



### IFT'S NEW CAMPUS TO OPEN IN AUGUST

Last year, the gov't granted the Institute for Tourism Studies the UM Library, the staff quarters building and 2 laboratories

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### 'MACAU NEEDS A REAL STRATEGY TO REBRAND ITSELF'

Interview with Brian To, a strategist, consultant and educator on matters of strategy, leadership, business and change management

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### DUTERTE INAUGURATED AS PHILIPPINES PRESIDENT

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# Times

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"THE TIMES THEY ARE A-CHANGIN'"

### WORLD BRIEFS



**MONGOLIA** The opposition Mongolian People's Party has won a decisive victory in parliamentary elections in the landlocked nation where a fall in commodity prices has sent the economy into a sharp decline. More on p12



**AFGHANISTAN** Taliban militants launched a twin suicide attack yesterday, targeting a convoy of buses carrying Afghan police cadets outside of the capital and killing 37 people, mostly policemen, and wounding 40, an Afghan official said. The attack took place in Paghman district, some 20 km west of Kabul. Four civilians were among those killed.

**PAKISTAN** Gunmen have ambushed army and police patrols in the Pakistani city of Quetta, killing eight security forces, officials said.

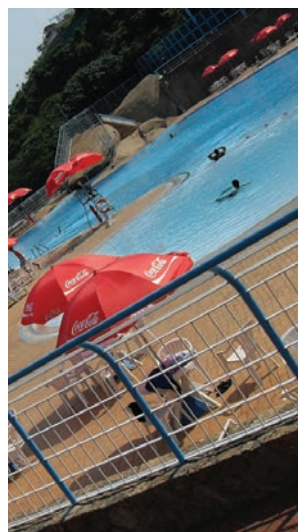
**THAILAND-USA** The United States removed Thailand from its human trafficking blacklist yesterday, though forced labor remains widespread in the nation's lucrative seafood industry. The State Department made the assessment in its annual Trafficking in Persons Report, which examines 188 governments' efforts in combating modern-day slavery.

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## ANALYSIS

# The failed Land Law

Gonçalo Mendes da Maia  
Lawyer, MdME

“Unjust laws exist: shall we be content to obey them, or shall we endeavor to amend them, and obey them until we have succeeded, or shall we transgress them at once?”

Henry David Thoreau,  
American philosopher

IN the early 90s, numerous land concessions were granted to private entrepreneurs for industrial and residential development. Many of those lands were developed, but a significant number were not and for very different reasons.

In 2010, the Government conducted an in-depth investigation into 113 undeveloped lands to determine whether the lack of development could be imputed to the land owners. After hearing from all parties and the Land Commission, the Government concluded that for 65 of the lands (to which 16 were later added) the “causes for non-development were not imputable” to their respective owners. In several cases, the non-development was caused exclusively by inactions or delays on the part of successive governments.

One of the most extreme examples – and one with which I am professionally involved – may be the lands located in the Seac Pai Van area of Coloane. The majority of the land concessions in this area were granted for industrial purposes. As early as 1993, the Government informed all land owners that it would de-

velop Coloane as a residential area and would cease industrial development, to which all land owners agreed. However, this came with one caveat: the land owners would need to wait for the urban plan for the area to get their projects approved and ultimately, their lands developed.

To make a long story short, after two decades, while an Urban Planning Law was finally enacted in 2013, there is still no sign of an urban plan. With all concessions expired, the Government is basically saying, “Tough luck, under the new Land Law, it is time to return the lands back.” For 25 years, land owners were saddled with lands that they were prevented from developing due to Government inaction, all while paying rental and premiums for the questionable ‘privilege’ of holding idle land. Throughout the years, land owners were led to believe by successive Governments that urban plans would be approved, and there is vast documentation to prove it. Their hopes and trust in the Macau Special Administrative Region (MSAR) were misplaced.

## CHANGING THE RULES MIDGAME

The new Land Law was enacted in 2013, and while applying to all land concessions – including those granted prior to its enactment – it failed to address situations of undeveloped concessions that were soon to expire. Article 48 goes as far as directly prohibiting the renewal of undeveloped concessions, re-

gardless of who or what caused the non-development. The now infamous provision was widely discussed during the legislative committee meetings, with a number of legislators fiercely opposed to treating all cases equally, especially when the Government acknowledged that the non-development of certain lands was its responsibility.

After talking with several legislators and colleagues from the legal industry, it seems all were under the impression that the Government would find an administrative solution within the existing Land Law, which would allow the non-culpable land owners to develop their land and avoid the injustice of a ‘blind’ enforcement of Article 48.

To the surprise of all stakeholders, the Government announced late last year that the Land Law gave the Government no alternative but to move forward with the declaration of expiry of the 113 undeveloped land concessions – regardless of who was responsible for its non-development. Yes, this included the 65, meaning that the Government is now proposing to treat the ‘guilty’ and the ‘innocent’ equally. Confiscation and expropriation were words extensively used during the days after this announcement, and rightly so.

## WHAT NOW?

All stakeholders have publicly spoken against the injustice of this situation and the need to solve it. During the Policy Address debate at the Legislative Assembly in December last year,

nearly all legislators criticized the law and the Government’s hard-line stance on the matter. Financial experts have expressed fears over the economic impact of foreign entrepreneurs becoming reluctant to invest in a Region whose Government does nothing to correct injustices, especially when it has the powers and the duty to do so.

This is a key point: the Govern-

## The Gov’t has the duty under the Basic Law and Administrative Law to protect the interests of its citizens and private property.

ment has the duty under the Basic Law and Administrative Law to protect the interests of its citizens and private property and, in its actions, to proceed under certain principles which are the basic foundations of our legal and political system, such as the principles of justice, equality and good faith.

Therefore, the Government and the Legislative Assembly have the legal duty to come together and amend the Land Law, allowing non-culpable land owners to exercise their right to develop the land concessions that the Government did not allow them to – following, for example, the mechanism of

Article 104(5) of the Land Law, which allows the suspension or extension of the development term when the non-development was not ‘imputable’ to the concessionaire.

Actually, an amendment or interpretative law in this direction would simply reflect the true intention of the Legislators and the Government – expressed publicly by the Chief Executive on April 22, 2016 – which was always to allow non-culpable land owners to exercise their rights under their concessions. In fact, the concept of ‘culpability’ – part of the underlying spirit of our Civil Law system – is mentioned throughout the Land Law; in which suspensions of terms, renewals and extensions are granted to land owners when they are not ‘culpable,’ and the causes for the non-compliances and delays are not ‘imputable’ to them (e.g., inter alia, articles 51, 66, 104 and 215 of the Land Law).

By refusing to politically support and promote an amendment of the Land Law (or an interpretative law) and simply advising land owners to go to court, the Government is in fact refusing to exercise their basic duties, which are to rule and govern. In reality, the Government is now transferring the burden of correcting its mistakes to the Judiciary, with serious implications for the Region in terms of time, cost and political credibility.

Courts do not exist to correct injustices created by the law, but to interpret the law and settle disputes between parties. A law does not have a minimum period of existence, and it is no shame to change it three years later. It is certainly worse to recognize an injustice and not correct it when one has the power to do so. Laws exist to be fair and just, and must be changeable and adaptable according to social and economic developments. Above all, a law must be amended if found contrary to the Basic Law and to the principles of conduct of Government, or if it is socially incorrect, unjust, unfair and prejudicial to the economy and the global reputation of the MSAR.

**Editor’s Note:** Mr Mendes da Maia is a partner of MdME, a law firm representing clients concerning this issue, which accords him a considerable amount of knowledge on the matter. The opinions expressed within this article are solely the personal opinions of the writer.

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DIRECTOR AND EDITOR-IN-CHIEF\_Paulo Coutinho paulocoutinho@macaudailytimes.com  
MANAGING EDITOR\_Paulo Barbosa paulo.barbosa@macaudailytimes.com  
CONTRIBUTING EDITORS\_Eric Sautedé, Leanda Lee, Severo Portela

DESIGN EDITOR\_João Jorge Magalhães magalhaes@macaudailytimes.com | NEWSROOM AND CONTRIBUTORS  
Albano Martins, Annabel Jackson, Daniel Beitler, Emilie Tran, Grace Yu, Irene Sam, Ivo Carneiro de Sousa, Jacky I.F. Cheong,  
Jenny Lao-Phillips, João Palla Martins, Joseph Cheung, Juliet Risdon, Lynzy Valles, Renato Marques, Richard  
Whitfield, Rodrigo de Matos (cartoonist), Ruan Du Toit Bester, Sandra Norte (designer), Viviana Seguí | ASSOCIATE  
CONTRIBUTORS\_JML Property, MacauHR, MdME Lawyers, PokerStars | NEWS AGENCIES\_Associated Press,  
Bloomberg, MacauHub, MacauNews, Xinhua | SECRETARY\_Yang Dongxiao amy@macaudailytimes.com

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ADMINISTRATOR AND CHIEF EXECUTIVE OFFICER

Kowie Geldenhuys kowie@macaudailytimes.com

SECRETARY Juliana Cheang juliana@macaudailytimes.com

ADDRESS Av. da Praia Grande, 599, Edif. Comercial Rodrigues, 12 Floor C,  
MACAU SAR Telephones: +853 287 160 81/2 Fax: +853 287 160 84

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## editorial

Paulo Coutinho



## CHINA, TAIWAN, THE SARs: BREXIT

**THERE'S** a strange feeling in the air we breathe these days. No, I'm not talking about the overwhelming pollution – although we had reports this week that the situation in the Pearl River Delta has improved lately, that issue will be for another day. I'm talking politics.

Beijing severed ties with Taipei because the Taiwanese president Tsai didn't explicitly mention in her swearing-in speech she would abide by the "Beijing consensus" of 1992 which postulates the One-China policy.

Some 10 thousand miles away, the British referendum result is creating waves of discontent, discomfort and fear on both sides of the vote, more so for continental Europeans living in the UK and for Britons living in continental EU countries.

Crossing the Atlantic to the West, in Ottawa, Obama, Trudeau and Peña Nieto are discussing ways to create a more solid North American block, with the Brexit setting the agenda.

My opinion about the Britons' decision, while I have one, is irrelevant to my point. Just for the record, I have no other choice but to accept it. What I have to say is this: even in crisis the European Union shows generosity by its very nature.

