



November & December 2010
January 2011

solutions

shuffle master quarterly gaming update

Progressive Table Games

an inside look at how they work

solutions

shuffle master quarterly gaming update

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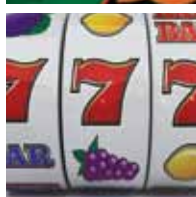
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progressives uncovered

progressive table games are the industry's fastest growing table game segment, and with enticing incrementing jackpots that attract players and can increase drop and hold, we'll take a look at how they work

INTERESTED IN DEALING AN
EXTRA 400 HANDS
PER DAY?

57 vs **40**
FACE-UP SQUEEZE

HANDS PER HOUR

Dealing baccarat face-up using a **one2six®** shuffler is a lot **faster** than a traditional squeeze game — and it's even more **secure**. On average you'll get an extra **400 hands per day**, and that's just on one table! To learn more contact Shuffle Master Asia today at +853 28 722 539.

fun facts

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LAS VEGAS GAMING REVENUE

in 2009 was \$5.550 billion, a \$571 million decrease from \$6.121 billion in 2008. Atlantic City followed with the second highest U.S. gaming revenue: \$3.943 billion.

source:

American Gaming Association "2010 State of the States" Survey of Casino Entertainment



DID YOU KNOW

that Bugsy Siegel named his Las Vegas casino "The Pink Flamingo Hotel and Casino" after his girlfriend Virginia Hill whose nickname was "The Flamingo" because of her long legs and red hair? Despite being incomplete, the property opened on December 26, 1946 and cost a mere \$6 million: Siegel hoped to raise revenue to finish the project with the grand opening.

source:
www.history.com



MACAU LAW 8267

promulgated by the Portuguese colonial authority, designated Macau a "tourism and gaming region," signaling the increased emphasis to be place on gambling as an economic drive. As Macau adjusted to the postwar world, its government decided that gambling-related tourism was the colony's best hope for economic development.

source:

Roll the Bones: The History of Gambling by David G. Schwartz



Message from our CEO: David Lopez

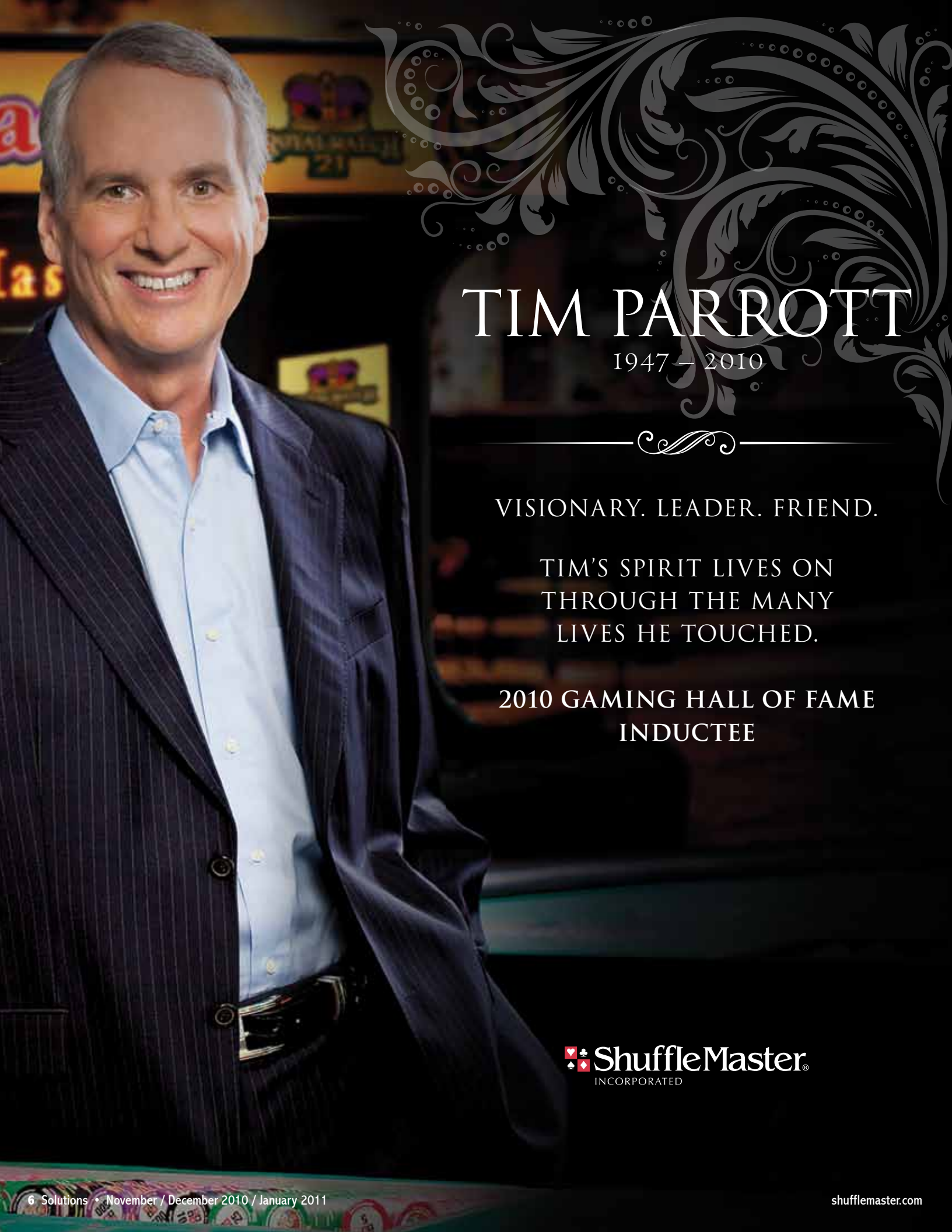
CHANGING THE GAME

Last year at G2E we launched something that has redefined our company: the Shuffle Master 12 Point Pledge. This initiative was designed to help our team members fulfill their maximum potential while allowing us to serve our customers better in the process, and we've proudly carried this initiative throughout the last year.

