally, we're still very heavily monitored and regulated. It's just changed from having a monitor on our business in Sydney that we're engaging with on a day-to-day basis. But even before it wasn't a case of, "Here's a decision we want to make, are you okay with it?" and having to get approval. To use a colloquial term, they wanted to watch how the sausage was being made but they didn't want to tell us how to make it. And the model in Victoria was very clear: "If you are found suitable, then I will exit your business, but I need to be comfortable how you go about making decisions so once I'm not here, you'll continue making decisions that way. If I'm telling you what to do all the time and then I go, now what?"

It was very much "observe and report" rather than "dictate and tell", but still very labor intensive. You don't put 10,000 pages of documentation together in that level of detail in such pioneering work without consuming a huge amount of labor hours with external consultants and a lot of back and forth and debate and discussion. We would propose how we thought we should resolve [an issue] and then get great feedback from external consultants and monitors.

It was frustrating, with guys working ridiculous hours. That had an impact on morale given the burnout and the frustration and sometimes, being so deep



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無現金支付已經成為我們日常生活的一部分。 我甚至記不清上次從口袋裡掏出現金支付是甚麼 時候了。

Cashless is just what we do now. I can't remember the last time I dipped into my pocket and paid for something with a note.

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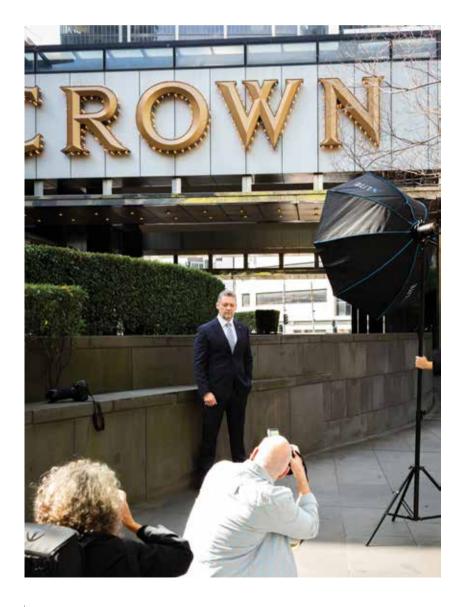
in it, not knowing if you were making progress.

I'll be honest, speaking personally, it's only really in the last couple of weeks when I announced my decision [to depart Crown] that I've looked back and realized, "Wow, we've actually done a fair bit over the last couple of years."

Regarding regaining suitability, we kind of high-

fived in the office when the announcement made was and then got straight into the next issue to be dealt with that particular day, so no great change in terms of how we run a business dayto-day, other than there's a mountain of remediation work that is no longer required, so we can focus that time back on business restructuring and more critically building up the brand, building up the quest expectation, improving across those areas. We're getting back to the business of running an entertainment resort - not waking up in the morning thinking about what compliance issues to resolve today. That's having a material impact on morale and sense achievement because we're not in the remediation transformation business. That's not what we do for a living. We create experiences and memories for people who want to be entertained, with the casino at the core of it but not the be all and end all.

As we've gone through this restructure, through the COVID years and coming out of the Royal Commissions to a really challenged economy, a lot of additional costs have been baked into the business, so the financial performance has not been there. Now, despite the weak economy, we've greater than doubled the margin. People are starting to see the numbers come through. We're nowhere near where we need to be, but we can see the pathway, we're making progress, and we can see the direction ahead.





要準備多達1千頁的詳細文件,還需要 花費大量的工時和外部顧問的協助,以 及大量的討論和反覆的來回溝通。我們 會提出我們認為應該如何解決問題的方 案,然後從外部顧問和監管人員那裡獲 得良好反饋。但整個過程很消耗心力, 員工經常工作時間過長,會對士氣造成 影響,因為大家感到精疲力盡,有時甚 至不確定是否在取得進展。

坦白說,從個人角度來說,直到我 最近宣佈決定離開皇冠,我才回過頭來 意識到:「哇,我們這幾年其實做了不 少事。」

至於恢復適格性,當這一消息公佈時,我們在辦公室裡互相擊掌慶祝問祝不一下,然後馬上處理當天的下一個問題,所以從日常業務運營上來說沒有太的整,只不過現在不再有一大堆的大力,的數工作需要完成。而我們也可以把精力的整工作需要完成。而我們也可以把精力主要的品與經營娛樂度假村的本業一一在回歸經營娛樂度假村的本業一一一。對學學學的人創造學學的大學,對學學的大學學的人創造體驗和回憶,賭場是其中的核心,但並不是

隨著完成重組、從疫情的挑戰及皇 家調查委員會的困境中走出,我們現時 面臨的是疲軟的經濟環境,很多額外成 本也被加入到了業務中,所以財務表現

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我們為想要娛樂的人創造體驗和回憶,賭場是 其中的核心,但並不是全部。

We create experiences and memories for people who want to be entertained, with the casino at the core of it but not the be all and end all.

-)) -

並不理想。但現在,儘管經濟疲軟,我們的利潤率已經翻倍。人們開始看到數據上的變化,雖然離目標尚遠,但我們看到未來的路徑,知道了前進的方向。

AWS:最近幾個月也有一些重要的高層任命,最引人注目的是David Tsai,最初被任命為Crown Perth的行政總裁,並將在您離任後擔任皇冠的臨時行政總裁。而Stanford Le則是您的新任Crown Sydney的行政總裁。他們為皇冠帶來了其麼?

CC: David已經和我們共事了一年半。 他在珀斯做得非常出色,並且帶來了他 在美高梅任職期間所積累的大量國際及 多物業的經驗。他完全融入我們的文化 和價值觀,因為這些與他本身的理念非 常契合。

Stanford對亞洲以外大型綜合度假 村有著豐富的經驗,並且在華盛頓州的

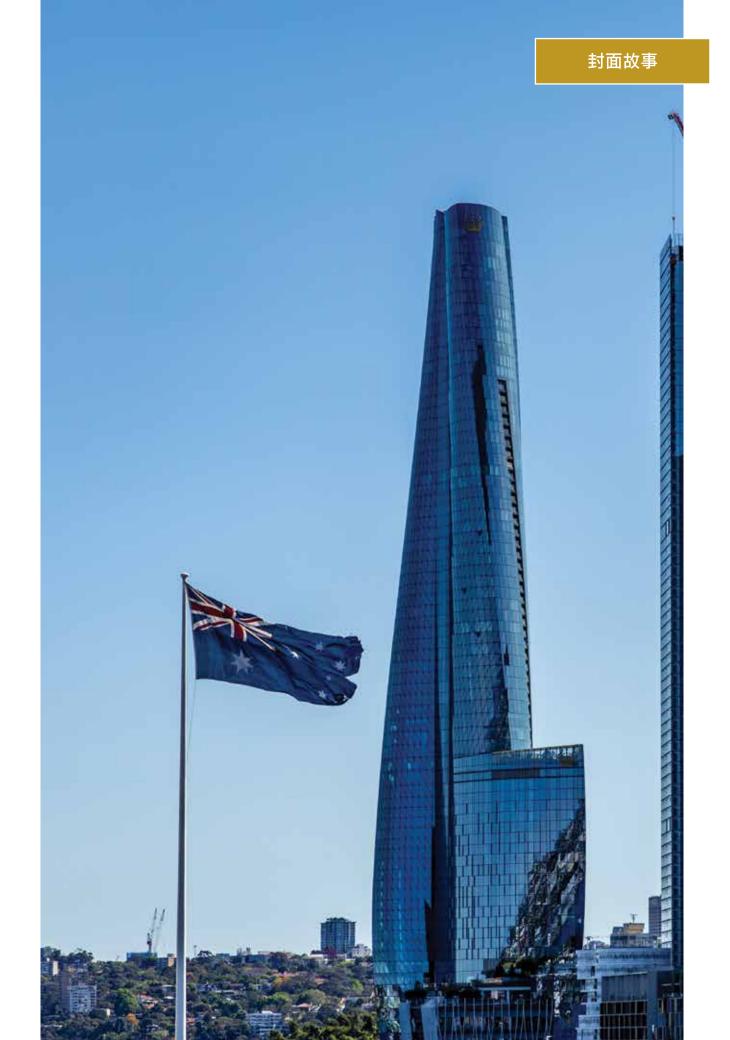
AWS: There have also been some major executive appointments in recent months, most notably David Tsai who was initially appointed CEO of Crown Perth but will step in as interim CEO of Crown Resorts upon your departure. And Stanford Le is your new CEO at Crown Sydney. What do they bring to Crown?

CC: David's been with us for a year-and-a-half now. He did an incredible job in Perth and brings a great deal of international and multi-property experience from his time at MGM. He lives and breathes our cultures and values because they're aligned with his own.

Stanford also has great experience across large scale integrated resorts out of Asia and has played a significant leadership role in his existing property [Seattle's Snoqualmie Casino] up there in Washington state. So, again, a great international lens to what Crown needs to do moving forward.

That was the approach of Blackstone when they brought many of us in from Macau, from the US and elsewhere when they first took over.

We've appointed some great local Victorians. Louise [Tebbutt, Chief People and Culture Officer] is about to start and Nicole [Pelchen], the head of IT, is another Victorian who's just about to start, and Gemma [Allman, Chief Government Relations Officer] who's Melburnian and has come back





after many years overseas in big government relations roles for the likes of ExxonMobil.

These people have a real passion for and understanding of the brand, what it used to stand for and what they believe it still should stand for. They are very passionate about seeing ongoing resurgence of the brand, the values and the business culture, as well as bringing a great deal of international exposure. Many come from outside industries,

bringing a new perspective into what we have done historically and how some of that can be done differently.

It's an exciting time. David, in his acting role, has got an incredible team and as the business evolves and moves forward, they're going to be incredibly successful.

AWS: Crown is now open again for international business. How have the restrictions you now

face affected the marketing of Crown and particularly the international segment?

CC: We got back into the premium market, albeit slowly, in the middle of last year for Sydney and Melbourne. It's not available in Perth. We have competitive commission programs in place. Obviously, there are requirements that you don't have in other international markets and across Asia which potentially make it less

Snoqualmie Casino中擔任了重要的領導角色。他再次為皇冠帶來了一個國際化的視角,這是皇冠在未來需要的。這也是黑石當初接手時的策略,他們從澳門、美國及其他地方引進了許多人才。

我們還任命了一些本地的優秀人才。Louise Tebbutt(首席人事及文化官)即將上任,而Nicole Pelchen(資訊科技主管)也是維多利亞州人。還有Gemma Allman(首席政府關係官),她是墨爾本人,曾在海外為像埃克森美孚這樣的大公司擔任多年政府關係職務,現在回來了。

這些人對皇冠品牌充滿熱情,理解 其曾經代表的價值,也堅信它仍應該代 表那些價值。他們對品牌的持續復興、 價值觀及企業文化充滿熱情,同時也帶來了大量的國際經驗。許多人來自不同 行業,為我們過去的運作方式提供了新 的視角,讓我們了解有些事可以以不同 的方式來完成。

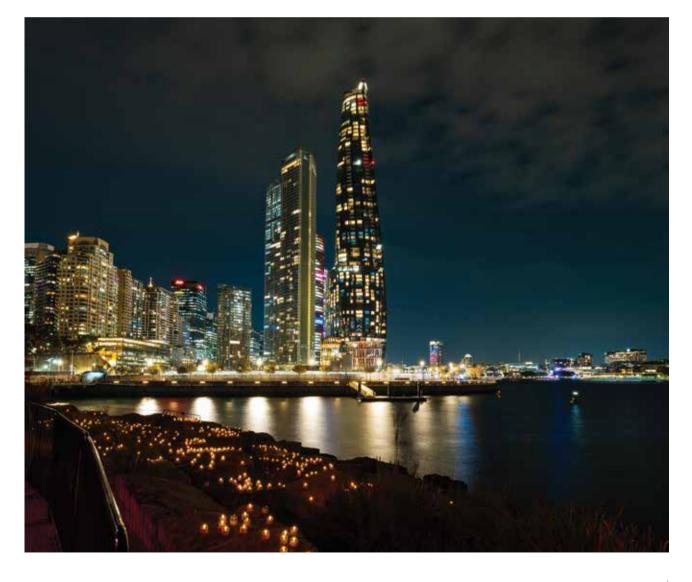
這是一個令人振奮的時刻。David在 他的代理職位上,將率領一支非常強大 的團隊,隨著企業的發展和前進,他們 將大獲成功。

AWS:皇冠度假村現在重新開放了國際 業務。您現在所面對的限制將如何影響 皇冠尤其是其針對國際市場的營銷呢?

CC: 我們去年年中在悉尼和墨爾本逐步

重新進入了高端中場市場,雖然速度不快,但已經有所進展。不過在珀斯還沒有。我們推出了有競爭力的佣金計劃。不過,我們在海外尤其是亞洲市場,有一些特定的要求,這令公司對於那些純粹以賭博為目的的遊客來說可能缺乏競爭力。

但是,如果考慮皇冠的產品、服務, 以及針對高淨值個人在澳洲旅行時具競爭力的佣金率,尤其是那些來悉尼和墨爾本 不僅僅為了賭博而是來探親、出差或度假 的客人,皇冠依然吸引了相當大的興趣。 如果你本來就計劃來澳洲旅遊,而且喜歡 賭博娛樂,那麼皇冠確實是當地最好的選 擇,甚至是唯一的選擇。



COVER STORY



competitive for those making a trip just for gambling.

But when you look at our products and service, and the competitive commission rates for high-net-worth individuals traveling through Australia, particularly Sydney and Melbourne, for reasons other than just a gambling trip – seeing family, on business or just on a leisure trip – we're seeing quite a bit of interest. If you're

coming to Australia anyway and you enjoy the entertainment of a good punt, then we are really the best and only game in town.

It's a fantastic environment in Crown Sydney. Yes, on the initial trip there are some additional KYC (Know Your Customer) hurdles, but once that's done, you're able to book trips into the future. It's similar in Melbourne. Obviously, the way it's marketed and promoted

is very different to the past. There are no groups, no junket business, but we engage with some of the premium players we previously had. I think there is an incorrect belief that we don't do any kind of international commission-based play anymore. We just don't deal with groups or junkets. And we have strict KYC processes in place, which is great for our business, the communities, and



the punters themselves who are coming through. They have an understanding of who they are playing with on the casino floor.

We're seeing gradual progress [with international play] but there's still a bigger opportunity. To be frank, if you go back to pre-Royal Commission days, only about 10% of the bottom line of Crown was being generated from the international business anyway

Crown Sydney的環境非常棒。是的,第一次旅行時可能會有一些額外的「了解你的客戶」(KYC)流程,但一旦這個步驟完成了,未來就可以輕鬆預訂行程。墨爾本的情況也差不多。當然,現在的市場營銷和推廣方式與過去非常不同。我們不再做團客,也不前的高端玩家保持聯繫。我覺得大家有個誤解,認為我們完全不再進行任何涉及佣金的博彩了。實際上,我們只是停止了與團體及博彩中介的合作。公司有、社區格的KYC流程,這對我們的業務、社區

和遊客本身都是有利的。來這裡的玩家會清楚自己在和誰一起消遣。

我們在國際業務方面正逐步取得進展,但仍然有更大的機會。坦率地說,如果回到皇家委員會審查之前,國際業務只佔皇冠收益的約10%,雖然交易量大,但利潤相對較小。

重回本地、州際以及國際旅遊業務 對我們的成功至關重要,同時我們也在 持續增加產品供應,以確保能為那些喜 歡賭博的國際遊客提供一個非常有吸引 力和競爭力的項目。這是通往成功的舉 措,但是一個緩慢而穩步的過程。

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我們正在回歸經營娛樂度假村的本業——不再每 天要考慮解決哪些合規問題。

We're getting back to the business of running an entertainment resort – not waking up in the morning thinking about what compliance issues to resolve today.

-)) -

AWS:多年來,皇冠集團一直是墨爾本生活中的驕傲核心,然而後來卻失去了這種地位。您是如何努力重新獲得墨爾本社區的認可的?

CC:我們在體育和賽事活動合作方面取得了成功。Taylor Swift演唱會和UFC(終極格鬥錦標賽)就是很好的例子。我們還有與澳洲高爾夫協會和一些主要體育聯盟的合作,這些合作將皇冠品牌與美好時光、娛樂、體育和現場音樂相聯繫,這是我們營銷策略中的重要部分。

兩年前,許多我們現在的合作夥伴 可能甚至不會接皇冠的電話,但這種情 況已經發生了顯著變化,並且未來還會 繼續增長和發展。

AWS:您的下一步計劃是甚麼?

CC:玩玩摩托車、旅遊、放鬆和享受生活。iag

- massive volume, small margins.

