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Editor's letter

CE, ICE, baby. Still my favourite of the international exhibitions, though I am looking forward to a change of venue, if only because I have yet to find a hotel that's even halfway decent around Earls Court. Last year, my hotel did not have an iron. It had an ironing board, but no iron. And when I asked, they refused to go and buy one. Hopefully this year will be different; they'll probably have an iron but no bed or something equally exciting.

I am looking forward to this year's trip to London, partly because I will be taking a look at the nearly-finished Hippodrome project and will be bringing you a report on that in the March issue. Until then, content yourselves with another quality issue of Casino International, and I will hopefully see you at Earls Court. Until then...



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Asia has biggest gambling firms

Casino operators from the Far East show their strength in a top-50 list

Asian companies dominate the latest list of the top 50 gaming firms by market capitalisation, produced by Global Betting and Gaming Consultants (GBGC).

The list, updated at the beginning of January, sees seven Asian companies in the top ten. Although Las Vegas Sands of the U.S. is the world's biggest gaming firm by market cap, the second, third and fourth places are all taken by Asian companies – Sands China, Wynn Macau, and Genting Singapore respectively.

SJM Holdings and Galaxy Entertainment, both of Macau, take the sixth and seventh spots respectively, while Genting Malaysia is eighth and MGM China Holdings is tenth.

Apart from Las Vegas Sands, the only non-Asian firms in the top ten are Wynn Resorts, at number five, and International Game Technology (IGT), the sole supplier, in ninth place.

Said Lorien Pilling, GBGC's Research Director: "The inclusion of so many Asian-based firms in the GBGC 50 Index simply reflects the fact that Asia has become the largest gambling region in the world, overtaking Europe and North America. Macau will post another set of record gaming revenues for 2011, while the integrated resorts in Singapore have both been successful in their first full calendar year of operations."

GCGC predicts that by 2015, Asia's casinos will account for 48 percent of the global market, thanks to continuing growth in Macau and Singapore as well as new operations

in the Philippines and Vietnam. The possible development of casino resorts in Japan could also help push up Asia's market share.

A recent forecast by PricewaterhouseCoopers broadly concurred with GBGC's outlook, although it suggested that Asia would have a slightly lower market share of 43 percent in 2015, up from about 30 percent today.

Asia Pacific is predicted by PwC to overtake the

US as the world's biggest casino market in 2013, powered particularly by Macau but also by Singapore, the Philippines and, in the future, possibly Japan.

And Asia's casino companies are not just big, they are also among the best at delivering value to shareholders, the GBGC research suggests. Galaxy Entertainment's share price rose by 53 per cent over the last year, while stock in two other Macau operators, Kingston Financial and Melco Crown, rose 51 and 45 per cent respectively.

New dice game on a roll in Britain

Qilin gets a thumbs-up from punters and management at Grosvenor sites

Most innovation in casino gameplay is, let's face it, little more than minor tweaking of established favourites: whichever variant you opt for, all Blackjack is fundamentally the same product, for example.

But occasionally an all-new game does come along. And one such, Qilin, is receiving positive reviews from trials at two sites of Rank Group's Grosvenor Casinos chain in the UK.

Named after a Chinese dragon, Qilin is a simple game with three dice in a tumbler unit.

Players see the dice begin to tumble; the unit is then covered until all bets have been laid, at which point the result is shown.

Said Paul Brady, General Manager at Grosvenor's Portsmouth Gun Wharf venue: "Qilin is very easy to play and deal, and we've had a game every night."

His opposite number at G Casino Thanet, Peter Donnelly, reported: "Interest has been strong, especially with new players and the Poker fraternity. We've also had a number of players say that it's good to see a dice game back on the gaming floor."

"We are constantly seeking to keep the mix of gaming in our outlets fresh and interesting for customers. Qilin made a strong impact the first time we saw it and we are happy with the results so far in the two clubs. The future of the game in Grosvenor Casinos will be decided when the trial finishes," confirmed Kevin Graham, the operator's Head of Table Gaming.

Whichever variant you opt for, all Blackjack is fundamentally the same product. But Qilin is all-new

What's its secret? At ICS-Europe, which holds the rights to the game, British agent Paul Sculpher said: "Qilin ticks the most important box critical for any new game – the basics can be explained in 20 seconds to a new player, giving them enough information to play the simplest bets. Qilin is a game which can be enjoyed by new weekend players and by the more seasoned gamers."

And the company's Managing Director Marco Guldenaar opined that the visual presentation of Qilin is an important factor too.

"One of the Grosvenor dealers in Portsmouth commented during training that she was confident that the game would attract attention purely due to the 'flashing lights and bright colours'," he said.

"I'm a great believer that simple elements of a game's appeal should not be underestimated".

IN BRIEF

EASTERN PROMISE Japan may allow slot machines and table games in resorts and hotels. The move to ease tight controls on gambling is seen as a reaction to the success of nearby Singapore and Macau in attracting gamers. A study by Osaka University has predicted that a Japanese land-based gaming sector could be worth up to \$44bn.

IN CONTROL Revenue from gambling tax in Peru will increase to \$112m this year and to \$150m next year following the introduction of a new system, SUCTR, connecting all slots to a data centre for monitoring by regulators and tax authorities. There are believed to be more than 70,000 slots in Peru, in around a dozen casinos and 700 slot halls.

JUST THE TICKET Eurocoin is now exclusive distributor outside the US for Slot-Tickets Worldwide's Pull2Win tabbed ticket.

TRIBAL DEBUT As we went to press the Navajo Nation's Northern Edge casino near Farmington, New Mexico, was set to open with 750 slots, ten table games and six poker tables.

SPANISH BONANZA Most major online operators are likely to apply for licences to offer their services in Spain, according to a new study from MECN. Said Martin Oelbermann, Director of MECN and co-author of the study: "Many operators lost a significant amount of money in the liberalised French market – therefore, operators became more sceptical. But the Spanish model seems to convince them."

EMPIRE BUILDING The developer of the Horseshoe, the first casino in Cleveland, Ohio, is to acquire the city's Ritz-Carlton hotel and an office building, both adjacent to the casino site.

MORE MEMBERS Four new members have joined the Association of Gaming Equipment Manufacturers (AGEM). They are Carmanah Signs of Canada; DiTronics Financial Services of Las Vegas; international law firm Greenberg Traurig; and Taiwan's Portwell.

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Earthquake shakes Japan gaming industry

March 2011 saw a devastating earthquake ravage Japan, shocking the world and leaving thousands missing, homeless – or dead. In the midst of a massive reconstruction effort, is now the time for the country to introduce casinos? **Innovate Gaming** asks the question

The earthquake that struck Japan last March caused devastation to the country and left hundreds dead or missing. The magnitude of re-construction ahead may prompt the government to introduce casinos, something LV Sands Chairman Sheldon Adelson has been pushing for years.

Certain forms of gambling are permitted in the country including the lottery, horse and boat racing, motorsports and the Japanese game pachinko, a pinball-like video slot. Casinos remain illegal in the country but the Japanese government is making serious strides toward lifting the ban.

No official documentation has yet been filed, but insiders believe that a casino bill could be formally introduced early this year. A cross-party group of 150 lawmakers plan to draft a bill that would permit integrated casino resorts with electronic slot and table games, entertainment and convention facilities.

Potential development sites have already been discussed with a primary focus on Tokyo, Osaka and Sendai, one of the cities most affected by the earthquake.

Governor of Tokyo Shintaro Ishihara has been pushing to legalize casinos for quite a while, claiming that an industry would provide a much-needed source of government revenue, amidst a 19 trillion yen earthquake relief bill.

A move is being strongly backed by influential politicians, including four former prime ministers and the mayor of Osaka. Issei Koga, an MP from the governing Democratic Party of Japan said casino gambling would be an “enormously strong engine” to boost international tourism.

Arguments the Governor faces in his legislative battle are that the Japanese would be too prone to addiction and casinos would create new breeding grounds for the Yakuza, Japan’s answer to the mafia. The illicit underworld controls a vast number of casinos operating illegally throughout the country and senior police officials are expressing concerns over increased crime.

However Japan needs to find an economic lifeline and quick. Asia is booming in the gaming industry,



with the success of Macau and more recently Singapore prompting other countries to adopt integrated Las-Vegas style casinos. In the Philippines, government-run PAGCOR operate 13 large casinos and South Korea is making a legislative push to allow the development of integrated casino resorts.

Sheldon Adelson has seen LV Sands casino operations in Asia considerably outperform the company’s more established Las Vegas casinos. Recognising cultural ties to gambling throughout Asia, the casino magnate has been trying to unblock the casino ban in Japan for the past few years. “We’ve been lobbying there for years,” Adelson said.

There are approximately 12,500 privately-operated pachinko parlors in Japan, which circumvent anti-gambling laws by issuing players with vouchers that are exchanged for cash outside the premises. Pachislot, a simple reel-based slot game, is also popular in Japan and works by awarding prizes or vouchers.

Pachinko is the primary form of entertainment in the nation and attracts up to 20 percent of the 128 million-strong population. The government has estimated annual revenues of the Pachinko and Pachislot industry is worth close to 29 trillion Yen. That’s us\$300 billion and almost double the total revenues expected from international casino gambling in 2015, as estimated by PricewaterhouseCoopers. A sure indicator that casino gaming will explode in the country.

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Stateside

Sharon Harris reports back from the US...

Some explosive Internet gaming news has started 2012 off with what could be a huge boost for the future of American gaming as it is brought into the 21st century.

For years, powerful suburban Boston Democrat Congressman Barney Frank has supported legalized Internet gaming. He has repeatedly proposed federal legislation that would overturn the US Wire Act of 1961. The outdated law bans betting on telecommunications across state lines or internationally. The Wire Act reflects a different time, when the idea of communications technology like cell phones and personal computers was something out of science fiction.

Frank has long argued that the federal government has no place in the online gaming discussion. He has called it insulting that adults of legal age are unable to determine their own responsible recreational activities.

Frank once proclaimed, "This is allowing adult Americans to spend their own money as they wish on a form of recreation that they enjoy. I cannot understand why it's the role of the federal government to prohibit them from doing so... The great mass of human activity is not the government's business."

Though he has never prevailed, the Internet gaming movement has always viewed Frank as friendly to gaming. Frank's recent announcement to retire after 32 years in Congress was met with surprise and industry concern.

Frank's critics claim he timed his "coincidental" retirement to his realization that his district could be competitive for the first time in years; they believe he would be forced to campaign hard. Despite an often unfavorable public persona, Frank has always triumphed.

As one of the House's most powerful congressman, Frank has had his share of controversy. His policies, personal life activities and openly hostile, impatient style towards opponents, even if they were his own constituents, have turned off plenty of people.

To say Frank is quick with an insulting comment is an understatement. It is as if he enjoys the role of a grouch. For those of us with business backgrounds who have groveled to our share of customers, it is often hard to take. If Frank owned a business, his brusque approach would probably impact its success, but we all know government functions differently.

No need to worry, as Frank may ultimately become irrelevant to the cause. In late December 2011, the Obama Administration's Department of Justice (DOJ) eliminated some obstacles to states legalizing Internet poker and certain other online betting. This should potentially generate billions in tax revenues via online

lotteries, and could set the stage for online gaming.

The decision followed requests from both New York and Illinois to determine if they could legally sell lottery tickets across state lines via the Internet. The DOJ ruled that the Wire Act only applies to sports-related gambling. This is huge news for the potentially lucrative state-sanctioned online gaming industry.

In the future, it could pave the path for agreements between gaming states or permit international alliances.

However, it is still too "dicey" to take chances without specifics. The American Gaming Association's (AGA) official position has long lobbied for decisive federal language that "prevents fraud and money laundering, keeps minors from gambling, addresses problem gambling and ensures players aren't being cheated".

The AGA perspective insists that the "only way to protect US consumers and effectively prevent foreign companies from continuing to break US law is to legalize online poker in this country and establish strong federal guidelines that must be followed by those states that license and regulate online poker. Such action would preserve the right of states to allow or disallow online companies to offer online poker to their residents and, at the same time, ensure a consistent national regulatory and legal framework".

Little of it will dramatically improve the US economy any time soon. For this year, these programs will probably get little traction because of the November Presidential and Congressional elections.

After all, no one in Congress has the time to address "minor" issues like this one since all 435 representatives and one-third of the 100 senators will be in campaign mode. The presidential election will also distract since election analysts project almost \$3 billion will be spent on that race. Expect another year to go by without anything substantial in place.

However, just because Washington will drag its feet doesn't mean that the states should not prepare. The window of opportunity down the road may be small.

In the mid-1990s, New Jersey missed the boat for sports betting by not having all of their plans in place. The current crop of New Jersey politicians is trying to make up for lost time, evidenced by loads of voting and legislation that I will review next month.

Poker remains the number one priority. States like Nevada, New York and New Jersey are already gearing up for greater clarification. Leadership always matters, so I am happy that Governor Brian Sandoval of Nevada, Governor Andrew Cuomo of New York and New Jersey's Governor Chris Christie are proving they clearly understand the importance of gaming in all its forms, both traditional and new.

Frank once proclaimed, "This is allowing adult Americans to spend their own money as they wish on a form of recreation that they enjoy."

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“Interesting times...”

Former UK Shadow Gambling Minister **Nick Hawkins** sorts the wheat from the chaff in his bi-monthly column...