Although our commitment to the Pledge is stronger than ever, this year we're introducing "Changing the Game", a new slogan that highlights our focus on making gambling more profitable for operators and more fun for players. We accomplish this by developing innovative, world-class products that enable operators to enhance their floor with productivity-enhancing devices and exciting, in-demand content, and our G2E line-up is no exception. This year we're introducing several new product innovations including the i-Table Roulette, several new table games and an enhanced multi-deck batch shuffler that provides a faster shuffle time in addition to other key features. Each of these products is the result of ongoing collaborations with our customers, and we are confident that their benefits will enhance our customers' gaming floors. I encourage you to stop by our stand and preview these products in person, and on behalf of the entire Shuffle Master team, we look forward to working with you in 2011 and beyond.

David Lopez
Chief Executive Officer





TIM PARROTT

1947 – 2010

VISIONARY. LEADER. FRIEND.

TIM'S SPIRIT LIVES ON
THROUGH THE MANY
LIVES HE TOUCHED.

2010 GAMING HALL OF FAME
INDUCTEE

 **ShuffleMaster**
INCORPORATED



Global Gaming Expo (G2E)

Nov. 16 – 18, 2010
Las Vegas Convention
Center

Tuesday
10 a.m.–5 p.m.

Wednesday
10 a.m.–5 p.m.

Thursday
10 a.m.–3 p.m.

At this year's (G2E), Shuffle Master will introduce several new poker-based table games that feature head-to-head play against the dealer and optional bonus bets.

No Flop Pineapple Hold'em: A four-card poker game in which players get three cards and throw away one. They then use two community cards to complete their hand.

Fortune San Lo Poker: Players get six cards to make three poker hands: a one-card hand, a two-card hand and a three-card hand. The game utilizes Shuffle Master's i-Verify device to help dealers set their hands according to the house way.

High Five Poker: Players get seven cards to make their best five-card poker hand. The game features a joker, which can be used as an Ace or to complete a Straight or Flush.

Dealer Bluff: A six-card poker game that combines card-reading and artificial intelligence so the dealer can initiate action against players based on the strength of his hand.

Rabbit Hunter: A five-card poker game that gives players the option to buy an extra card after seeing their initial hand.



The updated **MD2CR** makes batch shuffling *faster* and more *secure*.

With a new easy-to-use touch screen interface and a shuffling time that's approximately two minutes faster than previous models, the MD2CR is **faster** and easier to use, making your tables more productive, more secure and **more profitable**. We've also added the ability to quickly scan and verify your pre-shuffled decks right at the table. To learn more, visit us at G2E booth 2236 or call your local account executive.



Progressive Table Games

an inside look at how they work

Even though the concept of progressive table games has been around since Caribbean Stud emerged in the late 1980s, progressive table games have struggled to gain traction in pits worldwide until recent years when progressive side bets began being added to a broader selection of table games.

Now, with progressive options available on popular games like Blackjack, Three Card Poker and Fortune Pai Gow Poker, table game players have the opportunity to win large incrementing jackpots driven by play on their favorite games, and operators have an additional way to provide incremental drop and increase revenue. History has shown that player participation rates increase with the chance to win a larger progressive payout, and with limited pit space, progressive side bets add an additional bet to existing table games, increasing drop and potential revenue.

*an inside look at what makes
a progressive table game work*



the allure of PROGRESSIVES

by Elliot Frome

I am fairly certain that the most misunderstood math in the casino is that of a game with a progressive jackpot. When I work with inventors of games, their eyes light up at the notion of including a progressive meter with their game. Somehow they think that just by saying that the top award(s) will come from a progressive meter will mean bigger jackpots. It takes a lot of effort on my part to explain to them how a progressive jackpot works and how best to use it to their advantage.

Calculating the payback on a simple fixed-pay side bet is relatively simple. We multiply the frequency of each winning hand times the payout of that hand

and sum up these values. To calculate the payback of a progressive side bet, we have to alter things just a little. For the fixed pay hands, we do just as we do for a fixed-pay game. For the hand that pays 100% of the meter, we use the reset or 'seed' amount as the equivalent of our fixed pay. This is because this is the amount the casino directly adds to the payout of that hand. Lastly, we add to the fixed-pay payback the 'contribution rate', which is the percent of each dollar wagered that gets added to the meter. Eventually, this entire percent is going back to

the player. We don't really care how—whether it is in one big 100% payout or if there are 'mini-jackpots' paying 10% of the meter. At some point, the player is getting that entire amount back.

"Like every other casino game, there is no magical formula to make Progressive Jackpots work."

So, the only real differences are the seed amount and the contribution rate. In the long run, though, the only things these two items do is control the size of the average jackpot that is won. The third component of this calculation is the frequency of the winning hand. We multiply the frequency of the winning

hand by the contribution amount (not percent) of each wager and add the seed amount. This provides us with the average jackpot size. It should be noted that this can be greatly affected if there are mini-jackpots, but we'll save that discussion for a future day. Once we have the average jackpot size, we could just as easily make this the fixed payout and eliminate the progressive altogether and have a game with the EXACT same payback as the Progressive version. Thus, it is really NOT the concept of the progressive that provides us with larger jackpots.

If this is so, then what is it about progressives that everyone finds so attractive? Like every other casino game, there is no magical formula to make it all work. Instead, the most important part is to incorporate some key aspects into a basic understanding of how progressives work to create a more potent form of a wager than a vanilla fixed-pay version. The first key aspect is finding a hand that is rare enough to create at least an enticing top pay. As stated earlier, you could just as easily build a fixed-pay payable using the average payout, but people expect that a progressives top pay will be a bit larger. Thus, in a game like Three Card Poker, using a Straight Flush just isn't going to cut it. Instead, a Mini-Royal in one particular suit pushes the frequency to its limit for a three-card game.

Matched with this, the inventor needs to understand that by its very nature, a progressive will put more of the overall payback into the top pay than will its fixed-pay counterpart. Where a fixed-pay payout might put 2-3% into the top hand, a progressive will generally have minimally 5% and frequently as much as 15% or 20% of the overall payback going into the top line. This

"Put in simple terms, the Progressive is a wild roller coaster, while the fixed-pay might just be the bumper cars."

means that something else has to give. The payouts on the lesser hands need to be either lowered or eliminated. Thus, a progressive will usually have a lower win frequency than its fixed-pay counterpart. Mathematically, this will increase the volatility of the wager. Put in simple terms, the progressive is a wild roller coaster, while the fixed-pay might just be the bumper cars.