Getting back to having a local interstate international tourism business is going to be critical to our success, as well as continuing to add to our offering to ensure we have a very robust, attractive and compelling program for those international guests travelling to Australia who enjoy a punt. It's a successful move, but it's slow and steady progress.

AWS: Crown for many years was a proud centerpiece of Melbourne life, and then it wasn't. How have you been trying to reclaim that standing in the Melbourne community specifically?

CC: We've had success with sporting and event entity partnerships. Taylor Swift and the UFC are great examples. There's Golf Australia, some of the major sporting codes and associating Crown with good times, entertainment, sports

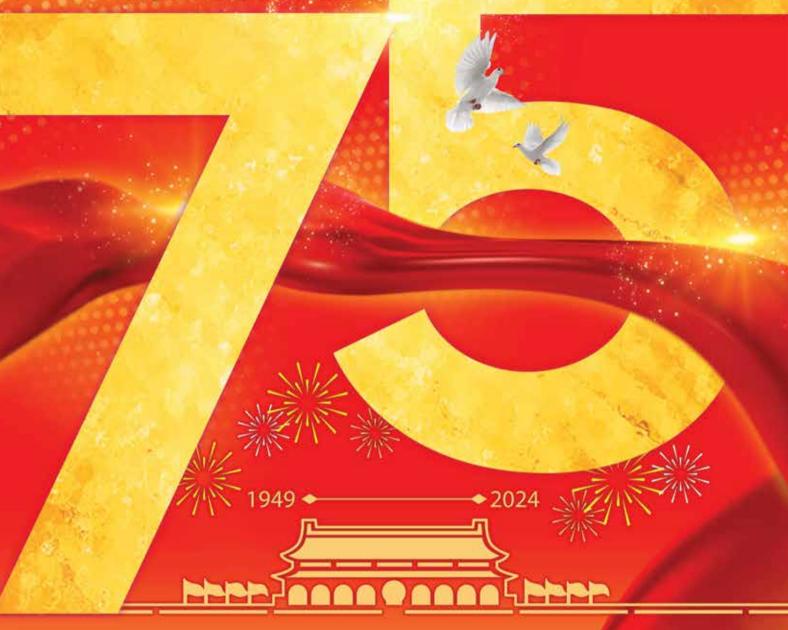
and live music. That's a key part of our marketing strategy.

Two years ago, many of the people we now partner with probably wouldn't have even taken a phone call from Crown, but that has changed dramatically. And that will continue to grow and develop in the future.

AWS: What's next for Ciarán Carruthers?

CC: Play with my motorcycles, travel, chill and relax. iag





熱烈祝賀 中華人民共和國成立75週年

Congratulations on the 75th anniversary of the founding of The People's Republic of China

SUPER SUSEP

Newport World Resorts, Manila 09 to 11 September 2024

轉慶聚首

《亞博匯》於9月9日至11日在馬尼拉的新港世界度假村再度舉辦「Super September」活動系列,包括「馬尼拉入夜後(Manila After Dark, MAD)」、「IAG Academy Summit」及「IAG Academy IR Awards」。

文 本思齊

TOGETHER AGAIN

Inside Asian Gaming hosted its second Super September series at Manila's Newport World Resorts from 9 to 11 September, comprising welcome networking social Manila After Dark, the IAG Academy Summit and the IAG Academy IR Awards.

By Ben Blaschke



/ KXXX

THE THOUSE



MAD25

09/09/24
CASA BUENAS,
NEWPORT WORLD RESORTS

《亞博匯》「2024 Super September」以「馬尼拉入夜後(Manila After Dark, MAD)」社交活動的回歸拉開帷幕,這次活動同時也是這一周的歡迎酒會。MAD在新港 世界的西班牙主題菲律賓餐廳Casa Buenas舉行,吸引了超過200位賓客參加共同度過一 個美好的夜晚。參加活動的賓客包括行業供應商和營運商、律師、相關行業人士以及不少 PAGCOR代表。這次活動為賓客們提供了與老友敘舊及結識新朋友的機會。幾位幸運賓客 還在我們的抽獎活動中贏得了大獎。 IAG's 2024 Super September kicked off with the return of networking social Manila After Dark, which doubled as the week's welcome drinks. MAD, as it is popularly known, saw more than 200 quests enjoy a fantastic evening at Spanish-themed Filipino restaurant Casa Buenas at Newport World Resorts. Attended by everyone from industry suppliers and operators to lawyers, associated industries and a healthy smattering of PAGCOR representatives, the event provided an opportunity for guests to catch up on old times, meet new acquaintances and, for a lucky few, walk away with a bonus prize from our patented lucky draw.





































































(iag) ACADEMY SUMMiT

10-11/09/24
HILTON MANILA,
NEWPORT WORLD RESORTS

「IAG Academy Summit 」於2024年再度在新港世界度假村的馬尼拉希爾頓酒店舉行,與去年相比,參會人數顯著增加,彰顯是次峰會已迅速成為業界一個重要的思想領導力平台。今年的峰會匯聚了業界的重量級人物聚首,從兩位主題演講嘉賓的份量便可見一斑:首日演講嘉賓為PAGCOR主席兼行政總裁Alejandro Tengco,而第二日的主題演講則由新港世界度假村主席吳克文主講。

其他引人注目的講者還包括皇冠集團行政總裁Ciarán Carruthers,他向與會者分享了該公司在澳洲艱難重回適格性的艱辛曆程。而著名賭場建築師Paul Steelman則分享了對泰國綜合度假村機遇的見解。新任新港世界度假村行政總裁Nilo Rodriguez與NUSTAR的Alan Teo共同討論了菲律賓本地市場,而柬埔寨博彩監管機構代表Oudam Khim也加入其中對談。

圓桌對談主題則涵蓋了人工智能的應用案例、智能賭枱的技術的優勢、如何開設綜合 度假村、行業供應商的最新動態,以及特別舉辦的「Women in Gaming」專題討論,一 組來自菲律賓博彩行業的成功女性分享了她們的經歷及經驗。以下是當中部分部分亮點:

The IAG Academy Summit took place at Hilton Manila, Newport World Resorts, celebrating its second year in 2024 with a notable jump in attendance that highlights how quickly it has become a vital thought leadership platform for the industry. This year's IAG Academy Summit featured an unparalleled line-up of industry movers and shakers, as evidenced by the gravitas of its two Keynote Speakers: PAGCOR Chairman and CEO Alejandro Tengco on Day 1 and Newport World Resorts Chairman Kevin Tan on Day 2.

Other notable speakers on the impressive line-up included the likes of Crown Resorts CEO Ciarán Carruthers who took attendees on a journey through the company's years of hard work to return to suitability in Australia, renowned casino architect Paul Steelman who provided his insights into the Thailand IR opportunity, recently appointed Newport World Resorts CEO Nilo Rodriguez who joined NUSTAR's Alan Teo to discuss the local Philippine market, and Oudam Khim from the Cambodian gaming regulator.

Panel topics ranged from the use cases of artificial intelligence to the benefits of smart table technology, how to open an integrated resort, the latest updates from industry suppliers and a special Women in Gaming panel where a select group of successful women from across the Philippine gaming industry shared their experiences. Some selected highlights follow:

峰會亮點 SUMMIT HIGHLIGHTS

監管探討:澳洲的困境

REGULATOR'S PANEL: TROUBLE IN OZ

Former South Australian regulator and a key advisor to governments in Macau and Singapore, David Green, issued a warning against moves in Australia to overhaul the gaming industry's current regulatory structure by way of a national regulator – a body or bodies that would, in theory, replace the current state-based model.

Speaking on the "Voice of the Umpire: Regulator's Talk" panel at the IAG Academy Summit, Green said any move to centralize the regulation of gaming, be

曾任南澳洲監管機構負責人、澳門和新加坡政府 重要顧問的David Green表示,反對澳洲目前推動改 革博彩業現有監管結構,並建立一個全國性的監管機 構——個或多個機構理論上將取代目前的州級監管 模式。

在「IAG Academy Summit」的「Voice of the Umpire: Regulator's Talk」專題討論上,Green表示,任何集中化博彩業監管的舉措,無論是針對實體博彩或是線上博彩,都會「無意中引發衝突」——主要因為單一機構如何將博彩稅收分配給各州是一個問





題。根據現有模式,各州能夠「內部化並隔離聯邦政府的 進一步干預」,但如果實施新的監管模式,州政府將不得 不將權力給聯邦政府。

Green還指出,州監管機構與其各自的執法機構在博 彩法執行方面存在的緊張關係,尤其是涉及警方通常安插 在賭場的線人。

「這些線人甚至連賭場管理層都不甚清楚。但警方作為執法部門,和作為博彩法執行者的監管機構之間總是存在緊張關係,」他說。「如果你在國家層面設立一個單一的監管機構,試圖處理來自八個不同警察機構的情報資產,那就是一場災難的配方,在我看來,這是不會實現的。」

Green還警告稱,澳洲對博彩公司的稅收不斷增加,可能會給有組織犯罪帶來可乘之機,類似於煙草行業,對香煙徵收的大量稅款催生了黑市的繁榮。

Green表示:「現在存在一個真正的危險,如果我們繼續這樣走下去,我們會看到向我們本不希望發生的事情倒退,即有組織犯罪和非法博彩活動的活躍。」

it the land-based casino industry or online sportsbooks, would "unintentionally create some interesting conflicts" – largely due to the issue of how a single body would distribute gaming tax revenues to the states. Under the existing model, he noted, the states are able to "internalise and quarantine that further from federal government reaches" but would have to cede power to the federal government should a new regulatory model be imposed.

Green also pointed to existing tensions between state regulators and their respective law enforcement agencies when it comes to enforcement of gaming laws, particularly in relation to informers that police typically have located in their casinos.

"Those informers are not even known to the management of the casino but there is always a tension between the police as law enforcement and the regulator as the enforcement of gaming law," he said. "If you were to take a single regulator at a national level trying to deal with eight different police forces over their intelligence assets, you've got the recipe for disaster and in my view it is not going to happen."

Green also warned that increasing taxes being imposed on gaming companies in Australia would likely play into the hands of organized crime, much like the tobacco industry where the imposition of massive taxes on cigarettes has seen the emergence of a thriving black market.

"There is a real danger now that if we keep going down this track, we're going to see a migration back towards the very thing that was intended not to be a problem, which was the involvement of organized crime and illegal gambling operations," Green said.

峰會亮點 **EMAIL SUMMIT HIGHLIGHTS**

總裁對談:宿霧NUSTAR在崛起

PRESIDENT'S FIRESIDE CHAT: NUSTAR ON THE RISE IN CEBU



宿霧唯一的綜合度假村NUSTAR的 行政總裁Alan Teo表示,該物業在2022 年5月試營業兩年後,開始展現出其潛 力。

Teo表示:「剛開始時,每日到訪我們度假村的遊客總數在1,500至2,000之間——現在已達到5,000至6,000。」他補充道,「從收入的角度來看,已經很能反映出我們取得的成就。相較於整個菲律賓市場份額,這還是較小規模,但其一直在顯示出顯著的進步——尤其是在角子機方面。自開業以來,我們看到角子機和投幣機的巨大增長,投幣率自開業以來幾乎增加了三倍,並持續增長。」

儘管NUSTAR目前只有三家計劃中的酒店開了一家,提供約360個房間,但第二家名為NUSTAR Hotel的豪華酒店將在今年年底開業,房間數將提升

Alan Teo, Chief Operating Officer of Cebu's only integrated resort, NUSTAR, said the property was starting to live up to its potential some two years after its soft opening in May 2022.

"When we first started, total visitors into our property on a daily basis was between 1,500 and 2,000 – now it is 5,000 to 6,000," Teo said. "Revenuewise that gives a sense of what we have achieved. It is small compared to the overall Philippines market share, but it has been showing a lot of improvement – especially in slots. We've seen tremendous growth in slots and coin-in has virtually tripled since opening and continues to grow."

Although NUSTAR currently has only one of three planned hotels open, with around 360 room keys available, the second luxury hotel, called NUSTAR Hotel, is due to open by the end of this year and will lift the

至600間。第三家酒店計劃於2026年開業,屆時房間總數將進一步增加至約1,000間。

Teo解釋說:「這是分階段的開放計劃。不過零售商場已經有近90%的商戶入駐,大部分奢侈品零售商已經入駐。我們有接近40家餐飲門店供客人選擇。」

「到明年年初,我們將在NUSTAR 擁有更多的景點和娛樂設施。我們 將在36樓開設一個擁有玻璃地板的 Skydeck,您可以直接往下看,還可以 欣賞海洋和山脈的完美景色。我們的休 閒公園也會在同一時間開放。兩年後, 當第三座酒店塔樓完工時,還會有一個 劇院。」

「我們將其定位為一個讓遊客可以 停留三到四天的目的地,而不僅僅是待 上一兩天。正如品牌名稱所暗示的,我 們希望成為Visayas區的明星。」

room count to 600. The third, scheduled to launch in 2026, will further lift rooms to around 1.000.

"It's a phased opening," Teo explained. "But the retail mall is close to 90% in operation and most of the luxury retailers are there. We have close to 40 F&B outlets that you can find.

"By early next year we will have more attractions and entertainment in NUSTAR. We will have the Skydeck, which is a glass floor located on the 36th floor where you can look straight down and will also have the perfect view of the sea and the mountains. Our leisure park will open at the same time. When the third hotel tower is competed two years from now there will be a theater as well.

"We are positioning it as a destination where you spend three to four days in the property rather than just a day or two. As the brand name implies, we want to be the star of Visayas."





峰會亮點 SUMMIT HIGHLIGHTS

泰國及其他新興市場:選址、選址、選址 THAILAND AND OTHER GREENFIELDS: LOCATION, LOCATION

全球知名的賭場建築師Paul Steelman表示,在曼谷市中心 打造綜合度假村開發項目將問題重重,他呼籲設立一個專門的賭 場區,以形成集群效應。

Steelman以澳門和拉斯維加斯的成功模式為例,稱這些地方的綜合度假村聚集在一起,形成了一個綜合的旅遊區。他說:「當這些地方都在同一條街上時,水漲船高,所有的業務都會受益。」

「我不認為應該在曼谷市中心設立賭場。那裡太擁擠,基礎設施不足,建設困難,所需時間也會更長。所以我認為應該以某種有序的方式來規劃這些賭場。」

「我堅信,最好的賭場應該位於35到40公頃的場地,可以 擴展來容納適當的會議場地,酒店也可以分階段發展,設計成分

Globally-renowned casino architect Paul Steelman says an integrated resort development in central Bangkok would be too problematic, calling instead for a designated casino zone to be established to create a cluster effect.

"When you put those places together on the same street, a rising tide lifts all boats," Steelman said in reference to the success of the Macau and Las Vegas models, where IRs are grouped together to create a comprehensive tourism precinct.

"I don't believe there should be a casino in the center of Bangkok. It's too crowded, it doesn't have







層結構。我們的賭場是針對五個不同收 入群體設計的,這不僅限於博彩,還涵 蓋酒店、餐廳等服務。」

最重要的是,Steelman強調,泰國 綜合度假村的選址必須考慮到交通連接 和便利性。

「為甚麼拉斯維加斯50年來一直使用同一個機場?因為賭場運營商堅持絕對不能搬遷機場。他們希望訪客能在20分鐘內到達賭場。」

「泰國也是一樣。我堅信這些綜合 度假村應該選擇位於連接城市交通和機 場的新興場址。」

資深顧問David Green補充說,為 了讓泰國的第一批綜合度假村取得成功,當局必須清楚闡述對成功的願景。

他說:「這也是新加坡取得成功的原因之一。他們知道自己想要甚麼,那就是與眾不同——他們希望提升旅遊產品並改變形象,而他們已經做到了。」

the infrastructure, it would be difficult to build and take much longer to build, so I think they should be put in some sort of organized fashion.

"I'm a firm believer that the best casinos do [sit on] 35 or 40-hectare sites and can be spread out to make the proper set of conventions, to make a hotel that is phased and is stratified, and to design a casino that's stratified. Our casinos are designed for five different income groups and that stretches not only to gaming but to the hotel offering, the restaurants and so on."

Most importantly, however, Steelman said the location of Thailand's integrated resorts must be chosen with transportation links and ease of connectivity in mind.

"Why does Las Vegas still have the same airport that it had 50 years ago? Because [the casino operators] insisted that we never, ever move it. They want people who are visiting to be in that casino within 20 minutes," he said.

"Thailand is the same. I firmly believe they have to be greenfield sites somewhere that's connected to urban transportation and also connected to the airport."