Aside from the extreme reactions we've witnessed in the European Parliament following the Brexit vote, the referendum was a vital sign that the "European construction" is no longer a utopia; it's a reality. Check: The younger generations in UK voted to remain in the EU because they've already incorporated into their DNA the "European citizenship." They feel they belong to a growing Europe without borders.

Simultaneously, the Euro 2016 - the first tournament of its kind with a 24-team enlarged format - was rolling 'n' rocking on the "stades de France," across the channel that connects the great island to the old continent. Here's the irony. The Euro championship enlargement - before they were 16 and in the beginning they were only four - was one towards inclusion, the more the merrier. The Brexit campaigners voted purely on the grounds of exclusion.

Yet the Brexit showed us, by contrarian example, the beautiful enactment of the EU Constitution, "drawing inspiration from the cultural, religious and humanist inheritance of Europe, from which have developed the universal values of the inviolable and inalienable rights of the human person, freedom, democracy, equality and the rule of law."

Sovereign and democratic states are in the Union willingly and only so. The Brexit was by far and large the biggest test to the "construction européenne" but one that solidifies the basic principle of free will, and of the fundamental rights of the nations and the peoples that compose the block.

I wish that one day we can say that much about the One-China consensus.

## TRANSPORTATION

## At least seven garbage related ferry delays in June



A high-speed ferry heading to Macau crashed into a breakwater in Macau's harbor (June 2014)



Rescuers escort injured passenger of a high-speed ferry to hospital after getting on shore in Hong Kong (October 2015)

Daniel Beitler

**I**N regards to the ferry delayed this week due to sea refuse entering its intake, as discussed in a letter to the editor published by the Times on Wednesday, a representative for the Marine and Water Bureau (DSAMA) has admitted that "such incidents happen once in a while" and that "ferry companies are required to notify [the bureau] in this case."

Seven such incidents have occurred in the last month alone.

"The Vessel Traffic Control Center under the Marine and Water Bureau will be notified once marine refuse is sucked into the engine of a high-speed ferry," the representative explained.

"Currently, the high-speed ferries are able to self-remove the rubbish once it gets sucked into the engine. If it can't be removed successfully, the ferry can still continue its voyage to the ferry terminal at a low speed."

"In June 2016, there were more than 10,000 sailings and seven such incidents, in which the ferry required assistance in having the refuse removed at the terminal, have been reported, including the case on June 27."

The bureau representative stated that the refuse entering the ferries' intake had forced the vessels to head to port for assistance. She implied that in other cases, the ferries are able to remove the refuse.

There may have been more than seven incidents of refuse entering the engines of ferries, including times when the problem could be easily corrected – an indication of the amount of refuse in the neighboring sea.

"The Marine and Water Bureau dispatches personnel daily to the coast of Macau for monitoring the situation," said DSAMA in a statement.

"Once marine refuse is potted [and] accumulated on the surface of the sea, ves-

sels will be sent out to collect the rubbish. The number of staff and the frequency of cleaning will be increased in order to safeguard navigational safety and maintain the marine environment when necessary."

In October, around 100 people were injured after a high-speed jetfoil bound for Hong Kong hit an "unidentified object" south of Lantau Island.

There were a number of other incidents in 2014 and 2013 on the route between Hong Kong and Macau, which led to injuries and other vessel collisions.

"All attempts to pressure local government officials to acknowledge this issue with litter and pollution of our waterways do not seem to be working, likely due to the fact that the problem is much larger than rubbish coming from Macau, but the whole region," wrote Macau-based Luke Lienau on Wednesday in a letter to the editor.

"Any action is going to

require close cooperation by the mainland authorities jointly with Macau and Hong Kong authorities overseeing pollution, environmental concerns and travel safety across the Pearl River Estuary," he continued.

Regarding the garbage in the sea and that which has been washed ashore, as reported by the Times this week and in the past, the DSAMA representative clarified: "We [the Marine and Water Bureau] are responsible for cleaning the sea, but if the refuse is washed ashore it becomes the responsibility of CSR."

CSR, or Companhia De Sistemas De Resíduos, is the waste collection company responsible for cleaning and maintaining public areas in Macau.

CSR did not come forth with a "qualified" agent to speak to the Times. Its other departmental representatives did not confirm the extent of the company's responsibilities under the concession granted by the MSAR government.

## Coroner: Ex-UN official died when barbell fell on his neck

**A** former president of the U.N. General Assembly awaiting trial in a bribery scandal linked to Macau died in a weightlifting accident when a barbell he was lifting from a bench dropped on his neck, an autopsy revealed.

John Ashe was declared dead last week by a paramedic who responded to his Dobbs Ferry home.

Dr. Kunjlata Ashar, Westchester County's medical examiner, said the cause of death – traumatic asphyxia – was determined during an autopsy, though she did not perform the procedure herself and did not have additional details. It was deemed an accident based on a combination of information from the autopsy and an investigation by the Dobbs Ferry Police Department, officials said.

AP PHOTO



John Ashe

The police department said in a statement that the death appears accidental, but provided little information otherwise.

Ashe, the former United Nations ambassador from the twin-island Caribbean nation of Antigua and Barbuda,

was arrested last fall and had pleaded not guilty to tax charges related to a bribery scandal. His attorney said he was planning to go to trial.

In an earlier statement, current U.N. General Assembly President Mogens Lykkesoft described Ashe as a "hard-working and popular member of the diplomatic corps in New York and at the United Nations" before he faced the unproven allegations. He had said Ashe died of a heart attack.

Prosecutors said Macau real estate developer Ng Lap Seng and others had funneled over USD1 million to Ashe while he served as president of the 193-nation assembly from September 2013 to September 2014. Ng Lap Seng, two diplomats and a humanitarian organization officer were among others charged in the case.

Ashe's attorney, Jeremy Schneider, called his client's death "a tragic loss for his family and the community."

MDT/AP



## Pearl Horizon buyers banned from entering HK building



The High Court of Hong Kong has banned around 40 pre-sale buyers of the Pearl Horizon residential complex from entering the Pioneer Centre building, according to Hong Kong media. The tenants of Pioneer Centre successfully appealed to the court to ban the demonstrators from entering the building. After several hours of protests on Tuesday, the tenants asked the court to extend the ban. The protestors had demanded to meet the chairman of Polytec Assets at the aforementioned facilities, where Polytec subsidiary Kowloon Development Company Limited was holding a function.

## Canidrome experiences sharp decline in profits

The Canidrome greyhound racing track, in its 2015 review, saw a downturn in its annual profits for the sixth consecutive year. The operator, controlled by a company owned by Stanley Ho's group, saw betting revenue fall by 14 percent last year. According to a notice published in Wednesday's Official Gazette, Macau Yat Yuen Canidrome Company posted a profit of just MOP4.9 million last year, a decrease of 81 percent from the profit recorded for 2014. The Canidrome has also drawn global criticism from animal rights groups. The track's concession ends in December.

## Street performances call attention to traffic rules

The Transport Bureau (DSAT) will arrange performances at the city's crosswalks and traffic lights junctions every Sunday of July and August. DSAT said the performers will demonstrate how to cross the street. Nine performances will be presented, each split into two 30-minute sessions. Passers-by are encouraged to interact with the puppets. Since 2010, DSAT has conducted road safety-themed performances every summer at the city's crossroads.

Renato Marques

**LAWMAKER** Pereira Coutinho has issued a written enquiry to the government in order to question the use of the Nam Van Lake as a recreational facility.

Coutinho's enquiry cites information from 2010 provided by the former president of the Civic and Municipal Affairs (IACM), stating that, "the water quality in the lakes of Macau, including the Nam Van, is inadequate for the practice of recreational and sports activities that involve direct contact with the water."

The IACM said that in order to reduce the pollutants accumulated on the bottom slime, it had "used a residue-cleaning

ENVIRONMENT

## Is Nam Van Lake's water fit for leisure activities?



technique that supports the maintenance of the ecological balance."

Coutinho has called for significant changes to the Nam Van Lake water quality to justify the lake's status as a "recreational facility."

The lawmaker also enquired whether fishing – an activity prohibited at the lake due to the same concerns – could be re-established if the changes were effective enough to make the fish

safe for human consumption.

Coutinho told the Times that the water pollution was caused by accumulated sewage from the buildings in the Avenida da Praia Grande area, after the lake's closure many years ago.

The lawmaker also urged the government to proceed with a "reconstruction of the lake bottom, cleaning the excrement [and] sediment on the slime after decades due to dumping of sewage water."

EDUCATION

## IFT's new campus to open in August

**THE** Institute for Tourism Studies' (IFT) new Taipa campus will commence operations from August 1.

IFT said in a statement that courses run at its former campus, the Estrada Coronel Nicolau de Mesquita in Taipa, will be suspended starting tomorrow.

Last year, the government granted IFT the former University of Macau Library, the Staff Quarters building and two labo-

ratories, in addition to the East Asia Hall.

The former library has been named Forward Building and will serve as a teaching complex for IFT.

Besides the classrooms, there will be facilities such as a library, conference venues, a training center, administrative and teaching staff offices, food and beverage venues and car parks.

The East Asia Hall will serve mainly as a



student hostel. The former Staff Quarters will be remodelled in the style of serviced apartments and will act as a training hotel for students.

According to IFT, the institute will be able to plan more programs and courses on its new premises. The new campus will also welcome more local and international students.

ECONOMY

## Moody's: Macau recession won't end this year or next

**RESEARCH** and credit rating firm Moody's has predicted that Macau's economy will face an aggregate 6 percent contraction year-on-year during 2016 and that even a 2017 recovery is looking increasingly unlikely.

The firm estimates that Macau's economy could further contract by 2.5 percent in 2017 and that growth may not resume for the next three years, though the pace of decline will relax.

"We expect that growth will continue to contract over our

rating horizon of the next two to three years, although the pace of decline should slow," Moody's concluded in its annual credit report of Macau.

If they are correct, Macau will have to battle a longer-than-expected four-year recession, contrary to predictions earlier in the year that 2016 would herald a gaming recovery.

Despite persistent declines in gaming revenue and the subsequent government revenue earned through gambling taxation, Macau's fiscal position remains robust for the time

being. Moody's maintains that this will remain true next year, when the government will continue to record a budget surplus.

According to data released this week by the Government Information Bureau, Macau's fiscal reserves total more than MOP430 billion, not including the surplus from 2015.

Nevertheless, "a decrease in gaming revenues in 2016 and 2017" suggests that Macau's economic, fiscal and external metrics will likely weaken considerably from prior ro-

bust trends.