The second and far more important key aspect of the progressive is that its jackpot is variable. While the payback is calculated as discussed earlier, this is the long-term payback for the entire universe of players. However, because the progressive meter is forever changing, the payback to any one player at any one point in time is based on the specific value of the meter at that point in time. If the meter increases to the point where it is above the average meter, then the payback of the game will temporarily increase as well. In similar fashion, when the jackpot has just been won and the meter is reset, the payback is actually far below the long-term average.

We know from both math and simulations that over time a jackpot can easily grow to be twice its average amount. When we perform the

payback calculation at that exact point in time, we will find that the payback is actually 10 or 15 points higher than the average payback. This could cause the game to have a payback of over 100%. This should not alarm any casino. This additional payback is NOT coming from the casino but in essence is coming from the other players. All the players who played and lost while the jackpot was 'overdue' are feeding this ever growing jackpot which will eventually be hit by someone. As the number grows larger the game should attract more attention. For the astute player, when the game goes positive (payback over 100%), he should be swarming the table with all his friends. In essence, one big feeding frenzy should occur with people waiting to play—up until the jackpot is actually hit.

In the end, the lesson is simple. It is not the Progressive that is the allure, but the properly constructed one.

Elliot Frome is a 2nd-generation gaming analyst and author. He writes a weekly column in Gaming Today as well as columns in Midwest Players and Gaming South. Elliot and his father, Lenny Frome, have provided the math analysis for the most popular proprietary table games in the casino today, including Ultimate Texas Hold'em, Three Card Poker, Let It Ride, Spanish 21 and Caribbean Stud Poker. He can be reached at elliott@vpheaven.com.



did you know

that there are 42 eyes included in a standard 52-card deck?

source: www.WikiAnswers.com



UNLOCK the PROFIT POTENTIAL of YOUR TABLE GAMES

Adding an optional progressive side bet to the tables in your pit helps you **INCREASE REVENUE** by adding additional 'action' on your existing games. And, because you're providing your players with a chance to win a life-changing jackpot, you'll spark play from your existing table regulars, as well as ignite interest and **INCREASED PARTICIPATION** from your novice players. Best of all, progressive side bets help **IMPROVE THE OVERALL HOUSE EDGE** of the base game, which helps you generate more revenue from your existing products. To help you maximize the performance of your pit, we offer a variety of progressive solutions for our felt table games, our fully-electronic Table Master e-Table and our newly introduced i-Table hybrid platform.



ULTIMATE TEXAS HOLD'EM PROGRESSIVE enhances the industry's top-performing hold'em-style game with a progressive jackpot that pays when a player's final five-card hand contains a full house or better. The top award—100% of the progressive jackpot—pays when a player has a six-card Royal Flush.

House Edge	23%
Hit Freq.	2.8%
Seed Amount	\$5,000
Ave. Jackpot	\$89,196



CRAZY 4 POKER PROGRESSIVE features all the exciting elements of Crazy 4 Poker while adding new betting options and higher payouts. The \$1 progressive bet wins if a player has a Three-of-a-Kind or better, and if a player's hand contains Four Aces, he wins 100% of the progressive jackpot.

House Edge	22.8%
Hit Freq.	2.36%
Seed Amount	\$5,000
Ave. Jackpot	\$20,702



LET IT RIDE PROGRESSIVE enhances this popular game with a progressive jackpot that pays when a player receives a Royal Flush. Its second highest award—10% of the progressive meter total—pays when a player receives a Straight Flush, and the game includes fixed amount payouts for hands Three-of-a-Kind and higher.

House Edge	23%
Hit Freq.	2.87%
Seed Amount	\$10,000
Ave. Jackpot	\$70,237



THREE CARD POKER PROGRESSIVE is now available on the i-Table: this enticing progressive side bet rewards players whose final three-card hand contains a Straight or higher. The top award—100% of the progressive meter—is paid when a player receives an Ace-King-Queen of Spades.

House Edge	22.33%
Hit Freq.	3.7%
Seed Amount	\$1,000
Ave. Jackpot	\$4,094



GAME MANAGER NEXUS gives you the ability to link seven popular specialty table games to one incrementing jackpot. All progressive pays are based on five-card poker hands and the odds of winning the top prize with a Royal Flush are the same across all games.

House Edge	20.99%
Hit Freq.	2.87%
Seed Amount	\$10,000
Ave. Jackpot	\$77,077



TABLE MASTER also has progressive versions available for the fully-electronic e-Table's most popular games including Royal Match 21, a progressive side bet for blackjack. Based on a player's first two cards, the Royal Match progressive jackpot pays out when a player and the dealer have the same Royal Match (a King and Queen in suit).

House Edge	6.49%
Hit Freq.	24.82%
Seed Amount	\$10,000

HAUSEDGE

HOW CUP HOLDERS INCREASE YOUR HOLD %

[AND OTHER USEFUL TIPS]

By: Todd Haushalter

There is nothing magical about a small plastic device that holds drinks, and it certainly does not have special powers that somehow increase the house advantage on a game. Nor will its presence on the table make players bet more, play longer, or make poorer decisions. So how is a cup holder going to increase your hold percentage?

When a drink spills it takes between 45 seconds and five minutes to clean it up depending on the severity of the spill. Some spills require cards to be replaced or chips to be dried off, or even the rack to be partially emptied of its chips to soak up the Long Island ice tea that Mr. Big just knocked over when he slapped the table to celebrate his blackjack.

In table games, time is money, and spilled drinks cost time. A casino that has to spend six minutes a night cleaning up spills on a table is losing

six minutes of the 480 minutes in an eight-hour shift. At that, these six lost minutes are more valuable than other minutes because we can be certain there was play going on when the spill occurred. To lose six minutes on an empty game would cost nothing, but drinks rarely spill on empty tables. Exactly how much the casino loses due to spilled drinks depends on the game type, average bets, etc., but we know for sure that in this example you would reduce the number of hands dealt by 1.2% on that shift. Some casinos would see their win drop by

more than 1.2% and other would see less of an impact—it depends on the profile of the players, but it certainly drops. Putting cup holders on your games should allow you to nearly eliminate this problem, keep your games going, thereby increasing your win, and ultimately your hold %.

