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Reports to	Managing Editor – IAG and Managing Editor – WGM.
Salary	Range of MOP$18,000 to MOP$23,000 dependent on experience, qualifications and suitability of the successful candidate.
Bonus	A very attractive bonus structure is provided.
Medical coverage	Basic medical insurance will be provided.
Working location	The company has offices located in Central Macau and Central Taipa. The successful applicant will be able to work from home when appropriate, but will generally work from company offices.
Working hours	Officially Monday to Friday 10:00 to 19:00, but as needed to achieve the functions of the role. Great flexibility is offered by the company in relation to working hours.
Transportation	From home to work and return most days in a chaffeur-driven luxury company vehicle (no Macau buses to catch!)
Public holidays	All Macau government public and bank holidays.
Annual leave	1.5 annual leave days per full calendar month worked (18 days per year), taken by mutual consent of the successful candidate and the company.
Sick leave	Up to 8 sick leave days per year.
Telephone	The company will provide a smart phone and data plan to be used for company business.
Languages required	Fluency in oral English and Cantonese and able to write in English and Chinese.
Experience	At least one year of experience in a role involving journalism and/or professional writing is highly desirable but not essential.
Qualifications	A tertiary degree in Chinese, English, communications or journalism is highly desirable but not essential.

TRAINING AND MENTORSHIP

- As appropriate to the successful candidate, a high level of training and mentorship will be provided to the successful candidate by the Managing Editors of WGM and IAG.

ESSENTIAL SKILLS AND ATTRIBUTES

- Able to write professional level magazine and website copy.
- Excellent organizational skills.
- Able to work collaboratively and harmoniously with other staff.
- Able to confidently attend press conferences and other events representing the company at such events and asking appropriate questions (with guidance and training).
- The ability to work with an extensive contact list of many thousands of contacts.
- An outgoing personality with the ability to build genuinely warm relationships over time.
- Basic computer skills: Microsoft Word, PDFs, email, etc.

DESIRABLE SKILLS AND ATTRIBUTES

- A basic understanding of casinos and gaming.
- An existing network of contacts amongst Macau local businesses.
- Video production skills.

DUTIES

- At times publicly represent *Inside Asian Gaming* and/or WGM.
- Write professional magazine level copy for *Inside Asian Gaming* and WGM in one of English and Chinese and create a good quality first draft translation in the other language.
- Manage and develop relationships to maintain and build the company's extensive industry contact list.
- Assist with other operational activities as required, for example with conferences and events.
- Any other duties as necessary from time to time.

For more information please contact **Andrew W Scott** at **ceo@wgm8.com.**

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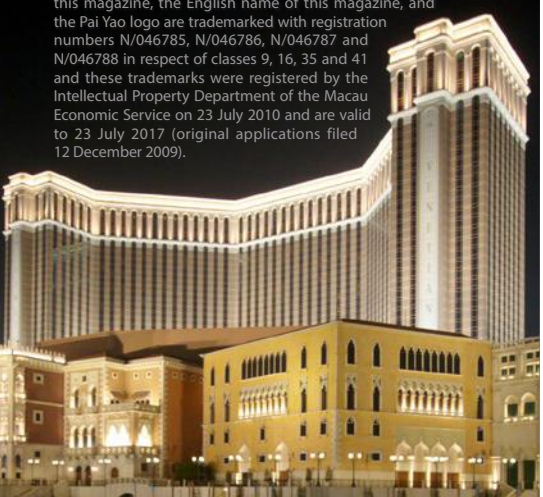

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READER SUPPORT:	Sophie Hu	读者支持	户媛媛
PRODUCTION MANAGER:	Ferdinand Ng	制作总监	吴迪
GRAPHIC DESIGNERS:	Ferdinand Ng Erickson Vivas Loudemyr Garcia Eric Ontuca	平面设计	吴迪 Erickson Vivas Loudemyr Garcia Eric Ontuca
ADVERTISING ENQUIRIES:	Derrick Tran	广告垂询	陈绍文
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PHOTOGRAPHERS:	Wilson Li Dave Aglosolos Melao	摄影师	李维逊 Dave Aglosolos 卡士尼
THE PAI YAO GANG REGULAR CONTRIBUTORS:	Pai Yao The Dragon The Eagle The Panda The Stallion The Tiger	“貔貅帮”定期撰稿人	貔貅 骁龙 飞鹰 熊猫 野马 老虎
OTHER CONTRIBUTORS:	Jenn Barr Cynthia Cheang Dan Glimne Luís Mesquita de Melo Railbird Ronny Andrew W Scott	其他撰稿人	白珍 郑诗韵 Dan Glimne 明路义 栏外痴人 卓弈

PAST CONTRIBUTORS
Angel Au ♠ AJ Brock ♠ Dr Raymond Chow ♠ Richard Clow ♠ Gemma Collinge ♠ Jimmy (Ng) King ♠ Edith Lam ♠ Fred Leung ♠ Mary Mendoza ♠ Eva Mok ♠ Christian Newbold ♠ Terry Nichol ♠ Kelvin 'Puyo' Ng ♠ James Potter ♠ Michael Reardon ♠ Gabrielle Ruiz-Barredo ♠ Andrew Tam ♠ Ben Wilson ♠ Harry-Lee Dong Wu ♠ Zöe Zhai

以往撰稿人
大内高手 ♠ 博艾其 ♠ 周棓登博士 ♠ Richard Clow ♠ 高洁美 ♠ 吴有根 ♠ Edith Lam ♠ 梁逸龙 ♠ 文美玲 ♠ 莫佩莹 ♠ Christian Newbold ♠ Terry Nichol ♠ 吴家富 ♠ 詹一帆 ♠ 易谦 ♠ Gabrielle Ruiz-Barredo ♠ 阿图 ♠ Ben Wilson ♠ 校长 ♠ 翟彧

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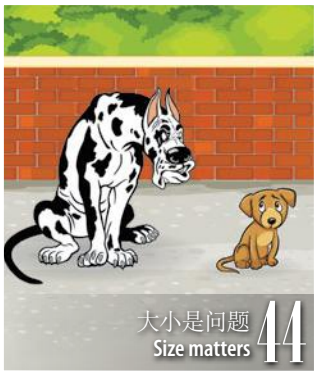

20 简博贤：时代的光芒
GRANT BOWIE: A TIME TO SHINE

编者寄语

经历尤其艰难的12个月之后，2016年势必为澳门局势带来一些急需的缓解，博彩收入预计会趋于稳定，四家全新综合度假酒店也将开门迎客。

其中之一，就是美高梅路氹城。明年第四季开幕时，它将成为美高梅在澳门的第二家度假酒店。有关这项工程的信息目前还不是很多，因此WGM与美高梅中国控股有限公司行政总裁简博贤先生（Grant Bowie）做了一番交谈。

在这次内容广泛的访谈中，Bowie还就澳门近期的衰退，以及未来澳门博企之间更紧密合作的必要性，发表了独到的见解。

敬请翻至第20页阅读详情。

谈及全新度假酒店，新濠影汇于10月底盛大揭幕。WGM一如既往地奔赴了所有庆典活动。本期我们将带您领略这座璀璨炫目的度假酒店及其一系列娱乐元素。

体育方面，我们深入研究了当前在足球监管机构国际足联和田径界掀起轩然大波，且有密切关联的腐败和兴奋剂丑闻，详述了令人难以置信的作弊和背叛行径。不容错过。

足球爱好者将读到我们关于利物浦新任主帅尤尔根·克洛普的文章。自赛季中期在安菲尔德接手，他已经产生重大影响力。WGM足球专家陆逸就克洛普著名的“前场压迫”战术，以及它如何能够帮助红军再次成为一支英超劲旅，做了精彩解析。

回到澳门，这次我们打破常规，造访了如今几乎已被遗忘的澳门最古老的“三街”；而野马来到氹仔旧城区，尝试了新近开业、提供一些不寻常佳酿的PREM1ER Bar & Lounge。

一如既往，追随骁龙
首席执行官卓弈
执行编辑Ben Blaschke

From the Editor's Desk

After a particularly tough 12 months, 2016 promises to provide some much needed relief for Macau with gaming revenues expected to stabilize and four new integrated resorts set to open their doors.

Among them is MGM Cotai, which will become the second Macau property for MGM Resorts when it welcomes its first customers towards the end of the year. Not a lot has been revealed about MGM Cotai to this point, so WGM sat down with the man in charge – MGM China Holdings Ltd CEO Grant Bowie – to find out a bit more.

In a wide ranging interview, Bowie also gives his intriguing take on the recent gaming slump and the need for greater collaboration between Macau's concessionaires in the future.

Read all about it on page 20.

Speaking of new properties, Studio City opened for business in late October and as always WGM was on hand for all the celebrations. This issue we take you on a guided tour of this glitzy resort and run the rule over its wide range of features.

In sport, we delve into the closely linked corruption and doping scandals currently rocking football's governing body FIFA and the world of athletics – detailing an astonishing record of cheating and betrayal that defies belief. It's not to be missed.

And when it comes to must-reads, football fans will enjoy our feature on new Liverpool manager Jürgen Klopp. Having already made a big impact since taking over at Anfield mid-season, WGM's resident football expert Leanne Lu provides some excellent insight into Klopp's famed *gegenpressing* style of football and how it can help the Reds become a premiership force again.

Back in Macau, we venture off the beaten track to a world largely forgotten these days via Macau's oldest three streets, while The Stallion makes his way to Old Taipa Village where the recently opened PREM1ER Bar & Lounge offers something a bit special.

As always, follow the dragon,
Andrew W Scott, CEO
Ben Blaschke, Managing Editor

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「风云人物」专栏中，WGM首席执行官卓弈先生与博彩界最具影响力的人物对话，为您讲述精英是怎样炼成的！

Power People sees WGM's CEO Andrew W Scott speaking with the most influential people in the world of gaming. Learn what makes the best of the best tick!

简博贤：时代的光芒

Grant Bowie: A time to shine

距离美高梅的第二家澳门综合度假酒店「美高梅路氹城」揭幕不足12个月，WGM首席执行官卓弈对美高梅中国控股有限公司行政总裁兼执行董事简博贤先生（Grant Bowie），做了一次内容广泛的访谈，探讨澳门市场的现状，以及未来我们可以从美高梅有哪些期待。

Less than 12 months out from the opening of MGM's second Macau property, MGM Cotai, WGM CEO Andrew W Scott sat down with Mr Grant Bowie – Chief Executive Officer & Executive Director of MGM China Holdings Limited – in a wide ranging interview discussing the current state of the market in Macau and what we can expect from MGM in the future.

卓弈：Grant，感谢您抽时间与我们交谈。我们先来展望一下计划于2016年第四季开业的美高梅路氹城项目吧。可以为我们介绍一下这项工程，尤其是它的非博彩元素吗？

简博贤：我认为美高梅认识到，我们的规模相对较小 — 具体投入哪些设施，并不是唯一重要因素。整个路氹城几乎就是一个综合目的地，所有博彩企业在产品上必须面面俱到的理念，实际上并不合适。有一些方面我们划分为必要元素，比如酒店、餐饮，甚至餐饮在内容、花费，以及人们期待的产品多样性方面，也变得更加充满变数。

ANDREW W SCOTT: Thanks for taking some time out to talk with us, Grant. Let's start by looking ahead to MGM Cotai which is scheduled to open in late 2016. What can you tell us about the property and in particular its non-gaming offerings?

GRANT BOWIE: I think it is recognizing that we have a smaller footprint – that it's not just about what we put in. It's almost like Cotai itself is the integrated destination. The notion that all the concessionaires must have one of each or a copy of each other doesn't actually fit the bill. There are certain things we classified as mandatories like hotel, food and beverage – and even that is becoming a lot more dynamic in terms of the offer, the spend and the variety of product that people are expecting.

我认为关键点在于，我们在澳门想要成为其他人的复制品，还是带来别处不曾见过的新事物？由于我们规模较小，于是焦点就在创意上，去打造一些新的餐饮想法和娱乐概念。在娱乐前沿，我们正在修建一个全新的创意剧院，但同时要思考的是，如何去创建能够跟上中国访客性质变化步伐的内容？

卓：这项工程早已开始的情况下，您如何去保持它在内容方面的灵活性？

I think the critical point is: do we in Macau just want to be a copy of everywhere else or do we want to be bringing things that others haven't seen? Because we have a slightly smaller scale, we are focussed on being part of the creative process – creating some new food and beverage ideas and new entertainment concepts. From the entertainment perspective, we're building an innovative theater which is new but also how do we actually build content that is responding to the rapidly changing nature of the Chinese visitor?

AWS: How do you go about maintaining flexibility in what you will offer while construction of the property is already well underway?

简：灵活性和目的性之间的妥协一向是个挑战，但我们学到的一点是，路氹城在某种程度上（澳门半岛在绝对程度上），是一个业内旧有的运营商可以获得重生的地方。因为它发展如此迅速，我们面对如此多的挑战，这并不是一个将毫无经验之人带进来的地方。

关于澳门，最棒亦是最令人兴奋的一点是，我们在世界上任何其他地方的经验，或许有相关性，但不一定可行。相信我们都曾检验过那些原则，随着时间的推移，要找到适合澳门的方式，已经变得越来越复杂。在路氹城的新酒店开业中，我们已经看到这点。我仍然认为，纯粹从博彩角度来看，路氹城（鉴于那里所有的基础设施及其他一切）仍然只占不足50%的博彩收入，这是让人难以置信的。这就告诉我们，无论澳门最终会变成怎样的目的地，我们都还没有完全弄明白。

卓：您认为和一日游访客有关吗？如果他们只来澳门一天，可能会不情愿再花四十分钟跨过大桥去路氹城？

简：有可能，我认为这其中也有历史原因。对于主要为博彩而来的很多访客来说，澳门半岛仍然是他们活动的重心，它有一种特殊的魅力，我认为非常重要。人人都在谈论澳门半岛还是路氹城，但我认为这完全没有意义。两者都是澳门，我们需要将焦点更多放在作为一个整体的澳门，而不是二选一。

那是我们的一个特质，因为我们有澳门半岛的美高梅1.0和路氹城的美高梅2.0。我们将其视为有着不同特点的澳门经营，而不是区分成澳门半岛和路氹城。我们将现有的这家看作经典式澳门娱乐场。它高雅、醒目、有格调，满足所有对传统娱乐场的预期。在赋予它生命力方面，我认为我们做得非常好。路氹城更多是和新时代有关。一方面是规模，但另一方面是创意。路氹城对于创意的需求要比半岛上多很多，也更为关键，半岛上我们主要是娱乐场。

卓：因此在您看来，半岛将继续更加倾向于一个博彩目的地；而在路氹城，我们将投入更多非博彩设施，比如水上滑梯和主题公园等，令它更加倾向于一个家庭目的地？

简：我不想将其划分为博彩和家庭。我只是去看其休闲组成。这是一个人们如何分配时间的问题。当人们来半岛这边，相对于在路氹城来说，他们很可能将更多时间分配给博彩。这是我的看待方式。但作为一个目的地，我们需要将澳门作为一个整体去营销。

卓：那么在当前状况下，澳门作为一个整体，该如何去营销？

简：我们先倒回去一下。2003年我刚来这里时，完全不知道会发生什么。坦白讲，我们的期望值要低很多。然后金沙开业了，我们都惊叹不已。再然后永利开业，打造出另一种风格。后来娱乐场不断开业，继续收获着市场需求为我们创造的机会。我认为当时我们都明白需要多样化，但实际没有那样去做。即使我们修建了更大的场地，有很多商铺和零售，增加了很多会展设施，但那并不意味着我们在思想上多元化了。挑战就在这里。

我们的积极亦是消极之处在于，我们仍然是世界上最大的博彩目的地，但如果我们继续按照之前所经历的增长率来发展，我不确定随着时间的推移，我们能否持续发展，因为我们会变得太过以博彩为中心，在客户划分方面太过狭窄和单维，以至于走到一个没有能力去多元化的地步。

GB: The compromise of flexibility versus purpose is always a challenge but the one thing we've learnt is that Cotai to a degree and Macau absolutely is a place where the old guys in the industry can have a new lease of life. Because it is moving so rapidly and we're being challenged so much, this is not a place to bring people that have never done it before.

The great and most exciting thing about Macau is that everything we've ever done anywhere else in the world may be relevant but it is not necessarily valid. I think we've all been testing those principles and it has become more and more complicated as time has gone on. We've seen that with the openings at Cotai. I still think it's amazing in a pure gaming context that Cotai – given all the infrastructure and everything else that has gone in there – still only barely has 50 percent of the gaming revenues. That in itself throws up this notion that whatever the ultimate destination Macau is to become, we haven't worked it out completely.

AWS: Do you think that's a day tripper thing? If they come to Macau for a day they don't want to lose another 40 minutes of their time by crossing the bridge?

GB: Potentially and I also think there is a historical context to that. For a lot of those predominantly gaming customers, the peninsula continues to be the centre of that activity. It has a unique characteristic about it which I think is really important. Everyone talks about the peninsula or Cotai but I think that is completely invalid. It is actually Macau and we need to focus more on Macau rather than one or the other.

That's an attribute for us because we've got MGM 1.0 in Macau and MGM 2.0 in Cotai. We see that as being a Macau presence with different characteristics rather than being the peninsula and Cotai. We see the existing property as being the classic Macau property. It has a level of sophistication, a level of style and a level of presence which is the expectation of what a traditional gaming property is. I think we've done a really good job of bringing that style and presence to life. Cotai is more about the new age. One part of that is scale but the other is creative content. The demands for creative content in Cotai are much more severe and much more critical than in the peninsula where we are primarily casinos.

AWS: So the peninsula in your opinion will continue to be more of a gaming destination while Cotai is where we will put all of our water slides and fun parks to make it more of a family destination?

GB: I don't want to classify it as gaming and family. What I would classify it as is just the composition of leisure. It is an issue of how people allocate their time. I think when people come to the peninsula they probably allocate more time to gaming than they do in Cotai. That's how I see it. But as a destination we need to sell Macau.

AWS: So how do we, Macau as a whole, sell Macau under the current conditions?

GB: I think we step back a little bit. When I first got here in 2003 we had no idea what was going to happen and frankly our expectations were much, much lower. Then Sands opened and we all got this "wow". Then Wynn opened which created another set of characteristics and then progressively we kept on opening and reaping the opportunities that the market demand created for us. And while I think we all understood at the time that we needed to diversify, we didn't actually do that. Even if we built bigger places, even if we had lots of shops and lots of retail, even if we built lots of MICE, it wouldn't have meant that we mentally diversified or mentally developed. Therein lays the challenge.

美高梅路氹城定于2016年第四季开业
MGM Cotai is due to open in late 2016

卓：尽管有这么多关于多元化的讨论，但澳门非博彩收入所占的百分比仍然是单位数。我们要如何去改变？

简：关键在于合作。我认为过去的市场实力意味着，我们都可以各自经营。政府、社区、澳门的商业以及博彩公司等，都能做好各自的事情。但当前的第一要务是，我们必须协同行动。这是我们面对的最大挑战。我认为在政府、商业界（尤其是博彩运营商之间，但还有商业界整体）和社区之间的合作不够。而澳门市场的实力很可能令这种状况变得更糟。

卓：最近我们与美国博彩业协会主席Geoff Freeman谈到了为何拉斯维加斯成功，而大西洋城却失败。他指出，大西洋城失败的主要原因是，它将自己早期的成功看作了理所当然。

简：是的，当前的成功并不会建立起未来的成功。它往往意味着，我们都将焦点放在了自己身上，这是我们需要纠正的。我认为基础设施问题、目的地性质 — 多元化实际应该让我们更加紧密。我们越是能持续紧密地合作，就会越强大。

卓：那么合作的媒介会是什么？靠什么将所有持份者集结起来？

简：我希望逆境能成为变革的推动力。我们似乎存在一种误解，或者说一种意识的缺乏。我们的对手实际是在澳门之外，而不是澳门之内。我们必须想明白这点。我们都需要学习如何合作，不仅是博彩企业，而是所有的主要持份者。这包括政府、商业界和社区。我们都处在这个游戏之中。我是澳门的一员，你也是澳门的一员。

有些人或许会说，试图改进的士公司服务的的努力是徒劳的，但如果我们不去解决那个问题，我们都将受损。有人去积极倡导改进，我们应该支持。这种合作对澳门来说不是天然的。当前不同的团体之间实际在互相竞争，而这是一个根本性错误。真正的多元化不只关乎六家博企，而是关乎澳门六十万人。我们都需要去多元化，而且不能仅仅因为被告知这样做而去做，那将以失败告终。如果我们是因为相信澳门而那样去做，那么这种合作才是可持续的。它是一场马拉松，不是百米冲刺。

卓：在打造非博彩设施方面，我们看到了过去一些失败的努力，那些更多只是口头说说。而您强调的是，它需要是真实的，为澳门量身定制的。

简：没错。再回到中国消费者的演变如此迅速这个事实上，他们将错过西方消费者所经历的演化阶段，因为中国正在引进全世界。复杂的是，中国还想要向全世界输出。我们所处的阶段实在非常有趣，澳门应该抓好这个机会。因为我们小，所以应该要灵活，应该动态化。但我们花太多时间来猜测对方，而不是去合作并且意识到，市场状况的这种变化是给澳门最好的礼物。它将创造出一次最好的机会，去对中国消费者性质的变化做出反应，从而成为价格制定者而不只是命令执行者。

The positive/negative we have is that we are still the largest gaming destination in the world but had we kept going with the sort of growth rates we had experienced I'm not sure we would have been sustainable over time because I think we would have become so gaming-centric and so mono-dimensional in terms of narrowing the customer segmentation that we would have got to the point where we were incapable of diversifying.

AWS: Even with all this talk about diversification, Macau is still in single digits when it comes to the percentage of revenue derived from non-gaming compared to gaming. How do we change that?

GB: The critical point is collaboration. I think the market strength in the past meant that we all operated independently and individually. The government, the community, the businesses of Macau and the gaming companies – we all were able to do our own thing. But, the first priority is that we have to act collaboratively in relation to Macau. That's the greatest challenge we have to confront. I don't think there is sufficient collaboration between the government, the business community – particularly the gaming operators but also the business community holistically – and the community. I think the strength of the Macau market probably made that worse.

AWS: We recently spoke with the President of the American Gaming Association, Geoff Freeman, about why Las Vegas succeeded while Atlantic City failed and he suggested the main reason Atlantic City has failed is because it took its early success for granted.

GB: Yes, success doesn't actually build future success. It tends to mean we all focus on ourselves and that's what I think we need to readdress. I think the infrastructure issues, the nature of the destination – diversity should actually bring us closer together. The closer we operate together consistently the stronger we will be.

AWS: What would the vehicle for that collaboration be? What would bring all the stakeholders together?

GB: Well I was hoping that adversity would be the mother of invention. There seems to be a sense of misunderstanding or a lack of appreciation that our competitors are outside Macau, not inside Macau. We've got to get our head around that. So adversity is the mother of invention – we are all having to learn what collaboration is all about and that it is not just about the gaming concessionaires, it's about all the principal stakeholders. That means the government, the business community and the residential community. We're all in this game together. I mean, I'm a member of the Macau community, you're a member of the Macau community.

Some people may say that trying to improve the services of the taxi companies is a lost cause but if we don't resolve that issue we all will suffer. Some people take on that initiative and we should be supporting it. Now, that type of collaboration is not organic to Macau. At present the differing groups are

卓：回到美高梅路氹城项目。我们将看到哪些在其他地方所见不到的？

简：我面临的挑战是，产品性质与其他所有人的都一样。于是真正的问题是如何去实施。我们正在努力的是，将焦点放在整个娱乐过程。这并不是说我们要时时刻刻地去娱乐顾客。我们想要打造人们去参与的空间和机会，让他们感觉是在创造自己意义上的娱乐。这样做不是要超越周围的任何同行。我们需要永利，需要威尼斯人，需要新濠天地。我主要谈这几家，因为他们距离我们最近，我们希望人们在这些度假酒店之间来回穿梭。产品必须是他们想要的。

比如说零售。奢侈品零售市场的增长如此迅猛，但随着状况的改变，我们需要停下来，看看其他的零售组合。当我说“是的，我们想要被视作五星级度假酒店，但那不是如今人们有兴趣购买的”时，甚至还得到自己团队的质疑。那么有哪些新兴的零售品牌？新兴的体验？路氹城究竟需要什么，这仍是一项进行中的工作，以前的那种确定性基本已经消失了。

卓：你们面临一个很有趣的局面，所有这些度假酒店几年前就已经规划好了，当时还处在鼎盛时期，现在再去放缓脚步显然已经太迟了！那么几年之后，我们会到供过于求的地步吗？

简：试图达到供求平衡向来都不可能，从不会那么精准。我们将需要开始进军新市场，因为充足的供应允许我们做一些研发，看看还有哪些其他的市场机会。我们还没有去真正挖掘。我们基本上一直在收获，但现在我们要成为农民，去开拓市场。基于在世界各地其他博彩目的地和管辖区的经验，我一直在一遍遍地重复同样的话 — 任何时候都是质量胜过数量。

如果你回头去看六个月前，焦点全在数量上，无论是太多访客，还是错误的时间错误的人。澳门特区政府旅游局前任局长安栋梁先生一直在积极参与一份关于澳门的很棒的研究论文，我认为还没有被有效地使用。论文反复强调，澳门的独特性在于它的历史、它的规模和引入的新产品。他们明白，体验的质量最重要。而体验的质量和访客质量息息相关。因此在我看来，澳门越早基本成为一个自由行市场作为我们业务的一部分，就越有利。

我们越早与顾客建立直接联系越好，这样他们可以在一间酒店入住，但正如在拉斯维加斯一样，到另一间酒店用餐，再换一间看演出…基本上是消费整个澳门。如果他们在路氹城，一定也来看旧澳门，以及那些根据城市规划需要活化和重建的区域。这就是我所指的合作。不同的持份者需要在不同的元素上投资。我们知道自己擅长什么。我们可以提供住宿，提供用餐，提供娱乐，但这并不意味着，他们没有时间去尝试其他的体验。那是我们需要去积极寻求的。

卓：再来看看博彩方面。众所周知，博彩中介人在近期衰退中受到的打击最大。您认为中介人未来在澳门仍有一席之地吗？还是说，他们有一天会不复存在？

简：我认为中介人是澳门色彩的一个重要组成部分，但现

actually competing with each other and that is a fundamental flaw. When you talk about diversification, what that really means is it's not about six, it's about 600,000. We all need to diversify. And we can't do it just because we're told to do it because that will be a failure. If we do it because we believe in Macau, then that's the sort of collaboration that will be sustainable. It's a marathon, it's not a sprint.

AWS: We've seen some failed efforts in the past at creating non-gaming amenities that were more lip service than anything else. What you're saying is that it needs to be real – to be targeted towards Macau.
GB: That's right and I come back to the fact that the transformation of the Chinese consumer is so fast – and they will miss out on the evolutionary phase that the Western consumer went through because China is importing the world. The trick is that China also wants to export *to* the world. It's a really interesting position we're in and Macau should be taking advantage of that. Because we're small we should be flexible and we should be dynamic but we're spending too much time second guessing each other rather than collaborating and realizing that this change in market conditions is the best thing that could have happened to Macau. It's going to create the greatest opportunity we're ever going to have to actually be able to respond to the changing nature of the Chinese consumer and therefore be price setters rather than just order takers.

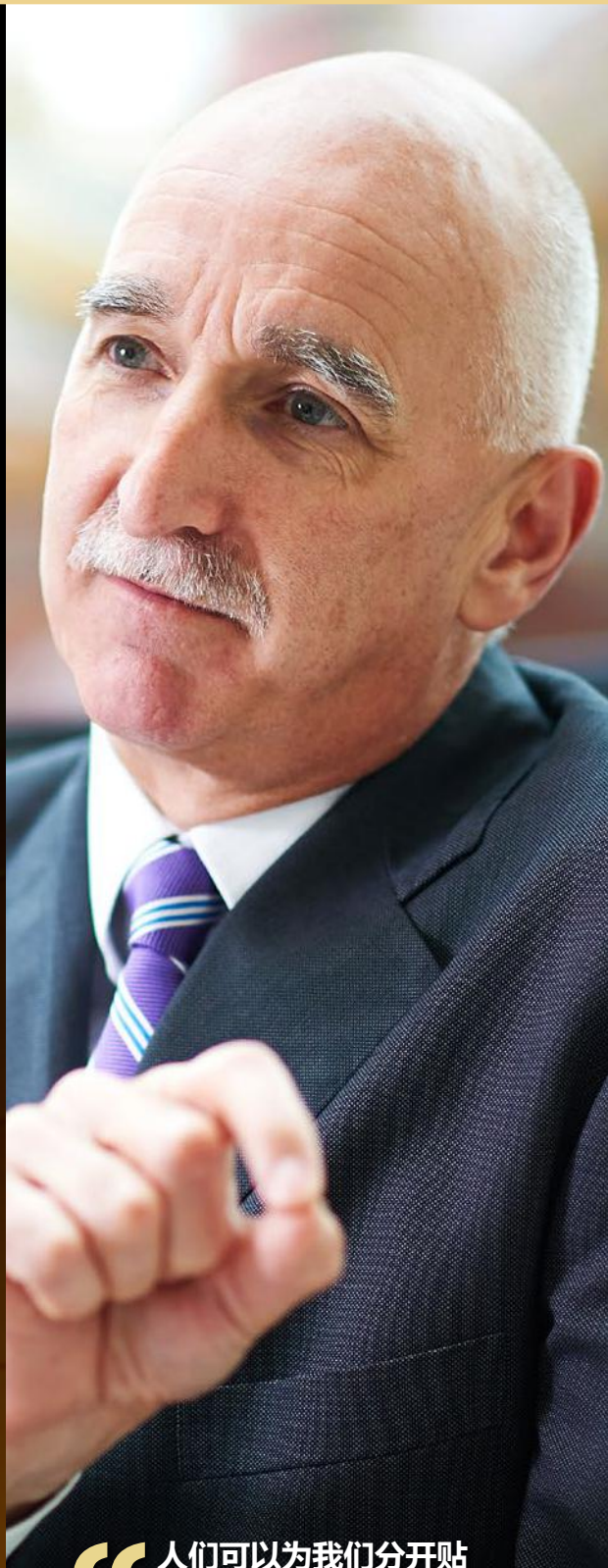
AWS: Back to MGM Cotai. What are we going to see at this property that we're not going to see elsewhere?
GB: The challenge I've got is that the nature of the product is the same as everyone else's. The real question is how we execute it, so what we're trying to do is focus on this whole process of entertainment and entertaining. It doesn't mean we have to entertain the customer all the time. We want to create space and create opportunities people can actually engage with but feel they're creating their own sense of entertainment. It's not about us trying to out-scale any of our friends that live around us. We need Wynn, we need the Venetian and we need City of Dreams. I focus on those ones because they're the closest cluster to us and we want people to move backwards and forwards between the properties. The product has to be what they want.

Retail for example, I think we're all going back and saying that the luxury retail market has grown so fast and we need to go back and look at a different retail mix. I'm even challenged by my own team here where I'm saying, "Yes we want to be seen as a 5-star property but that's not what people are buying now." So what are the emerging retail brands? What are the emerging experiences? What we need in Cotai is still a work in progress because all the certainties that we had are basically going out the window.

AWS: You've got an interesting situation where all of these properties were originally planned years ago when times were booming and it's obviously too late to slow down! Are we going to then get to a point in a few years' time where there is actually an over-supply?
GB: The issue of trying to balance supply and demand has historically been impossible. It's never been that precise. I think we're going to have to start tapping into new markets because the supply is sufficient to allow us to actually do some research and development about what other market opportunities we have. And we really haven't tapped in. We have been basically harvesting but now we're going to have to be farmers and develop some markets. I've been saying the same thing over and over again having worked in other gaming destinations and jurisdictions around the world – quality beats quantity every day of the week.

Now, if you look back to six months ago it was all about quantity, whether it was too many visitors or the wrong people at the wrong time. In fairness to Mr Antunes *[former Director of the Macau Government Tourist Office (MGTO) João Manuel Costa Antunes]*, he had been actively engaged in a wonderful destination research paper for Macau – which I don't think has been used effectively – which kept on emphasizing the unique nature of Macau is its history, its scale and the new products that have been introduced. They understand it's about the quality of the experience. And the quality of the experience is about the quality of the visitors. So for me, the sooner Macau gets to basically being a FIT (Flexible Independent Travel) market as a percentage of our business the better it is.

The sooner that we have direct relationships with our customers whereby they come to Macau and then buy one of our destinations the better – so they sleep somewhere but as in Las Vegas they eat in a different property, they go and see shows in a different property … they basically graze the whole of Macau. If they are in Cotai those visitors definitely come and see the old Macau



"人们可以为我们分开贴标签，但我们是一个整体
People can put labels on us but we're all in this together"

实是，这种色彩需要适用。如果状况及关系改变了，那么中介人亦需要改变。我认为他们会继续在澳门存在吗？是的，我希望他们会，因为喜欢与否，它是一个澳门特色。它已经渗入澳门文化，很多当地群体都与之有直接关联，这一点我们在最近牵涉进一家博彩中介的事件中都看到了。因此它需要过渡，需要提高适用性。

再回到我的要点，也就是，目的地和各大运营商正迅速演化，与顾客建立直接联系。如果你与客户有直接联系，就知道他们想要什么。这种重要性是海外运营商所带进澳门的。

希望你会同意，我们已经处于澳门多元化的第三个阶段，我认为六家博企已经为市场多元化做出了很大贡献。挑战在于，去审视每一个市场环节及它们的模式是否仍然适用。这正是中介人市场所面临的挑战。我不认为这是它们是否生存的问题，而是多大的市场份额会来自于中介人业务，从而与制定的战略（也就是，其份额将小于以往）保持一致的问题。

卓：在最鼎盛时期，中介人业务占据了澳门博彩收入的70%以上。您认为这个百分比会缩减成多少？

简：我认为，中介人业务的直接贡献会介于25%至40%之间，不是因为这个业务在缩小，主要是因为大众市场在增长。

卓：和70%相比，这是很大的差别。

简：是的，但事实是我们还没有修建所有这些设施，还没有加入所有这些非博彩活动，如果依赖中介人客户，将无法在财力上支撑这些设施。经济状况和商业模式是紧密相连的。我们再回到关于大西洋城的话题…大西洋城在增长时，我在拉斯维加斯工作。对拉斯维加斯来说，那是一个非常惨淡的时期，他们的整个世界坍塌了。因此你不得不赞叹那些有创业精神的人，尤其是像史蒂芬•永利这样的人，他们改变思路并且说，“你知道吗？我们需要利用我们的历史，需要拓宽它的吸引力。”那时他们才开始真正集中精力，他们说拉斯维加斯可以成为一个会展目的地，于是就投资修建一个会展中心。但没有大西洋城的话，拉斯维加斯会改变吗？一定不会。

大西洋城就好比拉斯维加斯的一个靶子，他们确切知道威胁来自哪里。这就引出了一个问题 — 为什么拉斯维加斯看到了，而大西洋城却没有？那是因为地区博彩的渐进式发展，没有一个清晰的目标。我们在澳门需要格外小心，构成威胁的不是周边任何单个的目的地，包括新加坡、菲律宾、越南、柬埔寨或韩国，但我们不能低估那些目的地的整体影响力。

当何厚铧决定开放博彩经营权时，他明白需要一段时间来建立顾客数量。我总是这样看待澳门消费者，他们是想要拉斯维加斯体验的大西洋城顾客。我们需要做的，是不断进化市场，发展有博彩经验的更加休闲、拉斯维加斯式的客户，来延长他们的停留，增加他们到访的频率。

我们不是在重建一个拉斯维加斯，也不是在重建一个大西洋城，但我们可以学到一些关于进化周期方面的战略性的东西。拉斯维加斯存活下来，因为拉斯维加斯人合作了。合作的迫切性和必要性对他们来说非常明显。希望我们也有力量在澳门建立同样的合作。

卓：但在澳门这一直是个问题，澳门从来没有一个明确的威胁。因此我们如何让所有人合作起来，意识到他们仍然需要行动和进步？

and the parts of Macau which under the urban plan need to be revitalized and reinvented. That's what I mean by collaboration. The different stakeholders need to invest in different elements. We know what we are good at. We can house the people, we can feed the people, we can entertain the people – but that doesn't mean they don't have time to have other experiences. That's what we need to be actively pursuing.

AWS: Looking more at the gaming side of things, it's no secret that junkets have been the hardest hit by the recent downturn. Do you foresee junkets still having a role to play in Macau's future or could there be a day when they are no more?
GB: I think junkets provide an important part of the color of Macau but the reality is that the color needs to be relevant, so if the conditions and the relationships change then junkets need to change too. Do I think that junkets will continue to have a role in Macau? Yes I do and I hope they do because whether we like it or not, it's a unique characteristic. It's part of the cultural fabric and a lot of the local community – as we have seen as a result of the recent incident involving one junket – are directly invested in that piece of business. So it needs to transition and it needs to be relevant.

But I come back to my principal point which is that the destination and principal operators are rapidly evolving to develop direct relationships with their customers. If you have a direct relationship with the customer you actually know what they want. To that end, right or wrong, that's what the foreign operators have brought to Macau.