Moody's hinted that the government may face a budget deficit in the long run. The agency downgraded the SAR's rating and assigned it a negative outlook in May, due to its failings to implement economic diversification reforms.

"Absent a strategy for fiscal reform, a higher than anticipated decline in surpluses could lead to an erosion in Macau's fiscal buffers," the statement noted.

The Monetary Authority of Macao has declined to comment, according to TDM.

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Renato Marques

POOLS UNDER SPORTS BUREAU MANAGEMENT

# Copious rules and prohibitions spoil the fun at public pools

**S**UMMER time and school breaks in Macau are usually synonymous with visits to local swimming pools. But the start of this year's "bathing season" has left pool users perplexed with the enforcement of nonsensical rules, such as the ban on eating and drinking inside the pool facilities.

Following an administrative revamp this year, the management of public pools was transferred from the Civic and Municipal Affairs Bureau (IACM) to the Sports Bureau (ID).

Currently there are more rules and they are rigorously enforced, according to users' comments and posts on social networks.

In a visit to some of the venues, the Times reporter found new signage detailing the new regulations. "No Eating", "No Drinking" and "No Photo Taking," are just some of these.

Another new rule is that each adult can only accompany a maximum of three children, which has already prevented some schools from holding their regular summer activities in the facilities and forcing others to request help from students' parents or guardians.

A few local residents told the Times about their experiences and some inconsistencies.

Although pool signage states that you cannot eat, "there is a soft drink vending machine [inside the pool facility]," remarks Belinda Garcia.

Garcia highlighted other differences between this season and the previous seasons. "You cannot enter and exit like before," she said. Previously, an entry ticket was valid for the entire day; a new ticket is now valid for only one use.

"Let's say I want to eat at Gondola and come back later for a swim. I have to pay again," she said, adding that the cost of the ticket is less of a problem than the inconvenience.

Ronnie Vaz, a Macau resident and a pool-goer at the Cheoc Van swimming pool, says, "Now they bug people for pretty much everything, small things even."

"T-shirts inside the water are strictly prohibi-

RONNIE VAZ



Cheoc Van pool

ted. Sunglasses are not allowed any more when in the water and the slippers near the pool edge are also not authorized. I guess it has to do with hygiene matters."

Besides these instances, Vaz described other situations as "absurd."

According to him, the

pool attendants wanted to stop a mother from entering the pool with a baby who was wearing a hat.

"Of course the mother refused to take off the hat from the kid, [it] was really just a baby [that] may be between 1 to 2 years old," he added.

"It's too much."

According to several other accounts, baby strollers are also not allowed past the entrance door. Adults accompanying children must also don full swimming gear.

Toys and other items are no longer allowed

inside the pool areas. Floatation devices are restricted to small items like armbands. Jumping or grabbing each other in the water are also cause for a lifeguard's whistle.

Parents or guardians accompanying children aged six and above have been warned that if they and their child are of different genders, they cannot help the child in the dressing room. Individuals of one gender are not allowed in dressing rooms of the other gender, and family rooms are nonexistent.

The architect that designed the Cheoc Van pool, Eduardo Flores, told the Times that the pool was "designed to be a leisure facility where families and people in general could go to have fun."

The architect added that in the original project, one area that has a depth of three meters (now with blocked access) was "supposed to be installed [with] a waterslide coming from the top of the big rock and unloading the people in that area," but was never finished.

Flores admitted that he disagrees with most of the changes that have been made to the facility over the years, and noted that he "was never consulted [...] at any time" adding that he still considers the facility "the most charming" swimming pool in the territory.

**Cheoc Van pool was designed to be a leisure facility where families and people in general could go to have fun.**

EDUARDO FLORES  
ARCHITECT

Regarding the problems stated by many users, the Times contacted the Sports Bureau, who replied that all five outdoor public swimming pools – Piscina Estoril, Piscina Sun Iat Sen, Piscina do Parque Central da Taipa, Piscina de Cheoc Van and Piscina e Instalações Desportivas do Parque de Hác-Sá – are, like all other sport facilities under ID, "open [to the] public for sport practice and participation."

The bureau adds that in order "to encourage citizens for continuous sport participation, we have maintained the previous IACM management approach. [As with] all other sport facilities, safety and sanitation are always considered top priorities. Hence, the related terms concerning the usage of outdoor swimming pools were modified and optimized."

Aware of users' needs, the ID also stated: "Taking into account that pool users may [...] need to replenish food and drink [after] hours of outdoor exercise, we have assigned a specific area equipped with tables and chairs in the above swimming pools, allowing users to bring in food and water for themselves, on the condition that cleanliness and quality of pool water should be well maintained."

Regarding many parents' requests to address the lack of family-friendly changing rooms, the bureau said there are plans "to optimize the conditions, including parental changing rooms in the long run. Therefore, after the conclusion of this year's swimming season, we will have an overall evaluation and plan for further improvement."

For the time being, the ID will enforce the same rules as the IACM management, which permit "children under six years [of age] to go to changing rooms with their parents, regardless of gender, so as to be well taken care of by adults."



## Li reportedly replaced as Liaison chief



Li Gang, the former Central Government Liaison Office Director in Macau, reportedly left his post yesterday, according to Portuguese News Agency Lusa who have cited a representative confirming Li's departure. Li, who has been in the role since 2013, will now be replaced by Wang Zhimin, the deputy head of the Hong Kong and Macau Affairs Office. Wang is a Fujian native who has previously worked in Hong Kong in affairs relating to young people.

## Aussie voting open until tomorrow

Almost 4,000 people in Macau and Hong Kong have already cast their votes for the Australian Federal Election, according to the Australian Consulate-General in Hong Kong, with just two days of voting left until the close of the polls tomorrow. The Hong Kong Polling Center will remain open today, the Hong Kong SAR Establishment Day public holiday, from 9 a.m. until 5 p.m., and additionally tomorrow from 8 a.m. to 6 p.m. The two SARs jointly represent the second largest group of overseas Australian voters. As such, Australia Plus TV will be broadcasting the election race unfolding live from 4 p.m. tomorrow.

## Seven injured in 2nd bridge crash

Seven people were injured yesterday after a taxi collided head-on with a bus on the Governador Nobre de Carvalho Bridge, the second such incident in two weeks. The accident occurred in the afternoon when a taxi, heading toward Macau, changed lanes into the path of a bus bound for Taipa. Seven people have been hurt, including two bus passengers, an elderly woman and a child that sustained minor injuries. All four taxi passengers involved in the crash were injured with one, a mainland Chinese woman, now in a coma at the hospital. The bus driver has passed a breathalyzer test, according to TDM, while the test of the taxi driver is yet to be known.

## Q&A PROFESSOR BRIAN TO

# 'Employee autonomy is only found in five-star properties'

Daniel Beitler

**P**ROFESSOR Brian To is a strategist, consultant and educator on matters of strategy, leadership, business and change management, among other topics. Currently affiliated with 10 different higher education institutions, he also consults with Asian governments, militaries, large corporations and wealthy individuals and families.

On Wednesday he conducted a seminar on strategic leadership for around 25 delegates at Banyan Tree Macau, presented by Inside Asian Gaming. To instructed delegates of the importance of great leaders and the shortage of them worldwide.

"Every year 19 percent of the Fortune 500 [corporation's] leaders change," he said. "If you are a leader... and a terrific one, then you are worth billions!"

Macau Daily Times sat down with To in order to understand Macau's specific leadership challenges, and what overcoming them might mean to the MSAR.

### Macau Daily Time (MDT) - What makes a good leader versus a good manager?

**Brian To (BT)** - It's not management versus leadership. You need to have management in a formal, traditional sense, but you also need to have leadership. Most of the research talks about the differences between the two and that you should try to encourage managers to become leaders. But I don't believe that. I believe you need to have both management and leadership skills.

### MDT - What is your view of the state of Macau's leadership and the focus on developing local leadership opportunities?

**BT** - That's the only solution [to improving Macau's leadership]. There are many reasons why [this is the case]; one is



culture and language, another is that it represents a departure from dependency on foreign talent. Whether or not the government will actually inspire the local community to go beyond the obvious is one thing, but actually the most important thing is that they have leadership coaching beyond an academic foundation.

### MDT - Are there factors specific to Macau that might hinder the development of leadership?

**BT** - There is no doubt in my mind that Macau still has a very provincial attitude toward hospitality. Not gaming, because Macau has leadership in gaming, but in hospitality and customer service.

Quite often [in Macau] the leadership might be foreign - that's questionable because not all foreigners are experts, right? However, the Chinese community recognizes talent. If you

have leadership skills [as a foreigner] they will respect you, but if you have a colonial attitude, you will not be forgiven. They are not forgiving of that. Those that come with an open heart and an open mind and have receptivity to appreciate a culture, they will do very well here. Many companies here are trying to transition [themselves] by implementing Western leadership practices, so you have that [cultural] collision, and the local community are trying to make sense of that.

### MDT - What about micro-management in Macau? Is that a problem?

**BT** - By nature, in gaming there are standards of conduct and processes and policies that give the appearance of micromanagement but are not actually micromanagement.

In hospitality, it's the opposite. You have a lot of micromanagement and you have a lot of

command and control, which doesn't lend itself to developing communities of employees who feel empowered. In hospitality, the in-the-moment service you provide to the customer has to be now; not six hours from now after you check with three levels of supervisors.

That kind of autonomy and license that we give employees to make on-the-spot decisions is typically only found in five-star properties. The Ritz-Carlton [brand] is a good example, as is the Four Seasons, where employees have the autonomy to fix problems right on the spot, in front of the customer. The wow-factor [there] is very high, but the wow-factor here is very low. And you see that in all of the ratings and reviews.

### MDT - What are the prospects for the government's plan to diversify away from gaming?

**BT** - At the moment, Macau is really not moving fast enough [in the development of niche tourism offerings], especially when you look at the other tourism opportunities that are developing in the region. Macau is dragging its heels and staying reliant on gaming.

The diversification is going to take a while, but what can you do in the meantime? You can take steps in improving customer service and customer relations so that we can build on emotional investment, not just in gaming, but also in tourism. What Macau needs is a real strategy to re-brand itself. The government needs to consider its strategy and vision and how it wants to be seen around the world. There are other examples of where this has been successful, such as South Korea or Taiwan. Given the very many opportunities here, I am sure that Macau will emerge as the hospitality capital of the world - not just Southeast Asia.