Now that the stage has been set with the cup holder, we will look at other ways to improve the speed and ultimately increase the win and hold % of your games.

STOP SHUFFLING

For some reason we still see some dealers give the cards a single riffle before putting them into the shuffler on their single deck games. I always ask why and I am usually told that is, “just the way we do it”, or, “it is just to be extra sure.” It may only take an extra five seconds, but that is a full minute you lose every 12 rounds. This policy just eats away at your profits day-in and day-out and adds nothing to the security of the game. I promise you the shuffler will give you a sufficient shuffle. Government regulators and independent testing facilities all over the world also agree the shuffle is totally random, so please let the shuffler do the shuffling.

“CHANGING \$100”

Can we please adjust this figure for inflation? How long have we been calling this out for now? Every time it is done the game stops and now with reduced supervision levels, the game often stops for longer than it should. This doesn't just apply to buy-ins, but also cash-outs under a certain amount, certain winning bets, and check change. Certainly the dealer needs to keep the supervisor apprised of activity on

their table for player rating and the like, but the game should not have to stop for this to happen. Casinos have no problem with dealers advancing thousands of dollars per round, often times involving complex payouts, but for some reason, we still have this tired old procedure in many casinos.

BIG RACKS ARE GREAT

I have to admit, I do like big racks...or chip floats as they are sometimes called. They come in all different sizes—12 tubes, 15 tubes, double stacked, large wooden ones on baccarat games, and more. The bigger the rack is, the more chips it can hold, and more chips on the game means less fills will be needed. You can also use the extra space on a larger rack to leave space for incoming chips, thereby reducing the number of credits needed. Every time a game gets a fill or a credit it takes time and just like in the cup holder example, it costs your casino money.

DON'T LET DEALERS DROP THEIR TIPS

Of course I don't mean that literally, you would have a revolt on your hands - they should just color up their tips before they drop them. Let five singles become a red chip or five reds become a green chip. This will keep more chips in the rack and result in the need for less fills. Most casinos are pretty good about this, but for those not doing this it is an easy way to keep the game going and pick that “low hanging fruit” to increase your win a little. Also, encourage your dealers to do this coloring up when the game has no players or when there is a natural break in the action so as to not slow down play.

STOP STARING AND SPIN

The difference between a good roulette dealer and a bad roulette dealer can be 10 spins an hour. Losing 10 spins an hour can have a devastating impact on your roulette win or conversely, gaining those 10 spins could be fantastic. It is far too common (European casinos aside) to see a roulette dealer let players make all their bets and spin the ball just before calling, “No more bets,” letting the ball go for 20+ seconds while nothing is happening.

A way to increase the spins per hour is to spin the ball early while the bets are being placed, then with about 5-10 seconds before the ball drops, call “no more bets.” With this simple change in dealing technique you could dramatically increase your roulette win. Great roulette dealers can sense the pace of the game and use the ball spin to keep it moving at all times.

About the Author

Todd has worked as a dealer, run a scheduling department, opened properties, but mostly he is the guy who figures out ways to make major casinos more profitable—most notably Wynn Resorts where he spent four years before joining Shuffle Master. Now he travels the world working closely with casino's management teams to identify new ways to help make casinos more successful.

REINVENTING the wheel

Through a powerful combination of operational experience and a core understanding of the gaming customer, Shuffle Master proudly introduces the most innovative Roulette product in the market. i-Table Roulette: a live roulette table that mirrors the size of a traditional table with all the added functionality and benefits of an electronic gaming system.



As the first non-card game extension of Shuffle Master's i-Table platform, the i-Table Roulette fuses the fun and excitement of live roulette with the many benefits provided by electronic wagering.

"The i-Table Roulette provides all of the advantages of an electronic gaming system, but in a much smaller footprint that is similar to a traditional live roulette table," commented Product Manager Miranda McPhail. "But, just like Rapid Roulette, it provides operators with a wealth of information not available on live tables. For example, it stores all transactional data, which is accessible via various accounting reports. These accounting reports enable the casino to verify the authenticity of each buy-in and cash-out, table drop, table win and losses and dealer tipping."

To play, players simply approach the table and buy-in using chips, cash or a marker. Their buy-in is credited to their individual player screen, and once the next round begins, they make their desired wagers on their screen's individual layout. Once the betting clock expires, the dealer spins the ball and verifies the result, and all wins and losses are instantaneously and accurately resolved.

The i-Table Roulette's graphically-enhanced virtual betting environment allows players to interact with the game like never before. Its central display screen replicates a traditional felt layout and instantaneously displays all player wagers, better enabling players to see all bets being placed. This unique feature enhances the camaraderie of the game, encouraging players to participate in game play together. It also displays all dealer tips and wagers made on their behalf. The table includes a second tipping option that accounts for hand-in tips so dealers know they are being tipped as they would be on a traditional felt-based roulette game.

Despite all of these advantages, it's possible that the i-Table Roulette's most attractive feature lies in its ability to dramatically increase table productivity.

"We estimate that your roulette table productivity levels will increase due to an increase in spins per hour, and your revenue will reach a new level due to the increase in bet multiples per round of play," remarks McPhail.



*Community screen example

I-TABLE ROULETTE ADVANTAGES:

- First electronic roulette table game to have a footprint that is identical to existing felt roulette tables
- i-Table Roulette's graphically enhanced virtual environment allows players to interact
- Dealer wagering via dealer chips motivate your staff to sell the product
- Table productivity will more than double as your spins per hour dramatically increase
- Intuitive functionality on the dealer screen allows the dealer to make error corrections
- Undo function makes it easy to accommodate player error
- Real time video feed of the winning number ensures that game play is accurate



First Aid for your one2six®



Fig. A Removing jammed card.



Fig. B Wheel Zero Sensor alignment.



Fig. C Cleaning under Pickoff Rollers.



Periodic shuffler malfunctions are an unpleasant reality for many table game operators, as a shuffler's constant use results in unavoidable wear and tear on the machine's mechanical parts. Fortunately, many of the mechanical failures can be resolved quickly and easily if you have the right tools.

When using your one2six shuffler on a daily basis, there is a greater chance that a card jam may occur. There are a couple of causes for these card jams, but by following a few simple steps these problems can easily be resolved.