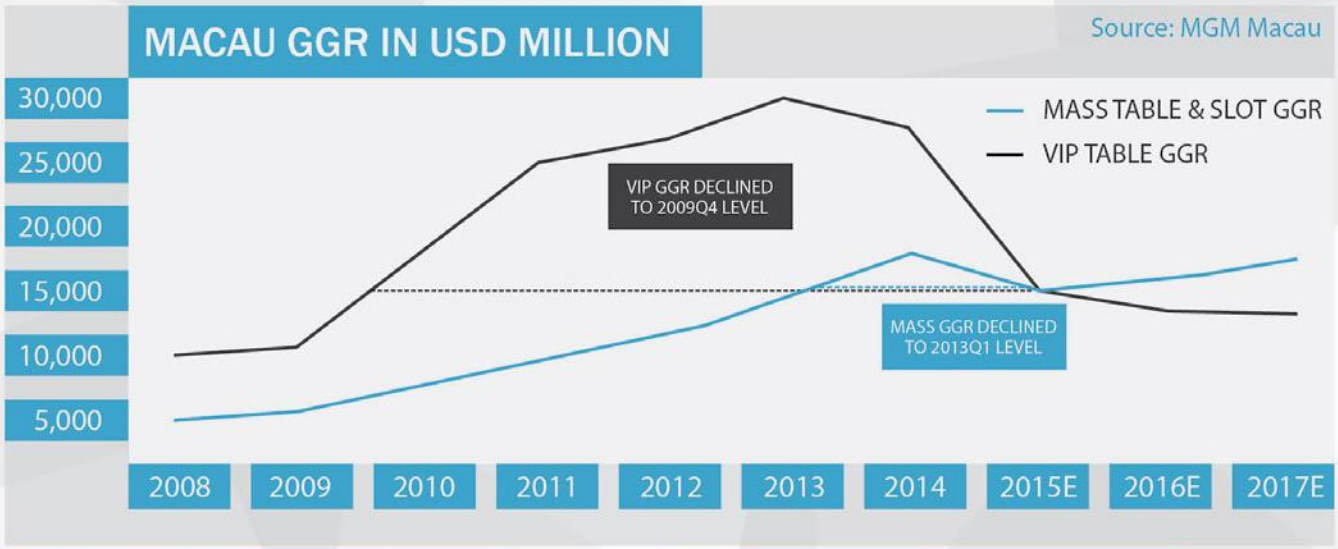
I put it to you that we are already in our third phase of diversification in Macau and I think the six concessionaires have already made a big contribution to diversifying the market. The challenge is looking at whether each of the components of the market and their model is still valid. That's what is being challenged with the junket market. I don't think it's a question of whether they survive, it's a question of how much of the market will be sourced through that business – and consistent with the strategy that has been formulated it is going to be less than it is today.

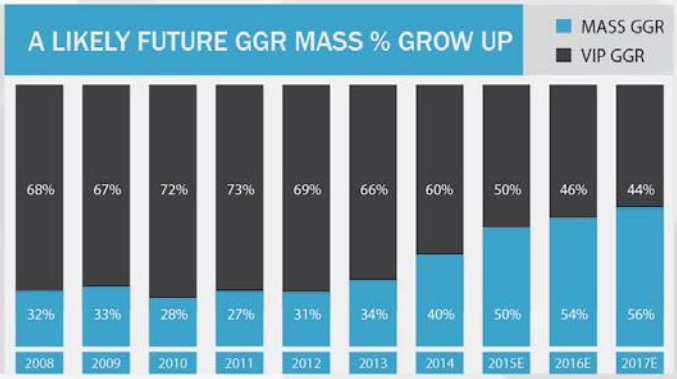
AWS: At its highest the junket business contributed more than 70 percent of Macau's gaming revenue. What percentage do you see that shrinking to?
GB: I would say the direct contribution of the junket business, not so much because it is getting smaller but because mass is growing, would be somewhere between 25 and 40 percent.

AWS: That's a big difference from 70 percent.
GB: Yes but the fact of the matter is we haven't built all of these facilities and we haven't added all of this non-gaming activity, nor can we subsidize it, by bringing people in as junket. The economics and business model are hand in hand. Some things we learnt from Las Vegas – and we go back to your point about Atlantic City … I was working in Las Vegas when Atlantic City was growing. It was a very bleak time for Las Vegas because their whole world had imploded. So you've got to give credit to people like Steve Wynn in particular and other entrepreneurial type people who turned around and said, "You know what? We need to take advantage of our history and we need to broaden its appeal." That's when they really started to focus and say that Las Vegas could become a convention destination,so the city *did* invest in building a convention centre. But would Las Vegas have changed without Atlantic City? Absolutely not.

The interesting analogy there is that Atlantic City was a

澳门的演进 THE EVOLUTION OF MACAU





简博贤： 我认为这个图表非常有趣，可以帮助我们理解当前所发生的一切。无论澳门层面还是中国层面，未来趋势都十分明显。正如我们所看到的，大众市场在继续增长。最初来澳门时，我学到了非常宝贵的一课。一位国企工作人员告诉我在中国的生存之道。第一，永远不要让中国政府难堪，第二，永远不要规模太大，因为那一定会令他们难堪。我认为我们发展得太大了，让所有人都难堪了。在一个管制经济中，管制就是管制。我认为很长时间以来，人们都试图绕着它走。曾经出现过一些变化的迹象，然后就到达了一个质变点。但只要大众市场这条曲线继续增长，我们就在朝正确的方向发展。它告诉我要多元化，事实是我们已经多元化了。我们从一个博彩运营商发展到六个。我们也明白，在将非博彩产品多元化之前，要先将博彩产品多元化。中介人客户不使用非博彩资产，因此我们开始去推动大众市场的发展至关重要。现在大众市场也已经开始发展，我们就需要问自己了："该如何延长他们的停留，使大众市场和非博彩可以相契合？"

GRANT BOWIE: I think this graph is fascinating in understanding what is going on. Both at a Macau level and a China level, it was inevitable what was about to happen and as we can see, what has happened with the mass is that it has continued to grow. I learnt a very valuable lesson when I first came to Macau – a guy who was in a state owned enterprise told me how to survive in China. One, never embarrass the party and two, never get so big that you must be embarrassing the party. And I think we got too big and we embarrassed everybody. The difference is that in a controlled economy, when they control it, they control it. Now I think for a long time people tried to work their way around it. We had some indicators and some blips but then it got to the point. But the strength of it to me is that as long as the mass curve keeps growing, we're heading in the right direction. It's telling me about diversification – and the truth is we've already diversified. We went from one operator to six. We also understood that you can't diversify your non-gaming products until you diversify your gaming products because junket customers don't use non-gaming assets, so it was critical that we started moving mass. And now that mass has started moving, now we need to start asking, "How do we increase the length of stay so that the mass and the non-gaming fit together?"

简：首先，我们必须让中国政府了解，我们清楚自己的运营界限。我们不会去否认。我们清楚目标是什么。过去的问题在于，局面一片大好，多元化发展的必要性没有那么明确和迫切。现在多元化发展的必要性非常明显和迫切，不是因为我们身处困境，我们并没有，但如果我们对这种迫切性置若罔闻，就无法改进。

卓：收入方面，我们在澳门可以实现的非博彩比重是多少？

简：我会说45%。博彩的比重我认为不会低于50%，因为我们所能创造的大众市场有限。我们必须明白，如果我们成功多元化了，中国内地的大量活动将为我们的非博彩领域增值。我们需要清楚这点，并去分享这个信息，甚至与中央政府，那就是，多元化的中心或许在澳门，但对多元化发展的衡量，也要将横琴、珠海一直延伸到香洲一带囊括在内。

我们需要明白的是，我们是非常骄傲的澳门人，但我们也是中国的一部分。从某些角度，局外人实际更容易看到这点，让澳门人看到或许更有挑战性。所有博彩公司在根本上都是澳门人，无论是因为75%至80%的员工都是澳门公民，还是因为几乎100%的资产都在澳门修建并将一直位于澳门。我们依赖于澳门政府以及澳门政府的监管框架以获得成功的事实，在根本上意味着我们是澳门。但同时也要清楚，如果不为非博彩资产的发展提供一个更大的催化剂（因为我们还没有足够的土地），那么我们将不会成功向前迈进。

卓：美高梅将自己视作一家中国公司还是西方公司？

简：我们将自己视作一家澳门中国公司，但我很清楚，在中国，我们将被视作西方公司。那是我们的优势。美高梅作为一家致力于中国的公司，我们希望将世界带进中国。作为一家理解如何在中国立足的中国公司，我们想要将中国推向世界。因此在我们看来，这种关系是非常积极的。

我们将一直被积极地视作中国的朋友和澳门的朋友，但我也清楚，人们想要批评时，我们将会被视作外国人，但那只是意味着，我们需要继续改进。因此我不认为这个标签太过重要。

卓：WGM组织过座谈会，我们让人们clear target for Las Vegas so they knew exactly what the threat was. Which begs the question – how come Las Vegas saw it and Atlantic City didn't? It was because of the progressive development of regional gaming. There was no single target. And we need to be very careful in this destination that we don't get put off by the fact that it's not any single one of the destinations around us – Singapore, the Philippines, Vietnam, Cambodia or Korea. We can't afford to underestimate the collective impact of those destinations.

When Edmund Ho made the decision to open up the concessions, he understood that he had a period of time to create critical mass. The way I always looked at the Macau consumer was that they were Atlantic City customers who wanted a Las Vegas experience. What we need to do is evolve the market such that we can develop people who are more leisure – Las Vegas – with gaming experience to increase the length of stay and frequency of stay.

We are not re-creating Las Vegas and we are not re-creating Atlantic City but there are some strategic things we can learn about the evolutionary cycles. Las Vegas survived because the Las Vegas people collaborated. The urgency and necessity to do that was very clear to them and I hope that we have the same strength of character to build the same collaboration in Macau.

AWS: But that has traditionally been the problem here – Macau has never had a clear targeted threat. So how do you get everyone to collaborate and recognize that they still need to act and progress?

GB: For starters, we have to give the Chinese government confidence that we clearly understand the parameters in which we're operating. We don't deny it. We understand the objective. The problem in the past was that business was so good that the necessity to diversify wasn't clear and present. The necessity to diversify right now is clear and present – not because we are in trouble, we're not, but if we fail to heed the message it will not improve.

AWS: What percentage of non-gaming can we achieve here in Macau in terms of revenue?

GB: I'll say 45 percent. I'll never go under 50 percent for gaming because we have some limitations on the mass we can create. One of the other reasons is that we have to understand that if we are actually successful in diversifying, there is going to be a plethora of activities within China which is going to add value to our non-gaming. So I think we need to be clear

金殿堂
Imperial Court at MGM

食·八方
Square Eight

盛事
Rossio

用一个词来区分澳门的六家博企。威尼斯人总是得到“宏大”，SJM总是得到“中国”，永利总是得到“奢华”，但当我们谈到美高梅，人们往往会被难倒。您怎么看？

简：于我们而言，相对于度假酒店本身设施，体验更为重要。我知道这个说法有点奇怪，但这是我们逐步建立起来的视角。如果我们所做的事顾客并不欣赏，那么很简单，我们就不可能获得现有的市场份额，超出了我们应得的份额。整体的意义要大于部分。

我承认我们比较难去归档，但在我看来这是优势。随着我们下一个度假酒店的落成以及其他一些活动的开展，我们将围绕休闲和娱乐的整体概念去不断演化。这个概念就是，客人在我们酒店内感到自在并享受各种体验的品质。人们无法用一个词来总结我们，我不认为就是件坏事，只要他们能与我们建立起亲近感，我们非常擅长与客人建立纽带。我们不是一个家庭型的度假酒店，但家庭型游客在这里也感到舒心。因此一个词或一句话并不重要，重要的是逐步建立连贯性和可信度。我认为它更像是打造一个零售品牌，需要时间来建立。

但我们在品质上要保持稳定。我们不需要成为每个人的第一选择，但绝对想要成为每个人的第二选择。我希望客人在美高梅感到舒心。如果你不知道什么其他地方可以去，就来美高梅，因为这里总是有精彩内容。以美高梅德国啤酒节（Oktoberfest）为例，它现在是澳门的一个标志性活动，是我们打造的，并坚持了下来。我们清楚，当地消费者的性质和啤酒节并不相符。有不少家庭型游客来我们这里的啤酒节，但他们不会去慕尼黑。我们创造了属于自己的啤酒节版本。美食很到位 — 猪手和德国酸菜。我们做了微调来让它更适用于这里的人群。一旦我们与顾客有了情感纽带，他们就会不断光顾了。

卓：路氹城新开业的两家度假酒店获批的新赌台数目都比他们申请的要少，银河获得150张，新濠影汇获得250张。有鉴于此，当美高梅路氹城项目开幕时，您预计可以获得多少张呢？

简：当然是希望越多越好，无论多少，我们都能让它行得通。但我们对于博彩与非博彩的平衡不会掉以轻心，以支撑度假酒店的非博彩元素。我认为美高梅已经展示了让资源得到最佳利用的能力。我们很擅长管理资源。

卓：您会考虑将赌台从现有酒店挪到新度假酒店吗？

and we need to share the message even with the Central Government that the measuring of the diversification which may have an epicentre in Macau has to also be measured by how successful the non-gaming has evolved and developed in Hengqing, in Zhuhai and the band stretching back to Xiangzhou.

What we need to understand is that we're very proud citizens of Macau but we are also part of China. In some ways it's actually easier for outside people to see that. It may actually be more challenging for Macau people to appreciate it. And all the gaming companies are fundamentally Macau people, whether it's because 75 to 80 percent of our people are Macau citizens or because nearly 100 percent of our assets are built and will always reside in Macau. The fact that we're dependent on the Macau government and the regulatory framework of the Macau government to be successful – that fundamentally means we are Macau. But at the same time we understand that if we don't provide a broader catalyst for the development of non-gaming assets, because we don't have enough land yet, then we will not be successful going forward.

AWS: Does MGM see itself as a Chinese company or as a Western company?
GB: We see ourselves as a Macau Chinese company, but I fully understand that in China we will be seen as Western. That's our strength. As MGM, who is committed to China, we want to bring the world to China. As a China company who understands what it's like to live in China, we want to take China to the world. So we see that relationship as being really, really positive.

We'll always be seen positively as a friend of China and a friend of Macau but I understand that when people want to be critical we will always be seen as a foreigner. That just means we have to continue to improve ourselves, so it's not a label I consider overly important.

AWS: WGM has run focus groups in the past where we've asked people to identify each of Macau's big properties or concessionaires with a word. The Venetian always gets "big", SJM always gets "Chinese" and Wynn always gets "luxurious" but when we get to MGM people tend to be stumped. What's your view?
GB: We're less about our property than we are about the experience. And I know that's a strange perspective to take but it's something we've built over time. Now, if we weren't doing things that our customers appreciated, simplistically we wouldn't be able to drive the market share that we've been able to obtain which is more than our fair share. We're less about the parts and more about the whole.

I admit that we're difficult to pigeon hole but I see that as a strength because as we are evolving with our next property and some of our other activities, we are going to continue to transform ourselves around this whole notion of what leisure and entertainment is – that people feel comfortable being in our properties and enjoy the quality of the experience. I don't necessarily see it as bad that people can't give a one word answer, as long as they try and connect because what we are very good at is building relationships with our customers. We are not a family-oriented property but families feel very comfortable here, so it's not about the one word or the one statement, it's about over time building consistency and credibility. I see it more like building a retail brand that take time to grow.

But we need to be consistent in providing quality. And we don't need to be everybody's first choice, but I certainly want to be everybody's second choice. I want people to be comfortable at MGM. If you don't know anywhere else to go, come to MGM because there is always something happening. Look at Oktoberfest as an example. It is now an iconic event of Macau and we created it. We persisted. And we understood that the nature of the local consumer and Oktoberfest were not exactly the same. We have a lot of families come to Oktoberfest here – they don't go in Munich. So we've created our own version of Oktoberfest. The food works – the pork knuckle and the sauerkraut. We tweak it to make it work for the crowd we have. And once we connect with those customers, they stick with us.

AWS: The two new Cotai properties to have opened so far have both been given fewer new to market gaming tables than they had requested with Galaxy receiving 150 and Studio City 250. With that in mind, how many tables do you realistically expect to receive when MGM Cotai opens?
GB: We would clearly like as many tables as we can get, however whatever they give us we will make work. But we're also mindful that we need balance between the tables to support the rest of the resort as well. I think we've demonstrated at MGM that we're able to make the best of whatever we've got. We're good at the way we manage our resources.

AWS: Will you consider moving tables from the current property to the new one?
GB: The answer to that would be, "If it made sense." Part of that answer is that we want to add diversified assets here [on the Macau peninsula property] as well. So to a degree we need to free up space to do some other things here we believe would be attractive.

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简：答案是，“如果需要这样做的话。”部分原因是，我们也想在这里［澳门半岛的美高梅］增添多元化资产。因此在某种程度上，我们需要释放空间，在这里做一些其他我们认为有吸引力的事。

卓：比如说？有哪些其他的事想做？

简：我们想要安排更多餐饮。我最初来澳门时，修建一间酒店的话，你通常会放一个粤菜馆，一个西式咖啡馆，还可能会有一个国际美食餐厅，主要是意大利。如果很爱冒险，下一个选择会是上海风味。但中国消费者在变化。我们的研究显示，消费群体超过两千至两千五百万人的，共有120至130种不同菜系。

于是我们就想，“怎么办？”我们可以继续做单独的餐厅，或者打造混合料理。我们打造不同的用餐体验，有浓郁的民族风味，也有食客会反复造访的流行口味。世界各地正在经历一次烹饪和美食风暴，而中国一直领跑群雄。餐饮向来是款客和休闲行业中一个至关重要的组成部分。在澳门，我们正吸引着越来越多来自中国各地的访客，因此需要能提供越来越多的烹饪类型。

卓：澳门的劳动力短缺问题由来已久。长远来看，您对这个问题怎么看，最终我们需要开始从外引进资源吗？

简：政府的信息向来很明确，他们相信最好的工作将一直是在博彩业中。问题是，随着经济多元化，以后情况不见得如此。这就是当前最大的挑战之一，如何将澳门的劳动大军多元化？这一点以前连政府都不相信会发生。我们从澳门各行各业中汲取了很多人，有些是过气行业，比如服装业或一些制造业，他们都已经被吸收到博彩业中。

卓：所有人，或者说一个如此大的比重，都从事相同的行业，是件好事吗？

简：不，但它是进化过程的一个阶段。政府做出明确承诺（也应该如此），其人民应该是任何重大经济发展的主要受益人，因为他们也是要去应对变化的人。因此那是合理的。我认为那些今日从事博彩业的人，我们就去接受。更大的问题在于，踏入社会的年轻一代。我们需要让他们明白，澳门未来的机会将来自多元化。博彩不是全部。

我们也需要花点时间，为博彩从业人员创造机会，去冒一些在他们看来的风险，尝试其他领域。这种努力是跨代的，需要时间。人们可能很容易就将问题政治化，但我们需要逐步理解，澳门的最佳利益是什么。倘若有人不想成为荷官，却因为它触手可得就放弃追寻梦想，这样合乎情理吗？

这个过程需要循序渐进，我们首先要做的，就是去探讨有哪些机会。有些人会自始至终从事博彩业，但跨出校门的毕业生需要对他们所拥有的选择有更好的认知。

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AWS: For example? What else would you like to do here at MGM?
GB: We'd like to put more food and beverage. When I first came to Macau, when you built a hotel you put in a Cantonese restaurant, a Western-style coffee shop and you probably put in a gourmet restaurant of some description – primarily Italian. If you were very adventurous, the next option would be a Shanghainese restaurant. But the Chinese consumer has transformed. Our own research tells us there are 120 to 130 different ethnic cuisines where the number of people who consume that cuisine exceeds 20 to 25 million people.

So now we sit back and say, "What do we do?" Well, we can either keep doing individual restaurants or we create fusion options. We create different dining experiences, some of which are strictly ethnically driven but others which are the taste and flavors of different places that bring the customer back. There is no question the world is going through a huge culinary and gastronomic explosion and China has always led the pack. Dining has always been a critical component of hospitality and leisure. So as in Macau, we are drawing more and more people from different locations in China and we need to be able to accommodate more and more cuisines.

AWS: The labor shortage in Macau has been an issue for a very long time. Long term, how do you feel about the problem and do we eventually need to start getting in more people from outside?
GB: The government has been very clear and very consistent in its message in the belief that the best jobs were always going to be the gaming jobs. The problem is that, as you diversify, that may not necessarily be true. That's now one of the great challenges – how do you diversify the employment base of Macau when even the government didn't believe that would ever happen? We've sucked hundreds of people out of the diversified industries of Macau – some of which were running out of steam such as the garment industry or some of the manufacturing industries – but they've all been sucked into gaming.

AWS: Do you want all of your people, or such a large percentage, all working in the same industry?
GB: No but it is part of the evolutionary process. The government has made a very clear commitment to its people, as it should, that they should be the major beneficiaries of whatever the major economic development is because they're the ones that also have to live with the change. So I think that's valid. I think those who are in gaming today we just accept. The bigger issue is the younger people coming through the system now – we need to get them to understand that the opportunities in the future of Macau will come from the diversification. Gaming is not the be all and end all.

We also need to spend time with our gaming people creating opportunities for them to, in their minds, take the risk to try something else. That's generational and that will take time. People can quite easily make the issue political but we need over time to understand what is in the best interests of Macau. Does it make sense that people don't want to be a dealer but because it's easy and available they don't pursue their own personal passions?

So it's about steps and the first thing we need to do is have the conversation about what the opportunities are. There are people who will always be in gaming but those graduating from school or university must have a better perception of the choices available to them.

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WGM brings you our top 8 "top 8s" from the world's most popular and competitive sports. Which teams and players have been on the move?

足球 FOOTBALL			
1	比利时 BEL	Belgium	↑
2	德国 GER	Germany	
3	阿根廷 ARG	Argentina	↓
4	葡萄牙 PRT	Portugal	
5	智利 CHL	Chile	↑
6	西班牙 ESP	Spain	
7	哥伦比亚 COL	Colombia	↓
8	巴西 BRA	Brazil	↓

篮球 BASKETBALL			
1	美国 USA	USA	
2	西班牙 ESP	Spain	
3	立陶宛 LTU	Lithuania	↑
4	阿根廷 ARG	Argentina	↓
5	法国 FRA	France	
6	塞尔维亚 SRB	Serbia	↑
7	俄罗斯 RUS	Russia	↓
8	土耳其 TUR	Turkey	

网球 TENNIS			
1	塞尔维亚 SRB	Novak Djokovic	
2	苏格兰 SCO	Andy Murray	↑
3	瑞士 SUI	Roger Federer	↓
4	瑞士 SUI	Stan Wawrinka	
5	西班牙 ESP	Rafael Nadal	↑
6	捷克 CZE	Tomas Berdych	↓
7	西班牙 ESP	David Ferrer	↑
8	日本 JPN	Kei Nishikori	↓

乒乓球 TABLE TENNIS			
1	中国 CHN	马龙 Ma Long	
2	中国 CHN	樊振东 Fan Zhendong	↑
3	中国 CHN	许昕 Xu Xin	↓
4	德国 GER	Dimitrij Ovtcharov	↑
5	中国 CHN	张继科 Zhang Jike	↓
6	日本 JPN	Jun Mizutani	↓
7	葡萄牙 PRT	Marcos Freitas	↑
8	德国 GER	Timo Boll	↓

高尔夫 GOLF			
1	美国 USA	Jordan Spieth	
2	澳大利亚 AUS	Jason Day	
3	北爱尔兰 NIR	Rory McIlroy	
4	美国 USA	Bubba Watson	
5	英格兰 ENG	Justin Rose	↑
6	美国 USA	Rickie Fowler	↓
7	瑞典 SWE	Henrik Stenson	↓
8	美国 USA	Dustin Johnson	

羽毛球 BADMINTON			
1	中国 CHN	谌龙 Chen Long	
2	丹麦 DEN	Jan O Jorgensen	
3	马来西亚 MAS	李宗伟 Lee Chong Wei	↑
4	中国 CHN	林丹 Lin Dan	↓
5	日本 JPN	Kento Momota	↓
6	丹麦 DEN	Viktor Axelsen	↑
7	台北 TPE	周天成 Chou Tien Chen	↓
8	印度 IND	K Srikanth	↓

斯诺克 SNOOKER			
1	英格兰 ENG	Mark Selby	
2	英格兰 ENG	Stuart Bingham	
3	澳大利亚 AUS	Neil Robertson	↑
4	英格兰 ENG	Shaun Murphy	↑
5	英格兰 ENG	Ronnie O'Sullivan	
6	英格兰 ENG	Judd Trump	↑
7	英格兰 ENG	John Higgins	↑
8	英格兰 ENG	Barry Hawkins	

九球 9-BALL			
1	台北 TPE	柯秉逸 Ko Pin-Yi	
2	中国 CHN	刘海涛 Liu Haitao	↑
3	奥地利 AUT	Albin Ouschan	↑
4	台北 TPE	郑喻轩 Cheng Yu-Hsuan	↑
5	英格兰 ENG	Darren Appleton	↓
6	台北 TPE	柯秉中 Ko Ping-Chung	↑
7	菲律宾 PHI	Carlo Biado	↑
8	中国 CHN	吴珈庆 Wu Jiaqing	↑

Andy Murray

谌龙
Chen Long

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撰稿：野马 by The Stallion

野马是WGM的常驻派对达人，他拥有进入多数高级会所、酒吧及派对的“通行证”，名流集会总少不了他的踪影。听听他对澳门夜生活版图的独到见解吧。

The Stallion is WGM's resident party animal. He holds an "Access All Areas" pass to the most exclusive clubs, bars and parties and is among the first to be invited to any A-list event. Hear his insightful reviews of the best and worst of Macau's nightlife.

「佳釀」天堂

A Grand PREMIER

澳门从来不乏奢侈品，尤其在餐饮领域。然而要说起真正的独树一帜，则完全是另外一回事。

这正是「佳酿」的灵感和用心所在。它位于氹仔旧城区，是一间全新的工艺精品酒吧，客人可以在舒适优雅的环境中品尝世界各地卓越、鲜有的产品。

“「佳酿」首先是一家分销公司，我们希望引进一些澳门不曾有过的独特、高端的烈酒、葡萄酒和啤酒，”老板尼尔·穆雷解释说。“同时我们希望酒吧也与众不同，客人可以在此享受品酒的乐趣。于是我们花了很长时间，来找寻一个既适合做零售亦能做酒吧的地点。幸运的是，这个场地被放上市场。现在人们走进来后，看到的是一个色调中性、时尚优雅的酒吧。

“这么说吧，夜晚在娱乐场结束工作后，你不会想继续呆在自己工作的娱乐场 — 你想要离开这个环境。很多娱乐场高管很难找到一个放松的去处，而我们正是要营造这样一个空间。”

「佳酿」
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电话 +853 2882 7109
营业时间 下午五时至深夜

PREM1ER BAR & LOUNGE
86, Rua Direita Carlos Eugenio, Old Taipa Village
Telephone +853 2882 7109
Open 17:00 to late

Macau has no shortage of luxury items on offer – particularly in the food and beverage sector – but to find something truly unique is another matter altogether.

Such was the inspiration behind PREM1ER Bar & Lounge, a brand new artisan bar in Old Taipa Village where guests can sample rare and exceptional products from around the world in comfortable and elegant surrounds.

“PREM1ER is a distribution company first and foremost so we wanted to bring in very unique and high end spirits, wines and beer to Macau that weren't previously available," explains owner Niall Murray. "We also wanted to make our bar unique and get people to do tastings so for a long time we were looking for somewhere that worked as both a retail premises and a bar. We were very fortunate that this property came onto the market. Now people can come in and find a very stylish, elegant, neutral bar.

"In other words, when you finish your shift working at a casino at night, you don't want to stay at your own property – you want to go off property. A lot of casino executives have had a hard time finding a place to go and relax so we wanted to create that place."

Situated in the premises formerly occupied by Portal Wine Bar, the location of PREM1ER Bar & Lounge

「佳酿」的所在地原本是「大门酒吧」，地理位置也是其吸引力的一个重要组成。在澳门，可以远离娱乐场的霓虹与喧嚣的高品质夜生活场所并不多，而氹仔旧城区保留了旧世界的魅力，恰是逃离日常轨道的完美去处。

也正是出于这种考虑，尼尔倾注了大量心血在室内陈设上。座椅和沙发选用豪华真皮材质，一切都太过舒适；柔和的棕色色调让你感觉仿佛步入了另外一个世界。

“对于寻找一个友好惬意环境的客人来说，这里再理想不过了，”尼尔解释说。“他们不是要找一间体育酒吧，不想听到喧嚷的音乐，只想置身一个闲逸的氛围，享用一杯优质饮品。在这里你还可以跟朋友聊聊天，真正享受与朋友的相聚时光。”

环境愉悦是其一，但令「佳酿」真正出类拔萃的，是这里的饮品。

尼尔说「佳酿」的产品不同于你以往的任何尝试，而这绝不是空口说说而已。

“我们代理和分销150多种产品，包括啤酒、红酒和烈酒，”他说。“多数情况下，我们与生产商直接交易。比如说，我们有来自爱尔兰的手工啤酒，而它之前从未在爱尔兰之外出现过。我们和那些公司直接交易。

“我们从他们在爱尔兰的啤酒厂运来澳门，一路都做温控。我们还可以将生啤带到这里，这在亚洲是首次— 甚至这些啤酒厂都没有从爱尔兰出口过，而我们帮他们出口到海外。

“在烈酒方面，这些都是荣获双金和三金奖章、广受赞誉的公司。我们特别寻找那些手工生产商，生产非常小批的高端产品。他们是小公司，我们也是小公司。

is an important part of its appeal. Macau is hardly overwhelmed by quality nightspots where you can relax away from the bright lights and hustle of the casinos, but the old world charm of Old Taipa provides the perfect escape from day to day life.

It was also with this in mind that Niall poured his heart and soul into the furnishings with plush leather upholstery on the chairs and couches – all of which are dangerously comfortable – and soft brown colorings that make you feel as if you've stepped into another world.

"It's the ideal place for someone who wants a very relaxed and hospitable environment," Niall explains. "They're not really looking for a sports bar, they don't want somewhere with loud music. They want to come and enjoy a very good drink in a very relaxed atmosphere. You can still talk to your friends. It's a good place to really enjoy your time with friends."

As pleasant as the surrounds are, however, it is the drinks themselves that place PREM1ER Bar & Lounge a level above.

Needless to say, Niall isn't simply paying lip service when he says the products on offer at PREM1ER are unlike any you've ever tried before.

"We uniquely represent and distribute over 150 products through our beers, wines and spirits," he says. "In most cases we deal directly with the manufacturer. For example, we have craft beers from Ireland that have never been outside Ireland before. We did deals directly with those companies.

"We do shipments from their breweries in Ireland all the way to Macau – door to door temperature controlled. We can actually bring draught beers here for the first time ever in Asia – even these breweries have never exported from Ireland and we're helping them export overseas.

"With our spirits, these are award-winning companies winning double gold and triple gold medals. We specifically look for craft artisanal producers making very small batches of very high end

我们以一种定制和个性化的方式，将他们的产品带进市场。

“对于将产品带到亚洲，他们常会感到担忧，因为听过不少可怕的仿造传闻，但我们向他们保证，会照顾好产品，维护他们品牌的信誉。”

这并不是说「佳酿」只是有钱人的消遣。由于澳门对酒精饮品的低税率，再加上「佳酿」是分销公司，可以省去中间商的费用，因此这里向所有人都敞开了大门。

“我从这些年的餐饮业经验以及侍酒师的雇用中学到了一点 — 我们的工作就是将人们带上一段旅程，”尼尔说。“找出他们的喜好，并带他们过去。不能因为佣金就去推荐酒单上最昂贵的，那样无法建立客户忠诚度。”

不过对于阔绰的客人，这里也有一些特选佳酿。酒单上最引以为傲的，是一款极品48年苏格兰威士忌，最近由Last Drop Distillers推出，该公司是由行业传奇詹姆斯•埃斯佩创立。

埃斯佩的成就无数，他打造了尊尼获加蓝牌、经典麦芽和芝华士18年，还是苏格兰威士忌享有盛誉的行业协会The Keepers of the Quaich的创始人和主席。

“我们这里保存着10瓶48年苏格兰威士忌，”尼尔难掩自豪之情。

“如果你想在这里享用，没有问题。如果你买一整瓶，那么小酌一番后，可以把它留在这里，下次带朋友来共享。

“我们这里有存酒库，会代您保管。不过它价格不菲，因为比较珍稀，而稀有性是有代价的。88,000澳门元一瓶…但相当值得！”

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product. They are small companies and we are a small company – we work hand in hand in a very bespoke and personalized way to bring their products to market.

"Often they are worried about bringing their products to Asia because they have heard horror stories about products being counterfeited, but we guarantee them we will look after their product and preserve the integrity of their brand."

Which is not to suggest PREM1ER Bar & Lounge is only for those with plenty of cash to spare. In fact, it is because of Macau's low tax rate on alcohol – combined with the fact that PREM1ER is a distribution company and can therefore cut out the middle men – that the bar boasts a little something for everyone.

"I have learnt this over the years working in the food and beverage industry and in hiring sommeliers – our job is to bring people on a journey," Niall offers. "Find out what they like and take them there. Don't just go for the most expensive thing on the list because of the commission. That doesn't build loyalty."

But for those with the means, there are a few select options for when only the very best will do. Taking pride of place on PREM1ER's beverage list is a rare 48-year-old Scottish whisky recently released by Last Drop Distillers Ltd – the company founded by industry legend James Espey OBE.

Among his incredible list of accomplishments, Espey is the man who created Johnnie Walker Blue Label, The Classic Malts and Chivas Regal 18-year-old and is Founder and Chairman of the Scotch whisky leading society, The Keepers of the Quaich.

"I've managed to secure 10 bottles of the 48-year-old," Niall says proudly.

"If you come in and you want to enjoy it here you can. If you buy a bottle and want to have a sip, you can do that then leave it here and come in later with your friends for another sip.

"We've got a bottle bank here and we will hold it for you. But it's quite expensive because it is rare and rarity comes at a price. It's MOP$88,000 a bottle … but it's worth it!"

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SIZE MA

WGM在此深入解析一下锦标赛扑克中“翻牌前开叫大小”的问题，以及近年来，游戏的这个重要方面经历了怎样的演变。

WGM takes an in-depth look at pre-flop open bet sizing in tournament poker and how this important aspect of the game has evolved in recent years.

大小是问题

扑克是一个不断演进的游戏，以至于即使最日常的决策都在不断被分析和调整，以更好地适应现代游戏。

这其中就包括看似很简单的下注大小的概念。

与其他方面一样，下注大小随着一手牌的展开，会变得越来越复杂，尤其是在多桌锦标赛的深入阶段，任何错误举动都可能让你损兵折将。但一切都始于翻牌前，因此本文中，我们将焦点放在翻牌前的开叫大小。

自从锦标赛扑克问世，或者至少是自从无限注德州扑克成为主要的扑克形式，公认的标准开叫大小一直都是三倍于大盲注（简称3x）。尽管有些玩家喜欢略调整为3.5x，甚至4x，但当筹码较深时，在风险/回报方面，3x被视作一个适宜的中间值 — 不至于大到吓走所有人，但又足以打击到对手随意跟注的勇气。

无论是在枪口位置开叫，还是从庄扣偷盲，这往往是一种惯用做法。可以说很多玩家都不假思索地这样做。

“3x开叫”在今日仍很流行，不过好玩家会有更强的目的性 — 无论以AA还是以78同花开叫，注额大小不变，以此来隐藏他们手牌的强弱。

问题就归结到，每位玩家愿意去打的手牌范围。

作为澳大利亚最成绩卓著的锦标赛玩家之一，Grant Levy向我们这样解释，“锦标赛早期我的开叫大小通常介于2.5x和3x，整个早期阶段都以此为标准，通常不会根据位置有任何变化。

“锦标赛早期我不介意玩多人底池。对手仍然有一两百个大盲的筹码时，他们也不大可能拿出所有筹码冒险。因此如果有人想看底池，我很乐意与他们交手，试图翻牌后凑出一些强牌。

Poker is a game that is always evolving – so much so that even the most routine decisions are constantly analyzed and adjusted to better suit the modern game.

Among these is the seemingly simple concept of bet sizing.

Bet sizing, like anything, becomes increasingly complex as a hand progresses – particularly when deep in a multi-table tournament (MTT) situation when one wrong move can cost you your stack. But it all starts pre-flop, so in this article we're going to focus on bet sizing as it applies to opening pre-flop.

For as long as tournament poker has graced the earth – and certainly since No Limit Hold'em became the dominant discipline – the accepted standard open size has been to three times the big blind (referred to as 3x). Although some players have preferred to vary it slightly to 3.5 or even 4x, the standard 3x has typically been seen as a happy medium in regards to risk/reward when stacks are deep – not too large as to scare everyone out but big enough to discourage opponents calling with almost any two cards.

This tended to be accepted practice whether opening Under The Gun (UTG) or stealing from the button and it's reasonable to suggest that many players did so without giving it a second thought.

The 3x open is still a popular one today although good players do so with more purpose – whether they are opening AA or 78 suited, the bet size doesn't change so as to hide the strength or weakness of their hand.

The question then simply boils down to the range of hands each individual player is willing to play.

As one of Australia's most accomplished tournament players, Grant Levy, explained to us, "My open size early in tournaments is usually 2.5x to 3x and stays standard throughout the entire early stage. It usually doesn't vary at all based on position.

“同花连牌类型的手牌、同花一间断牌，以及所有对子（试图翻牌后凑成三条），通常会被拿来在翻牌前跟注。”

将开叫大小标准化需要注意的是，要对局势保持觉知，因为肯定会有调整开叫大小是更佳选择的时候。

“锦标赛早期阶段，我通常维持开叫大小不变，无论我有什么牌，在什么位置，这样对手就难以识别我的手牌强度。但在洛杉矶，他们喜欢看翻牌，无论加注多大，都不会弃牌，”美国锦标赛职业玩家及WGM好友Phong Nguyen说。“因此要视情况而定。如果牌桌上都是对高额加注不以为然的家伙，那么我会加大开叫，尽量只留一位对手跟注。”

显然，如今的玩家会比2000年代早中期扑克热初期时，在每个决定中放入更多考虑，但总括而言，他们在早期阶段所做的任何调整大多只是皮毛。

中期阶段加入底注，并且实际筹码变浅（筹码相对于大盲注的比例变小）后，情况就不同了。这时现代玩家会积极做出调整，将开叫大小降低，大体介于2x和2.5x之间。

要想观察这种变化，最快捷的途径是，到一个在线扑克网站，旁观几场锦标赛或单桌即时赛。在低买入比赛中，即使盲注变大，玩家也常常继续开注3x，因为他们从未想过其他做法。但在参赛金较大的锦标赛（自然吸引到更高质量的玩家），你会更常见到注额的减少。

“随着实际筹码变浅，我的开叫大小通常介于2x和2.4x，”Levy继续说。“降低开叫大小要容易很多，并且是相当标准的做法，因为由于盲注提升、实际筹码变浅，人们要想在一手牌中继续下去，拿来冒险的筹码比重就越高，因此你以更小的开叫所达成的效果，与在锦标赛早期以3x至3.5x开叫所达成的效果是基本相同的。”

一旦锦标赛进入后期阶段，随着这个递减趋势，很自然就过渡到了最小加注（2x）。

值得注意的是，多年来以2x开叫一直被视为后患无穷。普遍的共识是，它无法打击对手跟注的积极

"I'm happy to play multi-way pots early in tournaments. You're never really going to stack someone a couple of hundred big blinds deep, so if people want to play pots I'm happy to oblige and try and flop some big hands.

