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嶄新視野

KEVIN TAN

NEW HORIZONS





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泰國綜合度假村的利與弊

儘管世界上最大的IR運營商都對進入泰國市場表現出濃厚的興趣，但他們能否說服已經成熟的博彩司法管轄區的監管機構，相信泰國是一個適合建設數十億美元IR的地區呢？

業界盛事

言之有物

本年的IAG Academy Summit將於9月10至11日期間，假新港世界度假村內的馬尼拉希爾頓酒店舉行。《亞博匯》現為來賓們揭曉今年峰會的各项精彩活動。

行業檔案

Aaron Raj：行業天使

《亞博匯》採訪了Angel Australasia Pty Ltd的首席技術官Aaron Raj，一探他從印度南部到澳洲悉尼以及如何進入全球博彩產業中心的旅程。

專欄

如何思考人工智能

這是關於人工智能（AI）系列的第三篇文章，在之前的文章基礎上進一步探討人工智能的預測類型和相關實例應用，同時對比目前AI尚不能解決的賭場問題。

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十年之前

2014「亞博匯50強」

為慶祝報道亞洲博彩及休閒產業滿18週年，《亞博匯》特籌劃此專欄，現在讓我們一起回顧10年之前的這篇封面故事《2014「亞博匯50強」》，重溫2014年9月的新聞！

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安德集團行政總裁、創始人吳聰滿之子吳克文接受本刊專訪，暢談對新港世界的長期願景，包括近期對管理團隊作出的大規模變動、物業的擴展計劃及新機遇。

KEVIN TAN: NEW HORIZONS

Kevin Tan, Alliance Global Group (AGI) CEO and son of the company founder Andrew Tan, speaks with *IAG* about his long-term vision for Manila's Newport World Resorts – from recent sweeping changes to the executive team to expansion plans and new opportunities.




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How to think about AI

This third article in a series on AI will build on previous articles by focusing on the types of predictions and related example use cases while drawing a contrast to casino problems AI is not yet able to solve.

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No fan of the blanket ban

The issue of gambling advertising and its increased proliferation across mainstream and online media channels has become a major talking point in global jurisdictions in recent years, with anti-gambling groups having called for blanket bans in the US, UK, Australia and elsewhere.

It is undoubtedly a divisive issue and one worth further discussion, but much like in the many Asian jurisdictions that continue to prohibit all online gambling, or Australia where casino operators now face so many restrictions as to render profitability a distant memory, prohibition of any form tends to come with unintended consequences.

So what should be done about gambling advertising? I imagine that any reasonable person would agree that such advertising during broadcast sporting events has reached a crescendo. Whether you are watching the NBA or NFL in America or the NRL and AFL in Australia, odds updates have become as common as a Steph Curry long-range dagger.

But like anything, a common-sense approach is essential to any discussions on limitations around gambling advertising – easier said than done given the vocal nature of those in favor of a blanket ban.

Last month, the Australian government – impressively, I would say – rejected such calls in favor of a “frequency cap” that would limit the number of ads shown during certain hours and ban them completely immediately before and after a live sports broadcast. While the concept may need some tweaking, it at least represents a reasonable approach to the legitimate concerns around exposing minors to gambling.

But a blanket ban ignores some inconvenient truths for the anti-gambling brigade. For one, sports betting is a legal product in the UK, US and Australian markets where this issue has been of focus, and as such licensed operators – who pay fees and taxes for the privilege – should have the ability to market to their customer base. And those who enjoy a flutter on the footy each weekend genuinely *want* to know what special offers are available on the sports they enjoy.

It is also important to note that not all gambling advertising is equal: it would be galling to see such ads aired during the latest episode of Sesame Street, but what about during the Kentucky Derby or the Melbourne Cup?

And here’s the big one. You can ban advertising by licensed operators, but that ban does not practically apply to the many offshore operators who are already

illegally offering their services to citizens. Rest assured, the more you restrict what licensed operators can do, the more illegal ones will ramp up their own activities to take advantage of the disparity.

This is already a growing problem in markets where In-Play Betting is restricted. In Australia, a 2017 government-commissioned report on this very issue found “indications that these restrictions imposed by operators and other government-imposed restrictions to online in-play sports betting may be acting as push factors to encourage Australian gamblers to use illegal offshore wagering operators.”

It is true that those who seek to ban or restrict gambling generally do so with the honorable intention of protecting the vulnerable, but in most cases it is also true that the end result is the complete opposite.

That’s why the only reasonable way forward on issues such as this are logical, emotion-free and evidence-based discussions so that any response is appropriate to the problem at hand.

And let’s stop pretending that if you ignore (ban) something, it will go away.

Ben Blaschke
Managing Editor

反對全面禁令

近年來，博彩廣告在主流及網絡媒體各種渠道日益擴散的問題已然成為全球司法管轄區的討論熱點。反賭博團體在美國、英國、澳洲等地呼籲實行全面禁令，引發了廣泛的爭議。

這無疑是一個複雜的問題，值得深入探討。然而，正如許多亞洲地區仍然禁止所有線上賭博，或澳洲的賭場運營商面臨過多限制導致盈利變得遙不可及，任何形式的全面禁止往往會帶來意想不到的負面影響。

那麼，我們應該如何處理賭博廣告呢？我相信，任何理性的人都會認為，體育賽事直播期間的賭博廣告已經達到了一個峰值。無論是在美國觀看NBA或NFL，還是在澳洲觀看NRL和AFL，賠率更新已經變得比居里的三分球還要常見。

然而，在討論限制賭博廣告時，我們需要採取一種更為有常識的方式——雖然這一點往往說易行難，特別是面對那些支持全面禁令的強烈呼聲。上個月，澳洲政府——不得不說這是相當令人印象深刻的決定——拒絕了實行全面禁令的呼籲，轉而採用了「頻次限制」

，即限制在特定時段內的廣告數量，並要求體育賽事直播前後完全禁止這類廣告。雖然這一政策可能需要進一步完善，但至少表明了一種合理的處理方式，可以解決未成年人接觸賭博廣告的擔憂。

然而，全面禁令忽視了一些反賭博團體難以忽視的事實。首先，在英國、美國和澳洲等市場，體育博彩是合法的。這些市場中的持牌經營者支付費用和稅款，應該有權向其客戶群進行營銷。而且，每週末喜歡下注的人確實希望知道他們喜愛的體育項目有甚麼特別優惠。

同樣值得注意的是，並非所有賭博廣告都是一樣的：在兒童節目《芝麻街》期間播放賭博廣告確實不合適，但在肯塔基德比或墨爾本杯賽事期間播放呢？

更重要的是，即使你禁止了持牌經營者的廣告，但這樣的禁令並不適用於那些已經非法向公眾提供服務的境外經營者。可以預見的是，對持牌經營者的限制越多，非法經營者就越會加大力度，利用這些機會拓展自己的業務。

這一問題在嚴格限制場內投注的市場中已經日益明顯，澳洲便是其中之一。2017年，一份政府委託的報告指出，「有跡象表明，運營商和政府對線上體育投注施加的限制，可能成為鼓勵澳洲賭客使用非法境外投注運營商的推動因素。」

不可否認，那些試圖禁止或限制賭博的人，其目的是為了保護弱勢群體，但在大多數情況下，結果往往適得其反。

因此，針對這樣的問題，唯一合理的解決之道是進行基於邏輯、無偏見、基於證據的討論，以確保任何應對措施都能真正針對問題本身。

最後，我們也應該明白，僅僅通過忽視（禁止）某件事，並不能使其徹底消失。

本思齊

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何猷龍：打擊非法換匯並非澳門近期市場疲軟的原因 LAWRENCE HO: MONEY EXCHANGE CRACKDOWN NOT BEHIND MACAU MARKET SOFTNESS

MELCO RESORTS CHAIRMAN AND CEO Lawrence Ho has played down the impact a recent crackdown by authorities on Macau's illegal money exchange activities has had on the gaming market, describing seasonality and the Euro 24 football championships as more meaningful contributors to recent softness.

He also noted that gaming volumes have shown steady improvement since mid-July, with the impending completion of upgrade works at both City of Dreams Macau and Studio City expected to further support growth for the remainder of 2024.

Ho was asked about the impact of the money exchange crackdown – first announced by mainland authorities in May – during Melco's 2Q24 earnings call. The issue again hit the news recently when Macau's Legislative Assembly unveiled plans to criminalize money exchange gangs by classifying them as "Illegal Gaming Offences", which are punishable by up to five years imprisonment.

"I think the money change issue, it's not new," Ho said. "It's been talked about for over a year now so it's not a surprise to us.

"Of course, it has a bit of an impact in terms of liquidity to players, but I think the bigger issue in terms of the softness in June – and we saw growth in July already and August is off to a very good start – it's more related to the Euro champs, which lasted from mid-June to mid-July.

"Also, this year the Chinese school holiday started two weeks later, so it didn't really start until mid-July. What happens there is parents want to stay home and make sure that the kids are done with final exams before they travel.

"So, I think some of the softness that was seen in June and July, that was more of an impact rather than money changers. And with regards to the money changers, we've seen this in Macau over the years. I think this has been a story 10 years in the making. I don't think it's going to change the thesis into Macau dramatically."

新濠主席兼行政總裁何猷龍淡化了近期打擊澳門非法換匯活動對博彩市場的影響，稱季節性因素和歐洲杯是造成市場近期疲軟的更主要原因。

其還指出，自7月中旬以來博彩收入已顯示出穩定的增長，並預計隨著澳門新濠天地和新濠影滙的升級工程即將完成，2024年剩餘時間有望獲得進一步增長。

在新濠博亞的2024年第二季度財報電話會議中，何猷龍被問及5月內地當局首次宣佈的打擊非法換匯交易的影響。近期澳門立法會公佈稱澳門政府有計劃將非法貨幣兌換活動定為刑事犯罪，最高可判處五年監禁。

何猷龍表示：「我認為非法換匯問題並不新鮮，這件事已經討論多年，所以對我們來說這並不意外。」

「當然，這在一定程度上影響了玩家的流動性，但我認為6月份市場疲軟的主要原因——我們已經看到7月的增長，8月也有一個很好的開始——更多的是與6月中旬持續到7月中旬的歐洲杯有關。」

「此外，今年的中國學校假期比往年遲了兩週開始，實際上到7月中旬才開始。這意味著家長們希望留在家裏，確保孩子完成期末考試後再出行。」

「所以，我認為6月和7月市場的疲軟更多是由這些因素造成的，而不是由打擊非法換匯造成。至於換錢黨，我們在澳門多年來一直看到這種情況。我認為這已經是一個有10年歷史的話題，我不認為這會徹底改變澳門的市場趨勢。」



政府決定將 「換錢黨」刑事化

MACAU SEEKING NEW PROVISION TO CRIMINALIZE MONEY EXCHANGE GANGS

THE SECOND STANDING COMMITTEE of the Macau Legislative Assembly has revealed that, following discussions between legislators and the government, a new provision will be added to the Illegal Gaming Offence bill to criminalize money exchange gangs.

The government has previously advocated against criminalizing money exchange gangs, citing complications in legal processes required to make such a change. However, both the mainland and Macau police have recently stepped up their efforts to crack down on these syndicates.

At a meeting of the Standing Committee of the Macau Legislative Assembly to discuss the Illegal Gaming Offences bill, government officials changed their stance and told legislators that new articles will be added to the law to criminalize money exchange gangs.

The new article is called "Unlawful exchange of money for the purpose of betting" and states, "A person who carries on a business of exchanging loans and coins for the purpose of gambling without authorization in accordance with the law shall be liable to a maximum penalty of five years' imprisonment". The minimum penalty under the law is one month's imprisonment.

This provision also stipulates that any unsanctioned money exchange business conducted in a casino or an ancillary facility of a casino, including hotels, entertainment complexes or other commercial facilities – considered to form any part of an integrated resort – will be categorized as an offence.



澳門立法會第二常設委員會指出，政府與議員磋商後，將會於《不法博彩罪》中加入新的條文，將「換錢黨」刑事化。

澳門政府在過去都沒有主張將「換錢黨」刑事化，社會上對此亦有兩方面意見。然而，近日內地與澳門的警方都對「換錢黨」加強打擊，而澳門早前更出現關於「換錢黨」的兇殺案，令「換錢黨」是否應刑事化被推上風口浪尖。

但在澳門立法會常設委員會討論《不法博彩罪》的會議中，政府官員就一改過去的立場，向議員指將於該法例中加入新條文，把「換錢黨」刑事化。

新的條文名命為「經營為博彩的不法匯兌」，並列明：「未依法獲批准經營貨幣兌換業務，而供賭博之用者，處最高五年徒刑（而最低刑罰法例規定為一個月）。」

而該條文亦同樣規定，只要在娛樂場或娛樂場的附屬設施，包括酒店、綜藝館、其他商業設施等地方，即整個綜合度假村內進行不法的貨幣兌換業務，均會被認為為博彩用途。



NEVADA REGULATOR FILES COMPLAINT AGAINST GENTING AND RESORTS WORLD LAS VEGAS

THE NEVADA GAMING CONTROL BOARD (NGCB) has filed a disciplinary complaint against Resorts World Las Vegas, LLC and its parent and affiliated companies – namely Malaysia’s Genting Bhd – alleging the company failed to fulfill its responsibilities as a holder of a privileged Nevada gaming license by allowing individuals with suspected or proven ties to illegal activities to gamble on property.

In a statement dated 15 August 2024, the NGCB provided details of the 31-page complaint, which details how agents uncovered a lack of compliance within Resorts World Las Vegas (RWLV), which it says allowed a culture that welcomed “certain individuals with suspected or actual ties to illegal bookmaking, histories of federal felony convictions related to illegal gambling businesses, and ties to organized crime.

Such individuals, it added, were allowed to place millions of dollars in wagers at RWLV over many months because the North Strip property failed to adhere to its Anti-Money Laundering Program.

“The culture within Resorts World created the perception, or the reality in certain instances, that Resorts World is an avenue to launder funds derived from illegal activity,” the NGCB said. “The NGCB investigation revealed acceptance among RWLV executives of a culture where information of suspicious or illegal activity is, at a minimum, negligently disregarded, or at worst, willfully ignored for financial gain.”

The regulator added that RWLV’s actions or inactions caused damage to the reputation of the State of Nevada and Nevada’s gaming industry. It also named a number of suspected or known felons who wagered at RWLV.

“The Nevada Gaming Control Board is committed to protecting the State of Nevada, its citizens and visitors, and Nevada’s vital gaming industry,” said NGCB Chairman Kirk Hendrick.

“All suspected violations of Nevada’s gaming laws and regulations will be fully investigated and disciplinary action will be filed when warranted.”



美內華達州監管機 構針對雲頂集團及 RESORTS WORLD LAS VEGAS提起訴訟

內華達州博彩管委會（NGCB）於2024年8月15日針對 Resorts World Las Vegas及其母公司及關聯公司——馬來西亞的雲頂集團——提出了一項紀律控訴，指控該公司未能履行其作為內華達州特許博彩持牌者的責任，允許涉嫌或已證明與非法活動有關聯人士在其賭場賭博。

在一份聲明中，NGCB提供了長達31頁的起訴書細節，詳述了代理人如何發現Resorts World Las Vegas (RWLV) 內部缺乏合規管理，並指出這導致了該公司有著「接待與非法賭博、聯邦重罪紀錄以及有組織犯罪有關聯的某些個人」的文化。

該聲明補充說，因為RWLV未能遵守反洗錢規則，令這些人得以在這個位於North Strip的物業內，於數月間投注數百萬美元。

「某些情況下，Resorts World內部的文化營造出這樣一種觀感，即Resorts World成為從非法活動中獲取資金或進行洗錢的渠道。」NGCB表示，「NGCB的調查顯示，RWLV高管接受了一種文化，這種文化中，涉及可疑或非法活動的信息至少是被疏忽地忽視的，最糟糕的情況是為了經濟利益故意忽視。」

監管機構還指出，RWLV的行為或不作為，損害了內華達州及其博彩業的聲譽。還列出了部分在RWLV下注的涉嫌或已知罪犯。

NGCB主席Kirk Hendrick表示：「內華達州博彩控制委員會將致力於保護內華達州、其公民及訪客，以及內華達州至關重要的博彩業。所有涉嫌違反內華達州博彩法律和規章的行為都將受到全面調查，並在必要時採取記錄處分。」

美高梅證實潛在的泰國綜合度假村 競標將通過美高梅中國進行

MGM CONFIRMS ANY THAILAND IR BID WILL GO THROUGH MGM CHINA

MGM Resorts has confirmed that any bid it launches to develop an integrated casino resort in Thailand will be done through its Macau subsidiary MGM China.

"[Thailand] is a venture that we're interested in and if we do that, we'll do it through MGM China Holdings," said MGM CEO and President, Bill Hornbuckle. The MGM Resorts boss had previously outlined the company's interest in pursuing Thailand, stating in a recent earnings call that "the cost to do business there, the margins that could be had would be compelling."

CLSA analysts have suggested that Thailand could become a US\$15 billion market if fully realized, with four of Macau's six concessionaires said to be interested in pursuing a license.

美高梅國際酒店集團證實，該公司在泰國發展綜合賭場度假村的任何競標，都將通過澳門子公司美高梅中國進行。

該公司行政總裁兼總裁 Bill Hornbuckle 表示：「泰國是一個我們感興趣的項目，如果我們要做這個項目，我們會通過美高梅中國控股來進行。」此前，這位美高梅老闆曾在另一個財報電話會議曾提到公司對在泰國開展業務的興趣，並表示「那裏的業務成本和潛在的利潤率都很具吸引力。」

里昂證券分析師曾表示，如果完全實現博彩合法化，泰國市場可能達到150億美元，且澳門的六家博彩牌照持有者中，有四家有意競逐泰國牌照。



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泰國賭場監管機構將設於曼谷，治理結構綱要出爐

THAILAND CASINO REGULATOR TO BE BASED IN BANGKOK AS GOVERNANCE STRUCTURE OUTLINED

THAILAND'S future casino regulatory body will be based in Bangkok with branches located strategically around the country, reporting directly to a new Policy Committee to be chaired by the Prime Minister, a draft casino bill made public in August reveals.

It also outlines a multi-level approach by which the Policy Committee will be supported by an Executive Committee tasked with establishing the budgetary and staffing entitlements of the regulator itself.

The 22-page draft bill was released by Thailand's Council of State after months of discussions.

According to the bill, key to formally legalizing "integrated entertainment venues" with casinos in Thailand will be establishing an office to regulate them with a stated purpose to "regulate, supervise, control, promote, and support integrated entertainment venues in accordance" with the Act.

This regulatory body "will have its head office in Bangkok and will establish branches or representatives at any other place as necessary," the bill says.

Among its stated tasks are supervising, inspecting and monitoring the operations of integrated entertainment venues, addressing public complaints, preventing and remedying "impacts" arising from the venues, and determining the characteristics of individuals prohibited from entering a casino area.

In charge of establishing key casino policy, including those around management, the issuance of licenses, tax rates, permitted business nature, entry levies and restrictions, employee criteria, executive criteria and permitted casino floor space, will be the Policy Committee – to be chaired by Thailand's Prime Minister and with the Deputy Prime Minister as Vice Chairman.

According to the bill, licensees will be granted an initial 30-year license term, reviewable every five years, while there are 10 business types listed that can form part of Thailand's "integrated entertainment venues" – Department store; Hotel; Restaurant, nightclub, discotheque, pub or bar; Stadium; Yacht and Cruising Club; Gaming; Swimming pool and water park; Amusement park; Area for promoting Thai culture and OTOP products; Other businesses as specified by the Policy Committee.

根據8月公佈的法案，泰國未來的賭場監管機構將設在曼谷，並在全國各地戰略地點設立分支機構，直接向由總理擔任主席的新成立政策委員會報告。

草案還概述了一種多層次的方法，即政策委員會將由負責制定監管機構預算和人員編制的執行委員會支持。

這份22頁的法律草案由泰國國務委員會在經過數月的討論後公佈。

根據該法案，正式合法化泰國「綜合娛樂場所」中的賭場的關鍵是建立一個監管機構，其目的在於「根據本法案的規定，規範、監督、控制、促進和支持綜合娛樂場所。」

法案中寫道，該監管機構「將在曼谷設立總部，並根據需要在其他地點設立分支機構或代表處。」

其列出的任務包括監督、檢查和監控綜合娛樂場所的運作，處理公眾投訴，預防和補救由場所產生的「影響」，以及確定禁止進入賭場區域的人員特徵。

政策委員會將負責制定關鍵的賭場政策，包括管理、牌照的發放、稅率、允許的業務性質、入場費用和門檻限制、員工標準、管理標準和允許的娛樂場面積等。該委員會將由泰國總理擔任主席，副總理擔任副主席。

根據該法案，持牌人可被授予初始30年的牌照期，並每五年進行一次審查。法案同時列出可以構成泰國的「綜合娛樂場所」的10種業務類型，包括：百貨公司、酒店、餐廳、夜店、迪斯科、酒吧或酒廊、體育場、遊艇俱樂部、博彩、游泳池和水上樂園、遊樂園、泰國文化和OTOP產品推廣區，及由政策委員會指定的其他業務。

紐西蘭將對線上賭場進行監管及發放牌照

NEW ZEALAND TO LICENSE AND REGULATE ONLINE CASINOS

NEW ZEALAND will license online casinos under a landmark move designed to minimize harm, support tax collection and provide consumer protections to citizens, the government has announced.

According to information released by Minister of Internal Affairs Brooke van Velden, a regulatory framework is expected to be in place by early 2026 with a limited number of licenses to be made available and allocated by way of auction. Each license will last three years pending the operator meeting all regulatory requirements.

The government will also allow licensed operators to advertise, with strict limits, although they will not be allowed to provide sponsorship. The licenses will be for online casino games only – not for sports betting or lottery products.

紐西蘭政府宣佈將為線上賭場頒發牌照，此舉具有里程碑意義，旨在最大限度地減少危害、提高稅收、並為公民提供消費者保護。

根據內政部長 Brooke van Velden 披露之信息，預計到 2026 年初將建立一個監管框架，並將通過競標的方式提供有限數量的牌照。在運營商滿足所有監管條件的前提下，每張牌照有效期為三年。

政府還將允許持牌運營商在嚴格限制下投放廣告，但不允許提供贊助。這些牌照僅適用於線上賭場遊戲，不包括體育博彩或彩票產品。



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2025年世博會主辦方 希望世博會期間暫停 美高梅綜合度假村建設

2025 WORLD EXPO ORGANIZER WANTS MGM TO PAUSE CONSTRUCTION OF OSAKA IR FOR SIX MONTHS

THE INTERNATIONAL ORGANIZER of the World Expo has reportedly asked Osaka officials to demand construction of MGM Resorts' integrated resort project on Yumeshima Island be halted for around six months next year due to concerns around noise and visuals. Officials are poised to reject the request, according to local news agency *Jiji Press*.