The one2six shuffler will display a red light if there is a card jam in the wheel. The red light is often triggered because the wheel was removed or the shuffler was powered down while the jam was in the wheel. If possible, remove the card that has been jammed or bent from the wheel by lifting up the roller carriage and removing the jammed card (see Figure A) without powering the machine off. If you remove the wheel while there is power to the shuffler, you must empty the wheel and reload the cards. If this is not possible, then

simply empty the wheel and reload all cards into the shuffler.

Another common cause of cards jamming occurs when the Wheel Zero Sensor is out of place. To solve this issue, simply remove the wheel and make sure the Wheel Zero Sensor is flush with the side loader arm plate (see Figure B).

Finally, card wax and build-up can cause cards to jam under the Pickoff Rollers. To fix this problem, simply clean under the separators with the cleaning tool (see Figure C) and blow out with compressed air.

If after completing these steps or in the event that you have any additional malfunctions, please contact your local service office or call 877-748-3387.

need a shuffler
first aid kit?

To obtain a one2six preventative maintenance kit, please call **877-748-3387** and request part number T1171.



Bad Start, Great Finish.



and the Virtue
of Patience

by Roger Snow

Four Card Poker, *the sixth-highest grossing proprietary table game of all time, was pronounced dead one day after it went live.*

That declaration came January 29, 2002, somewhere on the flattest stretch of Route 16 in Northern California, about halfway between the Jackson Rancheria Casino and the Sacramento International Airport. The game had made its market debut 24-hours earlier, and by all reasonable and impartial assessments, it was a going to be a disaster. How bad was it? Close your eyes and imagine the Exxon Valdez T-boning the Titanic and then both of them getting splattered by flaming debris from the Hindenburg. Yes, that bad.

In the months, weeks, days and hours leading up to the game going live, I had—or so I thought—contemplated every conceivable audience response, from apathy to adoration to every gradient in between. But I had overlooked antipathy, a palpable revulsion for the game, its rules, and to my further chagrin, its inventor. But antipathy is what I got. If you had been in the rotten tomato business that day at Jackson Rancheria, you would have made a small fortune.

Now granted, Four Card Poker and I were kind of asking for it. This was my first game, and as a novice, I settled upon the most brutal and primitive mechanism ever devised to give the dealer a mathematical advantage over players: he got an extra card. While players used five cards to make their best four-card poker hand, the dealer used six. Not only did that create the requisite house edge to support the underlying betting structure, it also created anger and animosity at the table, especially when players first realized what was going on. They flat-out flipped out.

All new games enjoy a honeymoon period. Curious players flock to the table with big smiles and sunny dispositions, just tickled that they are among the first to try it. The dealers are happy for something to break the monotony of blackjack or some other game they know by rote. And casino executives are hopeful their little gamble is going to pay off. Well, if memory serves, the honeymoon period for Four Card Poker lasted about 30 minutes. When the dealer popped the lid on the chip tray, the table was full of players—cheerful, happy players. But then, like the plot of an Agatha Christie novel, the people vanished one by one, until the only one left was me. Turns out I was the murderer. I had killed this game. I had killed my relationship with

this casino. And I had killed my own fledgling career as a game developer.

The remainder of that first day was a repeat of that first half hour: players walked up, bought in, played a few hands and then left the table in disgust.

The next morning, as I sped back to Sacramento to catch my flight home, I decided that not only was Four Card Poker dead but all evidence of its existence needed to be airbrushed away. The humiliation was too much to withstand. I called our director of marketing and instructed her to purge the files containing the logo, the layout and all game collateral, and then I told our compliance department to rescind all pending regulatory submissions. When I got to the airport, I pulled out my laptop and deleted from my hard drive the training manual and math report. Who says you can't put the toothpaste back in the tube? I was proving you could.

At the same time Four Card Poker was being erased from existence, my new—and presumably improved—four-card game was being hurried through the development and commercialization process. That game, Crazy 4 Poker, went live in August 2002 at the Boomtown Casino in Biloxi, Mississippi. From the outset, it was a minor hit with casinos



down there and eventually spread to other markets like Washington, Indiana, Nevada and Missouri. I was never so proud of myself, having proactively euthanized the sickly Four Card Poker game and replacing it with the healthy and vibrant Crazy 4 Poker. And, thanks to the way I had suppressed the truth of my failure, no one outside of Jackson Rancheria knew what had actually gone down. Damn, it feels good to be a genius.

Well, a funny thing happened to my brilliant plan. In February 2003, more than a year after Four Card Poker had been written-off as an embarrassing failure, the phone in my office rang. It was Kevin Fuller, the table games manager at Jackson Rancheria, and he wanted to talk about the problems he was having with Four Card Poker. I had been bracing myself for such a conversation and was prepared to offer a mea culpa, along with the pricing deal of a lifetime on Crazy 4 Poker to calm him down and assuage my guilt for selling him that curdled piece of cheese.

"I'm not happy about this," Kevin said, exactly as I anticipated he would. The next words out of his mouth, I assumed, would follow verbatim the script in my head about how poorly the game had performed and how upset and

disappointed he and his staff had become. But then the conversation took a sharp, unexpected turn and my head nearly snapped off from the G-forces.

"Why does my layout manufacturer tell me you don't have artwork for the game?" he said. "Why when I call your company does no one even know this game exists? We want to add a second table, and why will no one help us? Why are you killing the No. 1 carnival game in my casino?"

That conversation occurred seven-and-a-half years ago, but I can replay it today with complete clarity. Four Card Poker, the game I abandoned and left for dead 24-hours after its birth, had become the highest-dropping and highest-winning specialty game at the only casino to try it. I could not believe my ears. In some ways, I still can't.

In an abrupt, 180-degree reversal of attitude not seen since the ending of "How the Grinch Stole Christmas," I frantically raced around the office, un-purging, un-erasing, un-rescinding and un-airbrushing what I had done the year before. Files were restored, artwork was revived and the manuals and math reports were re-written.