"This usually brings into play suited connector type hands and suited one-gappers plus all pairs (looking to flop a set)."

The one caveat to keeping it standard is the need to be situationally aware, because there will inevitably be times when adjusting your open size is clearly the optimal play.

"I try to open for the same early in tourneys no matter what I have and in any position so I don't have sizing tells, but here in Los Angeles they love to see flops and won't fold no matter how big the raise," says American tournament pro and friend of WGM Phong "Turbo" Nguyen. "So it's situational. If I happen to be on a table full of guys willing to call a big raise then I will happily make it bigger and try and isolate."

Clearly players are putting much more thought into each and every action these days than they did during the early days of the poker boom in the early to mid-2000s, but all in all any adjustments they've made during the early stages are mostly cosmetic.

Not so the middle stages when antes kick in and effective stacks get shallower against the rising blinds. This is where modern players actively begin adjusting their open sizes down, with open sizes generally trending anywhere between 2x to 2.5x as a rough guide.

For those keen to see this change visualized, the quickest way is to watch a few tournaments or Sit'n'Gos as an observer on an online poker site. In the low stakes events, players will often continue to open 3x even when the blinds get big because they've never thought to do anything else. Compare that to bigger buy-in tournaments – which naturally attract a better quality of player – and you will notice smaller bet sizing is far more prevalent.

"As effective stacks get shallower, I open to anywhere from 2x to 2.4x," continues Levy. "It's a lot easier and really quite standard to open smaller because due to effective stacks being shallower, people are risking a higher percentage of their stack to proceed with a hand, so essentially what you are achieving with a smaller open is pretty much on par with what you'd achieve in the early stages of the tournament opening to 3x to 3.5x."

The natural progression of this has been the min-raise once the tournament enters the latter stages.

It's worth noting that for many years, opening to 2x was considered a recipe for

性，从而降低了玩家偷走底池的可能。

但保护筹码与赢得筹码同样重要，细心的玩家很快就意识到，最小加注不仅能减低风险，并且偷走底池的频率不用太高，也能获利。

事实上，数学原理告诉我们，一旦游戏中加入底注，庄扣位置的加注只需大约40%的成功率，以达到长期的有利可图。相比之下，4x加注则需要60%的成功率。

尽管在多数情况下，最小加注仍被视为一种糟糕的打法，例如在现金游戏中或锦标赛早期，但却适用于筹码短缺的情况…或者，正如以“小球风格”闻名的七条WSOP金手链获得者Daniel Negreanu所解释的，（适用于）“加注占据你的筹码额或对手筹码额相当大比重的任何情况。

“尤其在锦标赛扑克中，翻牌后的加注往往很大，无论你做最小加注，还是投入更多，都无关紧要，”他说。“因为对手的反应都一样，弃牌或全押。”

换言之，如果下注大小对对手的决定没有影响，那么不妨少冒点风险。

这是过去几年来，锦标赛思维方式如何演进的一个有趣的例子…但也并不是说，这些新标准就会维持下去。玩家在不断找寻制服对手的方式，因此谁知道呢？几年之后，或许我们会在下注大小这个问题上看到一系列全新选择！

访问我们的网站www.wgm8.com查阅并评论WGM刊登的所有文章。

disaster – the general consensus being that it reduced a player's ability to steal pots by failing to discourage opponents from calling.

But with conserving chips just as important as accruing them, observant players soon realised that not only were they risking less with the min-raise, they didn't have to steal the pot as often for it to be profitable.

In fact, the maths tells us that a button raise once antes are in play will only have to succeed around 40 percent of the time. By comparison, a 4x raise would need to succeed 60 percent of the time to make it profitable in the long term.

While min-raising is still considered to be a poor play in most instances – such as in cash games or early in a tournament – it specifically works in short-stacked situations ... or as seven-time WSOP bracelet winner Daniel Negreanu, who is renowned for playing a small-ball style, has previously explained, "Whenever a raise represents a significant portion of your chip stack or your opponent's.

"Often, especially in tournament poker, the size of any post-flop raise will be so substantial that it's irrelevant whether you min-raise or toss in something more," he said. " That's because your opponent will react the same way to either raise if the bet commits him or you to the pot."

In other words, if the size of the bet makes no difference to your opponent's decision, you may as well risk less.

It's an intriguing example of exactly how tournament thinking has changed over the past few years … but that's not to say these new standards are here to stay. Players are constantly looking for ways to exploit their rivals so who knows? In a few years' time we could be witnessing a whole new range of bet sizing options infiltrating the game!

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「澳门档案」为我们展现推动澳门发展的千万大军。从的士司机到荷官，再到服务生、工程师，我们来认识一下支撑澳门城市命脉的这群人。

The Macau Files celebrates the thousands of people who make Macau tick. From taxi drivers to croupiers to waitresses to engineers, we meet the people who make up the lifeblood of Macau.

Ceci L

Year Born
I'm over 21!

Time lived in Macau
Since birth

Job/Employer
Freelance model

Star Sign
Sagittarius

Favorite food
I'm not a picky eater – I enjoy all types of foods. The environment in which to eat is also an important factor.

Favorite movie
I like funny movies. Any movie that can make me laugh is a good movie.

Favorite hobby or pastime
Watching TV series.

Favorite holiday destination
Finland ... I want to see Santa Claus!

Favorite music
I don't have any specific favorite music, it really depends on my mood.

What do you love about your job?
I have the opportunity to meet different people in different situations depending on the job.

Any dreams or goals in life?
To travel around the world to various interesting places with my camera.

If you could have dinner with anyone, who would it be?
Dinner with Shawn Yue.

What can't you live without?
Internet, food, and happiness.

How would your best friend describe you?
A very naïve girl.

What do you love about Macau?
Macau is a very lucky and prosperous city, free from any natural disasters!

薛丝儿

出生年份
年过21！

在澳门居住时间
自出生起

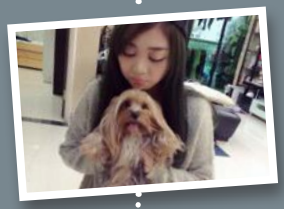
工作 / 雇主
自由职业
模特

星座
射手

最爱的食物
我不挑剔，喜欢各类食物。用餐环境亦是重要因素。

最爱的电影
我喜欢喜剧，任何能让我大笑的电影都是好电影。

最爱的消遣活动
上网看电视剧



梦想度假地
芬兰...我想见圣诞老人！

最爱的音乐
没有特定类型，随心情而定。

工作对你最大的吸引力是什么？
根据每次工作的不同，我有机会在不同的场合接触不同的人。

有什么梦想或目标吗？
带上相机，环游世界。

如果可以选择和任何人共进晚餐，会是谁？
余文乐

离开什么会无法生活？
网络、食物，还有快乐。

最好的朋友会如何形容你？
一个很天真的女孩

喜欢澳门的什么？
澳门是一个非常幸运和繁华的城市，不受任何自然灾害的影响！

RWS罪

这次事件被形容为大卫对战巨人歌利亚的一个经典案例。澳大利亚籍律师Adesh Goel先生起诉圣淘沙名胜世界，要求对非法拘禁、侵犯与殴打所造成的伤害进行赔偿…并且胜诉！WGM在此关注一下这一裁决。

这项具有里程碑意义的裁决于2015年11月4日正式宣布。2012年4月圣淘沙名胜世界（RWS，云顶集团在新加坡运营的娱乐场）将一名顾客拘禁46分钟。新加坡高等法院判其非法拘禁、侵犯与殴打罪名成立。

因一枚50新元筹码而起的冲突，最终导致了三年多之后一次持续12天、涉及11名律师和13位证人的审判。高院的结论是，“RWS当晚对Goel先生的行为没有任何法律依据。”

Goel先生指控RWS强行将其扣留在“冷静房”，打伤他的肩膀并拒绝送医。

尽管事件被闭路电视记录下来，但RWS在整个审判中坚称，其行为是合理的，Goel先生对当晚及拘禁期间，发生在他身上的任何伤害负有完全责任。

宣判时，法官朱汉德称，“将他［Goel］强行控制，抓住其手臂，在混乱中致其撞墙的行为，不是日常生活中通常可以接受的行为。”

他称，并没有发现Goel先生对任何RWS安保人员有暴力企图或身体攻击。

Goel先生被请到一间侧房时，最初误拿Goel先生筹码但被荷官要求退还时态度无礼的夫妇，却被允许继续在Maxims Club的豪客区自由漫步。

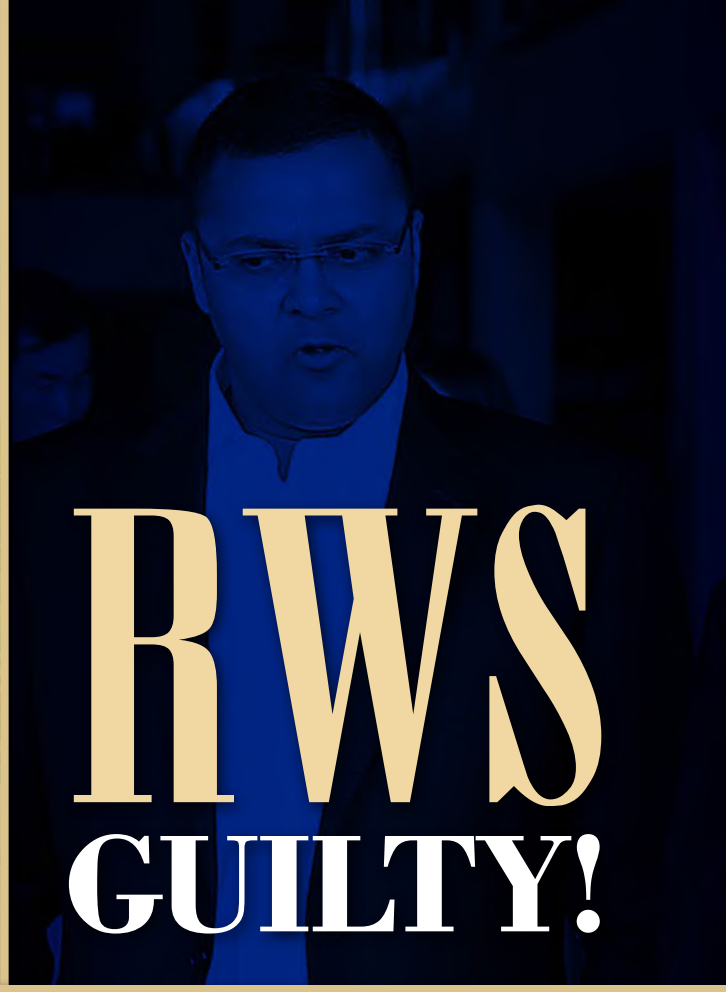
法官朱汉德进一步发现，娱乐场对于拘禁Goel先生没有任何合法依据，因为没有迹象显示Goel先生犯法或试图犯法，娱乐场没有理由通过《2007年新加坡赌场管制法令》所赋予它的权力，来拘禁嫌疑顾客。

对于非法拘禁、侵犯与殴打的侵权行为，Goel先生获赔45,915新元，RWS对其中的80%负责。法官朱汉德提到，尽管Goel还没有对RWS的安全服务承包商SATS（负责赔偿另外20%）启动法律程序，但他有权这样做，如果选择去做的话。

在对WGM的一份声明中，Goel称，“我很高兴法院在看到录像后确认RWS的不正当行为，否定了RWS有任何合法理由拘禁我并致使我肩膀骨折。”

审判期间，RWS在2012年4月22日事件之后的行为被置于众目睽睽之下。一个引发重大疑问的问题是，RWS无法提供所谓的“娱乐场规则”，而正是用这份文件，RWS向Goel先生发出12个月不得进入娱乐场的禁制令。

2012年5月，RWS被要求提供他们的“娱乐场规则”，然而尽管其律师确认这样的文件并不存在，RWS直到2014年2月才肯承认。在被问到Goel先生要求交出一份“娱乐场规则”时，副总裁及法务总监Mark Chee回答道，“如果有这样一份文件…我们就拿出来了。”



RWS GUILTY!

名成立!

In what has been described as a classic case of David v Goliath, Australian lawyer Mr Adesh Goel took on Resorts World Sentosa claiming damages for false imprisonment, assault and battery . . . and won! WGM takes a look at the verdict.

In a landmark ruling handed down on 4 November 2015, the Singapore High Court has found Resorts World Sentosa (RWS) – Genting Group's Singapore casino operation – guilty of false imprisonment, assault and battery following an incident in which a patron was detained for 46 minutes in April 2012.

What began as a dispute over a SG$50 chip ultimately led to a trial held more than three years later, conducted over 12 days, involving 11 lawyers and 13 witnesses with the High Court finding, "RWS had no legal basis for its conduct towards Mr Goel on the evening."

Mr Goel had accused RWS of holding him in a back room against his will, breaking his shoulder and refusing him medical attention.

Despite the incident being captured on their in-house CCTV cameras, RWS maintained throughout the trial that its actions were justified and that Mr Goel was fully responsible for any injuries which occurred to him on the night and during the period of false imprisonment.

In delivering his judgement, Justice Choo Han Teck stated, "the acts of holding him [Goel] back, grabbing his arms and the scuffles which resulted in him being hit against the wall are not conduct that are ordinarily acceptable in daily life."

He stated that Mr Goel did not appear to intend to be violent or physically abusive toward any RWS security officers.

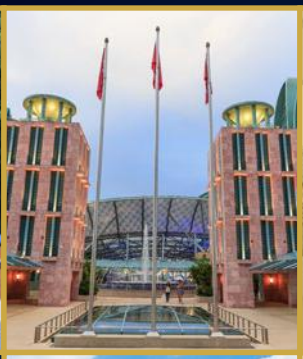
Whilst Mr Goel was invited to a side-room to discuss the incident, the couple who had initially taken Mr Goel's chip mistakenly and became abusive when asked by the dealer to return it were allowed to continue to roam the Maxims Club's High Rollers area of the casino freely.

Justice Choo further found that the casino had no lawful basis for detaining Mr Goel as there was no suggestion that Mr Goel had or was about to commit any offence which may have entitled the casino to detain a suspect patron under the powers conferred upon it through the Singapore Casino Control Act 2007.

For the torts of false imprisonment, assault and battery, Mr Goel was awarded SG$45,915 of which RWS would be liable to Goel for 80 percent of the amount awarded. Justice Choo noted that although Goel had not commenced legal proceedings against RWS's security contractor SATS Security Services (who he found liable for the other 20 percent), he would be entitled to do so should he choose.

In a statement to WGM Goel said, "I am glad that the court, having seen the video footage, has confirmed RWS was in the wrong and put to rest the

Mr Adesh Goel



RWS还被指控，恶意中伤Goel先生为“醉酒的、有攻击性的和暴力的”，称他们将“在审判中展示酒精在Goel先生身上发挥的作用。”

2015年1月，醉酒指控维持18个月后，RWS却将这一指控从他们的辩护中去除。而此时，双方已投入大量时间和法律费用围绕醉酒问题搜集证据，RWS拒绝提供Goel先生醉酒或者有暴力倾向的证据。

在获悉RWS撤销醉酒指控时，Goel要求对这一举动所引致的成本进行赔偿，并要求RWS在所有报道了这一醉酒指控的报纸上发表公开道歉信。RWS拒绝道歉，该事宜一直延续到2015年7月的庭审中。

目前新加坡上诉法院将就此事做出判定 — 从政策角度，RWS是否对Goel所受到的二次伤害做出加重赔偿。

上诉法院有可能做出判定的另一个政策领域是，RWS是否应做出惩罚性损害赔偿，因为已经有人指出，新加坡赌场管制局还未采取措施制止RWS这种行为的再度发生。

Goel称，“如果新加坡上诉法院判决一家公司做惩罚性损害赔偿，那么是在向所有企业传递一个信息，那就是，新加坡在真正执行法治，企业的任何不得体行为都不可能逃脱责罚。”

在一份书面声明中，RWS的一位发言人告诉WGM，“关于Goel Adesh Kumar事件，圣淘沙名胜世界尊重并满意裁决。我们期待着高院的下一轮诉讼。

“圣淘沙名胜世界始终提供优质的客户体验，我们将继续致力于确保所有客户都有安全愉快的体验。”

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notion that RWS was in anyway legally justified in imprisoning me and fracturing my shoulder."

During the trial, RWS's conduct following the 22 April 2012 incident was put under the spotlight. One issue which raised significant questions was RWS's inability to provide the so-called "House Rules" which RWS used to exclude Mr Goel for a 12 month period.

RWS had been requested in May 2012 to provide their "House Rules", yet despite their lawyers ascertaining there was no such document, RWS refused to concede this to Goel until February 2014. When quizzed on Goel's request for a copy of the "House Rules", Mark Chee, Vice President and Head of Legal replied, "If there were such a document ... we would have given it."

RWS was also accused of trying to paint Mr Goel as being "drunk, offensive and violent", stating they would "show the extent of the effect alcohol had on Mr Goel at trial."

In January 2015, 18 months after the initial allegation of drunkenness, RWS sought to have the allegation removed from their defence without consequence. By this time both parties had spent significant time and legal costs in establishing the evidence around the issue of drunkenness, with RWS resisting calls to produce evidence of Mr Goel being either drunk or violent.

Upon learning about the withdrawal of the allegation of drunkenness as part of RWS's defence for their actions, Goel sought costs thrown away resulting from the issue being removed and a public apology by RWS to be published in all newspapers which had previously carried the allegation of drunkenness made against Goel. RWS declined to issue the apology and the proceeding continued to the July 2015 trial.

The matter is currently set to go before the Singapore Court of Appeal to determine if, as a matter of policy, secondary victimization against Goel warrants an award for aggravated damages.

Another area of policy likely to be determined by the Court of Appeal is whether an award of exemplary damages should be made against RWS as some have claimed that RWS has not been deterred from such future conduct toward patrons by the Casino Regulatory Authority of Singapore.

Goel stated "The issue of finding exemplary damages against a corporation by the Singapore Court of Appeal would be a signal to all corporations that the rule of law is truly enforced in Singapore and the consequences of unbecoming conduct by corporations does not go unpunished."

In a written statement, a spokesperson for RWS told WGM, "Resorts World Sentosa respects and is pleased with the judgment delivered by the High Court with regard to the case of Mr Goel Adesh Kumar and we look forward to the next round of proceedings for the High Court.

"Resorts World Sentosa has been delivering exemplary customer experience to all our visitors and we stay committed in ensuring a safe and enjoyable experience for all our guests."

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撰稿：飞鹰 by The Eagle

我的豪宅元素前五

飞鹰是名律师和企业家，曾与一家国际投资银行做风险投资。他对生活品质有孜孜不倦的追求，就生活中一些不可或缺的奢华用品和体验，他在此分享自己的前五榜单。

The Eagle is a lawyer and entrepreneur and a former venture capitalist with an international investment bank. A lover of the finer things in life, each issue he profiles his top 5 luxury items and experiences you simply can't do without.

很多年前，拥有一台彩色电视机对多数人而言都是一种奢望，但时光快进五十年，家庭影院都已经是稀松平常的事了。

发热地板、水疗浴缸以及户外厨房等，都一度专属于“上流社会”，而如今在世界各地都颇为常见。

那么当今世界上的超级富豪们还有什么可以拿来炫耀呢？飞鹰走遍全球去找寻他最喜欢的豪宅元素，无论是优雅的“必备品”，还是离谱的奢华！

1. 衣帽间 在谈起那些更为夸张的元素前，不言而喻，每栋豪宅的主卧都应该有一个巨大的衣帽间。它至少可以提供必需的空间，来收纳和展示每日清晨的服饰选择，但怎么可能仅限于此？

我们曾见过小型公寓般大小的衣帽间，内部配备了岛台、电视屏（拣选穿戴时可以一边观看早间新闻），甚至还有温泉浴缸，这样从水中起身后，可以直接踏进衣橱！

2. 酒窖 拥有自己的酒窖，是每一位红酒爱好者的梦想。我们所说的，可不仅仅是简单把它们存放在一个空置的柜子里。

近年来，在数百万美元的豪宅中，酒窖已经司空见惯，从老派的法式地下酒窖，到精心设计，有温控设备，可以同时展示数千瓶佳酿的房间。

不仅如此，如若想要真正吸人眼球，不妨特别设计一个品酒台作为房间的中央摆饰，用来招待宾客再理想不过。

榜单

MY TOP 5 LUXURY HOME FEATURES

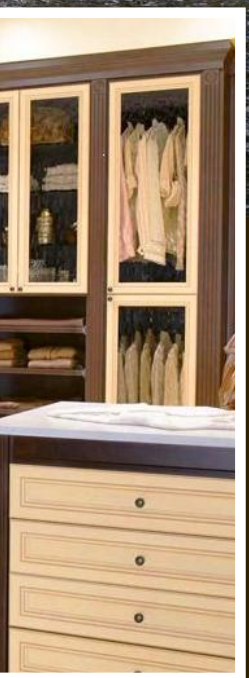
There was a time many years ago when owning a color television was purely the domain of the privileged. Fast forward 50 years and it's not uncommon for houses to boast their very own mini-cinema.

Heated floorboards, spa baths and outdoor kitchens were once reserved for the "upper classes" but can now be found in millions of houses around the world.

So what do the world's mega-rich have to do in order to impress these days? The Eagle has scoured the earth to find his favorite luxury home features – from the elegant "must haves" to the truly outrageous!

1. Walk in wardrobe. Before we get to the more outlandish features around, it goes without saying that every luxury home should come with a giant walk in wardrobe in the main bedroom. At the very least, a walk in wardrobe provides much needed space to store and present your clothing options each morning, but why stop there?

Some of the best we've come across are as big as a small apartment, with accessories including island benches, television screens to watch the morning news while deciding what to wear and even a spa bath so you can step straight out of the water and into your wardrobe!



2. Wine cellar. It is every wine lover's dream to build their very own wine cellar – and we're not talking about simply storing them in an empty closet.

Wine cellars have become a common feature of multi-million dollar homes in recent times and range from underground caverns that pay homage to old-school France to specially designated, temperature controlled rooms where thousands of bottles can be displayed at once.

3. 水上滑梯 对水上滑梯的钟爱，与年龄无关。如果到当地拥挤的水上乐园戏水不再那么有吸引力，为何不在家中安装自己独享的水上滑梯呢？

在现今的豪宅中，水上滑梯正日益盛行，尽管大多规模相对较小，不过也有少数宅中，利用其宽敞的空间，搭设了长达逾百米的滑梯。

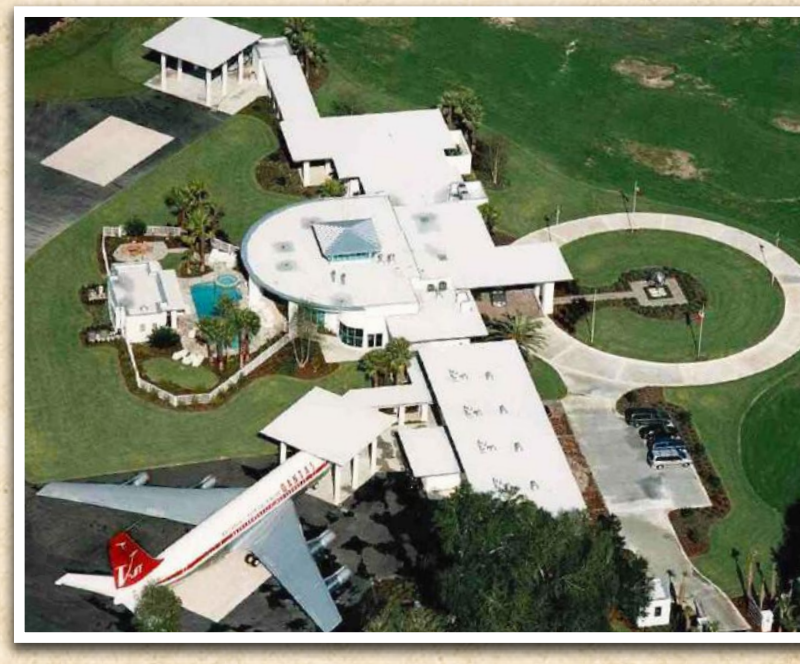
在多层别墅里安装滑梯也是不错的创意，这样您可以从顶层顺流而下，直接落入下面的泳池！

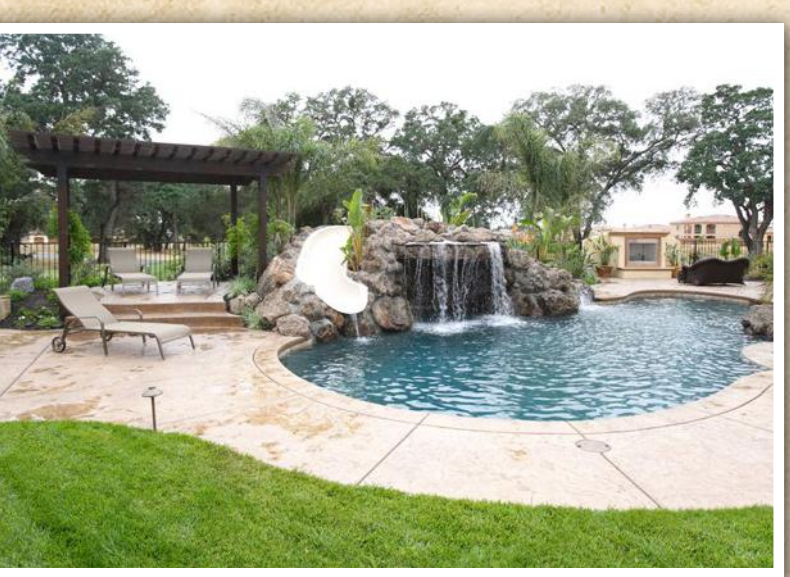
4. 私人跑道 说起极致的奢华，不得不提自家门口修建的私人飞机跑道。这并不常见，原因显而易见，首要的障碍就是所需的空间。

但倘若您能获得必要的监管批准和足够的闲置土地，那么私人跑道确实能带来巨大的便利。

世界最著名的私人跑道，属于演员约翰·特拉沃尔塔。他是持牌飞行员，经常自己飞往世界各地。他还拥有五架飞机，包括一架配有真皮座椅、餐桌和卧室的澳航波音707。

他的佛罗里达宅第在2003年购置时就已经配备了7,500英尺的跑道，不过他又增加了滑行道，以便将飞机停放在自家后院里！





5. 汽车升降机 不论您是懒于每天步行走到车前，还是单纯喜欢夸耀，家用汽车升降机都可能很适合您。

如果家中地势不平坦或是多层楼房，那么汽车升降机就是完美的解决方案。开车入库后，在车里稍作休闲，静等整个车库地板升起，将您带到目的地 — 从驾驶座径直步入客厅！

我们最爱的汽车升降机，位于加利福尼亚拉古纳海滩的一栋悬崖别墅。驾车驶入一个连蝙蝠侠都会感到心惊的隐蔽车库，然后由升降机带您及您的爱车徐徐升起，停进别墅的入口！

访问我们的网站www.wgm8.com查阅并评论WGM刊登的所有文章。

But why stop there? For those really wanting to impress, we love the idea of a designated tasting table as the centre piece of the room – the perfect environment for entertaining guests.

3. Water slide. It doesn't matter how old you are – everyone loves a water slide. But if fighting the crowds at the local water park isn't as appealing as it once was, why not install your very own slide at home?

Water slides are becoming an increasingly popular feature of today's luxury homes and although most are relatively small in scale, there are a handful that utilize their spacious surrounds by stretching well over 100 metres in length.

We also like the idea of installing a slide in multi-storey houses that takes you from the top level, through the house and directly into the swimming pool below!

4. Private runway. When it comes to outrageous excess, it's hard to go past your own private runway built right on your doorstep. For obvious reasons, runways aren't for everyone with the amount of space required the first major hurdle.

But if you can gain the necessary regulatory approvals and have plenty of land to spare, a private runway represents the ultimate convenience.

The world's most famous private runway belongs to actor John Travolta. A certified pilot who regularly flies himself around the world, Travolta also owns five planes including a Qantas Boeing 707 fitted out with leather seats, tables and a bedroom.

His Florida home came already equipped with its 7,500 foot runway when he bought it in 2003 but he added a taxiway so he could quite literally park his planes in the backyard!

5. Car elevator. Whether you're too lazy to walk to the car each day or simply like showing off for the sake of showing off, an in-home car elevator might be for you.

The perfect solution for those living on uneven land or in multi-storey homes, a car elevator allows you to drive into your garage then sit back and relax while the entire garage floor travels skyward to take you to your destination – allowing you to step straight from the driver's seat into your living room!

Our favorite is located in a cliff side house in Laguna Beach, California. Drive through a hidden garage door that would make Batman blush then have the elevator lift you and your car up and into the house's entryway!

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作弊，还是不作弊？体育面临决定性时刻

撰稿 by：
Ben Blaschke

国际足联长期掌门人赛普•布拉特大势已去，新任主席将被投票选出；与此同时，在震惊田径界的兴奋剂丑闻之后，俄罗斯也正努力重返竞技场。接下去几个月，堪称体育史上清除腐败最关键的时期。

With FIFA about to vote in a new President following the departure of long-term leader Sepp Blatter and Russia pushing for a return to competition following the doping scandal that has rocked the athletics world, the next few months loom as arguably the most important in the history of sport when it comes to stamping out corruption.

TO CHEAT OR NOT TO CHEAT?

SPORT FACES ITS DEFINING MOMENT

说起决定性时刻，恐怕没有比这更重大的了。未来短短几个月内，我们就将确切知道，世界两大体育管理机构 — 国际足联（FIFA）和国际田联（IAAF）— 是否严肃对待维持各自所代表的体育项目的公正性。

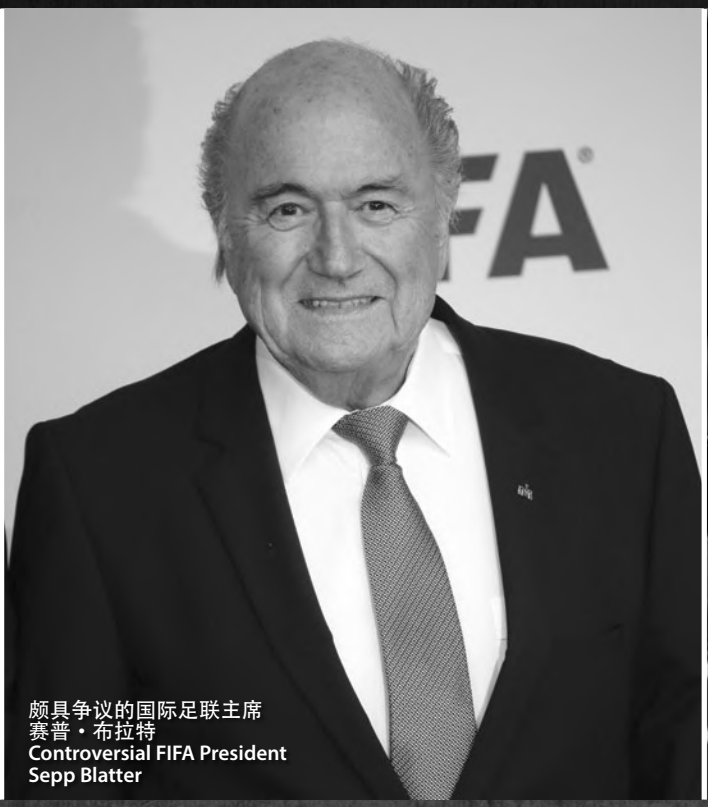
过去这些年，国际足联一直在躲避有关腐败和暗箱操作交易的指控。但在今年五月，美国联邦调查局（FBI）的调查引致若干国际足联官员因贿赂、诈骗和洗钱的罪名被捕后，他们终于难辞其咎。颇具争议的主席赛普·布拉特也被调查，而他的继任者将在今年2月被投票选出，这是国际足联清理机构内乌烟瘴气的难得机会。

同样地，国际田联一直竭力否认运动员服用兴奋剂的问题，并否认打击服用兴奋剂行为力度不够的指责，但如今看来，国际田联根本站不住脚。经权威机构披露，俄罗斯在2012年伦敦奥运会期间及之后，一直开展着“政府支持”的兴奋剂方案。在长达11个月的调查之后，世界反禁药组织（WADA）的这份报告在11月初公之于众。俄罗斯田径队因此遭到直至3月份的临时禁赛，但全世界都在关注国际田联，看他们是否有足够决心，禁止俄罗斯田径队参加今年8月在里约热内卢举行的2016年奥运会。

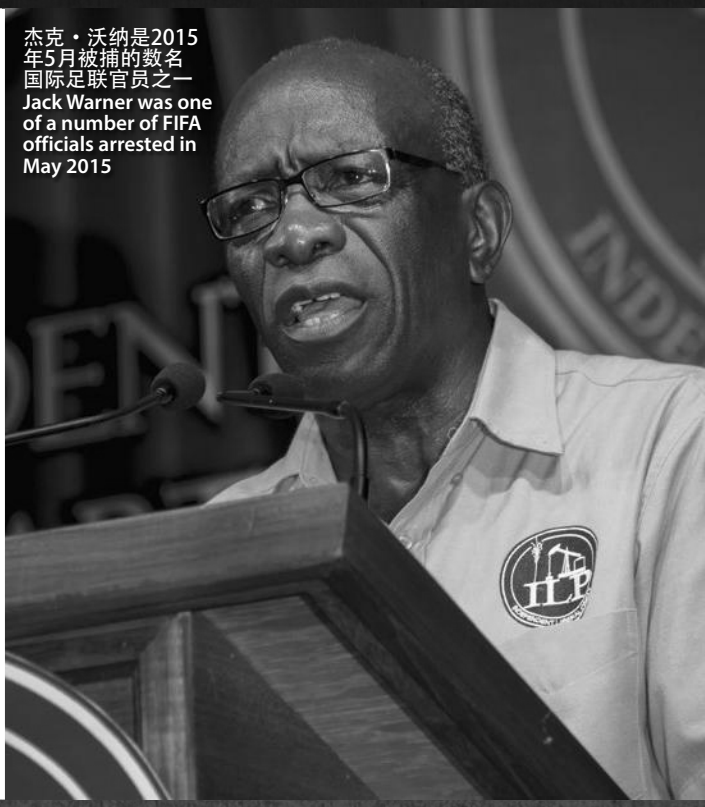
As defining moments go, they don't come much bigger than this. In just a few short months' time, we will know for sure whether two of the world's biggest sporting organizations – football's governing body FIFA and the International Association of Athletics Federations (IAAF) – are serious about maintaining the integrity of the sports they represent.

FIFA, who spent years dodging allegations of corruption and shady back-room deals, is finally being held to account for its indiscretions following a United States FBI investigation leading to the arrest of a number of officials on charges of bribery, fraud and money laundering in May. Controversial President Sepp Blatter is also under investigation and with his successor to be elected in February, FIFA has a rare opportunity to clean out the ghosts of sins past.

Likewise, repeated denials from the IAAF that athletics has a doping problem or that it isn't doing enough to stamp the practice out now look decidedly flimsy following revelations that Russia had been running a state-sponsored athletics doping program during the 2012 London Olympics and beyond. The stunning findings of the World Anti-Doping Agency's (WADA) 11-month investigation into the program, released in early November, has seen the Russian athletics team handed a provisional suspension through to March, however all eyes are now firmly fixed on the IAAF to see if they have the mettle to ban them from the 2016 Olympic Games in Rio de Janeiro in August.