We are all familiar, I'm sure, with the Chinese curse “may you live in interesting times”, a saying I have always put in the same category as that in Yes Minister/Yes Prime Minister when Sir Humphrey Appleby says, in order to condemn a plan the Minister has, utterly, “very courageous, Minister”.

However, in the real rather than ironic sense, the times, since I wrote my last column for CI, have become very interesting indeed – not in a good way – and with the predictions now being for up to seven years of austerity in the UK, and economies all across Europe in severe difficulties, Ministers actually do have to be genuinely courageous in order to bring about growth. In particular, they need to identify sectors which have a real potential to grow further even in tough times, and back those sectors to create jobs and produce the economic growth the country so desperately needs – and one of those is clearly gambling, sport and leisure. Part of this is to identify threats to those sectors (which might be being created quietly by their own civil servants) and remind those same civil servants that the present Coalition Government has a declared mandate to deregulate, not to create more bureaucracy and stifle growth.

Unfortunately, as I know from my own years in Government and Opposition, Ministers have such incredibly crowded diaries and so many commitments that they cannot possibly follow all the minutiae of every proposal. Also, because of the compartmentalisation of Government, if the Minister for Gambling (the excellent John Penrose, a real deregulator by instinct and in practice) doesn't have control over legislation which may have a major impact, because the proposals are tax changes and therefore being put forward by the almost all-powerful HM Treasury, the problem is far worse.

When this happens it is incumbent on our industry to rally together (which it has not been good at, historically) to bring real influence to bear on every part of Government, to stop it. There's a very good example of this going on right now. Fortunately, industry trade associations such as the RGA, NCIF and BISL are very well-led, by people wise in the ways of Westminster and Whitehall, and efforts will be made by them.

However, individual companies must do their bit too; whenever there's an opportunity to talk to a Treasury Minister, please ask “are you aware of the damage the latest proposals will do to a sector which could otherwise help you bring the economy back on course?”

The particular issue I'm referring to – there are

many others – involves “skill machines” (the kind of fun quiz machines playing pub quiz or Battleships or the like, which you're quite likely to find groups of students or other late teens/early 20's challenging each other on the questions, grouped around a machine, in any given pub).

As everyone will have seen as they drive around the UK, pubs in sadly increasing numbers are boarded up, blighting so many high streets, livelihoods of pub landlords destroyed by the smoking ban – (completely unnecessary as there was a perfectly sensible compromise in the previous law where pubs could have one smoking bar and one non-smoking one) – and remaining pubs need all the footfall they can get, just to stay in business. So, anything which damages that footfall could be fatal.

The quiz-type skill machines were quite deliberately left out of the ambit of the Gambling Act 2005, for the precise and very good reason that they are not gambling machines, they are for fun.

However, that hasn't stopped the HMRC and the Treasury from now putting forward their current proposals which will, for the first time, seek to bring such skill quiz games machines within the ambit of tax – despite much lobbying to try to explain the importance of not doing this, to the relevant civil servants. If this goes through, because it is only possible to have a limited number of machines in a pub, and true gambling machines earn more money, pub companies won't be able to afford to have skill quiz game machines at all (this tax would make them uneconomic) and there will be a resultant further drop in footfall in pubs, and yet more will close. Also, the designing of skill quiz machines is a UK success story; there are companies which specialise just in this; if this tax goes through it will mean companies closing and jobs being lost. I despair of the inability of HMRC officials and Treasury civil servants to understand the harm they are doing in a misguided effort to seek to raise amounts of tax (tiny in the great scheme of things) on something which was never intended to be taxed.

So, why should this matter “a hill of beans” to CI readers when it is all about pub machines? It's because an attack on one part of the gambling industry is an attack on us all. The casino sector may be next to receive more unjust impositions.

I urge CI readers of this column to get stuck in on this issue, if they get the chance to talk to anyone in Government – especially Treasury Ministers or John Penrose.



Nick Hawkins is a Barrister specialising in Gambling and Leisure law. Nick is now Consultant Head of Legislation, Sport and Gambling Law, Spring Law Solicitors, Chandos Place, Covent Garden, London WC2N 4HG

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2012 - the year ahead

CI's drinks expert **Marcin Miller** looks ahead to 2012 and finds it is by no means doom and gloom... Well, not all of it.

British newspapers continue to assail readers with stories of doom and despair; if we believe what the press writes, we are all going to hell in a handcart any day soon. Surely, however, there are grounds for optimism for those of us involved in drink. Why? Some brands are showing remarkable growth and people are still going out. As long as you can get the offering right for your clientele, there is no reason to suggest you won't thrive. Increasingly, this means raising ones game; cocktails are key but only when presented with innovation, story-telling and a little theatre.

As the gulf between richer and poorer grows larger, so the big drinks brands continue their march for global domination. Concurrently, in their wake plenty of opportunities are created for small, niche producers to operate profitably. This can be seen in the micro-distilling boom in the USA and Europe. So, as 2012 gets into gear, let's see what is happening in the key spirits categories.

Vodka

Reports of the death of vodka have been grossly exaggerated. It is a category that never ceases to amaze. In 2009 it was widely assumed that everyone – from bartender to consumer – was royally fed up with vodka and would, commentators argued, turn to

Reports of the death of vodka have been grossly exaggerated. It is a category that never ceases to amaze.

gin as a more flavoursome white spirit option. While gin is certainly dynamic, it has yet to show the sort of growth that vodka continues to post. Vodka shows the characteristic adaptability and resilience associated with Poland, its undoubted country of origin; in 2010 brands such as Luksusowa and Zubrowka, as well as Russian Standard and many others, showed double digit growth largely due to the continued interest in cocktails. Expect more of the same in 2012.

Gin

Many articles have been written about the return of gin and the big brands are doing well. Their success allows for new, unusual, boutique gins – plus

top notch mixers – to pique the interest of bartenders and curious consumers who believe there is life beyond Gordon's & Schweppes. Capture the imagination of your customers by looking beyond the predictable.

Scotch Whisky

Scotch whisky maintains its dynamic growth; as suggested in my last column, blends are the future. The world has changed; it is no longer expected for a drinker of blended whisky to graduate to single malts. In new and emerging markets, loyalists are trading up from standard or premium blends to older, rarer, more expensive examples. As a result, the best performing categories in Scotch are ultra-premium and above.

Irish Whiskey

Irish whiskey has become, for the first time, a fully-fledged category. It remains dominated by Jameson (which has shown 16% growth year on year); Irish Distillers has demonstrated its commitment with substantial marketing support and new top quality launches from within the group. The excitement comes in the form of William Grant & Sons (owners of the world's best-selling single malt, Glenfiddich) buying Tullamore Dew. Hot on the heels of that acquisition, Beam bought the independent Irish distillery, Cooley. There are now four significant players in Irish whiskey so ignore it at your peril.

The next big thing?

The success of the big four in Cognac in 2010 is proof, were it required, that consumers may be drinking less but they are certainly drinking better.

So, what is the next big thing? For years this albatross has been hung around the neck of rum and tequila in alternate years. Rum remains well-placed as it has a foot in both camps, white and dark spirits. Bacardi continues to dominate and is closing in on its very impressive high-water mark of 20m case sales. Rum remains reliant on continued interest in cocktails but the emergence of more rum connoisseurs is a distinct possibility. Tequila is slowly starting to shed the slammer image as commentators show increasing interest in the premium side. Leading bartenders understand tequila and are happy to experiment in cocktails other than margaritas.

You see? Plenty of reasons to be cheerful.



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Latino America

Ricki Chavez Munoz reports on what's happening in South America

Como esta edición de Febrero siempre se produce para su publicación y distribución adelantada durante el Show de Londres, del 23 al 26 de enero, las noticias de este gran evento ICE 2012, viene en la edición de marzo. Y hablando de marzo, ya tenemos pocas semanas para prepararnos para el viaje a República Dominicana a la cuarta edición del Caribbean Gaming Show 2012.

Como de costumbre, estamos a la orden en Londres, que con suerte va a estar sin nieve y con buen clima, ya que en este 11 de enero cuando escribimos esta nota, parece que vivimos una primavera anticipada con sol bien calentito y cielo azul, por lo menos en esta parte de la Riviera Inglesa, de Bournemouth, sobre el Canal de la Mancha, donde el mar y el cielo parece que se unen en un blue de ensueño.

En el interior de la revista pueden ver una nota sobre las Conferencias Casino Compendium de FADJA 2012, los días 11 y 12 de abril, donde colaboraremos para llevar a la bella Colombia algo realmente especial con debates sobre interesantes puntos de los nuevos decretos gubernamentales y la formación del nuevo ente rector COLJUEGOS. De todos modos antes de esto, inos vemos en Santo Domingo para el CGS 2012!

Saludos,
Ricki.

Cámara de Comercio de Miami aprueba casinos

En una resolución adoptada el miércoles pasado, la Cámara de Comercio de Miami, se reunió en junta directiva para tratar el tema de los casinos en la ciudad norteamericana, conocida como la 'capital de Latinoamérica', con un contundente voto a favor de la construcción de casinos en el estado.

El voto mayoritario a favor de los casinos fue en una sesión a puerta cerrada, con la condición de aprobarse en un referendo

As this early February edition is produced for publication during the London Show – 23-26 January, we'll have new on ICE 2012 in our March edition. And thinking of March, this is the month when the first Latin American expo begins in Dominican Republic, the fourth edition of the Caribbean Gaming Show 2012.

As usual, we will be in London for ICE 2012, and able, ready and willing to be of service to our esteemed readers. And looks like we'll have no snow this time, as the weather seems kind these days, and on 11 January, when we pen this message, we seem to have an early Spring with warm sunshine and blue skies, at least in these here Bournemouth Côte d'Azur, and yonder on the English Channel, we can see that the sky melts into a welcoming dreamboat blue sea. Wish you were here!

Elsewhere in our magazine we are publishing an item on the Conferencias Casino Compendium at FADJA 2012 [see page 24], during 11-12 April, as we shall be contributing with this event to bring to lovely Colombia some special speakers to debate some of the controversial points in the new government regulations and the creation of gaming regulators COLJUEGOS. Anyhow, before all this, we shall make the journey to Santo Domingo for CGS 2012 on March 21-22. See you there!

Cheers,
Ricki.

Miami business votes for resort casinos

Last month, the Board of the Greater Miami Chamber of Commerce approved by a large majority endorsing state legislation to bring resort casinos to South Florida, especially Miami, known as the Capital City of Latin America. This support, however, insists that some of the gambling tax should be destined to local governments, and that casino operators should cover infrastructure costs.



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que “una parte de los impuestos recaudados se destinen a los gobiernos locales”. La Cámara, sin embargo, estableció que como parte de las condiciones se exigirán “fondos para mitigar el daño causado por las nuevas instalaciones”, incluyendo “costos de infraestructura y otros aspectos sociales”.

Pero todo no es fácil para los casinos, porque entre los grupos que se oponen estos en el estado sureño, son la Cámara de Comercio de Florida y la multi millonaria corporación Disney, además de conservacionistas, asociaciones religiosas y empresariales de Miami. Todos estos protagonistas son parte de sendos debates públicos en una ciudad que esta desesperada por la falta de recursos para cumplir con sus obligaciones financieras en medio de una crisis económica y alto desempleo.

La construcción de casinos en Miami tiene el respaldo de legisladores conservadores y uno de los grupos internacionales mas grandes de la industria del juego, Genting, que tiene un presupuesto de US \$ 3.800 millones para la construcción de un centro de ocio con casino en los terrenos que albergan a los periódicos The Miami Herald y El Nuevo Herald, por los cuales el grupo malayo pagó US \$235 millones.

El complejo de Genting crearía 100.000 empleos, y aportaría unos 600 millones de dólares anuales en impuestos al estado. El proyecto del mayor casino del mundo con 8.500 tragamonedas, decenas de mesas de juegos, 5.200 habitaciones de hotel, 1.000 apartamentos y 50 bares y restaurantes, además de centros comerciales, cinemas, teatros, centros de convenciones, y centro comunitario, entre muchos otros beneficios.

Perú recaudaría US \$112 millones en impuestos

El Ministerio de Comercio Exterior y Turismo (Mincetur), José Luis Silva, dijo que la recaudación de impuestos a los casinos y máquinas tragamonedas ascenderá a 300 millones de nuevos soles (US \$112 millones) en el 2012, como consecuencia de la modificación de la primera disposición final de la Ley N° 27796 de este sector, sobre la implementación del Sistema Unificado de Control en Tiempo Real (SUCTR).

El ministro Silva añadió que para el 2013 la recaudación del sector aumentaría a 400 millones (US \$150 millones), mientras que “para el presente año se llegará a 200 millones recaudados”. El SUCTR es un sistema de administración de juegos que continuamente monitoreará cada una de las máquinas tragamonedas en tiempo real, permitiendo la interconexión de las mismas a centrales informáticas del Mincetur y la Superintendencia Nacional de Administración Tributaria (Sunat), con el objetivo de facilitar las labores de fiscalización, control y cálculo del monto a pagar por concepto de impuestos.