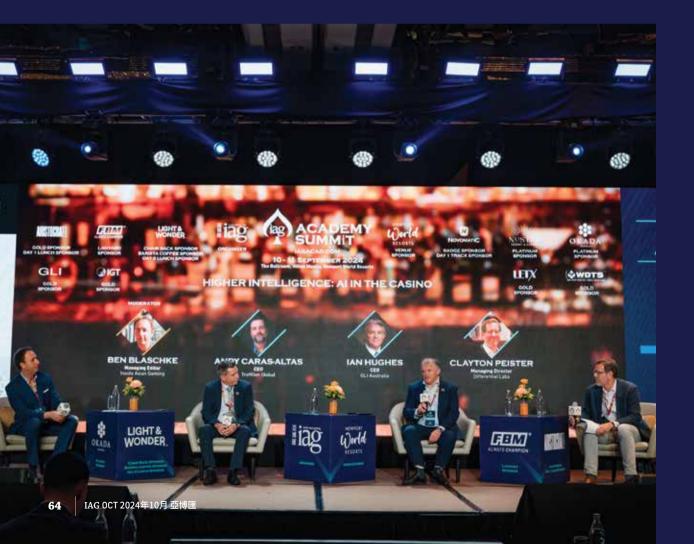
Veteran consultant David Green added that for Thailand's first IRs to be successful, it is vital for authorities to articulate a vision for what that success looks like.

"That's one of the reasons Singapore has been so successful," he said. "They knew what they wanted, which was relevance – they wanted to upgrade their tourism offering and change their image, and they've achieved that."

峰會亮點 **SUMMIT HIGHLIGHTS**

高級智能:AI在賭場行業的未來

HIGHER INTELLIGENCE: THE FUTURE OF AI IN THE CASINO INDUSTRY





It's true that many operators have not yet fully grasped the best use cases for artificial intelligence on the casino floor, but experts in the field insist the technology will be game changing.

lan Hughes. Chief Commercial Officer of Gaming Laboratories International (GLI) and CEO of GLI Australia, says AI will be "in every element of the IR from back of house to front of house. Everyone's going to use some form of development of Al and it's going to continue to grow in that space to the point where if you're not adopting it or being aware of it, you're going to be left at a competitive disadvantage, be it in terms of cost of operations or the value that you're offering out to your customers.'

Chris Rogers, co-founder of TraffGen Asia, believes avatars and voice models will be the future of Al across the industry, both from a training and a customer-facing perspective.

However, Differential Labs Managing Director Clayton Peister believes marketing will still be at the core of AI – provided the industry improves when it comes to data collection.

"It's what we can do with that data that is really quite transformative and changes everything, from how we forecast to how we interact with the players," he said. "It's when we receive that data that the modeling process really starts, so I don't think we will get away from building traditional predictive models.

"When it comes to marketing, we will look to take those inputs, craft something that's unique to the player and then use a corresponding model to make sure that we're delivering an offer that will drive incremental lift. It really starts with the data in integrating some of this new technology."

雖然許多運營商尚未完全掌握人工智慧(AI)在賭場中的最佳應用場景,但該領域的專家堅持認為,這項技術將帶來巨大的改變。

Gaming Laboratories International(GLI)首席商務官兼GLI 澳洲行政總裁Ian Hughes表示,AI將會應用於綜合度假村(IR)的每個環節,從後勤到前台。「每個人都將以某種形式發展AI,這個領域將持續增長。如果你不採用它或沒有注意到它,就會在競爭中處於劣勢,無論是在運營成本方面還是在為客戶提供的價值方面。」

TraffGen Asia聯合創始人Chris Rogers認為,虛擬形象和語音模型將成為AI在整個行業中的未來,無論是在培訓還是面向客戶的場景中,AI都會發揮重要作用。

然而,Differential Labs常務董事 Clayton Peister則認為,只要行業在數 據收集方面能夠做得更好,那麼營銷仍 將是AI的核心應用領域。

他表示:「我們能利用這些數據做的事情非常具有變革性,這將改變了從預測到如何與玩家互動的一切。當我們獲得這些數據時,建模過程真正開始,所以我不認為我們會脫離傳統的預測模型。」

「在市場營銷方面,我們將會利用這些輸入數據,打造獨特的玩家體驗,然後使用相應的模型來確保我們提供的服務能夠帶來增量效益。這一切都始於數據,並且與這種新技術的整合密切相關。」

峰會亮點 SUMMIT HIGHLIGHTS

供應商的世界:遠程博彩的機遇

SUPPLIER'S WORLD: THE REMOTE GAMING OPPORTUNITY

業界供應商對菲律賓遠程博彩市場所提供的產品機遇看法 不一。

遠程博彩是菲律賓所謂的eGames(電子遊戲)大市場的一部分,自政府在疫情期間為運營商提供國內博彩服務大開綠燈以來,該領域一直呈現增長趨勢。

Light & Wonder的Ken Jolly將這個細分市場形容為「非常棒」,因為它讓玩家即使無法前往實體賭場時仍能體驗真正的賭場遊戲,但Aristocrat的Lloyd Robson指出,自三年前首次推出這一細分市場以來,運營商幾乎沒有進行任何擴展。

Industry suppliers expressed mixed feelings over the opportunities the Philippines' remote gaming segment presents to provide more product to the market.

Remote gaming, part of what the Philippines refers to as the broader eGames segment, has been on the rise since the government gave operators the green light to offer domestic gaming services during COVID.

However, while Light & Wonder's Ken Jolly described the segment as "fantastic" because it gives players access to real casino games when







they cannot travel to a property, Aristocrat's Lloyd Robson noted that there had been very little expansion by operators since the segment was first introduced three years ago.

"I find it interesting the integrated resorts have not expanded in a streaming

sense, but either way the game doesn't change for us," Robson explained. "It's our job to create the world's best content whether that finds its way onto the physical floor or for streaming or for online."

David Punter, Operations Manager Sales, Marketing Robson解釋說:「我覺得有趣的 是,綜合度假村在線上方面並沒有太多 擴展,但無論如何,對我們來說博彩遊 戲本質上沒有改變。我們的工作是創造 世界上最好的內容,無論這些內容是進 入實體賭場樓層、用於流媒體,還是用 於線上遊戲。」

Konami的澳洲及亞太地區銷售、行 銷和服務運營經理David Punter表示, 運營商和供應商必須確保用於遠程博彩 的機器與賭場區域內可玩的機器保持一 致,這一點非常重要。

他說:「遠程博彩已經大獲成功, 但我們需要在產品的推出時間上加強合 作,確保在賭場的不同區域添加機器。 我們必須盡可能確保出現在兩個不同空 間的遊戲是一致。」

Jolly則指出,遠程博彩市場肯定在 某方面做對了,因為這種模式現在也開 始在馬耳他、斯里蘭卡和巴西等其他市 場出現。

and Service ANZ and APAC for Konami, said it was important that operators and suppliers ensured machines dedicated to remote gaming were in line with those available for play on the casino floor proper.

"It (remote gaming) has been a success story but we need to work on the timing of the product to make sure we add machines in a different section of a casino. We've got to make sure the same games are available in the two different spaces as much as possible," he said.

Jolly noted that the remote gaming concept must be doing something right given that it is now starting to appear in other markets as well, such as Malta, Sri Lanka and Brazil.

























































10/09/24
HILTON MANILA,
NEWPORT WORLD RESORTS

Super September其中一個亮點活動就是「IAG Academy IR Awards」,這項頒獎典禮旨在表彰亞太地區博彩遊戲產業中最傑出的行業翹楚。今年的頒獎典禮涵蓋了22個獎項,分為四大類別:非博彩運營商獎項、博彩獎項、企業獎項和行業<u>獎項。</u>

此外,獎項還包括《亞博匯》名人堂的四個獎項類別,分別是三位被選中的行業新星、一位傑出行政總裁,三位行業風雲人物及一位行業傳奇人物。

頒獎結果在9月10日(週二)晚上的盛大晚宴中揭曉,當晚共有240位行業領袖出席。 與會者在享用精美的三道菜晚宴及與業界同仁社交的同時,共同慶祝了年度最佳成就。

One of the highlight events of Super September was the IAG Academy IR Awards, celebrating the best of the best in the gaming industry across the Asia-Pacific region. This year's awards comprised 22 award categories separated into four divisions: Non-gaming Operator Offerings, Gaming Offerings, Corporate and Industry.

It also incorporated four categories under *Inside Asian Gaming*'s Hall of Fame, namely Rising Stars (3 winners), Outstanding CEO (1 winner), Industry Icons (3 winners) and Industry Legends (1 winner selected from existing Industry Icons).

The winners were announced at a Gala Dinner on the evening of Tuesday 10 September attended by 240 leading industry representatives, providing a unique opportunity to celebrate the year's best achievers while enjoying a fine three course meal and networking.



01

最有影響力綜合度假村整體建築
BEST OVERALL ARCHITECTURAL IMPACT OF AN IR

濱海灣金沙 MARINA BAY SANDS FOR MARINA BAY SANDS



02

最佳綜合度假村景點項目
BEST IR RESORT ATTRACTION

濱海灣金沙空中花園觀景台 MARINA BAY SANDS FOR SKYPARK OBSERVATION DECK



03

最佳綜合度假村整體購物體驗
BEST OVERALL RETAIL OFFERING BY AN IR

濱海灣金沙購物商城
MARINA BAY SANDS FOR
SHOPPES AT MARINA BAY SANDS



04

最佳綜合度假村整體餐飲體驗 BEST OVERALL F&B OFFERING BY AN IR

銀河娛樂集團澳門銀河
GALAXY ENTERTAINMENT GROUP FOR
GALAXY MACAU



05

最佳綜合度假村酒店
BEST HOTEL ATTACHED TO AN IR

澳門銀河萊福士 RAFFLES AT GALAXY MACAU



06

最佳角子機解決方案
BEST SLOT SOLUTION

ARISTOCRAT FOR DRAGON LINK



07

最佳電子賭枱遊戲解決方案 BEST ETG SOLUTION

樂透遊戲有限公司直播混合遊戲機系統 LT GAME FOR LIVE MULTI-GAME STADIUMS



80

最佳賭枱遊戲解決方案 BEST TABLE GAME SOLUTION

WALKER DIGITAL TABLE SYSTEMS FOR PERFECT PAY



09

最佳綜合度假村內體育投注解決方案
BEST SPORTS BETTING SOLUTION IN AN IR

上葡京度假村內澳門彩票 MACAUSLOT AT GRAND LISBOA HOTEL AND CASINO



10

最佳綜合度假村內樸克大廳 BEST POKER ROOM IN AN IR

岡田馬尼拉 POKERSTARS
POKERSTARS AT OKADA MANILA



11

最佳綜合度假村會員計劃
BEST MEMBERSHIP PROGRAM

美高梅中國美獅薈 MGM CHINA FOR MLIFE



12

最佳綜合度假村博彩樓層 BEST IR GAMING FLOOR

BLOOMBERRY RESORTS CORPORATION 晨麗渡假城 BLOOMBERRY RESORTS CORPORATION

FOR SOLAIRE ENTERTAINMENT CITY



13

最佳企業社會責任倡議 BEST CSR INITIATIVE

新濠博亞娛樂「小善大愛」 MELCO RESORTS & ENTERTAINMENT FOR SIMPLE ACTS OF KINDNESS



14

最佳整體企業社會責任計劃
BEST OVERALL CSR PROGRAM

新濠博亞娛樂 MELCO RESORTS & ENTERTAINMENT



15

最佳法律及合規計劃 BEST LEGAL AND COMPLIANCE PROGRAM

濱海灣金沙 MARINA BAY SANDS



16

最佳工作環境 BEST WORKPLACE

LIGHT & WONDER



17

最佳整體市場推廣計劃 BEST OVERALL MARKETING PROGRAM

BLOOMBERRY RESORTS CORPORATION



18

最佳綜合度假村或供應商解決方案
BEST IR OR SUPPLIER SOLUTION

ARISTOCRAT FOR DRAGON LINK



19

最佳綜合度假村或供應商解決創新舉動 BEST IR OR SUPPLIER INNOVATION

WALKER DIGITAL TABLE SYSTEMS FOR PERFECT PAY



20

最佳行業供應商

BEST INDUSTRY SUPPLIER

LIGHT & WONDER



21

最佳亞太地區綜合度假村
BEST REGIONAL ASIA-PACIFIC IR

BLOOMBERRY RESORTS CORPORATION 晨麗渡假城

BLOOMBERRY RESORTS CORPORATION FOR SOLAIRE ENTERTAINMENT CITY



22

最佳綜合度假村
BEST INTEGRATED RESORT

銀河娛樂集團澳門銀河
GALAXY ENTERTAINMENT GROUP FOR
GALAXY MACAU



名人堂 HALL OF FAME

行業新星 RISING STARS



名人堂 HALL OF FAME

行業新星 RISING STARS

ANKUR SHARMA
(LIGHT & WONDER)

JACK CURTIS (SIMTECH)





RISING STARS



名人堂 HALL OF FAME

行業風雲人物 INDUSTRY ICONS

JOE SAM (岡田馬尼拉) (OKADA MANILA) ANDREW
MACDONALD
(雲頂新加坡)
(GENTING
SINGAPORE)



名人堂 HALL OF FAME

行業風雲人物 INDUSTRY ICONS



名人堂 HALL OF FAME

行業風雲人物 INDUSTRY ICONS

KEVIN BENNING (新濠博亞娛樂) (MELCO RESORTS) HAN TIAN (美高梅中國) (MGM CHINA)



名人堂 HALL OF FAME

傑出行政總裁
OUTSTANDING CEO



名人堂 HALL OF FAME

行業傳奇人物 INDUSTRY LEGEND

呂耀東 (銀河娛樂集團)

FRANCIS LUI
(GALAXY
ENTERTAINMENT
GROUP)

簡浩龍 (皇冠度假酒店集團)

CIARÁN CARRUTHERS (CROWN RESORTS)









































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在最近於悉尼舉辦的澳洲博彩展中,《亞博匯》與Aristocrat 的Jessica Morse暢談其出任澳紐區產品策略總監的大小事, 以及該公司為澳洲市場推出度身訂造產品的努力。

文 本思齊

MADE IN

AUSTRALIA

IAG caught up with Aristocrat's Jessica Morse at the recent Australasian Gaming Expo in Sydney to find out more about her new role as Director of Product Strategy for ANZ and the company's efforts to tailor products to the Australian market.

By Ben Blaschke

焦點關注



hey say the more things change, the more they stay the same, and never has the popular catchphrase rung more true than in Aristocrat's home base of Australia.

It's now almost 10 years since the company's Lightning Link game family revolutionized the slots world with its innovative Hold & Spin mechanic, and while there have been many iterations since, the popularity of Hold & Spin has shown no signs of slowing down.

"Hold & Spin is still the biggest thing and has been the biggest thing for the last 10 years," explained Jessica Morse, Aristocrat's Director, Product Strategy – ANZ during a run-through of the company's portfolio at the recent Australasian Gaming Expo in Sydney.

"I think the success we've seen through our recent game releases shows that Hold & Spin isn't going away, which is why on our stand [at AGE] around 75% of the stand is Hold & Spin, and within that there are around 10 different iterations of the mechanic as well."

It is the unique nature of the Australian gaming market that has seen Morse parachuted into a lead role within Aristocrat's ANZ product team, having spent the past decade learning the ropes in Europe and the US working everything from Design & Development to product management, gaming operations and sales. Back in her home country of Oz since January, she is now tasked with setting the direction of the



company's product rollout in what remains one of the largest and most dynamic gaming markets in the world.

"There are different things that you have to think about in this role, because Australia is so diverse – even from the needs of a metropolitan hotel versus a bowling club in Tamworth (in country NSW)," Morse says. "You do have to think about that, and it comes down to really understanding how those venues work and operate and the players that go to them as well."