The Bureau International des Expositions (BIE) is said to have requested Osaka city and prefecture to pause construction during the 2025 Osaka World Expo, which is also being held on Yumeshima adjacent to the MGM site from April to October 2025. Specifically, the BIE is reportedly concerned about equipment being visible, the noise construction work might make and potential deterioration of the surrounding land.

Jiji Press reported that BIE Secretary General Kerentzes and Keidanren Chairman Tokura Masakazu, who also serves as chairman of the Japan Association for the International Exposition, have raised the issue with Governor Yoshimura Hirofumi, however the city and prefecture remain concerned that any such pause in construction could result in MGM triggering a contract clause allowing it to terminate its IR deal anytime until September 2026. The officials are said to be considering how to best respond to BIE.

As previously reported by *Inside Asian Gaming*, MGM began land preparatory work on the 21-hectare Yumeshima IR 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].

Completion and opening of the IR itself has already been pushed back by a year to 2030.

據報道，由於對噪音和視覺影響的擔憂，世博會的國際主辦方要求大阪官員向美高梅在夢洲島上的綜合度假村項目建設提出要求，在明年暫停施工約六個月。據悉，官方計劃拒絕這一要求。

Bureau International des Expositions (BIE) 已要求大阪市和大阪府在2025年大阪世博會期間暫停施工，該世博會將於2025年4月至10月在緊鄰MGM場地的夢洲舉行。BIE擔心設備可見性、施工噪音以及周圍土地可能的惡化。

當地媒體《Jiji Press》報導，BIE秘書長Kerentzes和兼任Japan Association for the International Exposition的BIE主席Tokura Masakazu已經向知事吉村洋文表達了他們的擔憂。然而，市府和府政府仍擔心任何此類施工暫停可能導致MGM觸發一項合同條款，使其能夠在2026年9月之前隨時終止其IR協議。據悉，官員們正在考慮如何最好地回應BIE的要求。

正如《亞博匯》此前報道，美高梅於去年年底開始對21公頃的夢洲IR場地進行土地準備工作，目的是防止土壤液化並加固土地基礎。這些液化措施預計將在大阪世博會期間繼續進行，並將於2027年4月完成，耗資255億日元（約合1.73億美元）。

綜合度假村本身的完成和開放已被推遲一年至2030年。



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吳克文

嶄新視野

身為創始人吳聰滿之子，安德集團現任行政總裁吳克文正致力於宏揚家族傳承，尤其是地產開發公司美加和旅遊實體達富來（馬尼拉新港世界營運商）。吳克文最近接受本刊專訪，暢談對新港世界的長期願景，包括近期對管理團隊作出的大規模變動、物業的擴展計劃及新機遇。

文 卓 弈

KEVIN TAN

New Horizons

Kevin Tan, Alliance Global Group (AGI) CEO and son of the company founder Andrew Tan, is building on the family legacy, with a particular focus on property development arm Megaworld and tourism entity Travellers, the operator of Manila's Newport World Resorts. Tan spoke with *IAG* about his long-term vision for Newport, from recent sweeping changes to the executive team to expansion plans and new opportunities.

By **Andrew W Scott**

Andrew W Scott: Mr Kevin Tan, thank you for speaking to the readers of *Inside Asian Gaming*. You've been at the helm of Travellers for a little while now, a relatively short time but enough to make some important decisions about the company. Some of our readers may not be very familiar with you, perhaps you could tell us a little bit about your background?

Kevin L Tan: Sure, I am a developer by profession. I belong to Alliance Global Group, the company that my father founded 45 years ago. We are of course in the liquor business – as you know we are owners of Emperador Brandy which is the largest selling brandy in the world. Also, we are owners of Whyte & Mackay and Dalmore which is the fifth largest scotch whisky and single malt company in the world.

And then of course we are in property development through Megaworld. Megaworld is really where I started my career and where I have been working for over 20 years now. We're also in the food business, and in hospitality.

So really my background is more on the property development side. We build townships, we run malls, we run hotels, we build entire cities. We actually have about 32 townships now all across the Philippines and we're going to 35 by the end of the year.

That's my background coming into this business. I have no formal training or any experience here in the gaming business but I believe that running an integrated





— “ —

我們現在所做的，就是升級我們的設施，翻新較舊的產品，並通過提升服務來提高客戶的體驗。這的確是我們作為一個集團的目標。

What we're doing right now is improving our facilities, renovating our older products and elevating the guest experience by elevating our service. That's really our goal as a group.

— ” —

卓奔 (AWS)：吳先生，感謝您接受《亞博匯》的專訪。您執掌達富來已經有一段時間了，儘管時間相對較短，但足以對公司做出一些重要決策。我們的一些讀者可能對您不太熟悉，或許您可以介紹一下自己的背景？

吳克文 (KLT)：當然可以！我是一名專業開發商，就職於安德集團 (Alliance Global Group)。這是我父親於45年前創立的公司。我們涉及酒類業務——如您所知，我們擁有全球銷量最高的白蘭地品牌皇勝白蘭地 (Emperador)。此外，我們還擁有懷特馬凱 (Whyte & Mackay) 和大摩 (Dalmore)，分別是全球第五大蘇格蘭威士忌和單一麥芽威士忌公司。

此外，我們也通過美加房產 (Megaworld) 從事地產開發業務。美

加是我職業生涯開始的地方，我在那裏工作了超過20年。我們同時亦涉足食品業務和酒店業。

所以，我的背景主要是在地產開發方面。我們建造城鎮，經營購物中心，經營酒店，建造整座城市。目前我們的業務範圍在菲律賓各地大約覆蓋32個城鎮，到年底將達到35個。

這就是我進入這個行業的背景。我沒有正式接受過博彩業務方面的培訓，也並未擁有相關經驗，但我相信，經營綜合度假村在某種程度上也是一種房地產運作。而我在零售、購物中心開發以及某種程度上的食品業務、餐飲業的背景——當中涉及很多專業知識，譬如改善服務、客戶服務、了解客戶需求等等——都可以應用到這個行業中。我想我就是這樣走到今天的。

resort is pretty much a property play as well in itself. And my orientation with retail, mall developments and to a certain extent the food business, F&B sector – there's a lot of expertise like improving service, customer service, understanding what your customers want and things like that you can apply to the integrated resort business. And I think that's how I got to where I am right now.

AWS: You recently made some sweeping changes to the leadership here at Newport World Resorts. The CEO, COO and CFO all departed on the same day. Why did you feel the need to go down that path?

KLT: First off, the three were part of the opening team. So credit to them, they did start this property. They did provide the foundation of where we are today. But I guess 15 years later, the startup team and

those who would be in charge of growing the business need not necessarily be the same team. And when I came in last year when we had basically acquired the shares of our partners (Genting Hong Kong), what I saw we needed was really a team that is more energetic, a team that is more driven. That's why I started to assemble a team made up of executives from different gaming jurisdictions, very competitive gaming



jurisdictions to come here to Manila to help manage Newport World Resorts and to help bring us to the next level.

We basically had an agreement to do this transition. Of course, the truth is – just to put some of the speculation to rest – there were definitely some disagreements on the management style or the mindsets. Definitely there was a disagreement on values, a misalignment also maybe on

AWS：近期新港世界的管理層進行了一些大規模的變動。行政總裁、營運總監和財務總監都在同一天離職。為甚麼您覺得有必要這麼做呢？

KLT：首先，這三位是開幕團隊的一部分。他們功不可沒，是這個項目的創始成員，為我們今天的成就奠定了基礎。但我認為，15年過去之後，初創團隊和負責業務增長的團隊未必非得是同一批人。當我在去年入局時，我們基本上已經收購了合作夥伴（雲頂香港）的股份，我看到的是，我們需要一支更有活力、更有動力的團隊。因此，我開始組建一支來自不同博彩管轄區的高管團

隊，他們來自非常有競爭力的博彩管轄區，到馬尼拉來協助管理新港世界，幫助我們邁向更高的水準。

我們基本上已經達成了這個過渡的共識。實話實說——為了消除一些猜測——在管理風格或心態上肯定存在一些分歧。當然，也有一些在價值觀上的分歧，可能在一些基本的事情上，比如誠信和基本道德行為等方面也存在不一致。所以，分歧和錯位是一定有的。這就是為甚麼我認為現在是進行這次轉型、引入新團隊的合適時機。

AWS：您現在擁有一個新團隊，由 Nilo Rodriguez 擔任行政總裁，Lance Gautreaux 擔任營運總監，Lawrence Hawke 擔任財務總監。請告訴我們一些關於這三位新成員的情況，以及他們為公司帶來了甚麼。

KLT：Nilo 是我早在 2022 年就邀請來的，我原本打算讓他在那時候就接手公司，但顯然他來自一個完全不同的行業。我們需要他先在度假村這裏熟悉業務，但他學得很快。這毋庸置疑，因為他在酒店業已經有幾十年的經驗。他曾在日本的希爾頓酒店工作過，然後是 Northwest Delta 航空公司。我邀請他時，他實際上已經回到馬尼拉，在菲律賓航空負責疫情期間的大規模債務重組。航空業在疫情期間遭受了重大打擊，而他負責的債務重組工作使航空公司在疫情後迅速恢復盈利。所以，我認為他絕對擁有能夠專業地管理綜合度假村的正確技能。他本職是一名註冊會計師，所以他也非常清楚知道如何管理公司的財務。



The Pool Bar at the Sora Rooftop, Hotel Okura Manila



新港世界Performing Arts Theater
Newport Performing Arts Theater

certain things like integrity and basic ethical behavior. So, there were definitely disagreements and misalignments there. That's why I think it was the right time to make this transition to the new team.

AWS: You've now got a new team with Nilo Rodriguez as CEO, Lance Gautreaux as COO and Lawrence Hawke as CFO. Tell us a bit about this new trio and what they bring to the company.

KLT: Well, Nilo, I invited him as far back as 2022 and I had originally already intended for him to take over the company even as far back as then, but obviously he comes from a very different industry. We needed

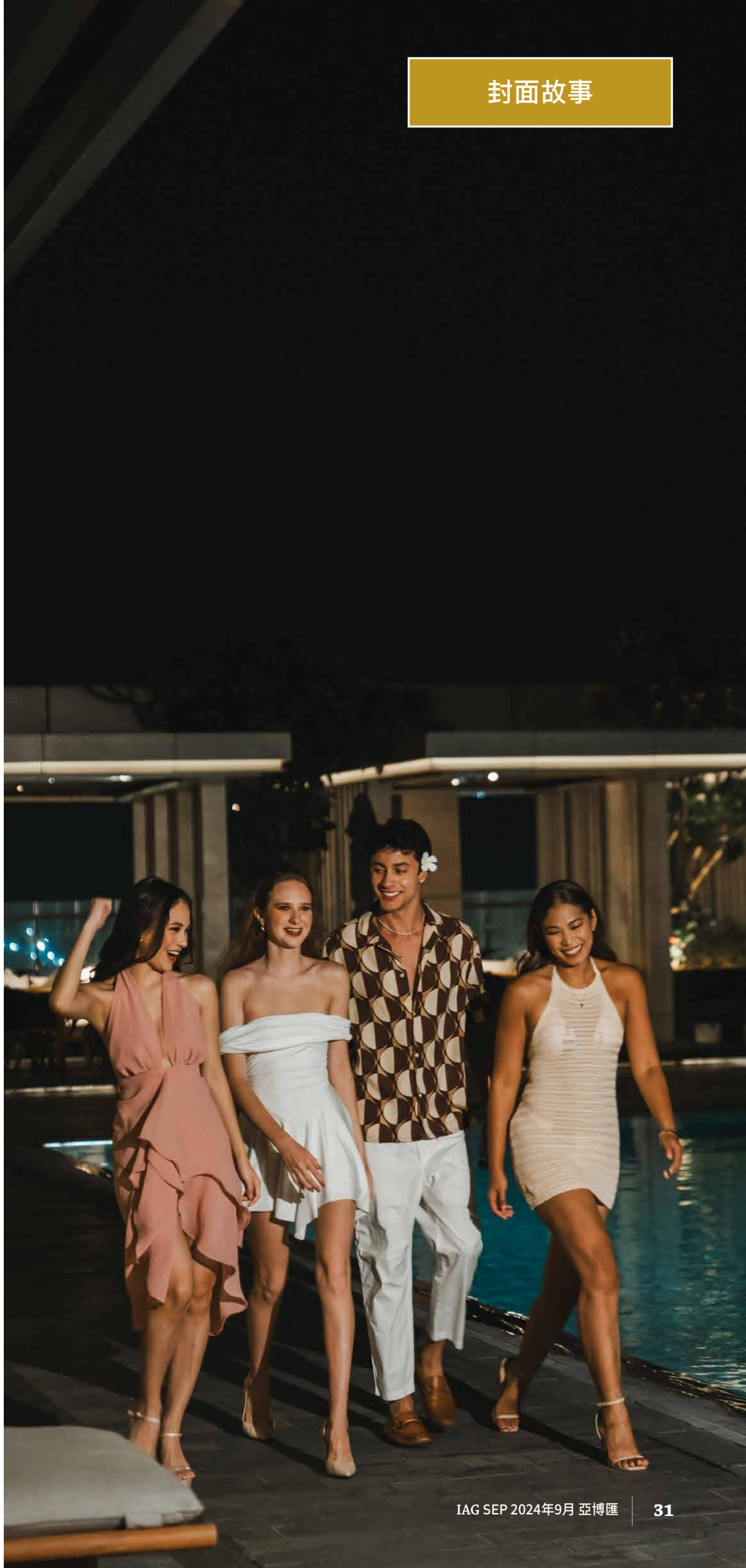
him to learn the ropes first here at the resort, but he learned very quickly. The reason this became very natural to me is because he's been in hospitality for several decades now. He was with Hilton in Japan and then with Northwest and Delta. When I invited him, he was actually stationed back in Manila with Philippine Airlines in charge of the massive debt restructuring during COVID. The airline industry was massively hit during the pandemic and he was in charge of doing this debt restructuring, which brought the airline back to profitability right after the pandemic. So, I thought that he definitely possessed the right skills to be able to run the integrated resort

當然，Lawrence和Lance來自非常不同的博彩背景。Lance在博彩業工作了近三十年，其中有12年在拉斯維加斯金沙集團工作——這謂是全球最好的博彩公司之一。他曾被派駐過新加坡和澳門，後來也在拉斯維加斯工作過。而這三個地區可以說是最具競爭力的市場。拉斯維加斯金沙在這些地區都是市場領軍者。所以我認為他的豐富經驗，肯定會給這家公司帶來很多價值，並真正帶來很多創新及專業知識，幫助我們邁向更高水準。

還有Lawrence，他是我們最新上任的一位。我在交接完成後就邀請了他加入。這非常重要。他同樣來自非常多元化的博彩背景。他已經在馬尼拉的另一家綜合度假村工作過，我認為他具備我們公司需要的專業知識、技能和專業精神。所以我認為由現在這三位掌舵，我們公司已經處於一個非常好的位置。

AWS：我記得我當初來這裏的時候——這裏還叫做馬尼拉名勝世界——是在2009年8月開業的那個月——距今已經很久了。我當時覺得這是一個充滿未來和激動人心的地方。這是菲律賓第一個開業的綜合度假村。現在，15年過去了，您認為這個地方是否發揮出15年前的潛力？

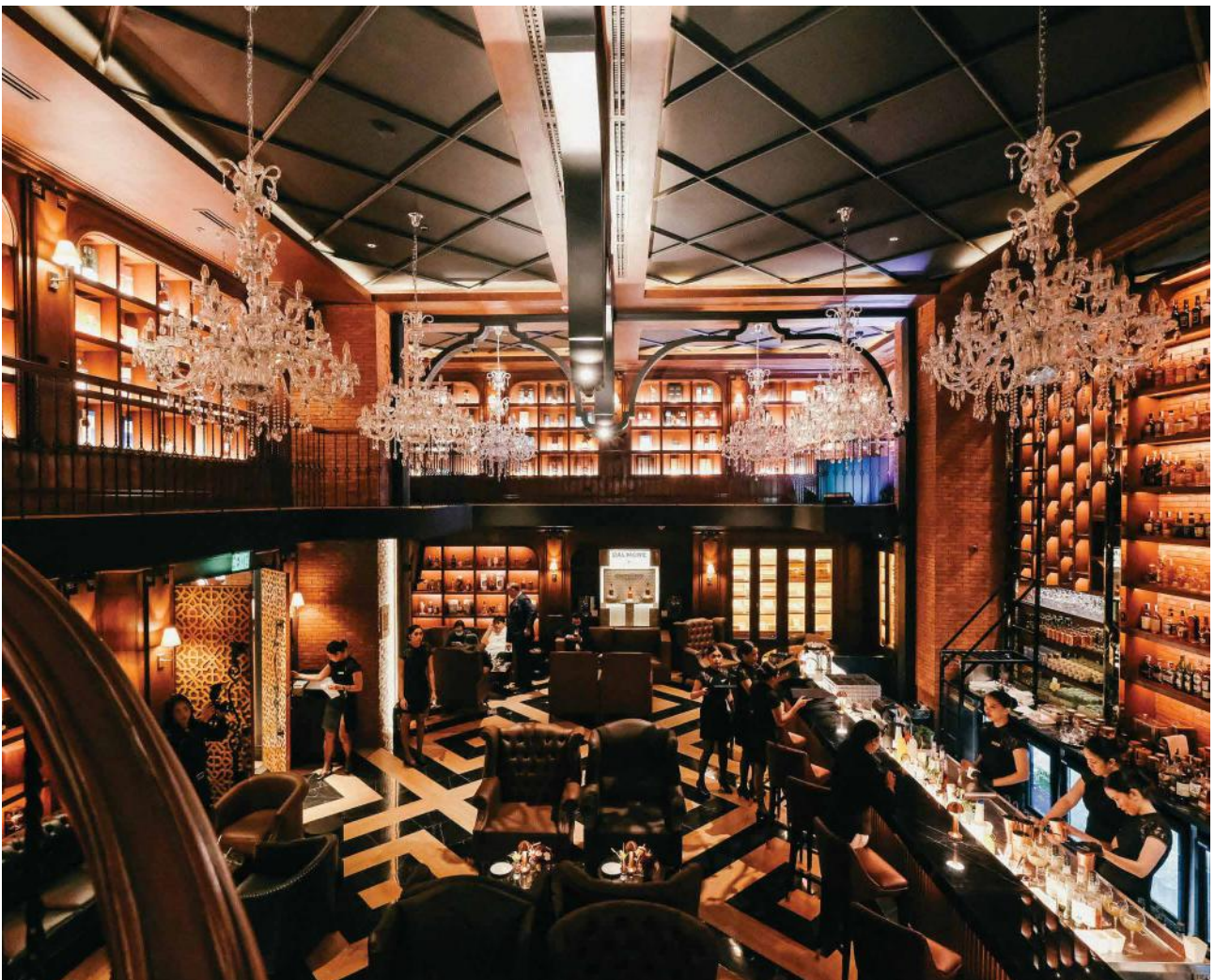
KLT：嗯，過去的15年發生了很多事情。當初您第一次來訪時，我們剛開



professionally. He is a CPA by profession, an accountant, so he would definitely know how to manage the finances of the company. Of course, Lawrence and Lance, they come from very, very diverse gaming backgrounds. Lance has spent almost three decades in the gaming industry, 12 years with Las Vegas Sands – arguably one of the best gaming companies in

the world. He was stationed in Singapore, in Macau, and then later on in Las Vegas. And these three jurisdictions are arguably the most competitive. Las Vegas Sands is a market leader in these jurisdictions. So, I thought his wealth of experience would definitely bring a lot of value to this company and will really bring a lot of innovation and a lot of expertise to take us to

The Whisky Library



the next level. And Lawrence, of course, he's our newest hire. I invited him right after the transition had been completed. And it was important. He also comes from a very diverse gaming background. He had already been in Manila with another integrated resort and I think that he definitely has the expertise and the skills and the professionalism that this company needs. So, I think with these three right now at the helm of our company, we're in a very good place.

AWS: I remember coming here to Resorts World Manila as it was back then in the very month that it opened in August 2009 – a long time ago now – and I remember thinking it was a place of promise and excitement. It was the first integrated resort to open in the Philippines. Now, 15 years later, do you think the property has lived up to the potential it had 15 years ago?

KLT: Well, a lot has happened in the last 15 years. I think when you visited us, when we first opened, we only had maybe one or two hotels. It was the Marriott and then Maxims. Today, the property has five hotels and we're on the way to opening our latest offering, the Newport Mansion, which was the former Maxims. I think there is still so much potential for the property. We effectively have more than 3,000 room keys in our property. We have two casinos in our property that are connected by two bridges. We have more than 71 food outlets, would you

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我們對長灘島非常感興趣。事實上，那裏可能將設有我們的下一個度假村。

We're very excited about Boracay. In fact, that's the next resort that we will probably be opening.

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業，可能只有一兩家酒店——萬豪酒店和Maxims。如今，這裏已有五家酒店，我們還在籌備開設由Maxim升級打造的全新Newport Mansion。我認為這裏仍然有很大的潛力。實際上，這個物業擁有超過3,000間客房、兩個相連的賭場、超過71家餐飲店，遍佈各處。我們還有零售店、一個會議中心，以及很多各種各樣的設施、不同的游泳池，以及其他我認為在任何其他綜合度假村中都沒有的度假設施。不過，我認為，依然還有很長的路要走。

我們現在所做的，就是升級我們的設施，翻新較舊的產品，並通過提升服務來提高客戶的體驗。這的確是我們作為一個集團的目標——去真正提升這部分的業務。

AWS: 作為安德集團的行政總裁，您管理著眾多業務部門，無疑非常忙碌。您會花多少時間在新港世界度假村上？

KLT: 我們所有的業務都非常有趣。它們彼此之間非常不同，但某種程度上也有一些關聯，因為它們都是與生活方式息息相關的業務、都是面向消費者的業務，並且都在該類別的高端領域中運作。即使我們談論的是麥當勞，如果您看看我們的競爭對手或該類別中的不同品牌，麥當勞總是最優質的。皇勝白蘭地和美加房產的業務也是如此。我們所有的公司都運營得非常專業。我們有一個出色的執行管理團隊，在管理各個公司的每項業務。

麥當勞的業務實際上是由我們的合作夥伴經營的，我只是董事會成員，



believe, all over this property. We have retail, we have a convention center, lots and lots of different amenities, different pools and a lot of the other resort amenities that I think are not found in any other integrated resort. But I think we still have a long way to go.