En este sentido, todas las empresas que cuenten con autorización expresa otorgada por la Dirección General de Juegos de Casino y Máquinas Tragamonedas del Mincetur, para desarrollar la actividad de explotación de las máquinas, tendrán seis meses para poner en funcionamiento el SUCTR. El Mincetur tendrá a su cargo la obligación de implementar la infraestructura y equipos necesarios para recibir y procesar la información proveniente del SUCTR. La renovación del



Although the issue still divides residents, businessmen and politicians in Florida. Some see the gaming industry as bringing much needed employment and economic revival; others see unequal competition and social harm. Those in the construction industry naturally are in favour of the plan to bring three resort casinos to South Florida. The Miami Chamber, in adding its voice to those supporting destination gaming, is in opposition to the Florida Chamber of Commerce backed by Disney.

However, the Greater Miami Chamber of Commerce wants stricter regulations to be imposed on the gaming industry than those that would be provided under the present bill being considered by the State Legislature. It wants some casino taxes to go to local authorities and for racetracks and jai-alai frontons to pay the proposed 10% casino tax rate and not their present 35%. It also wants mandated county-wide voter approval for new casinos and local hiring of employees.

The construction of casinos in Miami has the backing of republican legislators and gaming groups, including Malayan giants, Genting, which has set aside US \$3.8 billion to build an integrated entertainment resort in the land they purchased from The Miami Herald in Key Biscaine, in South Miami for US \$235 million.

Genting's project would create 100,000 jobs and contribute some US \$600 million yearly to the State's coffers in gambling tax. Genting's casino would be the largest in the world with 8,500 slots and dozens of gambling tables, as well as 5,200 hotel rooms, 1,000 apartments and 50 bars and restaurants, convention centre, shopping mall and all the other sideshows that a major entertainment complex boasts.

Peru set to collect US \$112M in gambling tax

In a press conference, Foreign Trade and tourism Minister, Jose Luis Silva, said that gambling tax revenue for 2012 would hit US \$112 million, after changes to the regulations on real time online slots control, known by the local anagram SUCTR.

Silva said that for 2013, gambling tax would increase to US \$150 million. SUCTR is the new administration system that will connect slot machines to a data centre run and

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hardware y software se realizará cada tres años.

Por su parte, el costo de implementación e interconexión de las máquinas tragamonedas será asumido por el titular de la sala de juegos, mientras que el enlace tendrá una disponibilidad asegurada de servicio durante las 24 horas, los 365 días. A la fecha, existen casi 70,000 máquinas tragamonedas, 688 salas de juego y 12 casinos en Perú que operan formalmente a nivel nacional.

Cerró el Casino de Quito

El casino del Hotel Quito, en la capital de Ecuador, cerró tres meses antes de que termine el plazo para el cierre definitivo de las salas de juegos que funcionan en los hoteles cinco estrellas, como lo establece el decreto presidencial, después de la consulta popular que votó por la prohibición de los casinos y las salas de juego en el país sudamericano.

El casino operaba desde noviembre del 2005 en un predio de propiedad del instituto Ecuatoriano de Seguridad Social, y los trabajadores han solicitado inmediatamente a las autoridades que obligue a los propietarios del lugar a pagar las indemnizaciones.

Una de las empleadas del casino dijo: "Nos dieron la noticia que ya no va más el casino porque no viene gente. Algunos compañeros han estado entre el Ministerio del Trabajo y la Defensoría del Pueblo tratando de ver alguna alternativa que nos garantice a nosotros de que en realidad se nos va a pagar."

BMM recibió nueva licencia de MINCETUR en Perú

BMM Compliance ha alcanzado otro hito significativo, con la autorización oficial del Ministerio de Comercio Exterior y Turismo (MINCETUR) de Perú, para evaluar y emitir certificados de cumplimiento a sistemas de monitoreo de juego que cumplan con los requerimientos del Sistema Unificado de Control en Tiempo Real - SUCTR.



Joaquín González

MINCETUR tiene el objetivo de interconectar a los aproximadamente 70,000 dispositivos de juego, operando en las más de 650 salas de juego, con la entidad reguladora. Los clientes de BMM han estado esperando ansiosamente este reconocimiento para tener sus sistemas probados, certificados y homologados para otorgar sus servicios.

El Gerente General de BMM para Perú, Joaquín González, dice: "BMM está completamente comprometido al mercado peruano con su laboratorio de juegos calificado establecido en Lima. BMM ve su sede en el Perú como un eje para servir tanto a reguladores como fabricantes Sudamericanos. Con 10 laboratorios en 9 países, BMM ha localizado estratégicamente instalaciones y oficinas para servir mejor a la industria de juegos de azar ya que entendemos las necesidades locales de nuestros clientes."

controlled by Peru's regulators at the Ministry MINCETUR and the local tax revenue collection agency SUNAT. The system will enable Peruvian regulators Dirección General de Juegos de Casino y Máquinas Tragamonedas at MINCETUR control, supervise and audit each slot machine and revenue generated from all licensed casinos and slot halls in the country.

At the time of going to press, SUCRT needed the country's president's signature to become law, after the Congress had approved legislation to implement the latest changes to SUCTR. Once the law becomes effective, Peru's gambling operators will have six months to set up online control systems to process the information according to the law, which states that SUCTR related hardware and software should be updated every three years.

Furthermore, Congress confirmed legislation relating to implementation and connection costs for operators to bear the full brunt of the new changes to have slots connected 24/7. There are in excess of 70,000 slot machines in Peru in 688 slot halls and 12 full casinos.

Quito casino closes early

The casinos in Hotel Quito, in Ecuador's capital city closed three months before the final dateline set by the government for gambling properties operating in a 5-star hotel. The Presidential Decree prohibiting casinos and slots operations in Ecuador has another 3 months to run, after a national plebiscite endorsed a presidential directive to end gambling in the South American country.

The casino, which is housed in a Social Security owned building, was opened in 2005, and casino workers have asked local authorities to ensure that the casino owners comply with all wages and severance pay. There is in excess of 5,000 casino employees jobless in the country owing to the closure of gambling businesses, and promises made by the government for new employment have not materialized.

BMM awarded licence by Peru's MINCETUR

BMM Compliance has achieved another significant milestone with the official authorization by Ministerio de Comercio Exterior y Turismo (MINCETUR) to evaluate and issue statements of compliance for gaming systems that meet the qualifications of the United On Line Control System - SUCTR.

MINCETUR has a goal of having all of the approximately 70,000 gaming devices operating in more than 650 gaming halls interconnected with the regulatory agency. BMM's clients have been anxiously waiting for this recognition in order for their systems to be tested, certified and homologated to provide this service.

BMM's General Manager for Peru, Joaquin Gonzalez, says "BMM is completely committed to the Peruvian market with its qualified test lab established in Lima. BMM sees the Peru location as a hub for servicing both South American regulators and manufacturers. With ten labs in nine countries, BMM has strategically located its testing facilities and offices to best service the global gaming industry because we understand the local needs of our clients."



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CGS 2012 – “The Greatest Gaming Show in the Caribbean”

The fourth edition on the Caribbean Gaming Show 2012 is set to take place at the Renaissance Santo Domingo Jaragua Hotel & Casino, during 21-22 March, located in the center of the tourist district of the Dominican Republic capital city, with numerous casinos and

CGS 2012 – “La Más Grande Expo de Juegos de Azar del Caribe”

Durante los días 21-22 de marzo se realizará la cuarta edición del Caribbean Gaming Show 2012 en el Renaissance Santo Domingo Jaragua Hotel & Casino en el centro turístico de la capital República Dominicana, que cuenta con numerosos casinos de juego y salas de tragamonedas alrededor.

Desde Miami, CGS Group LLB., la empresa organizadora del CGS 2012 ha confirmado que su nuevo equipo de trabajo para la producción de feria de juegos Latinoamericana se encuentra haciendo los preparativos para este gran show, y Elizabeth Leiva, CEO de la firma dice: “Ambos exhibidores y participantes en el evento verán los beneficios que traen la incorporación de Carmen Valverde en marketing y Peter Stephen en producción para añadir sus experiencias al equipo de CGS”.

República Dominicana cuenta con más de 60 casinos, y con la Asociación de Casinos y la nueva Comisión de Casinos se han hecho presenta dando soporte a la cuarta edición del CGS 2012 para reforzar su supremacía en la región. Al mismo tiempo, la recientemente fundada Caribbean Gaming Association es la patrocinadora oficial del Show. Por todo esto y mucho mas, el Caribbean Gaming Show 2012 se autodenomina “La Más Grande Expo de Juegos de Azar del Caribe”.

Leiva puntualizó: “Después de estos años desarrollando el mercado del Caribe, este evento de la industria del juego va a dedicarse a llegar a toditas las islas y países de la región. Puedo asegurarles que existen más y más empresas que van a participar en nuestro Show que este año se realizará en un mejor local en el corazón de la ciudad de Santo Domingo. Un hotel 5-Estrellas será el centro de convocatoria para recibir a todos los proveedores y ejecutivos de compras de más de 24 países, quienes esperan pasar dos días o más haciendo negocios y disfrutando de lo lindo de este maravilloso país”.

slots operations, capital facing the Caribbean.

From Miami, CGS Group LLB, organizers of CGS 2012, has confirmed that its brand new production and marketing team for the Caribbean show is busy to ensure a great show this year. Elizabeth Leiva GS Group CEO said: “Both exhibitors and visitors will benefit from the addition of Carmen Valverde in marketing and Peter Stephen in production to the experienced CGS team.”

The Dominican Republic with more than 60 casinos, the Casinos Association has announced its support for the show, and the newborn Caribbean Gaming Association will sponsor the event, which covers Trade Show, Round Tables, Conferences, International Press, Operators, Vendors, Regulators, and lots of fun and entertainment, in a country that has it all! For this and

much more, The Caribbean Gaming Show is called “The Greatest Gaming Show in the Caribbean”.

Elizabeth Leiva, adds: “After all these years developing the Caribbean market, this gaming show is going to hit in all islands and countries of the region. More and more companies are now joining our Show, which this year is moving to a better location in the heart of Santo Domingo city. A 5-star hotel will receive all suppliers and buyers from more than 24 countries, who are looking to expend 2 days of business and relaxation.”



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Conferencias CasinoCompendium at FADJA 2012

FADJA teams up with premium online industry journal **CasinoCompendium** for a knockout industry conference this year



FADJA organizer 3A Producciones, has announced that it has signed an agreement with Greata Limited, publishers of industry journal **CasinoCompendium** to produce a set of four industry conferences during the next edition of the Feria Andina de Juegos de Azar – FADJA 2012, to take place in Bogota, Colombia.

The Conferencias CasinoCompendium en FADJA 2012, will present four topical sessions for the local and international gaming professionals at the Protocol Salon in Bogota's Corferias Business and Expo Centre. Over two days gaming authorities and experts will debate issues relating to the creation of the new Colombian regulator COLJUEGOS, and the presidential decrees aimed at updating the local gambling industry.

All major casino and slots organizations have confirmed support for this event and will take part in a round table, seminars and conferences to air views and ideas related to current changes in local legislation and regulations, including online systems and operations. Finally, regional operation leaders, SAGSA, will celebrate this event with a brunch hosted by beautiful Miss Gaming International candidates.

With nearly ten years in global gaming industry communications and some thirty years in casino and marketing operations, CasinoCompendium staff has as a clear

objective its full support for regulated gaming and contribute with regional industry leader Casino International Americano.

Ricki Chavez-Muñoz, Greata Limited CEO, said: "Our firm made its entry into the gaming industry communications almost 10 years ago, supporting events in Europe and Africa as conference speakers on diverse topics related to Africa and Europe. Our association with FADJA is a continuation of this work. We are preparing a programme for FADJA with speakers on themes relative to current industry events in Colombia, and we are pleased to extend our invitation to all operators and professionals to join us in Bogota."

Jose Anibal Aguirre, CEO 3A Producciones, said: "As the central event in the regional industry, we feel it is our duty to support every important didactic initiative that deals with matters relevant to issues of the day. We are sure that CasinoCompendium is well prepared to generate topics of substance for the Conferencia de FADJA 2012."

Access to the Conference event shall be through personal reservation and has a cost of US\$100 per delegate and will be available by Internet. For additional information please contact:

conferencias@casinocompendium.com
www.casinocompendium.com info@fadja.com
www.fadja.com

Conference Programme

Wednesday 11 April

8.15AM. Presentation of new Colombia regulators COLJUEGOS, explaining legal scope, work programme and objectives for the gaming industry.

9.30AM. Gaming Laboratories Round Table with the participation of leading industry

executives and specialists in hardware and software testing for gaming devices.

Thursday 12 April.

8.15AM. Colombia Gaming Industry Round Table with leading casino operators and the participation of the local gaming organizations, debating current issues that include the latest regulatory Governmental decrees that address taxation and operational matters in the country.

9.30AM. Latin American Gaming Industry Round Up: Leading industry experts and operators will debate product innovation, online gaming, and social responsibility in the region.

11.30AM. Brunch: Networking for delegates at Conferencias CasinoCompendium at FADJA 2012 hosted by Miss Gaming International Colombia candidates sponsored by SAGSA.



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by **Paulo A. Azevedo** in Las Vegas

“We can bring more”

MGM Resorts International will this month open its first mainland hotel but the company is keeping its eye on Macau, says MGM Resorts **chairman and chief executive Jim Murren**, who is also MGM China’s co-chairman. In an exclusive interview with **Macau Business**, Mr Murren reveals that MGM China wants more than just two casino-hotels in Macau and argues that his company is best positioned to deliver the kind of high-standard, non-gaming amenities wanted by the government

How anxious are you about government approval regarding MGM China Holdings Ltd.’s land application for Cotai?