颇具争议的国际足联主席赛普·布拉特
Controversial FIFA President Sepp Blatter



杰克·沃纳是2015年5月被捕的数名国际足联官员之一
Jack Warner was one of a number of FIFA officials arrested in May 2015

已经有人提出，俄罗斯田径运动员仍有可能获准奔赴里约，但前提是俄罗斯反禁药组织及相关体育机构能够证明，他们已经彻底颠覆了原有的反禁药措施。如果俄罗斯获准参加里约奥运会，那么田径赛事（奥运会中最引人瞩目的项目之一）将会成为一大笑柄，失去它的可信度，并传递出一个信息，那就是作弊者也可以大放异彩。

对国际足联来说情况也差不多，他们也有一个“俄罗斯问题”需要面对。长期以来，国际足联将2018年世界杯举办权交给俄罗斯的决定一直饱受质疑，被指贿赂和金钱换选票起了关键作用。不过，布拉特看来为FBI省了不少麻烦，他于10月向俄罗斯国家新闻通讯社TASS承认，俄罗斯主办2018年世界杯一事在投票前就已内定。

在明知整个投票过程有着根本性错误的情况下，足球世界如何能够看着俄罗斯在弥天大谎似的贿选中依然受益？答案很简单：他们不能。这就留给国际足联最后一次考验其公信力的机会，前提是今年2月的新主席选举能够做出正确抉择。正如国际田联必须禁止俄罗斯田径队参加2016年奥运会一样，俄罗斯的2018年世界杯举办权也必须被褫夺。

如果说这样激烈的惩罚措施略显严苛，就让我们先看看这两个权力遮天的体育监管机构是如何让自己步步陷入泥潭的。

国际足联和2018年世界杯

可以说2015年是国际足联权力走廊的多事之秋。自从5月瑞士警方突袭苏黎世巴尔拉克酒店，逮捕了正在准备参加第65届国际足联大会的七名国际足联官员以来，共有18人和两家公司被美国检方指控，其中包括九名现任的国际足联官员。

在一长串针对他们的指控中，有贿赂、电信欺诈、敲诈勒索和洗钱等罪名，涉及到的问题繁多，比如非法影响赛事转播权和赞助合同授标，还包括申办世界杯过程中的金钱换选票，以及2011年国际足联主席贿选。

这些人绝非唯一被瞄准的目标，国际足联自己的伦理委员会 — 听起来颇具讽刺意味 — 最近被迫暂停布拉特、欧足联主席普拉蒂尼以及国际足联秘书长瓦尔克的职务90天，与此同时，瑞士警方的调查仍在继续。

但说实话，国际足联之殇，要始于1998年布拉特初登主席宝座之日。要说这个机构在此之前毫无丑闻，也可能谬矣，但毫无疑问，从那个时刻开始，关于国际足联不端行为的传闻迅速愈演愈烈，直至今日腐败已经和国际足联密不可分。

对这些年来被迫目睹一桩桩光怪陆离事件的球迷而言，最大的沮丧莫过于，直到几个月前法律最终介入，国际足联自己就是法律。如果说有一件事国际足联做得比扭曲法律还要好，那就是为自己的成员开脱罪名。

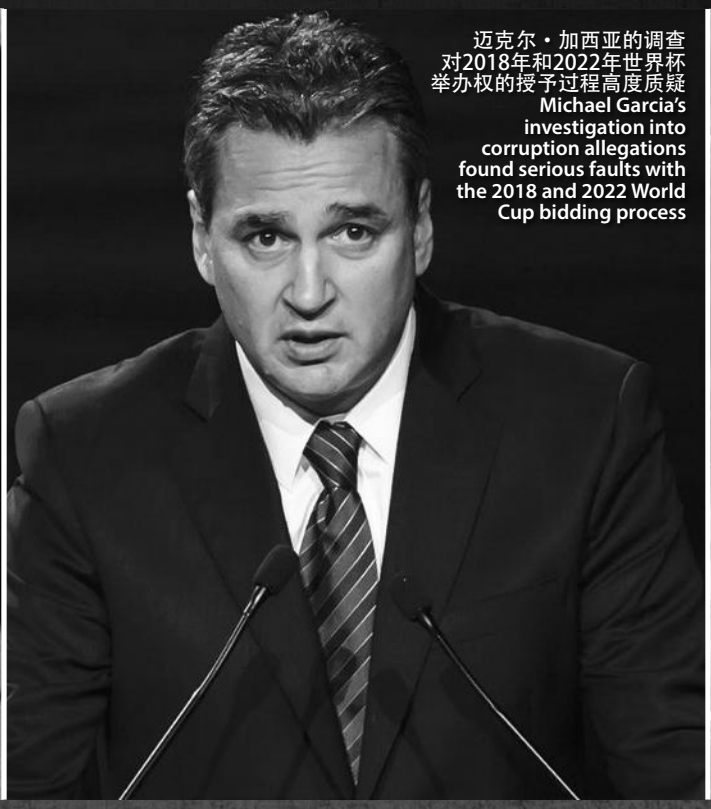
布拉特本人就是受益者之一。2001年，国际足联的营销伙伴ISL丑闻曝光，他们在布拉特眼皮之下，“赞助”给国际足联官员巨额资金。国际足联发起内部调查，但调查报告发现，“主席布拉特的行为在任何道德规范层面，不能以任何方式被归类为不当行为。布拉特主席或许处理不力…但这并没有带来任何法律和道德上的过失。”

2006年，国际足联副主席杰克·沃纳得到象征性责罚。经调查发现，他非法获取和转卖德国世界杯门票，从中赚取了近一百万美元。沃纳长期以来的可疑交易，还包括私吞数十万美元的海地地震紧急救援善款；将国际足联援助款项转入个人名下，而这本是用作在加勒比海地区发展足球。当然还包括拒绝支付承诺给特立尼达和多巴哥球员的2006年世界杯决赛圈出场费。直到现在，这笔出场费仍不知去向！

国际足联宣布俄罗斯和卡塔尔分别获得2018年和2022年世界杯举办权，这一决定震惊了世界。然而，国际足联自以为是的最佳例子发生在这之后的五年。

选择卡塔尔尤其让人意外，因为这个沙漠地带的弹丸之地没有任何足球历史值得一提，夏季气温也远超40摄氏

萨尔曼是国际足联主席竞选中一个令人忧心的候选人
Sheikh Salman bin Ebrahim al-Khalifa is a worrying contender to take over from Sepp Blatter as FIFA President



迈克尔·加西亚的调查对2018年和2022年世界杯举办权的授予过程高度质疑
Michael Garcia's investigation into corruption allegations found serious faults with the 2018 and 2022 World Cup bidding process

It has already been suggested that Russia's athletes could be allowed back in time for Rio if the Russian Anti-Doping Agency and associated sporting bodies can prove they have overhauled their anti-doping practices. If Russia is allowed back in, the track and field events – traditionally among the most popular of all Olympic sports – will be reduced to a laughing stock, lose all credibility and send a message that cheaters are allowed to prosper.

It's not much different for FIFA, who have their own Russian problem to deal with. It has long been suspected that bribery and vote-buying played a key role in FIFA's decision to award the 2018 World Cup to Russia, but Blatter seems to have saved the FBI some trouble by telling Russia's state news agency TASS in October that members of FIFA's Executive Committee had agreed to award the World Cup to Russia before voting had even taken place.

How can the footballing world, armed with the knowledge that the voting process was fundamentally flawed, be expected to watch Russia reap the rewards for this remarkable act of betrayal? The simple answer is: it can't – which leaves FIFA with one more test of their credibility should they make it through February's presidential election unscathed. Just as the IAAF must ban Russia's athletes from the 2016 Olympic Games, Russia must be stripped of its right to host the 2018 World Cup.

And if such drastic actions seem harsh, let's take a look at exactly how these two powerful sporting bodies managed to find themselves in this mess.

FIFA AND THE 2018 WORLD CUP

It's fair to say that 2015 has been an eventful year in FIFA's corridors of power. Since Swiss police swooped to arrest seven FIFA officials at the Hotel Baur au Lac in Zürich as they were preparing to attend the 65th FIFA Congress in May, a total of 18 individuals and two corporations have been indicted by US authorities including nine current FIFA officials.

The long list of charges against them include bribery, wire fraud, racketeering and money laundering and relate to a range of issues such as illegally influencing the awarding of media rights and sponsorship contracts, plus buying votes during the World Cup selection process and the 2011 FIFA presidential election.

They are by no means the only ones in the crosshairs and FIFA's own ethics committee – a paradox if ever there was one – were recently forced to suspend Blatter, UEFA President Michel Platini and FIFA Secretary General Jérôme Valcke from their duties for 90 days while Swiss investigations continue.

But truth be told, the seeds of FIFA's implosion were planted back in 1998 when Blatter was first appointed to the top job. It would be wrong to suggest the organization was squeaky clean before that point, but there is no doubt rumors of misconduct quickly gathered pace from that moment onwards – to the point where corruption has become inextricably entwined in FIFA's very fabric.

The great frustration for football fans forced to watch on in bewilderment over the years has been the fact that, until the law finally stepped in a few months back, FIFA has effectively been a law unto itself. If there is one area in which FIFA excels even more than bending the rules it is clearing its members of any wrongdoing.

Blatter himself was the beneficiary of such an instance back in 2001 when it was revealed FIFA's marketing partner ISL had made tens of millions of dollars in "payments" to FIFA officials under his watch. FIFA launched an internal investigation but their report found, "President Blatter's conduct could not be classified in any way as misconduct with regard to any ethics rules. The conduct of President Blatter may have been clumsy … but this does not lead to any criminal or ethical misconduct."

In 2006 it was Vice President Jack Warner getting a gentle slap on the wrist after he was found to have made almost US$1 million from illegally obtaining and re-selling tickets to the World Cup in Germany. Warner's long list of dubious dealings also includes pocketing hundreds of thousands of dollars worth of charity donations meant for victims of Haiti's earthquake, diverting millions of FIFA aid money into his own accounts rather than into developing football in the Caribbean as intended and refusing to pass proceeds from Trinidad's 2006 World Cup finals appearance onto the players. To this day they still haven't been paid!

Yet by far the greatest example of FIFA's arrogance has come in the five years since they shocked the world by announcing Russia and Qatar as hosts of the 2018 and 2022 World Cups respectively.

Qatar's selection was particularly surprising given that the tiny desert country has no footballing history to speak of and boasts summer temperatures of well over 40 degrees Celsius. FIFA itself even listed Qatar as either medium or high risk in almost every category of its official evaluation of Qatar's bid in 2010, so it was inevitable that questions would be asked when they ultimately ignored their own report!

度。2010年卡塔尔申办时，就连国际足联自己的官方评估，都在几乎各项指标中将卡塔尔列为中度或高度风险国家。因此，问题不可避免被抛出来，因为他们连自己的调查报告都忽略了！

国际足联迅速否认票选过程有任何问题，但他们根本无法站稳脚跟。两名国际足联执委会成员 一来自尼日利亚的阿莫斯·阿达穆和来自塔希提的雷纳德·特马里，在最后一轮投票前被吊销资格，因为有秘密录像证据显示，他们索贿来交换自己的选票。英格兰申办团队也指控有四名国际足联执委会成员索贿。

更精彩的还在后头。2014年，国际足联独立的伦理委员会调查员迈克尔·加西亚针对2018年和2022年世界杯举办权贿选丑闻，做了一次详尽调查。他提交了一份长达430页的报告，报告对俄罗斯和卡塔尔的申办，以及对国际足联执委会的行为高度质疑。该报告于2014年9月递交给国际足联，并建议世界杯举办权的投票过程需要全面颠覆，另外给所有执委会成员设置最高八年的任期。

然而，国际足联最终公布于世的42页“缩略版”调查报告和原报告大相径庭。它由国际足联伦理委员会裁决小组主席汉斯·约阿希姆·埃克特修订和发表，完全省略了对国际足联执委会的所有批判，并且将俄罗斯和卡塔尔申办团队的任何不端行为都大事化小，小事化了，以至于淡化到根本不值得继续做任何进一步的调查。这份报告甚至夸张到为卡塔尔申办团队和布拉特在整个调查过程中的积极配合叫好。而俄罗斯则被指责不协助调查…借口是，申办过程中他们所租用的电脑已经被毁！

国际足联试图瞒天过海，他们以为通过官方宣布自己无罪，这个围绕世界杯举办权的长期闹剧，最终可以尘埃落定。然而问题是，加西亚的原始报告可没有帮国际足联圆谎的意思，他也不准备让世界相信这些鬼话。

在国际足联骄傲地宣布自己无辜的短短几小时后，加西亚就发表声明，指责埃克特的报告“大量材料缺失，并错误展示了［原始］报告中的事实和结论”。

后来报道称，国际足联的自我保护文化，尤其是加西亚报告中布拉特部分的大幅改动，让加西亚相信，任何有意义的改革都是空洞的理想。他很快辞职，并向世界发出警告，“任何独立的监管委员会、调查员或仲裁小组都无法改变一个机构的文化。”

不过加西亚的努力并非徒劳。至少它确保了国际足联权力框架内仅存的最后一点点公信力，被完全粉碎。但更重要的是，国际足联赤裸裸展示在整个足球界面前的公然蔑视（布拉特及他的追随者似乎完全无视其图谋是何等明显），最终导致了FBI加大力度介入调查。

苏黎世的一系列逮捕终于压垮了布拉特，在过去无数次拒绝要求他下台的呼声之后，他最终于今年6月请辞。2016年2月接班人被选出之后，79岁的布拉特将正式离任。

究竟谁将接任布拉特，世界足坛依然存有不少合理的忧虑，五名最终候选人在可信度方面可谓参差不齐。我们认为最出色的人选，是约旦王子阿里·本·阿尔·侯赛因，他表现出了积极进取的心态，以及真正改革的渴望。作为国际足联历史上最年轻的副主席，39岁的阿里王子一直是发展女子足球运动的支持者，同时也是在2010年国际足联解除禁令，允许穆斯林女子踢球时佩戴头巾的主要推动者。

阿里王子以前就指出过足球监管机构更大透明度的必要性，他也是国际足联内部少数呼吁公开加西亚完整报告的人之一。最重要的是，他和布拉特是敌非友，2015年初国际足联主席竞选时，他和布拉特是对手。阿里王子亦是五个候选人中，最可能公开欢迎进一步审查2018年和2022年世界杯举办权票选过程的人。

欧足联秘书长吉亚尼·因凡蒂诺作为暂停职务的普拉蒂尼的替补，宣布参选。尽管他在欧洲颇受尊重，但瑞士人已经表态，如果普拉蒂尼能及时消除嫌疑，他将退出竞选，看上去他并不算是认真的竞争者。

再次之的考虑，是前国际足联官员热罗姆·尚帕涅。尚帕涅是另一个曾声称将透明度和改革作为优先考虑的人，不过他此前在国际足联任职11年，一向和布拉特交好。

一个疑点更多的候选人，是南非人Tokyo Sexwale。他拥有强大的商业背景，也曾参与反种族歧视活动，这些都值得瞩目，不过他也和布拉特有较深关联，过去的一些行为也有值得怀疑之处。

FIFA was quick to deny any wrongdoing but its cause wasn't helped by the fact that two members of the Executive Committee – Amos Adamu of Nigeria and Reynald Temarii of Tahiti – were suspended *before* the final vote after being caught on tape requesting large payments in exchange for their backing. Bosses of England's bid team, which lost out to Russia for the 2018 event, also claimed that four FIFA committee members had solicited bribes from them.

The best, however, was yet to come. In 2014, FIFA's independent ethics investigator Michael Garcia concluded an exhaustive investigation into allegations of corruption regarding the 2018 and 2022 World Cup bids. He handed his 430-page report – which was highly critical of both the Russian and Qatar bids as well as the actions of the FIFA Executive Committee – to the governing body in September of that year along with a recommendation that the voting process should be completely overhauled and an eight year term limit applied to all Executive Committee members.

The "summarised" 42-page version FIFA released to the world was very different. Amended and published by the head judge of FIFA's Ethics Committee, Hans-Joachim Eckert, it omitted all criticism of the Executive Committee and determined that any infractions committed by either Russia's or Qatar's bid teams were minor and therefore didn't warrant any further investigation. It even went so far as to applaud both the Qatar bid team and Blatter himself for their cooperation during the investigation. Russia, for its part, was criticised for being uncooperative … their convenient excuse being that the rented computers they used during the bid process had since been destroyed!

No doubt in their own deluded minds FIFA believed that by officially finding themselves not guilty, the long-running saga surrounding the World Cup bidding process would finally be put to bed. The problem was that Garcia's original report found no such thing and he wasn't about to let the world believe it did.

Within hours of FIFA's proud proclamation of innocence, Garcia released a statement of his own in which he accused the Eckhart report of "numerous materially incomplete and erroneous representations of the facts and conclusions detailed in the [original] report."

It was later reported that FIFA's culture of self-protection – particularly the amendments made to his Blatter observations – had convinced Garcia that meaningful reform was a hollow dream. He quit soon after with a warning to the world about FIFA that "No independent governance committee, investigator or arbitration panel can change the culture of an organization."

The Garcia situation wasn't all for nought however. At the very least it ensured any final thread of credibility remaining inside the halls of power were shredded once and for all. But more than that, it was the blatant contempt FIFA displayed for the entire footballing community – with Blatter and his cohorts seemingly oblivious to the transparency of their scheming – which ensured FBI investigations into their conduct kicked into overdrive.

The resulting arrests in Zurich finally proved too much for Blatter and after resisting countless calls to step down in the past he finally succumbed in June. The 79-year-old will officially step aside when his successor is elected in February 2016.

There still remain plenty of justifiable concerns for the game as to who will take Blatter's place, with the final five candidates presenting a mixed bag on the credibility front. Our standout pick is Jordan's Prince Ali Bin Al Hussein who has already demonstrated a progressive mentality and a desire for genuine reform. The youngest ever FIFA Vice President at 39, Prince Ali has been a strong supporter of women in football and was the man responsible for FIFA lifting its ban on Muslim women wearing jihabs while playing in 2010.

He has previously outlined the need for greater transparency from the governing body and was one of the few inside FIFA to have pushed for Garcia's full report to be made available to the public. Best of all, he is no friend of Blatter's – having run against him at the previous election in early 2015. Prince Ali is by far the most likely of the five candidates to openly welcome a closer look at the 2018 and 2022 World Cup bids.

UEFA General Secretary Gianni Infantino threw his hat into the ring as a late replacement for the suspended Platini, but although he is well regarded in Europe the Swiss has already stated he will step aside should Platini be cleared to stand and doesn't seem a serious contender.

A step down the ladder is former FIFA official Jérôme Champagne. A favorite of wine lovers around the world, Champagne is another to have claimed transparency and reform as his priorities although he was known to be very close to Blatter during his previous 11 year FIFA stint.

A more dubious candidate is South Africa's Tokyo Sexwale. His strong business background and a history of campaigning against racism are noteworthy attributes, but he is another with close ties to Blatter and there are question marks surrounding some of his past dealings.

And finally we come to Asian Football Confederation President Sheikh Salman Bin Ebrahim Al Khalifa of Bahrain, who is considered a huge chance of succeeding Blatter thanks to the support of the Asian Football Confederation he already presides over.

If Sheikh Salman does prove successful we might as well pack our bags and jump on the first rocket to the moon, for FIFA's

最后，我们谈谈亚足联主席，来自巴林的萨尔曼。他因为得到亚足联的支持，被认为极其有望接班布拉特。

如果萨尔曼果真成功当选，那么我们真可以拍拍屁股走人了，因为国际足联的命运将盖棺定论。即使是他入选候选人名单这一事实，都值得让人担忧 — 选举委员会的个人背景调查“并没有发现可以剥夺他竞选资格的理由”。

然而事实是，他曾多次被指控在巴林违反人权，其中包括与2011年逮捕和拷问反政府示威者有牵连。或许选举委员会在得知他曾涉嫌贿选和选举舞弊之后，找到了一种亲近感？

我们也别忘了，在萨尔曼登上亚足联主席宝座过程中，布拉特起到过关键作用，随后这些年两人保持了密切联系。

如今国际足坛吹起反腐之风，前景大好，但萨尔曼的存在，令即将到来的国际足联主席竞选成为一个终极分岔口。在那之前，我们只能双手合十，祈祷选出正路。

俄罗斯的兴奋剂之辱

田径运动和兴奋剂作弊在历史上一向紧密难分。上世纪六十、七十和八十年代，东德政府支持的服用兴奋剂体系绵延逾二十载，还有像本·约翰逊和马里昂·琼斯这样的短跑巨星的陨落，都告诉我们，跑得更快、跳得更高和投得更远的诱惑，对很多田径运动员来说实在太难抗拒了。

公信力之战是无止境的。田径运动最不想面对的消息就是，在距离下届奥运会不足一年之时，田径大国之一俄罗斯被披露出一直在进行广泛的作弊计划 — 这个计划帮助其田径代表队在伦敦奥运会田径奖牌榜上高居第二，17枚田径奖牌中包含八枚金牌。

WADA是在2014年12月播出的一个德国纪录片中，开始对这一巨大丑闻有所察觉。他们随后的调查持续了将近一年，发现俄罗斯政府支持的服用禁药体系涉及面之广，大大超出了他们的想象。

WADA最终提交的323页的报告，形容俄罗斯从上至下存在着“根深蒂固的作弊文化”，并牵连多个组织机构，包括俄罗斯田径联合会（ARAF）、俄罗斯体育部，甚至还有俄罗斯国家反禁药组织（RUSADA）。

讽刺的是，一间位于莫斯科、经WADA认证的实验室，恰恰是整个阴谋的中心。实验室负责人Grigory Rodchenko收受贿赂，在WADA得以获取之前，销毁了俄罗斯运动员的1,417份检测样本。

这份报告还披露了涉及国家队教练到俄罗斯特工，上上下下的多起恐吓和贿赂事件。另外报告还指出，俄罗斯体育部长维塔利·穆特科有可能卷入此案。WADA主席迪克·庞德称，“他不可能对此事不知情 — 那么如果他是知道的，就是沆瀣一气。”

穆特科掌管的体育部被指控支配RUSADA，并且在有明显证据显示俄罗斯体育官员有犯罪行为时，体育部毫无作为。

穆特科本人涉案尤其值得关注，因为他恰好也是国际足联执委会的成员之一，从2009年就开始担任这一职务。56岁的穆特科是俄罗斯2018年世界杯申办团队的主席，现在也是世界杯组委会的负责人。这层关系实在让人担心。

但对世界田径运动来说，更大的担忧是，国际田联这个机构本身和此案的关联。

国际田联的若干高级官员于11月初被法国检方逮捕，包括前任主席拉明·迪亚克，他被指控收受一百多万美元贿金，来掩盖兴奋剂事件。

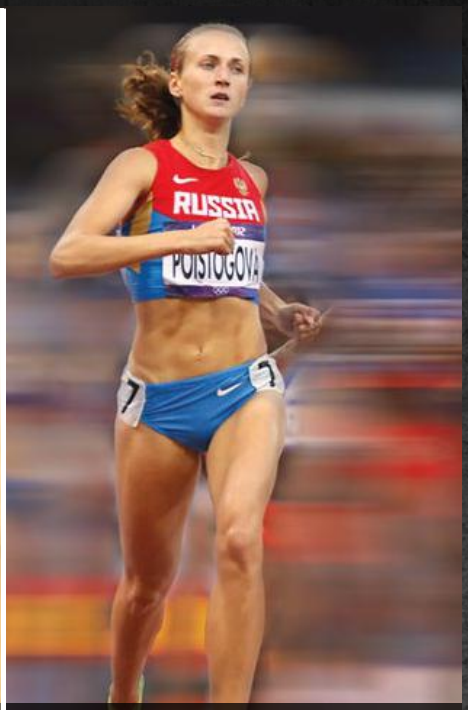
针对国际田联的多项犯罪指控中，包括2012年伦敦奥运会前夕，在拿到10名俄罗斯运动员不正常的检测报告后，并没有通知反禁药机构，其中六人最后参加了奥运会，还有两人拿到奖牌。

WADA表示，这样的“蓄意破坏”是对奥运会公信力的巨大打击。这些

WADA主席迪克·庞德
WADA boss Dick Pound

WADA建议对伦敦奥运会800米金牌得主Mariya Savinova终生禁赛
WADA has recommended a lifetime ban for Russia's London Olympics 800 metre gold medalist Mariya Savinova

跑步运动员Tatyana Myazina在2014年一个披露俄罗斯服用禁药体系的德国纪录片中被指作弊
Runner Tatyana Myazina was named as a drug cheat in a 2014 German documentary that exposed Russia's doping program



尽管伦敦奥运会赛前检测样本不正常，Ekaterina Poistogova仍获准参赛并摘800米铜牌
Ekaterina Poistogova won 800 metre bronze in London despite returning suspect samples in the lead-up

fate will be sealed. That he even made it onto FIFA's list of approved candidates is cause for concern, with the election committee's integrity checks "finding no grounds to disqualify his candidacy."

This is despite the fact that he has been accused of multiple human rights violations in Bahrain including alleged ties to the arrest and torture of anti-government protestors in 2011. Perhaps the election committee recognized a kindred spirit after learning he has previously been suspected of vote-buying and election rigging?

And let's not forget the fact that Blatter himself was instrumental in Sheikh Salman's rise to the top of Asian football with the pair forming a close bond in the ensuing years.

For all the promise of a bright new era for the world game, Sheikh Salman's ominous presence makes FIFA's upcoming presidential election the ultimate fork in the road. Until then, we can only hope the right path is chosen.

RUSSIA'S DOPING SHAME

Athletics and doping have historically gone hand in hand. From the state-sponsored doping programs employed by East Germany for more than two decades through the 1960s, 70s and 80s to the famous fall of sprint stars such as Ben Johnson and Marion Jones, the lure of running faster, jumping higher and throwing further has proved too much for many of the sport's stars to resist.

Needless to say, the fight for credibility is an endless one so the last thing athletics needed less than a year out from the Olympic Games was the revelation that one of its strongest nations had been conducting a comprehensive program of cheating – one which helped the Russian athletics team finish second on the medal tally in London with 17 track and field medals including eight gold.

The World Anti-Doping Agency (WADA) first caught wind of what had been going on after the allegations surfaced in a German documentary released in December 2014. Their subsequent investigation lasted almost a year and revealed state-sponsored doping on a far wider scale than they could ever have imagined.

WADA's final 323 page report described a "deep rooted culture of cheating" from the top down and implicated multiple organizations including the All-Russian Athletics Federation (ARAF), the Russian Ministry of Sport and even Russia's National Anti-Doping Agency (RUSADA).

Ironically, it was a WADA-accredited laboratory in Moscow at the heart of the conspiracy with the head of the lab, Grigory Rodchenko, taking money to intentionally destroy 1,417 samples from Russian athletes before WADA could get to them.

The report noted multiple cases of intimidation and bribery involving everyone from national team coaches to the Russian Secret Service. It also named Russian Sports Minister Vitaly Mutko as likely being involved, with WADA boss Dick Pound stating, "It was impossible for him not to be aware of it – and if he's aware of it, he's complicit in it."

Mutko's ministry is accused of influencing RUSADA as well as failing to take any action despite strong evidence of criminal activity by Russian sports officials.

The involvement of Mutko is particularly noteworthy, because he also happens to be a member of FIFA's Executive Committee – a role he has held since 2009. The 56-year-old was Chairman of Russia's 2018 World Cup bid team and is now in charge of the committee organizing the tournament. The connection is a worrying one.

Of even greater concern for the international athletics community is the involvement of the IAAF itself.

A number of senior IAAF officials were arrested by French prosecutors in early November including former President Lamine Diack, who is accused of accepting more than US$1 million in bribes to cover up doping offences.

Among the IAAF's alleged crimes was failing to notify doping authorities about 10 Russian athletes who had returned abnormal results in the lead-up to the 2012 London Olympics, with six of those athletes going on to compete in London and two winning medals.

Such "sabotage", as WADA described it, is a huge blow to the credibility of the Olympics in general which has seen a number of its showpiece events fall under the cloud of doping through the years.

The short term response from the IAAF, now headed by Britain's Olympic running great Sebastian Coe, has been to suspend Russian athletics from all competition – including the 2016 Olympics in Rio de Janeiro in August – until it can prove it has effectively overhauled its athletics systems and doping controls.

俄罗斯体育部长穆特科身陷俄罗斯田径禁药及世界杯申办贿选丑闻
Russia's Sports Minister Vitaly Mutko is under a cloud for his involvement in both Russia's athletics doping scandal and its dubious World Cup bid

年来，不少最引人关注的赛事都处在兴奋剂疑云之中。

国际田联如今的掌门人，是英格兰奥运会选手、传奇中长跑运动员塞巴斯蒂安·科。在如此巨大丑闻下，国际田联的短期回应是，给予俄罗斯田径运动员全面禁赛的处罚，其中包括禁止在8月参加2016年里约奥运会，直到他们能够证明，已经有效改革了本国田径体系和禁药检控体系。

WADA还建议给予五名运动员、四名教练和一名队医终生禁赛的处罚，他们都与服用禁药方案有直接牵连。

但如果你认为，禁止俄罗斯田径队奔赴里约简直是想都不用想的决定，那你还真错了。事实上，有一些官员持相反意见，包括国际奥委会（IOC）主席托马斯·巴赫。他指出，IOC不仅对俄罗斯及时赶上里约奥运会持开放态度，并且还在积极促成。

这就是所谓的象征性惩罚吧。

包括IOC、WADA和国际田联在内的机构，一直都在强调向世界传递一个清晰信息的重要性，那就是，服用禁药会招致迅速和严厉的处罚。但如今传递信息的机会来了，他们却开始后退。

最可怕的是，WADA的调查小组还发现，俄罗斯的服用禁药体系还蔓延到了其他一些体育项目，但由于任务范围有限，他们无法更深入地调查。如果这些怀疑属实，那么简直无法想象，如此庞大的政府支持的计划以及如此根深蒂固的作弊文化，如何在转瞬间彻底改变。

如果俄罗斯田径队最终如愿奔赴巴西赛场，那就是开了终极绿灯。这等于监管机构无可争议地承认，兴奋剂不可能根除，而他们也不会再做尝试。

这是一个重大决定 — 作弊，还是不作弊，不过看上去答案很快就要揭晓了。

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WADA has also recommended life bans for five athletes, four coaches and a doctor alleged to be directly complicit in the doping scheme.

But if you think the seemingly obvious exclusion of Russian athletes from Rio is a no-brainer, it seems you're mistaken. In fact, comments made by a number of officials including International Olympic Committee (IOC) boss Thomas Bach suggest that not only are they open to clearing Russia's return to competition in time for Rio but are actively seeking to do so.

Talk about a slap on the wrist.

Organizations such as the IOC, WADA and IAAF have long spoken of the importance of sending a clear message to the world that the consequences for using performance enhancing drugs will be swift and severe. Now the chance to send that message has arrived and they are already backing down.

Scariest of all is that WADA's investigation team found strong evidence of Russia's doping program extending into a number of other sports but were unable to explore any further due to the limited scope of its mandate. If these suspicions are true, then it is impossible to fathom how such a massive state-sponsored program with its ingrained culture of cheating can be overhauled in the blink of an eye.

If anything, clearing Russian athletics to compete in Brazil would be the ultimate green light – an unmistakeable admission by the ruling bodies that doping can't be eradicated and they're no longer going to try.

It's a big decision to make – cheating or no cheating – but it seems we're about to learn the final verdict.

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上任不久的国际田联主席塞巴斯蒂安·科
Recently appointed IAAF boss Sebastian Coe

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栏外痴人记事本

The Railbird Report

撰稿：栏外痴人
by Railbird Ronny

Martin Jacobson在2014年世界扑克锦标赛（WSOP）主赛中的胜利，很可能被认为是该赛事近期历史上最完美无瑕的决战桌表现，但论及所向披靡，没有人可以与新晋冠军Joe McKeehen相提并论。

这位24岁的年轻人以筹码领先者的身份闯入11月的九人决战，其筹码额是最接近的对手的两倍还多。考虑到他已揽入近两百万美元的职业锦标赛赢金，显然他被认为是夺冠大热门。但没人料想到他会如此毫无悬念地轻松折桂。

几个月前随着决战阵容临近，McKeehen就已经气势汹汹，向对手发起无情攻击。正是这位费城人结束了深受欢迎的著名牌手Daniel Negreanu的主赛征程，令其以第11名落寞收场，决战桌“泡沫男孩”Alexander Turyansky也是因他而止步第10名。

McKeehen很快在11月重拾动力，第二手牌就送走短筹码选手Patrick Chan，持A4战胜Chan的KQ。

今年的决战桌是首次分三日进行，六人晋级第二日，三人晋级第三日。第一日落马的三名选手由McKeehen一手淘汰；第二日他还将危险人物Max Steinberg（第四名）送下赛场。

图片 Images: Jayne Furman/WSOP

Martin Jacobson's triumph in the 2014 World Series of Poker (WSOP) Main Event may well be considered the most flawless final table performance in the tournament's recent history, but when it comes to sheer dominance none compares to new champion Joe McKeehen's 2015 stampede.

A clear chip leader heading into the November Nine with more than double the stack of his nearest rival, the 24-year-old was certainly considered a strong favorite to go all the way given he already boasted almost US$2 million in career tournament winnings. Yet no one quite anticipated the clinical manner in which he would cruise to victory without a fright in sight.

McKeehen had already showed his intent a few months earlier when he relentlessly attacked his opponents as the final table neared and it was the Philadelphia native who ended the hopes of crowd favorite Daniel Negreanu in 11th as well as the final table bubble boy Alexander Turyansky in 10th.

He quickly picked up where he left off once November arrived, sending short stack Patrick Chan to the rail in just the second hand of play when his A4 held up against Chan's KQ.

This year's November Nine was contested over three days for the first time – with six players returning on Day 2 and three on the final day – so McKeehen took it upon himself to eliminate all three players on the opening day's play as well as the dangerous Max Steinberg in fourth the following evening.

By the time the last three returned to play down to a winner, McKeehen's chip stack had grown to a massive 128.8 million with Neil

2015年WSOP主赛决战桌阵容
The 2015 WSOP November Nine – Zvi Stern, Josh Beckley, Pierre Neuville, Max Steinberg, Thomas Cannuli, Joe McKeehen, Patrick Chan, Federico Butterino and Neil Blumenfield

2015年WSOP主赛三甲
The final three players in the 2015 WSOP Main Event – Josh Beckley, Joe McKeehen and Neil Blumenfield

仅存三名选手时，McKeehen的筹码增至128,800,000，而Neil Blumenfield和Josh Beckley的筹码额分别为40,000,000和23,700,000。

毫不意外地，McKeehen一气呵成完成了任务。

三足鼎立局面持续了整整90分钟时，Beckley开叫，McKeehen按其惯用做法三次下注。Blumenfield持22押上不断缩减的全部身家，不料McKeehen以QQ跟注。Blumenfield需要奇迹才能幸存，但奇迹没有发生，这位61岁的选手只能离场。

单斗开始，McKeehen以155,600,000筹码，对阵Beckley的37,000,000筹码，但后者任何东山再起的想法很快被泼上冷水。前11手牌中，McKeehen赢了8手。第12手牌也成为最后一次较量，Beckley以一对口袋4全押，持AT的McKeehen立即跟注。翻牌一张T终结了战斗，McKeehen完成了他的无情征程，荣升为WSOP的新晋主赛冠军，并带回家近770万美元头奖 — 对于他惹人瞩目的表现来说，这是实至名归的奖赏。

McKeehen全程展现出惊人的耐心及耐力。从第三轮起，只有一次被挤出排行榜四强，第四轮、第七轮、第八轮和第九轮结束时均位居榜首。

这是过去十年来WSOP决战桌回合最少的一次，亦是单斗阶段回合第二少的一次。好样的！

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Blumenfield on 40 million and Josh Beckley just 23.7 million.

It came as no surprise to anyone that it was McKeehen finishing the job off in style.

Exactly 90 minutes into three-handed play, Beckley opened with McKeehen 3-betting as he had done so often. Blumenfield then shoved his dwindling stack holding 22 but found a caller in McKeehen whose QQ had Blumenfield needing a miracle to survive. It didn't come and the 61-year-old hit the rail.

Heads-up play began with McKeehan holding a better than 4-1 chip advantage with 155.6 million to Beckley's 37 million, but any thoughts of a dazzling comeback were quickly put on ice. Having won eight of the first 11 hands of heads-up play, the 12th hand would also be the winning one for McKeehen as Beckley shoved his pocket 4s and was snap-called by McKeehen holding AT. True to form, a T on the flop sealed the deal and McKeehen had completed his ruthless journey to glory to become the WSOP's new Main Event champion. He also took home almost US$7.7 million for his efforts – a fitting reward for his impressive performance throughout.

In an incredible display of patience and persistence, McKeehen only finished outside the top four on the leaderboard once from Day 3 onwards and was end of day chip leader on Day 4, Day 7, Day 8 and Day 9.

This was also the fewest hands played at the WSOP Main Event final table over the last decade and the second fewest heads-up. Nice work if you can get it!

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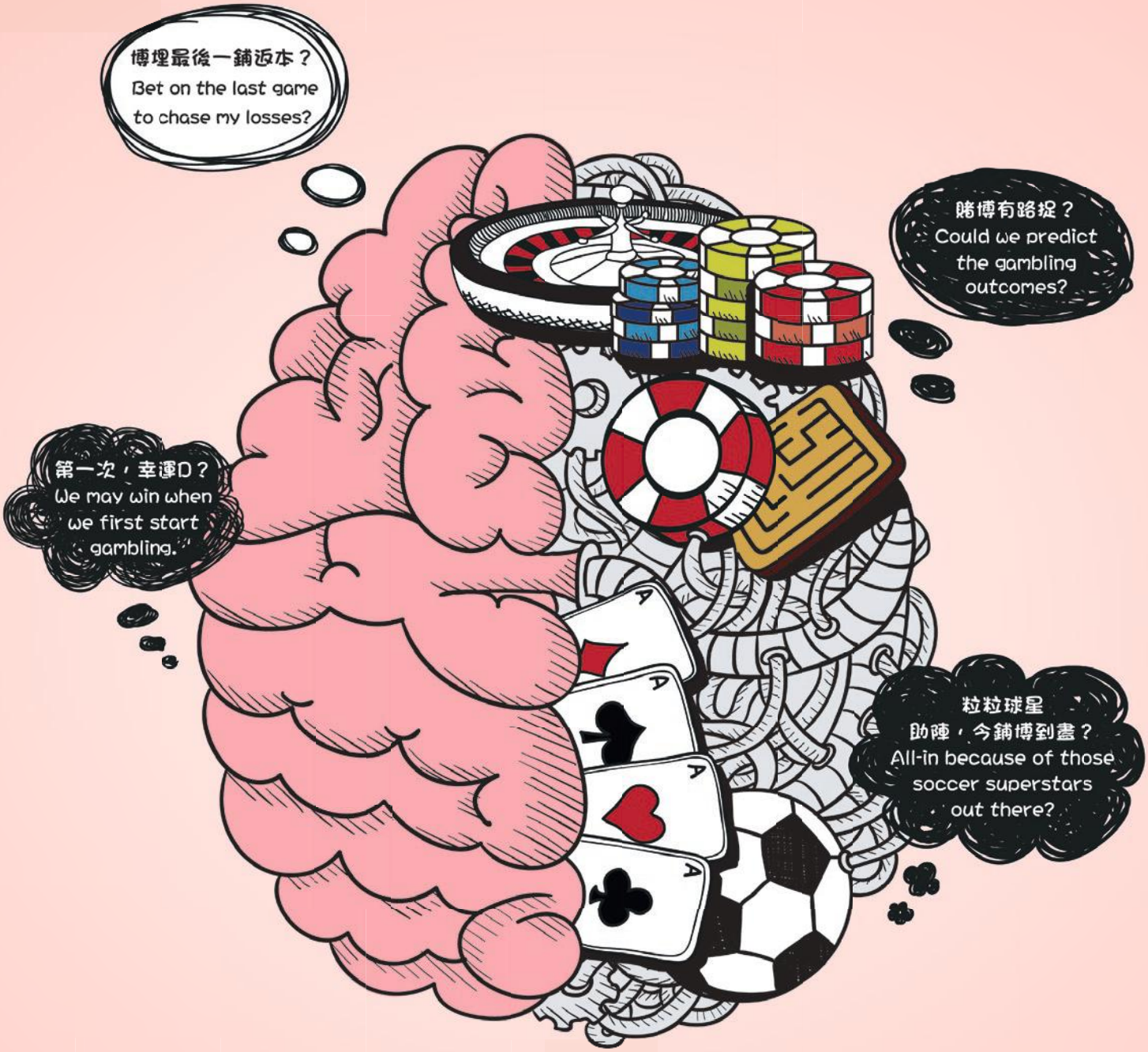

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现时营地大街的店铺以日常食用品为主
Nowadays the shops on Big Street are mainly daily consumptions shops

追忆澳门最古老的“三街”

Macau's OLDEST STREETS

撰稿：戴詠如
by Yuci Tai

在著名旅游景点大三巴牌坊和议事亭前地附近，三条见证了澳门重要历史阶段的古老街道正在时光中静静感叹着逝去的年华。

Aging quietly nearby the popular tourist spots of the Ruins of St Paul's and Senado Square are three streets that share an important slice of history as the oldest streets in Macau.