Demonstrating the need to adapt to the intricacies of the Aussie market, Morse highlights





言道「萬變不離其 宗」。這句說話, 在Aristocrat的總部 所在地澳洲,就更 能被體現。

自該公司在差不多十年前,以 Lightning Link遊戲系列的Hold & Spin機 制為角子機世界帶來天翻地覆的改變。雖 然已經出現了多次更迭,但Hold & Spin 的人氣依然沒有一絲冷卻。 在最近於悉尼舉辦的澳洲博彩展(Australasian Gaming Expo, AGE)中,Aristocrat的澳紐區產品策略總監Jessica Morse於簡介其公司的產品組合時說:「Hold & Spin依然是焦點所在,於過去十年都是如此。」

「我認為,在我們最近發行新遊戲時所取得的成功,顯示出Hold & Spin的地位不會改變,這也是我們(在AGE)的 攤位中,有約七成半的產品都是Hold & Spin的原因,而且當中更有差不過10款 是該機制的迭代設計。」

正是由於澳洲博彩市場的獨特本質,讓Morse在過去10年於歐洲及美國在設計及開發、產品管理、博彩營運及銷售等職位歷練過後,空降到Aristocrat的澳紐區產品團隊主管位置之上。自從在一月回到自己的澳洲祖家後,她現在負責為公司在這個世界其中一個最大及最多變的博彩市場,制定產品推出的方向。

Morse說:「在擔任這個角色時,需要顧及不同方面,因為澳洲實在是一個非常多元的地方,例如一間在都市中的酒店,與一間在譚禾夫(新南威爾斯州鄉郊)的保齡球俱樂部,就會有不同的需求。」

「你必須考慮到這樣的事情。說到 最後,就是要對於那些場地的運作和在 那裏出現的玩家有深入的認識。」

在說明需要適應錯綜複雜的澳洲市場的需求時,Morse就特別指出了高額積實不斷上升的人氣。這種現象一直大多出現於亞洲市場之中。

她說:「我們最近在MarsX機櫃發 行了Dragon Link。從前積寶的最高金額 是5萬澳元,但現在我們就有6萬、7.5萬 及9萬澳元的積寶。這一切都是由玩家推



動的,因為5萬澳元積寶遊戲其實一直都 有很好的成績。」

「我們當然注意到競爭對手都加入 了我們的行列,作出相似的轉變,但我 們真的認為,我們是在那方面的市場領 頭羊,帶領着更高額積寶的發展。老實 說,那也是客戶想要的。」

對於波動率的接受程度,也是澳紐市場的一個特色。Morse解釋說,這顯示出澳洲市場與她之前身處的美國市場有著巨大差異。

她在談到自己的觀察時表示:「美國與澳洲真的頗為不同。」

「有些時候,在一些遊戲上也會出 現重疊。但一般而言,有非常高波動率 的遊戲,可能在這裏有很好的成績,但 就未必能夠取悅美國的受眾。」

「這就是為什麼識別細微差別這麼重要。以『Dragon Link』的成功為例——這是我們開發了一款非常出色的遊戲,然後通過調整配置和獎池,使它能夠在全球範圍內推出。並不是每款遊

the growing popularity of large jackpots – a trend that has traditionally been associated with Asia.

"We recently released Dragon Link on our MarsX cabinet, and the biggest jackpots we had previously were for AU\$50,000, but we now have a AU\$60,000 jackpot, a AU\$75,000 jackpot and a AU\$90,000 jackpot, and that is all driven by the players because of how successful that AU\$50,000 has been," she says.

"We're obviously seeing our competition coming along now

doing something similar, but we really think we've been the market leaders in that, leading those bigger jackpots. And honestly, that's what customers want as well."

Volatility acceptance is another feature of the ANZ market, Morse explains, reflecting a significant point of difference to the American market from which she recently returned.

"The US is quite different to Australia," she observes. "There will be times when games overlap in between, but generally speaking, a game with extremely high volatility that might work really well here might not resonate with an American audience.

"That's why it's important to recognize the small nuances. Take the success of Dragon Link – that's an example of us developing a really great game but then playing with the configurations, the jackpots, in order to deliver it all around the world. Not every game can do that, but Dragon Link is a



在擔任這個角色時,需要顧及不同方面,因為澳 洲實在是一個非常多元的地方,例如一間在都市 中的酒店,與一間在譚禾夫(新南威爾斯州鄉郊) 的保齡球俱樂部,就會有不同的需求。

"There are different things that you have to think about in this role, because Australia is so diverse – even from the needs of a metropolitan hotel versus a bowling club in Tamworth."

-)) -



50-line game in Australia and an 88-line game in Asia. In pushing the success of that product, just going in and tweaking those things has had a massive impact."

Also driving Aristocrat's ANZ strategy is its studios. The company currently has seven different studios developing content for the Australian market of which six are making content specifically customized for Australia.

"That means we're not picking up a game from the US or Asia and changing the specs, we're actually developing it from the ground up for this market," Morse says proudly. "It costs a lot of money but shows our investment with 11 out of the 12 game families we've got specifically designed for Australia. Historically speaking it's been about three studios so it's a doubling to the six studios doing so today."

And it is this localization that stands at the heart of Morse's new ANZ role – one she looks to be revelling in after so many years on the road.

"I feel like I've got a pretty well-rounded understanding of most regions because I've been in almost every major market in gaming across Europe, Australia, North America and Asia," she says.

"I think that helps you kind of understand global trends, how to localize something. My role really is to make sure that we get the right product at the right time with the right specs and the right configurations.

"I need to make sure our customers understand what our product pipeline is, what our strategy is, and then make sure that what's out on the floor is working as well.

戲都能這樣做,但『Dragon Link』在不同的區域有著不同的設置,在澳洲及亞洲也不相同。在推動這款產品成功的過程中,進行這些細微的調整產生了巨大的影響。」

另外,Aristocrat的澳紐區策略的背後推手,還有該公司的各個工作室。Aristocrat現時為澳洲市場進行內容開發的工作室有7間,當中6間就特別是為澳洲而設的。

Morse非常自豪地說:「這表示我們並非從美國或亞洲隨便選一款遊戲,改一下它的設定後就推出。我們的確是從頭開始為這個市場進行開發。」

「這事牽涉的成本很高,但就能

夠表現出我們所作的投資。在12款遊戲中,有11款是特別為澳洲而設計的。我們從前都是由3間工作室在做這事,因此今天有6間工作室的話,算是把數字倍增了。」

這種本地化就正是Morse在澳紐區 新出任角色的核心。而且在她於世界各 地為工作奔波多年後,也希望享受這種 本地化。

她說:「我感覺自己對於大部份地 區都有全面的形式,因為我差不多走遍 了在歐洲、澳洲、北美及亞洲各地的主 要市場。」

「我認為這種經驗可以幫助你在某 程度上了解全球的各種趨勢,以及如何 把事情本地化。我擔任的角色,其實就 是要確保我們在合適的時間,推出含有 適當的規格和設定的合適產品。」

「我需要確保我們的客戶了解我們 的產品開發過程和我們的策略,然後也 要保證所推出的產品,都能夠在博彩樓 層內運作良好。」

「但在澳洲方面,我們實在非常好運,因為我們有很龐大的產品組合,同時亦有一隊非常出色的數據分析團隊,幫助我們真正了解那一款積寶在那個區域和那種場地能夠取得好成績。」

「這也讓我們在參與像AGE的這種展會時,能夠預先向銷售團隊作好說明,例如對他們說:『你應該向客戶推



- ((-

這表示我們並非從美國或亞洲隨便選一款遊戲, 改一下它的設定後就推出。我們的確是從頭開始 為這個市場進行開發。

"We're not picking up a game from the US or Asia and changing the specs, we're actually developing it from the ground up for this market."

-)) -

薦這種設定、這款機器和這種設置方法』,因為你實在不能隨便就選擇一種8 線機械連線角子機,然後就把它放到一 間酒店裏。」

「當考慮到我們的本地客戶時,我 希望他們了解我們對於澳洲市場的投入程 度,讓他們在購買一部MarsX機櫃時,可 以對於遊戲內容的供應有信心。」

「我們知道我們公司在他們的博彩樓層中有很高的佔有率,但這亦為我們帶來很大的責任,因此我們希望與他們在願景方面達成一致,並且再三向他們保證,我們會源源不斷地向他們供應產品和帶來各種創新意念。我們一直都貼近潮流,並且製造出各種玩家喜愛的產品。同時,我們也會繼續進行投資。」

「歸根究底。我們的產品都是用來 為我們的客戶解決問題的。因此,如果 我們未能達成這個任務,我們就是沒有 把自己的工作做好。」iag

"But in Australia, we're really lucky right now because we've got a really big portfolio but also a great data analytics team which help us really understand which type of jackpot is going to work in which region and in which type of venue.

"That allows us, when we come to a show like AGE, to prep the sales team and to say, 'You should be recommending this configuration, this type of machine, this setup,' because

you can't necessarily pick up an eight-machine link and put it in a hotel.

"When I think of our customers locally, I want them to understand our commitment to the Australian market so that when they buy a MarsX cabinet, they can feel confident that the content is coming through.

"We know that we have significant share on their floors but with that comes great responsibility, so we're connecting with them on our vision and reassuring them that we've got the product coming and that we're bringing innovation. We're staying on trend, we're building the products that the players like and we're going to continue to invest.

"At the end of the day, our product is meant to solve a problem for our customers, so if we're not doing that, we're not doing our job." iag

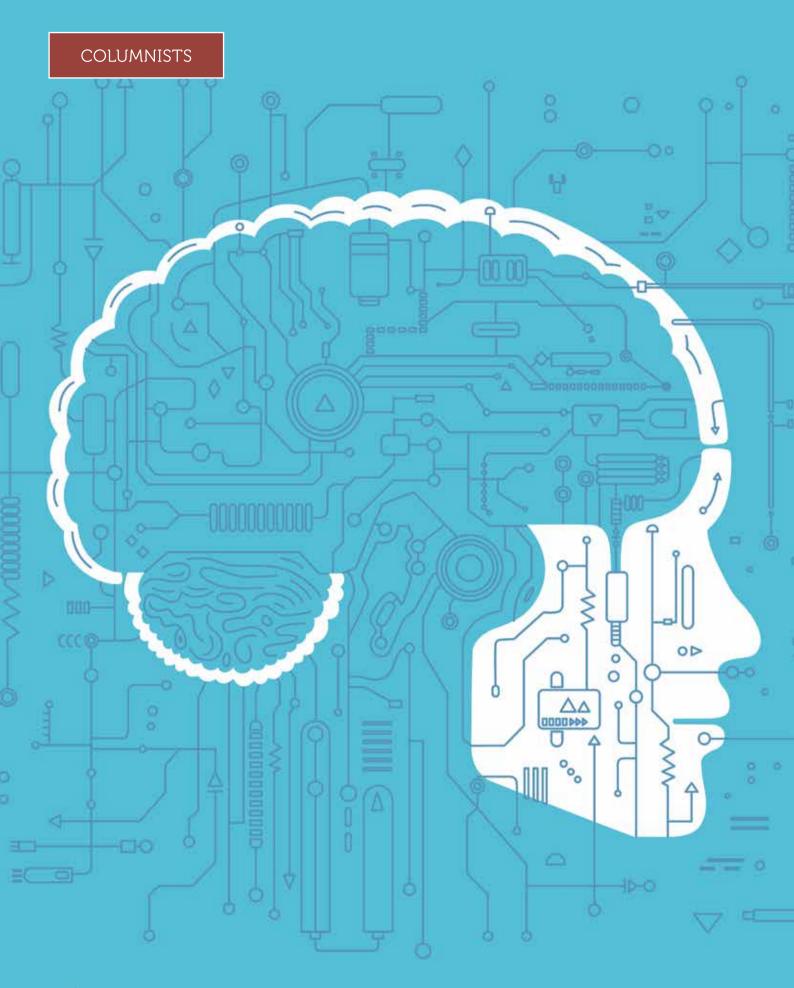
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The casino's secret weapon to turbocharge AI

Walker Digital Table Systems CEO Stephen Moore explains how the data captured by smart gaming tables provides an unparalleled opportunity for operators to respond to player trends.

By X Stephen Moore



Stephen Moore is the Co-Founder and CEO of Walker Digital Table Systems, LLC (WDTS), which leads in automated casino technology through the pioneering use of RFID, Computer Vision and AI. His leadership has propelled WDTS to develop the first widely adopted smart table game platform. Stephen holds a Bachelor's degree in Business Administration with a focus on Business Computer Systems from New Mexico State University.

Stephen Moore是Walker Digital Table Systems, LLC (WDTS) 的聯合創始人兼行政總裁。透過先進的RFID、電腦視覺和人工智能技術,該企在自動化賭場技術處於領先的地位。在他的領導下,WDTS 發展出第一個被廣泛採用的智能賭枱遊戲平台。Stephen擁有新墨西哥州立大學的工商管理學士學位,專攻商業電腦系統。

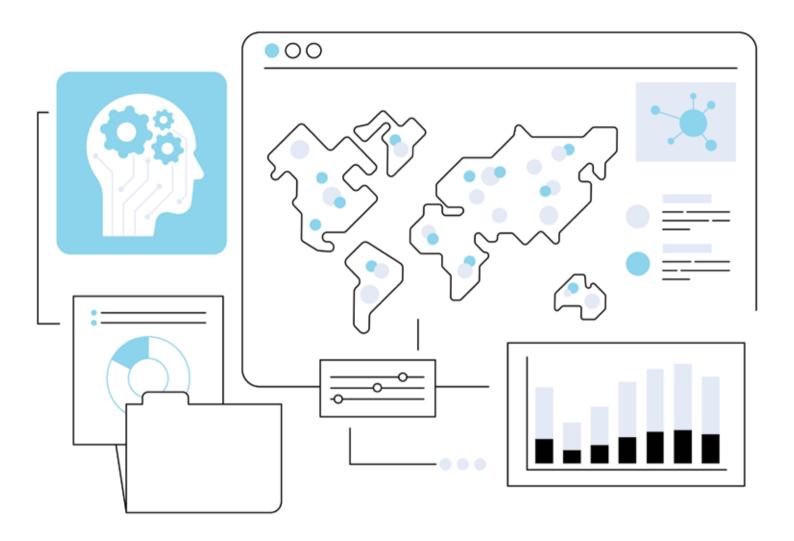
n the rapidly evolving world of casino gaming, technology plays an ever-expanding critical role in ensuring fairness, accuracy and efficiency. One of the most innovative developments in this space is the use of RFID and NFC powered or augmented smart table systems. These systems generate what I call "Real Intelligence" – the actual data captured in real-time from each table transaction.

This direct and accurate information enables casinos to monitor and respond to events with unparalleled precision, placing them ahead of the game well before artificial intelligence (AI) is factored in.

迅速發展的賭場遊戲世界中,科技在確保公平性、準確性和效率方面發揮著日益擴大的關鍵作用。在這個領域中最具創新性的發展方向之一是利用無線射頻辨識技術(RFID)和近場通訊(NFC)技術驅動或增強的智能賭枱系統。這些系統產生了所謂的「真實智能」(Real Intelligence),即實時從每張賭枱的交易中提取實際數據。

這種直接而準確的訊息使賭場能夠以無與倫比的精確度監控 和應對事件,使其在人工智能(AI)介入之前就超前於同儕。





REAL INTELLIGENCE DEFINED

At its core, Real Intelligence comes from the RFID sensors embedded in the casino's smart tables. These sensors capture everything – from a player's initial bet placement to the final payout, creating a stream of data that's as reliable as it is immediate. With this technology, casinos know exactly what is happening at their tables, at all times.

真實智能的定義

本質上而言,真實智能來自智能賭枱中所嵌入的 RFID 感應器,這些感應器捕捉一切訊息,從玩家的初始下注到最終派彩, 創建了一個既可靠又即時的數據流。有了這項技術,賭場能夠無 時無刻準確地了解賭枱上發生的事情。

真實智能提供了甚麼?

下注跟踪

RFID感應器精確記錄玩家下注的位置、下注金額以及這些下注在遊戲過程中的演變。

遊戲流程監控

賭場營運商瞭解每張賭 枱上的活動,從玩家下 注頻率到他們如何管理 自己的籌碼。

行為洞察

真實智能關注不同的趨勢模式,如下注進展、 玩家所迷信和遵循的趨

欺詐檢測

智能賭枱可以立即標記和阻止可疑活動,如封牌、掐捏、延遲下注、 隱藏下注、輸家偷竊和其他形式的作弊。

這種實時數據使賭場能夠在詐騙行為發生時檢測、通知和防範,使他們能夠在任何損失發生之前介入。這種數據收集的即時性是真實智能優於僅依賴AI的原因,後者通常需要長時間進行廣泛的數據分析以檢測異常。

WHAT DOES REAL INTELLIGENCE PROVIDE?

BET TRACKING

RFID sensors record precisely where a player places their bet, how much they wager, and how those wagers evolve over the course of a game.

GAME FLOW MONITORING

Casinos gain insights into every table interaction – from how frequently a player bets to how they manage their bankroll.

BEHAVIORAL INSIGHTS

Real Intelligence tracks patterns such as bet progression, use of superstitions and trends followed by players.

FRAUD DETECTION

Smart tables can immediately flag and prevent suspicious activities like capping, pinching, past posting, sleeper bets, stealing losers and other forms of cheating.