Jim Murren – We are highly interested in getting the land as soon as possible because we do recognise that our position in the market is not the one we are accustomed to. We are typically the market leader. Certainly we are dominant in Las Vegas and we have the premium properties in the other markets where we operate, such as in Detroit and on the Mississippi Gulf Coast.

MGM Macau is performing extremely well now, after a very slow start. It had a tremendous number of challenges. We have been able to overcome most of them. It is capacity-constrained. Ultimately, in a few years from now it will have reached its physical potential, given a few very important expansions that we intend to do.

Cotai represents to us a very, very important opportunity to expand and to use our strengths in terms of portfolio brands, customer range, design and amenity diversity. We can bring a lot more to the market by having [a] Cotai [property].

We do not think Cotai will be the only future project for us in Macau. We have far broader aspirations in the long term than just a second property.





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The land in Cotai is not that big, is it?

The Cotai piece that we are looking at is about 18 acres [7 hectares]. Size is not determinative of success, either in Las Vegas or in Macau. The quality of the offering, the quality of the service, your location, all will speak to how you do financially.

For example, MGM Macau is generating very strong returns right now. It's not the largest property in Macau but it has one of the largest individual market shares. It even has a larger share than many properties that are far bigger in terms of square footage, slots or tables.

That speaks to a variety of important factors: the quality of the resort, which I am extremely proud of; the quality of the service; our brand and brand awareness; and our marketing programmes, as we have been able to have a broader reach throughout China and throughout Asia.

We will be, hopefully, in a position to invest billions of dollars more into Macau in the form of infrastructure, which will employ thousands more people

It also speaks to our tremendous partner, Pansy Ho Chiu King. She has brought a tremendous amount of knowledge to us from a standpoint of design, development, marketing and operations. And Grant Bowie is the best chief executive officer in the market.

So size does not necessarily translate into financial success and I think the same will be true in Cotai.

The land we hope to be able to conclude with the government is smaller than other parcels that other operators are trying to secure, but it is large enough to build everything that we would like to: a property that will be much bigger than MGM Macau and that will allow us to do more non-gaming development, which is what we are the best at in our industry.

Is everything ready in terms of design, materials, contractors and so on?

Nothing is ever done here. We design and change throughout the process right up to the opening day. But we have determined the brand, the architects and the designers. We are very evolved in our design documents and have started our pre-opening marketing plans in terms of the customer reach that we are looking toward. We have also started talking to some of our main partners in entertainment and in food and beverage.

Any deals made yet?

I'm not allowed at this point in time to divulge those details but we have had a tremendous amount

of work done at the MGM China board level. We are very excited. It will be a very different property than the one we have. It will be complementary to what is already there in Cotai and also to what we imagine other people might be doing.

Measured growth

Were you surprised with Melco Crown Entertainment's move on Macau Studio City?

It's a big piece of land. It's well located and it has tremendous potential. Studio City has been the source of a tremendous amount of consternation for the government and for other operators. I think the Melco Crown takeover provides a solution to that.

Were you surprised when secretary for economy and finance Francis Tam Pak Yuen announced the 3 percent cap on the growth of live gaming tables for the next 10 years starting in 2013?

I don't think "surprise" is the right word. The government is taking great pains to be as transparent as possible, to be as clear to operators as possible.

In my opinion, the Macau government is utterly determined that the industry will grow in a very meaningful but measured way. It will attempt at all costs to avoid the pitfalls of hyper-growth, of over-extension in infrastructure, of labour, of prices and of capacity.

The government understands what it has. It literally has the world's golden opportunity in what relates to gaming. It has only scratched the surface of what Macau can become in terms of the size of its gaming market. So the government is very focused on not going off track.

That frustrates people because they want to know with great certainty every element. When are land concessions going to be granted? When are the gaming concessions going to be extended? For how long will they be extended? Etcetera. That loses the forest for those trees. The forest is to make Macau an even more vibrant and much larger hospitality market.

So, I don't get sidetracked, surprised or concerned about various interpretive intermediary comments by officials. I believe that I understand what the long-term vision is.

We will be, hopefully, in a position to invest billions of dollars more into Macau in the form of infrastructure, which will employ thousands more people and that will continue to expand the tax revenues for the Macau government. I don't think we will be restrained or impeded from doing that.

But is 3 percent the right growth rate? Would 5 percent be better?

It's a good idea right now to have a constraint or at least an understanding of what the total table pool will be over a period of time. It doesn't mean the pool can't change, that regulations don't evolve over time.

We won't have all the answers; neither will investors; neither will lenders – they just won't. It's not the way it's going to be. Investors, lenders and operators are going to have to evaluate the business risk.

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One of the business risks to evaluate is whether or not the government will be a constructive partner and allow you to do what you think is needed to generate a good financial return on the investment you are willing to make.

So far, has the government been a constructive partner?

Yes, we could say it has been a very good experience for us.

Sheldon Adelson likes that the government is pushing gaming operators to have more non-gaming amenities. The same applies to MGM China in Cotai?

[That development path] is quite clear in Las Vegas. Let's not make any mistake here. Macau is already more successful than Las Vegas has ever been. In terms of its gaming revenue and its growth potential, it is vastly better off in the long term than Las Vegas. But there are parallels that I think bear examination.

Las Vegas in many regards did begin along the same lines. Initially, casinos represented a big percentage of each property's revenue and investment. Over time, we evolved into the current business model.

Las Vegas first became the entertainment capital

with the Rat Pack, Siegfried and Roy, and several other entertainers. Now, it is legendary for its concerts, fights and other major events.

It also became very resort-based, with Mirage and MGM Grand, plus all those resorts that stretched the envelope. Then it became the retail capital, with the Forum Shops at Caesars and the Via Bellagio fashion mall.

Dining became very powerful, when it was all but non-existent on a quality level as recently as 25 years ago. And, of course, we are taking all that now to spas, golf, nightlife, day life.

All this speaks to the evolution of Macau over time and all this is perfectly aligned with who we are. There's no one out here [in Las Vegas] that has the diversity of amenities that we do. We have the best shows, we own two arenas while our competitors have a grand total of zero, we have spas – all the right amenities. As a result of that, we have the largest market share of high-end gaming here.

We have created, in the form of the City Center, the largest green project that has ever been built and we have evolved design, architecture and operations to a new level.

Looking squarely within the future of Macau, the city will focus, emphasise and demand of its operators to extend the boundaries of what they do and not simply build windowless casinos with tables and slots. There has to be much more to it. Newer generations of casinos are doing that and I think we will be part of a generation that takes that further.

In a US government diplomatic cable released by Wikileaks, it is mentioned that MGM Resorts tried to sell its stake in MGM China during the 2008-2009 global financial crisis. Do you confirm that information?

We never looked at that once.

No changes post-IPO

After a long process, MGM China was finally publicly listed in Hong Kong in June. That also meant Ms Ho reduced her stake in the company to 29 percent from 50 percent, while MGM Resorts' slice went up to 51 percent from 50 percent, gaining management control. Have there been any operational changes since this restructuring?

No change. We have expanded the board to accommodate the rules of the Hong Kong stock exchange but the executive committee remains the same size. The definition of duties between personnel is the same. Mr Bowie was the CEO before the change in ownership and he is still the CEO today. He has our full support. No changes whatsoever post-IPO, post the reorganisation of the ownership.

And any major changes in the role of Ms Ho, either on the operational or on the strategic side?

None whatsoever. She is obviously still the managing director. She is a chairperson and she has the same level of responsibility in contributions as she had before the change.

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Were you surprised with Ms Ho's decision to reduce her stake in MGM China Holdings Ltd.?

I was not surprised because I asked her to do it. From MGM Resorts' perspective, it's extraordinarily attractive to have 51 percent or the majority of MGM China because we can fully consolidate all of its results onto MGM Resorts' financial statements. It has a profoundly positive impact on our financial performance.

Secondly, from a standpoint of why that would be interesting for Ms Ho, I asked her to consider selling down and look at if she would like to diversify her own holdings by investing in MGM Resorts, which she did. She took a significant portion of the proceeds she received from the IPO and invested it into MGM Resorts.

I feel that this could only have happened at this

time. It became a discussion of what would be in the best interest of MGM China and MGM Resorts, in which she is now a significant investor. The best interest for MGM China was to have a clear path, to have an ownership that is understood, to have governance that is quite clear and to really eliminate discussions that could occur.

What would happen in an impasse? What if we, as equal partners, were to disagree?

I feel that we have been able to resolve all that with great clarity. It has been great for us and I think it has been great for her.

Volatility of gaming stocks continues and MGM China has not been immune to it. Are you worried about those ups and downs, some of them for no apparent reason?

We are a little battle-tested in this regard. I remember very vividly in the United States when gaming started expanding rapidly, when states started approving gaming and companies popped up. The volatility was unbelievable.

Stocks are traded on rumours, on expectations, on nuances. You need to have a view on where China is going over the next couple of years, where Macau is going. The capital markets' piece in the story is only relevant if you are using your stock as a currency to do something, whether you are a buyer or a seller. Right now, we are neither.

...the city will focus, emphasise and demand of its operators to extend the boundaries of what they do and not simply build windowless casinos with tables and slots

Mainland debut

What is the most recent update on MGM Resorts International partnership with state-owned Diaoyutai State Guesthouse to manage more than 20 hotels in the mainland?

We are only [weeks] away from opening the first major resort, in Sanya. MGM Grand Sanya is a 675-room hotel that has been developed and will be managed by Diaoyutai MGM Hospitality. It's a great location.

Next year we will open a boutique hotel in Beijing. We have projects underway in Chengdu, Nanjing, Tianjin, Ningbo and we have many more on the horizon.

Concurrently MGM Resorts is developing throughout the Middle East, with several projects in Egypt, Jordan and the Emirates, and three in India.

We believe that this is a great growth vehicle for the company to leverage our brands and some of our development and operational expertise.

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How is the Vietnam project going?

It is on track. We will be the operator of one of the hotels. There will be multiple hotels over time, but the first Ho Tram property is an MGM Grand.

At the same time, the government is working very hard to improve the infrastructure and access to the beach. It seems like the construction schedules are still well aligned. The improvement to the infrastructure, the highway system, the port system to get conveniently to Ho Tram will be done at the time the MGM will open up.

You are very keen on online poker. I suppose you expect legislation in the US soon. Does MGM want to be one of the first players entering this market?

Yes. It's a very large commercial opportunity in the United States. We have been involved in Internet gaming in one form or another for over 10 years.

We actually launched a site back in 2001, on the Isle of Man. Of course, it did not take bets from US citizens or from people from other countries that did not permit gaming. It became a very good test case for us as to how to operate such a site.

The time is now correct in the United States. There is bipartisan political support. There's a tremendous amount of gaming that it's going on right now illegally. A strong federal bill would create a much safer regulatory framework and I believe there's good support for this.

We will be ready to run out the door as soon as that is approved.

Stocks are traded on rumours, on expectations, on nuances. You need to have a view on where China is going over the next couple of years, where Macau is going.

A year ago, you were cautiously optimistic about MGM Resorts' City Center, which opened in December 2009. What about now?

Much more so. We had a good year, a very solid year, with growth in every metric. It has become a very popular destination. Aria is one of the most popular resorts in Las Vegas today. It received its five-star recognition. [City Center] scores really well on travel websites. It's financially quite profitable and building up all the time.

Leading change

Jim Murren joined MGM Grand Inc., a predecessor of MGM Resorts International, as chief financial officer in 1998, after spending more than a decade on Wall Street, where he was regarded as a leading analyst of the restaurant, hotel and gaming industries.

He completed significant acquisitions over the next seven years, overseeing the transformation of MGM Resorts International into one of the world's leading gaming companies.

He was named chairman and chief executive in December 2008.

Mr Murren graduated with a bachelor's degree in art history and urban studies from Trinity College, Hartford in 1983. Along with his wife, he was a founder of Nevada's official cancer research and treatment centre, the Nevada Cancer Institute, where he is a member of its board of directors.

He is also a member of the boards of the American Gaming Association and of the University of Nevada, Las Vegas, and of several other institutions.