Jackson Rancheria got its second table of Four Card Poker, and then eventually its third. Later that year, the nearby Thunder Valley Casino opened with four tables. Then the game spread to Washington, and Mississippi, Louisiana, Michigan, New Jersey and British Columbia. There are currently 250 Four Card Poker tables around the world, including four at Star City Casino in Australia and one at the Vesuvius Casino in Romania. So far, the game has generated more royalty revenue than all other proprietary games except Three Card Poker, Let It Ride, Ultimate

Texas Hold'em, Fortune Pai Gow Poker and Spanish 21. As for Crazy 4 Poker, it has 100 installs and is among the top 15 highest grossing games of all time. Both Four Card and Crazy 4 have many years remaining of patent life and player appeal.

The lesson, I suppose, is not to make crazy and rash decisions with limited evidence. Consider history: Three Card Poker took years to gain a foothold—it was booted out of Atlantic City for crying out loud!—and it eventually became the "Avatar" of proprietary table games, the biggest thing ever. Mississippi Stud, one of the hottest new titles in the market, was in one casino for more than year (Harrah's in Kansas) before anyone else was willing to give it a shot. Dragon Bonus, the No. 1 proprietary side bet for baccarat, initially failed at Harrah's East Chicago and Thunder

Valley, only to later become staples at both properties. And, Blackjack Switch took six years to become an overnight sensation—just ask its inventor, Geoff Hall.

New games need time to cultivate an audience, and they may even require a tweak or two to reach that sweet spot in the gambler's psyche. Hey, what's the rush anyway? These aren't slot machines; there are no flavors of the month over here. These are table games, and the good ones are going to be around a long, long time ... provided of course somebody with an itchy trigger finger doesn't get to them first.

About the Author
With more than 1,000 games installed in casinos throughout the world, Roger Snow has created some of the most popular table games in the casino industry, including Four Card Poker, Crazy 4 Poker, Dragon Bonus, and Ultimate Texas Hold'em. Before joining Shuffle Master, Snow was casino administrator at several Las Vegas Strip casinos.

HOW TO PLAY FOUR CARD POKER

Four Card Poker features heads-up play against the dealer and an optional bonus bet. To play, players make an Ante bet to play against the dealer and an Aces Up bet that pays in a player's final hand is a Pair of Aces or better. They then receive five cards to make their best four-card poker hand. The dealer receives six cards and turns his top card face-up.

After looking at their hand, players have a choice: fold or bet 1x to 3x their Ante. The dealer then reveals his cards and announces his four-card poker hand. If a player's hand beats or ties the dealer's, his Ante and Play bets win even money. If a player's hand loses to the dealer's, the Ante and Play bets lose.

The top three hands in the game receive Automatic Bonuses, paid on the Ante. Players receive these bonuses even if they lose to the dealer.

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send your name + title + property + email to:
contest@shufflemaster.com

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HOW MAY WE BE OF SERVICE?

Maintaining your shufflers and chippers is important for the success of your business. That's why Shuffle Master offers a variety of maintenance plans and service contracts designed to fit your needs. We also offer casino staff training that gives your team the ability to immediately respond to any product performance issues. Interested in learning more? Give one of our friendly sales representatives a call today and you'll be one step closer to receiving the level of service you expect from an industry leader.

INTERESTED? CALL US TODAY!



January 25–27, 2011 • Earls Court, London, UK

Tuesday & Wednesday • 10 a.m.–6 p.m.

Thursday 10 a.m.–4 p.m.

As Europe's premier showcase for the region's most innovative and advanced gaming products, the International Casino Expo (ICE) in London held each year in January draws attendees and exhibitors from all over the world. Over the last three years it has attracted industry professionals from 122 sovereign states, and in 2010 was attended by nearly 19,000 attendees.

"ICE is an important exhibition for Shuffle Master Europe, as it gives us an excellent opportunity to share our latest innovations with our customers and receive their feedback," commented Managing Director Ing. Ernst Blaha. "Our 2011 product line-up is no exception where we will display several products that can help Europe's operators save operating expenses while maximizing the revenue on their floors, two objectives that continue to be of prime importance throughout our market."

The first of these products, i-Table Roulette, is an innovative hybrid e-Table advancement that adds touch-screen betting terminals to a standard-size roulette table to improve table game speed, efficiency and security.

"The i-Table Roulette is an exciting product for the European market because it allows operators to improve roulette performance dramatically without giving up the attraction of a live

roulette game," said European i-Table Product Manager Wolfgang Scheidl. "We estimate that this innovative product can nearly double the number of roulette spins each hour because the table automatically resolves all bets as soon as the ball drop is verified."

Also on display will be the company's i-Table products for blackjack and specialty table games.

The company will also exhibit its full-range of automatic shufflers, including the MD2CR, the latest version of the MD2 shuffler that can shuffle up to eight decks of cards.

"The MD2CR features several key enhancements over earlier models," commented Product Director for live gaming Georg Fekete. "First, we've enhanced its overall shuffling time to provide a quicker, more responsive shuffle: the MD2CR shuffles a complete batch of cards about one minute faster

than previous models which can make a big difference on busy tables. The MD2CR is also designed to handle various types of cards, including plastic and plastic coated."

Fekete continued: "Our shuffler engineers made the MD2CR easier to use. It now features an easy-to-use touch screen interface that is more user friendly, and they've enhanced the playing card selection process."

During the show, Shuffle Master Europe will also offer several product acquisition incentives. "It's never been so easy and flexible to lease our products and to trade-in old equipment for state-of-the-art shufflers and chippers," remarked Alexander Grohs, Director of Sales and Marketing. "During these challenging times, we are more dedicated than ever to working with our customers to identify flexible ways for them to add our products to their gaming floors."



GAME MANAGER NEXUS

7 DIFFERENT GAMES, 1 PROGRESSIVE JACKPOT.

LOOKING FOR A WAY TO DRIVE PIT REVENUE?

With Shuffle Master's **GAME MANAGER NEXUS™** multi-game progressive, you can link multiple tables from seven different game titles to the same jackpot. To learn more, contact your local sales representative or call +1 702 897 7150.

HOW IT WORKS:

All progressive pays are based on five card poker hands. The odds of winning the top prize with a Royal Flush are the same across all games.

Games like **Caribbean Stud**, **Let It Ride** and **Mississippi Stud** are played exactly the same, with the five-card hand used to determine progressive winning pays.

Four Card Poker and **Crazy 4 Poker** still play as usual for the base game, using the best four-card hand from the five cards dealt. All five cards are combined to determine the progressive wager outcome.