要考究澳门最古老的街道的话，大街是也。加上邻近的草堆街和关前正街，这三条街道构成了最早、最繁盛的商业中心。

然而，如今它们风光不再，乏人问津。即使与著名景点大三巴牌坊和议事亭前地仅数步之遥，十居其九的旅客依然选择与它们擦身而过，让它们更显沧凉，也不禁让笔者慨叹：有谁知道它们昔日的事迹？

三街会馆双重身份

大街，长310米，是澳门最古老的街道。往昔大街近草堆街处有一个关卡“石闸门”，门上有“澳门”两个大字，进入此门，便是大街，故称“澳门街”。不过“营地大街”是居民给它最普遍的称呼。

1557年，葡萄牙人开始租居澳门，最初仅限于议事亭前地及大街一带。明清政府为防止葡萄牙人越界霸地，同时防御海盗，在大街旁的三街会馆附近设立营地，驻扎军队，在中国人与葡萄牙人之间划下一

Taking a look into the history of Macau's streets, the first name that reveals itself is Rua dos Mercadores, whose Chinese name literally means "Big Street". Together with the adjacent Rua das Estalagens (whose Chinese name means "Haystack Street") and Rua dos Ervanários (whose Chinese name means "Guan Qian Front Street"), these three streets constitute the earliest and the most prosperous commercial centre in Macau.

However, they have passed their prime and few people show any interest now. Even though they are only a few steps away from the famous attractions of the Ruins of St Paul's and Senado Square, tourists usually brush past – likely unaware of their significance – which makes them appear even more desolate. It makes you wonder: who is aware of their past?

Double identity of Sam Kai Vui Kun

At 310 metres long, Big Street is the oldest street in Macau. In the past, there was a stone gate on Big Street, near Haystack Street, which had two characters "澳门" (Macau) on it. It was by walking through this gate that you entered onto Big Street, which is why it is also known as "Macau Street" although "Camp Street" is the most common name given to it by the locals.

三街会馆
Sam Kai Vui Kun

善信在“三街会馆”供奉关帝
Worshipping Kuan Tai at Sam Kai Vui Kun

道非正式的、文化与种族的“楚河汉界”，“营地大街”亦由此得名。

由于它聚集商家，商业活动活跃，故其葡文名称为Rua dos Mercadores，即“商人街”之意。街道的中、葡文名意思不同，在澳门并不是一件奇怪的事。

如今的营地大街保不住当年商业重地的地位，退而照顾着澳门居民每日的生活所需，两边商铺林立，设有药房、参茸海味店、服装店等等。在三街之中，算是不失大哥风范，最旺亦最亲民。

可是旅客走过此街，大多只是钻进商铺购物，没有几人会步入具历史意义的“三街会馆”，了解一下这三街的往事。笔者在“三街会馆”前逗留了一个小时，看到约十名旅客分别进内参观，每位游览完后都被笔者拉住闲聊，结果令我大为惊讶 — 他们不是路过才随便进内逛逛，就是来参拜关帝，出来后却没有一人能说出半点关于“三街”的话来。

“三街会馆”的确切建造日期已无从稽考，约建于清雍正至乾隆年间(1723至1795)，至今有二、三百年历史了。

其门额上刻有烫金的“三街会馆”四字，头顶着“关帝古庙”的门面。

负责管理“三街会馆”的卢钊光说：“昔日商业中心的营地大街、草堆街和关前街三街的商家、工匠集资，在营地大街旁建三街会馆，以集会商议、处理事务、联络感情，统筹一切华人商业活动，并在此供奉守信用、重义气、讲道德的关帝。”

会馆一直充当着华人商会的角色，直至澳门中华总商会于1912年成立后，商会功能被取代。因其本身设有关帝神殿和财帛星君殿，善信持续供奉，后演化为关帝古庙。

孙中山纪念地

草堆街，长约310米。澳门开埠时，草堆街一带为临海坡地沙滩，从海路运来的柴草就在这里卸货，进行柴草贸易，草堆街的名字就自然而来。

该条街道是华人居住区，沿街建筑以中式为主，街道东端的女娲庙和西端的康公庙更突显浓浓的中国

孙中山曾在草堆街八十号开设中西药局
Dr Sun Yat Sen once set up a Chinese-Western Dispensary at 80 Haystack Street

草堆街
Haystack Street

In 1557, the Portuguese began to settle in Macau by way of lease. Initially they were confined to the Senado Square and Big Street area. In order to prevent the Portuguese overstepping their boundaries – and to defend against piracy – the governments of the Ming and Qing Dynasties set up camps and stationed forces next to Sam Kai Vui Kun (the Chinese 三街会馆 literally means “three streets clubhouse”) near Big Street. This divided the Chinese and Portuguese with an informal cultural and racial demarcation line, hence the name “Camp Street”.

Because of the active business activities here, its Portuguese name “Rua dos Mercadores” means “Businessmen Street”. It's not uncommon for the Chinese and Portuguese street names to have such different meanings.

Camp Street can't hold its importance as a business center anymore. Instead, it takes care of the daily needs of Macau locals. It has a large number of shops on both sides including pharmacies, ginseng and dried seafood shops, clothing stores and so on. Among the three oldest streets, it is the big brother – still the most prosperous and most accessible of them all.

However, when tourists pass through this street, the vast majority of them just go straight into the shops. Very few walk into the historic Sam Kai Vui Kun to learn of their historic past. I sat for an hour in front of Sam Kai Vui Kun and saw about 10 visitors going in. I caught up with each of them for a chat after their visit and was very surprised to find out they had either passed by for a casual stroll or had come to worship Kuan Tai. None of them could tell me anything about the “three streets”.

The exact date Sam Kai Vui Kun was built can't be verified but is believed to have been during the Qing Dynasty between the Emperor Yongzheng and Emperor Qianlong years (1723 to 1795) and has a history of 200 to 300 years.

女娲庙由风月女子集资捐建
Ladies of pleasure raised funds and built Nüwa Temple

草堆街一旧书店中有售黑胶唱片
Gramophone records can be found in an old bookstore in Haystack Street

康公庙未建之前为内港边的滩地泊口
Before Hong Kung Temple was built it was an inner harbor pier

There are four gold engraved characters above the gate 三街会馆 (Sam Kai Vui Kun) and another four characters above which read “关帝古庙” (Kuan Tai Temple).

Mr Zhaoguang Lu, who is responsible for the management of Sam Kai Vui Kun, explained, “The former merchants and craftsmen of Camp Street, Haystack Street and Guan Qian Front Street raised funds and built Sam Kai Vui Kun near Camp Street for meetings and discussion, dealing with matters, socializing and coordinating all business activities of the Chinese. It is also a place to worship the trustworthy, loyal and ethical Kuan Tai.”

It served as the Chinese Chamber of Commerce until the Macao Chamber of Commerce was established in 1912 and replaced it. Because Kuan Tai Hall and Cai Bo Xing Jun Hall are inside and worshippers continued to worship, it later evolved to Kuan Tai Temple.

Sun Yat Sen memorial place

Like Big Street, Haystack Street is 310 metres long. When Macau opened the commercial port, the Haystack Street area was a coastal sand beach. The hay transported by sea was unloaded here to do hay business. That's where the street name “haystack” came from.

This street is a Chinese residential area and the buildings along the street have strong Chinese characteristics, especially the Nüwa Temple at the east end and Hong Kung Temple at the west end. Nüwa Temple was built around the 14th year of Emperor Guangxu (1888) and in regards to who built it, public opinion is divided. A common argument is that ladies of pleasure raised funds and built the temple. Back then, by law they had rights to free medical care, buying houses and building temples. They worshipped Nüwa as she is in charge of marriage, so they prayed for an early exit from their “profession” to have a normal home.

Nüwa Temple was burnt down by fire in 1941. The Portuguese Macau government turned the ruins into the street to connect Haystack Street and Rua da Palha. Therefore Nüwa Temple became a small temple from what was once a big temple.

Hong Kung Temple was built in the 7th year of Emperor Xianfeng (1857). Its original name is Hong Chan Kuan Temple. The place is an inner harbor pier and important commodity distribution centre, but has suffered more than one fire disaster.

It is said that local residents picked up a wood carved Hong Kung image that floated here and it is believed that Hong Kung can prevent fire and remove ill fortune. That's why businessmen donated money to build the temple here – in order to relieve their worries about life and property.

Due to land reclamation in front of the temple, Haystack Street has retreated to become

特色。女娲庙大约建于光绪十四年(1888)，是谁建造亦众说纷纭。一个较多的说法是，该庙由风月女子集资捐建，当时法律规定风月女子拥有免费医疗、置业、建庙的权利，她们供奉能掌管姻缘的女娲，祈求早日从良、觅得好归宿。

它曾被1941年的一场火灾烧毁，澳葡政府便把该庙的断壁残垣改为街道，以接通草堆街和卖草地街，女娲庙亦因此由大庙变成小庙。

于咸丰七年（1857）筹建的康公庙，原名康真君庙。该处为内港泊口，是重要的商品货物集散地，却曾遭受多次回禄之灾。

据说居民在该地拾获一座随水飘浮至的木雕康王神像，且有传康真君可镇火消灾，后众商家纷纷捐资建庙，以解性命财产之忧。

由于庙前填海造地，草堆街已退缩为内街了。一位在草堆街经营布料店“永安号”逾四十五载的冯伯伯说：“草堆街由以往柴草贸易扩展至布料、故衣、洋货等店，经历数度大起大跌，近年人流稀少，坚持经营只因不舍，实际生意额连交电费开支也不足够。”

目前草堆街上的店铺近半凋空，有数间电器铺、布料店、旧书店、印章店等等，大多为老店。

其中太平电器铺三楼为“留声岁月”博物馆，展出125年前第一部留声机、150年前手摇风琴以及40年前第一部卡式录音机等，惜鲜为人知。

进驻新店亦不见得带旺人气，日间也感冷清。事实上，此街不乏亮点，这里与孙中山革命思想的形成及在澳门的早期活动有密切关系。中国近代伟大的民主革命先行者孙中山曾于街中八十号开设中西药局，且该建筑已历近一百二十个春秋，是当年澳门典型的下铺上住的商住建筑，极具历史意义。

澳门特区政府于2011年斥资3,600万澳门元收购了该地，有意加以活化，未来将展出孙中山在澳门活动的资料图片。

怀旧文创相互交融

昔日关前正街附近建了一座海关衙署“关部行台”，人们便把关部行台前面的道路称为“关前正街”。

关部行台北边设有税馆，商船在码头卸货，在税馆纳税后，经果栏街、关前正街进入营地大街贩卖。由于商业之便利，大量华人聚居于此，一片繁荣兴旺。鸦片战争后，英国获得香港岛，并开辟为无税自由港，吸引商家前往贸易，重挫澳门国际贸易。

其后，葡萄牙仿效香港，要求清政府停止征税，更率兵钉闭关部行台。从此，关前正街就再没有“关”了。

狭小的、容不下车辆行驶的关前正街长约150米，怀旧味道浓厚，街道两旁保留着古色古香的古董店、神香店、家具店等。黄昏时段，就近烂鬼楼巷会有旧物地摊，售卖琳琅满目的古玩、衣饰和生活用品等。

据说曾有人在此花20元购得价值过百万元的玉器，绝对是喜欢古董古玩旧物的寻宝地。

另一边厢，文创小店如雨后春笋，恰如其分地为街道注入新元素。夜幕降临后，三街的的交汇处、关前正街的南端亮起点点黄光，这就是强记羊腩煲开档的时候。坐在露天的街角，炭炉上架起香喷喷的秘制羊腩煲，别有一番风味。

其实，这三街没有时尚建筑，也没有骰子摇滚，只有原汁原味的澳门街景。说它们落伍，倒不如说它们坚守着澳门最纯真的一面。

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an inner street. Mr Feng, who has operated a cloth shop "Wing On Ho" on Haystack Street for over 45 years, said, "The business at Haystack Street extended from hay trade to cloth, old clothes, imported goods and so on. It experienced a few ups and downs. Not many people came to visit in recent years. I continue to operate here simply for sentimental reasons. Actually the revenue isn't even enough to pay for electricity."

Almost half of the shops on Haystack Street are empty now. There are a few electrical appliance stores, the cloth shop, an old bookstore, a seal shop and so on but most of them are old.

The third floor of Tai Ping Electrical appliance store has been turned into the Sound of the Century Antique Electronics Museum, exhibiting the first phonograph from 125 years ago, first barrel organ from 150 years ago and the first cassette recorder from 40 years ago among other historical items. Unfortunately, very few people are aware of its existence.

The opening of new shops didn't boost business and Haystack Street remains quiet even during the day – despite its many historical highlights. This place is closely related to the formation of Dr Sun Yat Sen's revolutionary thought and his early activities in Macau. The great forerunner of Chinese revolution, Dr Sun Yat Sen once set up a Chinese-Western Dispensary at No 80 Haystack Street. The building has a history dating back almost 120 years and is typical of the commercial-residential style of building in Macau back then with a residence located on top of the business.

Being of great historical significance, the Macau SAR government spent MOP$36 million to purchase it in 2011 with the intention of redevelopment and documents and images of Dr Sun Yat Sen's activities in Macau will be on display here in the future.

Nostalgia mingling with creativity

The first character of the Chinese for Guan Qian Front Street, "关" can mean "customs" and just as its name implies, there used to be a customs office located there. As a result, the street at the front of the old customs office is known as Guan Qian Front Street.

There was also a tax office to the north of the customs office. When the merchant ships arrived, they unloaded at the pier then paid tax in the tax office before entering Camp Street through Rua Da Tercena and Guan Qian Front Street to do their trading. Due to the convenience of business, a large number of Chinese lived here. It was a flourishing area. After the Opium War, Britain acquired the island of Hong Kong and turned it into a tax free port, luring traders to do their business there instead.

It was a huge blow to the international trade of Macau. Subsequently, the Portuguese emulated Hong Kong and asked the Qing government to stop tax collection. They even led the army to shut down the customs office and there has been no customs house there ever since.

Guan Qian Front Street is about 150 metres long and is too narrow for vehicles. It has a strong taste of nostalgia and retains primitive antique shops, incense shops, furniture stores and so on. At dusk, there is a flea market near Travessa do Armazém Velho selling various items such as antiques, clothes, accessories and daily necessities.

This is certainly a treasure hunting ground for those who love antiques and it is said that someone once bought a jade object valued at over MOP$1 million for just MOP$20!

On the other hand, lots of cultural and creative shops have sprung up as well to inject new life into the street. After night falls there are dots of yellow lights at the intersection of the three streets (the south end of Guan Qian Front Street). This is when Kiong Kei Lamb Clay Pot opens. It's an enjoyable and unique experience to sit at the open-air street corner and set up the fragrant lamb brisket clay pot cooked with a traditional secret recipe on the charcoal burner.

There are no fashionable buildings, casino games or rock 'n' roll in these three streets, but if it's an authentic glimpse of Macau you're after this is the place to be.

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作为路氹城版图中最新落成的度假酒店，新濠影汇于10月27日盛大开幕。它花费巨资打造了一系列创意十足的非博彩景点，并且不设一张贵宾赌台，代表了澳门综合度假酒店的一个新方向。WGM带您去领略一下它的风采。

With millions spent on a range of innovative non-gaming attractions and not a single VIP table to be found, Studio City – which became the newest addition to the Cotai landscape when it opened its doors on 27 October – represents a new direction for integrated resorts in Macau. WGM runs the rule over Macau's latest arrival.

卓尔不群

Standing out *from the* crowd

或许有些人依旧期盼黄金时代的归来，而有些人则力推多元化，但有一点可以肯定，新濠影汇是澳门前所未见的度假酒店类型。

新濠博亚娱乐联席主席何猷龙及詹姆斯·帕克为这项工程投资32亿美元，希望它可以改变澳门娱乐场业的面貌，并有助于结束连续18个月博彩收入的下滑。

新濠影汇在打造澳门度假酒店方面，可谓另辟蹊径。政府授予的250张博彩赌台全部用于大众市场。酒店斥巨资在娱乐元素上，其中最惹眼的，是据报道花费七千万美元、由马丁·斯科塞斯执导的短片《The Audition》，主演包括奥斯卡奖得主罗伯特·德尼罗、莱昂纳多·迪卡普里奥和布拉德·皮特。皮特之外的三位还出席了新濠影汇的开幕盛典及短片首映。新濠影汇号称亚洲娱乐总汇，其非博彩亮点包括，全球首个「蝙蝠侠夜神飞驰」、多剧院「魔幻间」、亚洲最高的8字形摩天轮，以及一个5,000座的综艺馆，继开幕当晚玛丽亚·凯莉、郭富城以及韩国女团Sistar献唱之后，麦当娜将于2月在这里呈奉两场演出。

10月27日向公众开放时，酒店工程几乎全部完工，仅差几间零售店铺和两间招牌餐厅，包括米其林星级名厨Alain Ducasse的Rech餐厅，定于2016年开业。

这座拥有1,600间客房的度假酒店，据何先生的描述，外观如同“被行星撞击的葛咸城”，而内部装潢让人联想起上世纪二三十年代的好莱坞，购物区以纽约和比弗利山为设计蓝本，还汲取了早期工业时代的蒸汽朋克风格。

“我们没有效仿竞争对手们的做法。我们是一家年轻的公司，”38岁的何先生补充道。“我们愿意尝试新事物。”

新濠影汇正在尝试的新事物中，最让人意想不到的是，完全摒弃贵宾博彩，倚赖澳门不断增长的大众市场，来推动未来的发展。

从位于路氹连贯公路的主入口穿过一个中央走廊，博彩赌台在钻石状的娱乐场大厅内延展开来。以红、橘和金为主色调的新濠影汇还有1,233台角子机和一个设有200张终端机的真人荷官多游戏场地。

中场赌台最低投注从300港元起，最普遍的是1,000港元的赌台。16张赌台除外，全部为百家乐游戏。“皇玺会”博彩专区位于中场一侧，大约三分之一的获批赌台设在这里。全场除吸烟室外，全部禁烟。娱乐场内的灯饰各异，从水晶吊灯到中式布艺灯笼。

娱乐场的中央摆设是一个茶壶瀑布喷泉，四周被一间茶吧环绕。场内没有现场音乐或娱乐，但走出去就大不相同了。

被誉为亚洲娱乐总汇的新濠影汇，目标是凭借其一系列非博彩亮点，将澳门博彩和旅游的重心进一步移向路氹城。最抓人眼球的，是高悬130米的8字形摩天轮「影汇之星」，耸立于两座酒店大楼之间，上落口位于第23楼。17个观景厢每个可容纳多达10人。15分钟的乘坐可以鸟瞰路氹城、澳门国际机场和横琴岛。不过说实话，机场和空地之外目前景致不多。它并不朝向路氹城的中心地带，可一旦横琴岛发展起来，就会是另一番景象了。

「蝙蝠侠夜神飞驰」从韦恩企业办公室的场景开始。正在进行的一场公司情况简报因反派对手小丑的干扰而中断，此时观众被转移到蝙蝠侠的地下安全屋，随后进入72座的4D多媒体飞行体验室，乘坐蝙蝠战机飞越葛咸城，联手与超级恶棍展开激烈的智勇大战。七分钟的模拟环节中，有动感座椅和提升飞行体验的各种特效。绝对建议一试！

在新濠影汇的娱乐前沿，「魔幻间」的风头不输蝙蝠侠。魔幻大师法兰兹·哈拉瑞自1994年起在中国内地工作，他悉心打造了这个世界级魔幻空间，有四个表演场地，每日做三场表演，周末四场。

从一间蒸汽朋克风格的客厅开始，几位魔术大师轮番献技，90分钟内每一站都有截然不同的风格，最终以哈拉瑞先生风靡全球的魔术汇演「Mega Magic」将气氛推向高潮。剧院巨大的视频画面背景和舞台上的震撼演出一样出类拔萃。剧院延伸出去便是「上海魅影」，提供上海名厨美馔，环境装饰采纳维多利亚风格，突显了那个时代对机械的崇拜与好奇。

「华纳满FUN童乐园」聚焦儿童娱乐，充满华纳兄弟旗下之DC漫画、《汉娜巴伯拉》及《乐一通》中家喻户晓的经典动漫人物。从幼儿到青少年，均可在此尽享互动玩乐体验。整个家庭还可以一同参与挑战，例如Hypercade，乘坐者将炸药瞄准3D目标，帮助《Tweety Pie》和《绿灯侠》中的人物战胜敌人，并努力超过其他乘坐者的得分。这个占地40,000平方尺的家庭游乐中心还设有价格适宜的主题餐厅，以及两个派对专属场地，举办乐一通或DC漫画超级英雄风格的儿童派对。

「影汇之星」的票价为，成人100澳门元（12.50美元），12岁及以下儿童80

It may well be dividing opinion between those still longing for the golden days and those keen on diversity, but one thing for certain is that Studio City is unlike anything Macau has seen before.

Melco Crown Co-Chairmen Lawrence Ho and James Packer have invested US$3.2 billion into this resort, which they hope will change the face of Macau's casino industry and, hopefully, help end 18 consecutive months of declining gaming revenue.

Studio City follows a new script for integrated resorts in Macau. Its 250 gaming tables granted by the government are all for mass market players. The resort has invested hundreds of millions of dollars in entertainment features, headlined by a reported US$70 million for *The Audition* – a short film starring Academy Award winners Robert De Niro, Leonardo Di Caprio, director Martin Scorsese – all of whom attended the resort opening for the film's debut – and Brad Pitt. Studio City bills itself as "Asia's Entertainment Capital" with non-gaming attractions including a world's first Batman ride, multi-stage magic show, Asia's highest figure-eight Ferris wheel and a 5,000 seat arena where Madonna will perform two shows in February, following opening night performances by Mariah Carey, Aaron Kwok and South Korea's Sistar.

The resort was virtually complete when it opened to the public on 27 October, missing just a handful of retail outlets and a pair of signature restaurants, including record setting Michelin star chef Alain Ducasse's Rech, due to open in 2016.

The 1,600 room resort's exterior is "Gotham City with an asteroid shot through it," according to Mr Ho, while the interior evokes Hollywood of the 1920s and '30s with shopping areas presented as period movie set versions of New York and Beverly Hills, plus steam punk elements taken from the early industrial age.

"We didn't follow what the competitors did.We're a young company," the 38-year-old Mr Ho added. "We're willing to try new things."

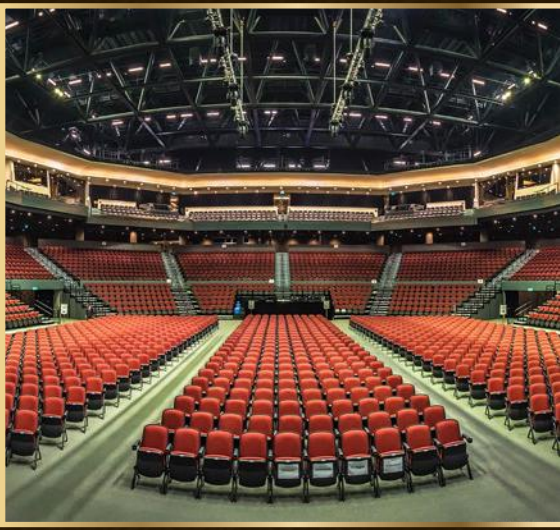
The most unexpected of those new things Studio City is trying is the absence of VIP gaming, relying instead on Macau's growing mass market segment to drive their future.

Walk through a central corridor leading from the hotel's main entrance on Estrada do Istmo and gaming tables branch out across the diamond shaped casino floor. Boasting a color scheme dominated by red, orange and gold, Studio City also boasts 1,233 slot machines and a 200 terminal live dealer multi-game arena.

Main floor table minimums begin at HK$300 with HK$1,000 tables the most prevelant and all but 16 tables for baccarat. The premium mass Signature Club has a branch off the main floor with about one-third of the casino's allotted tables. Smoking is prohibited outside smoking lounges throughout. Lighting fixtures range from crystal chandeliers to Chinese inspired cloth lanterns.

The casino's centrepiece is a fountain of cascading teapots, surrounded by a tea bar. There's no live music or entertainment on the floor, but plenty outside.

Dubbed "Asia's Entertainment Capital," Studio City aims to shift Macau's center of gaming and tourism gravity further toward Cotai with its array of non-gaming attractions. Most immediately noticeable is the celluloid inspired Golden Reel running in a figure eight from the 23rd floor between the resort's two hotel towers, rising 130 meters above Cotai. The 17 cabs, boarded as the wheel keeps rolling, can each accommodate up to 10 riders. The 15 minute ride provides bird's eye views of Cotai, Macau International Airport and Hengqin although truth be told, there's not much to see right now except the airport and empty lots. It is basically facing away from the heart of Cotai, but once Hengqin grows up it may be more impressive.



Batman Dark Flight begins with a tour of Wayne Industries that's interrupted by an attack from Batman's arch enemy, The Joker. According to the ride's story line, the attack requires guests to evacuate to the Bat Cave via the 72 seat 4D flight simulator and dives through Gotham City as Batman fights super-villains attacking the flight and population below. The seven minute simulation segment features moving seats and special effects that heighten the feel of flying. We definitely recommend giving this a go!

The House of Magic is set to vie with Batman for Studio City's star billing. Illusionist Franz Harary, whose global credits include working in mainland China since 1994, conceived the complex with four performance venues offering three shows daily – four on weekends.

Beginning in a steam punk drawing room, different magicians perform in distinct styles at each stop over 90 minutes, culminating with Mr Harary's resident Mega Magic show. The theater's massive video screen backdrop is as extraordinary as the tricks on stage. The complex extends to Shanghai Magic, offering fine dining in Victorian décor, highlighting the era's fascination with mechanical curiosities that seemed magical at the time.

Warner Bros Fun Zone focuses on children with rides and other attractions based on the Warner Brothers stable that includes DC Comics, Hanna-Barbera and Looney Tunes. Physical and interactive activities are designed for toddlers to teens, with opportunities for the entire family to participate and even compete in some challenges, such as the Hypercade, where riders aim their blasters at 3D targets to help characters from Tweety Pie to the Green Lantern overcome foes and outscore fellow riders. The 40,000 square foot fun zone on four levels also features a diner with character themed meals at family friendly prices and a pair of party rooms for Looney Tunes or DC superhero styled children's events.

澳门元，澳门居民、60岁及以上长者85澳门元。

「蝙蝠侠夜神飞驰」的票价为，成人150澳门元，儿童120澳门元，澳门居民及长者125澳门元。

「魔幻间」的票价为，成人400澳门元，儿童320澳门元，澳门居民340澳门元，各个类别加价50%即可享受贵宾待遇。

在「华纳满FUN童乐园」玩乐两小时的票价为，一个成人加一个儿童200澳门元，两个成人加两个儿童340澳门元。八岁以下的儿童必须有一个成人作陪。酒店房价中包含了摩天轮和蝙蝠侠门票，但魔幻间需要两人额外支付700澳门元。

新濠博亚将新濠影汇定位为一家迎合大众市场的度假酒店，而新濠天地依旧将焦点放在高端大众。这种不同的一个体现是，新濠影汇的两座酒店大楼均被划分为四星级。然而，何先生说，酒店“按照国际标准，在五星级之上，”四星级的指定是出于澳门政府的规定。

全套房「巨星汇」有602间客房，从面积达65平米的“巨星尊贵套房”，到185平米的“巨星钻汇套房”。所有「巨星汇」的房间均配备55寸平面高清电视和蓝光DVD机、咖啡机、独立雨林浴间和精美浴缸。

客房价格包含早餐、蝙蝠侠和影汇之星双人门票，平日起价1,698澳门元，周末1,848澳门元。

「巨星汇」有近1,000间客房，为旅行团预留，房间更小，设施更少，但仍然十分舒适。

酒店客人可以享用新濠影汇的室内恒温泳池，以及有白沙滩的户外泳池。三楼的户外泳池区可供客人展开“绿野游踪”奇幻水上之旅，设有三条主题滑水道。孩童专区“童乐池”有难度各异的三面巨型滑梯。

两座酒店大楼均设有独立健身中心。此外还有个人护理中心和“涟”水疗，内设活力池、桑拿、蒸汽和雪屋。

新濠影汇购物大道位于地面层，拥有65间零售商铺，环绕娱乐场并连接两座酒店大楼。它由塔伯曼亚洲经营，汇聚全球奢侈品牌和时尚前卫标签，包括Balmain在澳门的首间商铺、英国外衣专家Bellstaff，以及Tom Ford亚太地区旗舰店。

购物大道最引人瞩目的地段以著名的纽约时代广场为蓝本，在这里，你会见到纽约下水道井盖、逼真的复制消火栓，以及一个时代广场地铁入口。只可惜该地段只覆盖了购物大道的约三分之一，其余地段则是标准的澳门大理石，商铺出售常见的150美元的T恤、6,000美元的手提包和18,000美元的手表。

进驻新濠影汇的还有东亚首间「派

The Golden Reel is priced at MOP$100 (US$12.50) for adults, MOP$80 for children up to 12 and MOP$85 for Macau residents and seniors 60 and older.

Batman Dark flight costs MOP$150 for adults, MOP$120 for children and MOP$125 for residents and seniors.

House of Magic tickets run MOP$400 for adults, MOP$320 for children and MOP$340 for Macau residents, with VIP treatment available in all categories at a 50 percent premium.

Two hours in the Warner Bros Fun Zone costs MOP$200 for an adult and child and MOP$340 for two adults and two children. An adult must accompany children under eight. Hotel packages include the Golden Reel and Batman as freebies, but the House of Magic comes at a MOP$700 premium for two.

Melco Crown is positioning Studio City as a mass market property while City of Dreams remains focused on premium mass. One indication of the difference is the classification of both Studio City hotel towers as four star facilities. However, Mr Ho says the hotels, "for international standards are beyond five star," and the four star designation resulted from technicalities in Macau government regulations.

The all-suite Star Tower has 602 rooms ranging from Star Premier Kings at 65 square meters to the Star Grand Suite at 185 square meters. All Star Tower rooms feature a 55 inch LCD high definition television and Blu-Ray DVD player, coffee machine, rain shower and separate bathtub.

Room packages with breakfast, Batman and Golden Reel tickets for two start at MOP$1,698 for weeknights and MOP$1,848 for weekends.

The Celebrity Tower with nearly 1,000 rooms is reserved for tour groups, with smaller rooms and fewer amenities, although it is still comfortable.

Hotel guests have access to Studio City's indoor and outdoor pools, the latter with a white sand beach. The outdoor pool deck on level three also offers River Scape, a three route tube floating ride. The Aqua Play children's pool has a trio of waterslides.

Each tower has a fitness center and there's a beauty salon and Zensa Spa with vitality pools, saunas, steam and snow rooms.

On the ground floor, The Boulevard at Studio City boasts 65 retail shops which ring the casino and link the hotel towers. Run by Taubman Asia, The Boulevard skews heavily toward global luxury brands and fashion-forward labels including Macau's first outlets for clothier Balmain and British outerwear specialist Bellstaff, as well as Asia Pacific's largest Tom Ford.

The most impressive section of the shopping mall is made up like a sound stage. Modelled on the famous Times Square in New York, here you'll find New York sewer covers, an authentically copied fire hydrant and a Times Square subway entrance. It's just a shame it only covers about one third of the mall – the rest is standard Macau marble with shops selling the usual US$150 tee shirts, US$6,000 handbags and US$18,000 watches.

The resort does provide a new and much-needed addition to Macau's nightlife with East Asia's first Pacha, the renowned Ibiza nightclub that has now spread to six continents.

Studio City boasts more than 30 food and beverage outlets that run the gamut from world

驰」俱乐部，为澳门夜生活提供了一个全新选择。这个著名的伊维萨岛风格夜店品牌已经将触角延伸至六个洲。

新濠影汇有30多个餐饮场所，既有世界名厨，亦有包罗各地休闲简餐、以太空为主题的“百味漫游”美食天地，让您感觉仿佛置身浩瀚的宇宙。

一系列招牌餐厅中，「玥龙轩」由米其林星级名厨谭国锋师傅主理，呈献粤式华馔；「Trattoria Il Mulino」演绎意国风味，菜式由纽约旗舰店行政主厨Michele Mazza精心设计；名厨Hide Yamamoto在以自己名字命名的日式料理餐厅，带来四种不同概念的用餐体验，寿司吧每日从东京筑地市场空运过来新鲜渔获，此外还有铁板烧、炉端烧和拉面。

被誉为甜点界的毕加索的Pierre Hermé，将他经典的马卡龙和巧克力带到了购物大道。今年，Ducasse以及夏威夷名厨Alan Wong也将加入新濠影汇的豪华餐饮阵容。

政府一向提倡博企支持澳门中小企业，「澳门食街游」就汇集了琳琅满目的本土地道风味，如猪扒包和葡挞。英记饼家和咀香园饼家亦亮相这里，出售驰名手信。

毋庸置疑新濠影汇是一家卓尔不群的度假酒店。它选择的方向或许会让澳门博彩业传统人士大吃一惊，但这的确是对未来的高瞻远瞩。

“我们希望新濠影汇成为扭转市场局势的一个催化剂，”何先生解释道。“如果你的投资高达32亿美元，那你着眼的必定是十年之后。”

新濠影汇未来的成功将与其优越的地理位置以及未来基础设施的发展密不可分。3.1公顷的场地毗邻莲花大桥连接横琴岛的出入境检查站，拟建的澳门轻轨系统最终将直通这里，未来预计会带来大批访客。

时间将证实，新濠影汇能否引领群雄，奔向新澳门。

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renowned chefs to out of this world fast food at Cosmos Food Station, complete with holographic projections of deep space.

Signature restaurants include Michelin starred chef Tam Kwok Fung's Pearl Dragon presenting provincial Chinese dishes, Trattoria Il Mulino bringing chef Michele Mazza's casual chic Italian from its New York flagship and chef Hide Yamamoto's eponymous four concept Japanese restaurant with fish flown in from Tokyo's Tsukji market for sushi, plus teppanyaki, robata and ramen.

Pierre Hermé, known as the Picasso of Pastry, has brought his renowned macarons and chocolates to The Boulevard. This year, Hawaiian celebrity chef Alan Wong and chef Ducasse will join the cast.

At the casual end and in line with Macau authorities' desire that gaming properties support the city's small and medium enterprises, Macau Gourmet Walk features homegrown favorites such as pork chop buns and egg tarts, along with outlets of bakeries Yeng Kee and Choi Heong Yuen producing signature souvenir sweets.

There is no doubt Studio City stands out from the crowd. And although the direction it takes might come as a surprise to Macau's gaming traditionalists, it does so very much with an eye to the future.

"We hope Studio City will be a catalyst to turn the market around," Mr Ho explained. "When you invest $3.2 billion, you're looking at the next 10 years."

In that regard, Studio City is banking on its location as well as future infrastructure development to make it a hit. The 3.1 hectare site sits at the foot of the Lotus Bridge border crossing from Hengqin Island and will eventually have a Macau light rail stop at its doorstep, both expected to generate a lot of traffic in coming years.

Time will tell if Studio City does indeed lead the march towards a new Macau.

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World Football is WGM's regular feature on the English Premier League and beyond. Learn the stories behind the biggest superstars and most powerful clubs across the footballing landscape.

尤尔根·克洛普：利物浦的缺失环节

撰稿：陆逸
by Leanne Lu

10月，尤尔根·克洛普，全世界最炙手可热的主教练之一，成了芬威集团管理利物浦五年来的第四位主教练。利物浦在前任主帅布莱登·罗杰斯任下，新赛季11场比赛只赢了四场，胜率仅为36.4%，简直就是一场灾难。尽管罗杰斯两年前差点带着球队拿到英超联赛的冠军，这样的成绩亦无法让人接受。时钟快进到12月初。在克洛普带队的两个月之后，他已经给了安菲尔德的拥趸们信念。在他执教的13场比赛中，利物浦赢了八场，胜率达到61.5%。那么，克洛普到底有什么魔法？

利物浦在11月的五连胜最终被状态低迷的纽卡斯尔终止，让人颇感扼腕 — 要知道他们在这次连胜过程中，在伊蒂哈德球场4-1击败曼城，做客圣玛丽公园球场6-1横扫南安普顿，又赢了一场艰难的洲际比赛，击败波尔多提前晋级欧联杯下一轮赛事。凭借着克洛普标志性的足球风格，也就是不知疲倦的前场压迫，和迅速攻防转换，他让红军又一次成为让人畏惧的队伍。

蓝月亮从比赛一开始，就被红军的这种战术杀个措手不及，而圣徒对此也是无解。但更具说服力的，是利物浦在圣詹姆斯公园的败局，在这场比赛中喜鹊军团为他们四面楚歌的主帅史蒂夫·麦克拉伦厮杀，他们主动出击通过反压迫来遏制利物浦，扼杀了对手的进攻。在失利之后，克洛普承认红军从一开始就没有像他安排的那样做到前场压迫。球员疲劳可能是原因之一，不过他们的不稳定，也可能源于克洛普灌输球员的战术需要循序渐进，球员需要更长时间的训练和积累自我信念。

我们都知道，利物浦如今的踢球风格和克洛普之前的俱乐部 — 多特蒙德和美因茨十分相似。用来形容它的专业词汇叫前场压迫（Gegenpressing），这个战术正是被克洛普和如今执教拜仁慕尼黑的主帅瓜迪奥拉发扬光大。直译出来，这个词语的字面意思是“反压迫”，它被一些人视为不过是昙花一现的战术潮流，因为执行前场压迫的战术需要消耗球员大量体能，在克洛普执教多特蒙德三、四年之后，这个战术给球队带来不少问题。在他执教的最后一个赛季，伤病和疲劳拖垮了多特球员，克洛普并没有办法阻止球队成绩的下滑。但是前场压迫的确是奏效的，原因如下。

据英格兰媒体《卫报》报道，欧足联针对上赛季欧冠联赛出了一份战术报告，题为“反击是王道”。在这篇报告中，有一个非常有说服力的数据，上赛季欧冠联赛，非定位球进球中有20.6%源自反击。这个数字看似很多，但事实上反击进球的比重逐年下滑，2013/14赛季这个数字是23%，此前一个赛季是27%，而在2005/06赛季，这个数字高达40%！换言之，过去十年，通过反击的进球数减少接近一半，这个结论至少对欧洲顶级球队是成立的。

十年前，英超联赛实力正处鼎盛时期。利物浦球迷可能不会忘记2007年2月红军和巴塞罗那的欧冠经典战役，当时的主帅拉法·贝尼特斯用防守反击战术淘汰了巴萨，而后者阵中可是拥有梅西、伊涅斯塔这样的球员。

然而，贝尼特斯和另一个防守反击大师何塞·莫里尼奥已经不再是当今足坛最有影响力的主帅 — 而部分原因正是前场压迫。简单解释这个战术，当进攻方在前场丢球，并有着被对手打

拜仁慕尼黑主教练佩普·瓜迪奥拉同样擅于使用前场压迫战术
Bayern Munich manager Pep Guardiola is also famous for using pressing tactics

Jürgen Klopp: Liverpool's missing link

It's October and Jürgen Klopp, one of the most sought after football managers in the world, has just become the fourth Liverpool manager in five years under Fenway Sports Group. With his predecessor Brendan Rodgers in charge, the new season had been nothing short of a disaster with just four wins from 11 games and a winning ratio of 36.4 percent. Even for a coach who came so close to leading the team to the Premier League title two seasons ago, it was unacceptable. Fast forward to early December. After two months in charge, Klopp had already given Anfield reason to believe again, winning eight of 13 games and lifting that win percentage to 61.5 percent. So what exactly is Klopp's remedy?