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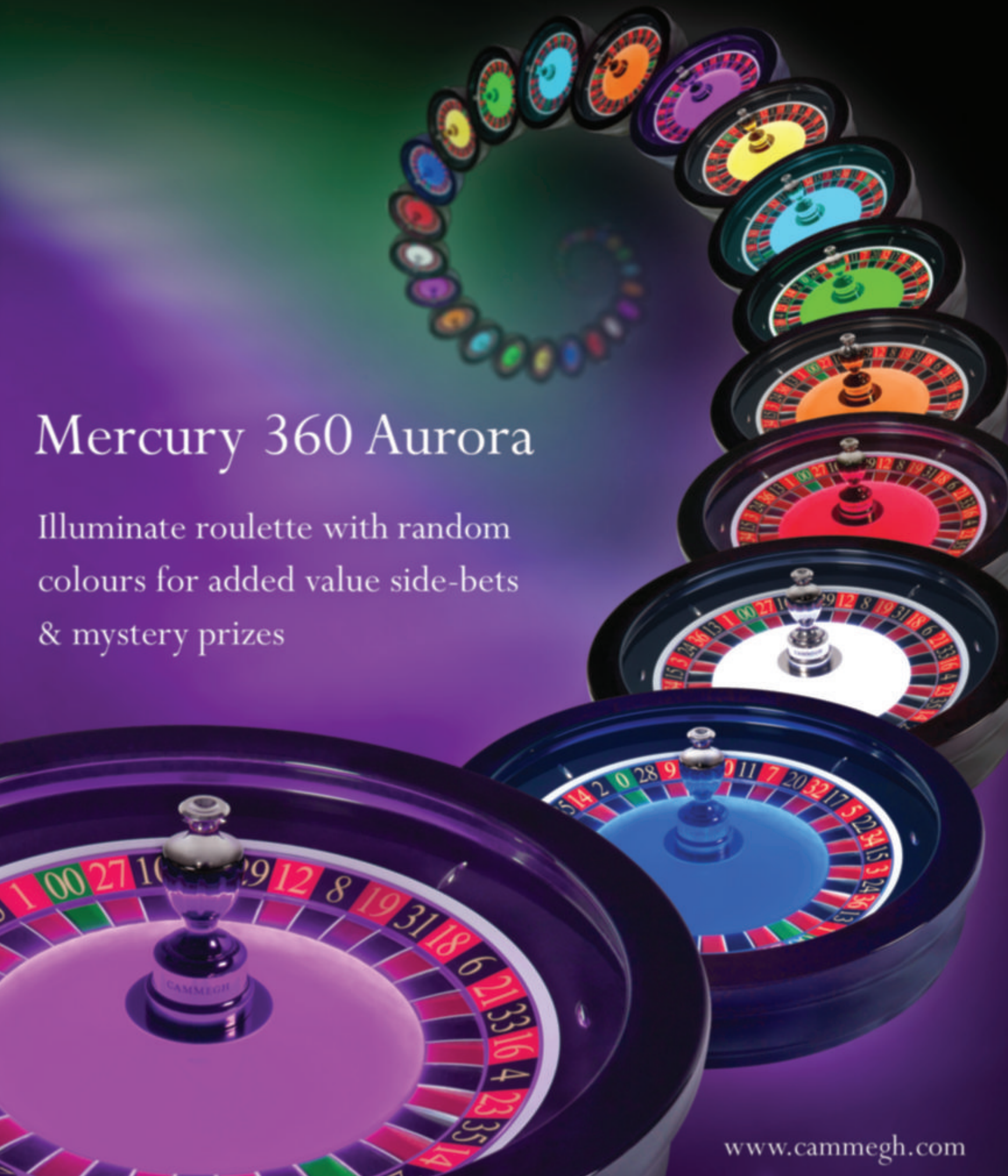
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Interblock announces new products at ICE 2012

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It is a great pleasure to welcome our customers, business partners and friends in the gaming industry to meet with us and see the presentation of company's 15th visit to the International Gaming Expo in London.

The 24th of January will mark the unveiling greatness of Interblock's most advance multi-player platform available on the market - Organic product range in modern black-red design:

- G4 Organic Roulette 08 with PID
- G4 Organic Roulette 10 with PID
- G4 Organic Virtual 07 Black Jack
- G4 Organic Card 07
- G4 Organic Twins 12 with Roulette and Dice center
- G4 Organic Bartop
- G4 Organic Pulse

Organic Roulette: Organic Roulette provides players with every wager available on a live game but with a much faster pace and immediate payouts. This popular and exciting game will be displayed at ICE in two different versions, with 8 and 10 play stations in Football Shape with Player Information Display - PID. This product has been awarded as Best Table Game Product at 10th Gaming & Technology Award at Las Vegas G2E Show in 2011.

Organic Virtual: Organic Virtual is the most attractive video table product on the market. The version of Organic Virtual that will also be displayed at ICE is with Blackjack game.

Organic Twins: Operators have the option to offer both Dice games and Roulette at the same time, on the same terminals. This multi-game, multi-denominational offering allows players to flip



between games as they desire, with the objective of increasing play on each individual station through giving players what they want, when they want it.

Organic Card: We are very excited to show you the world's first Electro-mechanical Card generator. The G4 Organic Card is the pinnacle of today's technology. It has been awarded as the most innovative product at London ICE Show in 2008.

Organic Bartop: This is the newest product in Interblock's line-up, which was premiered in G2E 2011 Las Vegas show. The most important advantage of this project is even bigger flexibility towards to the customers as the product will allow players to play any offered game right on the bar countertops. G4 Organic Bartop can simultaneously connect to several center units, allowing the players to individually select the game they wish to participate in.

Organic Pulse: This impressive looking product 'G4 Organic Pulse or Pulse Arena' is company's new product and will be displayed at ICE for the first time. The version that will be displayed at ICE in theater layout will consist of 24 play stations and two live games, Roulette and Baccarat with the ability to place wagers electronically on a live wheel operated by a croupier or a live shoe being dealt for a baccarat game.

Interblock presentation will show you the greatest advancement of the 4th generation of products, the ability which allows the visitors to choose Interblock

is honored to present a special guest at this year ICE show, Slovenian multiple IBF world boxing champion, Dejan Zavec.

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For more information, please visit www.interblock.eu.



Casino Technology pairs with Penthouse

Ever-evolving Bulgarian slot manufacturer Casino Technology has acquired a dynamic new license in Penthouse; **Sharon Harris** finds out more about this exciting synergy



The alliance makes perfect sense. For decades, gaming has functioned as adult entertainment, as has the “Penthouse” and “Penthouse Club” brand and lifestyle. Both categories have steadily expanded to become more mainstream globally. Last year, the two industries blended their resources and product lines to produce exciting new slot machines.

Casino Technology (CT), Bulgaria’s leading slot manufacturer, currently has product installations in more than 50 countries. The company’s new game theme will now use the legendary images and suggestive photos of beautiful young women to launch its new Penthouse Slots series of gaming machines. This lineup will include video slot games, branded slot machines and jackpot systems. A proposed multigame will be available in the PlayMe multiplayer system. The series will ultimately offer a complete product portfolio.

Established in 1999, Casino Technology has selected the Penthouse brand as its first line of licensed products for development. The choice aims to enhance the company’s collection of gaming products through a mutually successful relationship.

Penthouse is a “lifestyle brand” of General Media Communications (GMC). The subsidiary of FriendFinder Networks, Inc. of Boca Raton, Florida is a prominent participant in the Internet-based social networking industry, and is positioned as a social networking lifestyle websites leader.

Casino Technology Vice President Rossi McKee says, “Penthouse provides a great opportunity for a technology company like ours to develop a different product with a unique concept, innovative math and sex appeal. The Penthouse Slots are the first licensed games that CT has developed.”

Going in this specific direction resulted from a deep analysis of the potential marketplace. Their general concept did not immediately call for licensed title games since they have not been popular in Europe and its native markets. Casino Technology hopes to change that scenario in the future.

Two years ago, when Casino Technology decided to actively approach the U.S. market for the first time, it decided to explore all potential opportunities through the development of games under a popular brand. The company’s management had discussed various options that included licensing musical, movie and show brands. They believed that all those choices seemed way too exploited by the other gaming vendors, deciding to seek a different avenue.

McKee says, “Our game scripts were typically based on classic and popular themes, so we went through a search process. Exploring the options, we decided to search for a partner that could provide a recognized brand throughout the world.

The brand would have to simultaneously bring excitement and entertainment, while also offering longevity and room for future creativity. Penthouse appeared to perfectly fit this description. We are very proud that after the long research and negotiation, GMC chose us as their partner in the gaming industry, aiming to work together to further promote the Penthouse brand through our games.”

The actual introductions for the partnership resulted from a mutual connection with veteran executive advisor Roy Student. As Founder/President of Applied Management Strategies, Inc. of Las Vegas, Student has consulted for Casino Technology, and has also maintained a long friendship with FriendFinder Director of Global Club Licensing Jeff Stoller.

All parties approve of the alliance. According to McKee, “It took almost a year to clarify all details in the relationship between GMC and CT. The lengthy process was worth the time and work involved. Going through this process challenged both companies, but it also helped to promote a better understanding of the objectives on both sides.

We enjoyed working with Jeff Stoller in order to develop the concepts for potential cross-marketing opportunities with Penthouse Clubs. We believe that this relationship will work successfully in all gaming aspects and will prove beneficial to all parties.”

Student agrees, stating, “Putting the two companies together was a real coup for Casino Technology. The

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Eastern European company successfully worked with a household brand like Penthouse when the 'big boys' couldn't. Most of our meetings were in Las Vegas, but a few took place in London."

Stoller also praises the relationship, saying, "This agreement is a milestone for our brand since it represents the first worldwide license we have given in the gaming category. Casino Technology and its executive team have shown a willingness to go above and beyond the norm. Through their business relationships around the globe, we feel confident that the Penthouse and Penthouse Club brands will continue to expand to new locations and consumers."

The global venture needed to resolve some time-consuming compliance and trademark issues. The multinational project required legal research and resolution that would satisfy the needs of all involved.

Student states that because Penthouse had always been involved in magazines and clubs, this new venture took time. Now completed, there will be a full-fledged effort to market and distribute the games. "The legal department needed time to familiarize itself with the nuances and terminology when

handling the publicity and marketing," he says.

Stoller applauds Casino Technology for its professionalism. He states, "Since the license was signed, we have seen an enormous commitment on the part of Casino Technology in terms of creative programming, innovative cabinet design and enticing graphics to make the Penthouse and Penthouse Club slots an exciting and important part of their product line. We are anxious to see them in the field and how the marketplace responds."

The agreement calls for game variations themed to the license, with numerous cross-marketing opportunities and merchandise discounts. The machines will include multiple features, bonuses and jackpots.

Using casino locations, Casino Technology may showcase the newest Penthouse and Penthouse Club equipment by hosting on-site Penthouse promotions with Penthouse Pets and Penthouse Key Girls.


Sonia Nikolova, sales and marketing director at Casino Technology, claims, "We have developed a special marketing program that features special events and onsite promotions. These will help operators raise the profile of the new line at their locations, while acquainting the visitors with all of the games' attractive features."

In October 2011, Casino Technology introduced the prototypes of the first three Penthouse Slots, "Butterfly Dreaming," "Umbrella Dance" and "Wild Temptations" at the G2E convention in Las Vegas. These demos received very positive feedback, and were then exhibited at the Bulgarian BEGE EXPO 2011 the following week. They earned the award for the "New Visual Content for Video Game Product" category.

The games feature a snow white cabinet with innovative LED lighting in the series' brand colors. Called SENSational Plus, the special cabinet features seductive "red lips" and additional 22" widescreen toppers, plus illuminated pink lighting on the sides. The cabinet's sexy design should quietly lure customers to play. Internal sensors activate a seductive voice to use the "Find me, Key me, Play with me" Penthouse Slots slogan to invite passersby to play.

The game's interactive multimedia screen expands its entertainment capabilities by employing different channels that enhance player enjoyment of the Penthouse concept. This screen also facilitates the Penthouse Players Bonus Club. Frequent players may register for the dedicated program that allows them to accumulate points for play. Like many customer loyalty programs, these points may be redeemed for various member discounts and promotions.

Following approvals from GLI, Casino Technology plans a major European game launch at the 2012 IGE convention in London. The first European location installations are scheduled during the first quarter of 2012. To further distribute products details, Casino Technology will hold a press conference on the first day of the show. Several U.S. installations are also already lined up, pending the finalization of the GLI lab tests.



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SPIELO has a hit in Slovenia with STARGATE

SPIELO International's ATRONIC diversity multi-game package has been a top performer on Slovenian gaming floors for five consecutive months.

SPIELO International is the name of the newly unified gaming business previously known as SPIELO and ATRONIC.

Casino Kongo in Slovenia is among the operations that have installed diversity on their gaming floors beginning in May. Casino Kongo reports that the diversity machines on their gaming floor have been busy ever since. diversity offers a broad range of casino gaming in one complete package. Featuring brand-new and top-ranking games bundled in unique game suites, diversity allows players to select their preferred game type and volatility from one single gaming machine. With suites of up to 10 games, with top-performing games including standalone progressives, diversity provides variety in space-limited venues, extends play and profit-per customer, and attracts new players.

Casino Kongo is also the first gaming operation in the country to install SPIELO

International's popular ATRONIC linked licensed game, STARGATE SG-1, which took place in July.

Following the STARGATE installation, SPIELO International supported Casino Kongo with a special promotion to introduce players to the STARGATE concept. All casino guests received a ticket and a coupon to participate in a draw near the STARGATE machines. Hostesses distributed gifts and free drinks to all STARGATE players, and prizes included free-play tickets, dinners at the casino, and merchandise.

"We are enjoying huge success this year in Slovenia, and our diversity machines are top performers in various casinos around the country. We expect to see the same high performance from the

first STARGATE SG-1 installations," said Matjaz Petek, SPIELO International's Gaming Operations Manager for the EMEA region.

"I am especially proud to witness our renewed presence as SPIELO International in this highly demanding and competitive market. This successful promotion demonstrates the support we can offer operators, and is a clear sign of our commitment to the market."



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INSTALLATIONS

Bally Technologies scores wins in Florida, Africa

Bally Technologies is working with the Seminole Tribe of Florida to implement Bally's award-winning iVIEW DM and Elite Bonusing Suite solutions to engage and excite patrons at its Seminole Casino Coconut Creek.