On **Ultimate Texas Hold'em** and **Texas Hold'em Bonus**, the base game play does not change. The five cards used to determine a progressive winner are the player's two hole-cards plus the first three community cards (the flop).



THOUGHTS on the YOUNG GAMING CUSTOMER

I'm not quite prepared to say that I have been
WRONG. Let's just say that I have
re-evaluated my position and **REFINED**
my opinion based on new and compelling
information.

by Dennis Conrad

It relates to the age 21 to 40 gaming crowd. I'm not even sure what you call them—Gen X, Gen Y, the Young Gamer, the Emerging Demographic. Heck, I don't know.

You see, over the last 10 years or so, I have spoken or written about these "Junior Players" in a number of public forums. And my opinion has remained (until now) pretty consistent. I would characterize it as this:

"Yes, there may be some opportunity in the 21 to 40 year old age group (and you do need to think about your future generation of gamers), but your real focus and marketing thrust needs to remain on the 50+ age group (especially seniors). After all, they have the REAL discretionary time and income for gaming."



“Since the initial thrust of this ‘younger casino generation’ appears to be around table games, ask yourself if you are doing all you can to ‘prime the table game pump’ for young gamblers.”

Well, I’ve changed my mind. I now think the younger generation is coming at us like a freight train rather than a handcar, that they have more money for gaming than anyone imagined, that they are already pre-disposed to risk taking in general and gaming in particular, and that we all need to be thinking about how to intelligently seize this major opportunity.

As I look back on my “shift in thinking,” I believe it was affected by any and all of the following:

- Seeing the success of the casinos that target a younger audience. Palms, Hooters, Borgata, any Hard Rock Casino – these all appear to be doing VERY well, thank you very much, even if the profit model (F&B, tables and retail) is different.

- Observing the success of (some) casino entertainment events and facilities, which target the young crowd.
- Watching the comeback of some traditional table games and how many of the new players are young.
- Noticing the poker explosion (both in online and land-based casinos) and the torrent of young players driving it.

So OK, the casino world is changing, but my best casino players are still in the 50 to 80 age group. What should I be doing to take advantage of this new, younger player opportunity? Well, here are my thoughts.

First of all, if you have a casino that’s “been around” and has a long established marketing strategy which has generally targeted older folks (and that is most casino properties), you are not going to turn your “gaming ship” around overnight (nor should you). But it may mean that you experiment with a hip-hop group in your dark showroom on a weekday night. Or you try a late night DJ in your casino lounge which typically goes dead during the week at nine or 10 PM. Or that you try a “meet and greet” with some “young heartthrob” and see what happens (expect some old folks to show up for this too).

Secondly, since the initial thrust of this “younger casino generation” appears to be around table games, ask yourself if you are doing all you can to “prime the table game pump” for young gamblers. Do you have poker? Should you? Is your existing poker room attractive to young players or just to snarly old poker veterans? Do your table games play well with Gen X or do you need a party pit or younger, more attractive dealers? Do you have any of the new table games that appeal to young players or any mechanism by which they can learn to play the games? Much of this just involves putting yourself in the shoes of a novice, young player and figuring out what they would like in your table game experience and offerings.

Finally, I believe attracting a younger casino customer involves having your casino become “easier to do business with” for the twenty and thirty something set. This could mean having more internet capability at your property

or communicating more often by email or text message (or even leveraging blogs). It could be as simple as having an effective ID policy where young folks don’t get hassled or asked for their proof of age at every turn. It could even mean having some “sensitivity” training for your staff on the unique needs of young people. In any event, it means throwing out a wider welcome mat for Gens X and Y, so they know they are “not in their grandmother’s casino any more.”

While issues certainly remain for the generation of casino customers born after 1970 (for instance, they don’t appear to be avid slot players yet, and what the heck do we do about this whole “sex” thing?), nonetheless the pipeline of “future gamers” appears to be well stocked with folks interested in our gaming product. They seem to be inclined to risk taking and less philosophically opposed to gambling in general (as they have watched their parents and grandparents increasingly visit casinos).

Our task then remains the same—continue to evolve our gaming experience, mine the youthful segment for the nuggets of most long term value, and still keep our old folks happy. For although I may have changed my opinion on the opportunity with Gen X and Y, I know who still pays the bills today.



Dennis Conrad is the President and Chief Strategist of Raving Consulting Company, a full service marketing company specializing in assisting gaming organizations. He can be reached at 775-329-7864 or e-mail dennis@ravingconsulting.com. Visit Raving’s web site at www.ravingconsulting.com.



Shuffle Master Europe Hold’em Free Draw Promotion *Extended for Six More Months!*

Thanks to popular demand, we’re extending our Ultimate Texas Hold’em and Texas Hold’em Bonus free draw promotion through **March 31, 2011**. Each hand ranking of four-of-a-kind or better dealt at an Ultimate Texas Hold’em or Texas Hold’em Bonus table in a participating casino qualifies for an entry to win a Rolex watch. To learn more, contact your local Shuffle Master Europe account representative.



Ultimate Texas Hold’em features head-to-head play against the dealer and an optional bonus bet that pays odds if the player’s final five card hand is a Three-of-a-Kind or better. With 500 tables installed worldwide, it is the gaming industry’s most popular hold-em style game.

Sample Paytable	Trips	Blind
Royal Flush	50 to 1	500 to 1
Straight Flush	40 to 1	50 to 1
Four-of-a-Kind	30 to 1	10 to 1
Full House	8 to 1	3 to 1
Flush	6 to 1	3 to 2
Straight	5 to 1	1 to 1
Three-of-a-Kind	3 to 1	



Another popular hold-em style game, Texas Hold’em Bonus features head-to-head play against the dealer and an optional Bonus bet that pays odds if the player’s initial two cards are a pair of 2s or better.

Sample Paytable	
Ace-Ace	30 to 1
Ace-King (suited)	25 to 1
A-Q or A-J (suited)	20 to 1
Ace-K (unsuited)	15 to 1
K-K, Q-Q or J-J	10 to 1
A-Q or A-J (unsuited)	5 to 1
10-10 through 2-2 (pairs)	3 to 1

THE SLOT MACHINE



It's America's favorite casino game and one of the most widely recognized symbols of commercial gaming. Yet most people know very little about slots. A close look at these machines reveals how they are made, how they operate and how they are regulated.

types of machines

The slot machine has captured the imaginations of gamblers for more than 100 years. Modern slot machines feature thousands of different games, as many as 200 paylines and a variety of betting limits.