This real-time data enables casinos to detect, notify and prevent fraudulent behavior as it occurs, giving them the ability to intervene before any losses occur. The immediate nature of this data collection is what makes Real Intelligence superior to relying purely on AI, which typically requires extensive data analysis over time to detect anomalies.

CONGRATULATIONS ON THE 75th anniversary of The establishment of The people's republic of china



















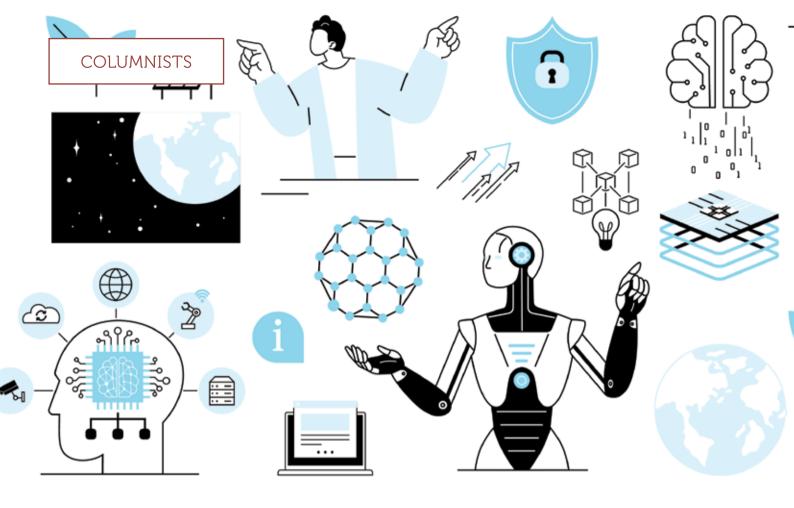












WHY REAL INTELLIGENCE MATTERS MORE THAN AI

While AI has certainly revolutionized industries, the key advantage of Real Intelligence is its accuracy and immediacy. Instead of waiting for an AI model to infer patterns or make predictions, Real Intelligence provides raw, unquestionable data on the spot. This direct, real-time information offers several advantages:

ACCURATE OUTCOME VERIFICATION

Every outcome at the table, from who won to how much was bet, is instantly verified by the system, reducing disputes and eliminating human error.

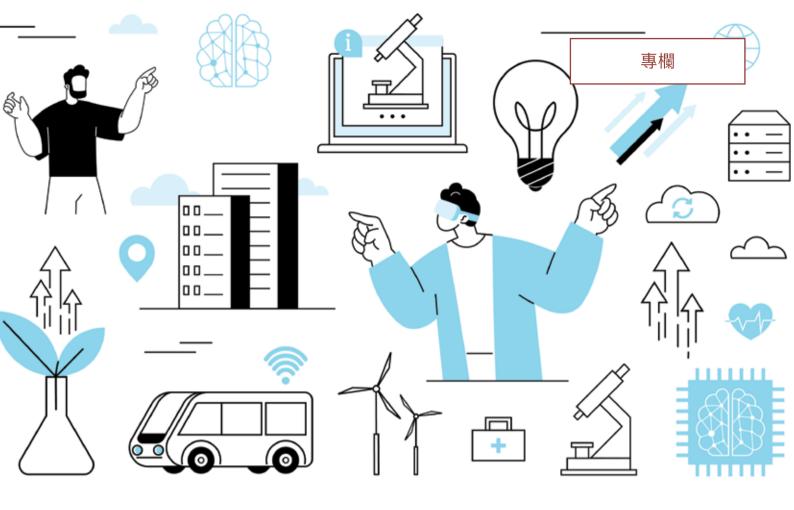
IMMEDIATE FRAUD DETECTION

Real Intelligence ensures that any attempts to cheat are flagged and prevented immediately, minimizing financial loss and enhancing the integrity of the games.

NO GUESSWORK

Real Intelligence deals in hard facts. Casinos know exactly what bets were placed, when and how, without needing Al algorithms to interpret player behavior or infer outcomes.

In essence, Real Intelligence gives casinos a full and detailed understanding of every transaction as it happens, empowering them to maintain control over their gaming floor with confidence and precision.



真實智能比AI更重要的原因

儘管AI確實使許多行業發生了革命性變化,但真實智能的關鍵優勢在於其準確性和即時性。與等待AI模型推斷模式或進行預測有所不同,真實智能立即提供原始、無可質疑的數據。這種直接的、實時資訊提供了幾個優勢:

準確的結果驗證

系統立即驗證賭枱上的每種結果,從誰贏了到下注金額是多少,以減少爭議及消除人為錯誤。

即時欺詐檢測

真實智能確保任何作弊企圖都 會立即被標記和防止,減少財 務損失,增強遊戲的完整性。

無需猜測

真實智能處理實質事實。賭場確切知道下注的內容、時間以及方式,無需依靠AI演算法來解釋玩家行為或推斷結果。

實質上,真實智能使賭場能夠全面且詳細地了解每筆交易正在發生的情況,讓他們能夠自信且精確地掌控他們的博彩區域。

TURBOCHARGING AI WITH REAL INTELLIGENCE

While Real Intelligence offers immense standalone benefits, it also significantly enhances the power of AI. By feeding AI systems with accurate, real-time data, casinos can make more informed, data-driven decisions to improve operations, marketing, customer service and game design.

Here's how AI can leverage Real Intelligence:

OPERATIONAL EFFICIENCY

Al can analyze Real Intelligence data to optimize staffing, predict peak hours, and ensure that games run smoothly. Knowing real-time information about table usage and player engagement helps casinos allocate resources efficiently.

PLAYER MARKETING

With detailed data on player behavior, AI can create personalized marketing campaigns, targeting players based on their wagering habits, preferred games and loyalty.

ENHANCED CUSTOMER SERVICE

Real Intelligence can be used by AI to detect patterns that signal a VIP player, or a customer needing attention. By recognizing behavior in real-time, casinos can provide a more tailored and responsive experience.

GAME DESIGN

Al can analyze Real Intelligence data to identify trends in player behavior, providing game designers with insights to improve or innovate games that keep players engaged.

通過真實智能增強AI

雖然真實智能本身帶來巨大的好處,但它也顯著增強了AI的威力。通過為AI系統提供精確的實時數據,賭場可以做出更為明智的、數據驅動的決策,以改進營運、營銷、客戶服務和遊戲設計。

以下是AI如何利用真實智能的方式:

營運效率

AI可以分析真實智能數據,優化人員配置,預測高峰時段,確保遊戲順利運行。了解有關賭枱使用和玩家參與的實時資訊有助於賭場有效分配資源。

玩家行銷

憑藉對玩家行為的詳細數據,AI可以創建個性化的行銷活動,根據玩家的下注習慣、喜歡的遊戲和忠誠度來針對玩家。

優化客戶服務

真實智能可以被AI用來檢測VIP玩家或需要關注的客戶的模式。通過實時認證行為,賭場可以提供更個性化和便捷的體驗。

遊戲設計

AI可以分析真實智能數據,識別玩家行為趨勢,為遊戲設計師提供洞察,以改進或創新遊戲,使玩家保持參與。

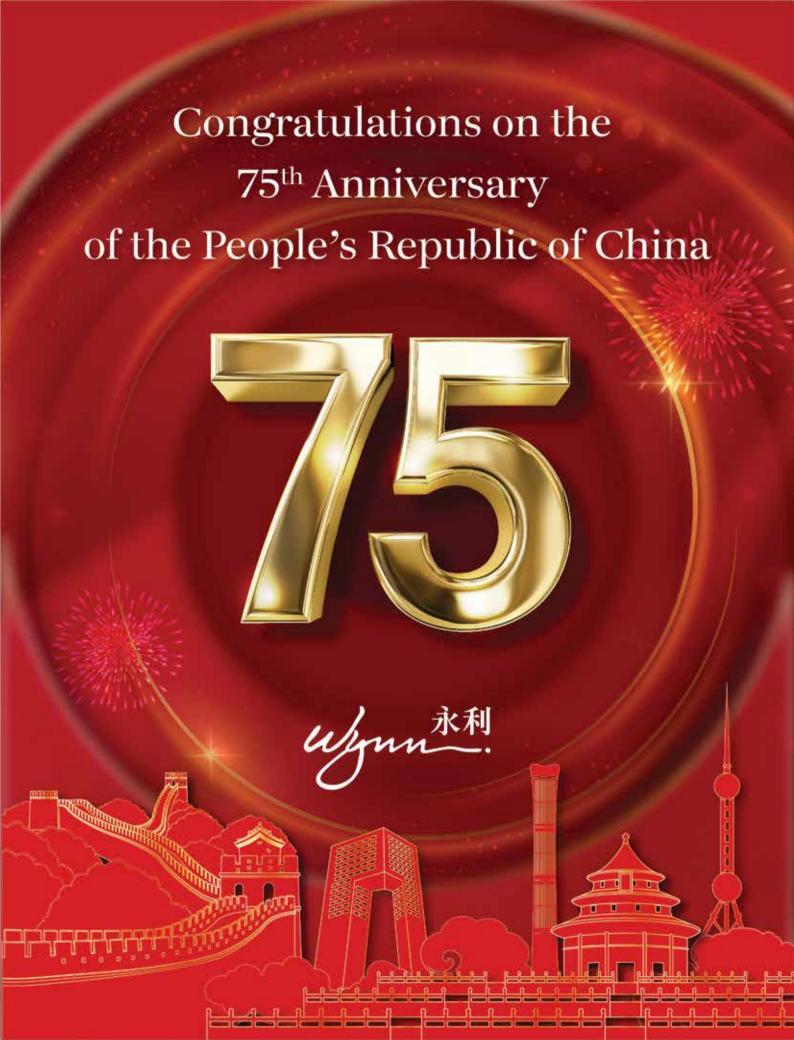


The power of Real Intelligence lies in its ability to deliver accurate and immediate data about every transaction that happens on a table game. This real-time insight allows casinos to prevent fraud, enhance game integrity and make informed decisions without relying solely on Al predictions. However, when combined with AI, Real Intelligence becomes even more valuable, transforming the way casinos operate, market and design their games.

In an era where technology increasingly shapes the future of gaming, Real Intelligence is the first step to staying ahead. By capturing what's really happening in real-time, it ensures that casinos have the right information at their fingertips – empowering them to not only safeguard their tables but also to power AI for smarter, more efficient gaming environments. iag

真實智能的優勢在於其能夠提供有關賭枱上每筆交易的準確和即時數據。這種實時洞察使賭場能夠防止欺詐,增強遊戲的完整性,並在不僅依賴AI預測的情況下做出明智決策。然而,當真實智能與AI結合時,真實智能變得更有價值,改變了賭場營運、營銷和遊戲設計的方式。

在科技越來越塑造博彩業發展的未來,真實智能是保持領先的第一步。通過即時關注實際情況,確保賭場掌握正確資訊,使賭場不僅能保護其賭枱,還能利用AI創造更聰明、更高效的博彩遊戲環境。 iag







樂在黨中

以澳門為基地的電子博彩機器供應商樂透遊戲有限公司正準備通 過其全新系列產品和將於本年開幕的首個菲律賓辦公室席捲亞洲。

文 本思齊

IN THE GAME

Macau-based electronic gaming machine supplier LT Game is looking to take Asia by storm with a brand-new catalog of products in the pipeline and its first Philippines office set to open this year.

By Ben Blaschke

市場中打拼超過10年後,總部位於澳門的電子博彩機器供應商樂透遊戲有限公司

LT Game,希望通過加入全新用戶介面和改善的附加投注功能,讓其廣受歡迎的直播混合遊戲(Live Multi-Game, LMG)產品煥發新生。

該公司的LMG終端機,就在最近於馬尼拉的新港世界度假村裏舉辦的IAGAcademy IR Awards頒獎典禮中,獲得「最佳電子賭枱遊戲解決方案」的殊榮。為澳門的營運商而言,這種LMG終端機一直都是傳統賭枱的替代品,在靈活程度上比後者更勝一籌,更不用說是

在特區那嚴苛的賭枱限制下,為營運商提供了安裝更多產品的解決方案。

但在這個智能賭枱技術為傳統賭枱 與高毛利附加投注的結合帶來更多機遇 的時代中,LT Game就看出了以其電子 賭枱作為相似替代品的需求。

LT Game的營運總監歐漢文解釋: 「我們的LMG已經面世超過10年,我指 的是核心產品,但在這些年間,我們也 一直添加新的特點。」

「我們現在就是要從伺服器和用戶介面方面,重新發展出新的產品,因為在這10年間,所有人都已經習慣使用手提電話和平板電腦,因此,玩家與這種裝置和螢幕的互動方式已經改變。我們預計,新產品將能夠迎合這種體驗。」

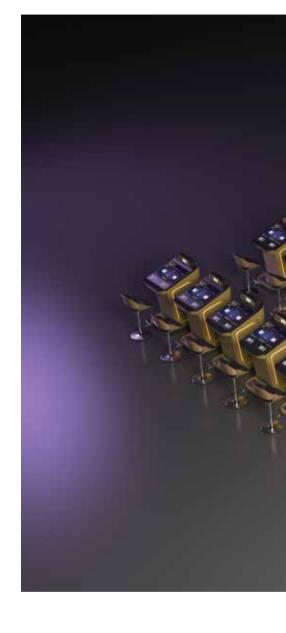
fter more than a decade in the market, Macaubased electronic gaming machine supplier LT Game is looking to reinvent its popular Live Multi-Game (LMG) product with the addition of a brand-new user interface and improved side bet functionality.

The company's LMG terminals, named Best ETG Solution at the recent IAG Academy IR Awards at Newport World Resorts in Manila, have long provided Macau operators with a more flexible alternative to the traditional table game, not to mention a means of installing more product under the SAR's strict table cap.

But in an era where smart gaming table technology is providing greater opportunity for those traditional table games to incorporate high margin side bets, LT Game has recognized the need to provide similar alternatives on its electronic table games.

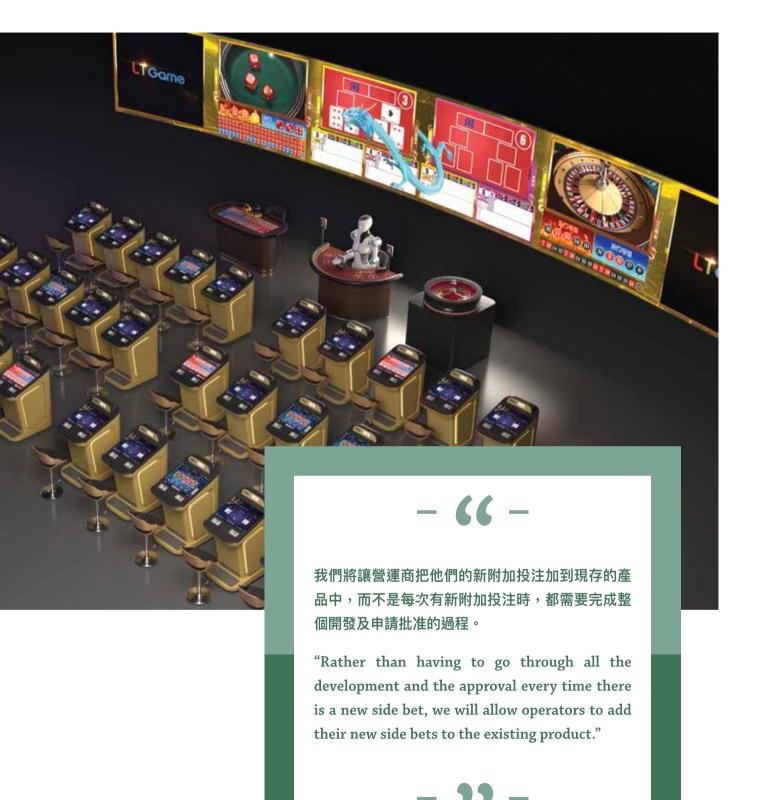
"Our LMG has been around for over 10 years – the core product – but throughout this year we have been adding new features," explained LT Game's Chief Operating Officer, Eddie Au.

"What we are doing is completely building a new product from the server side, from the user interface, because through these 10 years everyone has gotten used to using mobile



phones and tablets, so the way players interact with this kind of device, the way they interact with screens, has changed. We expect the new product will match with those experiences.

"Game-wise we are adding Al features and flexibility, and there are so many new side



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bets out there now, especially in this second half of the year, that we thought we should allow operators to add side bets more easily."

The company's new LMG product, due for release either late 2024 or early 2025, will include a popular side bet recently approved by Macau's DICJ called "Small 6/Big 6" or in some instances "Small Tiger/Big Tiger", however Au says the greater benefit will be the ability to add new side bet iterations as they emerge.