What we're doing right now is improving our facilities, renovating our older products and elevating the guest experience by elevating our service. That's our goal as a group, to really elevate that part of the business.

AWS: As CEO of Alliance Global Group, you are no doubt a very busy man given the many business arms you oversee. How much time do you dedicate to Newport?

KLT: All our businesses are quite interesting. They're very different from each other, but in a way there's also some sort of relationship because they're all lifestyle businesses. They're all consumer businesses and they're all trading in the premium side of the category. Even if you talk about McDonald's, for example,

if you look at our competitors or the different brands in that category, McDonald's would always be the most premium. It's the same with Emperador and Megaworld. All our companies are run very professionally. We have an excellent executive management group managing each and every one of our various companies.

The McDonald's business is actually being run by our partners, so I sit on the board and that doesn't take up too much of my time. Emperador as well, we have a very experienced



這並不會佔用我太多的時間。同樣，在皇勝白蘭地，我們也有一個非常有經驗的執行委員會，那也是我父親個人的愛好所在，所以他在半退休的日子裏，更多地涉足這個業務，因為我覺得我不能進入這個業務——不然的話我可能已經成為酒鬼了！所以，我更專注於地產方面，尤其是這個綜合度假村。我喜歡開玩笑說，我的日間工作是在房地產業務，所以我幾乎把所有的上午時光都花在美加的業務上，然後下午和夜間的工作就是這個綜合度假村。能夠在新港世界度假村這裏工作，著實令人興奮。

AWS：您如何形容自己的領導風格？

KLT：我認為我是一個非常包容的領導者。我十分相信合作的力量，喜歡試著把所有團隊聚集在一起，讓每個人都參與討論。我不喜歡鉅細靡遺地管理事情，傾向於給我的所有高管自由的空間，儘量不去干涉。我的意思是，我會給出建議，但不會強加或強迫他們接受指示。我得到的反饋是，這是正確的管理方式，特別是對於那些受聘完成某項特定工作的專業人士而言更是如此，畢竟他們應該是最擅長這項工作的，對吧？所以，這就是我的領導風格——更開放的領導風格，不對實際管理作過多干預。

AWS：新港世界度假村的地理位置很有意思，就在尼諾伊·阿基諾國際機場的對面，距離近到可以步行往來。但也因此讓你們距離娛樂城的其他物業較遠。您認為這個位置對你們是有幫助還是有阻礙？

KLT：首先，關於那座連接機場和新港世界的橋樑，計劃是在兩年內完成可以將這座橋連接到度假村。屆時真的不需要離開建築物，就可以到達機場。可以通過一系列帶冷氣的自動步道前往機場。這是我們的規劃。

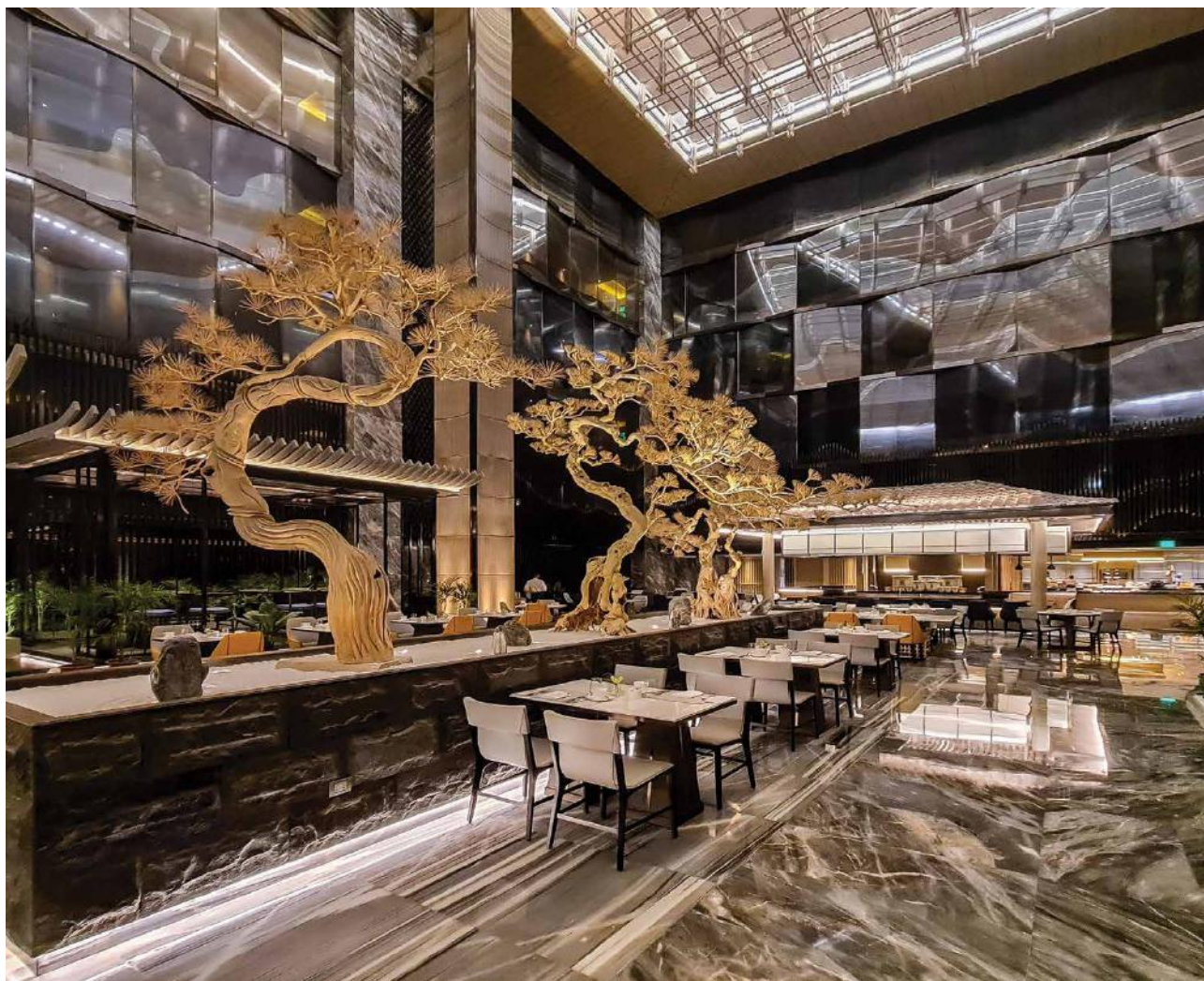
executive committee there as well, and that's my father's personal passion, so he spends his semi-retirement days dabbling more on that business because I don't think I can be in that business. I think I'll be an alcoholic by now if I were! So, I'm really more focused on the property side and here in the integrated resort. I like to joke that my day job is in the property business, so I spend almost all my mornings on Megaworld, and then I shift to my afternoon and night job which is here at the integrated resort. It's exciting. It's just an exciting time to be here in Newport World Resorts.

AWS: How would you describe your leadership style?

KLT: I think I'm a very inclusive leader. I definitely believe in collaboration. I try to bring all the teams together and I try to get everyone talking. I also don't like to micromanage. I tend to give all my executives a free hand. I try not to meddle at all. I mean, I'll give suggestions but I won't necessarily impose or push directions down their throat. The feedback I get is that's the right way to manage, especially professionals that you've hired to do a certain job that they're supposed to be the best at, right? So that's the kind

Yamazoto at Hotel Okura Manila





Yawaragi at Hotel Okura Manila

我不認為距離娛樂城遠是一件壞事。事實上，這可能是一個機會，因為那個地區的競爭非常激烈。當你看到他們如何在彼此之間運作時，的確驚人，但同時也非常具有挑戰性。我認為，我們在這裏營運，擁有自己的規模，擁有這麼多設施，為我們帶來了龐大的增長機會。當然，靠近機場是一個額外的優勢。我們擁有菲律賓所有綜合度假村中最多的酒店客房。我要再次強調，這對這個物業來說，是一個龐大的機會，這就是我們現在正藉此提升至另一個層次的原因。

AWS：安德集團過去曾表示有興趣開發第二個物業，就像你們的同行 **Bloomerry Resorts** 旗下的晨麗度假村北翼一樣。是否可以分享一些關於未來擴展計劃的情況，以及你們可能會在菲律賓開設哪些其他物業呢？

KLT：我們公司的最大優勢之一，在於我們和美加是姐妹公司，所以我們基本上已經擁有了(該有的)土地儲備。如我之前提到的，美加在全菲逾32個地點都有業務，其中很多地點都是旅遊區，比如長灘島、宿霧、巴拉望、八打雁，甚至遠在北部也有我們的物業。因此，我們在菲律賓的高客流旅遊區或旅遊目的



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計劃是在兩年內這座（機場和新港世界之間的）橋樑將完全連接到度假村。

The plan is actually that in two years' time the bridge (between the airport and Newport) will be fully connected to the resort.

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of leader I am and that's the kind of leadership trait I have – more of an open leadership style, less micromanaging.

AWS: Newport World Resorts is interesting in that it's directly across the road from Ninoy Aquino International Airport – so close you can walk between the two – and therefore you are a little away from the other Entertainment City properties. How do you think your location helps or hinders you, and how do you respond to that?

KLT: Well, first off on the bridge [between the airport and Newport], the plan is that in two years' time that bridge will be fully connected to the resort. You literally will not have to leave the building to go to the airport. You will be able to take a series of walkways that are air conditioned with walkalators to go to the airport. That's the plan we have.

I don't necessarily see being away from Entertainment City as a negative. In fact, it could be an opportunity because the competition in that area is just totally cutthroat. And when you see the way they operate around each other, it's amazing but I imagine also very challenging.

I think that being on our own here and having the scale, having so many amenities, brings tremendous opportunity for growth for us here. Being close to the airport is a bonus,

地擁有良好的佈局，使我們能夠在認為市場需要我們的地方進行拓展。這是巨大的機會。

我們對長灘島非常感興趣。事實上，那裏可能將設有我們的下一個度假村。這事已經處於計劃階段。它不會是一個大型物業，但我認為它正好適合那裏的市場。它位於我們的旗艦城鎮 Boracay Newcoast，後者佔地140公頃，是長灘島上唯一一個擁有高爾夫球場的度假村，已經佔整個島嶼的10%。我們在那裏擁有自己的私人海灘，有超過1,500間客房，並且還在繼續建設。所以，那裏可能是我們的下一個地點。

我認為這個行業的增長機會將出現在馬尼拉大都會區之外。大都會區已經相當飽和，而且競爭激烈。甚至克拉克現在也競爭激烈。但撇去那個之外，在新的地區建設設施和基礎設施，新的優質地區，我認為這就是機會所在。菲律賓有許多美麗的旅遊目的地可以開發，一直在等待這樣（規模）的開發或投資。我認為，一個綜合度假村可以帶來酒店房間、世界級設施，並有助於發展當地經濟，將是一個非常非常好的事情。

AWS：您能否再多分享一些關於長灘島綜合度假村項目的情況？有沒有預計開業的時間？

KLT：正如我提到的，我們並不是在建設一個大型的綜合度假村，而是一個中等規模的度假村，或者說是精品度假村。它的設計是可持續的，我們不會建造過於龐大或宏偉的設施，因為我們非常清楚想要保護這個島嶼目前的原始狀態，所以不會建造任何太過誇張的設施。這將是一個獨立的度假村，周圍會有一些別墅，所以這個概念將會是一個更為開放的設計——與當前市場上的度假村非常不同，也非常有趣。現在，我們在這個地方已經擁有了1,500間客房。

of course. And we have the most hotel rooms of any integrated resort [in the Philippines]. Again, that is a tremendous opportunity for this property and that's why we are now leveraging on these opportunities to bring us to the next level.

AWS: AGI has stated in the past that it is interested in opening a second property, much like one of your industry peers in Bloomberry Resorts has opened a second property now in Solaire Resort North. Could you tell us a little bit about

your plans for future expansion and what other properties you might open in the Philippines?

KLT: One of the biggest advantages for our company is that because we are sister companies with Megaworld, we pretty much already have the land bank. Megaworld, as I mentioned, is present in over 32 locations all over the country and a lot of those locations are tourism areas such as Boracay, Cebu, Palawan, Batangas, and even all the way up north, we have a property as well. So, we are well situated in high

traffic tourist areas or tourist destinations in the Philippines and that gives us tremendous opportunity to expand wherever we feel the market would need us.

We're very excited about Boracay. In fact, that's the next resort that we will probably be opening. We are already in the planning stages of that. It's not going to be a massive property but I think it's just right for the market there. It is situated in our flagship township, which is called Boracay Newcoast, which spans about 140 hectares. It is the only resort on the Boracay



island that has a golf course and it already comprises 10% of the entire Boracay Island. We have our own private beach there, we have over 1,500 room keys there and we continue to build there. So that's probably our next location.

I think the opportunity for growth in this sector will be to open outside Metro Manila. I think Metro Manila is quite saturated already and it's quite competitive. Even Clark is very competitive. But to go beyond that, to build facilities and to build infrastructure in

AWS：您目前正忙於娛樂城的Westside City項目。據我所知，您的目標之一是將那裏打造成「菲律賓的百老匯」是嗎？

KLT：是的，那就是我們目標。我們認為菲律賓是最具文化才華的國家之一。當談到劇作家、舞台和表演藝術時，舞台就是舞台，所能做的其實有限。因此，關鍵在於內容，而這正是菲律賓人非常擅長的。

目前在我們國家缺乏的，正是這方面的基礎設施。各地都有演出，但通常都非常分散。我們想要做的，是將它們集中到一個地方，就像百老匯或倫敦西區那樣。我們的想法是，最初建立四個不同規模的劇院，以擁有2,000個座位的大歌劇院為核心——但它不僅僅用於

歌劇，也可以用作舉辦音樂劇或者音樂會。它是多功能的。然後毗鄰之處會有三個較小的劇院，可以演出一些小型英語劇，或者是那些在大劇院完成主要演出後可以轉到小劇院的劇目。我們還可以在那裏舉辦音樂會或棟篤笑演出。棟篤笑對我而言是一樣非常令人興奮的事情，因為不需要昂貴的舞台，只需要一個有好內容的人。我的意思是，美籍菲律賓裔棟篤笑演員Jo Koy是全球最有名的棟篤笑演員之一，他自己一個人就能填滿整個體育館。所以，這也是我們希望開發的一個領域，並使其成為「亞洲百老匯」概念的一部分。我認為這將是吸引遊客前往菲律賓的一個非常大的亮點。

新港世界位於馬尼拉阿基諾國際機場旁邊

Newport World Resorts is located alongside Manila's Ninoy Aquino International Airport.



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我認為這個行業的增長機會將出現在馬尼拉大都會區之外。

I think the opportunity for growth in this sector will be to open outside Metro Manila.

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new areas, prime new areas, I think that's where the opportunity is. The Philippines has a lot of beautiful tourist destinations that can be developed, that have been waiting for developments or investments like this. I think an integrated resort that brings in hotel rooms, world-class amenities and can help develop the local economies will be a very, very good thing to have.

AWS: Could you tell us a little bit more about the Boracay IR project? Do you have any idea of when it might open?

KLT: As I mentioned, we're not building a large-scale integrated resort. We're building a relatively medium-scale one, a boutique one, if you want to call it that. It's a very sustainable design. Nothing too massive or too grand because we are very cognizant of the fact that we want to preserve how

pristine the island is right now, so we're not building anything too crazy. It will be a freestanding resort with a few villas around it, so this concept will be a little bit more of a sprawling concept – very different from what you see in the market today and very interesting. But we also have 1,500 room keys built in the township.

AWS: You're currently working on the Westside City project in Entertainment City and I understand that one of your personal goals there is to make Westside like the "Broadway" of the Philippines?

KLT: Yes, that's the goal. We think the Philippines is one of the most talented of all cultures. When you talk about playwrights, about the stage, about performing arts, well a stage is a stage. There's only so much you can do. So it's all about content, which is what the Filipinos are very, very good at.

What is currently lacking in our country is the infrastructure for this. There are shows left and right, here and there, but they're generally very fragmented. What we want to do is put them all together in one place like a Broadway or a West End. The idea is to initially have four theaters of different sizes to be anchored by the Grand Opera House, which is our 2,000-seat opera-style theater



AWS：毫無疑問，亞洲的綜合度假村產業正在快速增長，新的綜合度假村在整個地區不斷湧現。這對各級人才都做成了需求，從最高層到基層員工皆然。貴公司在培養本地菲律賓人才以及在發掘行業中出類拔萃的人才方面做了些甚麼？

KLT：是的，這一直是一個問題。在很多不同工種的崗位上，菲律賓人幾乎是最受歡迎的，尤其是酒店款待業。但這只是一部分。無論是建築、工程還是護理，菲律賓人都表現的很棒。因此，我們一直面臨這個問題，都會有數百萬人流向其他地區或市場。特別是在疫情後和俄烏戰爭

開始後，歐洲無法招聘到俄羅斯或烏克蘭人才，他們就會聘用很多菲律賓人才。所以，是的，這確實是一個問題。但是，因為這是不可避免的，我告訴團隊，與其抵抗，不如接受。

我們所做的，是創立一間學院，一間可以頒發證書的學校——「Academy for Leisure and Tourism」。我們在那裏設立培訓中心，培訓從房務到酒店員工、餐廳工作人員、餐飲部門的人員，甚至是荷官。無論綜合度假村需要何種人才，我們都可以在這裏進行培訓，然後將他們分配到我們的綜合度假村去。



– but it will not only be for opera. You can have musicals there, you can have concerts there as well. It's multipurpose. Then next to it will be three smaller theaters where you can show smaller musicals, maybe some that have finished their main run in the big theater and can then transfer to a small theater. We can also do some concerts there as well, or comedy shows. Comedy for me is a very exciting because you don't need expensive stages. You just need one person who has good content. I mean, one of the most famous comedians in the world is a Filipino [Jo Koy] in the US and he can pack

an entire arena just himself. So, I think that's also one area we would like to develop and make it part and parcel of this Broadway of Asia concept. I think that can be a very, very big draw for tourists in this country.

AWS: There is no doubt the integrated resort industry across Asia is growing rapidly with new IRs popping up all over the region. That's putting a demand on talent at all levels, from the very top all the way through to line staff. What is your company doing to develop homegrown Filipino talent and people who can excel in this industry?

KLT: Yes, that's always been a problem. The Filipinos are pretty much the most in demand in terms of a lot of different kinds of jobs, especially in hospitality. But that's just one of them. I mean, you talk about even construction, engineering, nurses. The Filipinos are the best. We therefore have this problem all the time where we lose several hundred people every year to other jurisdictions or other markets. We felt this more so right after COVID, and after the war began in Ukraine, Europe couldn't get Russian or Ukrainian talent so they would take a lot of Filipino



talent abroad. So yes, this has been a problem. But, because it's an inevitability, I told the team that instead of trying to fight it, why not embrace it?

What we have done is created an academy, a school, where you can actually get a certificate. We call this the Academy for Leisure and Tourism. We've set them up right here and we train everyone from housekeeping to hotel staff, restaurant workers, F&B people, even the dealers. Anything that you need to have, any talent that you would need for an integrated resort, we train them there and then we deploy them in our integrated resort.

The key here is to just continually train and then supply, train and supply. My hope is that for the next 12 months, we'll probably be able to graduate about 300 to 400 students. But I really want to ramp that up because I think we look at ourselves as a talent development center. We're not just going to supply ourselves, but maybe even other integrated resorts, or maybe even bring them to other countries as well. That's really the vision for this particular group. But again, it's embracing what I would like to call an opportunity in this segment.

當中的關鍵，是持續不斷地進行培訓和供給。我希望在接下來的12個月裏，能夠有大約300到400名學生畢業。但我真心希望這一數字可以快速飛漲，因為我想這個地方成為一個人才發展中心。我們不僅會為自己培訓人才，還可能為其他綜合度假村培訓，甚至是其他國家。這是這個小組的特定願景。不過，我們是把它看作在這個領域的一個機會。

AWS：你剛才提到的 **Newport Mansion**，這是最新的住宿選擇。據我所知其計劃在2025年初開業。你能告訴我們一些關於 **Newport Mansion** 的創意來源，以及值得期待之處嗎？

KLT：我們對 **Maxims** 酒店進行了全面翻新。原本前者是一個為我們的貴賓客戶提供服務的內部品牌。全面升級後，待明年年初將提供150間客房。此外，還

AWS: You mentioned earlier the Newport Mansions will be the latest accommodation offering. I understand the plan is for the Mansions to open early in 2025. Can you tell us a little bit about where the idea for the Newport Mansions came from and what can we expect from them?

KLT: We basically renovated what was once called the Maxims Hotel. It was an in-house brand which was developed to service our VIP clients. We've done a total renovation and by early next year it will be 150 rooms. We will have about 14 villas, four of which will have their own pools, and the rest will have their own jacuzzi or garden. It will be the newest product in the market. We've employed the best designers as well to be able to really come up with a product that's very compelling, very rich and also very Filipino. I think it's important also that we promote Filipino products, Filipino art, Filipino furniture, so that when people come here you're giving them the whole package. You're telling them what the Philippines is all about. We're very excited about this and we hope to launch early next year. We'll also have a mini pool club to go with it – again another added amenity, a feature just to make this property a bit more special.