As part of its major casino expansion at the property, the Seminole Tribe is implementing the iVIEW DM player-user-interface on the majority of the casino's 2,400 games to elevate customer service and increase excitement across the casino floor. Used together, iVIEW DM and the Elite Bonusing Suite applications enable interactive, floor-wide player-bonusing applications such as instant slot tournaments, virtual-racing events, and U-Spin™ real-time bonusing – on most gaming devices with a touch-screen display – without interrupting base-game play.

"We saw just how powerful these promotions can be when we attended Bally's Systems User Conference last March and experienced the DM Tournaments and virtual-racing events ourselves live on the casino floor," said Paul Tjoumakaris, Senior Vice President of Gaming for the Seminole Tribe of Florida. "With the expansion and remodel of our Coconut Creek casino, we're excited to use these solutions to elevate patron self-service at the game and generate buzz on the floor."

The Seminole Tribe's investment in iVIEW DM and the Elite Bonusing Suite follows an enterprise-wide agreement that they signed last spring to upgrade their operations with Bally's SDS Windows slot-management and slot-accounting system at six casinos in Florida.

Elsewhere for Bally, the company has completed a new enterprise-wide systems contract with PeerMont Group Pty. Ltd. Africa. Bally will replace competitors' systems at 10 casinos in South Africa and Botswana in 2012.

The installations include a broad array of Bally's latest systems applications, including SDS for Windows and CMP casino-management systems. PeerMont will also deploy Bally's award-winning iVIEW Display Manager (DM) to provide a unique and exciting experience at the gaming device to specific targeted players at select locations.

"We know Bally Technologies' systems will provide stability for our operations and better capabilities to service our valued guests," said PeerMont Chief Operating Officer Leon Kok. "The solutions from Bally provide scalable, long-term value across our properties and a great foundation for the future. Furthermore, we're excited to convert this long-standing collaborative understanding and relationship with Bally into a formal agreement."

Bally's SDS Windows solution will be connected live to more than 3,200 gaming machines across PeerMont's operations using the latest high-speed networking technology.

Bally's widely used promotional products Power Bonusing, and Power Winners will be used by the gaming operator to aid in retaining existing players and attracting new guests to the properties.

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TransAct secures Aqueduct contract

TransAct's Epic 950 printer has been selected exclusively by Resorts World Casino New York City at Aqueduct Racetrack to be installed in all of the casino's 5,000 video lottery terminals. The casino opened on October 28, 2011.

"We are very excited with this exclusive win, putting TransAct printers in New York City's first-ever casino, and showing once again that TransAct's superior printers and technology are being recognized on a global scale," said Bart C. Shuldman, Chairman, President and Chief Executive Officer of TransAct Technologies. "The Epic 950 offers everything that operators seek in a Ticket-In, Ticket-Out (TITO) printer – the newest technology and advanced features including quick disconnect, reliable ticket burst and present, paper low ticket sensing, the ability to print in two colors and in multiple languages, and an easy path to connect to TransAct's EPICENTRAL Print System and our patented ServerPort technology. We are excited to further our relationship with Resorts World to help them capitalize on all the features and advanced technology of the Epic 950."

"We were pleased to choose the Epic 950 printer from TransAct for our casino floor due to its features and functions and capability to be connected to EPICENTRAL in the future," said Scott Molina, Director of Slot Operations for Resorts World Casino New York City. "We are grateful to important partners like TransAct, whose commitment to this project has helped propel us to where we are today."

JCM wins validator RFP at Kansas Star

JCM continues its year-long winning streak, beating the competition in an RFP to place its award-winning iVIZION bill validator and Intelligent Cash Box (ICB) system at the soon-to-open Kansas Star Casino in Mulvane, Kansas.

Kansas Star Casino is slated to open in early 2012 and will feature 1,310 slots and will later expand to a total of 1,750 slots. JCM's iVIZION and ICB will be installed exclusively on each of the casino's gaming devices. Kansas Star Casino is managed by Peninsula Gaming, LLC.

JCM has won every bill validator RFP it has competed for in 2011.

"Casinos across the U.S. are seeing the benefits of JCM's iVIZION and ICB, and we are thrilled that Peninsula Gaming has chosen both products for their newest venture at the Kansas Star Casino," said JCM Global VP of Sales Mark Henderson.

TCS turnkey supplier for new Aspers

The UK's first Super Casino, Aspers Westfield Stratford City opened its doors on 1st December 2011. The new purpose-built casino will be open 24 hours a day, 364 days of the year offering 40 gaming tables plus the largest and newest collection of slot machines in the UK – 150 slots in total, which exceeds the current maximum of 20 elsewhere.

TCSJOHNHUXLEY was chosen as a key supplier for this prestigious project, supplying all gaming tables: 25 poker tables, 24 card tables, 12 American Roulette tables, 1 Dice table, 1 Money wheel and table and 1 Double-ended MultiPLAY table. In addition, there are 80 Novo Unity II TouchBet terminals featuring multi game selection of live Punto Banco, live Roulette, automated Roulette and automated Bingo. Concluding the product list, 12 CC2 chip sorting machines, 13 e-FX Elite double-sided displays, 13 Saturn Roulette wheels, 3 Omni Baccarat displays, all chips and accessories.

IGT in UK's Leo's and wins first systems installation in Panama

IGT has installed the first sbX casino management solution and player favorite Sex and the City Multi-Level Progressives (MLP) in the United Kingdom at Gala Leo's Casino, owned and operated by Gala Casinos, in Liverpool.

"The worldwide momentum of IGT's systems solutions and top performing casino games is truly exemplified through this placement of sbX and Sex and the City slots at Leo's Casino," said Sabby Gill, IGT regional vice president of Europe, the Middle East and Africa.

"We are thrilled to bring our award-winning systems solution to the United Kingdom along with one of the most recognizable and top performing licensed casino games in the market today."

IGT's sbX casino management solution is an essential asset for Leo's Casino, which enables them to bring cutting-edge gaming experiences to their casino floor. With sbX and IGT Floor Manager, Leo's Casino is able to provide unmatched entertainment, robust operational tools and unprecedented solutions to manage the casino floor, promotions and operations. With more than 50 sbX customers in 11 countries on 5 continents, IGT is proud to bring its industry leading server-based gaming solutions to the United Kingdom.

The award winning Sex and the City MLP features IGT's innovative and top-performing MultiPLAY game interface. Sex and the City MLP offers players a chance at five progressives and four interactive bonus games. With each bonus game, players will get to watch favorite video clips from the HBO series.

"We are always looking for ways to provide our players with the very best gaming experiences possible and bringing these two premier IGT products to Leo's Casino gives players something that they cannot find anywhere else in the United Kingdom," said Rosanna Evans, Head of E-Gaming, Gala Casinos. Gala Casinos operates 25 casinos across the United Kingdom including one multi-gaming complex in Gibraltar.

Elsewhere for IGT, the company has also announced the installation of its sbXT system at Fantastic Casino Albrook, a CIRSA property, located in Panama.

"We are very proud to be the first customer in Panama to adopt IGT's sbX server-based gaming system solution," said Helios Navarro, Director of CIRSA Panama. "IGT remains committed to developing new games and applications, and allows us to provide the best possible service to our customers visiting our casino, while differentiating us from other properties."

IGT has a long standing relationship with Fantastic Casino with many exciting and popular IGT games featured at the property. Today the casino floor has 40 machines featuring sbX technology and looks forward to expanding this number in the future.

"We are thrilled to welcome Fantastic Casino Albrook as our newest sbX customer," said Richard Yim, vice president of IGT Systems Products. "This industry-proven systems solution allows casinos like Fantastic to enhance casino floor-wide performance and adapt to player preferences, while simplifying operations and increasing player loyalty. Casinos can continue to be relevant and differentiated where it matters most – their gaming floor."

sbX system applications include IGT Floor Manager which will give the casino on-demand access to more than 300 titles in the IGT Game Library, the industry's largest game-to-system game library, and reconfigure a casino floor with the touch of a button.

Fantastic Casino Albrook joins a growing family of customers around the world who are optimizing their operations with IGT's server-based applications. More than 50 casinos in 11 countries have partnered with IGT for this server-based technology that delivers results to the bottom line while providing players with the best gaming experiences.

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Matt Broughton speaks to the online industry's movers and shakers to find out their predictions for the coming 12 months

ONLINE NEWS

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ON-OFF SWITCH

Will 2012 be the year that an online operator goes bricks-and-mortar?

QuickFire signs two new operators

QuickFire has signed new deals to provide its flash-based casino content to two new operators, Cashball Network and RedStar Poker.

Owned by NYX Interactive, Cashball Network is an Isle of Man-based casino operator, while Red Star Poker is an established poker operator. Both will soon be launching their QuickFire casino offering, enabling them to compliment their existing services with an expanding portfolio of over 220 of Microgaming's premium titles.



QuickFire Spokesperson, Ashley Sandyford-Sykes, said: "In terms of ease of integration and quality of content, QuickFire is a versatile offering within the industry and we are delighted with the feedback from the operators. We look forward to working with these new operators and are sure QuickFire will continue to appeal to operators looking for a fast and cost efficient way to bring premium casino content to their players."

U.S. DOJ gives green light to internet gambling

On the 23rd of December the US DOJ issued an interpretation of existing gambling laws and concluded that the prohibitions were only applicable to sports betting and not to other forms of gaming that could include Internet poker, casino, and lotteries. The interpretation was sought by the New York State Lottery and the Illinois Lottery on behalf of their software suppliers GTECH.



Commenting on the news, Warwick Bartlett, CEO and founder of Global Betting and Gaming Consultancy, said: "This is an important game changer; Internet companies have had a tough 2011 and with the prospect of a relaxation to current law in the US 2012 looks like being a better year. The main beneficiaries to begin with will be the state lotteries, and the software suppliers to those lotteries. Various European lotteries have proven that the lottery model works particularly well for Internet because the player has an audit trail of his selections; the lottery notifies him when he wins and no embarrassment through potential loss of a ticket."

According to GBGC the current Internet market in the US is worth as follows: Internet Casino US\$372 m, Poker US\$485m (down from US\$1,806m in 2006 after UIGEA), Bingo US\$445m.

Switch Poker launches Android App



Switchpoker.com has announced the launch of the only real money Android poker app to allow multiple tables to be viewed on the screen, making multi-tabling easier and faster its real money poker app for Android mobile devices. The app allows users to 'swipe' between tables so that they can easily and quickly move from table to table when multi-tabling on small devices.

Unlike other Android poker apps, Switch Poker Android does not require Flash and is compatible with Android version 1.6 and up, which covers over 99% of Android devices. It's also suitable for both the smallest and largest of Android screens, smartly adjusting the view to fit the screen size. Additionally, and unlike other sites, the Switch Poker Android app allows users to register, deposit and play, all from within the app.

Switch Poker co-founder, Conor McCarthy, said: "We were the first company to launch a poker app for iPhone, pioneered play with Bitcoin,

and are now the first to allow players to register, deposit and multi-table on Android devices. With over 500 million Android devices shipped in 2011 - 64% of which are used for games - the future is looking bright for poker on Android."



Olympic Match-fixers targeted

Organisers of the 2012 Olympic Games have announced that they will be establishing a dedicated intelligence unit to target betting syndicates that may attempt to influence the outcome of events. The Government Olympic Committee - a division within the Department for Culture, Media and Sport - revealed that it will be creating a specialist team to monitor suspicious betting patterns and share intelligence on those who may be attempting to bribe athletes into fixing events.



Hugh Robertson, Minister for Sport and Olympics, said: "Match-fixing has overtaken doping as the biggest threat to the integrity of the Olympics. The moment that spectators start to feel that what they are seeing is not a true contest, that's when spectators stop turning up and the whole thing falls to pieces."

Robertson declared that western betting authorities were well equipped to identify illegal activities and revealed that the intelligence unit will target syndicates who may try to 'spot fix' events or outcomes within matches.

"We have a very sophisticated information sharing system so the moment there is any spike in betting activities that is recorded and investigated," Robertson told the BBC.

A spokesperson for the Department for Culture Media and Sport stated the new unit will be operational throughout the 2012 Summer Olympic Games will people also able to report any suspicious activities via an 'e-mail hotline'.

"It will be able to obtain and draw on information and intelligence from various sources including the Betting Commission, national Olympic commissions and Interpol on any suspicious betting patterns or intelligence surrounding match-fixing," said the spokesperson.

Boylesports launch Boylecasino.com

Ireland's largest Independent bookmaker, Boylespots, has launched its new online casino: Boylecasino.com. Powered by leading software provider Playtech, the firm is extending its relationship with Playtech which includes poker & bingo. John Boyle, CEO at Boylespots, said: "We're in a strong growth phase at Boylespots and the launch of our new casino is testament to our constant innovation & development".



The Boylespots Casino, which will include a flash/web-based and download casino, launches with the full range of branded, progressive and classic slots along with table and card games. Furthermore, Boylecasino.com will utilise Playtech's advanced player management, bonusing and loyalty tools.

NeoGames launches 3D scratch slot

NeoGames has announced the release of its latest scratch card title within the series of NeoGames' next generation games. Following the success of 'Slot 777', NeoGames has released its first 3D scratch slot, 'Go 777', a classic scratch slot with cutting edge 3D graphics, realistic audio and the ability to change machines in between rounds.



Shay Bar-Josef, Managing Director at NeoGames, said: "This game is intended for both male and female players of all ages that are looking for a light Casino style experience".