尤尔根·克洛普为利物浦带来立竿见影的变化
Jürgen Klopp has made an instant impact at Liverpool

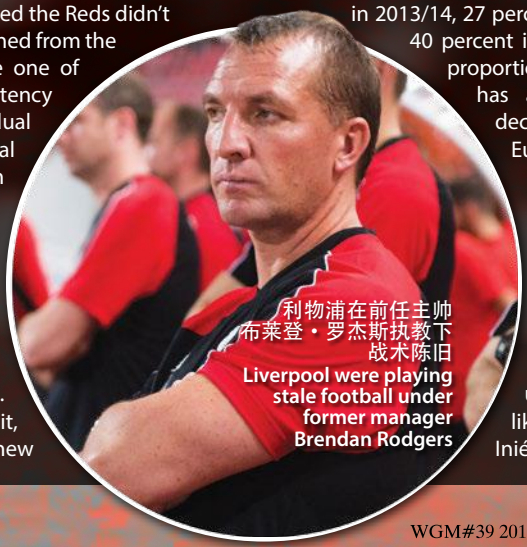
Liverpool's five game winning streak in November was eventually stopped by none other than struggling Newcastle United – an extraordinary end after the Reds beat Manchester City 4-1 at Etihad Stadium, smashed Southampton 6-1 at St Mary's and won a tough continental match against Bordeaux to progress to the next stage of the Europa League. Jürgen Klopp quickly made the Reds a formidable force with his renowned style of relentless pressing high up the pitch and lightning speed of transition from defense to attack.

The Blue Moons were very much ambushed from the beginning of their clash while the Saints simply had no answer to the tactics. But nothing is more telling than Liverpool's defeat at St James Park, when the Magpies fought so hard for their beleaguered coach Steve McLaren to counter-press Liverpool and suffocate their attack. After the match, Klopp admitted the Reds didn't press their opponents as planned from the beginning. Fatigue might be one of the reasons, but their inconsistency was likely down to the gradual development of tactical awareness under Klopp, which requires long periods of training and self-belief.

We now know that Liverpool is playing pretty much the same style of football that Klopp's former clubs Borussia Dortmund and Mainz once played. The term used to describe it, *Gegenpressing*, is nothing new but was popularized by coaches like Klopp and Bayern Munich's Pep Guardiola. Simply translated as "counter pressing", *Gegenpressing* is considered a fad by some and it has been pointed out that the high workload required caused Dortmund a lot of problems after three or four years under Klopp's rule. Injuries and fatigue wore them out and in his last year with the club Klopp had no way of halting their decline. But *Gegenpressing* does work – and here's why.

According to English newspaper *The Guardian*, a section in UEFA's technical report on last season's Champions League was headed "Counters are key". In it, there is a highly telling statistic that 20.6 percent of all goals scored from open play in the Champions League last season were from counters. The figure is presented as though it is a lot, but it is actually down from 23 percent in 2013/14, 27 percent the season before that and 40 percent in 2005/06! In other words, the proportion of goals scored from counters has almost halved over the last decade, at least for the top clubs in Europe.

Ten years ago, English Premier League football was at its strongest and Liverpool fans won't have forgotten their classic matches against Barcelona in February 2007 in which Rafa Benitez used counter-attacking tactics to upset a Barca side boasting the likes of Lionel Messi and Andres Iniésta.


利物浦在前任主帅布莱登·罗杰斯执教下战术陈旧
Liverpool were playing stale football under former manager Brendan Rodgers

反击的危险时，他们立刻在前场压迫对手抢回控球权，从而扼杀对手防守反击的机会。

关于前场压迫战术，有不同的表述方法。2008年，德国传奇球星克林斯曼用了“立刻抢回控球权”来描述。瓜迪奥拉执教巴萨时，他有一个“五秒钟法则” — 当球队丢了控球权之后，全队最多有五秒钟的时间全速反抢，如果五秒钟内球队没有抢回球，那么全队将会退回到标准的防守位置。

前场不知疲倦的逼抢，当然会带来疲劳和伤病。比如在利物浦，通常来说有极高出勤率的费利佩·库蒂尼奥在11月腿筋拉伤，这让克洛普上任之前就已经很严重的伤病问题更加雪上加霜。但是没人能否认，前场压迫战术给红军带来了巨大的变化。克洛普承诺过，他会让利物浦成为一支“快速、让人兴奋和强大的球队”，他迅速就兑现了自己的诺言。

我们也能发现哪些球员从主教练的更迭上受益最多 — 主要是球队的年轻球员，和那些罗杰斯执教时不能踢到自己最擅长位置的球员。北爱尔兰人曾经以擅于使用年轻球员闻名，然而随着困境加深，看上去他逐渐偏离了原先信仰的哲学。

比如说，为什么迪沃克·奥里吉这位联赛杯对阵南安普顿时上演帽子戏法的射手，在罗杰斯执教时显得如此平庸？另外，为什么他的年轻队友乔丹·艾比在罗杰斯执教期间进步甚微？利物浦的英格兰国家队右后卫克莱因认为，近来球队年轻球员的进步，主要源自克洛普提升了他们的信心。克洛普赋予他们明确的战术要求，和源源不绝的鼓励，几乎所有球员都能够再一次在场上展示自己的潜力。

在罗杰斯执教末期，他在战术上显示出了一丝自以为是的傲慢。他不断在三后卫和四后卫之间转换，而绝大多数年轻球员都缺少足够的战术素养和训练时间，去很好地执行他的战术要求。很多球员还踢在了不属于自己的天然位置上，最明显的就是埃姆雷·詹。这位年轻、潜力无限的全能中场，很多时候都被迫踢中后卫。阿尔伯托·莫雷诺将左后卫的位置拱手让给了右脚将乔·戈麦斯，而卢卡斯·雷瓦，一个经验丰富的防守中场，在球队频频丢球时很少得到上场机会。

相比之下，克洛普并不喜欢轻易更换阵型和战术，他的主要变数是在前锋线上。他可以使用奥里吉、本特克踢站桩中锋，也可以让罗伯托·菲尔米诺顶在箭头位置，踢伪中锋的位置。战术、阵型的相对稳定也是源于前场压迫战术的需求，因为在这种战术下，球队不断地以一个紧凑、严密的整体移动，在球员之间尽量压缩空间，来扼杀对手的传球线路。

在巴萨的训练基地，有一些场地被横向线和纵向线标注出了区域，这可以帮助球员提升空间意识。这事实上没什么新鲜的 — 意大利人一直以来，就以比赛中压缩空间的战术哲学而闻名。前AC米兰战术大师萨基提出过“25米”的理论，也就是场上进攻线和防守线之间不应超过25米。他的信徒贝尼特斯追随这一理论，要求队员想象彼此通过一根绳索连接，所有球员都需要一起跑位，就像有绳索带着大家一起跑。

前场压迫战术并非是昙花一现，它事实上是过去几十年一些行之有效战术的结合和进化。同样地，防守反击亦不会消失，就好像本赛季英超的超级大黑马莱斯特城以出色表现所诠释的那样。

战术孰优孰劣向来没有定论，不同球队往往适应不同的足球风格。但在利物浦，早期的迹象显示，克洛普吻合这个传统豪门的气质，他能够扭转它的命运，再一次给安菲尔德的拥趸值得欢呼的理由。

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罗伯托·菲尔米诺
Roberto Firmino

乔丹·艾比
Jordan Ibe

But Benitez and another counter-attacking maestro in José Mourinho are no longer the most influential managers in the world – and part of the reason is *gegenpressing*. Simply put, when the side in possession loses the ball and risks being hit by a counter attack, they instantly press their opponents and kill off any chance of the counter-attack happening.

There are actually a number of different ways of describing *gegenpressing*. In 2008, German great Jürgen Klinsmann spoke of "immediate ball recovery". When Guardiola led Barcelona it was the "five second rule" – the team would press at top speed and with maximum intensity for five seconds immediately after losing the ball, after which if they failed to retrieve the ball they would revert back to their standard defensive positions.

Relentless pressing high up the pitch will of course cause fatigue and injury. In Liverpool's case, the usually healthy Philippe Coutinho suffered a hamstring injury in November to add to the injury woes the club was already facing even before Klopp's arrival. But no one can deny that *gegenpressing* is bringing big change to the Reds. Klopp promised he would make Liverpool "a fast, exciting and strong side" and he is quickly living up to his promise.

We can also identify which players have benefited most from the management change – primarily the side's young players and those being played out of position under Brendan Rodgers. The Northern Irishman was once renowned for his use of young players, but as the going got tough he appeared to deviate from what he once believed.

Why, for example, was Divock Origi – who scored a stunning hat-trick against Southampton in the Capital One Cup – so moderate under Rodgers' watch? And how was it that fellow young gun Jordan Ibe showed so little improvement? Liverpool's England international right back Nathaniel Clyne has put their improved showings of recent months down to Klopp boosting the young players' confidence. By offering clear tactical instruction and endless encouragement, almost every player has again begun to show what they are capable of.

Rodgers became a little arrogant in his tactical plans towards the end of his reign. He shifted the formation constantly between three and four defenders while most of his young players lacked the tactical awareness and training time to implement his instructions. Many were used out of position, most notably Emre Can who was an up-and-coming box-to-box midfielder forced to play centre back instead. Alberto Moreno lost his left back position to a right-footed Joe Gomez, while Lucas Leiva – an experienced defensive midfielder – was rarely used at all despite the team regularly leaking goals.

By contrast, Klopp doesn't like to change his formation or tactics too often with the main variation being up front where he can choose between target men like Origi or Christian Benteke, or a false nine like Roberto Firmino. The stability of tactics and formation is down to the requirements of *gegenpressing* where the team is constantly moving in a tight and compact unit, with little space between players in order to kill the opponent's passing area.

At Barcelona's training facility, some of the pitches are marked by small lateral and vertical lines to give the players clear spatial awareness. It is actually nothing new – the Italians have always been famous for their philosophy on spaces during a match. Arrigo Sacchi, the former AC Milan tactical maestro, had a "25 meters" theory which means there should be no more than 25 meters between the defending and the attacking line. Following on from that theory, Benitez used an imaginary rope for the players – requiring all players to run together as if they were tightened by a rope.

Rather than a fad, *gegenpressing* is a combination and evolution of some highly effective tactics from the last few decades. Likewise, counter-attacking won't disappear either as Leicester City, the surprise packets of the Premier League this season, have illustrated so effectively.

There is never a single answer as to which tactics are most effective with different styles suiting different sides. But in Liverpool's case the early signs are that they have found the right man with the right ideas to turn this famous club around and give the Anfield fans something to cheer about again.

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埃姆雷·詹
Emre Can

撰稿：熊猫 by The Panda

熊猫在餐饮方面经验丰富，从米其林星级餐厅到后街小巷的排档，无不留下他的踪迹。在这个定期专栏里随他一同搜寻澳门最炙手可热的餐厅食肆吧。

The Panda has many years experience eating at restaurants all over the world with his gastronomical adventures having taken him to everything from Michelin starred establishments to back alley street vendors. Find out about Macau's hottest eats in his regular restaurant reviews.

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WGM对澳门银河悦榕庄的招牌餐厅「贝隆」毫不陌生。

在那里奢华幽雅的环境中多次享用佳肴美宴之后，我们在2014年11月/12月刊中做了一番充满盛赞言辞的点评，将其描述为“澳门的最佳用餐体验之一”。

最近我们发现，如果未曾享用过这里的周日早午自助餐，就还算不上对贝隆有了完整体验。

对它最贴切的形容或许是，帝皇级的自助美馔，可谓悦榕庄的一个巨大成功。餐厅空间广阔，仍不足以满足日益增长的需求。不过当你走下夺目的黑色阶梯并见识了这里令人惊叹的食物种类后，便会发现这一点也不奇怪。

贝隆首先是一间海鲜餐厅，其周日早午自助餐亦不例外，从龙虾、螃蟹、海虾，到新鲜烹制的蛤和鱿鱼，应有尽有。“即点即烹”海鲜牛排区有烤澳洲小羔羊、肋眼牛排、波士顿龙虾、伊比利亚猪颈和墨鱼等。

此外还有五种鱼子酱、五种三文鱼和三种生蚝，当然，是新鲜去壳的。不必多言，享用完毕后一定不会饿着肚子离开！

经验告诉我们，吃自助餐常常要碰运气，因为不少餐厅将这种用餐形式作为打发食客的一种轻松快捷的方式，但贝隆显然不这么看，他们想要打造一次真正难忘的体验。

Macau's SUNDAY SURPRISE

SUNDAY BRUNCH AT BELON
Banyan Tree Macau
11:30 to 15:00 every Sunday
Telephone +853 8883 6090

WGM is no stranger to Banyan Tree's signature restaurant Belon at Galaxy Macau.

Having enjoyed many a fine dinner in its luxurious surrounds, we gave it a glowing review in our Nov/Dec 2014 issue where we described it as, "one of Macau's very best dining experiences."

But as we recently discovered, you haven't experienced all Belon has to offer until you've enjoyed its Sunday Brunch.

Perhaps best described as a buffet fit for a king, Belon's Sunday Brunch has proved hugely successful for Banyan Tree with the cavernous expanses of the restaurant still barely enough to satisfy the growing demand. And it's little wonder when you walk down the glitzy black staircase and witness the incredible variety of food on offer.

Belon is a seafood restaurant first and foremost and Sunday Brunch is no different with everything from lobster, crab and prawns to hot clams and calamari plus a special "cooked to order" surf and turf section boasting grilled Australian lamb, beef rib eye, Boston lobster, Iberico pork neck and cuttlefish.

There are also five types of caviar, five types of salmon and three types of live oysters – freshly shucked of course. Needless to say, you won't leave Sunday Brunch hungry!

Our experience is that buffets are very much hit and miss affairs with many restaurants using them as a quick and easy way to feed the masses and get them out the door, but Belon clearly takes a different view in wanting to provide a truly memorable experience.

Attention to detail is the key and aside from the main seafood and meat options, the sides have also been carefully assembled to add an extra burst of color and flavor. They include a range of anti pasti, gourmet salads,

对细节的注重是关键。除了几大海鲜和肉类选择，边菜亦经过精心甄选，以添加额外的色彩和风味，有一系列前菜、沙拉、汤品和意面，而甜品则包括款式多样的蛋糕、冰激凌和四款清新亮丽的雪葩。

值得注意的是，798澳门元的成人价和238澳门元的儿童价（另加10%的服务费）可谓价格不菲，但品质而言，这也是早午自助餐所能达到的极致了，包含无限畅饮的香槟和葡萄酒。不久它将被称作铭悦香槟周日早午自助餐。

贝隆最初于2011年开业时，是当时国际高级餐饮入驻澳门的精选餐厅之一。五年来，尽管高品质餐厅源源不断地涌现，但贝隆依旧锋芒不减。

贝隆的周日早午自助餐凭借自身实力，正迅速成为一项澳门美食惯例。这里有华丽的装潢和鸟瞰路氹城风光的绝佳位置，绝对是不容错过的体验。

访问我们的网站www.wgm8.com查阅并评论WGM刊登的所有文章。

soups and pastas, while dessert includes various cakes, ice creams and four sumptuous nitrogen sorbets.

It should be noted that at MOP$798 for adults and MOP$238 for children (plus 10 percent service charge on both), Belon's Sunday Brunch doesn't come cheap. But this is also as good a Sunday feed as you're ever going to have and includes a free flow of champagne and wine – a delightful indulgence given it is soon to become the Moet & Chandon Sunday Brunch.

Belon was one of a select group of restaurants to bring international fine dining to Macau when it first opened in 2011 and five years on it continues to shine brightly despite the huge number of quality restaurants now on offer.

Sunday Brunch is already well on the way to becoming a Macau institution in its own right and with its opulent surrounds and bird's eye views over Cotai is an experience everyone should savor at least once.

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旧文新解
BLAST FROM THE PAST

WGM自2009年创刊以来，变化之多令人感叹。在“旧文新解”专栏，我们回顾这些年来刊登过的一些最引人入胜的文章，从博彩策略到深入访谈，甚至一些大胆预测！

So much has changed since WGM was first born back in 2009. In “Blast from the Past” we look back at some of the most captivating stories to grace our pages over the years from gaming strategy tips to in-depth interviews and even some fearless predictions!

有关谁是世界最顶级扑克玩家的问题，多年来在扑克室和网络论坛中，引起了热烈争论。

答案自然众说纷纭，且新的竞争者层出不穷。但有一个名字在讨论中总是份量十足，那就是菲尔·艾维（Phil Ivey）。

艾维是十条世界扑克锦标赛（WSOP）金手链得主，亦是为数不多、成功游走在现场和在线、现金赛和锦标赛之间的牌手之一。以两千三百万美元的职业生涯总赢金，他位居历史排行榜的第五名。近年来他很多时间都在澳门和马尼拉度过，参与驰名遐迩的巨额现金游戏，一百万美元的底池都已司空见惯。

为解读他的成功之道，WGM于2014年获得一次对艾维进行深入访谈的鲜有机会。对任何扑克游戏爱好者来说，这都是必读内容。

目前他正在准备起诉英格兰Crockfords娱乐场，他们于2012年拒绝支付他在Punto Banco玩游戏时的770万英镑赢金，当时艾维败诉。然而，最近他获得伦敦高院的上诉许可。借此机会让我们来重温一下最初刊登于2014年7月/8月刊中的这篇题为《菲尔·艾维：独占鳌头》的访谈。

希望您享受阅读，所有以往期刊和文章都能在我们的网站www.wgm8.com找到。

The question as to who is the greatest poker player on the planet is one that has sparked lively debate in poker rooms and on internet forums for years.

Naturally, answers vary wildly and new contenders often come and go – but one name that always figures heavily in the discussion is Phil Ivey.

Winner of 10 World Series of Poker (WSOP) bracelets, Ivey is one of the few to have successfully walked the line between live and online play as well as crushing both cash games and tournaments. His US$23 million in career tournament winnings sees him sitting fifth on the all-time money list while much of his time in recent years has been spent in Macau and Manila playing in the famed “Big Game” where US$1 million pots are par for the course.

Keen to find out what makes him tick, WGM was granted a rare in-depth interview with Ivey in mid-2014 which was a must-read for anyone who enjoys the game.

At the time he was preparing to take England’s Crockfords Casino to court after they refused to pay £7.7 million he won playing Punto Banco in 2012 – a case he lost. However, Ivey was recently granted permission to appeal by a London High Court so it seems the perfect time to take a look back at the original interview from our Jul/Aug 2014 issue titled “Phil Ivey: A league of his own.”

Enjoy – and remember you can find all our past issues and articles on our website, www.wgm8.com.

菲尔·艾维：
PHIL IVEY: A

菲尔·艾维先生，被很多人称为世界上最杰出的扑克玩家。最近他在澳门，答应了与我们的首席执行官卓弈先生做一次深入访谈。众所周知，菲尔通常不是一个乐于接受采访的人，且以离群神秘出名，这次他选择了敞开心扉。

卓弈：您好菲尔，很高兴能邀请到您与《环球博彩》的读者聊天，感谢您同意与我们做这样一次话题如此广泛的访谈。

菲尔·艾维：您好，很乐意这样做。

卓：我们有很多话题想要谈及，但我想，人们最感兴趣的显然是全速扑克（Full Tilt）和康乐福（Crockfords）诉讼案，我们就从这些说起吧。

全速扑克

2011年4月15日，美国政府查封域名，关闭了三个最大的在线扑克网站 — 扑克之星（PokerStars）、全速扑克和绝对扑克（Absolute Poker），多位被告人被指控有银行欺诈和洗钱行为，非法处理玩家支付的以及需要支付给玩家的资金。随后发现，全速扑克还从事了进一步的非法活

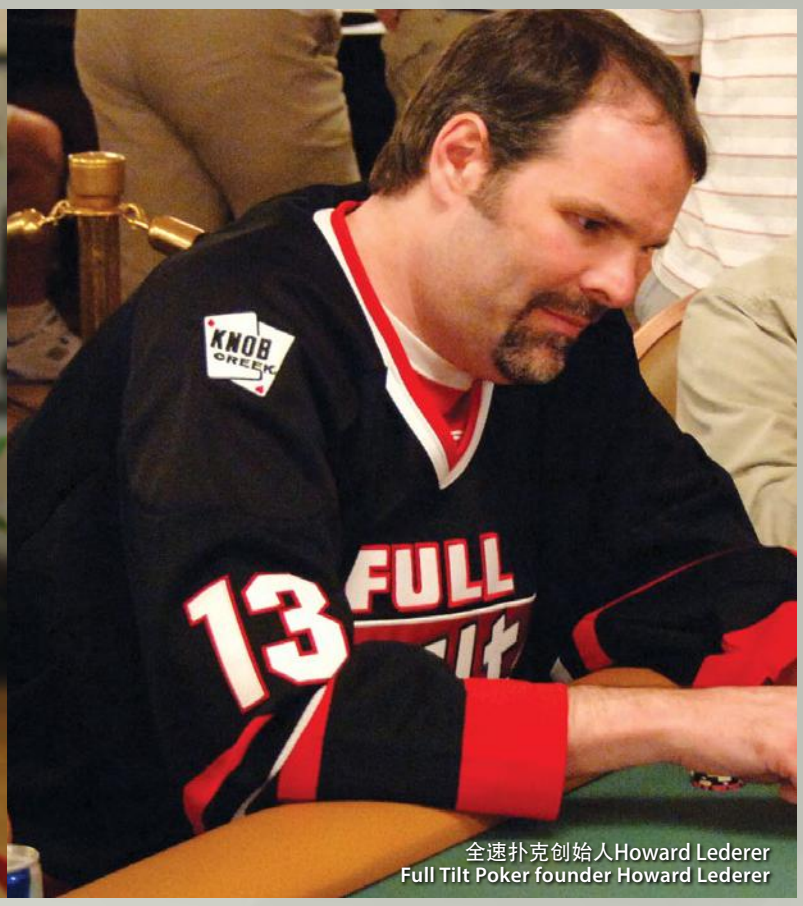
独占鳌头
LEAGUE OF HIS OWN

撰稿：卓弈
by Andrew W Scott

Mr Phil Ivey, the person many claim to be the greatest poker player on the planet, was recently in Macau and agreed to an in-depth interview with our CEO Andrew W Scott. Normally a reluctant interviewee and famous for his reclusiveness, Phil opened right up.

Andrew W Scott: Hi Phil, it's a pleasure to have you chat with the readers of *World Gaming*, and thanks for agreeing to such a wide ranging interview with us.
Phil Ivey: Hi, happy to do it.

AWS: We've got a lot of ground to cover but I guess the most obvious things people want to hear about are Full Tilt and the Crockfords case, so let's get into those first.



全速扑克创始人Howard Lederer
Full Tilt Poker founder Howard Lederer

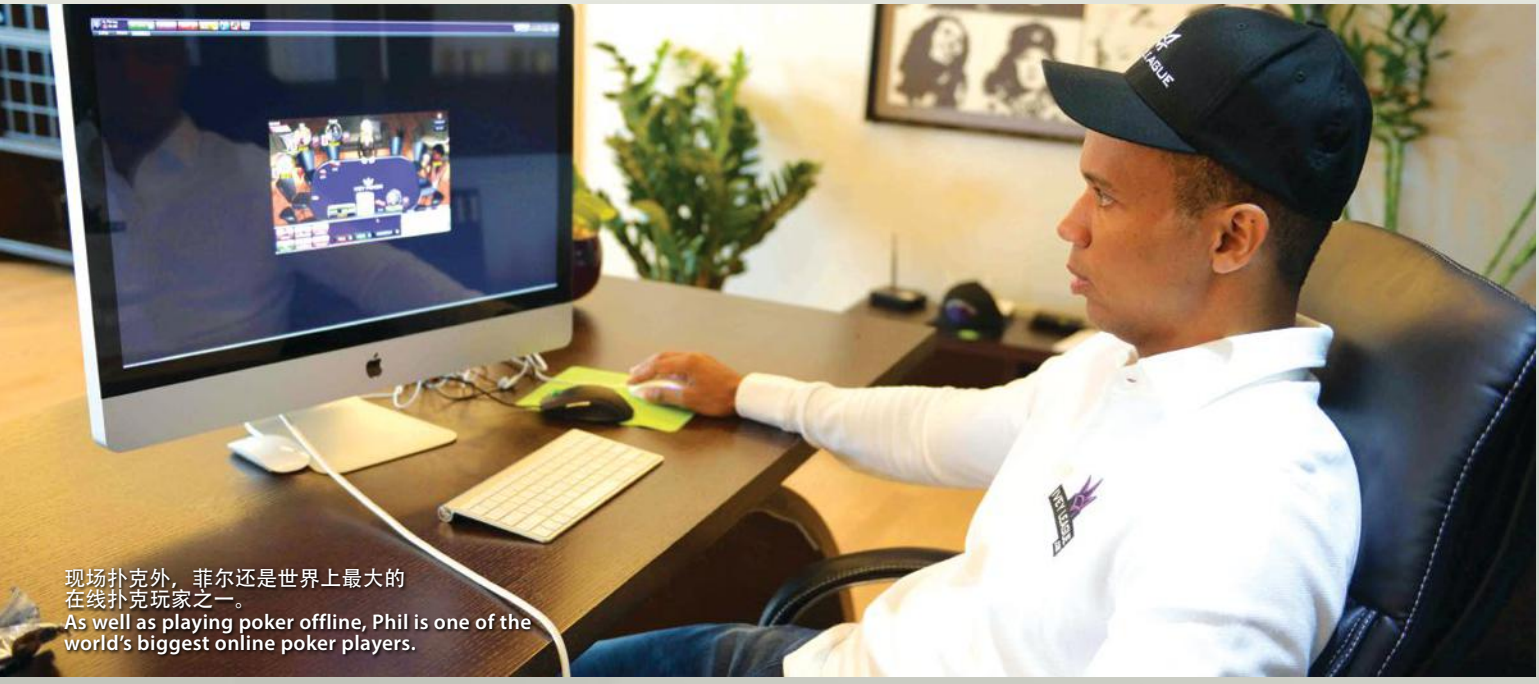
动，将本该为玩家预留的资金，支付给公司所有者，涉及款项高达四亿四千四百万美元。

卓：距离“黑色星期五”将整个扑克界颠覆已有三年时间。当然，现在我们了解了更多全速扑克的幕后原委。您很可能是他们赞助的知名度最高的职业牌手了。您对全速扑克提起诉讼，最后撤销；您还代表当时无法获得自己资金的玩家，缺席了2011年WSOP。现在回过头去，您对当时全速扑克一些核心人物的行为怎么看 — 其中很多人都曾与您有交情吧？
艾维：很显然我的感受十分复杂。真正困扰到我的是，我没有参与那里的日常运营，并且他们无钱支付玩家的事实让我深感失望。个人而言，我感到难堪，因为我的面孔与那个品牌密切相连。我对公司的运营者感到愤怒和失望，他们会将我置于那样的境地，对玩家如此不负责任。当时，那是我生命中一次巨大的失望。

FULL TILT POKER

On 15 April 2011, the US Government seized the domains and shut down the operations of the three biggest online poker sites – PokerStars, Full Tilt and Absolute Poker – charging a number of defendants with bank fraud and money laundering for illegally processing payments to and from players. However, it was subsequently discovered that Full Tilt had engaged in further illegal activity by using funds to the tune of US$444 million that were supposed to be set aside for players to pay the company's owners instead.

AWS: It's now been three years since Black Friday turned the poker world upside down and of course we now know a lot more about what was going on behind closed doors at Full Tilt, where you were probably their highest profile sponsored pro. You launched a lawsuit against Full Tilt that was eventually dropped and you also sat out the 2011 WSOP on behalf of players who were unable to access their funds at the time. Looking back on it now, how do you feel about the behaviour of some of the key people at Full Tilt at the time – many of whom you would have called friends?



现场扑克外，菲尔还是世界上最大的在线扑克玩家之一。
As well as playing poker offline, Phil is one of the world's biggest online poker players.

卓：在那之后，您与［前所有者及知名牌手］Howard Lederer或Chris Ferguson或那些人中的任何一位交谈过吗？
艾维：事情结束后，我与Howard谈过。现在所有玩家的钱已经支付，紧张气氛少了很多。每个人都明白他们做了什么。但在那之前，可以这么说，我与Howard的关系（菲尔停顿了一下）…他说了一些出格的话。但你知道，人都会有陷入黑暗的时候，会说一些过激的话，但最终，选择原谅和向前看要容易和简单许多。他当时处境很糟，事事不顺。我不清楚他在这件事中要担多大责任，是否有错。大量指责都放在了Ray［Bitar，全速扑克前首席执行官］身上。Howard说他不知道玩家没有拿到钱，无钱支付玩家。我想你不得不去相信他的话，除此也没有很多可以做的。

卓：您认为应该归咎于谁？
艾维：我实在没有资格说最应该责怪谁。我想说，很明显公司负责人，了解公司运作最多的人，应该是过失最大的人，但我不想去公开指责。

卓：会担心人们去指责您，或认为您脱不了干系，因为您的名字与公司联系在一起吗？听到过任何这方面的批评或恶言吗？
艾维：你知道吗？真的没有。我非常幸运，并没有得到任何个人的责难。我早早就公开站出来，从来也没有停止公开过。我离开了赛场一段时间，因为我没有情绪去比赛。我有些怒气，我感到这种情绪会影响比赛，但我没有听到任何个人攻击。我想很多玩家都意识到，我每天忙于14或15小时的扑克，并没有牵涉进日常运作。所有的顶级牌手一定知道的，他们和我一起玩得最多。

卓：您对扑克之星于2012年收购全速扑克并重新推出怎么看？
艾维：老实说我感到一种解脱，因为玩家的帐户资金支付了，我很高兴。显然扑克之星这样做，也是因为其中有利可图，但同时他们为扑克做了一件好事。对他们以及玩家是一个双赢的结果。

康乐福和波尔加塔

卓：我们来谈谈康乐福和波尔加塔（Borgata）吧。
艾维：不好意思，由于正在进行的诉讼程序，我不能评论。

美国在线扑克

“黑色星期五”后，扑克之星继续为世界各地的玩家提供在线扑克，2012年与美国当局达成协议，购买并重新推出全速扑克，条件是他们支付玩家任何被拖欠的资金。然而，几个州除外，在线扑克在美国大部分地区依然不合法，前景十分不明朗。

卓：2011年“黑色星期五”事件震惊扑克界后，很多职业玩家不确定接下来该做什么。有些人迁居海外，有些人无奈不再玩扑克。您的第一反应是什么？
艾维：震惊。我脑子里疑问重重，“这是怎么回事？”我记得当时给Howard还是其他人打了电话，他为我解释了情况。

卓：最近我们看到美国在线扑克方面一些喜人的进展，内华达、特拉华和新泽西如今在州内允许在线扑克。内华达和特拉华甚至还签署了协议，允许两个州的玩家一同参与真钱扑克游戏。您对美国在线扑克的现状有何看法？未来有何走向？
艾维：我认为美国在线扑克的发展将举步维艰，除非有更多州开放，允许玩家流动。我认为在人数上会有一些问题，在网站上聚起足够的玩家比较难。加利福尼亚是一个关键州，我认为要想有任何机会，我们绝对需要加利福尼亚州开放。而且州与州之间需要允许玩家的流动，因此会很难。我不太清楚需要发生些什么，才能促成那个局面的形成，但我坐在这儿，双手合十希望它会发生。

澳门

拉斯维加斯曾是无可置疑的全球首要博彩目的地，但澳门已被冠予这一称号，如今世界上一些注额最大的扑克游戏在这里发生。这要感谢那些喜欢与扑克精英同桌竞技的亚洲富豪。毫不意外地，艾维以及其他一些顶级玩家接踵而至。

卓：您什么时候第一次注意到澳门？
艾维：大约四年前吧。有人告诉我澳门有现金游戏，也许应该来看一下。我说，“哇，澳门…好啊，为什么不去？”第一趟来，我呆了两周左右，参与了这里的高注额现金赛。

卓：那次澳门之行，对这里的游戏有什么印象？
艾维：嗯…我非常喜欢！

PI: I have a lot of mixed feelings obviously. One thing that really bothered me was that I wasn't involved in the day-to-day operations there and the fact that they didn't have the money to pay the players was disappointing. For me personally it was embarrassing because I had my face all over that brand. I was very angry and disappointed by the people that ran the company that they would put me in that position and be so irresponsible towards the players. It was such a huge disappointment in my life at that point.

AWS: Have you spoken to [former owners and high profile players] Howard Lederer or Chris Ferguson or any of those guys since?
PI: I've spoken to Howard a little bit after everything. Now the players have been paid back there is a lot less tension in the air. Everyone understands that they did what they did. But before that, I would say my relationship with Howard *(Phil pauses)* … he said some things that were out of line. But you know, people get into dark places and they say things so at the end of the day it's much easier and less complicated to forgive people and get on with life. He was in a very bad place and having a very tough time with everything. I'm not sure how much responsibility in all of this was on him, whether he was at fault. A lot of the blame was put on Ray [Bitar, former Full Tilt CEO]. Howard says he didn't know that the players didn't have money – that there was no money to pay the players. I guess you've got to take him at his word. There's not much else you can do.

AWS: Who do you think was to blame?
PI: I'm not really in a position to say who was most to blame. I mean, obviously the person that is the head of the company and knows the most about the company I would say would be at most fault but I don't want to point the finger now.

AWS: Were you concerned people would either blame you or assume that you were involved because your name was linked to the business? Did you hear any criticism or abuse because of that?
PI: You know what? I really didn't. I was very lucky. I didn't really get any personal abuse. I went public early on and never really stopped going public. I took a little bit of time off just because I wasn't really in the mood to play. I was a little angry and I felt that was going to affect my results but I didn't really hear any personal abuse. I think a lot of players realized that I was busy playing poker 14 or 15 hours a day. I wasn't involved in the day-to-day operations. Definitely all of the top poker players, they knew that and those are the guys I play the most with.

AWS: How did you feel about PokerStars eventually buying Full Tilt, and subsequently seeing it relaunched in 2012?
PI: I was relieved to be honest, because the players got paid. I was very happy. Obviously PokerStars did it because they would make some money off it as well but they also did a good thing for poker. It worked out well for them and for the players.

CROCKFORDS AND BORGATA

AWS: Let's talk abut Crockfords and Borgata.
PI: I'm sorry, I can't comment due to the ongoing proceedings.

ONLINE POKER IN THE UNITED STATES

Since Black Friday, PokerStars has continued to offer online poker to players around the world and in 2012 came to an agreement with US authorities to purchase and relaunch Full Tilt on the condition they repaid players any money they were owed. However, with the exception of a few states, online poker essentially remains illegal throughout much of the United States and its future is hazy.

AWS: When Black Friday stunned the poker world in 2011, it left a lot of professional players unsure what to do next. Some moved overseas, others were forced to stop playing altogether. What was your first reaction in regards to how you would respond?
PI: I was in shock. I was like, "What's this about?" I think I called Howard or someone at the time and he explained the situation to me.

AWS: We've recently seen some encouraging developments in the US with Nevada, Delaware and New Jersey now allowing online poker within state lines. Nevada and Delaware have even signed an agreement allowing players from the two states to play against one another in real money poker games. What's your view on the state of online poker in the US now and where it's headed in the future?
PI: I think online poker in the US is going to be a very tough deal unless a lot more states open up and are allowed to play with each other. I think there will be a little bit of a liquidity problem because it's going to be tough to get enough players on the sites. California is a key state. We definitely need California open to have any chance I think. And the states all need to be able to play with each other, so it's going to be very tough. I don't know exactly what needs to happen for that to take place but I'm just sitting here with my fingers crossed hoping it happens.

MACAU

Once upon a time Las Vegas was the undisputed premier gaming destination of the world. But Macau has claimed that title and now some of the world's biggest poker games take place here – largely thanks to a handful of Asian billionaires who don't mind mixing it up with the poker elite. Not surprisingly, Ivey and other top poker players have followed the cash.