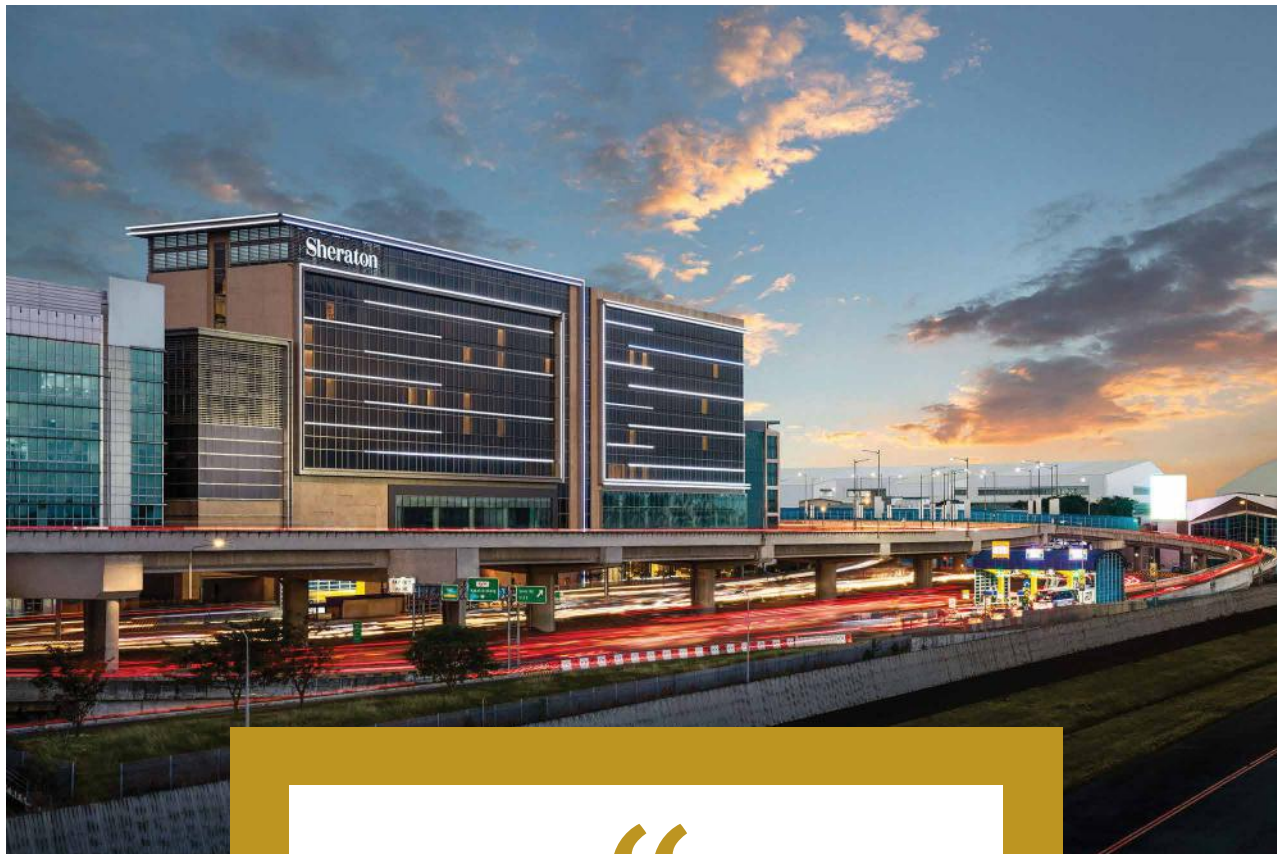
AWS: As I spend time exploring the resort, I notice little touches here and there that are obviously sustainability



initiatives. How do you view this concept of sustainability?

KLT: It's a very important endeavor for the entire group. We have a program in Alliance Global called SustainAGility using the AGI acronym. SustainAGility plays a very huge role at Travellers. We launched an initiative called "I Love Earth" which has won several awards already. Among other things, we're growing

有大約14棟別墅，其中四棟將擁有私人泳池，其餘的則擁有私人按摩浴缸或花園。這將是市場上最新的產品。我們還聘請了最好的設計師，以期創造出一款非常吸引人、非常豐富、也非常具有菲律賓特色的產品。我們要推廣菲律賓的產品、藝術品和家具，這樣當人們來到這裏時，你可以給他們全方位的體驗，向他們展示菲律賓的一切。我們對此非常興奮，希望在明年年初推出。我們還將配備一個迷你泳池俱樂部——這又是一個新增的設施、一個特色，使這個度假村更加特別。



— “ —

我們確實看到PAGCOR資產中有很諸多潛力。

We definitely see a lot of potential in the PAGCOR properties.

— ” —



a lot of our own produce in-house using hydroponic farms that we've spread out all over the property. I believe we're supplying at least 30% already of what we are serving in the restaurants from these farms.

We're definitely very big with recycling, especially the solid waste. The group is already looking at things like technology that converts waste into energy. We believe that can go a long way if we can get that perfected. Then of course renewable energy is very important. By 2025, the property will use 100%

renewable energy. We have solar panels all over the rooftops of the entire property which supplies a certain percentage of our needs, but we are now sourcing the rest of the energy from renewable sources. So, sustainability is a very important feature and initiative for us here at Newport World Resorts.

AWS: One of the really interesting things that's happening right now in the Philippines is the privatization that PAGCOR is going through. Would your companies be

interested in acquiring any of the properties that PAGCOR ultimately will be selling through this process?

KLT: First and foremost, I think that Chairman Tengco's direction of privatizing the PAGCOR-owned properties is really the right move. It's an initiative that has been talked about so many times by different administrations but it's only this administration that is taking this very seriously and making the moves to be able to create the right atmosphere or environment for this to happen.

AWS：在度假村中四處走動時，我注意到這裏明顯有一些可持續發展的舉措。你如何看待可持續發展這個概念？

KLT：這對於整個團隊來說是一項非常重要的努力。我們在安德集團有一個名為「SustainAGility」的項目，該項目在達富來發揮著非常重要的作用。我們啟動了一個「I Love Earth」的倡議，已經贏得了幾個獎項。此外，我們還在度假村內部通過水培農場種植了大量自家產農產品。我相信我們的餐廳中，至少有約三成食材來自這些農場。

我們在回收方面也做得非常多，特別是固體廢物方面。集團已經在研究將廢物轉化為能源的技術。如果我們能夠完善這項技術，將大有作為。當然，可再生能源也非常重要。到2025年，度假村將百分百使用可再生能源。我們會在整個度假村的屋頂上安裝太陽能電池板，可以滿足我們一定比例的需求。但我們現在正從其他可再生能源那裏獲取剩餘的能源。對於新港世界度假村來說，可持續性是一個非常重要的特徵和倡議。





To answer your question, absolutely, we are very interested to look at some of the properties. In fact, we have already started groundwork in studying some of the properties, especially the ones that are located where our townships are. These are mostly outside Metro Manila.

We definitely see a lot of potential in the PAGCOR properties but more importantly, we also see potential in the region where they're located at, so we probably be one of the first to show serious interest in this endeavor and we are starting to look at it as we speak. iag

AWS：目前在菲律賓發生的一件十分有趣的事，就是PAGCOR正在進行私有化。貴公司是否有興趣購買因這次私有化而最終被出售的任何PAGCOR物業？

KLT：首先，我認為PAGCOR主席 Tengco推行私有化的方向無疑是正確的。這是一項已被多屆政府多次談論過的倡議，但只有這屆政府真正認真對待，並採取了正確的行動。關於你的問題，我們當然有興趣看看其中的一些資產。事實上，我們已經開始進行部分物業的基礎研究工作，特別是那些位於我們城鎮開發區的資產。這些大部分都位於大馬尼拉地區以外。

我們確實看到PAGCOR資產中有諸多潛力，但更重要的是，我們也看到了它們所在地區的潛力，所以我們可能是第一批對這一舉動認真地表現出興趣的公司之一。iag

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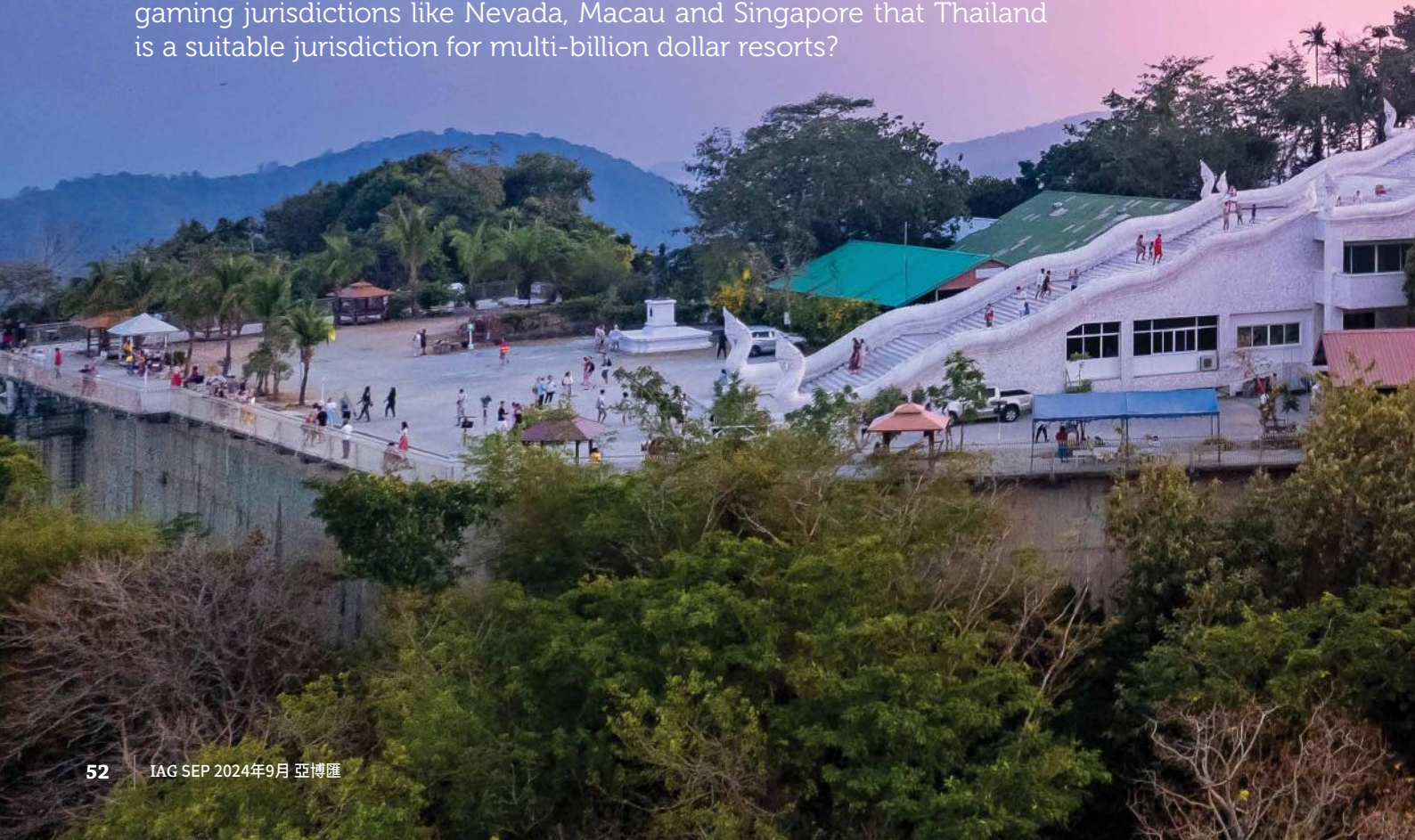
泰國綜合度假村的利與弊

儘管世界上最大的綜合度假村運營商都對進入泰國市場表現出濃厚的興趣，但他們能否說服像內華達、澳門和新加坡這些已經成熟的博彩司法管轄區的監管機構，相信泰國是一個適合建設數十億美元度假村的地区呢？

THAI-M OUT

The good, the bad and the ugly of IRs in Thailand

While the world's largest IR operators have all expressed keen interest in Thailand, will they be able to convince regulators in established gaming jurisdictions like Nevada, Macau and Singapore that Thailand is a suitable jurisdiction for multi-billion dollar resorts?





By 文 **David Green**



The founder of Newpage Consulting, **David Green** has advised on casino regulation in a number of geographies including New Zealand, Singapore, Macau, Cambodia and Japan. He served as Presiding Member of the Independent Gambling Authority in South Australia prior to relocating to Macau in 2001.

David Green是諮詢公司 Newpage Consulting的創辦人，並曾為包括紐西蘭、新加坡、澳門、柬埔寨及日本在內的多個地方提供娛樂場監管方面的建議。他在2001年移居澳門，此前曾出任南澳獨立博彩管理局的主席。



From a purely commercial perspective, it is easy to understand why large international integrated resort operators are excited by the prospective legalization of casinos in Thailand.

Large domestic population with a high propensity to gamble? Tick. Well educated and plentiful labor? Tick. High levels of inbound tourism? Also a tick; while 2023 arrivals were down on pre-COVID numbers, more than 28 million international visitors entered the country.

As importantly, their average length of stay was around nine days. Flight connections? Tick. Suvarnabhumi airport in 2023 ranked 26th globally for passenger movements, with almost 52 million. That puts it ahead of Hong Kong International by more than



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興奮。

該國擁有高賭博傾向的大量人口？沒問題。受過良好教育且勞動力豐富？也沒問題。高水準的入境旅遊市場？同樣沒問題。儘管2023年的旅客人數較疫情前有所下降，但仍有超過2800萬人次的國際遊客到訪該國。同樣重要的是，他們的平均停留時間約為九天。航班連接？沒問題。2023年，蘇凡納布國際機

純商業角度來看，可以理解為甚麼大型國際綜合度假村營運商對泰國賭場合法化的前景感到

場在全球乘客人數排名中排名第26位，幾乎近5200萬人次，這使其比香港國際機場多了超過10%。中國公民免簽入境？是的……自2024年3月以來就是如此。而且從中國最繁忙的廣州機場到曼谷，只需三個小時的飛行時間。所以，這是令人興奮的事情，對吧？

嗯，是的……也不完全是。或許對投資者和營運商而言，最明顯和重要的挑戰是主權風險。根據保守的智庫美國傳統基金會的2023年經濟自由指數排名，在184個經濟體中，泰國排名第80位，較2021年調查中的第42位下降，反映了財產權、司法效率和政府廉潔

— “ —

或許對投資者和營運商而言，最明顯和重要的挑戰是主權風險。

Perhaps the most obvious and significant challenge facing inbound investors and operators is sovereign risk.

— ” —

10%. Visa free entry for Chinese citizens. Yes ... since March 2024. And it is only a three-hour flight between Guangzhou, the busiest airport in China, and Bangkok. So, plenty to get excited about, right?

Well, yes ... and no. Perhaps the most obvious and significant



泰國前總理賽塔於8月中旬被憲法法院解職。

Thailand's Prime Minister Srettha Thavisin was removed by the Constitutional Court in mid-August.

challenge facing inbound investors and operators is sovereign risk. Conservative US think tank The Heritage Foundation's Index of Economic Freedom 2023 ranks Thailand 80th of 184 economies, down from a rank of 42 in its 2021 survey, reflecting, among other things, a deterioration in property rights, judicial effectiveness and government integrity. Meanwhile, the World Bank Group's annual Worldwide Governance Indicators survey for 2022 suggest weakness in regulatory quality, political effectiveness and the control of corruption. In the past month

Thailand's Constitutional Court has dissolved the socially progressive and 2023 election-winning Move Forward Party, banned its leader from holding public office for 10 years, and removed Prime Minister Srettha from office.

Writing in the East Asia Forum after these decisions, Michael Montesano said of the Constitutional Court, "It is expressly designed to act in collaboration with other upholders of [the Thai] supra-constitution – royalists, soldiers, technocrats, senior bureaucrats, the judiciary and segments of Thailand's social,

等方面的惡化。與此同時，世界銀行集團2022年的全球治理指標調查表明，泰國在監管質量、政治效率和反腐方面存在弱點。過去一個月，泰國憲法法院解散了在社會事務方面持進步立場、且在2023年大選中獲勝的前進黨，禁止其領袖擔任公職10年，並將總理賽塔（Srettha Thavisin）免職。

在這些決定之後，Michael Montesano 在《東亞論壇》撰文談到憲法法院時表示：「它明確地與其他維護（泰國）超憲法的人合作，包括王室、軍人、技術官僚、高級官僚、司法機構，以及泰國社會、商界和金融精英。憲法法院所享有的獨立性，並不是從這些未經選舉的角色中保持距離不受影響，而是從實際贏得選民支持的政治人物中保持距離不受影響。」

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在最糟糕的情況下，一家牌照持有者可能已經融資、建設並開設了一個賭場，但隨後內華達州賭博監控委員會可能作出適格性裁定，並發出終止和清償命令。

In a worst-case scenario, a licensee might have financed, constructed and opened a property [in Thailand], to then subsequently have the Nevada Gaming Control Board make a finding of unsuitability, and issue a termination and divestiture order.

— ” —



全球的賭場營運商都表示有興在曼谷開發綜合度假村。

Casino operators around the world have expressed interest in developing an IR in Bangkok.

business and financial elite. The independence that the Constitutional Court enjoys is not independence from such unelected actors, but rather from the authority of politicians who have actually won voters' electoral support."

The supra-constitution to which he refers is perhaps best described as the customary constitution of the country, being unwritten, yet pervasive, especially in regard to maintaining the primacy of the monarchy ... and the military.

Thailand became a constitutional monarchy in 1932. Since that time, it has had 20 charters or constitutions. They have not resulted from an ongoing iterative process but from the wholesale periodic recalibrations and re-writes that have followed military coups and, since its establishment in 1997, decisions of the Constitutional Court. The current Constitution was adopted in 2017. Since the Constitution is the well-spring of the rule of law, separation of powers, and the

他所指的超憲法是該國的慣例憲法，它是不成文的，但卻普遍存在，特別是在維護君主制和軍隊的首要地位方面。

泰國於1932年成為君主立憲制國家。從那時起，它已經有20部憲章或憲法。這些憲章並非源於持續的迭代過程，而是隨著軍事政變和自1997年成立以來的憲法法院的決定，全面進行的定期重整和重寫。目前的憲法於2017年通過，由於憲法是法治、權力分立和君主在泰國民主中的角色的源頭，它必須是一個穩定的平台，而不是一份可以隨意廢除的文件。泰國可能會制定強而有力的當代法律來監管賭博，但考慮到這樣一個變動性的憲法基礎，人們必須質疑它是否只會被證明是一種表面裝飾。

role of the monarchy in the Thai democracy, it is essential that it be a stable platform, rather than a document that can be, and has been, dispensed with at will. Thailand may yet come up with robust contemporary legislation to regulate gaming but set against such a fluid constitutional underpinning it must be open to question whether it will simply prove to be a cosmetic adornment.

Aside from sovereign risk, there is a more imminent risk that prospective bidders will need to consider. The Cambodian border casinos, especially those in Poipet which currently serve predominantly Thai players, will at best see their businesses atrophy. While ownership of many of those casinos is difficult, if not impossible to ascertain, there is both anecdotal and direct evidence that holders of military and political office in both Thailand and Cambodia have ownership interests in some border casinos. Moreover, they often generate income streams through security and currency exchange/banking/ATM arrangements. While these interests may retain their current anonymity, it would be foolish for anyone to believe that they will not run interference or seek to deal themselves into the bigger game that may be about to unfold at their doorstep.

Of course, some of these risks can be mitigated by prudent local partnering. However prospective participants with Nevada gaming licences may have a mountain to climb.



The Foreign Gaming provisions of the Nevada legislation regulating casino licensees have extra-territorial reach and are designed to ensure that Nevada licensees conduct any such operations as if they were located within the state. In particular, the Nevada Gaming Control Board may require a licensee intending to participate in foreign gaming operations to file an application for a finding of suitability. This can apply to both intended

除了主權風險之外，潛在投標者需要考慮的是一個更加迫在眉睫的風險。柬埔寨邊境的賭場，尤其是目前主要為泰國玩家服務的波貝賭場度假村（Poipet），最多也只能看到它們的業務萎縮。儘管許多相關賭場的所有權很難獲取，甚至無法確定，但有軼聞和直接證據，顯示泰國和柬埔寨的軍方和政治官員擁有某些邊境賭場的所有權益。此外，他們通常通過保安和貨幣兌換/銀行/自動櫃員機等安排來產生收入。儘管這些權益可能仍會不為人知，但任何人若認為他們不會干擾或試圖將自己捲入這場更大、在家門發生的遊戲中，這想法實在太愚蠢了。



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內華達州對賭牌持有者的海外博彩條款具有境外範圍規定，旨在確保若內華達州賭牌持有者進行任何此類營運，就會好像它們位於州內營運一樣。

The Foreign Gaming provisions of the Nevada legislation regulating casino licensees ... are designed to ensure that Nevada licensees conduct any such operations as if they were located within the state.

— ” —



泰國普吉島
Phuket, Thailand.

當然，一些風險可以通過謹慎地與當地夥伴合作來減輕。然而，擁有內華達州賭牌的潛在參與者可能面臨著重重困難。

內華達州對賭牌持有者的海外博彩條款具有境外範圍規定，旨在確保若內華達州賭牌持有者進行任何此類營運，就會好像它們位於州內營運一樣。需要特別指出的一點是內華達州賭博監控委員會可能要求打算參與外國博彩營運的牌照持有者提交一項適格性調查申請，這可能適用於既定和實際營運。在最糟

糕的情況下，一家牌照持有者可能已經融資、建設並開設了一個賭場，但隨後內華達州賭博監控委員會可能作出不適格裁定，並發出終止和清償命令。合理懷疑會否有任何一家面臨這種情況的內華達州牌照持有者，會選擇放棄其內華達州牌照，並在泰國繼續營運。不太可能出現像2009年何超瓊被發現不適格的情況下，美高梅決定退出新澤西州營運，以支持海外博彩營運。

對合作夥伴的適格性調查，是在確保遵守外國博彩條款下，一項被廣泛認

and actual operations. In a probably worst-case scenario, a licensee might have financed, constructed and opened a property, to then subsequently have the NGCB make a finding of unsuitability, and issue a termination and divestiture order. It is doubtful that any Nevada licensee presented with that situation would choose to abandon its Nevada license/s in favor of continuing its operations in Thailand. It is unlikely the situation which presented itself to MGM in New Jersey in 2009 after Pansy Ho was initially found to be an unsuitable associate would produce the response of withdrawing from the state in favor of the foreign gaming operation.

While the suitability of close associates is a well understood requirement for assuring compliance with the foreign gaming operations provisions, what is less certain is the circumstances that might lead to a Nevada licensee knowingly breaching the public policy of the state concerning gaming. The policy is set out in a preamble to the legislation, which includes the following:

(e) To ensure that gaming is conducted honestly, competitively and free of criminal and corruptive elements.