OMI Gaming launches solution

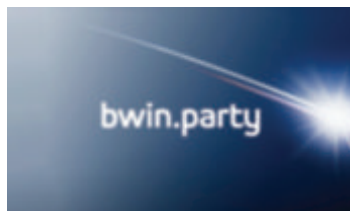
Mobile and multi-platform gaming specialist, OMI Gaming, has released Kazuri Casino Module, a mobile and multi-platform gaming solution that targets the major digital channels of gaming: mobile/tablets, web apps, native apps, online, and kiosk.



All games can be played instantly from a tablet, smartphone or a computer as the games run directly in the web browser without the need for additional 3rd party plug-ins, and support Windows, WindowsMobile, OSX, IOS, Linux, Android and modern web browsers.

Bwin.party pokes Denmark

The world's largest listed online gambling operator, bwin.party Digital Entertainment, has launched online poker and casino games in Denmark for Danske Licens Spil, a wholly-owned subsidiary of state monopoly Danske Spil that posted a turnover



of \$1.8 billion in 2010.

In a released statement, Co-Chief Executive Officers for bwin.party, Jim Ryan and Norbert Teufelberger, said: "Building on our recent announcement regarding deals with both MGM and Boyd in the US market, this is another important milestone in the execution of our stated strategy that



is focused on securing leadership positions in regulated and to-be-regulated markets. We are delighted that Danske Licens Spil has recognised our expertise and high standards of business practice and we look forward to building a market-leading customer offer for the Danish consumer."



Bet24 launches Mobile poker

Bet24.com has joined the exclusive club of poker operators offering real money poker on Android and Iphone smartphones, also becoming the first real money poker app to be launched in Denmark.

"We are thrilled to be the first operator at Ogame that are able to offer both Android and Iphone poker clients to our customers," said Lars Kollind, Poker Manager at Bet24. David Pittel, Managing Director of Ogame Network, added: "Everyone recognizes that mobile poker is the future, and we expect to integrate many more of our partners over the coming months."



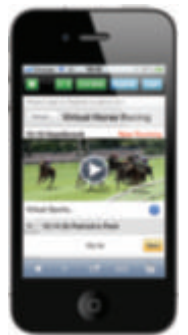
Inspired Virtual Sports for Paddy

Paddy Power has become the first company to go live with Inspired's mobile version of its market-leading Virtual Sports, making them the first operator to provide virtual betting content across all platforms.

Inspired has been supplying its virtual sports in venues, online and to homes via broadcast networks for over 10 years and Paddy Power has become the first operator to offer the content on mobile handsets making it a truly convergent cross-platform offering.

Paddy Power has gone live in its Ireland and UK retail estates with Inspired's Platinum Virtual Sports platform, a bespoke system giving the operator full control to select which sports to offer, schedule the timetable of races, matches and numbers draws, and set the margin on each event. Operators with Platinum Virtual Sports can also brand the background environments with their logo and run special promotions. The rollout will be complete in Q1 2012.

Steve Rogers, Managing Director for Virtual Sports at Inspired commented: "Paddy Power is one of the top sports betting operators and so we're clearly delighted to launch Virtual Sports with them across all of their platforms. Over the past few years, the growth of our online Virtual Sports revenues in particular have been outstanding, and a mobile equivalent is now in high demand with operators and their customers."



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AS REAL AS IT GETS

Evolution Gaming flexes muscles at ICE 2012

Evolution to showcase flexible, localised **Live Casino solutions** for re-regulated markets at ICE 2012 on **stand 5310**

Evolution Gaming, the pioneer of video-streamed Live Dealer gaming, will showcase its ever-growing Live Casino solution set for re-regulated gaming markets at ICE 2012.

Having become the first Live Casino provider to be fully certified for the Italian market, Evolution had now readied its flexible online Live Casino platform for rapid deployment by licensees in the 'new' Danish, Spanish and German markets.

Alongside demonstrations of this rapid localised deployment capability, the ICE stand will feature Evolution's new Platinum VIP Live Blackjack table, new geographic live-streaming solutions for land-based casinos, and Evolution's online 'destination casinos' (soon to include the our latest offering for the Danish market with native speaking dealers).

Evolution Head of Marketing Helen Hedgeland commented, "Visitors to our stand will be able to see for themselves just why Evolution is the world's leading, most flexible and customisable Live Casino platform."

At Earls Court, Evolution's business and technology specialists will demonstrate the widest choice of localisation options. These options include native speaking dealers, opulent online 'destination casinos' that mirror

a local region's top-class casino culture, and dedicated environments that can meet an operator's every branding, customer service and cross-selling need. Evolution's new Platinum VIP table, developed to attract and retain high rolling Blackjack players, further extends operator choice.

Typically, an operator's Evolution-hosted Live Casino is streamed in real-time from Evolution's Riga studios. At this state-of-the-art facility Evolution combines traditional sets and backdrops and technologies such as 'blue screening' to create the most realistic online Live Casino experience for players.

Streaming an online Live Casino service from another territory, however, is not always permitted in certain jurisdictions. With this in mind, Evolution will also showcase new geographic live-streaming solutions for land-based casinos. These new turnkey solutions



enable, for example, a land-based casino to broadcast its online Live Casino from the gaming floor of its 'bricks and mortar' venue. Such an approach allows land-based operators to extend reach and revenue online, while also creating added attractions in-venue.

Other core focus areas for Evolution in 2012 are mobile solutions and the US market.

According to Hedgeland: "Relaxation of gaming laws in the US could make Evolution's leading capability in localised Live Casino solutions very attractive to US operators. "For example, with a geographic live-streaming solution players staying at a resort could have the flexibility to play live games in their rooms or by the pool on a tablet supplied by the resort. This fits perfectly with our mobile solutions strategy, which is about working with operators to create customised solutions that meets specific customer needs."

She concluded: "ICE will officially kick off an incredibly exciting 2012 for Evolution as more and more operators seek to adapt to localised regulatory change and capitalise on unprecedented online and remote gaming opportunities."

Evolution Gaming; Stand 5310, ICE, Earls Court, London, 24-26 January 2012.



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ON-OFF switch

Will 2012 be the year that a major online operator goes bricks-and-mortar? Barnaby Page looks at the latest predictions from an e-gaming pioneer. Plus: acquiring new customers with free games

Crystal balls are rarely the basis of sound business decisions. But it's surely worth sparing a few minutes to consider Bodog founder Calvin Ayre's predictions for online gaming in 2012 (and no, he doesn't think the world will end).

"Convergence swings both ways," writes Ayre. "In 2011, the focus was on land-based casino companies getting their digital feet wet. Going forward, I can see at least one major online brand laying a brick-and-mortar foundation in 2012. It's my opinion that the guys best positioned to do this integration are the online companies that control their own technology and are not burdened by massive amounts of debt."

Free-to-play on Facebook is a great deal simpler in both technology and regulation than a fully-fledged casino

Live dealers will become more common, he predicts. "The technology has matured, and bottom line, it's just more fun. Conversely, RNG [random number generator] casinos have grown stagnant due to a profound lack of innovation by the super-complacent companies that dominate this space."

The most promising region to target this year is Asia, followed by Latin America, says Ayre, although he also describes India as "a massive market that always seems to get overlooked for some unexplained reason".

In the US, meanwhile, Ayre believes one more state might offer online gaming in some form

this year after the Department of Justice's decision that the Interstate Wire Act of 1961 only applies to sports betting cleared the way for states to regulate e-gaming individually. It might, however, be limited to the Internet sale of lottery tickets, says Ayre.

Taking it easy

As we report in our news section this month, IGT is plunging headfirst into social gaming with the acquisition of Double Down, the firm behind Facebook's most successful virtual casino. But going online doesn't have to mean building a fully-functional casino. For example, how about offering a free-to-play experience via social networking that replicates just one part of the land-based operation?

As an illustration of how this could work, consider a new application on Facebook that allows consumers to bet virtual money on real sporting events. It's modelled on a casino sportsbook, but there's no reason you couldn't offer any kind of game following the same principle (and indeed virtual table games might well be simpler to manage).

"I saw an opportunity to provide a betting experience to the millions of sporting fans in jurisdictions where conventional sports betting is illegal or unavailable," says Socialitize CEO Adriaan Brink, whose firm produced the 2Bet2 application.

"We have tried to remain true to the style and form of more normal sportsbooks while at the same time adding these great social hooks. While we may not achieve the level of monetisation as the large bookmakers, we are well positioned to achieve far greater levels of player participation."

Players bet, either against one another or against the house, on worldwide sporting fixtures using virtual currency. A small amount

is issued to them free when they sign up, and they can buy more online for real money in transactions of \$5 upward – but the virtual currency is not redeemable back into their bank accounts. This provides Socialitize with its revenue stream.

The calculation of betting odds is based on Las Vegas sportsbooks, and reflects the odds being offered in real life, with continuous updates. Sports include European and American football, basketball, hockey, baseball, rugby union and league, cricket, tennis and golf. A real-time feed also allows players to comment on each other's bets.

2Bet2 has no bricks-and-mortar brand. But for operators that do, a project like this is not only a great deal simpler – in terms of both technology and regulation – than putting the entire range of casino gaming online. It could also be an effective way to draw in consumers who might not be sufficiently interested to go through the rigmarole of signing up for a fully-fledged casino, or be happy risking real money: part of the beauty of hosting applications like this on Facebook is that the signup process is, literally, two clicks. And once they're hooked on the free-to-play service, it should be easier to convert them to a pay-to-play online casino.

Only a small percentage will make the transition, of course – as Ayre warns, "free-play virtual models will continue to grow, but their ability to convert players into risking real money will remain a major question mark". Yet the cost of servicing those who don't move beyond free-to-play is so small that the investment remains worthwhile, particularly because it's likely to acquire some new customers who would never have been converted by more conventional e-marketing techniques such as email or advertising.



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Goodbye 2011 ... Hello 2012!

No industry changes in 12 months like an online industry, and 2011 was no exception. **Matt Broughton** caught up with some of **Casino International Online's** 2011 contributors to look back... and look forward.

**Dominic Mansour (VP of Products)
& William Scott (Vice President) GTECH G2**



What has been the best thing about 2011 for you?

Dominic Mansour: 2011 was the year in which we successfully launched our first branded game (Sherlock Holmes) with a huge amount of commercial success. In addition, we have seen tremendous growth and success on our investments into the poker platform, with more exciting and innovative features launched in one year than ever before, we also saw a record breaking jackpot on the IPN which was fantastic! 2011 also saw us launch our brand new Bingo product and the results have been outstanding, with the business growing more than 20% YoY.

William Scott: It was great to have significant success in securing a large number of new customers in the WLA and commercial market including Barona in the USA, the Hungarian National Lottery and our phenomenal success in Spain. All of which were won in very competitive bids and our success is a testament to the innovation and development we have delivered this year.

What was the key product you worked on during 2011?

Dominic Mansour: Our product focus in 2011 was poker and we performed way ahead of our expectations. We delivered more content than in any one single year, our deliveries were on or ahead of time and we initiated the planning of our new poker platform. As a result, we have really closed the gap on our competitors' offerings.

William Scott [L] and Dominic Mansour



What was the toughest thing about 2011 for you?

William Scott: The toughest thing was getting ready for newly regulated markets and all the challenges it brings; new and old customers that need to be launched at the same time with local regulatory requirements.

Dominic Mansour: Against the backdrop of evolving regulation and market openings, in particular Spain and Denmark, our toughest challenge was not to deliver these on time, but to ensure we did so while continuing to invest in R&D of our products so we did not start 2012 behind the game

What will be your 'big deal' in 2012?

Dominic Mansour: Mobile is one of our big deals for 2012. We have a very significant and aggressive investment earmarked in the mobile space during 2012. Come October, we will have a very comprehensive, impressive and market leading offering to showcase.

What do you think will be the biggest challenge in 2012?

Dominic Mansour: There are always on-going challenges within a technology driven businesses, but the key to our continued success will be in ensuring we constantly deliver on time to our customers whilst ensuring we maintain the high pace of new product development and initiatives.

William Scott: At GTECH G2 we are committed to ensuring we lead the way in regulated markets as the leading provider to government markets and the world lottery industry. Ensuring that the regulation that is proposed makes sense from a government, player and operator perspective but also working with new regulations will be our biggest challenge and opportunity

Richard M. Haddrill, Chief Executive Officer, Bally Technologies, Inc.

What has been the best thing about 2011 for you?

The performance of our new ALPHA 2 Pro Series slot cabinets and technology platform has been very exciting in 2011. We are really seeing improved video content and overall game innovation that is enabling us to increase market share. Second, the advancement of our floor-wide picture-in-picture player network – iVIEW DM™ in the marketplace has been very rewarding.

What was the key product you worked on during 2011?

Our Systems sales team really focused on increasing the penetration of iVIEW DM in 2011, and I'm very pleased that we have announced some major contracts for this technology, including Caesars Entertainment, the Seminole Tribe of Florida, Peermont Group Africa, Mohegan Sun, Casino Miami Jai-Alai, British Columbia Lottery Corporation, Foxwoods, the Navajo Nation, and several others. Casinos have really embraced how this impactful technology can add dramatic levels of excitement across the casino floor with a very manageable capital investment.

What was the toughest thing about 2011 for you?

Throughout 2011 the global economy remained sluggish, resulting in a lower level of spending by consumers, and conversely, reduced investments in new capital by casinos. However, as we exit 2011, optimism is growing and casinos are starting to spend more.

