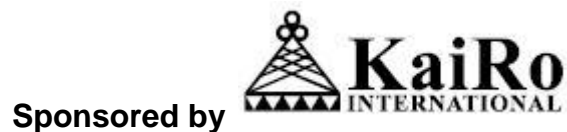




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The Asian Gaming 50 – 2009

The second annual ranking of the industry's most influential people



When following daily and weekly news events in the Asian gaming industry, it's not always easy to see the big picture. The global credit crisis and subsequent global economic recession, for example, have tended in the last year to grab the bulk of the headlines.

If one pauses for a moment and tries to take a longer view, it becomes clear that it's not the industry's talent pool that has somehow drained away. It's just the general level of confidence and the financial framework that has changed.

Things are still moving forward, however, in multiple Asian markets. The Philippines opened its biggest casino yet only a few weeks ago. Taiwan appears to be closer to legalising casinos than at any time in the past 20 years. Two new integrated gaming resorts complete with tournament-standard golf courses are expected to begin construction in Cambodia and Vietnam, respectively, within the next 12 months. Singapore is even closer to launching its two integrated resorts. It is people—talented and driven people—that make those things happen. All the money in the world won't help without the human will to succeed.

In the biggest Asian gaming market, Macau, Melco Crown Entertainment has opened its City of Dreams resort, and L'Arc, licensed by Dr Stanley Ho's casino company, SJM, is due to open this month. In the online sector, Internet use in Mainland China continues to grow rapidly, especially among the young, giving unparalleled opportunities, particularly for providers of so-called 'soft' gaming services such as role playing games. That online growth is reflected in some of the names on the **Asian Gaming 50 – 2009**.

Against this background, the recession looks more like a blip than an insurmountable hurdle. The trend is upward and onward, and the people listed here in the **Asian Gaming 50 – 2009** are among the best of the best. Their goal may be to make the most money possible for themselves and their companies. But in doing so, they are helping to create and maintain a culture of excellence in terms of products and services that has the ability to make the Asian gaming industry not only the highest grossing in the world, but the very best.



31 (36) Steven Lim Tow Boon

Group Executive Director, RGB Ltd

RGB Ltd describes itself as a 'one-stop hub' for supplying, manufacturing, refurbishing and servicing casino equipment, as well as amusement and electronic gaming machines.

The company, based in Penang, Malaysia, is a wholly owned subsidiary of Dreamgate Corporation Berhad. RGB makes original gaming equipment under RGBGames branding; produces other famous gaming machine brands under licence; and markets equipment on behalf of RGB and its licensing partners. An example is that RGB is an agent for Chicago-based equipment supplier WMS in the new Singapore casino market. RGB's parent Dreamgate also has experience as a gaming operator. It is an equity investor in boutique casinos, hotels and clubs with gaming licences across the Asia Pacific region.

RGB is leveraging on its extensive contracts in the regional industry following its decision to become directly involved in the operation of the slot machines at L'Arc, an SJM-licensed Macau casino, scheduled to open in the fourth quarter.

Steven Lim, RGB's Group Executive Director, has had an exceptionally busy 2009. He has helped to oversee not only the preparatory work for L'Arc, but also the launch of new RGB Games products across the region. That includes the award-winning video slot game Shanghai Night. In the spring, RGB entered the Macau slot equipment market for the first time, judging that the timing was right given that slots now account for more than 5% of gross gaming revenue in Macau.

"The timing for us to go into Macau now was right, because if you look at Macau in 2005 the slot machine revenue was only a little over 2% of the casino gross. Since then, it's increased tremendously," Mr Lim told *Inside Asian Gaming* earlier this year.

Mr Lim, who started his career with Dreamgate in 1988, is a graduate of Brock University, Canada. He has more than 20 years of experience in the gaming and amusement machine industry, including as an adviser to the Philippine Amusement and Gaming Corporation (PAGCOR)—that country's regulator-cum-operator. Mr Lim is also a keen soccer player and soccer supporter and sits on the management committees of a number of social and membership clubs in Malaysia.

Core Ranking Methodology

By their very nature, lists such as *Inside Asian Gaming's* ranking of the 50 most influential people in Asian gaming are bound to incorporate elements of subjectivity, though we have applied a rigorous analytical methodology to arrive at the results. We enlisted a panel of eight independent gaming industry executives and analysts from around the region to compile the rankings, which will likely result in lively debate and even controversy.

Even measuring the objective criteria posed difficulties, because many of Asia's biggest gaming companies remain in private hands, making it difficult—if not impossible—to obtain accurate financial records. Therefore, market share and other business KPIs were estimated after extensive discussions with peers, competitors, suppliers and customers.

Another consideration is that Asia's gaming sector can often be particularly country-specific, so we endeavoured to select panellists from not only high profile casino jurisdictions such as Macau, but also emerging gaming markets around the region. We sought feedback from various gaming sectors including parimutuels and Japan's massive *pachinko* industry—omitting *pachinko* just because the Japanese government does not technically consider it gambling would, in our view, be a misrepresentation. We also included online operators, who are making an ever greater impact in the region, regardless of the official status of their businesses.

Even though government agencies ultimately control and influence all regulated gaming in Asia, after much discussion we decided to exclude individuals such as Macau's Chief Executive, gaming regulators in the various jurisdictions (including Macau's Direccção de Inspeção e Coordenação de Jogos and Singapore's Casino Regulatory Authority), and senior officers of the Culture, Welfare, Sports and Finance Ministries in China, who set out the framework that gaming takes place in. One exception to the exclusion of government officials was made for the Chairman of PAGCOR.

The eight panellists were instructed to nominate individuals for the *Asian Gaming 50 – 2009*. The initial list of 78 individuals was put through a scoring process to arrive at the final rankings. The panellists gave each of the nominated individuals a score of between 1 and 10 on the following criteria:

1. How well known is the individual within the gaming sector in Asia?
2. How successful has the individual been historically in the gaming sector?
3. How fast has their business grown over the last 5 years?
4. What is their potential for future growth in their current gaming sub-sector and other gaming sub-sectors in Asia?
5. How successful are they financially (individually and/or company, or individual together with company, where relevant)?
6. How influential are they with the government and regulators within their jurisdictions of operations?

7. How influential are they internationally within the gaming industry (individually and/or company, or individual together with company, where relevant)?

8. How much of an innovator are they within the gaming industry?

9. How well are their products and/or services marketed and promoted?

10. How much do they own of their principal business and/or how much control do they have over their company?

11. How well positioned are they to cope with competition within their existing jurisdictions of operation and from overseas competition?

12. How do you perceive their dominance in their current major markets of operation?

Feedback from the panellists led to each question being given a specific weighting—between 90% and 115%. Further weightings were applied relating to the company the nominated individual either works for or controls. These include the company's status (public or private), financial performance and size (in terms of both operations and market capitalisation/value), as well as the size/importance of the markets it operates in. Finally, panellists applied a further weighting for each nominated individual with respect to his or her perceived personal integrity, effectiveness in management, overall track record and foresight.