菲尔·艾维每年在澳门生活长达四个月
Phil Ivey calls Macau home for up to four months a year

卓：您现在有多少时间在澳门呢？澳门是您目前的主要居住地吗？
艾维：不，这里不是我主要的家，但一年里会有三四个月在这里，取决于游戏情况以及我能够在这里呆多久。

卓：您对澳门的印象如何？喜欢什么，不喜欢什么？
艾维：越来越喜欢了。第一次来这里时，确实比较困难。我住在星际酒店，真不知道去哪里吃东西，吃什么，慢慢才习惯了这里的食物。然后我决定在这里找一个住所，因为我知道以后经常会来。自那之后，这里成了我的第二个家，已经适应了。我喜欢呆在这里，不在的时候还会想念。

卓：我们知道，澳门现在拥有世界上一些注额最大的现金游戏。对您来说这是主要的诱惑，还是有其他原因让您呆在这里？
艾维：主要原因还是那些扑克游戏，不过在澳门有了住处后，我常来这里。有时受邀参与游戏，有时甚至没有受邀也来，依情况而定。如果我来这里了，没有游戏可玩，也不会太过失望，因为我现在很喜欢这里。

卓：游戏通常在哪里进行？我听说他们有时会更换地点？
艾维：是的，有时牌局设在永利，有时也在其他一些场所，其他一些娱乐场。

卓：我们听说过亚洲富豪在澳门参与这些牌局的事，以及他们的赌博倾向。这吸引了像您本人、Tom Dwan这样的高手，以及其他一些职业玩家。有关这些游戏以及参与游戏的玩家，能告诉我们些什么吗？
艾维：三年前我第一次来这里时，很多玩家都还只是在学习游戏玩法，过去这一两年，他们进步很大。其中一些人非常非常聪明，进步幅度相当惊人。他们投入了大量时间来达到现在的水准，因此如今的游戏比以前难度大了很多。这就是我可以告诉你的。

卓：不过显然他们还没有进步到令您不愿来这里，仍然是不错的游戏。
艾维：是的，但即使游戏不好，我还是会玩，因为我就是喜欢玩。我很享受与优秀的玩家切磋。

扑克玩家菲尔·艾维

卓：与您参与的高注额现金赛相比，锦标赛中的头奖往往要比您在几日的现金游戏中可能赢走或输掉的金额要少。对您来说，将最佳状态带入锦标赛有多难？
艾维：你知道吗？以前我并不是那么重视小型比赛，但现在我会认真对待参与的每一场比赛，尽最大努力去打。如果我感觉自己不能在一场比赛中集中精力，就不去参加，因此我会放弃很多比赛。

卓：是不是发生了什么，让您做出这样的改变？
艾维：是的。我在一些锦标赛中表现相当糟糕，于是对自己说，“这样不行，我不能这么做，这是在浪费钱。”我是一个更好的竞争者，比赛时需要真正地全力以赴。

卓：人们去讨论“谁是世界上最出色的扑克玩家”时，您的名字总是不可避免地出现在对话中。您认为自己是最好的吗？
艾维：说实话，我想都没想过这个问题。我只是尽最大努力去比赛，其他人愿意的话，可以去讨论或评判。你知道的，扑克是一个非常艰难的游戏。有时你发挥很好，状态如日中天，而有时状态又很差，每个人都会经历低谷。有时你看到一个人的好状态持续了六个月，于是会想，“哇，他真是个厉害的玩家”，但没过多久你就听说他不在状态了，懂我的意思吧？所以说，这个游戏很难，你需要保持敏锐的思维。在这个行业中，牌手们起起伏伏。有很多人出现在大家视野中一段时间，被誉为无限注德州扑克之王，或底池限注奥马哈之王等等，但随后突然就销声匿迹了。对我来说，我只是尽我所能，用结果说话。

卓：您在牌桌上以“冷面人”著称，有着感情不外露的强大能力。我和您一起玩过几次牌，发现您比多数玩家都安静许多，给人的印象是极其专注于比赛。当您参与一个重大回合时，心跳会加速吗？还是说，“冷面人”的外表就是内心的如实反映？
艾维：我都不记得上次在一场大型扑克赛中有任何感觉是什么时候了。对我来说，我只在意是否做了正确的决定。唯一可能表现出来的是怒气，如果我做了糟糕的决定。我只会因这个原因而生气和失望，但不会冲动，懂我的意思吧。不管在重大回合中是输是赢，我只是将注意力放在下一个底池。那不过是一手牌而已。

AWS: When did Macau first come to your attention?
PI: I learned about it I would say four years ago. Someone told me that there were games in Macau and maybe I should come check it out. I said, "Wow, Macau … alright, why not?" So I came over for about two weeks on that first trip and played in the big game here.

AWS: What were your impressions of the game after that trip?
PI: Um … I liked it a lot!

AWS: How much time do you spend in Macau these days? Is Macau now your primary home base?
PI: No it's not my main home but I'm here I would say three or four months a year depending on the games and how much time I'm able to spend here.

AWS: What are your impressions of Macau? What do you like and dislike about it?
PI: Well I think it's grown on me. When I first came here it was really tough. I was staying at StarWorld, I really didn't know where to eat, what to eat and that took a little bit of getting used to – the food here. Then I decided to get a place here because I knew I was going to be coming here a lot and ever since then it's been a second home to me so I've kind of gotten used to it. I enjoy being here and when I'm not here I miss it.

AWS: We know that Macau is now home to some of, if not *the* biggest cash games in the world. Is that the primary lure for you or are there other reasons to base yourself in Macau?
PI: The primary reason is to play that game, I would say, although with my place here now I come here quite a lot and sometimes you don't even get invited to the game. Sometimes you do. It just depends on the situation, so if I come here and I don't get in the game I'm not going to be too disappointed because I like it here now.

AWS: Where are the games usually played? I hear they move around a bit?
PI: Yeah sometimes they have a game at the Wynn and we have games at some other places, some other casinos.

AWS: We've heard the stories of the Asian whales that play these games in Macau and their propensity to gamble it up. Of course that has attracted the likes of yourself, Tom Dwan and other pro players. What can you tell us about these games and the players who play them?
PI: Well I can tell you that when I first came here three years ago a lot of the players were just learning how to play and in the last couple of years they've gotten a lot better. Some of them are very, very smart people and it's amazing how much they have improved. They have put in a lot of hours to get to where they are now so the games are a lot tougher than they used to be. That's what I can tell you about the game.

AWS: They obviously haven't improved so much as to put you off coming here though. It's still a good game.
PI: Yes but I would still play it if it were a bad game, because I just like to play. I enjoy playing against good players.

PHIL IVEY THE POKER PLAYER

AWS: Given that you play the highest stakes cash games, how difficult is it for you to bring your "A-Game" to tournaments where first prize is often less than what you could win or lose in a few days of cash games?
PI: You know what? I used to not focus as much in the smaller events but now I try to take every event I play in seriously and play as hard as I can play in every event. If I don't feel like I'm going to focus in an event I just don't play it, so I skip a lot of tournaments.

AWS: Did something happen that made you change in that way?
PI: Yeah it did. There were some tournaments where I just played really bad and I said to myself, "This is just no good. I can't do this. It's a waste of money". I'm much more of a competitor than that. I really need to come out and put my best foot forward when I play.

AWS: When people discuss "Who is the best player in the world?" your name is inevitably part of the conversation. Do you consider yourself to be the best?
PI: To be honest with you, I don't even think about that. I just try to play the best I can when I play and other people can talk about that or decide that if they want. You know, poker is a very tough game. Sometimes you're playing well and in the zone and sometimes you're not. We all have our bad days. Sometimes you see a guy come along for six months and you think, "Wow this guy is an amazing player" then the next thing you know he's out of action, you know what I mean? So it's a very tough game, you need to be mentally sharp. People come and go in this business. You see a lot of guys who are around for a little while and people call them the best player in No Limit Hold'em or the best player in Pot Limit Omaha or whatever and then suddenly they're not around anymore. For me, I just try to do the best I can and let my results speak for themselves.

AWS: You've got a reputation as a bit of an iceman at the table with a great ability to show no emotion. I've played with you a few times and found you to be much quieter than most players and you come across as extremely focussed on the game. When you're involved in a big hand, does your heart race or is that iceman exterior an accurate reflection of what's happening on the inside?

卓：您会为比赛做记录吗？每场输赢之类的？
艾维：是的，当然。

卓：在扑克界，您最欣赏的人是谁？
艾维：个人而言，我非常欣赏Chip Reese，另一位是最近去世的Danny Robison，他很特别，是一位七张牌梭哈玩家，也是我见过的最杰出的七张牌梭哈玩家之一。我跟他学到了很多扑克知识。当然还有许多其他牌手我也很欣赏。

卓：有不喜欢的人吗？
艾维：说实话，在扑克中我没有不喜欢任何人，我不认为如此，尤其是比赛中的任何对手。对我来说，如果你在牌桌上讨厌某个人，你就已经处于劣势了，因为你现在是情绪化的。在较高水准的比赛中，你不能敏感，需要头脑冷静。如果带着情绪与某人较量，只会令你损失金钱。也许只是一点点，但会累积起来，一定要小心。

卓：有人实际上会利用这点，故意去惹恼别人。
艾维：我认为有人这样做时非常滑稽，因为我知道他们什么目的。这是心理战。你必须问问自己，“他们为什么这么做？是隐藏了某种计谋吗？”如果你上当，他们就打败你了。你必须这样去处理。

卓：这似乎是您的强项之一。有人这样做时，您好像不会有什么反应或报复？
艾维：不会，但如果我觉得可能会影响到他们，那么我会回击。通常动静越大的人，在被回击时，越不知该如何应对，因此有时候我会反击，取决于当时的情绪。

赌客菲尔•艾维

卓：您对体育投注的热爱众所周知。您将其视作一个爱好，还是说会认真对待？
艾维：不是，那是一个爱好。我在拉斯维加斯的娱乐场投注，只是爱好。

卓：扑克玩家常常喜欢做有意思的命题投注。您做过的最大、最疯狂的投注是多少，赌什么？
艾维：我曾在一杆高尔夫球上做了200/1的赌注，和一个好朋友，扑克玩家Joe Cassidy。很久以前我们在阿鲁巴还是巴哈马，参加一场扑克锦标赛。玩高尔夫时我赢了他大约11,000美元。我们玩2,000美元一个洞，我想加码到5,000美元。轮到我击球，击球点距离洞口80码，于是我说，“这样，我给你1,000美元，押这杆球200/1”。我击球后，它弹了一次，然后直接进洞！那是我生命中发生过的最难以置信的事，我无法相信。

卓：Joe的反应如何？
艾维：他径直走到洞边，第一反应是，“这是戏法吧”，仿佛球里有一块磁铁或是什么东西，一个特殊的球。但他付钱了，不是马上，几年后。我告诉他有钱时再给，不用太当回事。太侥幸了，球弹了一次就直接进洞，没有任何滚动！

艾维联盟

卓：菲尔，您的最新项目是艾维联盟（Ivey League），这是您目前的焦点所在。能跟我们讲一些有关这个网站的信息吗？长远目标是什么？
艾维：艾维联盟是一个教学网站，进展顺利，开端非常好。我还在努力摸索在亚洲营销宣传的最佳途径，那是我们计划中很大的一个部分。我认为它会非常成功。

卓：艾维联盟的想法来自哪里？
艾维：人们常会找到我，对我说，“我要是知道怎么玩就好了，但愿有一个学习玩扑克的去处。我大概知道怎么玩，但还不足以坐下来比赛。有没有什么途径你可以教我玩？”以前常常遇到这种问题，于是我坐下来，研究创办一个培训网站有多难，或者是，我是否有能力去教授扑克。我制作了几个小视频，看看出来效果怎么样。我挺喜欢，因此决定试试。我认为这对扑克十分有益，尤其是在美国有可能开放在线扑克的情况下。我看到很多人想改进自己的技巧，任何有益于扑克游戏的机会，我都认为是一件好事。显然我做这件事也会赚到钱，但它会让扑克受益。

卓：为什么艾维联盟相对于其他扑克培训网站来说，是更好的选择？
艾维：我们有几件事在运作当中，但在合同签署之前，还不能谈论太多。我对艾维联盟确实有一些大的规划。我们还拥有一个令人惊叹的教练团，Patrik Antonius、Dan Smith、Cole South和Jennifer Harman等只是其中一些，共有三十人左右。

普通人菲尔•艾维

卓：菲尔，众所周知您较少在媒体露面，因此很高兴您能坐下来与我们聊天，尤其是做这样一个话题广泛的访谈。您为什么不接受很多采访呢？以前被媒体抹过黑？因为腼腆？
艾维：过去几年我一直专注于打比赛和艾维联盟。空闲时间

PI: I don't remember the last time I felt anything in a big poker game. For me it comes out in making the right decision. The only thing that might ever come out is anger if I make a bad decision. That's when I feel angry and disappointed but I don't get any adrenalin rush, you know what I mean? Whether I win or lose a big hand, I just move on to the next pot. That was just a hand that came up.

AWS: Do you keep records of your play? Wins and losses session by session, that sort of thing?
PI: Yes, of course.

AWS: Who do you admire in the poker world?
PI: Personally, I really admire Chip Reese as well as another person who recently passed away, Danny Robison. He was something special. He was a Seven Card Stud player and one of the best Seven Card Stud players I ever saw. I learned a lot about poker from him. But there are a lot of players in poker I admire.

AWS: What about people you dislike?
PI: To be honest I don't really dislike anyone in poker, I don't think. Especially anyone I compete against. For me, if you're going to dislike someone at the poker table then you're already at a disadvantage because now you're emotional. If you're playing at a high level you need to have a thick skin and you need to be level-headed. If you play with emotion against someone then that's going to come off the pots. It might only be a little bit but it's going to add up and you've got to be really careful about that.

AWS: And some people actually use that, they'll be deliberately obnoxious to try and get under other people's skin.
PI: I think that's funny when they do that because I know what they're doing. It's all psychology. You've got to ask yourself, "Why are they acting this way? Is there some sort of strategy behind it?" And if you fall for it then they've got you beat. That's the way you've got to deal with it.

AWS: That seems to be one of your strengths. You don't seem to react to people or give it back at them when they do that.
PI: Not really but I will give it back to them if I think it might affect them. Often the people that give it out the most can't handle it when it comes back so sometimes I will give it back depending on what type of mood I'm in.

PHIL IVEY THE GAMBLER

AWS: Your love of sports betting is well known. Do you consider this to be a hobby or is it something you take seriously?
PI: No, it's a hobby. I bet at the casinos in Vegas and it's just a hobby of mine.

AWS: Poker players tend to love a good prop bet. What's the biggest or wackiest prop bet you've ever made and what was it?
PI: I once took 200/1 on a golf shot. Joe Cassidy, another poker player who is a good friend of mine, we were down in Aruba or the Bahamas for a poker tournament a long time ago. I was winning about US$11,000 from him playing golf. We'd been playing for $2,000 a hole and I wanted to go up to $5,000 a hole. I had an 80-yard shot to the hole so I said, "Here, I'll give you $1,000. I took 200/1 on the shot". So I hit the shot, it bounced once and went right in the hole! It's the most amazing thing that has ever happened to me in my life. I couldn't believe it.

AWS: How did Joe react?
PI: He went right up to the hole and was like "Oh this is some sort of trick" like it had a magnet in it or something, some sort of special ball. But he paid. Not straight away – a couple of years later. I told him to pay when he could and not to worry about it. It was such a fluke. It just bounced once and went straight in, not one roll!

IVEY LEAGUE

AWS: Phil, your latest project is Ivey League. That's what you're focusing on now. Can you tell us a bit about the site and what its long-term goals are?
PI: Ivey League is a teaching site and it's doing very well. It's had a very good start. I'm still trying to figure out the best way to go about marketing and advertising it over here in Asia because that's a big part of our plan. I think it's going to be very successful.

AWS: Where did idea for Ivey League come from?
PI: Well, people would always come up to me and say, "I wish I knew how to play – I wish there was a place for me to learn how to play poker. I know how to play a bit but not enough to sit down and compete. Is there any way you can teach me how to play?" I used to get that all the time, so I sat down and looked into how difficult it would be to start up a teaching site or even if I was capable of teaching poker. I made a couple of little videos to see how they came out and I liked them so I decided to give it a shot. I think it will be really good for poker – especially with the potential for online poker to open up in the US. I see a lot of people wanting to improve their games and any time you can improve the game of poker I think that's a good thing. Obviously I'm going to make some money doing it too but it's good for poker.

AWS: Why is Ivey League a better option than other poker training sites out there?
PI: We have a couple of things in the works but I can't talk about it too much until I get the contracts signed, but I do have some big plans for Ivey League. We've also got a pretty amazing group of coaches contributing. We have Patrik Antonius, Dan Smith, Cole South and Jennifer Harman just to name a few. There are about 30 in total.

PHIL IVEY THE PERSON

AWS: Phil, you're famously media shy, so we're very happy that you're sitting down to talk to us, especially for such a wide-ranging interview. What's the reason you don't give so many interviews? Have you been stitched up in the past by media? Is it a shyness thing?
PI: I've been pretty focused on my game and Ivey League for the last several

里，我喜欢和朋友家人一起度过，有一些属于自己的时间。

卓：多次有人对您的身家做出广泛估计，有人甚至说高达一亿美元。请问这个数字有多准确呢？
艾维：我不大喜欢谈论这种事情，只能说还不错。

卓：您拥有多少房产呢？
艾维：我在拉斯维加斯和卡波（墨西哥）各有一个住处，还有就是澳门这个住处，不过是租来的。

卓：车呢？是不是有相当可观的收藏？
艾维：是的，我有几辆车，一辆路虎揽胜，一辆劳斯莱斯幻影，还有一辆阿斯顿•马丁。过去我有更多，不过开始往外卖了。不知为何，对我来说，随着年龄增长，逐渐意识到我并不需要这些。我还拥有其中几辆，不过当我开着劳斯莱斯时，以前的感觉会是，“哇，我有辆劳斯莱斯”，但现在觉得有点傻。脑子里有一个声音，“这很荒唐”。这就是长大以后会发生的改变，你开始对事情有不同的看法。

卓：确实如此。随着年龄增长，生活会改变很多，尤其对职业博彩玩家来说。我认为我们都有一颗童心，但终有一天会长大。扑克之外，您都喜欢做些什么呢？
艾维：我喜欢看电影，吃东西，打高尔夫，去健身房，尽量每周健身四到五次。我是个很简单的人。

卓：像您这样玩扑克和频繁旅行，维系情感关系有多困难呢？
艾维：尽最大可能与家人保持电话联系，能见面时尽量见面。这并不是太难，你会慢慢习惯。如果真想处在一段情感关系中，那么无论你需要多频繁地旅行，也都会去维系。这取决于你们双方是否想这样做。

卓：菲尔，十分感谢与我们交谈，以后有机会再聊。
艾维：当然！

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years. When I have time I like to spend it with my friends and family, take some time out for me.

AWS: At various times there have been wildly varying estimates of your net worth, some even as high as US$100 million. How accurate is that number?
PI: I don't really like to talk about that sort of thing, but I'm doing okay.

AWS: How many houses do you own?
PI: I have a place in Vegas and I have a place in Cabo (in Mexico) as well as this place in Macau, although this is a rental.

AWS: How about cars. Do you have a decent collection?
PI: Yeah I own a few cars. A Range Rover, a Phantom, an Aston Martin. I used to own a lot more cars but I started giving them back. I don't know, as you get older, for me, I realized that I don't need those things. I still have some of them because I own them, but a little part of me ... when I pull up in a Rolls Royce, before I'd be like, "Wow, I have a Rolls Royce", but now when I pull up in a Rolls Royce I feel a little stupid. Part of me thinks, "This is ridiculous". That's what happens when you get a little older, you start seeing things differently.

AWS: Ain't that the truth. Life changes a lot as you age, especially for pro gamblers. I think we're all big kids at heart, but eventually you grow up. So what do you like to do to get away from poker?
PI: I like to go to the movies, eat, play golf, go to the gym. I'm a pretty simple man. I try to go to the gym four or five times a week.

AWS: How difficult is it to maintain relationships while playing poker and of course having to travel as often as you do?
PI: You do your best to keep in touch with your family with phone calls and you see them when you can. It's not awfully difficult and you get used to it. If you really want to be in a relationship you do it, no matter how much you're travelling. It depends if you both want to.

AWS: Well thanks for chatting to us Phil, let's do this again sometime.
PI: Sure!

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澳门 OUT AND

澳门贵宾名流的社交和娱乐前线...

新娱乐场的落成在澳门一向是大新闻，但新濠影汇以一场璀璨炫目的开幕庆典（特邀三位好莱坞巨星出席），吸引了全世界的目光。

罗伯特·德尼罗、莱昂纳多·迪卡普里奥及导演马丁·斯科塞斯作为10月27日盛大开幕礼的特邀来宾，先是在一场轻松的新闻发布会中亮相，宣传其短片《The Audition》，随后与新濠博亚娱乐联席主席詹姆斯·帕克一同共襄盛举。

驾临澳门的还有前一级方程式王牌车手米卡·哈基宁。这位1998和1999年世界冠军现身威尼斯人的池畔晚宴，为两款梅赛德斯新车型 — Mercedes-AMG GT和S-Class Coupé的发布助阵。

出席此活动的还有当前的梅赛德斯-AMG驾驶学院车队车手Maro Engel和Renger van der Zande，两位在次日的澳门格兰披治大赛车首届国际汽联GT世界杯中分别斩获冠亚军。

来自世界各地的博彩高管于11月中旬齐集澳门，参加规模逐年递增的第三届澳门娱乐展。澳门百老汇亦色彩纷呈，一些最顶级的当地和国际街头艺术家在长达45米的墙面上做现场涂鸦表演，令过往人群惊叹不已。

The who's who of Macau's VIP social and entertainment scenes ...

The opening of a new casino is always big news in Macau, but Studio City captured the attention of the entire world with its glitzy launch party – highlighted by the presence of three Hollywood superstars.

Actors Robert De Niro and Leonardo Di Caprio and director Martin Scorsese were special guests for the official opening on 27 October, fronting a light-hearted press conference to launch their short film *The Audition* before enjoying the festivities alongside Melco-Crown co-Chairman James Packer.

Also making his way to Macau was former Formula 1 ace Mika Häkkinen. The 1998 and 1999 world champion was on hand for the launch of two new Mercedes models, the Mercedes-AMG GT and the S-Class Coupé, at a gala dinner at the Venetian poolside.

The function was also attended by current Mercedes-AMG Driving Academy team drivers Maro Engel and Renger van der Zande who proceeded to finish first and second respectively in the inaugural Macau Grand Prix GT World Cup at the Macau Grand Prix the following day.

Gaming executives from across the globe descended on our shores in mid-November for the third running of the Macao Gaming Show, which is getting bigger and brighter by the year. And there was plenty of color on display at Broadway Macau too, where some of the best local and international street artists wowed the crowd with their live graffiti murals on a 45-metre long wall.

梅赛德斯管理层、代表及特邀嘉宾 – 包括两次F1世界冠军米卡·哈基宁（左三），出席在威尼斯人池畔举行的两款梅赛德斯新车型的发布会

Mercedes management, representatives and special guests – including two-time Formula 1 World Champion Mika Häkkinen (third from left) – were on hand for the launch of two new Mercedes models at the Venetian poolside

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走走玩玩
ABOUT IN MACAU

新濠影汇开幕盛典
STUDIO CITY OPENING

新濠博亚娱乐联席主席詹姆斯·帕克、莱昂纳多·迪卡普里奥、马丁·斯科塞斯、罗秀茵及丈夫新濠博亚娱乐联席主席何猷龙、导演布莱特·拉特纳、格雷斯·海塔尔及丈夫罗伯特·德尼罗
Melco-Crown co-Chairman James Packer, Leonardo Di Caprio, Martin Scorsese, Sharen Lo and her husband Melco-Crown co-Chairman Lawrence Ho, director Brett Ratner and Grace Hightower with her husband Robert De Niro

詹姆斯·帕克和罗伯特·德尼罗回答有关短片《The Audition》的问题
James Packer and Robert De Niro answer questions at a media opportunity for the short film *The Audition*

韩国女团Sistar
South Korean girl group Sistar

澳门娱乐展
MACAO GAMING SHOW

MGS主办方MGEMA主席陈捷先生在2015年MGS期间忙于接受媒体访问
Mr Jay Chun, Chairman of the Macao Gaming Show organizing committee MGEMA, spent plenty of time doing his media rounds during MGS 2015

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熊猫餐厅点评索引 PANDA RESTAURANT REVIEWS INDEX

分数 SCORE	名称	NAME	刊号 #
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17.5	The Merrywell	The Merrywell	#20
17.0	御膳房	The Tasting Room	#33
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17.0	Cicou	Cicou	#08
16.5	稻菊日本餐厅	Inagiku	#03
16.5	山里	Yamazato	#34
16.5	葡国美食天地	A Petisqueira	#23
16.0	高雅扒房	Copa	#09
16.0	香港金牌海鲜火锅	HK Gold Medal Hot Pot	#35
16.0	Triple George Grill	Triple George Grill	#38
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16.0	尚坊	Saffron	#25
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15.5	Koko	Koko	#15
15.5	Opus	Opus	#17
15.5	Brickhouse	Brickhouse	#19
15.0	宝雅座法国餐厅	Aux Beaux Arts	#10
15.0	时尚坊	Taipa Café	#30
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14.0	粥面庄	Noodle & Congee Corner	#27
14.0	Conservatory	Conservatory	#21
14.0	武二广福潮粉面食馆	Kuong Chiu Fok	#07
13.5	三四郎居酒屋	Sanshiro	#14
13.5	赤龙面馆	Red Dragon Noodles	#24
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12.5	御苑餐厅	Vida Rica	#12
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火花烤肉店

寒冷天气下除火锅外，当然非烤肉莫属。与友人来到火花烤肉店时，目光首先被门外鱼缸中的七彩神仙鱼所吸引，再来便是餐牌上十分大众化的价格了。店内除供应烤肉单点、拼盘套餐，还有刺身、饭面和小食等。点选完毕后，店员便为我们准备烤肉用具，这时见到店员拿来一大块粉红色盐晶放在烤炉上，原来店里的肉为保持新鲜，都不用盐腌制，而是将其放在盐晶上烤，随热力使盐晶溶解附于肉的表面。笔者极力推荐这里的安格斯牛肉眼，食材新鲜，肉质鲜嫩。若不爱吃牛肉，可尝试黑豚五花肉，肥而不腻，连一向不嗜肥肉的我，都吃到不停口。海鲜品种亦不少，店家更会不定期推出优惠。当天点了迷你象拔蚌，肉质鲜甜，值得一试。各位若不想扑空的话，记得预先致电订座！

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撰稿：郑诗韵
BY CYNTHIA CHEANG

SPARK BARBECUE RESTAURANT

In cold weather, besides hot pot, barbecue is of course the best option. When I went to Spark Barbecue Restaurant with friends, I was first attracted by the colorful discus fish in the fish tank outside of the door – although the affordable prices on the menu also impressed me! Besides à la carte barbecue, platters and combos there is also sashimi, rice, noodles, snacks and so on. After ordering, the waiter started to prepare barbecue utensils and brought over a big piece of pink salt crystal which he placed on the barbecue pit. In order to keep the meat fresh, they don't use salt to marinate it but put the meat on the salt crystal instead, which dissolves with heat so the salt attaches to the surface of the meat. I strongly recommend the Angus rib eye. The ingredients are fresh and the meat is very tender. If you don't like beef, you can try black pig pork belly which is very tasty and fat but not greasy. I'm addicted to it even though I normally don't enjoy fatty meat. There are many varieties of seafood too and they regularly launch promotions. I ordered mini geoduck which was fresh and pleasant, well worth a try. Just remember to call and make reservations in advance!

Estrada de Coelho do Anaral, No.12B, R/C, Macau
Map Location E8
+853 2831 3784
11:00 to 23:00
Average price MOP$150 per person
Wi-Fi available

Nun韩式甜品

近几年韩风袭澳，韩式食肆、服装店随处可见。今天我和友人就来到一间开业不久的韩式甜品店。餐牌上的甜品款式繁多，以雪奶为主打。所谓雪奶，就是将牛奶冷冻成冰再刨碎，有浓郁的奶香味道。我们点了雪米糍粉天使雪奶、绿宝石香甜蜜瓜雪奶，还有一份炸鸡粒。粉天使，故名思义整个都是粉红色，雪奶上铺满了草莓，草莓上面还有两个雪糕球，牛奶的味道加上酸酸甜甜的草莓，成了不错的配搭。然而蜜瓜味的雪奶却让人有些失望，蜜瓜不够甜，只能吃到雪奶的味道。轮到小食炸鸡粒了，鸡粒表面的炸粉不够香脆，不过烧汁味道不错。总括而言，这次的韩式甜品新尝试不过不失，味道中等，还有改善空间，只是价钱略为偏高。但为了满足新鲜感，大家不妨一去。

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撰稿：吴雪怡
BY SUIE NG

NUN KOREAN DESSERTS

In recent years a Korean influence has been sweeping across Macau and you can see Korean restaurants and Korean clothes shops on almost every block. One of the newest is Nu Korean Desserts. There are a wide variety of desserts on the menu, with snow milk the main item. Snow milk is basically milk frozen into ice and then crushed. It has a strong flavor of milk. We ordered Korean Strawberry Sherbet, Korean Honeydew Snow Milk and Deep-Fried Chicken with Korean BBQ Sauce. Pink Angel, as the name suggests, is all pink. The snow milk is fully covered with strawberries and there are two ice cream balls on top. The taste of milk and the sweet and sour strawberries is a good match. However, the melon flavor snow milk is a bit disappointing. The melon isn't sweet enough, so I could only taste the snow milk. As for the snacks, I tried the fried chicken. The frying powder on the surface of the chicken cubes isn't crispy enough, but the sauce is quite nice. Overall, this new attempt at Korean desserts is fair to medium in taste with room to improve, but the price is a little bit high. If you want a feeling of freshness, there is no harm in giving it a go.

Avenida do Nordeste La Baie Du Noble, Bloco 2, No.661, R/C, Loja Q Macau
Map location E2
+853 2876 3415
15:00 to 02:00
Average price MOP$120 per person WiFi available

GOOD FOOD GUIDE

公仔记

公仔记是儿时经常随妈妈光顾的老铺，店主已由父亲传到儿子一代，老伙记亦已退休。尽管物是人非，但食物味道依旧。这是一间旧式传统面铺，位于雀仔园街市附近。笔者最爱这里的咖啡，店家一直沿用布袋以人手冲泡的最旧式冲泡方法，讲求师傅的手艺和经验，冲出来的咖啡甘甜且带有独特的酸味。“大牌档”风味十足，别有滋味。除了汤面，店里还供应三文治、多士和炒粉面。咖啡之外，本人最爱的就是炒斋米，每次必点。这里的炒米粉很有“镬气”，酱油味浓郁，配以芽菜同炒，惹味十足。虽然只是简单的菜式，但我在家中尝试时，炒出来的味道完全不能与之相比。所以每次到店里或带同友人一起，不论肚饿与否，这道菜必定会点。

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撰稿：郑诗韵
BY CYNTHIA CHEANG

CAFÉ KONG CHI KEI

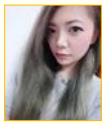
Café Kong Chi Kei is a shop I used to frequent with my mother when I was a child. The shop owner has since passed the business to his son and those who used to work there have retired. Although lots of things have changed, the taste of the food remains the same. This is an old traditional noodle shop, located near Mercado Municipal Horta da Mitra. I like the coffee here the most. They have stayed true to the most traditional brewing method using a brewing bag, which requires great technique and experience. The handmade coffee has a unique sweet and sour taste. “Dai pai dong” is full of flavor and has a particularly distinctive taste. In addition to noodle soup, the shop also supplies sandwiches, toast, fried flour noodles and fried rice noodles. Besides coffee, dry fried rice noodles is another favorite of mine and I order it every time I visit. The fried rice noodles here are cooked to perfection and it brings out the best in the ingredients. It has strong soy sauce flavor which, together with some bean sprouts, is very tasty. It is a very simple dish but when I try to cook it at home it is never as good as this, so whenever I come here – either by myself or with friends – I must order it.

Rua da Colina, No.4 & 7, R/C, Macau
Map Location G9
+853 2830 4926
07:00 to 18:00
Average price MOP$40 per person
No WiFi available

九层塔东南亚美食

这是我第二次光顾这间食店，它主打东南亚美食，让客人可以同时品尝新加坡、越南、泰国等地的风味菜色。首先，我点了泰式腌生虾为头盘，虾很大只且味道鲜甜，配以特调酱汁十分开胃。我是一个偏爱较重口味食物的人，所以森巴酱炒鱿鱼和炒花甲非常适合我的胃口。森巴酱是东南亚的辣椒酱，采用十多种不同的辣椒制作而成，当中加入了虾米、蒜头、干葱等材料，味道一流。另外，我还点了一道烧猪颈肉和菠萝炒饭，两者味道也不错，可能因为经常吃泰国餐的关系，并未觉得有什么特别。最后，我建议大家去光顾的话，可以试一下这里的新加坡名菜辣椒炒蟹，价格超值且份量十足。其酱汁酸酸甜甜略带辣味，蟹肉非常惹味，剩下的酱汁还可以用面包蘸着吃，值得推介！

澳门黑沙环涌河新街80号地下
见地图E3
+853 2845 2868
每日12:00至15:00，18:00至02:00
人均消费150澳门元
有无线网络



撰稿：吴雪怡
BY SUIE NG

SUDESTE ASIATICO TORRE DE NOVE PISAS

I've been to this restaurant twice now, which mainly supplies Southeast Asian food. People can enjoy the local delicacies of countries such as Singapore, Vietnam, Thailand and so on. I first ordered Thai raw shrimp salad as an appetizer. The shrimp are big, fresh and sweet. Together with a specially made sauce, it is very appetizing. I like food with a strong flavor, so fried squid with Sambal and fried clams with Sambal are right up my alley. Sambal is a kind of chilli sauce in Southeast Asia. It is made of more than 10 kinds of chilli and includes ingredients such as small shrimp, garlic, dried onion and so on. The taste is superb. In addition, I ordered grilled pork neck and pineapple fried rice. Both of them taste good, but perhaps because I go to Thai restaurants quite often I didn't feel they were particularly special. I do recommend the famous Singaporean dish Chilli Crab, which comes as a big portion and is great value. The sauce is sweet and sour with a touch of spicy taste. The crabmeat is very tasty and the remaining sauce can be used as a dip for bread. Delicious!

Rua do Canal Novo, No.80, R/C, Macau
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Average price MOP$150 per person
WiFi available

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娛樂場 Casinos

01	十六浦	Ponte 16	17	集美	Jimei
02	英皇宮殿	Grand Emperor	18	金沙	Sands
03	新葡京	Grand Lisboa	19	巴比倫	Babylon
04	葡京	Lisboa	20	皇家金堡	Casa Real
05	金碧匯彩	Kam Pek	21	金龍	Golden Dragon
06	永利	Wynn	22	海立方	Oceanus
07	美高梅	MGM Grand	23	希臘神話	Greek Mythology (at New Century)
08	財神	Fortuna	24	新濠鋒	Altira
09	總統	President	25	駿景	Taipa Square
10	星際	StarWorld	26	澳門君怡	Grandview (Macau Jockey Club)
11	凱旋門	L'Arc	27	金都	Grand Waldo
12	鑽石假日	Diamond (at Holiday Inn)	28	銀河	Galaxy Macau
13	法老王	Pharaoh's Palace (at Landmark)	29	威尼斯人	Venetian
14	利澳	Rio	30	百利宮	The Plaza
15	蘭桂坊	Lan Kwai Fong	31	新濠天地	City of Dreams
16	華都	Waldo	32	金沙城中心	Sands Cotai Central

目前已關閉的娛樂場 Currently closed casinos

- A1 皇宮賭船（舊地址） Macau Palace floating casino (former location)
- A2 皇宮賭船（新地址） Macau Palace floating casino (current location)
- B 皇庭海景 Marina Infante
- C 海島 Taipa Regency

圖例 LEGEND

- 警察局 Police station
- 醫院 Hospital
- 巴士站 Bus stop

主地圖上大橋不按比例繪製，僅作展示。
Bridges on main map not to scale and for representation only.