## Gaming employees oppose smoking lounges

**F**IVE representatives of the Association of Gaming Professionals (AGP) yesterday delivered a letter to the Legislative Assembly (AL) voicing their concerns over the availability of smoking lounges in Macau's casinos.

The letter was addressed in particular to Ho Iat Seong, the chairman of the AL.

At the end of May, the Second Standing Committee of the AL revealed that seven

of its nine members supported the continuation of smoking lounges in casinos. The committee claimed that the rooms could be arranged if the casinos can guarantee that the smoke will not spread to other areas.

AGP president Cloee Chao told the Times that the association members are aware that the issue has been forwarded to the AL for further discussion.

"We hope he - Ho Iat Seong - knows about our opinions," said Chao.

In the letter, the AGP writes that "it is unacceptable to us, the casino employees to allow the existence of smoking lounges in the casinos... we come to work, not to sell our [lives]."

According to AGP vice president Lei Man Chao, the association currently has around 60 members. **Staff reporter**





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## REAL ESTATE MATTERS

## The biggest property investment mistakes

## Mistakes to avoid if you buy property – Part 4

Juliet Risdon is a Director of JML Property and a property investor.

Having established the company in 1994, JML Property offers Investment Property & Homes. It specializes in managing properties for owners and investors, and providing attractive and comfortable homes for tenants.



JULIET RISDON

www.JMLProperty.com  
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There are two articles left in this series on common property investment failure, and over this week and next we cover the final eight most common and costly mistakes.

#### 8. Gambling with the investment

Buying an investment should never be a gamble. If the fundamentals are correct, no matter what the market does you should be able to make some money.

High end property tends to fall into the 'gamble' category. It's fine all the time the economy is strong, but when there is a downturn high end properties can sit empty and remain unsold for long periods.

When this happens, there is usually only one solution. Price reduction.

In addition, there are many other considerations for luxury property. For example, and beautiful sea view can be blocked by new construction.

From an investment perspective, it makes more financial sense to purchase low to middle end properties that are easily affordable to the average market segments.

#### 7. The wrong financial structure

The two big mistakes on financing

that people make are over-borrowing and under-borrowing.

Debt that can be paid comfortably by the home buyer or covered by rental payments is good debt. If you have borrowed 50% of the property price from the bank, when the property goes up in value by 10%, you actually make a profit of 20% on the money that you invested.

Over-borrowing is the biggest mistake. If you have a debt you cannot re-pay, the bank will seize the property and re-sell it. Under borrowing is not quite as serious in the short term, but having a property without any loan will hurt your long term wealth.

As a general guide, a loan of between 40% - 70% of the property value would be considered normal.

#### 6. Mis-treating a tenant

It is extremely important to be as clear as possible with tenants.

Many investment property owners ignore tenant requests, are slow to react to problems and fail to return security deposits in a timely fashion. This creates a very bad reputation for the owner and the property that you will have great difficulty recovering from.

If you can provide the guidelines for the tenant from the start, you will have fewer headaches and

happier tenants. The property will remain tenanted, and your vacancy periods will go down. It's a classic case of the 'golden rule' ... treat others as you would like to be treated.

This is usually the part that owners hate to get involved with and many owners opt for a management company to handle these tenancy issues. More about that later.

#### 5. Failing to run tenant background checks

A bad tenant will make your life a nightmare.

There are tenants who could not care less about the legally binding contract they have signed. They pay their rent late, they fail to look after the property and report issues, and they leave the property overnight taking with them a good deal of the furnishings.

They hold late night parties and upset the neighbors, building managers and local neighborhood. They break items in the property, and generally put the value of your investment at risk.

Running background checks on tenants is imperative. You can nearly always avoid a bad tenant with a few careful checks, but spotting the less obvious offenders is more a matter of experience.

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MEDIA

**N**ETFLIX plans to expand its Asian offerings to subscribers around the world by tapping more creators in the region, including "Snowpiercer" director Bong Joon-ho, its chief said yesterday.

CEO Reed Hastings said the U.S. streaming service company is looking at many projects throughout Asia, including original series by Asian creators, following its investment in the South Korean filmmaker's new movie "Okja."

Hastings did not elaborate. He said more details will be announced later this year.

"Okja" is Netflix's first investment in a Korean film project. The latest work by Bong currently being filmed at a remote village in eastern Korea is slated for launch next year on Netflix.

Bong is one of the best known South Korean directors. His works "Snowpiercer," "Mother" and "The Host" gave him critical acclaim and commercial success. Local media reported that Netflix invested USD50 million, among the largest amounts in the South Korean movie industry.

Netflix's growing focus on Asian content comes after its

# Netflix to boost original series, films in and from Asia



Reed Hastings (left), CEO of Netflix, poses with Ted Sarandos, Chief Content Officer of Netflix, during a press conference in Seoul

business in the region suffered some setbacks this year. In January, it launched its service in 130 more countries as part of its efforts to boost international subscribers to offset slowing growth in the U.S.

In the same month, Indone-

sian state telecommunications company PT Telekomunikasi Indonesia blocked the internet video service because it lacked a permit to operate in the Southeast Asian country.

In South Korea, Netflix struggled to add subscribers amid

competition from existing streaming services and its dearth of local shows. Netflix officials said some original shows for Korean audiences are in the pipeline, and that it had spent the first few months learning the preferences of local viewers.

The service is available in 190 countries to 81.5 million subscribers but not in China, the biggest market for South Korean TV series and films.

Netflix is aware that its absence in China may be a let-down for local creators.

"China is part of a very important business model for K-drama, sometimes realizing even more revenues for the K-drama in China than realizing in Korea today," Ted Sarandos, Netflix's chief content officer, said, referring to Korean drama series. "We continue to look at China as an opportunity, but it's a very complicated one."

While its service in China is

yet to be available, it is spending more to deliver Korean drama series elsewhere in the world. The company bought rights to distribute "The Descendants of the Sun" in the U.S., Canada and Latin America, which will launch on Netflix this summer.

The Korean drama series about a romance between a surgeon and an army officer in a war-torn country was a blockbuster hit this spring in China, where it was launched simultaneously with South Korea. The move is part of efforts to increase subscribers overseas.

The company's global expansion will likely bring more diversity to Hollywood and TV screens in the U.S.

Netflix officials believe that it is doing a much better job than Hollywood where the racial diversity issues, from casting white actors for Asian roles and the lack of diversity at the Oscars, have generated scandals. AP

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Luke Kawa

ANALYSIS

# How Brexit makes yuan a crucial thing for markets to watch

FOR markets, Brexit is not just a story of European disintegration.

The financial market stresses that could emanate from the results of the U.K. referendum bear a close resemblance to what investors were worried about in the summer of 2015 and the start of 2016: the potentially unwelcome tightening in financial conditions in Asian countries. Many in the Far East, including China, operate under managed exchange rate regimes that have historically tended to rise along with the U.S. dollar when investors seek refuge in safe havens.

These managed exchange rates have imported the greenback's strength since the middle of 2014 as the Federal Reserve seemed poised to meaningfully diverge from the easing extravaganza of other major central banks. This development, all else equal, is a net negative for production in the domestic economies of managed exchange-rate regimes, as it encourages imports and makes exported goods less competitive.

And when the world seems to be falling apart, as was the case in the immediate aftermath of the referendum, investors tend to rush for the safety of U.S.



dollar and other haven assets.

Chinese policy makers aimed to get off this ride in August with a devaluation of the yuan, which sparked a massive sell-off in global equities. Worries about an abrupt end to the growth miracle of the world's second-largest economy similarly rattled investors at the

start of the year.

But the bout of U.S. dollar strength in the wake of Brexit, should it continue, might mean the August devaluation of China's currency is not a one-time event.

During an interview with BloombergTV, George Mason University Professor David

Beckworth indicated that that fallout from Brexit could spread east, as a rally in the greenback "puts a choke" on economies that operate with managed exchange rates. Either these economies import more U.S. dollar strength, or they add to the burden of borrowers under the parallel dollar system (or, some combination of the two).

There's "about USD10 trillion dollars of loans and securities that have arisen outside the U.S.," Beckworth said. "A stronger dollar makes that debt more unbearable and there's no recourse for them; they can't run to the federal government and they can't run to the Fed."

The success that Chinese corporates appear to have had in hedging their U.S. dollar-denominated debt as well as Beijing's move to reference the yuan to a basket of currencies suggest a tolerance to let the yuan fall relative to the U.S. dollar, and indicate fewer wor-

ries about the ill effects that may stem from such a decline.

But indeed, in the wake of Brexit, the value of the yuan has declined relative to the greenback — though the magnitude of this move fails to measure up to what was seen in August. Moreover, measures of USDCNY's implied volatility over the next month, six months, and year remain relatively subdued, suggesting the market is not pricing in a meaningful departure from the current policy of managed depreciation:

"China for now is doing these minor tweaks because a major devaluation [or expectations of it] would spark a massive capital outflow and financial panic," writes Beckworth. "It would be similar to what we saw last August. I think a major devaluation is in order and I worry that Brexit uncertainty could be the catalyst that pushes the dollar high enough to cause the major devaluation." **Bloomberg**

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SOUTH CHINA SEA

## Sensitive Philippine comments on sea feud aired partly on TV

**T**HE new Philippine foreign secretary has made sensitive remarks about territorial disputes in the South China Sea that were broadcast live by the state-run TV network before it abruptly cut away from its coverage of the new president's first Cabinet meeting.

Foreign Secretary Perfecto Yasay's remarks during the meeting between President Rodrigo Duterte and his Cabinet touched on how the government should respond to a much-anticipated international arbitration ruling on July 12.

Yasay spoke about his opposition to an apparent wish by foreign governments for Manila to issue a stronger statement on the territorial dispute if the tribunal rules favorably. It wasn't clear if he knew his remarks were being televised.

The Philippines challenged the validity of China's vast territorial claims in the 2013 case it filed against Beijing.

COURTS

# Two police officers charged over man's death

**B**EIJING prosecutors said they have arrested two police officers on charges of negligence nearly two months after a man's death in their custody sparked nationwide concern over police abuse.

The prosecutor's office said yesterday that an autopsy revealed the man, Lei Yang, died of suffocation, with symptoms consistent with the contents of one's stomach entering the respiratory system. The conclusion contradicted earlier police suggestions that Lei, 29, died of a heart attack.