"It's not just the current side bets; we are preparing for new side bets in the future," he explains. "Rather than having to go through all the development and the approval every time there is a new side bet, we will allow operators to add their new side bets to the existing product.

"It will still be subject to regulator approval but it will be much faster. Right now, it is three to four months, but in the future we are talking two to three weeks."

According to Au, one of the

notable features of the new LMG will be the user interface and more specifically the hand gestures players use to place bets. Unlike the old "point and click" style that typifies the traditional product, the new version will take into account the one finger and two finger gestures people typically use on their mobile devices these days, allowing them to better navigate the screen.

This, Au explains, will be particularly important given the company's plans to expand



outside of its traditional base of Macau and into other regional markets like Singapore, Malaysia and, perhaps most significantly, the Philippines.

With the Philippine market's renowned affinity for slots, LT Game believes there is an opportunity to introduce its LMGs to a more tech-savvy market and as such is currently preparing its first Manila office, due to open this October.

"ETGs are a bridge between table games and slots, so we are trying to push that in the 「至於遊戲方面,我們正在加入人 工智能的內容和提升靈活度,而且在市 面上已經出現了很多附加投注的相關功 能,特別是在今年下半年,所以我們認 為亦應該讓營運商更容易地加入附加投 注。」

該公司將於2024年尾至2025年初期間發行的新LMG產品,將包括一項最近得到澳門博監局的批准、廣受歡迎的附加投注,名為「Small 6/Big 6」,也有被稱作「Small Tiger/Big Tiger」。但歐漢文就表示,其更大的好處,是可以加入新出的附加投注迭代設計。

他解釋:「這不止牽涉現存的附加 投注,還有那些我們預備會在未來推出 的設計。」 「我們將讓營運商把他們的新附加 投注加到現存的產品中,而不是每次有 新附加投注時,都需要完成整個開發及 申請批准的過程。」

「這事依然需要得到監管機構的批准,但速度將會快得多。現時,整個過程需要約三至四個月,但在未來,可能就只需要兩到三週。」」

歐漢文指出,新的LMG其中一個最引人注目的特點,將會是它的用戶介面,特別是玩家可以通過手勢來下注。與傳統產品需要玩家「手指指」不同,新的版本將會認得人們現時在他們的移動裝置上經常通過一隻或兩隻手指做出的一些手勢,讓他們更好地在螢幕上進行操控。



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新的版本將會認得人們現時在他們的移動裝置上 經常通過一隻或兩隻手指做出的一些手勢。

The new version will take into account the one finger and two finger gestures people typically use on their mobile devices these days.

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Philippines – which is still mainly a slots market, but who knows? We will try to bring our LMG experience over there and see if we can make some impact on that market," Au offers.

"The Philippines is such a big and booming market that we cannot ignore it, especially being just two hours away from Macau."

To increase its visibility in the Philippines, LT Game is also introducing one of its recently developed slot machine titles, "Street Steel", which debuted at MGS Entertainment Show in 2023 but has since undergone some upgrades of its own.

"We have completely revamped the game with new features – a patent feature, which we call Advantage Spin – and that's the slot game we are looking to push and promote to the Philippines and US this year," Au says. "If the result is good on the Advantage Spin we will add it to our other games as well.

"We are always trying to diversify our products. We've been doing slots for quite some years without ever having a big hit product, but we are putting more focus on that, not just developing but also going into the US market. The US and the Philippines are the two big slots markets, plus on the technical side we have 50% of the technology overlapping between slots and ETG, so it's an obvious area to expand into."

According to Au, LT Game is in the midst of an evolution,

他解釋,這特點將為該公司尤其重要,因為LT Game正計劃從其傳統基地 澳門往外面擴張,目標市場包括新加坡 和馬來西亞,還有菲律賓這個某程度上 更重量級的地方。

由於菲律賓市場對於角子機那眾所 周知的偏好,LT Game相信這將會是 一個很好的機遇,把該公司的LMG引進 這個對於新科技有深厚認知的市場。因 此,該公司正在籌備它在馬尼拉的首間 辦公室,預計將於本年10月啟用。

歐漢文說:「電子賭枱遊戲是賭枱遊戲及角子機之間的一道橋樑,因此我

們正嘗試在菲律賓這個還是以角子機為 主的市場推廣此概念,天知道會有甚麼 效果。我們也會嘗試把我們的LMG經驗 帶到那裏,看看會否為該市場帶來一些 影響。」

「菲律賓實在是一個規模大又增長 迅速的市場,我們必然不能忽視她,特 別是因為她是一個距離澳門只有兩小時 航程的地方。」

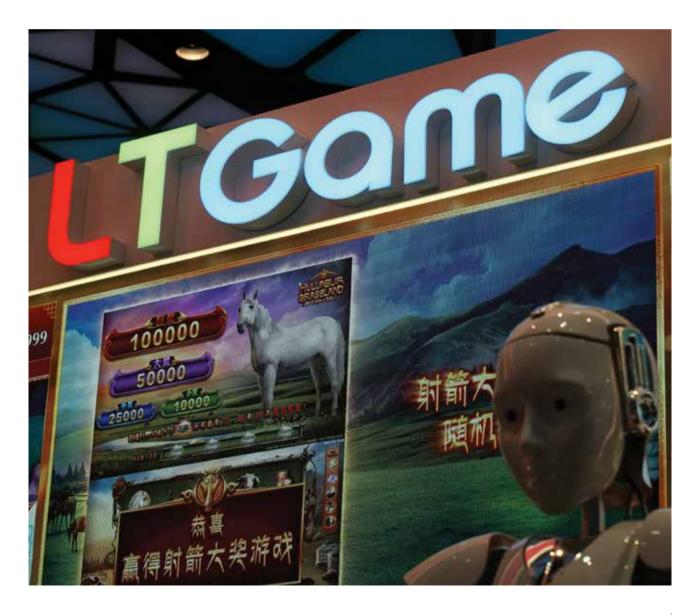
為了增加該公司在菲律賓的曝光度,LT Game也正向該市場引進一款他們最近開發的角子機遊戲系列「Street Steel」。該系列於2023年的澳門休閒

科技展首次發佈,但就在之後進行了一 些更新。

「我們通過加入新的特色,把該遊戲改頭換面,其中包括一項我們稱為Advantage Spin的專利內容。這遊戲系列是我們希望今年在菲律賓及美國推廣的角子機遊戲。」

「如果Advantage Spin取得不錯的 成績,我們亦會把它加到其他遊戲系列 當中。」

「我們一直都希望令我們的產品 多元化。我們在角子機方面已經有多年 經驗,但卻未能成功開發出一款熱門遊



FEATURES

戲。可是,我們正把焦點放到此事上,不只是開發,亦是要進入美國市場。美國及菲律賓是兩個龐大的角子機市場。另外,在技術方面,我們有五成的技術同時覆蓋角子機和電子賭枱遊戲。因此,我們向着這個方向擴張實在非常合理。」

歐漢文表示,LT Game正在進化當中,把面向亞洲電子博彩市場的那些新的或更新過的產品,與對客戶更大的專注結合起來,從而微調產品以更好地符合營運商的需求。

他說:「這是我們嘗試讓LT Game 更接近市場和營運商的方法。」

「現在,所有人都把LT Game和 LMG劃上等號。但是,我認為在10年 內,我希望人們都夠將我們與更廣泛的 娛樂概念聯繫在一起,就是所有類型的 娛樂。也就是說,賭場遊戲當然是其中 一部份,但我們的產品將涵蓋所有類型 的遊戲、所有不同的娛樂。我認為LT Game在未來將往這個方向進發。」iag

combining new or revamped products for Asia's electronic gaming market with a greater customer focus that allows the company to listen to the needs of operators and tweak its products accordingly.

"This is how we are trying to bring LT Game closer to the market, to operators," he says.

"Right now, everyone associates LT Game with LMG but I think in 10 years' time I want people to associate us with entertainment in general – all sorts of entertainment. That means casino games obviously but also all types of games, all types of entertainment. I think LT Game will head in that direction in the future." jag











JACK CURTIS

時代印記

《亞博匯》專訪了LED標牌公司Simtech的銷售及戰略副總裁Jack Curtis,分享他從澳洲黃金海岸的農場一路來到亞洲瞬息萬變的博彩產業的旅程。

文 本思齊

Sign of the times

IAG speaks with Jack Curtis, Vice President of Sales & Strategy for LED signage company Simtech, about his journey from a farm on Australia's Gold Coast to Asia's rapidly moving gaming industry.

By Ben Blaschke

Ben Blaschke: Can you tell us a bit about your background? Where did you grow up and what are your main memories of childhood?

Jack Curtis: I was born and raised on the Gold Coast in Australia. I went to a couple of different schools, but I finished at TSS (The Southport School) which was a boarding school. Having three sisters, it worked out really well for me to go to an all-boys school. I loved sport so I grew up surrounded by sport, and I was predominantly a big rugby league (NRL) supporter. That was a lot of fun. In terms of where I grew up, I grew up on a farm, sort of out in the bush, and we had about 100 acres, a lot of dirt bikes, quad bikes, cattle, horses. I had a lot of fun growing up, and I think that's where Dad pushed me to have a bit of fun but also to keep moving and keep working. Having that freedom was I guess what ultimately pushed me to get out of the city and travel too. I wasn't ever stuck in the apartment life like some people.

BB: Did you have any ideas when you were younger about what you wanted to do career-wise?

JC: I didn't really. I think I was very heavily influenced by my Dad (John Curtis) and Simtech. I like to say I was brainwashed for a bit of fun, but I definitely



wasn't. Dad gave me a lot of options as to what I wanted to do, and he opened the doors to all opportunities for me. But when I started traveling to Macau specifically and across Asia when I was about 15 or 16 with Simtech, I just fell in love with this industry. I think the gaming industry is so exciting.

The products that Simtech sells are so versatile and so creative that it was just always on the move and always changing. So I think that's what kept driving my creativity and my passion for the technology, but also the industry.

BB: Where did the Simtech journey start for your Dad? How



and why did he set up Simtech?

JC: My Pop and my father were signwriters, originally in Sydney but then moved to the Gold Coast, and that ended up just turning into a signage business. Dad, when he was a bit younger, started Signs in Motion, a sign company, and he was the first to lead the way with digital

本思齊(BB): 能告訴我們一些關於您的背景嗎?您是在甚麼樣的環境中長大的, 童年時期有哪些主要回憶?

Jack Curtis (JC): 我出生並成長於 澳洲的黃金海岸。我上過幾所不同的 學校,但最終畢業於TSS (Southport School) ,這是一所寄宿學校。因為我 有三個妹妹,所以去男校對我來說是一個不錯的選擇。我熱愛運動,自幼便沉 浸於各種運動中,尤其是橄欖球聯盟和

NRL。我是個狂熱的粉絲,那段時間真的很開心。至於成長的環境,我是在農場長大的,可以說是住在叢林裡,我們有大約100英畝的土地,有很多越野摩托車、四輪摩托車、牛和馬。我在成長過程中玩得很開心,我覺得那是我父親鼓勵我享受,但同時保持活躍和努力工作。這種自由的環境最終促使我離開城市,開始四處旅行。我不像有些人那樣一直被困在公寓裡無法擺脫。

BB:您在年輕時,有規劃過未來的職業 發展嗎?

JC:其實沒有。我想我很大程度上受到了我父親(John Curtis)和Simtech的影響。我常開玩笑說我被洗腦了,但事實上並不是這樣。父親給了我很多選擇,他為我打開了所有的機會之門。但是當我15、16歲開始在Simtech時,開始去澳門和亞洲各地旅行,隨之愛上了這個行業。我覺得博彩行業真的非常刺激。Simtech出售的產品非常多樣化和富有創意,總是與時俱進,這正是我不斷激發創意和對技術及行業熱情的原因。

BB: 您和父親的Simtech的旅程分別始 於哪裡?他是如何以及為甚麼創立這間 公司呢?

JC:我的祖父和父親最早是招牌製作人,最初在悉尼,後來搬到了黃金海岸,最終發展成了一家招牌公司。父親在年輕時創立了Signs in Motion,一家招牌公司,並率先使用數字印刷、照明等技術,這也隨著招牌業務中的技術演變而發展起來。然後在2003年,他在黃金海岸與Aristocrat合作完成了首個合作項目,將一個大型等離子屏幕嵌入了積累獎金的標識。那是澳洲最早的積累獎金門職員。那是澳洲最早的積累獎金票。從那時起,他與Aristocrat的不斷擴展,並且業務開始迅速發展起來。

後來他開始在澳門開展大量業務, 隨著澳洲在2008年和2009年的博彩機

INDUSTRY PROFILE

printing, lighting and things like that through the evolution of technology within the signage business. And then in 2003 he did his first project with Aristocrat on the Gold Coast where he put a big plasma screen in his jackpot sign. It was one of the first jackpot signs in Australia and from there, with him partnering with Aristocrat and expanding further, they just took off.

He started to do a lot of work in Macau, then through the pokies reform in Australia in 2008 and 2009, then took off in the US around 2017 with the launch of Dragon Link over there. So, the product continually evolved and now we're doing some of the world's largest LED displays.

BB: I understand you've also worked across multiple facets of the business in your career so far?

JC: Correct. I graduated university and Dad threw me pretty much straight onto the floor where I worked as an assembler and an installer with the product. I was doing lots of product research trips in China as well with our product team, so I got to learn the product by being hands on – building displays, putting them together, working in all sorts of areas within the manufacturing section of the company. And then when I turned about 20 or 21, Dad kind of pulled me out of there and I started doing more individual



sales work. I did about two years of product work and then moved into sales. From there I had the small pub and club market then moved into doing a lot of casino work.

And Dad continually took me to Asia. Last year I did a lot of work through the US as well, and understanding all those international markets was key to my growth, but I always end up coming back to Asia. It's the most exciting market.

改革,他的業務進一步擴展,並於2017 年Dragon Link在美國推出時進一步拓展 了那裡的市場。因此,這個產品不斷演 變,現在我們正在製作世界上最大的一 些LED顯示屏。

BB:據我所知,您在職業生涯中也曾嘗 試過多個領域?

JC:沒錯。我從大學畢業後,父親幾乎立即把我安排到了車間,我在那裡擔任組裝工和安裝工人。我還與我們的產品團隊一起在中國進行了很多產品研究,我通過大量的實際操作學習了很多產品知識——組裝顯示屏、將它們拼裝起來,並參與了公司製造部門的各個領

域。然後大約在我20或21歲時,父親把我從車間裡拉了出來,開始讓我做更多的銷售工作。我做了兩年的產品工作,然後轉向銷售。最初,我開始處理小型酒吧和俱樂部市場,後來逐漸擴展至點場的業務。父親經常帶我去亞洲出差。去年,我也在美國做了很多工作,了解所有這些國際市場對我的成長至關重要,但我最終總是回到亞洲。這是最令人興奮的市場。

BB:您認為這份工作中最令您感到興奮的部分是甚麼?

JC:它不斷發展。產品本身總是在變化,我想令Simtech保持在一個能夠輕





BB: What do you think it is about this job that excites you the most?

JC: It's continuously evolving. The product itself is always changing and I want to keep Simtech in a place where it can easily pivot. What I mean is that I have clients coming to me and asking me what's next, so I've got to make sure I'm on top of what's the next technology coming up. I've got to really understand what the market wants, where are the buzzwords coming from and things like that. I've got to try and move my product and create designs, which obviously Simtech will do free of charge for clients and we try and push into these really unique situations where we can join multiple companies and create a tangible product which multiple companies and the end user can be proud of.

BB: What would you say is the most exciting part about working in Asia and what's the most challenging part?

JC: There is obviously a lot of cross-cultural communication which can be difficult, and sometimes you've got teams and teams of people at these big IRs that you've got to be very patient with, so that can always be a challenge. In Australia I might only deal with one

person but in Asia I deal with the gaming team, the projects team, the designers, the procurement team, the tables team, so there's a lot of different facets. Sometimes when I go on trips, I literally have a full day of meetings just with the same venue, which is quite funny.

But in terms of excitement in Asia, there's always something changing. There is this competition between the IRs and between the different nations. You've got the Philippines market, which is completely different to the Macau market, so that's a challenge in itself – just understanding the specific parts of those markets

鬆轉型的狀態。我的意思是,有客戶會來問我未來趨勢,我必須確保自己處於下一個技術的前沿。我需要真正了解市場需求,弄清流行趨勢的源頭,以及諸如類似的行業動向。我必須嘗試推動我的產品並創造設計,顯然,Simtech將免費為客戶提供這些服務。我們會嘗試進入這些非常獨特的場景,與多家公司合作,創造出多方都能為之驕傲的實物產品。

BB:您認為在亞洲工作最令人興奮的部分是甚麼?最具挑戰性的部分又是甚麼?