N O P Q R S T U V W X Y Z
澳門地區方位圖 Macau Districts Location Map
澳門半島 Macau peninsula
氹仔 Taipa
路氹城 Cotai
路環 Coloane
中國內地 Mainland China
大橋只在本方位圖中按比例繪製。
綠色長方形是主地圖的區域範圍。
Bridges shown to scale in this map only
Green rectangle shows area of main map
澳門 Macau
往返香港 From/to Hong Kong
0 0.5 km
0 0.3 mi
北安碼頭 Taipa Ferry Terminal Pac On
澳門國際機場 Macau International Airport
東 E
北 N
S 南
W 西
大橋 Friendship Bridge Ponte de Amizade
北安大馬路 Estrada de Pac On
信安馬路 Avenida Son On
聲頌馬路 Estrada da Ponta da Cabrita
Avenida Wai Long
大潭山 Taipa Grande
科大醫院 University Hospital
高勳雅馬路 Est. Almirante Magalhães de Corrêa
澳門科技大學 Macau University of Science & Technology
澳門東亞運動體育館 Macau East Asian Games Dome
澳門大學 University of Macau
卓家村 Cheok Ka Village
路氹連貫公路 Estrada do Istmo (The Cotai Strip)
蓮花路 Est. Flor De Lotus
孫逸仙博士大馬路 Ave. Dr. Sun Yat Sen
南京街 Rua de Nam Keng
大連街 Rua Da Tai Lim
埃武拉街 Rua De Evora
奧林匹克大馬路 Avenida Olimpico
龍環葡韻住宅博物館 Taipa Houses Museum
氹仔市場 Taipa Village
地堡街 Rua do Regedor
Museum of Taipa and Coloane History
成都街 Rua de Seng Tou
布拉干薩街 Rua de Bargança
Ave. De Guimarães
Ave. de Kwong Tung
大賽車馬路
Rua do Minho
Estrada da Baía de Nossa Senhora da Esperança
路氹大馬路 Avenida de Cotai
安伯泰海軍將領馬路 Est. Alm. Marques Esparteiro
澳門運動場 Macau Stadium
澳門奧林匹克游泳館 Macau Olympic Aquatic Centre
運動場道 Ave. Dos Estadio
Estrada do Lou Lim Leoc
七澳公路 Est. Dos Sete Tanques
澳門賽馬會 Macau Jockey Club
Est. Governador Albano Oliveira
海洋花園大馬路 Avenida Dos Jardins Do Oceano
路氹城過檢大樓 Cotai Border Post
路環小型賽車場 Macau Karting
路環 Coloane
凱撒高爾夫俱樂部 Caesars Golf Macau
中國廣東省珠海市橫琴島
Hengqin island, Zhuhai city, Guandong province, mainland China
蓮花大橋 Lotus Bridge
澳門大學 University of Macau

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	名稱	Name	電話 Phone +853	地圖 Map
	活動	**ACTIVITIES**		
	笨豬跳	**Bungy Jump**		
	AJ Hackett	AJ Hackett	8988 8656	L18
	戲院	**Cinemas**		
	澳門大會堂	Cineteatro	2857 2050	I12
	澳門旅遊塔	Macau Tower	2893 3339	L18
	UA 銀河影院	UA Galaxy Cinemas	2888 0888	U18
	澳門永樂戲院	Weng Lok	2831 1636	E9
	康健體育	**Fitness**		
	澳門健力士健身會	Macao Fitness	2875 1189	I14
	高爾夫球場	**Golf**		
	凱撒高爾夫	Caesars Golf Macau	2888 0123	Z19
	澳門高爾夫球鄉村俱樂部	Macau Golf & Country Club	2887 1188	
	小型賽車場	**Go Karting**		
	澳門路環小型賽車場	Macau Motor Sports Club	2888 2126	Z16
	競賽	**Racing**		
	澳門逸園賽狗場	Macau Canidrome	2822 1199	C6
	澳門賽馬會	Macau Jockey Club	2882 0868	R19
	其他	**Other**		
	玖	Glassnine Art	6682 1066	
	Macau Stag	Macau Stag	6634 6429	
	銀行	**BANKS**		
	中國銀行	Bank of China	2878 1828	I12
	香港上海滙豐銀行	HSBC	2855 3669	I13
	中國工商銀行	ICBC	2878 6338	J10
	領事館	**CONSULATES**		
	葡萄牙駐澳門總領事館	Portugal	2835 6660	G9
	澳門台北經濟文化中心	Taiwan	2830 6282	K10
	緊急電話	**EMERGENCY**		
	緊急電話	Emergency Numbers	999, 110, 112	
	澳門博彩	**GAMING IN MACAU**		
	娛樂場	**Casinos**		
	新濠鋒	Altira	2886 8888	P15
	巴比倫	Babylon	8299 3481	L6
	皇家金堡	Casa Real	2872 6288	I5
	新濠天地	City of Dreams	8868 6688	W13
	鑽石假日	Diamond	2878 6424	J10
	英皇宮殿	Emperor Palace	8981 6829	I13
	財神	Fortuna	8982 1328	J11
	澳門銀河	Galaxy Macau	2888 6688	U18
	金龍	Golden Dragon	8798 1833	J6
	新葡京	Grand Lisboa	2828 3838	J12
	君怡酒店	Grandview	2883 7788	R17
	希臘神話	Greek Mythology	2883 5223	P14
	集美	Jimei	2822 8811	K7
	金碧匯彩	Kampek	2878 0168	J11
	蘭桂坊	Lan Kwai Fong	2880 0888	J8
	凱旋門	L'Arc	2880 8888	K11
	葡京	Lisboa	8297 7111	J12
	美高梅金殿	MGM Grand	8802 8888	L12
	回力海立方	Oceanus	8801 3388	J5
	法老王	Pharaoh's Palace	8299 3481	J10
	百利宮	Plaza	2881 8888	W14
	十六浦	Ponte 16	8861 8888	F14
	總統	President	2878 8111	J11
	利澳	Rio	2871 8718	J9
	金沙	Sands	2888 3388	K7
	金沙城中心	Sands Cotai Central	2886 6888	X13
	星際	StarWorld	2838 3838	K10
	駿景酒店	Taipa Square	2883 9933	R17
	威尼斯人	Venetian	2882 8888	V14
	華都	Waldo	2888 6615	J7
	永利	Wynn	2888 9966	K12
	博彩器材供應商	**Gaming Equipment Suppliers**		
	Aristocrat	Aristocrat	2872 2777	K10
	IGT	IGT	8795 9500	K10
	靈感博彩集團	Inspired Gaming Group	+44 207 438 5800	
	樂透遊戲	LT Game	2878 7656	J10
	SHFL娛樂	SHFL Entertainment	2872 2539	T9
	麻將房	**Mahjong Rooms**		
	金龍麻將娛樂場	Golden Dragon Mahjong Hall	8982 6275	J6
	黃金麻將專區	Golden Mahjong Centre (at Lisboa)	6387 9628	J12
	鑽石假日娛樂場	Holiday Inn (Diamond Casino)	2878 6424	J10
	凱旋門麻將館	L'Arc Mahjong Hall	2875 5977	K11
	撲克室	**Poker Rooms**		

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撲克王俱樂部	Poker King Club	2899 9955	V14
新濠天地撲克之星	PokerStars LIVE at City of Dreams	8868 6698	W13
永利撲克室	Wynn Poker Room	8986 5642	K12
角子機娛樂場	**Slots Lounges**		
摩卡新濠鋒	Mocha Altira	2878 0233	P15
摩卡金龍	Mocha Golden Dragon	2878 0233	J6
摩卡皇都	Mocha Hotel Royal	2878 0233	H9
摩卡新麗華	Mocha Hotel Sintra	2878 0233	I13
摩卡駿景	Mocha Hotel Taipa Square	2878 0233	R19
摩卡海冠	Mocha Marina Plaza	2878 0233	J10
摩卡廣場	Mocha Square	2878 0233	J11
摩卡旅遊塔	Mocha Tower	2878 0233	L18
貴賓會	**VIP Clubs**		
志發貴賓會(利澳)	Chi Fat VIP Club (at Rio)	2870 3638	J9
大衛貴賓會(永利)	David VIP Club (Wynn)	2822 9998	K12
晉寶貴賓會(利澳)	Fortune VIP Club (at Rio)	2870 1133	J9
新濠廣東會	Guangdong City of Dreams VIP Club	6289 7888	W13
四季百利宮廣東會	Guangdong Four Seasons Paiza VIP Club	6238 8877	W14
銀河廣東會	Guangdong Galaxy VIP Club	6282 2833	U18
新葡京廣東31	Guangdong Grand Lisboa 31 SKY Club	6260 0001	J12
凱旋門廣東會	Guangdong L' Arc VIP Club	6288 1000	K11
美高梅廣東會	Guangdong MGM VIP Club	6311 3338	L12
美高梅廣東8號會	Guangdong MGM 8 Club	6311 3338	L12
美高梅廣東SKY CLUB	Guangdong MGM Sky Club	6311 3338	L12
金沙廣東會	Guangdong Sands VIP Club	6345 3338	K7
喜來登廣東會	Guangdong Sheraton VIP Club	6325 0022	V14
星際廣東會	Guangdong StarWorld VIP Club	6666 9506	K10
海王星貴賓會	Guangdong StarWorld VIP Club	6666 9506	K10
威尼斯人廣東會	Guangdong Venetian VIP Club	6311 3330	V14
永利廣東會	Guangdong Wynn VIP Club	6698 4111	K12
集美新濠鋒國際會	Jimei Altira International Club	2883 0728	P15
集美新濠天地國際會	Jimei City of Dreams International Club	2889 8926	W13
集美金沙城國際會	Jimei Conrad International Club	2885 3001	X13
集美四季國際會	Jimei Four Seasons International Club	2881 8212	W14
集美新葡京利來國際會	Jimei Leroy International Club	2871 6096	J12
集美金沙國際會	Jimei Sands International Club	2885 3001	K7
集美永利1國際會	Jimei Wynn 1 International Club	2872 3496	K12
集美永利2國際會	Jimei Wynn 2 International Club	2878 5656	K12
集美永利3國際會	Jimei Wynn 3 International Club	2875 2533	K12
友權新濠天地皇冠貴賓會	Iao Kun City of Dreams Crown VIP Club	2882 4488	W13
友權銀河貴賓會	Iao Kun Galaxy VIP Club	2882 3222	U18
友權凱旋門貴賓會	Iao Kun L'Arc VIP Club	2855 8588	K11
友權金沙城中心貴賓會	Iao Kun Sands Cotai Central VIP Club	2882 8366	V14
友權星際貴賓會	Iao Kun Starworld VIP Club	2872 8686	K10
鉅星國際永利貴賓會	Meg-Star Wynn VIP Club	6202 1155	K12
鉅星國際美高梅貴賓會	Meg-Star MGM VIP Club	2875 7955	L12
鉅星國際新葡京貴賓會	Meg-Star Grand Lisboa VIP Club	2871 8960	J12
鉅星國際銀河貴賓會	Meg-Star Galaxy VIP Club	6330 3661	U18
百利宮貴賓會(金沙城中心)	Paiza Club at Sands Cotai Central	2886 6888	X13
百利宮貴賓會(威尼斯人)	Paiza Club at Venetian Macao	2882 8888	V14
新濠鋒太陽城貴賓會	Suncity Altira VIP Club	8891 1089	O14
新濠天地太陽城貴賓會	Suncity City of Dreams VIP Club	2882 1230	U12
四季太陽城貴賓會	Suncity Four Seasons VIP Club	8891 1820	U14
銀河太陽城貴賓會	Suncity Galaxy VIP Club	8891 1996	U18
新葡京太陽城貴賓會	Suncity Grand Lisboa VIP Club	8891 1388	J12
美高梅太陽城貴賓會	Suncity MGM VIP Club	8891 1633	L12
金沙城太陽城貴賓會	Suncity Sands Cotai Central VIP Club	8891 1886	V12
星際太陽城貴賓會	Suncity Starworld VIP Club	8891 1671	K10
威尼斯人太陽城貴賓會	Suncity Venetian VIP Club	8891 1831	V14
永利太陽城貴賓會	Suncity Wynn VIP Club	8891 1680	K12
星際德晉貴賓會	Tak Chun VIP Club Star World	6233 0308	J9
新葡京德晉貴賓會	Tak Chun VIP Club Grand Lisboa	6282 3202	I11
凱旋門德晉貴賓會	Tak Chun VIP Club L'Arc Hotel	6286 6332	K9
永利多金(3)貴賓會	Dore3 VIP Club Wynn	6666 9112	J10
美高梅合德太陽城亞洲貴賓會	Hap Tak Suncity Asia VIP Club MGM	63012079	K10
銀河1期德晉貴賓會	Tak Chun VIP Club 1 Galaxy	6272 2993	S16
銀河2期德晉貴賓會	Tak Chun VIP Club 2 Galaxy	6201 2888	S16
新濠天地德晉貴賓會	Tak Chun VIP Club City of Dreams	6663 9778	U11
威尼斯人德晉貴賓會	Tak Chun VIP Club The Venetian	6280 3688	U14
金沙城德晉貴賓會	Tak Chun VIP Club Sands Cotai Central	6309 1302	V12
新濠鋒德晉貴賓會	Tak Chun VIP Club Altira	6555 6116	O13
海外娛樂場	**GAMING OUTSIDE MACAU**		
澳洲	**Australia**		
堪培拉賭場	Casino Canberra	+61 2 6257 7074	
墨爾本皇冠賭場	Crown Melbourne	+61 3 9292 8888	
木星賭場	Jupiters	+61 7 5592 8100	
阿德萊德天空之城賭場	Skycity Adelaide	+61 8 8212 2811	
星城賭場	Star City	+61 2 9777 9000	
金庫賭場	Treasury	+61 7 3306 8888	

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	老撾	**Laos**		
	沙灣維加斯娛樂場酒店	Savan Vegas Hotel & Casino	+856 41 252 200	
	菲律賓	**Philippines**		
	巴科洛德Metro撲克俱樂部	Metro Card Club Bacolod	+63 34 433 0016	
	宿務Metro撲克俱樂部	Metro Card Club Cebu	+63 32 236 1800	
	马尼拉Metro撲克俱樂部	Metro Card Club Manila	+63 2 633 1422	
	馬尼拉名勝世界	Resorts World Manila	+63 2 836 6333	
	英國	**United Kingdom**		
	狐狸撲克俱樂部	Fox Poker Club	+44 207 494 3020	
	越南	**Vietnam**		
	喜來登酒店Palazzo Club	Palazzo Club at Sheraton	+84 8 3827 6049	
	濠莊	Ho Tram Resort Casino	+84 64 378 8888	
	髮型屋	**HAIR SALONS**		
	Toni & Guy 友邦中心店	Toni & Guy - AIA Tower	2871 8877	I14
	Toni & Guy 澳門銀河店	Toni & Guy - Galaxy Macau	8883 3757	U18
	醫院	**HOSPITALS**		
	仁伯爵綜合醫院	S. Januário (Government)	8390 5000	I10
	鏡湖醫院	Kiang Wu (Private)	2837 1333	F10
	科大醫院	University (Private)	2882 1838	U11
	酒店	**HOTELS**		
	五星級豪華	**5-Star Deluxe**		
	新濠鋒	Altira	2886 8888	P15
	皇冠酒店	Crown Towers	8868 6888	W13
	四季	Four Seasons	2881 8888	W14
	新葡京	Grand Lisboa	2828 3838	J12
	置地廣場	Landmark	2878 1781	J10
	美高梅金殿	MGM	8802 8888	L12
	金沙	Sands	2888 3388	K7
	百利宮娛樂場	The Plaza	2881 8888	W14
	永利	Wynn	2888 9966	K12
	五星級	**5-Star**		
	悅榕庄	Banyan Tree	8883 6688	U18
	澳門康萊德酒店	Conrad Macao	8113 6000	X13
	銀河娛樂場	Galaxy Macau	2888 6688	U18
	君悅	Grand Hyatt	8868 1234	W11
	金麗華	Grand Lapa	2856 7888	K7
	澳門大倉酒店	Hotel Okura Macau	8883 8883	U18
	澳門凱旋門酒店	L'Arc Hotel Macau	2880 8888	K11
	葡京	Lisboa	2888 3888	J12
	文華東方	Mandarin Oriental	8805 8888	L12
	北京王府大飯店	Imperial Palace	2883 1111	P14
	麗景灣	Regency	2883 1234	P15
	濠璟	Riviera	2833 9955	J18
	皇都	Royal	2855 2222	H9
	聖地牙哥	São Tiago	2837 8111	J20
	十六浦索菲特	Sofitel	8861 8888	F14
	星際	StarWorld	2838 3838	K10
	威尼斯人	Venetian	2882 8877	V14
	金路環渡假村酒店	Grand Coloane Beach Resort	2887 1111	
	四星級	**4-Star**		
	富豪	Beverly Plaza	2878 2288	J11
	皇家金堡	Casa Real	2872 6288	I5
	中國大酒店	Golden Crown	2885 1166	T6
	金龍	Golden Dragon	2836 1999	J6
	君怡	Grand View	2883 7788	R17
	硬石酒店	Hard Rock	8868 3338	W12
	金沙城中心澳門假日酒店	Holiday Inn Macao Cotai Central	8113 9000	X13
	假日	Holiday Inn Macau	2878 3333	J10
	維景	Metro Park	2878 1233	J10
	竹灣	Pousada de Coloane	2888 2143	
	總統	President	2855 3888	J11
	利澳	Rio	2871 8718	J9
	皇庭海景	Royal Infante	2883 8333	T19
	駿景	Taipa Square	2883 9933	R17
	三星級	**3-Star**		
	格蘭	Best Western Hotel Taipa	2882 1666	S14
	帝濠	Emperor	2878 1888	J10
	富城賓館	Forson Residential	2893 3199	F14
	財神	Fortuna	2878 6333	J11
	富華粵海	Fu Hua Guangdong	2855 3838	F8
	英皇娛樂	Grand Emperor	8981 6829	I13
	東望洋	Guia	2851 3888	I9
	蘭桂坊	Lan Kwai Fong	2880 0888	J8
	京都	Metropole	2838 8166	H13
	望厦賓館	Pousada de Mong-Há	2851 5222	D6
	萊斯	Rocks	2878 2782	M6
	新麗華	Sintra	2871 0111	I13
	維多利亞	Victoria Hotel	2855 6688	C5
	大利	Vila Universal	2837 7569	G14
	華都	Waldo	2888 6688	J7
	二星級	**2-Star**		

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名稱	Name	電話 Phone +853	地圖 Map
新中央	Central	2831 4051	G13
東亞	East Asia	2892 2433	G14
富都	Florida Hotel	2892 3198	G13
蓬萊	Fong Loi	2837 7569	F14
海灣	Hoi Van	2851 4992	G15
假期	Holiday	2835 0161	G10
康泰	Hong Thai	2892 3923	F14
濠江	Hou Kong	2893 7555	F14
玉珠	Iok Chu	2852 5006	F6
萬事發	Macau Masters	2893 7572	F14
文華	Man Va	2838 8655	G14
曼谷	Man-Kok	2893 7889	F14
南龍	Nam Long	2871 2573	I12
南天	Nam Tin	2871 1212	I12
英京	Ole London	2893 7761	G15
富麗	Rubi	2892 3118	F14
新南濱	San Nam Pan	2848 2842	I13
勝利	Seng Lei	2852 5008	F6
新新	Sun Sun Best Western	2893 9393	G15
大來	Tai Loi	2893 9315	G14
天天	Tin Tin	2871 5241	I12
東京	Tong Keng	2893 7788	G12
榮華	Veng Va	2893 3381	G14
和平	Vo Peng	2857 3598	G14
華發	Wa Fat	2892 2288	I12
保險公司	**INSURANCE**		
美國友邦保險	American International Assurance	8981 3688	I14
夜生活	**NIGHTCLUBS AND BARS**		
21 世紀卡拉OK酒廊	21 Century	2872 6144	L9
A1 Karaoke Bar	A1 Karaoke Bar	2875 3395	L9
After 5 Bar	After 5 Bar	6683 3063	P15
After 6 Bar	After 6 Bar	6683 3063	R16
Casablanca 酒吧	Casablanca Café	6623 2784	L10
唐會	Chinese Bar	2872 2766	K8
富城夜總會	Club Luxury	2896 9128	I13
玖號會所	Club Nine	8869 9888	K11
D2 的士高	D2 Disco	2872 3700	I13
DD3 的士高	DD3 Disco	2871 1800	K6
天梵夜總會	Divino Macau	2872 3968	I13
金龍夜總會	Dragon Night Club	2836 1666	J6
皇朝會	Dynasty Club	2872 6688	J5
愛爾蘭吧	Irish Bar	2882 0708	P15
Kidult Club	Kidult Club	6296 6138	L9
王府俱樂部	Le Grande	2872 5972	K11
麥時利	McSorley's Ale House	2882 8198	V14
夜光杯酒吧	Moonwalker Bar	2875 1326	M10
MP3酒吧	MP3 Bar	2875 1306	L10
杯中物	Mugh Talk Café De Canecao	2897 2691	I16
花心公子俱樂部	Playmate's Club	2853 2081	K7
佳釀	Prem1er Bar & Lounge	2882 7109	T15
私人派對酒吧	Private Party Bar	6622 6149	R16
利澳大堂酒吧	Rio Lobby Bar	2871 8718	J9
Roadhouse	Roadhouse	2875 2945	L9
三四郎居酒屋	Sanshiro	2875 1238	L10
天一酒廊	Sky Lounge	8295 6583	K6
Taverna Bar	Taverna Bar	2882 5221	T15
Tune Up Karaoke	Tune Up Karaoke	2870 1982	J9
物業代理	**PROPERTY AGENCIES**		
澳馬置業(皇朝分行)	HM-Property (Dynasty Branch)	2888 8228	K10
澳馬置業(海擎天分行)	HM-Property (Praia Branch)	2880 0080	C9
澳馬置業(氹仔分行)	HM-Property (Taipa Branch)	2883 3919	R14
名門物業(皇朝分行)	Meng Mun Property (Dynasty Branch)	2872 2700	K11
人力資源公司	**RECRUITMENT AGENCY**		
Evolution HR	Evolution HR	8296 4347	I14
餐飲	**RESTAURANTS AND CAFÉS**		
中國菜	**Chinese**		
阿一鮑魚(東湖)酒家	Abalone Ah Yat (Tung Vu)	2878 2299	J11
御膳滋補炖品	Amyitis Gourmet	8296 6064	K6
富豪海鮮酒家	Beverly Seafood	2878 2288	J11
聚龍酒家	Campo De Dragão	2878 2345	I9
上海珍珍菜館	Chan Chan	2882 5909	T15
陳勝記飯店	Chan Seng Kei	2888 2021	
水晶宮海鮮火鍋	Crystal Palace Seafood Hot Pot	2882 7208	U15
水上宮海景美食	Darling on the Wharf Bistro	2872 8838	K6
大豪客餐廳	Darius the Great	8296 6065	K6
聚龍軒粵菜酒樓海鮮火鍋	Dragons Cottages	2821 2222	D7
聯邦大酒樓	Federal	2831 3313	I9
福臨居海鮮菜館	Fok Lam Kun Seafood	2882 5366	T15
馮記鮑翅海鮮火鍋酒家	Fong Fong Kei	2878 8088	J10

澳門雅廉訪大馬路16號豪園大康地下B座
Avenida do Ouvidor Arriaga, no.16,
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春夏秋冬火鍋	Four Season	2876 3311	E2
富豪阿翁鮑魚酒家	Fu Ho	2870 0328	J9
川粵食府	Hero Chinese	2872 8807	M6
好旺里潮州菜館	Hol Vau Le	2856 3222	C5
好彩海鮮火鍋酒家	Hou Choi Seafood	2878 6883	J12
六棉酒家	Kapok Cantonese	2883 3333	R14
麗濤軒	Lai Tou Hin	8299 3371	K6
李康記飯店	Lei Hong Kei	2837 6670	G14
萬豪火鍋	Man Hou Hot Pot	2870 6623	J9
名門海鮮火鍋(總店)	Meng Mun Seafood Hotpot (Shop1)	2899 3355	P15
新皇宮海鮮舫	New Palace Seafood	2893 7686	F14
九記飯店	Nove Manos	2875 0239	J6
頂上魚翅酒家	Ping's Shark Fin	2871 2871	K10
16號碼頭德興海鮮火鍋	Ponte 16 Tek Heng Hot Pot	2893 9388	J10
16號碼頭德興海鮮火鍋	Ponte 16 Tek Heng Hot Pot	2870 1186	J11
麗濠閣海鮮酒家	Regal Palace Seafood	2870 5511	J9
利澳美食坊	Rio Food Court	2871 8718	J9
春秋火鍋餐廳	Season's Hot Pot	8299 3668	K6
氹仔漁村	Tam Chai Yu Chen	2882 5005	T15
氹仔漁村(新店)	Tam Chai Yu Chen 2	2882 5638	R14
譚家魚翅	Tam Kah Shark's Fin	2828 8928	T15
豆撈野味火鍋	Tao Lou Fo Vo	2893 3787	H16
萬豪軒	The Plaza	2870 1901	J9
陶陶居海鮮火鍋酒家	Tou Tou Koi Hói Sin Fó Vo	2857 2629	G12
雍華堂餐廳	Yung Wa Tong	2835 7608	E8
印度菜	**Indian**		
亞利咖哩屋	Ali Curry House	2855 5865	K19
印度阿露娜餐廳	Aruna's Maharaja Indian Curry	2870 1850	J6
印度園林餐廳	Indian Garden	2883 7088	R16
日本菜	**Japanese**		
秋葉日韓料理	Akiba Japanese & Korean	2880 9880	C9
九品創作料理	Dom's Kitchen	6292 9229	K8
財神日本料理	Fortuna Japanese	2878 0832	J11
快樂屋迴轉壽司	Happy House	2851 0989	L8
騎師日本料理	Jockey Japanese Dining	2882 1864	R15
和牛日式燒肉	Kaza Japanese Style BBQ	2875 0560	K9
旗艦日本料理	Kingship Japanese Cuisine	2899 5555	R15
三井日本料理	Mitsui Teppanyaki	2878 7778	J10
京川日本料理	Nova Barra	2884 4157	H17
味藏日本料理	Shinji Nishiyama	2872 2558	L9
和花亭	Sushi Nagoyaka Tei	2872 5610	M6
田淵日式炉端燒居酒屋	Tabuchi Japanese	6207 0707	K19
一品日本料理	Yet Ben Japanese	2882 2221	U15
譽路八日本料理	Yorohachi Japanese	2872 8828	L10
韓國菜	**Korean**		
阿里郎韓國燒烤	A Ri Rang	2883 5562	R15
Gang Nam韓國餐廳	Gang Nam	2857 5711	L10
漢和宮韓國料理	Hong Wo Gong	2882 7936	T15
葡國菜	**Portuguese**		
葡國美食天地	A Petisqueira	2882 5354	T15
葡韻美食店	A Tasca Do Luis	2882 7636	T15
澳金瑪	Ao Grama Asia	2883 9838	R15
百姓餐廳	Banza	2882 1519	P15
Castico	Castico	2857 6505	T15
澳門陸軍俱樂部	Clube Militar de Macau	2871 4010	I13
新口岸葡國餐廳	Comidas Porto Esterior	2870 3898	L9
木偶葡國餐廳	Cozinha Pinocchio	2882 7128	T15
公雞葡國餐廳	DomGalo	2875 1383	K10
波爾圖	Est. de Comida Portuguesa Porto	2882 3318	U15
法蘭度餐廳	Fernando's	2888 2531	
公雞葡國餐廳(氹仔店)	Galo	2882 7423	T15
黑沙公園餐廳	Hac Sa Park	2888 2297	
羅比士餐廳	Lopes	2882 7632	T15
澳門人葡餐館	Macanese Cuisine	2875 7222	K10
威記葡國餐廳	Macau Wei Kee	2870 3042	K9
媽閣長城燒烤	Man Lei Cheong Seng	2855 8355	H17
新賈梅士餐廳	New Camoes Restaurant	2872 7988	K6
路環雅甜花園葡國餐廳	Nga Tim Cafe	2888 2086	
今時今日葡國美食	Now Cafe	2838 9398	G12
山度士葡式餐廳	O Santos Comida Portuguesa	2882 5594	T15
阿曼諾葡國餐廳	O'Manuel Cozinha Portuguesa	2882 7571	S14
熊貓葡國餐廳	Panda Portuguese	2882 7338	T15
美麗灣葡式餐廳	Praia Grande	2897 3022	I16
船屋餐廳	Restaurant "A Lorcha"	2831 3193	H17
小飛象葡國餐	Restaurante Dumbo	2882 7888	T15
九如坊	Restaurante Platao	2833 1818	G12
新加坡菜	**Singaporean**		
小紅點	Little Red Dot	2857 6199	H11
台灣菜	**Taiwanese**		
鼎泰豐台灣美食	Tai Wan Restaurant	2875 0240	K10
泰國菜	**Thai**		
蕉葉屋	B. Leaf	2883 1741	S14
暹邏小館	Extraordinary Dessert	2884 1988	R15
廚屋泰國餐廳	Restaurant Kruatheque	2833 0448	H9

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廚泰餐廳	Talay Thai Restaurant	2872 7207	K6
清拉金屋	Thai Chiang Rai Kam Ok	2882 7232	U15
越南菜	**Vietnamese**		
西貢城越南餐廳	Saigon City Vienamese Restaurant	2859 2859	L9
西餐	**Western**		
非洲村	Afrikana	8299 3678	K6
赤坂	Akasaka Café	2878 6378	K8
Albergue 1601	Albergue 1601	2836 1601	G13
經典意大利餐廳	Antica Trattoria	2875 5102	L10
藍山咖啡屋	Blue Mountain Café	2876 5652	L8
常喜咖啡室路環店	Café Cheri - Coloane	2882 2778	
常喜咖啡室氹仔店	Café Cheri - Taipa	2882 2185	T15
威豐味	Cafe Deco	2882 3326	V14
小泉居(高士德)	Café E.S.Kimo (Costa)	2858 1323	F8
小泉居(皇朝)	Café E.S.Kimo (Dynasty)	2875 0216	L9
小泉居(水坑尾)	Café E.S.Kimo (Rua do Campo)	2832 2790	H11
小泉居(新益)	Café E.S.Kimo (Sun Yik)	2851 8496	U15
小泉居(地堡街)	Café E.S.Kimo (Taipa)	2882 5305	T15
東望洋咖啡室	Café Guia	2878 3130	L9
海灣咖啡屋	Café Litoral	2882 5255	T15
水晶廊	Crystal Lounge	2828 3838	J19
Cuppa Coffee	Cuppa Coffee	2882 5201	S14
魔之咖喱	Curry Monster	2882 5151	U15
唐吉柯德西班牙料理	Don Quijote de la Mancha	2882 5028	U15
ENZO 咖啡	ENZO Café	2872 8801	K6
蜂大咖啡	Fong Da Coffee	6683 0098	T15
扒皇燒	Frangi's Grill	2882 7043	U15
愉愉花園	Garden Nine Restaurant	2872 8807	K6
金寶島Café	Golden Island Café	2875 1788	L10
楊枝金撈甜品	Golden Mixed Dessert	2895 0543	D10
美心亨利餐廳	Henri's Galley	2855 6251	K19
喜好廚房	Hayyo	2882 5663	S14
旅遊學院餐廳	IFT	8598 3077	D6
默咖啡	Irish Coffee House	2884 4500	R15
金玉滿堂	Kam Yuk Mun Tong	2882 2282	I16
意大利廚房	Lacucina Italiana	2882 7818	U15
Le Cesar	Le Cesar	2884 3061	R16
檸檬車露	Lemon Cello	2858 3396	U15
安德魯花園咖啡室	Lord Stow's Garden Café	2888 1851	
澳門皇朝咖啡室	Macau Dynasty Café	2875 5399	L9
柏悅灣咖啡室	Pak Yut Wan Cafe	2843 7815	D2
Pas-sio-ne	Pas-sio-ne	2882 5833	T15
金爵餐廳	Restaurant Imperador	2871 0123	L10
櫻花Café	Sakura Café	2870 2929	J9
三門仔茶餐廳	Sam Mu Jai	2875 7382	K8
美式蟹屋	Savory Crab	2885 5945	R16
墨西哥美食國際美食酒館	Tacos Mexican	2875 0151	T16
文員網球會利安餐廳	Ténis Civil Leon	2830 1189	K19
怡景餐廳	Vic's	8295 6583	K6
桑拿	**SAUNAS**		
富豪韓式浴室	Beverly Korean Sauna	2832 6888	I9
富豪桑拿殿	Beverly Sauna	2832 6888	I9
大富豪	Big Boss	2855 8877	I12
波士芬蘭浴	Boss Health Spa	2871 2388	I13
打令浴室1	Darling Sauna	2872 6666	F14
東方皇堡水療會所	East Castle Spa	2828 6666	I5
東方水療會	East Spa Club	2888 6326	J7
十八桑拿	Eighteen Sauna	2835 1777	J6
帝濠桑拿	Emperor Sauna	2878 6696	J10
極品桑拿	Excellent Sauna	2875 2282	I13
豪門桑拿殿	Família Nobre	2881 0000	L9
打令浴室2	First Villa Sauna - Darling 2	2821 1919	F6
金池桑拿	Golden Sauna	2878 2123	J11
熱點桑拿	Hot Spot Sauna & Massage	2841 3366	C3
豪華按摩中心	Hou Va	2830 2263	G8
吉原水療	JYS Sauna	2883 6006	R17
祈福按摩中心	Kei Fok	2872 7812	J9
天皇蒸汽浴室	Massagens Tin Vong	2859 3553	G7
美健達按摩中心	May Kin Tai	2872 7721	J6
新世紀芬蘭殿	New Century Sauna	2883 2266	P14
利澳水療	Rio Spa	2871 8777	J9
至尊桑拿	Supreme Sauna	2878 8899	J11
凱旋桑拿	Victoria Sauna	2888 9882	K11
溫莎桑拿	Windsor Sauna	2878 7313	J10
購物	**SHOPPING**		
ENZO 珠寶店	ENZO	2872 8801	K6
易婚訂婚禮顧問	E-Wedding Wedding Consultant	2875 2868	K6
四季名店	Four Seasons	8117 7992	W14
名之都	Grand City	2872 7388	K6
大運河購物中心	Grand Canal Shoppes	2882 8888	V14
High Street	High Street	2823 2216	K6
港澳(國際)免稅店	Hong Kong Macau (Int'l) DFS	2872 8148	K6

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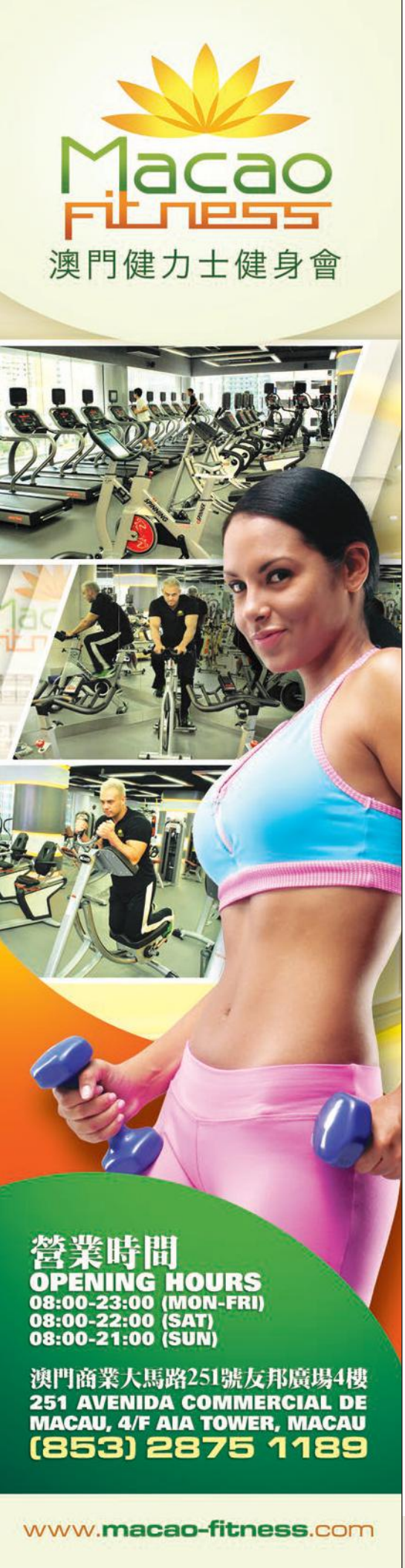

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	名稱	Name	電話 Phone +853	地圖 Map
	名家企業	Italiano	2872 8084	K6
	童畫王國	Kids Kingdom Foto	2872 8819	K6
	水精之戀 I	Love of Crystal 1	2855 8614	K6
	水精之戀 II	Love of Crystal 2	2855 8615	K6
	澳門觀光塔	Macau Tower	2893 3339	L18
	香記肉乾	Mercearia Hong Kei	2872 6977	K6
	邁亞米時裝廊	Miami Life Style	2823 2218	K6
	Mimalux	Mimalux	2855 8011	K6
	現代經典	Modern Classic	2830 0308	K6
	儷都名店 I	Nicole Boutique I	2872 5578	K6
	特賣場2（漁人碼頭）	Outlet 2 (Fisherman's Wharf)	2823 2217	K6
	特賣場4（漁人碼頭）	Outlet 4 (Fisherman's Wharf)	6697 3737	K6
	特賣場5（漁人碼頭）	Outlet 5 (Fisherman's Wharf)	2823 2215	K6
	特賣場7（漁人碼頭）	Outlet 7 (Fisherman's Wharf)	2872 7676	K6
	壹號廣場	One Central	2822 9838	L12
	PGM Golf	PGM Golf	2877 0877	F6
	雪茄大宅	Robusto Cigar Manor	2878 8278	L9
	星光書店	Starlight Bookstore	2837 5570	F11
	新濠大道	The Boulevard	8868 6688	W13
	永利名店坊	Wynn	2888 9966	K12
	水療及按摩	**SPAS AND MASSAGE**		
	足康樂足浴按摩	Chok Hong Lok Foot Massage	2872 6935	J6
	日式足之樂	Iat Sek Chok Zhi Lok	2883 0372	R17
	益健沐足按摩中心	Iek Kin	2872 7746	J6
	君怡酒店健身室	Lavender Health Club	2883 7788	R17
	世紀足浴	Massagens Século	2884 0197	P14
	蘭之谷	Orchid Valley Spa	2883 3356	R16
	東方紅月按摩保健茶社	Oriental Hong Yuet massage Teahouse	2882 5611	T15
	東方按摩保健中心	Oriental Massage Health Centre	2875 5245	L8
	必瘦站	Perfect Shape	2835 6270	G13
	花樂門按摩中心	Porta Da Felicia	2875 3213	L9
	皇族按摩	Royal Massage	2878 2748	J6
	英皇泰國健康水療	Royal Thai Spa	2888 9988	I13
	舒適按摩	Shu Sek	2884 0039	R16
	新孖發按摩休閒中心	Sun Mai Fat Massage	2872 8324	J6
	天姿足底保健中心	Tin Zhi Chok Tai Pou King Chong Sam	2883 1231	R17
	皇朝按摩中心	Wong Chio On Mo Chong Sam	2875 0332	L9
	Z 儷人專業美容(總店)	Z beauty (Sede)	2875 5121	L8
	Z 儷人專業美容(第二分店)	Z beauty (Sucursal 2)	2884 2808	R14
	Z 儷人專業美容(第三分店)	Z beauty (Sucursal 3)	2884 2808	R14
	Z 儷人專業美容(第四分店)	Z beauty (Sucursal 4)	2877 2828	J11
	Z 儷人專業美容(第五分店)	Z beauty (Sucursal 5)	2888 8777	L9
	Z 儷人專業美容(第六分店)	Z beauty (Sucursal 6)	2875 1984	L9
	知足樂按摩中心	Zhi Chok Lok	2883 3804	R17
	人才中介機構	**TALENT AGENCY**		
	風葉娛樂藝術策劃有限公司	Free Leaf Entertainment	6533 8823	G17
	旅遊	**TOURIST OFFICES**		
	漁人碼頭	Fisherman's Wharf	8299 3300	K7
	澳門特別行政區政府旅遊局	Macau Government Tourist Office	2872 8981	K6
	交通	**TRANSPORTATION**		
	航空公司	**Airlines**		
	亞航	Air Asia	2886 1388	T5
	澳門航空	Air Macau	8396 6888	K9
	宿務太平洋航空	Cebu Pacific	+63 2 7020888	T5
	長榮航空	Eva	2872 6855	T5
	機場	**Airport**		
	澳門國際機場	Macau International Airport	2886 1436	T5
	國際商務航空(澳門)	Macau Jet	2871 5789	T5
	租車	**Car Hire**		
	華國旅遊社有限公司	Avis Macau	2833 6789	K7
	百路達自動車租賃有限公司	Burgeon Rent-a-Car	2828 3399	E2
	My轎車	My Macau Limo	6231 3917	
	宏益汽車租賃服務有限公司	Vang Iek Rent-a-Car	2899 1199	D8
	船務	**Ferries**		
	金光飛航	CotaiJet	2885 0595	S5
	新渡輪船務	New WorldFirst Ferry	2872 7676	J4
	噴射飛航	TurboJet	8790 7039	J4
	直升機服務	**Helicopter**		
	空中快線	Sky Shuttle Helicopters	2872 7288	J4
	的士電召服務	**Taxis**		
	澳門的士台(黑色的士)	Macau Taxi (black)	2896 7115	
	宏益的士台(黃色的士)	Vang Iek Taxi (yellow)	2851 9519	
	旅行社	**TRAVEL AGENCIES**		
	昭日旅遊	Chiu Iat Travel	2870 0766	J9
	珊瑚旅遊	Coral Travel	2517 2978	
	環宇國際旅運	Global International Tourist	2878 6501	J11
	金時代旅遊	Golden Times Travel	2872 2866	L8
	捷輝旅遊	Jetfield Travel	2803 2228	
	利民旅遊	L.M. Travel	2878 7871	J10
	美麗華旅行社	Mirada Travel	2872 5101	J10
	星悅國際旅遊有限公司	Moon International Travel	2872 2017	L10
	利保得旅遊	Products Travel Limited	+852 2549 9330	
	星明遊	Sing Ming Tours	+852 2517 3316	
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