What do you think will be your challenge in 2012?

I still believe that we in the worldwide gaming industry will continue to be challenged by the economy and by political uncertainty in a number of parts of the world. However, the economy also spurs many states and countries to consider gaming expansion as a way to create jobs and generate tax revenue. We see positive new market opportunities for Bally in Greece, Hungary, Brazil, Illinois, Ohio, Kansas, and Massachusetts.

What will be your 'big deal' in 2012?

There's so much exciting activity for Bally, from new market launches like Italy, Illinois, and Ohio to key customer deployments across Canada and Africa, to the release of best-in-class games based on world-class brands like GREASE™ and Michael Jackson King of Pop™ - I can't pick just one!



Matt Jellicoe, Director and Founder, Offsidegaming

What has been the best thing about 2011 for you?

The best thing about 2011 has been seeing the good, the bad and the ugly of regulation in Europe. In 2010 I was concerned that regulation would happen very quickly and would be black and white. In reality the speed of regulation has been slow and it has given traditional offshore operators time to adapt – whether to focus on pre-regulated markets or to develop business to business offerings. Instead of regulation closing doors, it has created many opportunities, especially for medium sized operators who control their technology and are not wedded to specific markets.

What was the key product you worked on in 2011?

We have integrated Botsphere's football product for pre-match and Live Trading and chose this over a fully automated solution. Botsphere is a trader driven tool that allows us to differentiate our offer whilst also allowing a trader to trade 2-3 games simultaneously. We have also focused our attention on Mobile.

What was the toughest thing about 2011 for Offsidegaming?

Managing growth has proved tough. Transitioning from a start-up with 40 staff and going through the evolution of bringing in senior management, and ramping up to 90 staff. However the results are clear now; our IT delivery and trading is a different game compared to 12 months ago.

What will be your 'big deal' in 2012?

Offsidegaming started as an emerging markets specialist and our heartland is still Eastern Europe – we recently started licensed operations in Belarus for example. However I think in 2012 we will sign a major deal in Europe as a software/operations provider. We are starting to work very closely with LVS (our software provider) and I believe we have a unique offer. LVS and Offsidegaming will be able to provide a unique turnkey offer across both internet and landbased shops bringing a Tier 1 software solution and providing strong operations at a fraction of the cost. This is something that we believe other providers could not service.

What do you think will be the biggest challenge in 2012?

Regulation throws up challenges and I think many large corporate operators will effectively become 'grey' operators next year; this will be interesting. Possibly many operators will be forced to choose which side of the fence they sit on when it comes to regulation.

Any predictions for 2012?

My prediction is that many regulated markets will have failed regulation next year as they realise that high taxes just create 'offshore leakage' on a large scale.



Sreeram Reddy, Managing Director, Cozy Games

What has been the best thing about 2011 for you?

The best thing about 2011 has been the growth the industry has seen in the mobile and social gaming space. For the last couple of years we've been working very hard towards building our niche in the mobile and social gaming segments, and with the industry heading in this direction in 2011 our hard work paid off and we slowly but surely have come out as leaders in this space in the gaming industry.

What was the key product you worked on during 2011?

The increase in the use of smart phones and android phones has been the leverage for us to grow with our cross-platform compatible games. We have developed our mobile strength in such a way that our games are now available on more than 600 handsets. This is how we had a greater penetration amongst the crowds and exponential growth with respect to smart phone users.

What was the toughest thing about 2011 for you?



Industry giants have been around longer and have bigger marketing budgets, hence their presence in the market is stronger than us. However, our niche strength in mobile technology has taken us a step ahead and given us the required presence and penetration.

What will be your 'big deal' in 2012?

Well, I hope the New Year brings in new opportunities to expand the market. So far the United Kingdom has been the hub of activity for online gaming, but the trend has been changing. The growth is slow but significant and my focus rests on the North American and Canada markets which are poised to grow on the social media channels. Competition in this industry is intense and to grow along with the changing trends will be a challenge this year.

What do you think will be the biggest challenge in 2012?

The advantage of growth in the industry is huge, and as a result innumerable online gaming and bingo sites are launched regularly. Bingo is the fastest growing sector of the online gaming industry in the UK today. Any industry that grows at a lightening pace has a certain pattern of growth which automatically turns towards consolidation, and this is what has been happening with the online Bingo industry. With consolidation comes a mixed bag of opportunities and challenges beginning with the player base shrinking. Secondly, with consolidation, the margin of error reduces drastically, and the need to maintain 100% quality and to evolve every day is a major challenge. As a result, the competition increases, and hence the demand for better promotions are the order of the day.



David Hunter, Chief Executive, Ukash



What has been the best thing about 2011 for you?

We have received two highly acclaimed awards during 2011. The Queens Award for Enterprise which recognises Ukash for its business growth and international trade and the business was also ranked 23 on the Sunday Times Microsoft tech Track 100. Ukash also achieved its first year of profitability, a remarkable 80% year-on-year business growth as a result of our continued global expansion and we now process over £500million of safe online transfers worldwide every year.

What were the key products you worked on during 2011?

Closing the loop on e-money payments with the launch of our UkashOut Mastercard was a key product launch for 2011. The card means that players can transfer their winnings back to cash by loading their cash on to the card. For the operator, the UkashOut Mastercard is a faster and more convenient system that marks the end of costly cheques, bank transfers and other traditional payout methods.

What was the toughest thing about 2011 for you?

Identifying smart, cost-effective ways to enter new markets; for example, we have had to think carefully about how we enter the Latin American markets due to local regulations and currency controls. Our creative thinking has however paid off as we are now live in Brazil, Argentina and Mexico. Further growth is planned for 2012.

What will be your 'big deal' in 2012?

We aim to continue to sign-up a number of market-leading merchants in all sectors, including gaming and e-retail. But the biggest deal will be to enhance the utility of Ukash by launching several new products for operators and consumers including the enablement of a range of managed, ID checked cash-out services.

What do you think will be the biggest challenge in 2012?

Regulation is the key challenge across all markets. Both the complexity of different regulatory environments in different countries/regions and having the local knowledge to respond speedily. However, we are well placed with our networked-partner approach to doing business and see a number of exciting opportunities emerging, such as the US market.



Arni Petursson, Chief Marketing Officer, Betware

What was the key product you worked on during 2011?

In June 2011 we launched, together with the Icelandic National lottery, our new Mobile Solution thus opening a new and exciting way for lottery players to enjoy Lotto games via their smart phones. The solution has been especially designed so that the smartphone users can take full advantage of the touch screen capabilities that their mobile phones offer (such as shaking the iPhone to get random numbers selected). This did not only offer a new sales channel for the lottery but additionally it created a new communication channel for promotional activities. By utilizing QR codes, implemented into the Betware Mobile Solution, the lottery is able to link its retail and online sales channels and add a very powerful marketing tool to its campaigns.

Another very important product Betware launched in 2011 was the Central Regulatory Storage, regulatory vault system, developed as part of our Spanish market strategy. Inbuilt/implemented into the Betware Gaming Platform it facilitates all regulatory requirements being met within Spain and other regulated markets and ensures that operators can purely focus their efforts on marketing and selling their games towards players.



What will be your 'big deal' in 2012?

We aim to build on our success on the Spanish market offering our flexible solution which ensures all requirements set forth by regulators. Betware is now considered an expert in gaming solutions and our biggest challenge and opportunity is to strengthen this image. We are introducing to gaming operators a multi-sourcing strategy that is supported by a very flexible platform. This allows operators to choose best of breed games from vendors of their choice. The gaming market is an extremely competitive marketplace and operators wishing to become the leaders are bound to offer the best products and entertainment through sales channels desired by their players. The Betware Gaming Platform guarantees all that and so we look forward to growing our customers' portfolio in 2012.

What do you think will be the biggest challenge in 2012?

We consider increased gaming market liberalization as a key challenge in 2012. The governments across Europe and North America are looking into examples of Spain and Denmark and we predict a lot of changes on the gaming map of the world.

Ramiro Atucha, Chief Executive, Leander Games

What has been the best thing about 2011 for you?

It has definitely been the overwhelming response to our games portfolio. Microgaming's Quickfire, GTS and Openbet are just some of the names that are now promoting our popular "Reely Series" slot games and we have also received great feedback with regards to Megadeth – our first ever brand-licensed game. We have also generated the support of some of the industry's most prolific affiliates who genuinely enjoy our games and that are happy to endorse. This has been an amazing achievement and one which we are very proud of.

What was the key product you worked on in 2011?

The lead product was definitely the launch of Megadeth slots. We have created an exciting game through a combination of image-rich creative and engaging mathematics to ensure thrilling game play. We see a great future for brand licensed games where the theme such as Megadeth has already an established fan base of hundreds of thousands around the world, giving operators an opportunity to tap into another mass market. Leander Games has also secured the rights for "money can't buy" merchandise and hospitality opportunities that can be passed on to operators for use in their own marketing campaigns.

What was the toughest thing about 2011 for you?

2011 was the year of first integrations with most of the open platforms. As you know, first integrations are always very painful. Now that we have completed them we are beginning to enjoy the best part of the learning curve, and we are expecting a smoother ride in getting more games into the market in a faster and more efficient way.

What will be your 'big deal' in 2012?

Only by the end of 2011 did we reach an understanding with Microgaming's Quickfire, so I can imagine a lot of effort being put into integrating with their operators during 2012.

What do you think will be your biggest challenge in 2012?

By the end of 2011 we completed our own Remote Gaming Server called "LeGa", and by the end of December completed a successful first integration (with the Facebook application "Avatingo"). During 2012 we will be starting a few direct integrations with some select operators. Those integrations along with the necessary compliances will be our big 2012 challenge.



Ron Regan, Sales & Marketing Director, LVS

What's been the best thing about 2011 for you?

A large part of our strategy has been to target state licenced operators looking to either modernise or add sportsbook to their existing offering. We knew we had an excellent internet solution that's better than anything else out there but we have worked very hard to improve our retail solution to the standard needed to supply a complete multi-channel platform. We are now competing with and beating the bigger players in the market like Gtech, intralot and Openbet on many of the tenders we participate in.

What was the key product LVS focused on in 2011?

LVS have designed a new front-end framework called "Apollo". The intention is to ensure that each LVS customer website will be "unique" and match all customers' bespoke requirements, whilst at the same time being developed in as cost efficient a manner as possible. Apollo was built using framework methodology. Each customer website is built from an ever expanding library of components which are designed to

be interchangeable within the framework and can be supported by the same content management system (CMS). Each component is also designed so that can be easily



"branded" and will adopt the corporate look and feel of the client. New components are easily swapped in and out, using a drag and drop function so day-to-day content is easily controlled by non-technical staff, and the website is constantly kept fresh for the players. Our clients love the freedom Apollo gives them.

What was the toughest thing about 2011 for you?

LVS is continuously investing in its technology and looking for new, better ways to help the bookmakers manage their operations. Prioritising these enhancements is a very tough process.

What will be your 'big deal' in 2012?

We have three potential 'big deals' happening at the moment; one in Israel, one in India, and one with one of the biggest gambling brands in the industry today. We are pushing hard to win all of them.

Lisa Duckworth, Commercial Director, Isle of Man Post Office

What has been the best thing about 2011 for you?

2011 was such an exciting time for us however the two main highlights were the launch of our new digital postal product, ePostbox and also the launch of our Integrated Mailing Solutions (IMS) service into the gaming industry. Both required a lot of hard work and dedication from our staff at all levels of the organisation and we are really excited about 2012, particularly with ICEi and the London Affiliate Conference just around the corner.

What was the key product you worked on through 2011?

It's difficult differentiating between the launch of ePostbox and our soft launch into the gaming industry. With ePostbox, we became the first postal administration to purchase the existing Swiss Post product under license, which enabled us to offer this unique product to Isle of Man residents, regular travellers and those customers that have a second home abroad. The response has been fantastic and we are so delighted since this was a

completely new initiative to the local market. Similarly, the successful launch of our steadfast IMS service into the gaming industry took us by surprise. We attended the Barcelona Affiliate Conference last September to research the potential opportunities and within just a couple of weeks, we'd carried out our first Direct Mail campaign on behalf of one of the biggest brands in online gaming.



What was the toughest thing about 2011 for you?

When we launched ePostbox, we encountered a couple of regulatory issues that weren't anticipated. However the flip side, we've been working very closely with the relevant authorities and learned a great deal about how to further improve our service so that we will soon be able to offer ePostbox to off Island residents soon. We can't wait to see all our hard work pay off fully soon.

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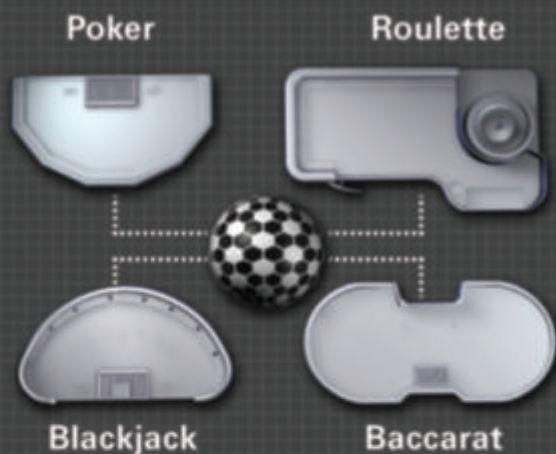
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