The prosecutors said police acted improperly in detaining Lei, who was interrogated on suspicion of visiting prostitutes in the capital's suburban Changping district on May 7.

They said police also hampered the investigation of Lei's death, but did not elab-



Armed Chinese paramilitary policemen stand guard near a city map in Beijing

orate.

Chen Youxi, lawyer for Lei's family, said the report showed Lei died from external forces.

"A crucial point has been solved, and that's whether the death was caused by out-

side forces or pathological reasons," Chen said. "Only some outside force could cause the food content from his stomach to be in his respiratory system and lead to suffocation."

Chen said in a statement

that police had fabricated and hidden evidence and misled public opinion.

He said the report by prosecutors was a promising sign that justice would be upheld.

Shortly after Lei's death, police released a statement saying he had refused to cooperate and was forcibly taken into a vehicle, but still put up a fierce fight. It said Lei then had a heart attack and was rushed to a hospital where he was declared dead, according to media reports.

Lei's family questioned the police account, while police tried to divert public attention to Lei's morals.

Long wary of police abuse, members of the public demanded a thorough investigation.

In a sign of the case's significance, high-profile lawyers, including Chen, were hired to represent Lei's family and the police officers. **AP**

AD



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## PHILIPPINES

# Hope and fear as combative president takes office

Jim Gomez & Teresa Cerrojano, Manila

**R**ODRIGO Duterte was sworn yesterday as president of the Philippines, with many hoping his maverick style will energize the country but others fearing he could undercut one of Asia's liveliest democracies amid his threats to kill criminals en masse.

The 71-year-old former prosecutor and longtime mayor of southern Davao city won a resounding victory in May's elections in his first foray into national politics. He has described himself as the country's first leftist president and declared his foreign policy would not be dependent on the United States, a longtime treaty ally.

The frugal noontime ceremony at Malacanang, the Spanish colonial era presidential palace by Manila's murky Pasig River, was a break from tradition sought by Duterte to press the need for austerity amid the country's pestering poverty. In the past, the oath-taking had mostly been held at a grandstand in a historic park by Mani-



New Philippine President Rodrigo Duterte (left), takes his oath before Philippine Supreme Court Associate Justice Bienvenido Reyes during inauguration ceremony in Malacanang Palace

la Bay, followed by a grand reception.

Vice President Leni Robredo, a human rights lawyer who comes from a rival political party, was sworn in earlier in a separate ceremony in her office compound. Vice presidents are separately elected in the Philippines, and in a sign of Duterte's go-it-alone style, he has not met her since the May 9 vote.

Duterte, who began a six-year term, captured attention with promises to cleanse his poor Southeast Asian nation of criminals and government crooks within six months — an audacious pledge that was welcomed by many crime-weary Filipinos but alarmed human rights watchdogs and the dominant Roman Catholic Church.

Duterte's inauguration address, before a crowd of more than 600 relatives, officials and diplomats, was markedly bereft

of the profanities, sex jokes and curses that became a trademark of his campaign speeches. There were no menacing death threats against criminals, but he pressed the urgency of battling crime and graft, promised to stay within the bounds of the law and appealed to Congress and the Commission on Human Rights "to mind your work and I will mind mine."

"There are those who do not approve of my methods of fighting criminality, the sale and use of illegal drugs and corruption. They say that my methods are unorthodox and verge on the illegal," Duterte said.

He added: "The fight will be relentless and it will be sustained."

"As a lawyer and a former prosecutor, I know the limits of the power and authority of the president. I know what is legal

and what is not. My adherence to the due process and the rule of law is uncompromising," he said to a loud applause.

Shortly after Duterte's election win, police launched an anti-drug crackdown under his name, leaving dozens of mostly poor drug-dealing suspects dead in gunfights or in mysterious circumstances. The killings provided a fearsome backdrop to Duterte's rise.

After his resounding victory, he promised to mellow down on the vulgarity and promised Filipinos will witness a "metamorphosis" once he becomes president. Days before his swearing in, however, he was still warning "If you destroy my country, I will kill you," in a speech this week.

In a country long ruled by wealthy political clans, Duterte rose from middle-class roots. His brash style has been likened to that of presumptive U.S. Republican presidential nominee Donald Trump, although he detests the comparison and says the American billionaire is a bigot and he's not.

Duterte is also the first president to come from the country's volatile south, scene of a decades-long separatist insurgency by minority Muslims. He has said he would direct security forces to refocus on fighting Muslim and Maoist insurgents — a reversal from his predecessor, Benigno Aquino III, who shifted the military to take charge of territorial defense while police handle the insurgencies.

Duterte has suggested he will keep the U.S. at arm's length and has shown readiness to mend frosty ties with China. Those potential shifts have raised the specter of another difficult phase in more than a century of a love-hate relationship between the Philippines and its former American colonizer.

A senior Philippine diplomat said American and Australian officials are curious how the new president will handle relations with their governments, which have enjoyed strong ties with Aquino, who bolstered security relations as a way to counter China's assertiveness in disputed South China Sea territories. **AP**

**I know what is legal and what is not. My adherence to the due process and the rule of law is uncompromising.**

RODRIGO DUTERTE  
PRESIDENT, PHILIPPINES

## MONGOLIA

# Ruling party defeated in parliament elections

**T**HE opposition Mongolian People's Party (MPP) has won a decisive victory in parliamentary elections in the landlocked nation where a fall in commodity prices has sent the economy into a sharp decline.

The head of the national election commission said yesterday that the MPP won 65 out of 76 seats in the national legislature, formally known as the State Grand Khural. The ruling Democratic Party won just nine seats while independents and smaller parties won two seats.

The MPP is the former communist party that ruled Mongolia for 70 years before the country's transition to democracy and a free market economy



a man stands near a building with billboards for candidates from the Mongolian People's Party (MPP), left, and Democratic Party (DP), right, in the Songinokhairkhand district of Ulaanbaatar

after the collapse of the former Soviet Union.

Under Mongolian law, the majority party in parliament forms a new government and appoints the prime minister and speaker of the legislature.

"The Mongolian people

have put their trust in the MPP," party chairman Enkhbold Miegombo said in a speech early Thursday. "We understand there is a huge responsibility behind this trust. We will work hard to improve the current

economic situation and falling reputation of Mongolia in the international arena," he said.

Enkhbold Zandaakhuu, speaker of the parliament and head of the Democratic Party, accepted the result, saying "the Mongolian people have made their choice. We will respect this choice."

It was the seventh parliamentary election since the country peacefully transitioned to democracy in 1990, and the result puts the MPP in a prime position to retake the presidency in a vote next year.

Rising unemployment, billions of dollars in government debt and disillusionment with the political system were considered major factors

in the election in the nation of just 3 million sandwiched between China and Russia.

Mongolia's mining- and animal herding-dependent economy has been dragged down by weak domestic demand and a sharp decline in exports, impoverishing thousands of former herders who had moved to its few cities looking for jobs.

Economic growth has slipped from 17.5 percent in 2011 to just 2.3 percent last year, leaving one-fifth of the population in poverty. Amid declining demand for coal, copper and other mineral resources that make up 94 percent of Mongolia's exports, growth is forecast to fall below 1 percent this year. Foreign

loans begin coming due next year, posing another potential crisis.

With the decline in resource prices, foreign investment has slowed to a trickle, although mining giant Rio Tinto in May announced the launch of the next stage of a multibillion-dollar gold and copper mine.

Mongolia's lively democratic system is a rarity in a region characterized by one-party states and authoritarian leaders, although its integrity was questioned after the ruling party recently offered citizens 300,000 tugriks (USD155) each to buy back 30 percent of their promised shares in the state-owned coal mine, leading to accusations of vote buying. **AP**





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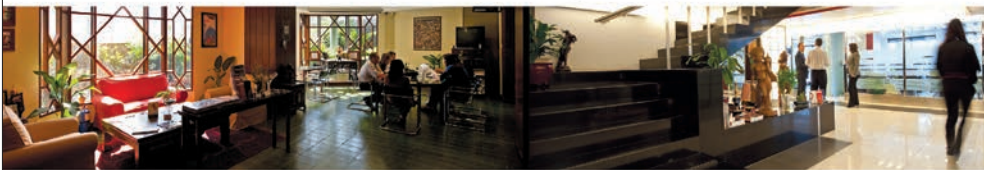
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Dominique Soguel & Suzan Fraser, Istanbul

TURKEY

# Authorities identify suicide bombers; death toll 43

**T**HE three suicide bombers who attacked Istanbul airport were a Russian, an Uzbek and a Kyrgyz, a senior Turkish official said yesterday, hours after police carried out sweeping raids across the city looking for Islamic State suspects. This week's gunfire and suicide bombing attack at Ataturk Airport killed 43 people and wounded more than 230 others.

The day opened with police conducting raids on 16 locations in Istanbul, rounding up 13 people suspected of having links to the Islamic State group, the most likely perpetrator of the attack at one of the world's busiest airports. The manhunt spanned three neighbourhoods on the city's Asian and European sides.

The official, who spoke on condition of anonymity in line with government regulations, did not name the attackers.

"A medical team is working around the clock to conclude the identification process," the official told journalists, noting that extensive soft-tissue damage had complicated efforts to identify the attackers. The official could not confirm Turkish media reports that the Russian national was from the restive Dagestan region.

From the start, Turkish authorities have said all information suggests the attack was the work of IS, which this week boasted to have cells in Turkey, among other countries.

There was no immediate claim of responsibility by the militant group, which used Turkey as a crossing point to establish itself in neighboring Syria and Iraq. The group has repeatedly threa-



Mourners carry the coffin of Muhammed Eymen Demirci, killed Tuesday at the blasts in Istanbul's Ataturk airport, during the funeral in Istanbul's Basaksehir neighbourhood

tened Turkey in its propaganda publications.

Interior Minister Efkân Ala said 43 people were killed in the attack, including 19 foreign nationals. Of those who were wounded, 94 remained in hospital, the Istanbul Governor's office reported.

Unconfirmed details of the attack continued to emerge on Turkish media.

The private Dogan news agency said the Russian attacker had entered the country one month ago and left his passport in a house the men had rented in the neighborhood of Fatih.

The Karsi newspaper, quoting

police sources, said the trio was part of a seven-person cell who entered Turkey on May 25. The assailants raised the suspicion of airport security on the day of the attack because they showed up in winter jackets on a summer day, several media reported.

The Dogan news agency broadcast footage of the Istanbul police raids. It showed a special forces police team entering a building carrying what appeared to be a steel shield to protect from possible counterattack during the raid.