This requirement could potentially prove to be a high bar for Nevada licensees



to clear, given the earlier observations about the unstable constitutional foundations of the rule of law in Thailand. If the country wishes to attract operators of the scale and repute of those licensed in Nevada it would be well advised to ensure that its legislative framework for gaming regulation is robust and contemporary, that its regulatory agency or agencies are well resourced, and that it establishes dialogue with foreign regulators such as the NGCB. The opportunity is compelling, but the challenges are real too. iag

可的要求，但不確定的是，這可能導致內華達州牌照持有者有意違反有關博彩的公共政策情況。該政策在法律前言中列明，其中包括以下內容：

(e) 確保博彩以誠實、公平競爭和沒有犯罪和腐敗的元素下進行。

對於內華達州的牌照持有者而言，這個要求可能是一個阻礙，尤其考慮到之前泰國法治和憲法基礎不穩定。如果泰國希望吸引像內華達州牌照持有者這樣規模大和聲譽高的營運商，它最好確保其博彩監管的立法框架是堅固且現代的，其監管機構或部門也需要獲得充足的資源，並且與內華達州賭博監控委員會等海外監管機構建立對話。泰國開賭是一個引人注目的機會，但相關挑戰也是真實存在的。iag

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ACADEMY SUMMIT

言之有物

本年的IAG Academy Summit將於9月10至11日期間，假新港世界度假村內的馬尼拉希爾頓酒店舉行。《亞博匯》現為來賓們揭曉今年峰會的各项精彩活動。

文 本思齊

TALKING THE TALK

Inside Asian Gaming takes a look at what delegates can expect at this year's IAG Academy Summit, taking place on 10 and 11 September at Hilton Manila, Newport World Resorts.

By **Ben Blaschke**



Some of the biggest names in the Asia-Pacific gaming industry are among more than 30 speakers locked in to take part in *Inside Asian Gaming's* second annual IAG Academy IR Summit, taking place at Hilton Manila, Newport World Resorts, from 10 to 11 September 2024.

Highlighting the impressive convening power IAG has built over the years, the summit will kick off at 10am on Tuesday 10 September with a Keynote Address by the Chairman and CEO of Philippine gaming regulator PAGCOR, Alejandro Tengco. Chairman Tengco is expected to provide some unique insights into latest developments within the local gaming industry, which is in the midst of unprecedented growth despite a recent, high-profile ban on offshore gaming (POGOs).

The Day 2 Keynote will be provided by none other than Kevin L. Tan, the CEO of Philippine business conglomerate Alliance Global Group (AGI) and Chairman of Newport World Resorts (NWR) operator Travellers International Hotel Group Inc. NWR has gone through an executive reshuffle in recent months with a new CEO, COO and CFO in place, while AGI has promised to invest US\$172 million into IR upgrade and expansion projects in 2024.

But there is plenty more for delegates to enjoy and learn from during this year's IAG Academy Summit.

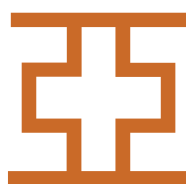


PAGCOR主席兼行政總裁Alejandro Tengco將於9月10日發表主題演講。

PAGCOR Chairman and CEO Alejandro Tengco will deliver the Keynote Address on 10 September.

A highlight session will see Ciarán Carruthers, the CEO of Crown Resorts, take part in a special one-on-one chat with IAG titled “A conversation with Ciarán Carruthers”.

In this 30-minute dialog, Carruthers will discuss Crown’s years-long journey from facing unprecedented regulatory and media scrutiny under



太地區博彩業多位業內翹楚，將會聯同超過30位講者，參與《亞博匯》於2024年9月10日至11日期間，假新港世界度假村(NWR)內馬尼拉希爾頓酒店舉行第二屆年度IAG Academy IR Summit。

這個彰顯《亞博匯》積累多年的號召力量的峰會，將於9月10日週二早上10時，以菲律賓博彩監管機構PAGCOR的主席兼行政總裁Alejandro Tengco的主題演講揭開序幕。菲律賓的博彩業雖然在最近經歷了離岸博彩供應商

(POGOs)被禁，但依然出現前所未有的增長。Tengco先生預計將就當地博彩業的最新發展，發表他的獨特洞見。

第二天的主題演講，將邀請到菲律賓企業巨擘安德集團(AGI)的行政總裁和NWR的營運商達富來的主席吳克文作講者。NWR在最近幾個月經歷了高層洗牌，並且出現新的行政總裁、營運總監及財務總監。另外，AGI亦承諾在2024年投資1.72億美元在各項升級度假村及擴建計劃之上。

但參加者能夠在今年的IAG Academy Summit中享受到及收穫到的，將不止於此。

its previous ownership to recently winning back casino licenses for its integrated resorts in Melbourne and Sydney after a transformation led by Carruthers.

Regulators and operators will also be well represented. One session that promises to attract plenty of interest is the President's Fireside Chat, which will see Newport World Resorts CEO Nilo Rodriguez and NUSTAR COO Alan Teo take a high-level

view of the local gaming market, while an Operator's Panel will delve further into the details with guests David Jordan from Newport World Resorts, Trevor Hammond from NUSTAR and Evan Spytma from Clark's Casino Plus.

In our annual Regulator's Talk, PAGCOR's SVP of Land-Based Operations, Licensing & Regulatory Group, Dan Cecilio, will be joined by former Australian regulator

and advisor to the Macau government David Green as well as Khim Oudam from Cambodia's CGMC to discuss latest developments on the regulatory front, while separately veteran industry consultant Niall Murray will examine the key considerations operators must be aware of when renovating their gaming properties or developing a new integrated resort.

Thailand remains a hot



其中一個備受矚目的環節，就是《亞博匯》命名為「A conversation with Ciarán Carruthers」的一場與皇冠度假酒店集團行政總裁Ciarán Carruthers的一對一特別清談時段。

在這場約30分鐘的對談中，Carruthers將會討論皇冠從前擁有人旗下時，在最近幾年面對監管機構和傳媒前所未有的審查，到最近終於在Carruthers的帶領下脫胎換骨，繼而重新取回公司在墨爾本及悉尼綜合度假村內賭場牌照的心路歷程。

本年的IAG Academy Summit亦會讓監管機構及營運商都能充分表達他們的立場。其中一場保證會引來無數人關注的活動，將會是「President's Fireside Chat」，當中的嘉賓包括新港世界度假村行政總裁Nilo Rodriguez和NUSTAR的營運總監Alan Teo。他們將從高層的角度，探討當地博彩市場的情況。另外，在「Operator's Panel」環節，來自新港世界度假村的Lance Gautreaux、來自NUSTAR的Trevor Hammond和Clark's Casino Plus的Evan Spytma等嘉賓將更深入地就各種細節進行討論。

皇冠度假酒店行政總裁Ciarán Carruthers於9月11日有一個特別傾談環節。

Crown Resorts CEO Ciarán Carruthers will be a featured speaker on 11 September.

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智能賭枱亦會於9月11日週三下午的一場充滿洞見的環節中，成為討論焦點。該環節的嘉賓包括 Angel和Walker Digital Table Systems的代表。

Smart tables are also on the menu with an insightful session on the afternoon of Wednesday 11 September featuring representatives of Angel as well as Walker Digital Table Systems ...

— ” —



topic in the region, and another special guest keen to give his take on what Thailand's first integrated resorts might look like is Paul Steelman – founder and CEO of renowned industry architecture firm Steelman Partners. He will be joined by Kelly Gass of San Marco Capital Partners to explore all aspects of the Thai casino opportunity.

2024 will also see IAG's first Women in Gaming panel. This important session will be moderated by Newport's Joy Andrade and feature an array of talented women from across the Philippine gaming industry: NUSTAR's Kamae de Jesus,

Okada Manila's Dr Manida Lau, Newport's Rhoda Lopez and PAGCOR's Vina Oca.

And technology is at the forefront with a variety of sessions exploring the latest on the gaming front. Join Clayton Peister, Managing Director of Differential Labs, as he runs a workshop offering unique insights into how data can be properly utilized, and again when he features on a panel titled "Higher Intelligence: AI in the casino" alongside GLI's Ian Hughes and TraffGen Global CEO Andy Caras-Altas.

Smart tables are also on the menu with an insightful session

至於我們的年度環節「Regulator's Talk」，就有PAGCOR的實體博彩營運、牌照及監管小組高級副總裁Dan Cecilio作嘉賓。他會與前澳洲監管機構成員及澳門政府顧問David Green，還有來自柬埔寨商業博彩管理委員會的Khim Oudam一起，討論監管方面的最新發展。此外，資深行業顧問Niall Murray也會深入地剖析營運商們在翻新他們的博彩物業或發展新的綜合度假村時，必須留意的主要考慮因素。

在區內，泰國依然是炙手可熱的話題，而著名的業內建築公司Steelman Partners的創辦人及行政總裁Paul Steelman，就很願意以特別嘉賓的身份，大談他對於泰國首間綜合度假村樣貌的猜想。他將與San Marco Capital Partners的Kelly Gass一起，探討關於泰國賭場機遇的各種大小事。

TRADE EVENTS





on the afternoon of Wednesday 11 September featuring representatives of Angel as well as Walker Digital Table Systems, while the IAG Academy Summit will conclude with a suppliers panel featuring representatives of leading slot machine suppliers Aristocrat, Aruze, Konami and Light & Wonder.

For more information on the IAG Academy IR Summit and to see the full program, visit iagacad.com.

2024年也會有《亞博匯》的首個「Women in Gaming」論壇。這個重要的環節將由新港的Joy Andrade主持，並有來自菲律賓博彩業各個界別的女性專業人才作嘉賓。她們分別是NUSTAR的Kamae de Jesus、岡田馬尼拉的Manida Lau博士、新港的Rhoda Lopez和PAGCOR的Vina Oca。

同時，科技也是今次峰會的焦點所在。嘉賓也會在多場活動中討論與博彩相關的科技發展。參加者可以在Differential Labs的執行董事Clayton Peister的工作坊裏，得到關於數據可以如何被合適地利用等的獨特洞見。他也會與GLI的Ian Hughes及TraffGen Global的行政總裁Andy Caras-Altas一起，出席一個題為「Higher Intelligence: AI in the casino」的論壇。

智能賭枱亦會於9月11日週三下午的一場充滿洞見的環節中，成為討論焦點。該環節的嘉賓包括Angel和Walker Digital Table Systems的代表。最後，IAG Academy Summit將以一場由Aristocrat、Aruze、Konami和Light & Wonder等領先的角子機供應商的代表所參與的供應商論壇作總結。

想知更多關於IAG Academy IR Summit的資訊以及獲取詳盡的活動安排，歡迎瀏覽iagacad.com。



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INDUSTRY PROFILE



AARON RAJ

行業天使

《亞博匯》採訪了Angel Australasia Pty Ltd的首席技術官Aaron Raj，一探他從印度南部到澳洲悉尼以及如何進入全球博彩產業中心的旅程。

文 本思齊

Industry Angel

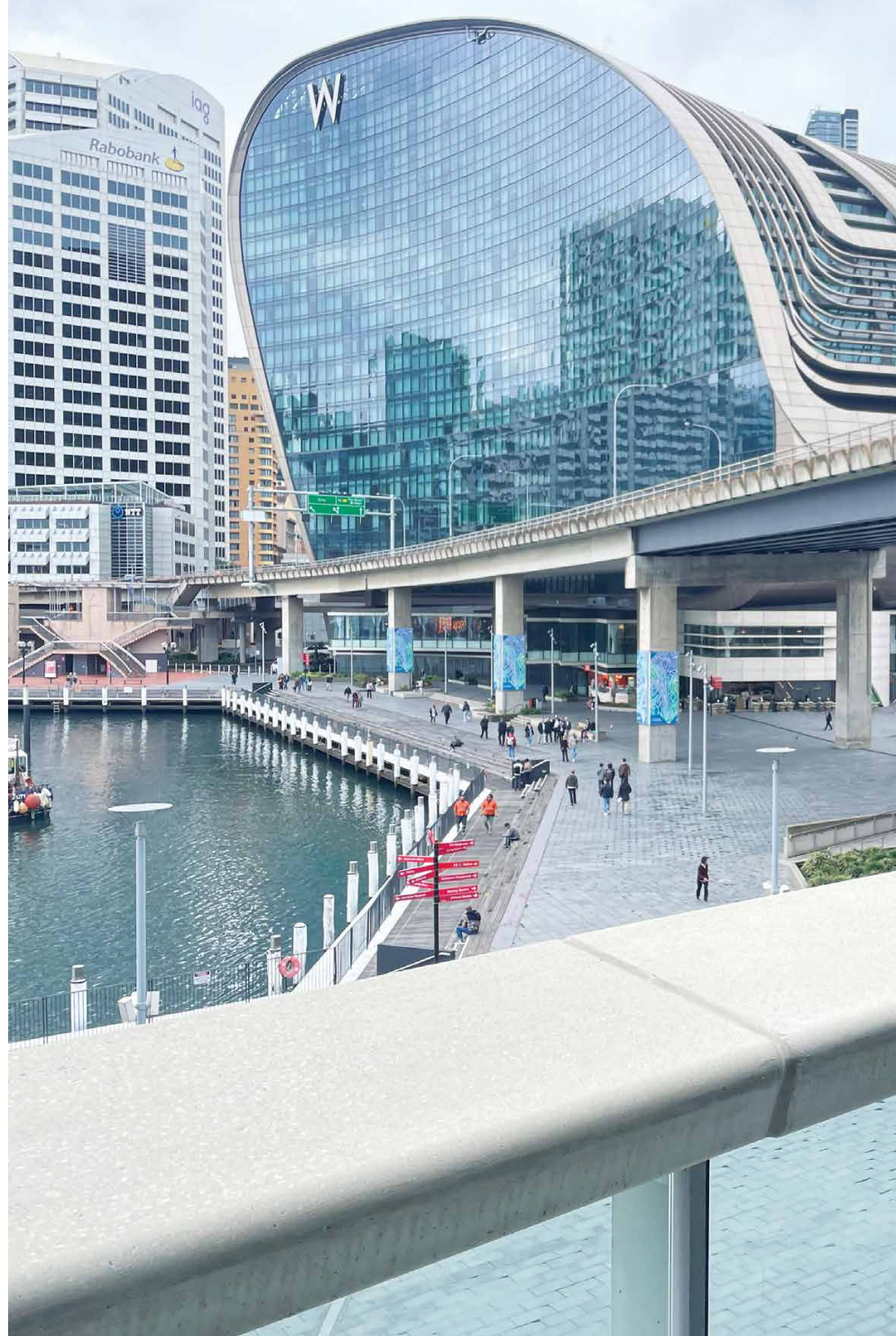
IAG speaks with Aaron Raj, Chief Technology Officer for Angel Australasia Pty Ltd, about his journey from southern India to Sydney, Australia and into the heart of the global gaming industry.

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?

Aaron Raj: I grew up in the southern part of India in Coimbatore, which was a second-tier city with a mix of urban culture as well as being a tourism spot and a laid-back experience. I have a lot of vivid memories of my childhood days. Back then sports were my main focus rather than my studies because study came naturally to me. Others were banging their heads trying to learn but I could go and play a match of football or cricket before my exam and still get decent marks. But through sport I learnt about team building and strategy, so that's what I carried forward in my life.

Church was also a big part of my childhood, coming from a spiritual family who all lived together. We had a multilevel house where we lived on the ground, my uncle and aunt on the second floor and my grandparents on the third floor. It was good for family and spiritual bonding. When they built the new church, I was asked to lead the local choir singing group and through this I learnt leadership in a hands-on



way, by bringing in people from diverse backgrounds and having them perform together. I used to do that every week, bring people in from everywhere.

Away from sports, technology was my passion. It was a natural progression with technology from school to work by learning something new everyday.

BB: Has IT and technology in general always been a passion and why?

AR: Right from my childhood I was interested in computers and games. While studying I slowly transitioned into programming because my graduation, my masters, was in computers. What fascinated me about IT



本思齊 (BB) : 能告訴我們一些關於您的背景嗎？您在哪裏長大，關於童年時最深刻的記憶是甚麼？

Aaron Raj (AR) : 我在印度南部的 Coimbatore 成長，那是一個擁有都市文化的二線城市，同時也是一個旅遊景點，氛圍相對悠閒。我對童年有很多生動的記憶。當時，我的主要興趣是體育，而不是學習，因為學習對我來說是自然而然的事。其他人正在拼命學習時，我則可以在考試前打一場足球或板球比賽，依然能取得不錯的成績。不過，通過體育，我學會了團隊建設和戰略，這些都是我在後來的生活中一直保持的。

教會也是我童年的重要組成部分。我來自一個信仰虔誠的家庭，我們全家都住在一起。我們住在一棟多層的房子裏，我家住在一樓，我的叔叔和嬸嬸住在二樓，我的祖父母住在三樓。這樣的生活對於家庭和精神上的聯繫非常有益。當新教堂建成時，我被邀請帶領當地的唱詩班。通過將來自不同背景的人聚集在一起表演，讓我在實踐中學會了發揮領導能力。我之前每週都這樣做。除了體育，科技也是我的熱情所在。從學校到工作，每天學習一些新東西，技術自然也會進步。

BB : 您一直對 IT 和技術充滿熱情嗎？為甚麼？

AR : 從小我就對電腦和遊戲很感興趣。在學習期間，我逐漸轉向編程，我的學士和碩士學位都是電腦相關。IT 吸引我的地方在於它需要邏輯思維和解決問題的能力。這讓我的思維過程提升到一個不同的層次。當我開始將同樣的原則

was the requirement for logical thinking and problem solving. It took the thought process to a different level and when I started applying the same principals to my day-to-day life I saw results straight away. It enabled me to cultivate lateral thinking for every situation that I encounter. I have now exposed

my eight-year-old son to coding as well because I want him to experience a similar thought process right from an early age, which he is enjoying.

BB: How did you come to work for Angel?

AR: When I went into the professional world, I started



with Supply Chain Management and from there I moved into banking before being offered an opportunity with Bally's. The transition from banking to gaming was natural because it's all about dealing with transactions, so I spent more than 14 years with them. When I first started, Bally's was developing its Indian division and my job was to bring a casino management system from France to India and build the development team from the ground up. I lived in Nice for a few years as well to transition

the product back to India and that's how it all started.

The job took me to all parts of the world, and I opened the first casino in Macau from a systems perspective, L'Arc. I went on to open around 10 different casinos from there – StarWorld and a few SJM properties – and later was tasked with setting up a technical division in Australia, so it was a long journey.

You know, every time I have to start something from scratch I get excited and Angel was the same. Once I had built that Bally's team up in Australia

I thought to myself "What's next?" and that's when I got this divine call from Angel.

Angel gave me the same feeling, if not more so, by taking me back to the early days of my career. Obviously, it is an established company and celebrates its 75th anniversary this year, but for smart tables it's just the start. There are a lot of things happening dynamically in a fast-paced environment, a lot like a start-up. And unlike a typical corporate company, Angel trusts us immensely and provides us with all the



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其他人正在拼命學習時，我則可以在考試前打一場足球或板球比賽，依然能取得不錯的成績。

Others were banging their heads trying to learn but I could go and play a match of football or cricket before my exam and still get decent marks.

— ” —

resources to achieve what needs to be achieved.

BB: It must be rewarding then to see how “smart tables” have become the latest industry buzz words?

AR: How beautiful is that? For me, it’s not about the product, it’s more about “What is the need of the market?” And the day we started doing this in a factory – all the automation or whatever we could think about from a systems technology perspective – we had already been using it in our card manufacturing or chip

應用到日常生活中時，我立刻看到了成效。這使我在遇到每一種情況時，都能發展出橫向思維。我現在也讓我八歲的兒子接觸編程，因為我希望他從小就能經歷類似的思維過程，他也很喜歡。

BB: 您當時是如何加入Angel的？

AR: 初入職場，我最初從事供應鏈管理，之後轉入銀行業，然後在Bally’s獲得一個機會。從銀行到博彩的轉型是很自然的，因為它們都是處理交易的，所以我在那裏工作了超過14年。我剛入職時，Bally’s正在發展其印度部門，我的工作是一將一套賭場管理系統從法國引入印度，並從零開始建立開發團隊。我還在尼斯住過幾年，負責將產品帶回印度，這是一切的開端。

這份工作帶我走遍了世界各地。跟著系統，我協助其落地澳門第一間賭場——澳門凱旋門。那之後，我又協助開設了大約10間不同的娛樂場——包括星際酒店和澳博旗下幾間物業。隨後我又受命在澳洲成立一個技術部門。所以可謂旅途漫漫。

每次當我打算從頭開始做某件事時，我都會感到興奮，加入Angel也是如此。當我在澳洲建立起Bally’s團隊後，我就在想「下一步是甚麼？」就在那時，我收到了來自Angel的「神聖呼喚」。

Angel讓我回到了職業生涯的早期階段，甚至比之更強烈。顯然，這是一家成立已久的公司，今年來到第75週年紀念。但對於智能賭枱來說，這才剛剛開始。在一個快速變化的環境中，有

manufacturing. We've done all of that and that's what excited me. Second we have made use of it, we have benefitted from it, and then we are taking it to the wider market. We are taking this product to the customer, helping them understand that benefit, helping them use it, so it is all one complete cycle. And now all the other markets are waking up and saying, "Oh, wow", because we launched this as a game protection tool on this

side of the world but when the customers saw the data they realized all the benefits: "What is happening at an individual player level? What are my dealers doing? I don't have to have all my tables open at the same time?" There are a huge number of use cases that have come out of it.

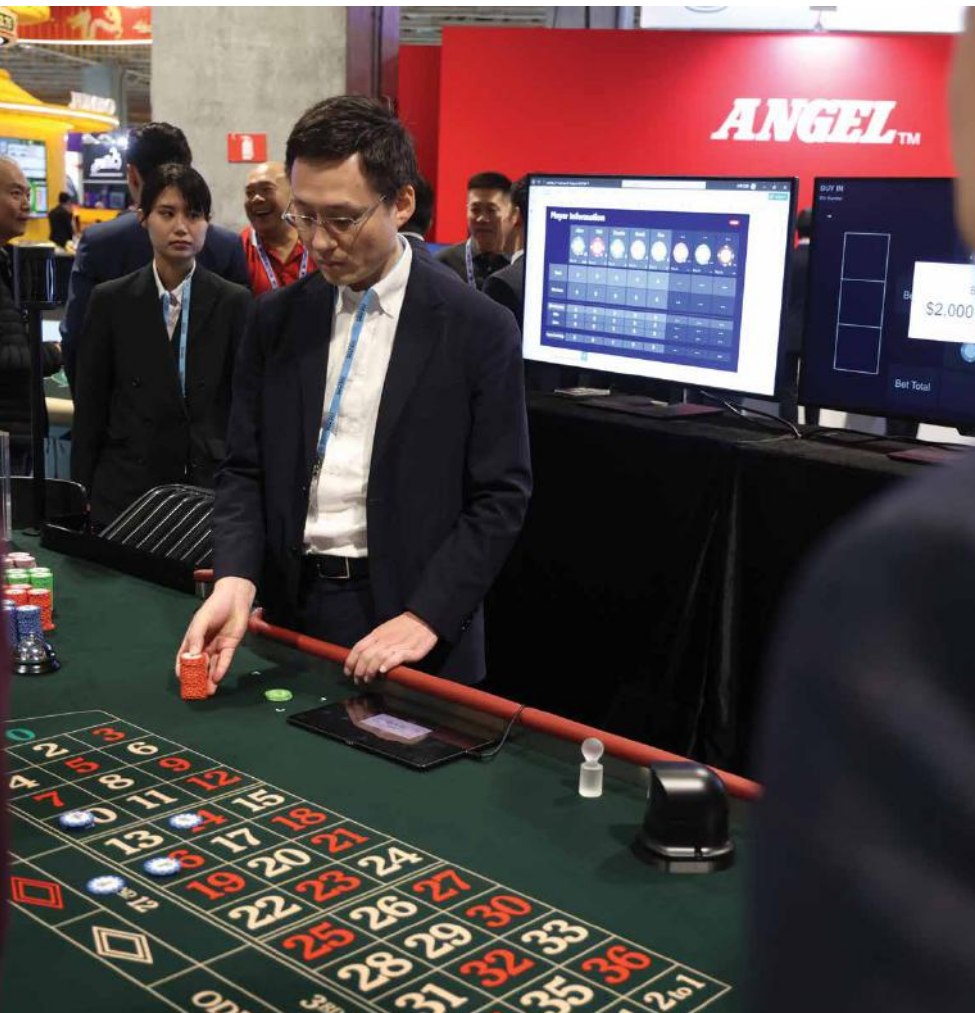
BB: What does a typical day in the life of Aaron Raj like?