JC:在跨文化交流方面,確實有時會比較困難。有時與這些大型綜合度假村的團隊合作,需要非常有耐心,這的確是一個挑戰。在澳洲,我可能只需要與一個人打交道,但在亞洲,我需要與遊戲團隊、項目團隊、設計師、採購團隊、賭枱團隊打交道,所以有很多不同的部

門。有時候當我去拜訪時,我可能會在 同一個場地安排一整天的會議,這是蠻 有趣的。

但就亞洲的有趣部分而言來說, 那裡總有新的變化。這些綜合度假村之間、不同國家之間存在著競爭。比如說,菲律賓市場和澳門市場完全不同, 理解這些市場的細微差別本身就是一個 挑戰。在澳門,可以看到這些綜合度假 村比鄰而居,它們彼此之間不斷競爭, 這意味著我也必須跟上發展步伐。而這 正是其中最有趣的部分。

BB:能不能描述一下您一天的生活,無 論是在家還是出差時是怎麼度過的?

JC:這個問題問得很好——確實可以分成兩種截然不同的生活。因為我目前還住在澳洲,當我出差時,我會盡量把所有會議安排在一周內完成。那時我幾乎時時刻刻都在忙碌。我喜歡早早起床,因為亞洲大多數地區比澳洲晚兩個小

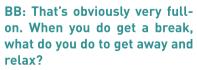


individually. And in Macau you've got the IRs competing and they're literally next door to each other. They constantly try to be better than one another, which means I've got to keep up with that development. But that's the most fun part.

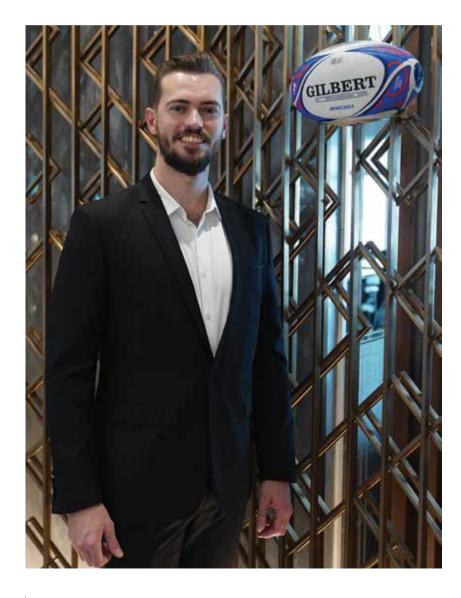
BB: How would you describe a day in the life of Jack Curtis, first when at home and also when on the road? JC: That's actually the best way of putting it – two different days. Because I'm still based in Australia, when I'm away I really try and cram a lot of my meetings into a week. It's very much on the go. I like to get up nice and early because we're two hours behind Australia in most of Asia, so I get up at 5:30am or 6am because it's already 8am in Australia and I like to do three or four hours work before I actually start my

day. That means cruising into the day, because I don't want to be slammed, so I'll start with my emails, then my first meeting is around about 9am or 10am and that can drive straight through until about 5pm. So, I usually don't get a break. I'm usually emailing and sending quotes and artwork in a cab in Macau, which can be fun. That's kind of my day, followed obviously by drinks or dinner, things like that. I've got to squeeze in as much as I can whilst I'm away.

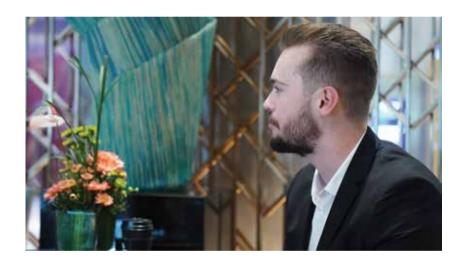
When I'm in Australia I usually get up at 5am. I go to the gym in the morning, then I go straight into the office at 8am and I'll usually do 8am to 3pm, just continuously work. I try and get home by 3pm or 4pm because I've usually got a 5pm or 6pm virtual meeting with Asia. So, it usually ends up being a 12hour day, but I like to start my day early so I can enjoy it and not be too overwhelmed. And that's something that has come with the experience of going through those cycles where I used to be high energy and overwhelmed, but I've trained my mind and my schedule to ease into all of those last-minute requests and meetings.



JC: I spend a lot of time with my girlfriend and my mates. I try and organize camping trips whenever I get the chance. I usually go somewhere for the Friday and Saturday night. I spend a lot of time with my family, so I go home and kind of cruise by the pool. I've got a







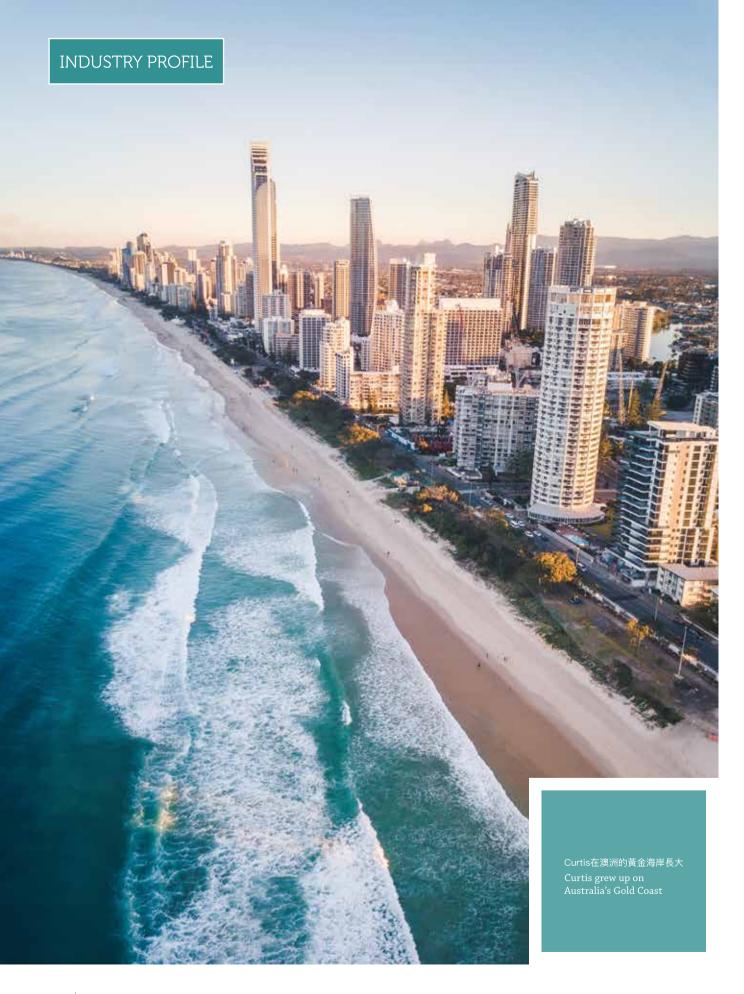


時,所以我會在早上5:30或6點起床,因為澳洲那邊已經是8點了。我會先花三四個小時工作,這樣可以悠然進入一天的生活,避免壓力太大。完成郵件處理後,我的第一個會議通常是在早上9點或10點開始,一直持續到下午5點左右。這一整天幾乎沒有休息時間,我通常是在澳門的計程車上發送郵件和報價單,這一些是挺有意思的。我的一天基本上就是這樣結束的,然後可能是和客戶喝酒或吃晚餐。當我在外出差時,我會儘量安排盡可能多的會議和活動。

當我在澳洲時,我通常早上5點起床,去健身房運動,然後8點直接去辦公室,一直工作到下午3點。我希望在下午3點或4點回家,因為我通常在5點或6點與亞洲有線上會議。所以這通常一天要工作12小時,但我喜歡早起,這樣我可以享受一天,避免太多壓力。這是隨著經驗積累而來的,我曾經非常精力充沛、不堪重負,但現在我已經訓練了自己的心態和時間安排,能夠從容應對那些最後一刻的請求和會議。

BB:聽起來這是一份非常充實的工作。 當您有時間放鬆時,通常會做甚麼來休 息?

JC:我會和女友、朋友一起度過。只要有機會,我就會安排露營旅行,無論何時有機會我都會去。我通常會在週五或週六晚上去某個地方。我還會花很多時間和家人在一起,回家後在會泳池邊放鬆。我有一台水上摩托,那也是我的樂趣之一。我努力讓自己的大腦放鬆,不去想工作,但有時我實在太興奮了,所以週六還是變成了工作日。



- ((-

我未來幾年的目標是將Simtech在亞洲的影響力 進一步擴大。

My goal for the next couple of years is to really grow Simtech's presence here in Asia.

-)) -

jet ski too, so that's a lot of fun. I try to loosen my mind and forget about work, but sometimes I get too excited, so Saturday ends up becoming a work day as well.

BB: Where do you see yourself in five or 10 years' time?

JC: There are lots of exciting ventures coming up for Simtech. I very much see us growing internationally, so my goal for the next couple of years is to really grow Simtech's presence here in Asia. It's a very passionate goal of mine – I want it to really succeed. And as I rise up the ranks in Simtech I've got the US to focus

on, and I want to make sure that we have a great presence. A lot of my focus now is going into manufacturing – where we're going to manufacture in the future, where our content division is coming from. I've just set up a content company in Singapore and Vietnam, so that's very exciting for us.

I'm kind of leaving a lot of doors open, but I can very much see me always having a presence here in Asia. And I think Simtech will again be easily pivotal into what we want to do and the technology that we bring out to the market.

BB:您認為自己在五年或十年後會是甚麼樣子?

JC:Simtech未來面臨著很多令人興奮的計劃。我非常看好我們未來在國際上的發展,所以未來幾年的目標是將其在亞洲的影響力進一步擴大。我對此充滿激情,我希望它能真正取得成功。隨著我在Simtech的晉升,我還想專注於意國市場,我想確保我們在那裡擁有強大的影響力。我現在的大部分重點都放在製造上——我們未來要在哪裡製造,我們的內容部門會從哪裡來。我剛剛在新加坡和越南成立了一家內容公司,這對我們來說非常令人興奮。

我留了很多選擇的餘地,但可以 肯定的是,我始終會在亞洲保有一席之 地。我認為Simtech將繼續在我們的技 術和產品創新中發揮重要作用。



BB:聽起來雖然您父親引領您入門,但也給您很大的自由來走出自己的道路?

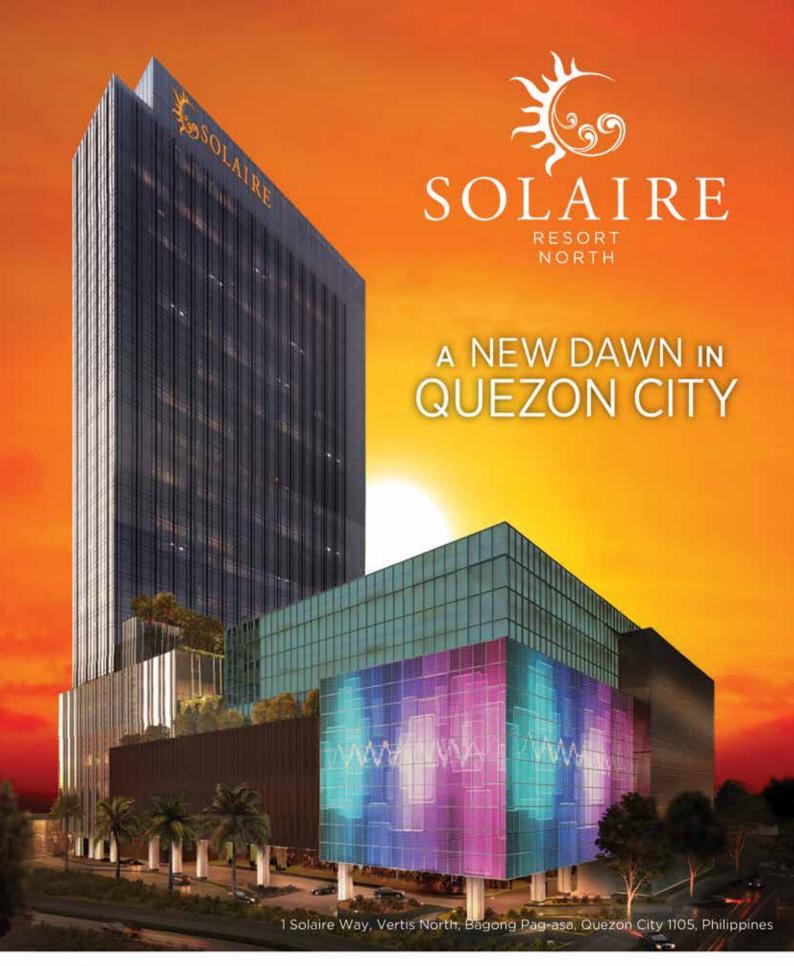
JC:沒錯。父親給了我很多自由——足夠讓我在幾次嘗試中犯錯,但從來沒有讓我失敗,這真的很好。他一直是我最大的支持者。有時候我感覺自己不知道在做甚麼,但他總是一通電話就能讓我回到正軌。如果我需要幫助,他會立即幫我聯繫客戶,當然,隨著我越來越成熟,這種情況也越來越少了。

父親絕對是我的導師、我的英雄。 他從個人和職業的角度教會了我一切, 老實說,我不知道沒有他我會在哪裡。 iag

BB: It sounds like although your Dad had been a real mentor to you, he has also allowed you the freedom to take things in your own direction?

JC: Absolutely. Dad's given me a lot of leash – enough for me to trip over a few times but never enough to hang myself with, so that's been really good. He's always been a great supporter of mine. Sometimes I feel like I don't know what I'm doing but he's only a phone call away and he always puts me on the right track. If I need help he will jump in, call the client for me and things like that but the more mature I've got, the less that's happened.

Dad is definitely my mentor, my hero. He has really taught me everything I know from a personal point and a professional point, and I honestly don't know where I would be without him. iag









鲫甲身退

現任澳門行政長官賀一誠所執政的時間剩下不到 三個月,過去五年任期中他帶領澳門經歷了一系 列重大挑戰,社會對他的政績褒貶不一,但無可 否認的是,他確實為澳門未來留下深刻影響。

文 陳嘉俊

STEPPING

ASIDE

The term of Macau's current Chief Executive, Ho Iat Seng, is set to expire in less than three months, after a five-year tenure that has seen him guide the city through a series of key challenges. Public opinion on his efforts is mixed, but it's hard to deny that he has left a lasting impression on the future of Macau.

By Pierce Chan

n 21 August, the Chief Executive of Macau, Ho lat Seng, announced that he would not run for a second term in the upcoming Chief Executive election. This means that his term will end on 20 December, making him the first Chief Executive who has not sought reelection since the handover of Macau in 1999.

Ho had previously served as chair of the Legislative Assembly and was elected to the fifth term of the Chief Executive of Macau in 2019 with 392 votes from a possible 400. However, barely a month after Ho took office, Macau encountered the COVID-19 outbreak and a pandemic that persisted until January 2023. As a result, during his tenure, much of Ho's focus was on policies of pandemic control, and this formed the basis of three of his five policy addresses.

月21日,現任澳門行政長官 賀一誠宣佈不參選第六屆行 政長官選舉,意味着他的任 期將會至12月20日完結, 成為澳門1999年回歸後第 一位不爭取連任的行政長官。

賀一誠曾在立法會擔任主席,在 2019年以392票高票當選第五任行政長 官。然而,他上任後一個月澳門便出現 新冠疫情,疫情更一直持續至2023年, 也令他任內發表的五份施政報告中,有 三份都是以防控疫情為中心。



賀一誠任期內施政的總體方向: THE OVERALL POLICY DIRECTIONS DURING HIS TERM WERE AS FOLLOWS:

2020

「防控疫情、振興經濟、惠顧民 生、促進多元、推進改革、創新 發展」

"Control the pandemic, revitalize the economy, benefit people's livelihoods, promote diversification, advance reform and foster innovative development."

「抗疫情、保就業、穩經濟、顧 民生、推改革、促發展」

"Fight the pandemic, protect jobs, stabilize the economy, care for people's livelihoods, promote reform and encourage development."

2022

202

2021

2024

「防疫情、穩復甦、保民生、促 多元、強合作、謀發展」

"Prevent the pandemic, stabilize recovery, safeguard livelihoods, encourage diversification, strengthen cooperation and seek development."

「提振經濟,促進多元, 紓解民 困,防控疫情,穩健發展」

"Boost the economy, promote diversification, alleviate citizens' difficulties, control the pandemic and ensure steady development."

「鞏固復甦,聚力多元,優化民 生,提升發展」

"Consolidate recovery, focus on diversification, optimize livelihoods and enhance development."