In separate large-scale police operations, nine suspects believed to be linked to the IS group

were also detained in the coastal city of Izmir. It was not clear if the suspects had any links to the carnage at the airport.

The Izmir raids unfolded simultaneously in the neighborhoods of Konak, Bucak, Karabaglar and Bornova, according to Anadolu Agency. Police seized three hunting rifles and documents relating to IS.

The report said the suspects were in contact with IS militants in Syria and were engaged in "activities that were in line with the organization's aims and interests," including providing financial sources, recruits and logistical support.

■ One of the two militants was wanted by Turkey on suspicion that he would carry out suicide attacks in the capital Ankara

Days before the Istanbul attack, on June 25, security forces killed two suspected Islamic State militants who were trying to cross the border illegally and ignored orders from security forces to stop, according to local media reports.

One of the two militants was wanted by Turkey on suspicion that he would carry out suicide attacks in the capital Ankara or in the southern city of Adana, Anadolu said.

Turkey shares long, porous borders with both Syria and Iraq, where IS controls large pockets of territory. The government has blamed IS for several major bombings over the past year, including in the capital Ankara, and on tourists in Istanbul. **AP**

USA ELECTIONS

# Trump gets rock-bottom ratings in international survey

Matthew Pennington, Washington

**A** new multi-nation survey finds that confidence in Donald Trump's ability to manage foreign policy should he become U.S. president is rock-bottom in a host of countries in Europe and Asia.

In seven of 15 countries outside of the U.S. polled by Pew Research Center, Trump's ratings are in the single digits. Large majorities in 11 of the countries have little or no confidence in the prospective Republican presidential nominee ability to manage international affairs. That includes 92 percent

of Swedes, 89 percent of Germans and 82 percent of Japanese.

He polls best in China, where there is a split between 40 percent who have no confidence in Trump and 39 percent who do not offer an opinion. Trump, who has advocated trade protectionism and temporarily banning Muslims from entering the United States, records his highest ratings in Europe among supporters of political parties that are anti-immigration or oppose European integration. But even among those poll respondents, his confidence ratings remains be-

low one-third.

The survey, which examines international attitudes toward the U.S., gauged opinions from 20,132 people in Canada, the U.S., 10 nations in Europe and four in the Asia-Pacific between April 4 and May 29.

Hillary Clinton fares much better. A median of 59 percent in Europe have confidence in the Democratic contender — compared with just 9 percent for Trump. She also gets positive marks in Canada, Australia and Japan, although views are mixed in China, where 37 percent say they have confidence in Clinton and

35 percent say they do not.

Pew said that in many of the countries where polling trends were available, views of former secretary of state have improved significantly since 2008 when she was running for the Democratic nomination against Barack Obama. She shows double-digit increases in Japan, Britain, Germany and China.

But her ratings today are still lower than Obama's. In all countries surveyed other than Greece, half or more of those polled express confidence in the U.S. president. That includes more than 80



Republican presidential candidate Donald Trump speaks during a campaign stop

percent in Sweden, the Netherlands, Germany, France and Australia.

The survey found that the standing of the United States as the world's leading economic power has recovered since the 2008 global financial crisis. As China's once-astronomical growth rates have slowed, the percentage of Europeans naming China as the leading economic power have declined.

China's favorability ra-

tings have also declined since last year in six of the 11 nations where trends are available, Pew said.

The countries surveyed were Canada, the U.S., Sweden, Germany, Netherlands, France, Britain, Spain, Greece, Italy, Poland, Hungary, Australia, Japan, China and India. The margin of error varies among the countries, but ranges between 3.2 and 4.7 percentage points. **AP**



## TV canal macau



## FRIDAY

13:30	News (RTPi) Delayed Broadcast
16:20	UEFA EURO 2016: Quarter Finals: Poland - Portugal (Repeated)
18:10	Helena's Shadow (Repeated)
19:00	TDM Talk Show (Repeated)
19:30	Soap Opera
20:10	Sports
20:30	Main News, Financial & Weather Report
21:00	Documentary Serie
22:10	Helena's Shadow
23:00	TDM News
23:30	Portuguese Movie
01:30	Sports (Repeated)
01:50	Documentaries
02:50	UEFA EURO 2016: Quarter Finals: Wales - Belgium (Live)

## SATURDAY

10:30	Young Children
11:00	Animation
11:25	Young Adult
12:00	Documentary Series
13:00	TDM News (Repeat)
13:30	News (RTPi) Delayed Broadcast
14:40	UEFA EURO 2016: Quarter Finals: Wales - Belgium (Repeated)
16:30	Soap Opera
17:00	Documentary Serie
18:15	Contest
19:20	Wild Life
20:10	Sports
20:30	Main News, Financial & Weather Report
21:00	Drama
22:00	Revenge S.3
22:45	Non-Daily Portuguese News
23:00	TDM News
23:30	Brother's & Sister's S.5
00:50	Sports (Repeated)
02:50	UEFA EURO 2016 - Quarter Finals: Germany - Italy (Live)

## SUNDAY

10:30	Young Children
11:30	Zig Zag
13:00	TDM News (Repeat)
13:30	News (RTPi) Delayed Broadcast
14:30	Wild Life (Repeated)
15:30	UEFA EURO 2016 - Quarter Finals: Germany - Italy (Repeated)
18:45	Non-Daily Portuguese News
19:10	Comedy
19:55	Ui Di Sabroso S.1
20:10	Sports
20:30	Main News, Financial & Weather Report
21:00	Contraponto
22:00	Documentaries
23:00	TDM News
00:15	Main News, Financial & Weather Report
00:45	Sports (Repeated)
02:50	UEFA EURO 2016 - Quarter Finals: France - Iceland (Live)

## offbeat

## US: MAN SAVED FROM BLAZE BY SON'S CACKLING CHICKENS

A Pennsylvania fire chief says some cackling chickens turned out to be cock-a-doodle-do-gooders.

Creekside Fire Chief Pete Yacovone says David Wells escaped from his burning Indiana County home at around 3:30 a.m. Wednesday after his son was awakened by his chickens. The chief says the chickens might have been startled by the fire.

The son lives across the street and quickly ran to his dad's house to wake him up.

Yacovone says the chickens made "good smoke detectors." He says if Wells' son "hadn't come and got him, we would've been fishing a body out of there."

Wells lives in rural Washington Township, about 50 miles northeast of Pittsburgh.

The chief says Wells' house is still standing but not livable. The fire was apparently caused by an electrical problem.

## cinema



## CINETEATRO

30 JUN - 07 JUL



## THE SECRET LIFE OF PETS

ROOM 1

(2D) 2.15, 4.00, 7.30 pm

(3D) 5.45 pm

Director: Chris Renaud, Yarrow Cheney

Language: Cantonese (Cantonese/ English)

Duration: 90min

## ALICE THROUGH THE LOOKING GLASS

ROOM 1

9.30 pm

Director: James Bobin

Starring: Mia Wasikowska, Johnny Depp,

Helena Bonham Carter

Language: English (Cantonese)

Duration: 113min



## INDEPENDENCE DAY: RESURGENCE

ROOM 2

(2D) 2.30, 4.45, 9.30 pm

(3D) 7.15 pm

Director: Roland Emmerich

Starring: Liam Hemsworth, Jeff Goldblum,

Bill Pullman

Language: English (Cantonese)

Duration: 120min



## THE LEGEND OF TARZAN

ROOM 3

(2D) 2.30, 4.30, 9.30 pm

(3D) 7.30 pm

Director: Roland Emmerich

Starring: Alexander Skarsgård, Rory J. Saper,

Christian Stevens

Language: English (Cantonese)

Duration: 109min

## MACAU TOWER

23 JUN - 07 JUL

## INDEPENDENCE DAY: RESURGENCE

2.30, 4.30, 7.30, 9.30 pm

Director: Roland Emmerich

Starring: Liam Hemsworth, Jeff Goldblum,

Bill Pullman

Language: English (Cantonese)

Duration: 120min

## this day in history



## 1997 HONG KONG HANDED OVER TO CHINESE CONTROL

Hong Kong has been handed back to the Chinese authorities - ending more than 150 years of British control.

The British flag was lowered over Government House - home to the last Governor Chris Patten for the past five years - at midnight last night.

The flag was presented to Mr Patten who was then driven off in his official Rolls Royce, before the car was handed over to Tung Chee-hwa, the territory's Chief Executive.

In his farewell speech, Mr Patten said: "The story of this great city is about the years before this night and the years of success that will surely follow it."

Britain has controlled Hong Kong island since 1842 - apart from a brief period during World War II when the Japanese took over.

A huge fireworks display lit up Victoria Harbour at 2000 local time. One hour later, 4,000 guests sat down to a banquet in the Convention Centre on the harbour front, while 509 Chinese troops crossed the land border into Hong Kong.

Among the guests for the final handover ceremony at the Convention Centre were Prince Charles, Prime Minister Tony Blair, Foreign Secretary Robin Cook and Chris Patten. Chinese dignitaries included President Jiang Zemin, Premier Li Peng, Foreign Minister Qian Qichen and military leader General Zhang Wannian.

In Beijing the ceremony was watched on giant screens erected in Tiananmen Square.

At the stroke of midnight, the red digits of the countdown clock turned to zero and the handpicked crowd roared its approval.

Shortly afterwards, Prince Charles and Mr Patten boarded the Royal Yacht Britannia and waved a final farewell to the strains of Rule Britannia and Land of Hope and Glory.

Just half an hour after the handover, there was a demonstration by the Hong Kong Democratic Party outside the Legislative Council building - but it did not delay the inauguration of the new Special Administrative Region government.

Tung Chee-hwa was sworn in as Hong Kong's new leader.

"This is a momentous and historic day ... Hong Kong and China are whole again," said Mr Tung.

But he promised, "We value this empowerment and we will exercise our powers prudently and responsibly."

Courtesy BBC News

## IN CONTEXT

**Discussions** between Britain and China on the future of Hong Kong began in 1982.

After 22 rounds of formal talks, Prime Minister Margaret Thatcher and her Chinese counterpart, Zhao Ziyang, signed the Joint Declaration in 1984.

In 1992, Chris Patten was sworn in as the last governor of Hong Kong with a remit to prepare for the colony's democratic future under Chinese rule.

Democratic elections were held in 1995 for the new Legislative Council.