AR: If I'm in Sydney, I start with

my coffee and then with my kids who are still young – six and eight years old. Getting them ready for school is a bit of a challenge!

I have a bit of a drive from home to the office and that's when I officially start my day. I have meetings with the team while I'm driving to work so that when I get to the office day. I can jump straight into what I need to do.

Since we're global, I have a lot of customer meetings



很多動態發展的事情，就像初創企業一樣。而且，與一般的公司不同，Angel非常信任我們，並為我們提供了所需要的一切資源。

BB: 看到智能賭枱成為最新的行業熱詞，一定很有成就感吧？

AR: 真是太棒了！對我來說，這不僅僅是產品，而是「市場的需求是甚麼？」當我們開始在工廠裏進行這些操作時——無論是自動化還是我們能從系統技術角度想到的任何東西——我們已經在製造撲克牌或籌碼時使用了這些技術。這一切都讓我興奮。其次，我們已經成功地應用了這些技術，並從中受益，然後又將其帶到更廣闊的市場、把產品帶給客戶，幫助他們理解其好處，幫助他們使用這些技術，這是一個完整的循環。現在，其他市場開始注意到

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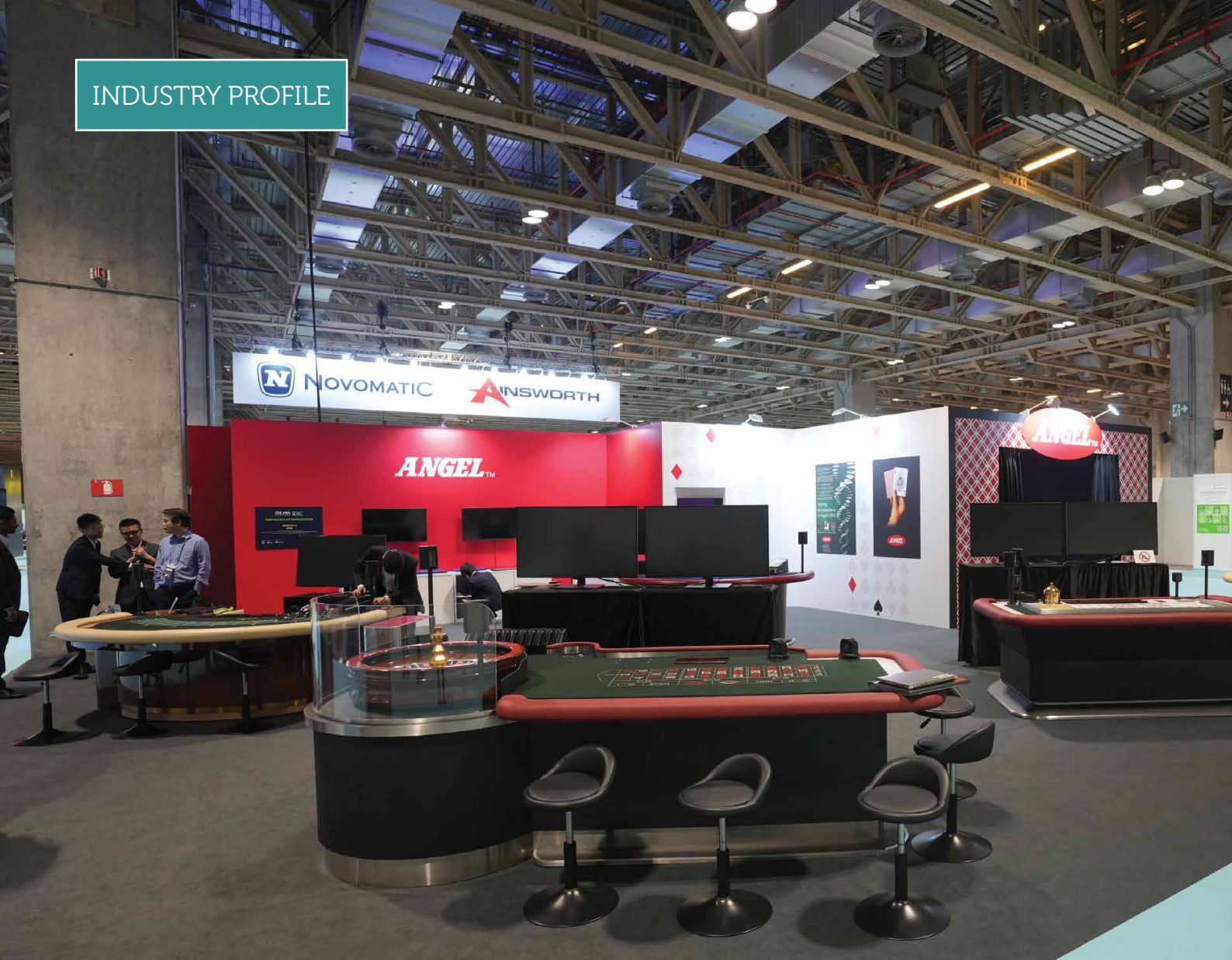
Angel is one of the leading suppliers of smart table technology in Asia



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scheduled around the world. Also, for me, every meeting I take needs to have an outcome so I do a lot of preparation around what I want to achieve from the meeting, what questions might come and being prepared to resolve any problems the customer might have. I see my role as not just technical, not just functional, not just product but all-encompassing which helps me relate to the customer and what they need.

What makes my day exciting is that every day has a unique

set of challenges which needs my attention. The challenges vary from technical to product to functional aspects of the domain.

BB: You mentioned that you've lived and worked all around the world. How did you find the move to Sydney, which you now call home?

AR: For me, it was a natural transition to Sydney because I've lived in a few countries like France, a few months in the UK, Japan, even South America. What I like about

Australia is there is a lot of respect for women and children and a lot of protection for them. Second, having a young family after coming here, is that the growth of children is in a noncompetitive environment. They are not pressured to do anything. And the third aspect I like is it's more about sports which is how I grew up and it's how this whole country is. It was a natural pull for me. I look at Australia like a developed India – beautiful roads, clean water and not too crowded.



這些技術的價值，會驚歎連連。我們最初將這些技術作為遊戲保護工具推出，客戶在看到數據後，認識到了它的所有好處，譬如，這些技術可以幫助了解每位玩家的行為、莊家的操作情況，甚至可以幫助他們決定不必同時開放所有賭枱。並由此產生大量的使用。

BB：Aaron Raj的一天通常是怎樣的？

AR：如果在悉尼，我的早晨從一杯咖啡開始，然後和我的孩子們一起，他們還很小——六歲和八歲。讓他們準備上學是個挑戰！

我從家裏開車到辦公室有一段距離，這也是我正式開始一天工作的時間，所以在開車上班途中我會和團隊開

會，這樣當回到辦公室時，就可以直接進入需要做的事情。

由於我們是全球化的公司，會有很多全球的客戶會議。對我來說，我參加的每次會議都需要有結果，所以會提前做好很多準備，考慮我希望從會議中達成甚麼目標，可能會有甚麼問題，並準備解決客戶可能遇到的任何問題。我的角色不僅僅是技術性的、不僅僅是功能性的、不僅僅是產品的，而是全方位的，這有助於與客戶建立聯繫，了解他們的需求。讓我每天都感到興奮的是，每天都有一系列獨特的挑戰需要關注。這些挑戰從技術到產品再到領域的功能方面，各不相同。

— “ —

我認為我的角色不僅僅是技術性的、不僅僅是功能性的、不僅僅是產品的，而是全方位的，這有助於我與客戶建立聯繫，了解他們的需求。

I see my role as not just technical, not just functional, not just product but all-encompassing which helps me relate to the customer and what they need.

— ” —

BB: Are you a big cricket fan?

AR: I was! I'm more of a football fan now. I played cricket, I played all sports, when I was younger, but I still follow soccer and I'm a big fan of Lionel Messi. I went down to Melbourne when he came out here. The only thing that was pending for him was the World Cup and when he won the World Cup he had achieved everything, so now my job is to get my kids to be the next Messi or Neymar!

BB: What are some of the key lessons you've learned during your time in your current role?

AR: Smart tables are relatively new and people struggle to understand the intricacies of them. It is quite complex and sophisticated, depending on how deep you want to dive. One of my key lessons or challenges was to convert this complex thought process into a layperson's terms. I took a genuine interest in bridging this gap for things that are in my control. In this way, I learnt the art of breaking down complex problems into simplified solutions.

The other aspect of my role that I've learnt from is the constant traveling around the world and meeting up with people coming from diverse areas of the casino industry. It gives a whole new perspective on how smart tables are viewed and utilized.



BB：你提到過你在世界各地生活和工作過。你現在把悉尼稱為你的家，搬到這裏對你來說是怎樣的一種體驗？

AR：對我來說，搬到悉尼是一個很自然的過渡，因為我曾經在法國生活過，也在英國、日本甚至南美洲生活過幾個月。我喜歡澳洲的一點，是這裏對女性和兒童有很多尊重和保護。第二點是，我有一個年輕的家庭，搬到澳洲後，孩子成長在一個非競爭性的環境中，不會被強迫去做任何事情。第三點是，這裏更加注重體育，這與我成長的環境很相似，也是整個國家的特點。對我來說，這是一種自然的吸引力。我把澳洲看作是一個發達的印度——美麗的道路，乾淨的水，而且不會太擁擠。

BB：你是板球迷嗎？

AR：我曾經是！現在我更喜歡足球。我年輕時打過板球，也玩過所有的運動，但我現在還是關注足球，而且我是美斯的忠實粉絲。他來這裏的時候我去了墨爾本。美斯唯一缺少的就是世界盃，而當他贏得世界盃時，他已經達成了所有成就，所以現在我的任務就是讓我的孩子成為下一個美斯或尼馬！

BB：在你目前的職位中，你學到了哪些重要的經驗教訓？

AR：智能賭怡相對較新，人們在理解其複雜性時會遇到困難。它的確相當複雜和精細，這取決於你想深入瞭解的程度。我的主要教訓或挑戰，就是將這種複雜的思維過程轉化為普通人能理解的

術語。我對縮小這一差距十分有興趣，尤其是在那些我們控制的事情上更是如此。通過這種方式，我學會了將複雜問題分解為簡化解決方案的藝術。

另一個方面就是我不斷地全球旅行及與來自博彩行業不同領域的人會面，並從中學習。這給了我一種全新的視角，讓我了解智能賭怡是如何被看待和使用的。

BB：誰是你生命中最有影響力的人？

AR：毫無疑問，是我的妻子 Joes Salome，她總是支持我，還有我的父親 Paul Raj，我與他分享我的想法。我堅信上帝是我的指引，我很幸運這些年來能與許多優秀的人一起共事，他們一直給予我巨大的支持。





Raj在印度南部的Coimbatore長大。

Raj grew up in Coimbatore in southern India

BB: Who has been the most influential person in your life?

AR: Without doubt, it is my wife, Joes Salome, who is always there supporting me, and my dad, Paul Raj, with whom I echo my thoughts. I have strong belief in God as a guide for me and I have been blessed to work with many good people over the years who have been of great support.

BB: What do you like to do outside of work to relax?

AR: For me, being in this country is itself a big thing. I try to spend all my spare time with my kids and being in the swimming pool with them is my best relaxation. I just want to be with my kids because I hardly have time to spend with them.

BB: 在工作之外，你喜歡做甚麼來放鬆？

AR: 對我來說，能在這個國家本身就是一件大事。我盡量把所有空閒時間都花在孩子身上，和他們一起在游泳池裏是我最好的放鬆方式。我只想和孩子們在一起，因為我幾乎沒有時間陪他們。

BB: 你最喜歡的電影是甚麼？為甚麼？

AR: 《美麗心靈》，因為它探索了思維如何運作的美麗概念。不同的人從不同的角度看待事物，對我來說，這關於思維如何運作。這部電影巧妙地描繪了天才的複雜性以及思維的運作方式。這是一部我可以看一千次而不會感到厭倦的電影。

BB: 最後，Aaron，你覺得十年後的自己會在哪裡？

AR: 不會和我今天做的有甚麼不同。我現在在做我最喜歡的事情，我很開心。我不想改變這一點。iag

BB: What's your favorite movie and why?

AR: "A Beautiful Mind" because it explores the beautiful concept of how the mind works. Different people look at things from different angles and the film masterfully portrays the complexities of genius and how the mind operates. It's a movie I can watch a thousand times without getting bored.

BB: Finally Aaron, where do you see yourself in 10 years' time?

AR: It will be no different from what I'm doing today. I'm in a very good spot doing what I love the most and I'm happy. I don't want that to change. iag

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如何思考 人工智能

這是關於人工智能 (AI) 系列的第三篇文章，在之前的文章基礎上進一步探討人工智能的預測類型和相關實例應用，同時對比目前AI尚不能解決的賭場問題。

HOW TO THINK ABOUT AI

This third article in a series on AI will build on previous articles by focusing on the types of predictions and related example use cases while drawing a contrast to casino problems AI is not yet able to solve.

By 文 **Clayton Peister**



Clayton Peister is the Managing Director of Differential, a management consultancy advising casino companies on the adoption of analytics and AI. He has managed analytics and marketing departments at major integrated resorts across the globe. At Differential, the team has developed AI- driven solutions addressing marketing strategy, reinvestment efficiency, fraud detection and operational optimization. Clayton holds a degree from UNLV.

Clayton Peister是管理顧問公司 Differential 的常務董事，該公司為賭場公司採用分析和人工智慧提供諮詢。他曾就職於全球主要綜合度假村並擔任分析和營銷部門主管。Differential 的團隊開發了人工智慧驅動的解決方案，解決行銷策略、再投資效率、詐欺偵測和營運優化問題。Clayton 擁有內華達大學拉斯維加斯分校的學位。

By 文 **Matt Ballesty**



Matt Ballesty has 30 years of experience in NSW Clubs and Integrated Resorts (IRs). He is highly respected leader having held executive and strategic roles in internationally listed companies across Macau, Canada, NZ and Australia. In recent years he founded Three Points Consulting, an advisory firm offering expert guidance to boards and senior management, and is Co-Founder of Auto-M8, an innovative company specializing in AI, automation and robotics.

Matt Ballesty在新南威爾斯州俱樂部和綜合度假村 (IR) 領域擁有30年的經驗。作為一位備受尊敬的領導者，他曾在澳門、加拿大、紐西蘭和澳洲的國際上市公司擔任高管和戰略職位。近年，他創立了 Three Points Consulting，一家為企業董事會和高級管理層提供專業意見的諮詢公司。他也是 Auto-M8 的聯合創始人，這是一家專注於人工智能、自動化和機器人技術的創新公司。

— “ —

許多賭場營運商認為人工智慧應該很重要，但不清楚如何重要。

Many casino operators feel that AI should be important but are unclear how.

— ” —

All of a sudden, Artificial Intelligence is everywhere. Ask Siri for directions and a route appears, type an idea for a baroque novel and a story is generated with twists and elaborate subplots. The results can sometimes be dazzling.

Many casino operators feel that AI should be important but are unclear how. In this, the third article in a series of AI uses in the casino industry, we will explore realistic applications of AI. In

previous articles we explored the importance of data to AI applications and introduced AI's role as well as related myths.

In exploring the application of AI, it is helpful to organize AI approaches into two types: pattern matching (what AI pundits call supervised learning) versus pattern discovery (often called unsupervised learning). In pattern-matching we have examples of known behaviors and demographics and the corresponding value (labels) we are trying to predict.

As an example, we recently supported a property in developing a tool which used pattern matching to predict if a new player is a likely high-potential player. For instance, we know that slot players who live in a particular area with an average bet above \$3 will likely have a high annual spend (predicted label).

Alternatively, in pattern discovery we simply have behaviors but not a specific value we are trying to predict (unlabeled). The most common

突

然之間，人工智能（AI）無所不在。詢問 Siri 地圖導航，路線便會自動顯示出來。輸入有關巴洛克小說的構思，故事便能由扭曲和繁複的情節生成。其結果有時令人眼花繚亂。

許多賭場經營者認為AI或是重要的，但他們卻不確定如何應用。在這系列關於賭場行業AI應用的第三篇文章中，我們將探索AI的實際應用。在之前的文章中，我們探討了數據對於AI應用的重要性，也介紹了AI的作用以及相關的迷思。

在探索AI應用時，應將AI方法分成兩類：模式匹配（AI專家稱之為監督式學習）與模式發現（通常被稱為非監督式學習）。在模式匹配中，我們有已知行為和人口統計的示例，以及我們試圖預測的相應值（標籤）。

作為一個例子，最近我們支持一家物業開發了一項工具，該工具使用模式匹配來預測一位新玩家是否有可能成為一位高潛力玩家。例如，我們知道住在



application of pattern matching is identifying naturally occurring groups of players who share similar preferences or connections.

A third bucket of AI predictions is emerging: generative AI. Generative AI includes applications like large-language models. Watch this space for a subsequent article devoted entirely to generative AI.

We always recommend to properties that AI (at least today) simply provides a more accurate assumption within a larger problem. Let's take a churn example:

特定地區且平均下注超過3元的角子機玩家，可能會有高額的年度消費（預測標籤）。

另外，在模式發現中，我們僅有行為而沒有我們試圖預測的特定值（未標籤）。模式匹配最常見的應用是識別自然形成的玩家群體，這些玩具有類似的偏好或聯繫。

AI 預測的第三個類別也正在崛起：生成式AI。生成式AI包括大型語言模型等應用，敬請期待後續有關於生成式AI的文章。

我們一直為客戶提供的建議是，AI（至少在當今情況下）僅僅在一個大的問題中提供一個更準確的假設，作為更大問題中的一部分。讓我們以客戶流失為例：

Step	Example	步驟	例子
Key trend analysis	Frequency is dropping from high-end patrons because related churn/lapsing rate is increasing	關鍵趨勢分析	高端顧客的頻率下降，因為相關的流失/停滯率正在增加
Develop new campaign to solve/address the specific opportunity	Identify patrons who are [likely] to lapse but haven't yet and give them an offer to visit within [X days required to arrest defection] by giving them [\$Y required to profitably elicit a response] in [reinvestment types]	制定新的活動來應對特定機會	辨識（可能）停滯但尚未停止的顧客，給予他們在（X天，阻止流失所需的天數）內到訪的機會，為他們提供（Y元以獲取回應的利潤）的（再投入類型）優惠
Mass personalization which tailors the offer to the specific player	Identify patrons who are 90% likely to lapse but haven't yet and give them an offer to visit within 50 days by giving them \$3K in hotel accommodations + promo chips	通過大規模個性化設定來制定優惠予特定玩家	辨識 90% 可能停滯但尚未停止的顧客，給予他們在 50 天內到訪的機會，為他們提供 3000元 的住宿和促銷籌碼

CONGRATULATIONS ON THE 19TH ANNIVERSARY OF INSIDE ASIAN GAMING



Before AI we often structured a churn campaign based on average assumptions. For instance, based on analysis we know that 90% of patrons who haven't visited in the past 365 days will never come back. Armed with this insight, we then constructed a churn program where any player missing for over 365 days falls into a churn campaign. The problems with this approach are legion:

One size fits-all

More frequent patrons (who likely represent the majority of revenues) lapse well before 365 days. For instance, someone who regularly visits every 30 days might lapse at 90 days.

Lag

We have to wait 365-days to do something and in the interim, we are talking to this patron as if they are active.

Not proactive

Reactivation campaigns are notoriously difficult, and a better approach is to find patrons on the road to lapsing and re-instill a love for the property.

在引入AI之前，我們經常基於平均假設來策劃應對顧客流失的活動。例如，根據分析，我們知道過去365天沒有到訪的90%顧客將永遠不會回來。憑藉這一洞察，我們設計了一個計劃，其中任何超過365天未出現的玩家都會被劃入該計劃。但這種方法存在許多問題：

一刀切

更頻繁的顧客（可能代表大多數收入）在365天之前就會停滯。例如，每30天定期訪問一次的人可能在90天時停滯。

滯後

我們必須等待365天才能採取行動，在此期間，我們與這位顧客溝通時，就好像他們是活躍的顧客。

不主動

重新帶起顧客的項目通常是很困難的，更好的方法是找到即將停滯的顧客，並重新激發其對該賭場物業的熱愛。



AI校準假設的例子 EXAMPLE OF ASSUMPTIONS BETTER CALIBRATED VIA AI

MASS PERSONALIZATION FOR MARKETING

Mass personalization is the most obvious and fundamental use case for AI in the casino industry. Simply, we train a model on patrons we know a lot about and then use this model to guess at preferences for players we know less about.

In the churn example outlined above, “pattern matching” behaviors predicted by AI include the churn likelihood which is being used to identify an audience of potential defectors. Pattern matching AI is also calibrating elements of the offer which are optimized to profitably deliver the change in behavior we are seeking.

Sometimes predicting future behaviors derived via pattern matching AI can be foundational, meaning the prediction is used as an input to other models while in other cases predictions fit a very narrow use case.

Foundational future behavior predictions may include player valuation, promotional sensitivity and typical visitation patterns. Narrow cases might be calculating offer values, predicting response rates, curating a special event list or even approving credit requests.