During Ho's five-year term, his assertive style and straightforward manner left a strong impression on society when reviewing his work, particularly his attitude towards the gaming industry. After the third confirmed case of COVID-19 was reported in Macau on 4 February 2020, he decisively announced the closure of all casinos for 15 days, making him the first Chief Executive to implement such a policy since the handover of Macau.

He also directly criticized and expressed disappointment towards Macau's gaming concessionaires in March 2020 for their reluctance to lend hotels to the SAR government as quarantine facilities.

"This is an examination for you (the six major gaming concessionaires). Macau residents see in their eyes and keep in their minds," he stated.

Despite the concessionaires experiencing three consecutive years of losses due to the pandemic, Ho told reporters, "In 回顧賀一誠五年任期,他強硬的作風及直率的態度給社會留下深刻印象,特別是對於博彩業界。在2020年2月4日澳門出現第三例確診個案後,他果斷宣佈將關閉賭場15天,成為澳門回歸以來首位關閉賭場的行政長官。

他亦曾經於2020年3月直接批評 博企不願向政府借出酒店作為「隔離酒店」,並且公開表示感到失望。

「這次是對你們的(六大博企)大 考,澳門人看在眼內,記在心內」。

面對博彩承批公司受疫情影響連 三年虧損,賀一誠卻在回應記者時表示 「做生意不會由頭賺到尾」。

「博企雖然三年虧損,但過去十多 年博企在澳門得到的利潤不是一兩千億

賀一誠任期內見證澳門度過新冠疫情。 Ho saw Macau through the COVID-19 pandemic



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business, you can't always make a profit."

He emphasized that although the concessionaires lost money over the past three years, their profits over the past decade had been astonishing.

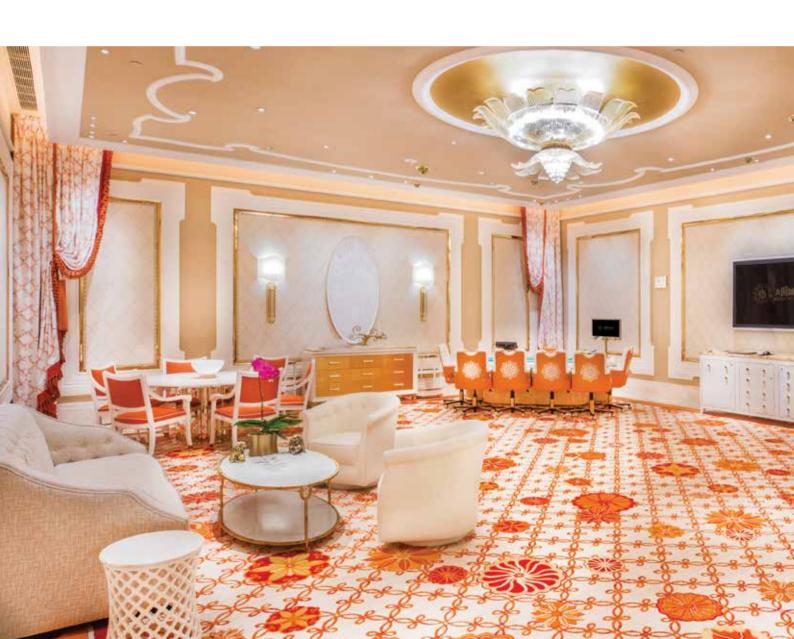
One of the most significant events during his tenure was the re-tendering of gaming licenses in 2022, along with the winding down of the junket industry.

He also oversaw the amended Gaming Law, which abolished Macau's sub-concession model and brought into question the future of satellite casinos. Not surprisingly, the re-tendering of gaming licenses in 2022 awarded concessions to the six incumbent concessionaires, but the contracts were limited to 10 years and required these companies to invest a combined MOP108.8 billion (US\$13.6 billion) in non-gaming projects over the next decade.

Ho also capped the number of slot machines in the Macau market at 12,000 and gaming

tables at 6,000 – this could still change over time – while the crackdown on satellite casinos saw the total number of casinos in the SAR fall from 41 to 30.

The collapse of the junket industry resulted from the arrests during Ho's term of former Suncity Group CEO Alvin Chau and Tak Chun Group chairman Levo Chan, later found guilty of and jailed for various crimes related to their junket operations. Subsequently, laws such as the Junket Law and



the Gaming Credit Law were further revised to restrict the scale of once dominant junket promoters.

The demise of junkets has been widely viewed as a positive for the long-term health of Macau's gaming industry. although there are some dissenters. Legislator José Maria Pereira Coutinho, for example, suggested recently that "Macau's SMEs are struggling due to a lack of clientele, partly due to the 'chronic death' of the

元,而是利潤驚人」。

而他任內作出最影響澳門深遠的事件,莫過於是2022年的賭牌競投,以及他任內博彩中介行業的消亡。

賀一誠修改了《博彩法》,取消「轉批給」,並改變了衛星賭場的格局。而2022年賭牌重新競投,不出所料的將博彩經營權判給原有的六間承批公司,但批給期限只有十年,並且在批給合同內規定了博彩承批公司需要在未來10年投資非博彩項目1,088億澳門元。

他也規定了承批公司的賭枱數量最 多12,000張、角子機數量為6,000部, 但這一限制亦可能隨着時間推進而改 變。而且他也打擊了衛星賭場,使澳門 賭場數量由2019年的41間減少至2023年的30間。

在他任內,太陽城集團前主席周焯華及德晉集團前主席陳榮煉先後在2021年11月被警方拘捕,這行為直接令博彩中介行業消亡,其後進一步修訂了《博彩中介法》、《博彩信貸法》等等法律,限制了博彩中介的規模。

人們都普遍認為,博彩中介行業 消亡對博彩業長期健康發展有着重要意 義,但這事件上亦有一些反對意見。如 立法會議員高天賜曾稱,「澳門中小企 因缺乏客源而經營困難,部分原因是由 於博彩中介人及貴賓廳業務的『慢性死 亡』導致」。





岑浩輝 Sam Hou Fai

gaming promoters and VIP room businesses."

Also collapsing during Ho's term after many years of losing money was Macau Jockey Club, which had been in operation for nearly 44 years. On 1 April 2024, the MJC terminated its exclusive operating contract with the SAR government and officially ceased operations, returning the club's land to the government.

Looking back over the past five years, Ho's decisive actions

have garnered both approval and criticism from the public. Some argue that his hardening policies hurt the interests of certain people, while others argue he has helped move the SAR forward through critical and challenging times.

Ultimately his achievements will be judged by history, while in the meantime all eyes are looking ahead to see what the next Chief Executive, almost certain to be Sam Hou Fai, will bring to Macau. iag

而有近44年的澳門賽馬會,也在他 任內結束經營。2024年4月1日澳門賽 馬會與澳門政府解除賽馬會專營合約, 正式終止運作,賽馬會土地交由政府處 理。

回望過去五年,賀一誠任內行事果 斷受到社會讚同及批評。一些人認為他 過於強硬損害了部份人利益,有些人認 為他協助特區政府渡過了澳門近年最關 鍵、最具挑戰的時期。

他的功與過或將由歷史判斷,而展 望未來,所有人都期望着新任行政長官 (即唯一候選人岑浩輝)將為澳門帶來 怎樣的新景貌。iag



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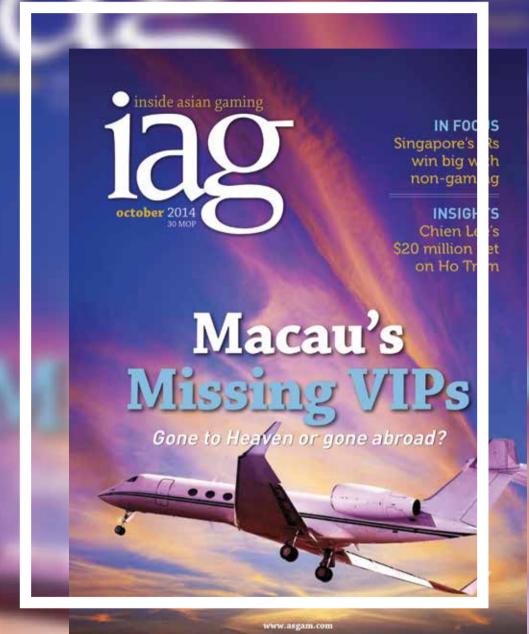












中军之前 高端焦慮

為慶祝報導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《高端焦慮》,重溫2014年10月的新聞!

文 本思齊

10 YEARS AGO

High-End Anxiety

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, "High-End Anxiety", to rediscover what was making the news in October 2014!

By Ben Blaschke

10 YEARS AGO

f only we knew what was to come. In October 2014, Inside Asian Gaming's cover story, titled "High-End Anxiety", detailed the worrying decline of VIP gaming revenues in the global gaming hub of Macau.

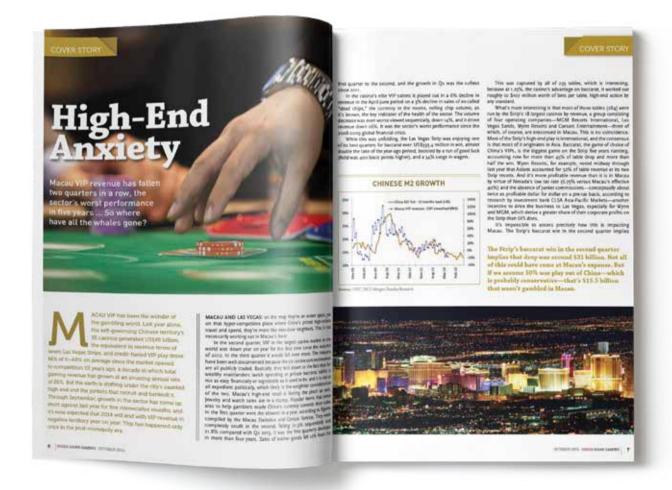
As we wrote at the time, the prior year – 2013 – had seen Macau generate an all-time high of US\$45 billion in gross gaming revenues, continuing a string of year-on-year increases since liberalization and primarily driven by junket VIP.

But for the first time, this upward trajectory looked to be coming to an end – the start of what we now know would signal the eventual demise of the junket heyday, even if the industry's crushing halt wouldn't come until more recently.

"The earth is shifting under [Macau's] vaunted high-end and the junkets that recruit and bankroll it," *IAG* wrote in our October 2014 feature.

"Through September, growth in the sector has come up short against last year for five consecutive months, and it's now expected that 2014 will end with VIP revenue in negative territory year on year. This has happened only once in the postmonopoly era."

The big question at that time was: why? One reason, we pondered, might have been evidenced in the growth of VIP baccarat revenues in Las Vegas which, given its more favorable tax regime and the absence of junket commissions, may have been led by the likes of Las Vegas Sands, Wynn and





若我們有預知未來的能力就好了。 在2014年10月, 《亞博匯》的封面 故事《高端焦慮》

詳細描述了全球博彩中心澳門的貴賓博彩收入令人擔憂的下滑。

正如我們當時所寫的,2013年澳門 剛剛創下了總博彩收入450億美元的歷 史新高,延續了自賭權開放以來連年同 比增長的勢頭,這主要由貴賓博彩中介 人所推動。

但那一次,上升的勢頭看起來要結束了——我們現在已經知道的,那標誌著博彩中介行業黃金時代的最終結束,儘管該行業的崩盤直到近期才真正到來。

我們在2014年10月的這篇文章中寫 道:「澳門的高端博彩市場和支持這一市 場的貴賓博彩中介正發生重大變化。」

「截至9月份,這個行業的增長已經連續五個月低於去年的水平,現在預計2014年貴賓博彩收入將按年呈負增長。這是賭權壟斷時代結束以來僅有的一次。」

當時的最大問題是:為甚麼?我們當時推測的原因之一可能是在拉斯維加斯貴賓百家樂收入的增長。由於當地更優惠的稅收制度以及沒有中介人佣金,拉斯維加斯金沙、永利和美高梅等公司可能將他們的玩家從澳門引流到拉斯維加斯。儘管如此,這並不足以解釋澳門的博彩收入年均達到拉斯維加斯賭城大



- ((-

2013年澳門剛剛創下了總博彩收入450億美元的歷史新高,延續了自賭權開放以來連年同比增長的勢頭,這主要由貴賓博彩中介人所推動。

2013 had seen Macau generate an all-time high of US\$45 billion in gross gaming revenues, continuing a string of year-on-year increase since liberalization and primarily driven by junket VIP.

-)) -

MGM funneling their players away from Macau. Then again, that didn't account for such a substantial decline in volumes in a city whose annual GGR had by this time reached seven times that of the Las Vegas Strip.

Another possibility was that Chinese gamblers had tired of Macau, or were perhaps just becoming more worldly, and were increasingly preferring to be seen travelling to Singapore or Australia or South Korea for their "holidays". Certainly, there was less appetite to be observed by China's central government to be making frequent trips to the Macau SAR.

Most likely however, *IAG* suggested, was the combination of a slowing Chinese economy,

which had also seen luxury retail spending on the way down, and China's anti-graft campaign which targeted a segment of society that undoubtedly contributed significantly to Macau's gaming sector.

In fact, Macau has never again come anywhere near that US\$45 billion mark, when there were a record 235 licensed junkets in operation bloating the city's revenue figures.

Our 2014 story also saw this trend start to wane, stating, "Morgan Stanley estimates that more than 30 junkets have folded, individuals and companies, since the end of 2012, victims of the liquidity crunch and competition from larger, better-capitalized rivals.





道七倍的情況下,客流量的如此大幅下 降。

另一種可能性是中國賭客對澳門感 到厭倦,或者他們開始變得更具世界眼 光,越來越傾向於將新加坡、澳洲或韓 國作為他們的「度假」目的地。顯然, 內地中央政府對頻繁訪問澳門的行為的 關注也在減弱。

然而,《亞博匯》認為最可能的原因是中國經濟放緩(這同樣導致奢侈品零售支出下降),再加上中國的反貪腐運動,直接打擊了對澳門博彩業貢獻巨大的那一部分人群。

事實上,自那以後,澳門的總博彩收入從未接近過450億美元的水平,當時有創紀錄的235家持牌博彩中介運營商在運作,極大地推動了這座城市的收入。

我們在2014年的報導中也看到這一趨勢開始減弱,「摩根士丹利估計,自2012年底以來,由於流動性緊縮及來自規模更大、資金更雄厚的競爭對手的影響,已有超過30家中介公司倒閉,有個人也有公司。」

10 YEARS AGO

"Dore Holdings, one the largest, threw in the towel this year. SunCity, the largest, is diversifying into non-gaming investments. Others are pursuing casino projects abroad. Others are working existing markets from Australia to the Philippines to Indochina to take advantage of more relaxed environments where tax rates are lower and better deals can be had on comps and commission rates. They are, of course, taking their players with them."

Could anyone back then have predicted what was really to come? The arrest of Macau's junket supremos Alvin Chau and Levo Chan, combined with changes to Macau's gaming laws that significantly weakened the ability of junkets to drive revenues, predicated the near-complete collapse of the industry.

Licensed junkets as of 2024 number just 18 and only a handful of those are operating at any sort of scale. Casino junket rooms and

revenue-share agreements are but distant memories. And for a segment that once contributed more than 80% of Macau's gaming revenues, VIP now accounts for less than a quarter thanks to the rise of the premium mass segment and increased focus on direct VIP.

And what may have been toughest to grasp during those days, had they been offered a portal into 2024? That the newlook Macau has never been in better shape. iag



2021年太陽城集團行政總裁周焯華被捕成為博彩中介業崩潰的導火線 The arrest of Suncity Group CEO Alvin Chau in 2021 predicated the collapse of the junket industry

「其中之一的大公司多金控股今年 退出了市場。最大的中介公司太陽城則 開始多元化發展,投資非博彩業務。其 他公司則向海外尋求賭場項目,並將玩 家也帶去那裡。」

當時沒有任何人能預見到後來發生 的事情。隨著澳門中介業巨頭周焯華和 陳榮煉的入獄,以及澳門博彩法的修正 大大削弱了博彩中介推動收入的能力, 預示著這個行業的幾乎全面崩潰。

截至2024年,持牌的博彩中介公司 僅剩18家,且其中只有少數幾家能以一 定規模運營。賭場貴賓廳和收入分成協 議已經成為遙遠的記憶。隨著高端中場 的崛起和直營貴賓業務的加強,曾經貢 獻了澳門超過80%博彩收入的貴賓博彩 市場,現在僅剩下不到四分之一。

倘若當初那些日子裡的人能夠看到 2024年會是甚麼樣子,最難以理解的可 能是:面貌一新澳門從未如此繁榮。iag



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