Proposals to introduce controversial new security laws in 2002 galvanised public opinion to a degree not seen since the handover.



YOUR STARS

Aries Mar. 21-Apr. 19 Well, you certainly put in your dues, and you have every right to expect some payback in the coming one. But unfortunately karma doesn't work that fast. Come up with a more realistic game plan.

Taurus April 20-May 20 You're ready to take the plunge. The timing is just right, even if it is artificial. Take advantage of your amazing energy to jump off the high dive.

Gemini May 21-Jun. 21 Why waste time feeling frustrated? Why stop with dreaming about change? This is one of those days when you feel empowered to actually follow through -- or at least pledge to. Get creative.

Cancer Jun. 22-Jul. 22 Don't pay attention to anything with details involved. Stick to generalizations instead, especially about what you do or don't want in the future. And when deciding that, listen to your intuition.

Leo Jul. 23-Aug. 22 After waiting for a project to end, you may find yourself reacting emotionally to it all. Are you really sad to see it go or just crying with relief? Either way, look toward the future.

Virgo Aug. 23-Sept. 22 Go ahead, move at a snail's pace. Not a lot will get done today, and for good reason. Unless you're in charge of party hats and hors d'oeuvres, enjoy being off the hook.

Libra Sep.23-Oct. 22 You can celebrate the end of a project with a bang, or you can sit back and count your smallest blessings. But however you choose to spend your time, you can count on your regular routine being nonexistent.

Scorpio Oct. 23 - Nov. 21 Use your imagination. Think about how you can make your wildest ambitions realities. If you want them to be made manifest, start tonight, with just an inkling of what could be. Then watch the possibilities grow.

Sagittarius Nov. 22-Dec. 21 Not sure what to make of a past experience? Listen to others reminisce. You could make sense of your own recent past by learning how others make sense of theirs. Then apply it to your own life.

Capricorn Dec. 22-Jan. 19 Your compassionate side may be drawn out, and not a moment too soon. Or too late? Whichever it is, the bigger your donation, the smaller your tax bill.

Aquarius Jan. 20-Feb. 18 Don't just write a simple list of resolutions. You need to go deeper than that. In fact, your entire value system could use a thorough evaluation. Make that your promise for the evening.

Pisces Feb.19-Mar. 20 A new project might not give you the opportunity to transform yourself, but it does give you an excuse to try. Put as much effort into it as you can.

THE BORN LOSER by Chip Sansom



SUDOKU

Easy

9x9 grid for Easy Sudoku puzzle.

Easy+

9x9 grid for Easy+ Sudoku puzzle.

Medium

9x9 grid for Medium Sudoku puzzle.

Hard

9x9 grid for Hard Sudoku puzzle.

WEATHER

Weather forecast table with columns for MIN, MAX, and CONDITION for various cities in CHINA and WORLD.

CROSSWORDS

ACROSS: 1- Campaign tactic; 6- Type of machine found in Las Vegas; 10- Pessimist's word; 14- Ancient region on the Aegean; 15- Pleasing; 16- Burn balm; 17- Affairs of honor; 18- Dept. of Labor division; 19- Capital city of Peru; 20- Stray; 21- Aimless; 24- Coat a metal by electrolysis; 26- Plummet; 27- Black cuckoo; 28- Crucifix; 30- Rubber gasket; 33- From head; 34- Make lace; 37- Ad word; 38- Seductively beautiful woman; 39- Write software; 40- Moray; 41- Leg joints; 42- Wash lightly; 43- Singes; 44- Actress Zadora; 45- Out, in bed; 48- Place in a bank account; 52- Make indifferent; 55- Actor Vigoda; 56- Impasse; 57- Sewing machine inventor; 58- Hawaiian state birds; 60- Pro (proportionally); 61- Put a lid; 62- Really bother; 63- Loch monster; 64- License plates; 65- Pulitzer category; DOWN: 1- Cassette half; 2- Feel grief; 3- January, in Juárez; 4- Afflict; 5- Grating; 6- Night noise; 7- Speech issue; 8- Cuatro doubled; 9- Chef's measure; 10- Hardened part of the skin; 11- Extra-terrestrial being; 12- Chinese menu phrase; 13- Tantalize; 22- Israeli submachine gun; 23- Anything; 25- Hamlet, for one; 28- Apple centers; 29- AAA suggestions; 30- Sugary suffix; 31- Dawn Chong; 32- Unwell; 33- Wedding cake feature; 34- Heavy weight; 35- Magazine fillers; 36- Golf prop; 38- Photograph; 39- Later!; 41- Sharp; 42- Matured; 43- Perceived to be; 44- Dispenser candy; 45- I don't give; 46- Stiff bristles; 47- Atty.-to-be exams; 48- Eats to a plan; 49- Vixen's master; 50- Girder; 51- Seed covering; 53- Hebrides island; 54- Thin offshoot; 59- Musical ability



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AD



# Glam-rock night sees return of the 80s



Billy rocking with friends



Ivo, Guy, Viktoria and Pedro



Guest attendees dressed as member of rock band, "Guns 'N' Roses"



The School of Nations' choir



Katrien and Dirk Scott



Lynn and Mike Jacobson



Front man John Blunt of "The Killer Queen Experience" performs as a tribute to Freddie Mercury



OVER 200 members and friends of the British Business Association of Macau (BBAM) attended the institution's 10th Anniversary Gala Ball on June 24 at StarWorld Macau Hotel. Guests were dressed as 1980's glam rock stars, including Slash and Axl Rose from "Guns 'N' Roses," and Gene Simmons from "Kiss."

Brisbane-based band, "The Killer Queen Experience," flew in to attend the glam rock themed ball and perform tribute acts of classic "Queen" singles. The band's front man, John Blunt, bears such a striking resemblance to Freddie Mercury that he has competed in televised look-a-like competitions.

The night's host bestowed lucky draw prizes and other small gifts to well-dressed individuals during the course of ball's dinner. Meanwhile, other guests were invited on stage to compete in "air guitar" competitions – a form of dance in which the performer pretends to play an electric guitar.

There were also performances of rock songs by a choir from The School of Nations, including a song from the recently deceased David Bowie.

BBAM Ball Chair, Lynn Jacobson, said that she wants to thank all the guests "for making it a night to remember and for continuing to support us so we can continue to give back to the community with our scholarship fund."

BBAM was launched in July 2006 with the aim of promoting and representing British business interests in the territory. Macau Daily Times is the principal media partner of BBAM.



Steve Douglas, Bordeaux

Sunday, 3:00am  
Germany v Italy  
H 2.3, D 3.06, A 4.1

EURO 2016 | PREVIEW

# Germany vs Italy: Heavyweights collide in quarterfinals

**THEY'RE** Europe's most successful soccer nations. They're arguably the form teams at this European Championship. They're the two countries that almost always rise to the occasion in major tournaments.

Germany vs. Italy: It's a game fit for a final.

Except one of them won't even get past the quarterfinal stage at Euro 2016.

The continental heavyweights — owners of eight World Cups and four European Championships between them — collide in Bordeaux on Saturday (Sunday, 3am) in a match that stands out for many reasons.

Firstly, there's the skewed history of their meetings in major tournaments. Germany and Italy have played each other eight times at the highest level and, bizarrely, the Germans haven't recorded a single victory.

"We still have a score to settle with the Italians," Germany goalkeeping coach Andreas Koepke said.

Then there's the nations' current standing in soccer. Germany came into Euro 2016 as the world champion and, to many people, the tournament favorite. Italy arrived with what many back home were saying was the worst team in years.

The Germans have largely lived up to their billing, conceding no goals in four matches and hitting their stride with a 3-0 win over Slovakia in the round of 16. The Italians have silenced the critics with argua-



Italy's Graziano Pelle

bly the best two displays of any team so far, 2-0 wins over highly fancied rivals Belgium (in the group stage) and then Spain (in the round of 16).

"I'm not singing with the choir that wrote us off (after a 0-0) against Poland and is now branding us absolute favorites after the win over Slovakia," Germany coach Joachim Loew.

"They're not the Italians that we normally know," Loew ad-

ded. "They're not only focused on defense but they play very, very well going forward. So... I believe we'll have a very interesting, highly charged game on Saturday."

While Italy is battle-hardened after a tougher-than-average group stage and then a match against defending champion Spain, there's a sense that Euro 2016 really starts here for Germany.

■ While Italy is battle-hardened after a tough group stage and then a win against Spain, there's a sense that Euro 2016 really starts here for Germany

Loew's side strolled through its group and Slovakia didn't prove to be a real test.

The Italians certainly will be. Loew had his biggest disappointment as Germany coach when his team lost 2-1 to Italy in the Euro 2012 semifinals. He was assistant manager to Jürgen Klinsmann when Italy beat Germany in extra time in the semifinals of the 2006 World Cup that Germany hosted.

Germany's barren run against the Azzurri in major tournaments started with a 0-0 draw at the 1962 World Cup.

"You don't prepare a game saying we won the one before,

we'll win the next one," Italy midfielder Alessandro Florenzi said. "We went to work immediately after Spain, we watched the video and tried to find weaknesses in a team that doesn't have many."

"The facts speak for themselves, they're world champions, they've won so many matches, that's what gives them confidence."

Italy's chances of continuing its impressive streak in this fixture are being undermined by a midfield crisis. Already without Claudio Marchisio, Marco Verratti and Riccardo Montolivo because of pre-tournament injuries, Italy coach Antonio Conte is without the suspended Thiago Motta and Antonio Candreva (groin), while Daniele De Rossi (thigh) is a doubt.

As for Germany, left back Jonas Hector has had a cold this week but is expected to be OK for Saturday.

This could be Conte's last game in charge of Italy before he takes over as manager of Chelsea in the English Premier League. He has given tactical masterclasses against Belgium and Spain, and another might be needed against a Germany side that has a point to prove.

"We have no Italy-trauma," Loew said

The world is just about to find out. AP

## Iceland headlines European Championship last-8 lineup

**SOMEHOW**, a classic encounter between Germany and Italy is not the main attraction of the quarterfinal-stage at the European Championship.

Iceland's next act in what is already one of the most surprising stories in European Championship history is the match that's drawing most attention.

Can the team, which surprised so many by beating England 2-1 in the round of 16, do the same to host France when they meet at the Stade de France in Saint-Denis?