Predicting future behaviors via pattern matching AI allows us to personalize values but often we want to create unique experiences or identify communities active on the floor. AI further gives us a rigorous framework to personalize unique experiences by finding similar players who have known preferences. Using the churn example, we might find that similar patrons who are loyal all engage on non-gaming amenities. Thus, our churn campaign/reactivation offer features a hotel and F&B component to this segment. Pattern discovery has both foundational applications like identifying communities of players, identifying key influencers, mapping patron journeys, and also narrow cases like setting preferences for elements in a marketing offer.

大規模個性化的市場推廣

AI在博彩業最明顯和基本的應用案例是大規模個性化。簡單來說，我們通過訓練一個模型來了解我們已經很熟悉的顧客，然後使用這個模型來猜測比較不了解的玩家的喜好。

在上面提到的客戶流失例子中，AI預測的「模式匹配」行為包括了客戶流失可能性，這被用來識別潛在的流失者群體。模式匹配的AI還在校準優惠的元素，這些元素被優化以實現我們所追求的、有利可圖的行為變化。

有時候，通過模式匹配的AI推斷未來行為是基礎性的，這意味著該預測被用作其他模型的輸入，而在其他情況下，有關預測符合一個非常狹窄的用例。

基礎性的未來行為預測可能包括玩家評估、促銷敏感度和典型的到訪模式。狹窄的情況可能包括計算優惠價值、預測回應率、編制特別活動列表，以及批准信用請求。

通過模式匹配的AI預測未來行為為使我們能夠個性化價值，但我們通常希望創造獨特的體驗或識別在場內活躍的社群。AI進一步為我們提供了一個嚴謹的框架，通過找到有已知喜好的類似玩家來個性化獨特的體驗。以客戶流失為例，我們可能發現，忠誠的顧客都參與非博彩設施。因此，我們應對客戶流失的活動/重新激活優惠在這層面提供了酒店和餐飲配套。模式發現既有著識別玩家社群、識別關鍵影響者、描述顧客旅程等基礎應用，也有為市場優惠中的元素設定喜好等狹窄用例。

OPERATIONAL APPLICATIONS OF AI

While marketing is an obvious low-hanging fruit, AI is helpful in calibrating decisions across the business.

AI的營運應用

儘管市場推廣只需稍微付出就能達到一定效果，但AI在整個業務決策方面也會有幫助。

IDENTIFYING UNUSUAL BEHAVIORS

During game play, if a player exhibits odd behaviors and is preternaturally lucky, this warrants at least a pause. We can further correlate the DNA of a patron's play patterns or deviations from the expected to known scams. For instance, a Chinese patron playing baccarat who encounters four consecutive banker outcomes will bet on banker more than 80% of the time. If, instead, this patron bets on Lucky 6 and wins, the situation is surprising but not necessarily suspicious.

If the corresponding Lucky 6 count is high, the bet was late in shoe, and other players behave similarly, then the behavior lapses to suspicious. Our concluding article in this series will explore AI applications within the domain of integrity, exploring the issues of abuse, leakage and outright fraud.

識別不尋常行為

在遊戲過程中，如果一位玩家表現出異常行為，運勢驚人，這至少值得讓他停頓一下。我們可以進一步將顧客的玩樂模式特點，或與預期不符的偏差與已知的詐騙行為進行比較。例如，一位中國顧客在玩百家樂時，連續遇到四次莊家勝出，他將有超過80%的時間押注莊家。如果這位顧客改押注幸運6並贏了，情況令人驚訝但不一定可疑。

但如果相應的幸運6次數頻率高，押注時間晚，其他玩家行為也相似，這種行為就變得可疑了。我們系列的最後一篇文章將探討AI在誠信領域內的應用，探討濫用、洩漏和明顯欺詐等問題。

FORECASTING

A few years ago, one of the authors worked at a property which made a mistake in forecasting a seemingly unimportant holiday in China which led to under-spreading the floor significantly. We estimated that this forecasting foible reduced EBITDA on the day by ~30%: a product of foregone revenues and increased over time. Forecasting, long the dismal science of the casino industry, is being reshaped by more accessible algorithms and better-quality data (like the data from smart tables). These improvements in forecasting (an example of pattern matching) hold promise for optimizing pricing, yielding casino hotel room usage, staffing and the like.

預測

幾年前，本文章的其中一位作者在一家企業工作時，在一個看似不重要的中國節日的預測上出現了錯誤，這導致了該賭場出現明顯的低估狀況。我們估計這種預測失誤導致當天的EBITDA減少了約30%：這是由於錯失的收入和隨著時間流逝而增加的損失。長期以來，預測一直是博彩業中令人沮喪的科學，但正在被更易接觸的演算法和更優質的數據（如智能賭枱的數據）所重新塑造。這些預測的改進（模式匹配是一個例子）有望優化價格設定、提高賭場的酒店客房的使用率、改善人力配置等。



COST RIGHT SIZING

We can use pattern discovery for identifying journeys and the related touch points which shape the experience for patrons who constitute most of the revenues. These critical touch points are more precious to the success of the organization and should be right sized with care.

合適的調整

我們可以利用模式發現來識別佔大部分收入構成的顧客體驗，以及其重要的行程和相關接觸點。這些關鍵接觸點對企蘇成功更為重要，應該小心地進行合適的調整。

ROBOTICS AND AUTOMATION

Robotics brings AI to life. When we think of robotics and automation, the image that often comes to mind is a robot delivering food in a sushi restaurant or a robot vacuum we pass at an airport terminal – novel, but somewhat limited in scope. However, robotics and automation go far beyond these examples and are ultimately about solving practical problems.

One of the authors encourages companies adopting robotic automation to approach utilization like casino productivity analysis. For instance, just as productivity in table games depends on factors like deal rates and pricing, turning rooms efficiently while at the same time personalizing service is also fundamental, albeit a major challenge at a large property. In this example, integrating AI insights from CRM systems with housekeeping robot assistants can create seamless service.

機器人技術和自動化

機器人技術賦予AI生命。當我們想到機器人技術和自動化時，常常浮現在腦海中的形象，是一個機械人在壽司餐廳送餐，或者我們在機場航廈路過的機械人吸塵器——這無疑是新穎的，但是在有限的範圍。然而，機械人技術和自動化遠不止這些例子，最終其是解決實際問題。

本文章的其中一位作者鼓勵採用機械人自動化的公司，將利用率看待如賭場生產力分析。例如，就像賭怡遊戲的生產力取決於發牌速度和價格等因素一樣，高效地運用房間，同時提供個性化服務也是基本的，但這在大型物業中是一個主要挑戰。在這個例子中，將從CRM系統中獲得的AI見解，與客房機器人助手整合一起，可以創造出無縫連接的服務。

今天哪些事情已經走得太遠了？

至少在今天，AI有特定的限制。例如，它可以填補優惠方面的空白，但AI還無法跨越那個創造性的鴻溝，去構建優惠本身。在這個例子中，今天的優惠創建需要對資源、玩家目標以及風格有一定的了解。生成式AI可能在未來彌補這一差距，這也是我們下一篇文章的主題。iag

WHAT IS A BRIDGE TOO FAR TODAY?

At least today, AI has specific limitations. While it can fill-in the blanks on an offer, for example, AI cannot yet make that creative leap to construct the offer itself. In this example, offer creation today requires an understanding of resources, player objectives, as well as style. Generative AI may close this gap in the future and this is the subject of our next article. iag

— “ —

AI在博彩業最明顯和基本的應用案例是大規模個性化。

Mass personalization is the most obvious and fundamental use case for AI in the casino industry.

— ” —

CONGRATULATIONS ON THE 19TH ANNIVERSARY OF INSIDE ASIAN GAMING



CLOSE RELATIONS

Hengqin is in the process of converting unused commercial space into new hotels, part of its efforts to keep up with increased demand. But will this be a positive or a negative for Macau's hotel industry?

By **Pierce Chan**



互補不足

橫琴正在將閒置的商業用空間建成新酒店，這是橫琴為滿足日益增長的需求所做努力的一部分。但這對澳門酒店業是利是弊？

文 陳嘉俊





The Guangdong-Macao In-Depth Cooperation Zone in Hengqin has recently launched a new plan to convert part of vacant commercial office spaces into hotels. The reason is to provide greater capacity to cope with a new policy announced in May allowing mainland tour groups to make multiple trips between Hengqin and Macau. How will this new hotel industry in Hengqin impact Macau?

Hengqin in Zhuhai, just a stone's throw from Cotai, has been referred to as the "backyard" of Macau. In

September 2021, the Central Government announced the development of the Guangdong-Macao In-Depth Cooperation Zone in Hengqin. A management committee jointly managed by the Macau SAR government and the Guangdong provincial government was established in the zone, covering an area of about 106 square kilometers.

However, the overdevelopment of Hengqin has resulted in a large number of vacant properties. To address this situation, the Guangdong-Macao In-Depth Cooperation Zone has introduced a new policy to convert vacant commercial

office spaces into hotels. The policy was implemented on 1 May 2024 on a trial basis for the next two years.

This came after real estate representatives had revealed that there was enough vacant commercial space in Hengqin to convert around 1 million square meters into hotels.

The new policy will greatly boost the development of the hotel industry in Hengqin. However, what impact will this have on the hotel industry in Macau? Will it alleviate the issue of Macau's under-supply or could it eventually provide a cheaper or more attractive

橫

琴粵澳深度合作區早前推出最新方案，將部份空置的商業辦公室改建為酒店，原因是為提供更大接待能加，以配合5月起內地旅行團能夠多次往返橫琴與澳門的政策。橫琴酒店業會為澳門帶來甚麼改變？

毗鄰路氹城的珠海橫琴，曾被稱為澳門人的「後花園」。2021年9月，中央政府公佈將橫琴發展為「橫琴粵澳深度合作區」。該區成立由澳門政府與廣東省政府共同管理的管理委員會，總面積約106平方公里。

然而，橫琴的過度發展產生了大量的空置房屋。為解決這問題，橫琴粵澳深度合作區就推出新政策，容許將合資格的空置商業辦公室改建為酒店。政策自2024年5月1日起試行，落實有效期為兩年。

早前有地產業界透露，目前橫琴空置房屋可改造成為酒店的面積逾100萬平方。

新政策將大大加強橫琴酒店業的發展。但橫琴酒店業的興起，對澳門酒店業會否造成衝擊？是否能緩解澳門酒店供不應求的問題，還是最終由於提供了更便宜或更有吸引力的選擇，降低澳門酒店的入住率？

— “ —

有地產業界透露，目前橫琴空置房屋可改造成為酒店的面積逾100萬平方。

Real estate representatives had revealed that there was enough vacant commercial space in Hengqin to convert around 1 million square meters into hotels.

— ” —



澳門酒店業界認為，橫琴與澳門是存在互補關係，並非互相競爭。

「兩地的關係是互補，而澳門酒店的定位、檔次和規模都與橫琴不同」，澳門酒店旅業商會副理事長俞國忠亦提到，澳門與橫琴共同發展是必然的政策。

根據澳門統計局數據，澳門今年1月至6月酒店入住率較高的類型是五星級酒店及二星級酒店，分別是82.8%及88.5%。但橫琴最受歡迎的住宿類型是「民宿（自有住宅出租型旅館）」，2023年平均入住率達到80%以上。

alternative that reduces Macau hotel occupancy?

Representatives of the Macau hotel industry told *IAG* that any interaction between hotels in the two locations should be complementary rather than competitive.

“The relationship between the two places is complementary, as the positioning, class and scale of hotels in Macau are different from Hengqin,” said Yu Guozhong, Vice Chairman of the Macau Hoteliers and Innkeepers Association. He also mentioned that the policy of joint development of Macau and Hengqin is inevitable.

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According to figures from Macau's Statistics and Census Service, the two hotel types enjoying the highest occupancy rates from January to June this year were five-star hotels and two-star hotels, at 82.8% and 88.5% respectively. However, in Hengqin the most popular accommodation type is homestays (owner-occupied guesthouse), with an average occupancy rate of over 80% in 2023.

"The close distance between Zhuhai and Macau does not have

a significant impact on Macau's hotel industry," Yu explained. "Macau's hotel industry has its unique characteristics which is why visitors to Macau mainly choose local hotels."

Yu also believes that Macau's hotel industry still has room for growth and development.

"Although the hotel occupancy rate has reached nearly 90%, it has not yet reached 2019 levels, and prices have also declined," he said.

"Macau has more hotel rooms compared to 2019 and that's why

「珠海與澳門的距離都近，但同樣都對澳門酒店業界沒有太大影響」，他續指，「澳門酒店業有自己的獨特性，旅客到訪澳門的首選都會以本地酒店為主。」

俞國忠亦認為，澳門酒店業依然有一定吸引力及發展空間。

「對比2019年來看，雖然酒店入住率去到差不多九成，但依然未達到2019年的水平，而且價格目前有所回落。」

「現在與2019年比較，澳門擁有更多酒店房間，這也是澳門酒店業界仍有一定發展空間的原因。」

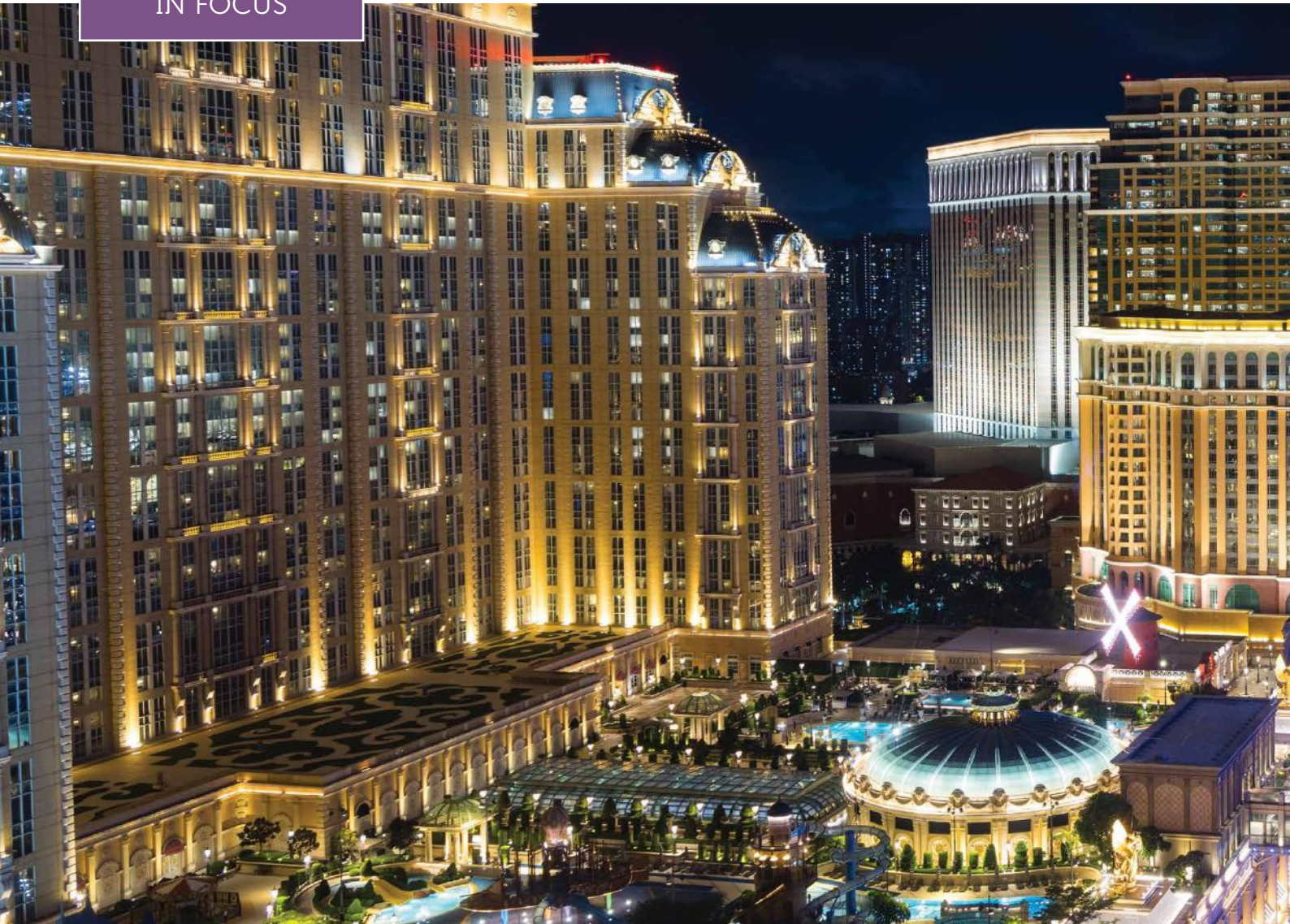
今年5月6日，國家移民管理局宣佈，中國內地旅行團可以在七天內多次往返澳門與橫琴。這政策推出後，意味





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Wynn 永利



Macau's hotel industry still has its development space."

On 6 May, the National Immigration Administration announced that mainland tour groups would be allowed to travel between Macau and Hengqin multiple times within a seven-day period. This new policy means that mainland tour groups will be able to stay in Hengqin conveniently while visiting Macau.

According to Yu, this will also boost the development of the retail industry in Macau.

"This greatly enhances the convenience of visitors entering and exiting Macau and promotes the retail industry. So far it does not appear to have hurt Macau's hotel industry," he said,

Lawrence Ho, the Chairman and CEO of Macau concessionaire Melco Resorts & Entertainment, also noted, "Hotel rooms in Hengqin are cheaper than in Macau, and if (mainland tourists) can travel between Macau and Hengqin multiple times, it will be better for the long-term development of both places."

着一些內地旅行團在遊覽澳門同時，可以更方便將住宿定在橫琴。

俞國忠認為，「這加強了旅客出入澳門的便利性，同時促進零售業，而目前看來對澳門酒店業沒有負面影響。」

新濠博亞娛樂主席兼行政總裁何猷龍亦曾指出，「而橫琴的酒店房間比澳門便宜，如果（內地旅客）透過橫琴來往澳門可以多次往返，對澳門與橫琴長遠來說發展更好。」

「澳門很多都是五星級酒店，而橫琴是更多三星或四星」，何猷龍認為，橫琴可以提供更多的機會，讓更多不同類型的客人找到合適的住宿。

澳門旅遊業議會會長胡景光指出，自從澳門與橫琴新的出入境政策生效



— “ —

今年5月6日，國家移民管理局宣佈，中國內地旅行團可以在七天內多次 往返澳門與橫琴。

On 6 May, the National Immigration Administration announced that mainland tour groups would be allowed to travel between Macau and Hengqin multiple times within a seven-day period.

— ” —

後，來往兩地的旅行團加強了不少。

「5月份開始，內地增加了很多相應有資格的旅行社，暑假多了很多旅客橫琴澳門兩地走。」

「橫琴釋放了一部份資源，這補充了澳門的不足（房間供應及旅遊資源）。」

「在旅遊業角度，澳門與橫琴不是競爭，是互補關係。如果是存在競爭的話，毗鄰澳門的珠海市又是否競爭？」 iag

“Macau has many five-star hotels, while Hengqin has more three-star or four-star hotels,” he added, suggesting they should provide greater opportunities for a wider variety of guests to find appropriate accommodation.

Wu Keng Kuong, President of the Travel Industry Council of Macau, pointed out that since the new policy surrounding travel between Macau and Hengqin came into effect, the number of tour groups traveling between the two places has increased substantially.

“Starting in May, many qualified travel agencies in the mainland reported increases and more tourists like to travel to both Hengqin and Macau during the summer holiday.

“Hengqin has released some resources to supplement the shortcomings of Macau (in terms of room supply and tourism resources).

“From a tourism industry perspective, Macau and Hengqin are not competitors but complementary. If they were competitors, would Zhuhai, which is adjacent to Macau, also be a competitor?” iag





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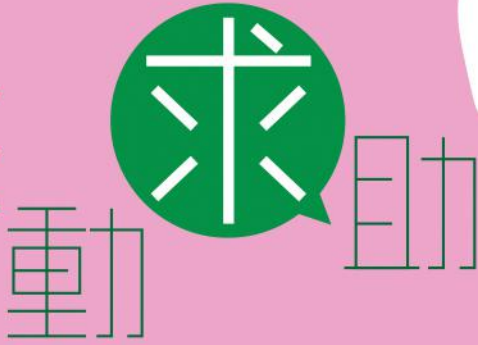
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EYE CATCHING

1xBet's most popular casino games and slots in Asia

1xBet provides a glimpse into some of the most popular casino games and slots on its platforms across Asia.





FEATURES

For global betting company 1xBet, Asia is a key market for several reasons. Firstly, it is the largest region in terms of population and density, home to about 5 billion people, or 60% of the world's total. Secondly, Asia's gambling entertainment history spans thousands of years, with many popular games originating here. Thirdly, locals actively use gadgets and are highly engaged in gambling.

This is why 1xBet pays special attention to the Asian market and actively promotes its sports betting platform and the most popular gambling

games on the continent. As a result, the 1xBet audience in Asia is expanding year by year and accounts for a significant percentage of the 3 million players who visit the platform monthly.

The region's professional community appreciates 1xBet achievements and regularly nominates the betting company for prestigious industry awards. This year alone, the brand received the Digital Sports Betting Operator of the Year 2024 statuettes at the Global Gaming Awards Asia-Pacific and the Best Mobile Casino 2024 at the SiGMA Eurasia Awards 2024.

And 1xPartners deservedly became the Affiliate Company of the Year 2024, according to the International Gaming Awards 2024. Currently, the 1xBet affiliate program unites more than 100,000 affiliates worldwide, earning up to 50% of commissions from the referred players' bets. The undeniable advantages of the 1xBet platform help to convert up to 65% of new players into active customers who make their first deposit. Most newcomers from Asia bet on online gambling, and today we'll explore the most popular gambling entertainment in this region.



— “ —

1xBet的亞洲受眾逐年攀升，並且在每月到訪該公司平台的300萬玩家中，佔了很高的百分比。

The 1xBet audience in Asia is expanding year by year and accounts for a significant percentage of the 3 million players who visit the platform monthly.