The island nation of just 330,000 people has undoubtedly taken the spotlight from all the others in the final eight,



Iceland players congratulate their teammate Kolbeinn Sigthorsson after he scored during the Euro 2016 round of 16

including Wales, which other times would be basking in its underdog status. And it's overshadowed other themes, such as Cristiano Ronaldo's quest for an elusive first title with Portugal.

A truly memorable day in European Championship history whetted appetites for the quarterfinals.

Two-time defending champion Spain lost to an Italian team that's defied its old reputation

for dour, defensive play.

That was just a warm-up act.

Iceland's 2-1 victory over England is one of the most surprising results in European Championship history.

After all, as England great Gary Lineker quipped on Twitter, Iceland has more volcanoes than professional soccer players.

Next up for Iceland: France in its national stadium on Sunday

(Monday, 3am). Now, home fans are starting to believe their team can replicate the Euro 1984 and 1998 World Cup teams by winning on home soil.

But, given what happened to England, and others, French fans will likely be a little wary now about the match that concludes the quarterfinals.

Iceland, in its first appearance at the European Championship, has other achievements to brag about. The team also drew 1-1 with Portugal, daring to celebrate to the seeming annoyance of Ronaldo.

Then came the late drama of Iceland's last two group games against Hungary and Austria; the global discovery of national TV's hysterical match commentator; culminating in the delicious upset of England. AP

MEANWHILE IN CHINA...

## Shanghai SIPG confirmed Hulk transfer from Zenit

**SHANGHAI** SIPG signed Hulk from Zenit St. Petersburg yesterday, making the Brazilian forward the first high-profile signing in what is expected to be a mega-spending transfer window in the Chinese Super League.

SIPG did not disclose 29-year-old Hulk's transfer fee, but the USD60 million fee reported by Russian media would set a new Asian transfer record, topping the \$56 million Jiangsu Suning paid this year for Brazilian Alex Teixeira. Guangzhou Evergrande paid \$47 million for Colombia's Jackson Martinez.

Large Chinese conglomerates have snapped up domestic clubs in recent years, giving them dramatically increased spending power.

In the past year, Chinese teams

spent more than \$300 million to recruit stars from the European leagues such as Ezequiel Lavezzi and Ramires, spurring talk of an unsustainable bubble.

Shanghai will reportedly pay Hulk \$22 million annually, double what his compatriot Neymar, the Brazil captain, makes at Barcelona.

Hulk passed a medical examination at a Shanghai clinic on Wednesday after he was greeted by hundreds of fans at Shanghai's airport. He will join a squad led by former England manager Sven-Goran Eriksson, who is under pressure to improve results after falling 12 points behind league leader Guangzhou Evergrande.

Hulk, a left-footed striker known for his muscular build and powerful shot, joined Zenit in 2012 from Porto. AP



opinion

**Bizcuits**

Leanda Lee



**JOIN ME: PLASTIC FREE JULY**

The Decisive Moment photograph on MDT's back page last Monday showing mostly plastic debris strewn over Macau's famous Hac Sa beach seems to have raised some ire and despondency. Documented evidence in such form brings the message home better than volumes of words; we have a problem. Those who have spent a lot of time on the water and at the water's edge play in this refuse of humanity.

A letter to the editor published on 29th June suggests that the mainland, Hong Kong and Macau governments should act to coordinate efforts to deal with waste to clear up our shores and waterways. Although the waste and detritus continue to be pumped out from the Pearl River Delta this is not just a local matter, although ours is clearly an appalling case. Globally, communities are struggling to determine who should take responsibility for the pollution that comes down rivers and streams into our oceans and sits on and in our land.

This problem requires a great deal of community awareness to solve for it is only through education and changing habits that such pollution can be solved. We have brushed the dust under the carpet, making it someone else's problem, usually the local government's. We forget that each and every one of us is implicated.

Since 2011, Plastic Free July has been running to raise awareness of the amount of unnecessary plastic in our lives. Plastics have replaced many materials that were being used unsustainably such as ivory, horn and other plant and animal materials. They have enabled better hygiene and productivity. However, since the 1960s the cheap and ubiquitous material has been used in less durable ways, particularly in single-use packaging. This is the plastic on beaches after storms, found in ships propellers and in intestines of marine animals. It doesn't biodegrade and when it does degrade it breaks down into smaller pieces and remains.

Modern consumers and, by extension, businesses are the problem. We consume copious amounts of the stuff to keep our toilet rolls dry in the humid summers, to lessen the burden of parents of infants and toddlers, to keep individual plastic drinking straws "hygienic" for patron use, for carrying, wrapping, beautifying, protecting, separating, serving... It's light, easy to pop in a bin and most of all, convenient.

Recycling is not the answer, the damage to our waterways and the marine ecosystem prove this. Plastic Free July is about refusing and reusing plastic. Unfortunately, in our modern world it means going without; sometimes without products, mostly without convenience. Imagine shopping in Macau without plastic – difficult but not impossible. You would need to change many habits, eat different things, and go without much of what you are used to. But many people throughout the world are doing just this: 14,000 people and organisations in 69 countries will give up plastic in July.

The prevailing view may be that the problem is not ours, that we do not create the mountains of waste swimming downstream. Yet, our lifestyle and mindset that accepts convenience packaging and dumps it for someone else, somewhere else to deal with is just as damaging as the businesses and communities that dump their waste somewhere up the Pearl River.

How we consume will dictate how businesses produce. Imagine all consumers collecting all the food packaging from one week's shopping and sending it back to the retailer, handing over the responsibility to dispose of the waste. Awareness would change, habits would change and our environments would change.

Product Life-cycle has taken on a new meaning. It's not just about benefits to the consumer but social and environmental benefits through extraction of raw materials, production, distribution and disposal. The belief is that businesses have a responsibility all along the supply chain from non-exploitation of people and environment in production to now being extended to product disposal. Consumers are starting to demand this and Plastic Free July in your own home is a sure way to start the conversation. Msai doi.

**THE VIETNAM SENTENCES AUSTRALIAN TO DEATH FOR HEROIN TRAFFICKING**

A court in southern Vietnam has sentenced an Australian citizen to death for heroin trafficking. Tuoi Tre newspaper said Nguyen Thi Huong, 73, was convicted of trafficking 3.5 pounds of heroin by a court in Ho Chi Minh City in a trial that lasted half a day. Huong, who was originally from Vietnam, was arrested in December 2014 when checking in for

a flight to Australia after the heroin was found hidden in 36 bars of soap in her luggage. The court rejected Huong's statement that a woman gave her the soap bars and that she did not know that they contained the heroin. Vietnam has some of the world's toughest drug laws where trafficking even small amounts of heroin is punishable by death.

**Union reaches deal with 3 of 5 Atlantic City casinos**



Union members cheer as they discuss preparations for a strike against as many as five of the city's eight casinos in Atlantic City

**Wayne Parry, Atlantic City**

ATLANTIC City's main casino workers union reached agreement yesterday on a new contract with three of the five casinos it had been targeting for a strike this weekend.

Local 54 of the Unite-HERE union has a new deal with three casinos owned by Caesars Entertainment: Bally's, Caesars and Harrah's. The deal, whose terms were not immediately revealed, was confirmed by both sides.

Talks remain underway with Tropicana and the Trump Taj Mahal, which are owned by billionaire investor Carl Icahn. A strike against those two could happen Friday if a new deal is not reached.

"We bargained through the night with Caesars, and our negotiating committee has recommended that

the membership ratify the tentative agreement," said union president Bob McDevitt. "We are glad that Caesars Entertainment recognized the importance of fair wages and benefits to the workers in Atlantic City. I hope that Tropicana and Taj Mahal get the message."

Kevin Ortzman, president of Caesars and Bally's, said it was important for Caesars Entertainment to reach a deal.

"We are pleased to have reached an agreement with Local 54 that keeps our employees at work and allows them to continue to deliver the outstanding service and experience that our guests have come to expect," he told The Associated Press. "Caesars Entertainment is proud of the investments it has made to contribute to Atlantic City's revitalization and will continue to

help drive the city's revival."

The Borgata, Golden Nugget and Resorts are not being targeted by the union and would not be affected by a strike.

About 6,500 of the union's nearly 10,000 workers are at the five hotels. They cook and serve food and drinks to casino guests, carry luggage and clean hotel rooms, and provide the very infrastructure of Atlantic City's hospitality industry.

The agreement with the Caesars Entertainment casinos covers about 4,000 union members.

The union is out to recoup concessions it gave the casinos in past negotiations when the gambling halls were in worse financial shape; four of the 12 casinos shut down in 2014. The surviving ones, with less competition, are beginning to see their finances stabilize, and McDevitt says it's time to make the workers whole again.

The casinos have said they are committed to reaching a contract that is fair for both sides.

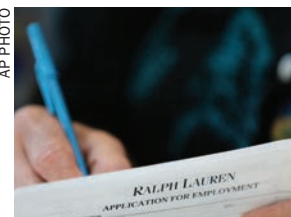
The city remains prepared for a potential strike over the July Fourth holiday; extra police have been assigned to duty, and the union has trained strike captains to supervise picketers and has planned the precise routes they would walk during a strike. AP

Station		
Roadside	15-35 Good	😊
High Density Residential Area	20-40 Good	😊
Ambient	25-45 Good	😊

SOURCE: DSMG

**WORLD BRIEFS**

VIETNAM announced that a Taiwanese-owned steel plant was responsible for massive fish deaths along the central coast that put many fishermen out of work. Formosa Plastics Group was responsible for an estimated 70 tons of dead fish that began washing ashore along more than 200 kilometers of coastline in early April. Officials said a subsidiary will have to pay USD500 million to compensate affected people, clean up the environment.



USA More Americans applied for unemployment benefits last week, but the level of jobless claims remains low enough to suggest that most workers enjoy job security. The Labor Department said that weekly U.S. applications rose by 10,000 to a seasonally adjusted 268,000 in the week that ended June 25.



TRUMP A new multinational survey finds that confidence in Donald Trump's ability to manage foreign policy should he become U.S. president is rock-bottom in a host of countries in Europe and Asia. More on p15



UK The race to become Britain's next prime minister took a dramatic, unexpected turn as former London Mayor Boris Johnson [pictured] ruled himself out of contention after the defection of a key ally. Justice Secretary Michael Gove abruptly withdrew his support for Johnson and announced he would run for the Conservative Party leadership himself.

MARKETS Asian shares were mostly up yesterday as markets continued to gradually get over the shock set off by Britain's vote last week to leave the European Union.

**times square by rodrigo**