— ” —

為

環球投注公司1xBet而言，亞洲作為其一個主要市場，實在不無道理。首先，亞洲人口高達50億，佔世界總人口六成，是地球上人口最多和密度最高的區域。第二，亞洲擁有過千年的博彩娛樂史，多個受歡迎的博彩遊戲均源於此。第三，當地人的手提產品使用度非常活躍，並且對於博彩有很高的投入度。

以上種種原因，驅使1xBet特別關注亞洲市場，並且積極地在該大陸推廣其體育投注平台以及最受歡迎的博彩遊戲。因此，1xBet的亞洲受眾逐年攀升，並且在每月到訪該公司平台的300萬玩家中，佔了很高的百分比。

該地區的專業社群也非常欣賞1xBet

的成就，並且經常提名該公司參與業內各種備受尊崇的頒獎禮。單單是今年，該品牌就在Global Gaming Awards Asia-Pacific取得2024年「最傑出電子體育投注營運商」的名銜，以及在SiGMA Eurasia Awards 2024中獲頒「2024最佳移動賭場」獎。

另外，1xPartners也眾望所歸地成為International Gaming Awards 2024的「2024最傑出聯營公司」。現時，該1xBet聯營計劃聯合了世界各地總共10萬個聯營個體，從經轉介玩家的投注中，賺得近五成的佣金。1xBet平台那無可否認的優勢，幫助把高達65%的新玩家轉變成為會進行首次存款的活躍客戶。大部份從亞洲來的新玩家，都會在網上博彩遊戲中進行投注，而我們今天就會探討在該地區最受歡迎的博彩娛樂遊戲。

首五位1XGAMES類別博彩遊戲 TOP 5 CASINO GAMES OF THE 1XGAMES SECTION

The 1xGames section contains thousands of gambling games from the most famous providers for every taste. The player will find here the most popular slots, lotteries, ladders, card and gambling games of other genres with exciting gameplay and big wins.

在1xGames類別中，有幾千種來自最受歡迎的供應商的博彩遊戲，適合不同口味。玩家們可以在這類別中，找到最受歡迎的角色子機、彩票、爬梯、卡牌及其他種類的博彩遊戲，均能為玩家帶來刺激的遊戲體驗和巨額獎金

UNDER AND OVER 7

This simple game with minimalist gameplay simulates dice, one of the oldest gambling games in human history. At the beginning of a round, the player chooses one of three outcomes: "Under 7", "Over 7" or "Exactly 7". Next, the player places a bet and watches the roll of a pair of dice. It is easier to guess the first two outcomes, so the winnings are 2.3x the bet amount. However, the lucky seven is much rarer and harder to guess, with significantly higher winnings at 5.8x the bet. Under and Over 7 attracts players with its simplicity and the possibility of quick winnings.

這個簡單的遊戲，只需要用到骰子，非常簡約，卻是人類歷史上其中一個最古老的博彩遊戲。在每一輪的開始，玩家可以從「少於7」、「大於7」和「等於7」三個結果中選擇一個並且下注，之後就可以觀看搖骰。由於首兩個選項都比較容易猜中，所以賠率均為2.3倍。可是，要猜中7這個幸運數字的机会就更加稀少和困難，因此，其賠率就顯著提高至5.8倍。Under and Over 7以其簡單的玩法和快速取得勝利的機會吸引玩家。

CRASH

At the start of each round, a plane takes off into the sky, with the winning odds increasing for every moment of the flight. The player's task is to claim his winnings before the inevitable explosion. If the player succeeds, he receives the bet amount multiplied by the current odds displayed on the screen when he exits the game. If the explosion occurs before the player claims the winnings, the bet is lost. In Crash, players can adopt a cautious tactic, taking winnings early with odds just above 1.0x, or an aggressive tactic, waiting for odds of 10x or higher.

在每局開始時，都會有一架飛機沖天而上，賠率亦會隨之上升。玩家的任務，就是在飛機爆炸前袋走彩金。如果玩家成功的話，他們將獲得下注金額乘以離開遊戲時在螢幕上顯示的賠率。一旦玩家未能在爆炸前取走彩金，就會失去注碼。在Crash中，玩家可以採取一個十分保守的策略，在賠率剛過1.0倍時就立即贏走彩金，也有一些人會十分進取，等待著賠率上升至10倍或以上。

CRYSTAL

Games with crystals are among the favorites for Asian players. The Crystal version from 1xBet features an updated interface: a real drama unfolds around the playing field with a mysterious thief attempting to rob the royal treasury. However, the player's main task in Crystal remains unchanged – to achieve a winning combination of five or more matching same-color crystals vertically and/or horizontally. A combination of five crystals pays a multiplier of 0.3x to 0.5x, and nine or more pays 8x to 10x. Any missing symbols for success can be replaced by the Wild symbol Coin. After paying out the winnings, the crystals disappear, and new ones take their place, potentially forming the next combination.

那些有水晶的遊戲，通常都會備受亞洲玩家歡迎。1xBet版本的Crystal擁有一個升級過的介面：一個精彩的故事，以一名神秘賊人在遊戲中嘗試搶奪皇家寶藏作開端。可是，玩家在Crystal的主要任務，依然是要在遊戲中成功取得5個或以上相同顏色水晶的直行或橫行組合。一個5粒水晶的組合將能把賠率加大至0.3到0.5倍，而九粒水晶或以上的組合，就更能把賠率推至8倍到10倍。每當組合中欠缺完成組合所需要的標誌時，就可以使用有百搭標誌的代幣。在彩金派出後，水晶就會消失，取而代之的就是新的水晶，蘊藏著連成各種組合的無限可能。

21

The player competes against the dealer, who distributes two cards at the start of the round. The goal is to accumulate the highest score without exceeding 21 points, with a pair of aces being an exception as they automatically count as 21 points. Players can draw as many cards as they wish, while the dealer must draw cards until reaching at least 17 points and must stop once the total is 17 or higher.

玩家們將與荷官對玩。荷官會在開局時發兩張牌，而遊戲的目標就是要在達到最高點數的同時，又不會超過21點。在遊戲中，一對Ace是一個特別組合，將會自動被當成21點。玩家可以得到無限數目的牌，而荷官在取得17點前，都會繼續要牌，並在達到17點或以上時停止。

APPLE OF FORTUNE

Apple of Fortune is a fairy-tale game featuring Snow White and her evil stepmother, who attempts to poison her stepdaughter. The game has 10 levels, each requiring the player to select the correct cell with a ripe apple and avoid the poisoned ones. In the earlier levels, there is only one poisoned apple, maximizing the chances of picking correctly. In the later levels, there is only one ripe apple, but the winning odds can reach up to 350x. The player can choose to stop and collect the winnings at any time, though the boldest players often go all the way to the end in hopes of maximizing the jackpot!

Apple of Fortune是一個童話遊戲，當中的角色包括白雪公主和她那打算毒死繼女的惡毒後母。遊戲總共有10關，每關都會要求玩家選取裝有熟蘋果的箱，同時避開那些裝著毒蘋果的箱。在早期的關卡裏，只會有一個箱裝著毒蘋果，令到揀選正確箱子的機會大大提升。但在後面的關卡中，只會有一個熟蘋果，可是，賠率就會上升至350倍。玩家可以隨時選擇停止，並且贏走彩金。不過，那些最勇敢的玩家，通常都會堅持到最後，向最終彩池進發。



首五位1XBET角子機 TOP 5 1XBET SLOTS

Slots are a recognized gambling classic that have been transferred from casino halls to online. At 1xBet, you will find many interesting options, ranging from minimalistic retro slots with a tiny playing field to ultra-modern 3D slots with impressive design. All slots share one common feature – the chance to enjoy the game and hit the jackpot.

作為博彩界的經典，角子機已經從賭場大廳轉移至網絡世界。在1xBet，你能夠找到很多有趣的選項，從只有一個小小玩樂範圍、最簡約的復古角子機，到設計風格令人驚歎的超現代3D角子機。但所有角子機都有一個相同元素—它們都可以讓玩家有機會享受玩樂過程及取得大獎積寶。

GATES OF OLYMPUS

The hit from Pragmatic Play lets players explore the world of ancient Greek mythology. This slot features six reels and five rows and stands out with cascading symbols and payouts anywhere on the screen. To win, you need to collect eight or more matching symbols or four or more Scatter symbols. Generous Zeus awards multipliers ranging from 2x to 500x, allowing players to win up to 5000x of their bet amount!

來自Pragmatic Play的大熱遊戲，讓玩家探索古希臘神話世界。這款角子機包含6條轉軸和5條橫軸，並且因為螢幕上到處出現的那些瀑布般傾流的標誌和派彩，在一眾角子機中鶴立雞群。想要贏得彩金，玩家就需要取得8個或以上相同的標誌，或者4個或以上 Scatter標誌。慷慨宙斯亦會向玩家派出兩倍至500倍不等的倍增獎賞，讓玩家可以贏取高達投注額5千倍的獎金。

DRAGON TIGER

The Dragon Tiger game board has five reels and four symbols, featuring playing card icons and golden figures. Winnings are awarded when two identical symbols align from left to right, regardless of lines. The Tiger is the highest-paying symbol, the Dragon acts as the Wild symbol, and the Dragon Tiger tablet serves as a bonus, multiplying the bet and triggering the Free Spins mode. Asian players favor this slot for its thematic relevance and the chance to win up to 18,000x the bet amount.

Dragon Tiger的遊戲版面，有5條轉軸和4種標誌，當中包括卡牌和黃金圖案。當兩個相同的標誌從左到右相連時，不論行數，都會派彩。遊戲中的老虎圖案是彩金最高的圖案，而龍就是代表百搭的圖案。另外，龍虎相搭時，就會有額外獎賞，按投注額加倍，並且觸發免費拉桿模式。這遊戲的主題，以及最高可達1萬8千倍的賠率，令到它廣受亞洲玩家歡迎。

7'S BACCARAT

In this slot, the player observes the Baccarat game and tries to predict the outcome. Correctly guessing a win for either the player or dealer doubles the bet, while a correct guess of a draw pays 8x of the bet. If you want to immerse yourself in the world of Baccarat and virtual casinos without playing directly, this slot is an excellent choice.

在這款角子機中，玩家可以觀看百家樂賭局，並且嘗試猜出最終結果。如果玩家能夠正確地猜出到底是庄贏還是閒贏的話，就能夠讓其投注額加倍；如果成功猜中和局時，更會收到投注額8倍的獎金。如果你希望全程投入百家樂和虛擬賭場的世界，但不想直接參與賭局的話，這款角子機將會是一個絕佳選擇。

ENERGY COINS: HOLD AND WIN

This classic slot with five reels and three symbols includes a range of bonuses and Hold and Win mechanics. Payouts happen on five lines when three matching symbols align. The Bonus, Energy Bonus and Wild symbols then come into play, as well as four types of jackpots at once – Mini, Manor, Major and Grand – which can bring up to 5000x the bet amount!

這款有5條轉軸和3種標誌的經典角子機，包括一系列的獎賞及Hold and Win機制。當3種標誌在5條橫軸上連成一線時，就會派彩。Bonus、Energy Bonus和百搭等標誌亦會出現在遊戲之中，同時還有Mini、Manor、Major及Grand等4種積寶，可帶來高達投注額5千倍的獎金。

AVIATOR

The mechanics of this game are similar to Crash. The player must guess when the plane will take off with his bet. To avoid losing, you need to collect your winnings in time. The longer the plane stays in the air, the higher the winning odds. A standout feature of the Aviator slot is the ability to place two bets on the same flight and collect winnings at different times, enhancing your chances of winning!

這遊戲的機制與Crash相似。玩家在投注時，需要猜到飛機起飛的時刻。如果想避免輸掉遊戲，玩家就要及時取走獎金。只要飛機在空中停留的時間越長，賠率就會越高。Aviator其中一個最矚目的特色，是它讓玩家在同一程機下注兩次，並且在不同時段取走彩金，增大玩家勝出的機會！

1XBET聯營計劃的優勢 1XBET AFFILIATE PROGRAM BENEFITS

Asia is one of the key markets for 1xBet for a reason. The variety of betting and gambling products on the platform impresses even the most demanding customers. Any customer will find a suitable option on the 1xBet platform, be it classic card games or innovative slot machines.

If you want to take advantage of the popularity of 1xBet in Asia and regularly receive solid commissions, leave an application to join the 1xPartners Affiliate Program. Active participation in the 1xBet Affiliate Program allows our partners to earn significant income by attracting new customers and increasing activity on the platform. Join the 1xPartners and see for yourself! [iag](#)

亞洲能成為1xBet的其中一個主要市場，實在不無道理。在該公司平台上各式各類的投注及博彩產品，就連最有要求的客戶，也會被它滿足。任何客戶都能夠在1xBet平台上，找到適合他們的選項，不論是經典卡牌遊戲還是新穎的角子機，都應有盡有。

如果你希望從1xBet在亞洲的高人氣中獲益，並且定期收取豐厚的佣金，可以申請加入1xPartners聯營計劃。積極地投入計劃的伙伴們，都能夠通過吸引新客戶及增加在平台上的活躍度來賺取高額收入。立即加入1xPartners，親身感受平台魅力！[iag](#)

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十年之前

2014「亞博匯50強」

為慶祝報道亞洲博彩及休閒產業滿18週年，《亞博匯》特籌劃此專欄，現在讓我們一起回顧10年之前的這篇封面故事《2014「亞博匯50強」》，重溫2014年9月的新聞！

文 本思齊

10 YEARS AGO

The 2014 Asian Gaming 50

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, "The Asian Gaming 50", to rediscover what was making the news in September 2014!

By **Ben Blaschke**

— “ —

在2014年的榜單上名列第一的，正是拉斯維加斯金沙集團創始人蕭登·艾德森。我們當時描述他的公司為「亞洲最卓越的賺錢機器」。

Topping the list in 2014 was none other than Las Vegas Sands founder Sheldon Adelson, whose company we described as being “Asia’s pre-eminent money-making machine.”

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It's fitting as we approach the 2024 Asian Gaming Power 50 Black Tie Gala Dinner at Solaire Resort North that we look back on who was holding the balance of power in the Asian gaming industry a decade ago.

The 2014 Power 50 was IAG's cover story in the September

2014 issue of our monthly print magazine, boasting many of those who still influence the industry today plus others who were certainly making their mark at the time.

Topping the list in 2014 was none other than Las Vegas Sands founder Sheldon Adelson, whose company we described

as being “Asia’s pre-eminent money-making machine.” By this stage, LVS was already well-entrenched in Macau and Singapore, while a move into Japan was also being touted amid Adelson’s famous claim that he would spend US\$10 billion “or whatever it takes” to develop an IR in what was

Our seventh annual ranking of the industry's most influential people

1 Sheldon Adelson

CHAIRMAN AND CEO
Las Vegas Sands Corp.

THE ASIAN GAMING 50



Back in February in a conference room at a plush hotel in Tokyo's upscale Roppongi district, a couple hundred dark-suited Japanese business types had turned out for a weeklong investment forum sponsored by CLSA. The ink was barely dry on a bill in the National Diet to legalize casinos in the world's third-largest economy and they were there to size up the opportunities.

Asia's US Big Three—Las Vegas Sands, Wynn Resorts, MGM Resorts International—were presenting.

And then it happened: the inevitable Adelson moment.

Addressing a media briefing on the forum's first day, the chairman and chief executive of Las Vegas Sands scored his headline. "We will spend whatever it takes," he said. "Would I put in \$10 billion? Yes."

The cab driver's son who at last glance occupied 14th place on the Forbes "World's Billionaires" list had stood the week's proceedings on their ear.

He wasn't finished either. "We could pay all cash," he said. "We don't have to, but we will borrow money in a typical mortgage-to-value ratio."

The point, he said, is that "We can spend \$10 billion without borrowing money," and he didn't forget to mention his competition, which happens to include just about every heavyweight casino corporation on the planet, adding with aplomb—"They can't."

"Whatever it takes"—it became the phrase that would dominate the news coverage of that conference for the rest of the week, and that of a simultaneous gathering at another Tokyo hotel of the Japan Academy of Integrated Resort and Gaming Studies.

As for the "\$10 billion," much of the latest analyses of Japan's potential suggest an investment of even half that isn't likely to return good to it. You have to think Sheldon Adelson is familiar with those numbers. But what he wanted his audience to know (and to believe, better yet) is that he's the man to beat in Japan.

Which is debatable, of course. He's got a brilliant lineup of rivals, A-list all the way, and what they'll also offer to win a license in a market that is conservatively forecast to be worth \$3 billion a year out of the gate in gaming alone (some say as high as \$15 billion) will be exciting, and as the banks will be eager to buy into such a promising market, capital isn't going to pose a major obstacle for any of them.

What cannot be disputed, though, what the Japanese will not fail to consider, is that Sheldon Adelson has created the greatest money-making machine the gaming industry has ever seen, bigger in terms of market capitalization than the rest of the US-listed industry combined, four times bigger than Crown Resorts. If you'd bought LVS in Singapore, five times bigger in US dollar terms than Genting at its recession-era bottom in the spring of 2009—when Mr Adelson

anted up \$1 billion from his own pocket to keep the bondholders at bay—as of this writing you'd have made back your money 46 times over. Last year, he walked away from his \$30 billion EuroVegas plan in Madrid and Wall Street didn't bat an eye.

LVS is also the Asian industry's pre-eminent money-making machine. The company generated US\$13.77 billion in revenue in 2013, and more than 86% of it was made in Macau and Singapore. This was accomplished principally by virtue of its dominance in Macau, the largest casino revenue market in the world—and we can quibble all we want over VIP share—it dominates. It dominates with more hotel rooms, more gaming floor space, more retail shops and restaurants and entertainment and MICE facilities than everybody else. In The Venetian Macao it operates the city's most recognized and most visited destination. Macau as it exists today is largely an outgrowth of the vision that went into its creation. Now all the others are pouring everything they've got into Cotai, the reclaimed swamp they once shunned, to try to replicate its success.

But it's about more than earnings statements. It's the hold Sheldon Adelson exerts on the Asian imagination in the form of The Venetian and in Singapore with Marina Bay Sands, icons that have set the standard against which anyone desiring to play in his game must measure up. His \$2.7 billion, 1,000-room Parisian Macao will feature a half-scale replica of the Eiffel Tower. The copy on the Las Vegas Strip will pale in comparison. And the vision continues to range far and wide. He still likes the prospects in some of Europe's capitals. Vietnam appeals to him as well, he's visited the country, and if the government rescinds its longstanding ban on domestic play, a prospect that's looking increasingly likely. Seoul beckons, too, if a locals market there were similarly allowed.

In his home country he particularly likes Miami. He's been battling the Disney empire in Florida for three years over it and he's not giving up. The US internet gambling lobby took heart earlier this year when reports surfaced that at 80 he might consider retiring. They've been reeling from the multimillion-dollar lobbying and public relations

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著2024「亞博匯50強」正裝晚宴日益臨近，讓我們先一起回顧十年前在亞洲博彩業中叱吒風雲的人物吧。

2014年的「亞博匯50強」是《亞博匯》2014年9月刊的封面故事，當中囊括了許多至今仍影響行業的人士，以及那些當時確實是在行業嶄露頭角的人物。

在2014年的榜單上名列第一的，正是拉斯維加斯金沙集團創始人蕭登·艾德森。我們當時描述他的公司為「亞洲最卓越的賺錢機器」。彼時，金沙集團已經在澳門和新加坡穩穩扎根，而進軍日本市場的計劃也正在醞釀中。當時艾德森曾宣稱，將斥資100億美元「或任何必要資金」在那個當時還是個極具潛力的新興市場開發一個綜合度假村。這一機會最終煙消雲散，但就在艾德森於2021年去世時，金沙集團仍穩居強者王位。

at that stage still an extremely exciting emerging market. That opportunity eventually waned but LVS remains as strong as ever even with the passing of Adelson in 2021.

Galaxy Entertainment Group's Francis Lui, who has dominated top spot in recent years, was No 2 in 2014, ahead of Genting Group's

Lim Kok Thay and Melco's Lawrence Ho – who also continue to rank highly each year – and the now long-departed Steve Wynn at No 5.

The rest of the 2014 Top 10 makes for interesting reading given that none of them are on the list at all these days: SJM's Ambrose So has retired,



Suncity's Alvin Chau is in prison, Crown's James Packer was forced to sell off his interests, while then-Sands China President and CEO Ed Tracy and MGM Resorts Chairman and CEO Jim Murren have both moved onto greener pastures.

Some notables on the list were Bloomberry Resorts Chairman and CEO Enrique K Razon Jr at No 22 – a man who has since moved into the Top 10 on the growth of his Solaire brand in the Philippines – and Stephen Hung at No 41. Some may recall that Hung was the man behind Macau's great white elephant, THE 13, which at that time perhaps looked a much greater prospect given

銀河娛樂集團副主席呂耀東
Galaxy Entertainment Group
Vice Chairman Francis Lui

近年來長居榜首位置的銀河娛樂集團的呂耀東，在2014年位居第二。緊隨其後是雲頂集團的林國泰和新濠的何猷龍——這些人也每年都高居榜單前列。而當年的第五名則是後來聲名狼藉的史蒂芬·永利。

2014年榜單前十的其餘人物如今都已不在榜單上：澳博的蘇樹輝已經退休，太陽城集團的周焯華身陷囹圄，皇冠度假集團的James Packer被迫出售了他的股份，而當時的金沙中國總裁兼行政總裁Ed Tracy和時任美高梅國際酒店集團的主席及行政總裁Jim Murren都另就高職。

榜單上的一些值得注意的人物，還包括當時位居第22位的Bloomberry

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— “ —

近年來長居榜首位置的銀河娛樂集團的呂耀東，
在2014年位居第二。

Galaxy Entertainment Group's Francis Lui,
who has dominated top spot in recent years,
was No 2 in 2014.

— ” —

the then-dominance of Macau's VIP industry. Of course, VIP has since fallen off a cliff while THE 13 – which recently reopened for the first time since pre-COVID – has lurched from one disaster to another, having never been granted the 66 gaming tables it had touted.

As we near the unveiling of this year's Asian Gaming Power 50, one can only wonder how the 2024 alumni will be viewed in a decade's time. iag

Resorts主席兼行政總裁Enrique K Razon Jr——他憑藉在菲律賓晨麗品牌的增長，如今已晉升至榜單前十之列；以及位居第41位的洪永時。許多人或許還記得，洪永時是澳門「大白象」項目十三酒店的幕後推手，當時看來這個項目可能因澳門貴賓博彩行業的主導地位而更具潛力。然而貴賓業務已深陷低谷，而疫情後重新開放的十三酒店卻接連遭遇災難，從未獲得其曾承諾的賭場牌照。

隨著今年亞洲博彩業權力50強榜單即將揭曉，不禁讓人多想，這個榜單的成員十年後將如何被看待。iag

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菲律賓馬尼拉

9 September 2024
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2024年9月10日
菲律賓馬尼拉

10 September 2024
Manila, Philippines



2024年9月10日至11日
菲律賓馬尼拉

10-11 September 2024
Manila, Philippines





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7-10 October 2024
Las Vegas, USA

POWER 50 iag

2024年11月8日
菲律賓馬尼拉

8 November 2024
Manila, Philippines

ICE

2025年1月20日至22日
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