There are two basic types of slot machines in today's casino—mechanical reel and video slot machines. Mechanical reel machines have actual physical reels that spin when play begins, while video slot machines have virtual reels that are displayed on a video monitor.

Within these two main categories are additional types of machines, including progressive slot machines in which the top payout award continues to grow as more money is added to a machine, as well as machines that offer interactive bonus games when certain symbols appear on the payline.

No matter what type of machine you play, most slot machines operate in pretty much the same way.

how it works

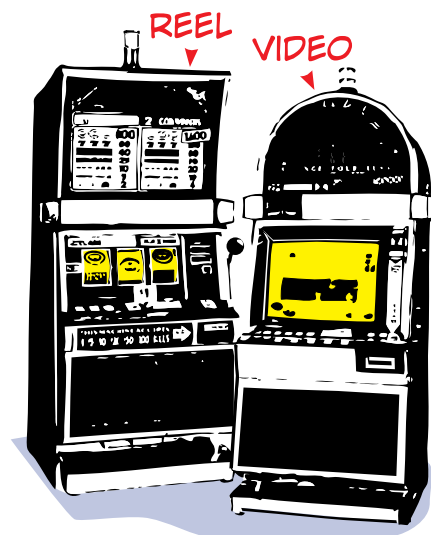
To understand how a slot machine works, it's important to understand the Random Number

Generator (RNG), a tiny computer that determines where the reels stop during each slot machine play.

Even before a player approaches a slot machine, the RNG is cycling through millions of number combinations. Each number in the combination corresponds to the different symbols on the slot machine reels. Multiple numbers can correspond to the same symbol, which is called a virtual stop.

Here's a look at what happens once slot machine play begins:

- The player pushes a button or pulls a lever to initiate play.



- In that instant, the RNG picks the number combination highlighted in its system at that given moment, and each reel stops in the position that corresponds to that number.
- If the numbers and accompanying symbols on the payline match a winning combination, the game processor notifies the player through the screen.
- The game processor simultaneously calculates the amount won based on the odds of the game and the amount wagered.
- The win is paid or added to the player's credit meter.
- With each new play, this process repeats in exactly the same way, independent of the events that happened before.

from concept to casino floor

Slot machines are created with one goal in mind—to ensure that players are entertained when playing them. Machine production is a complex process involving many decisions, from determining betting options to artwork and theme. Designers pay attention to cultural and technological trends to ensure that new games are on the cutting edge.

Once a game is crafted, it often is tested with a focus group of customers. It then is sent to a private lab to confirm it works properly and meets state regulatory requirements and/or is submitted to state regulators for approval.

"Slot machines should not be considered a way to earn money. They are intended only to provide gaming customers entertaining—and often exciting—experiences."

ensuring compliance

Every year roughly \$265 million US is spent on regulating the gaming industry, including slot machines.

Before reaching the casino floor, slots are subjected to lengthy compliance tests in order to be approved by regulators. Those tests make sure the games are fair and reliable.

Technicians perform regular maintenance on the machines once they are on the floor, and regulators perform check-ups if problems arise—all to ensure the machines continue to operate as they should.

responsible play

Since the 1970s, the popularity of slot machines has exploded. But, during that time, research from Harvard University and other institutions has shown that the rate of gambling disorders has held steady at 1 to 3 percent of Americans. There is

no research indicating slot machines trigger addiction. Slot machines should not be considered a way to earn money. They are intended only to provide gaming customers entertaining—and often exciting—experiences.

constant evolution

Slot machines have come a long way in the past 100 years, and, as we look to the future, that evolution will continue. Already on today's casino floor, you can find games that allow people to play together and share bonus rounds, and server-based games that allow players to pick from a variety of games on a single machine. Wherever technology takes us, the games will continue to be fair, regulated and, above all, fun!

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did you know

that the first three-reel slot machine, the Liberty Bell, was invented by Charles Fey in 1899?

source: Roll the Bones: The History of Gambling by David G. Schwartz



DISPELLING POPULAR SLOT MACHINE MYTHS



If a slot machine hasn't paid out for a while, it's due for a win.

False. Slot machines operate randomly at all times—no matter how many wins or losses have occurred in the past. A machine that has not paid out for a while has no greater chance of paying out in the future.

Using a player's club card will increase the chances of winning a jackpot.

False. The RNG that determines the outcome of each play is not linked to the player's club card reader. The RNG cannot tell whether a card is inserted or not, so the outcome of the game is not affected.

A slot machine can tell the difference between maximum and minimum bets.

False. The number of coins played—or the amount of a wager—does not affect the outcome of a game. It only affects how much a player may win or lose.

After hitting a jackpot, a player should move to a new slot machine. The machine currently in play is not likely to hit again.

False. The odds of winning another jackpot on the next play are the same as they were before hitting the jackpot. There is no such thing as a “hot” or “cold” slot machine.

Players can determine a machine's odds by counting the symbols on each reel.

False. Because multiple numbers generated by the RNG can correspond to the same symbol on a reel, there are many more number combinations possible than are visible to the eye. Even though there may be only 15 symbols on a reel, there can be thousands of virtual stops.

Slot machines are highly addictive.

False. Research has found no evidence that slot machines lead to greater rates of gambling addiction.



Not just another
ROLL of the
DICE

 **ShuffleMaster**
INCORPORATED

Featuring stunning graphics and an easy-to-use touch-screen interface that allows players to roll the virtual dice, Star Craps is an excellent alternative to live Craps play. To learn more, contact your local Shuffle Master representative or call 702.897.7150.

e-TABLE GROWTH

in Macau

Over the past decade, the casino industry in Macau has experienced a remarkable expansion. Two years ago, in a planned effort to stabilize Macau's exuberant growth, the local government announced it would not issue new casino licenses in the "foreseeable future." Earlier this year, the government went a step further and stated it would not approve any new casino projects until 2013; during this time, the government also placed a cap on the number of allowed table games—limiting the region to a total of 5,500 tables.

by Mark Hultberg

As of the third quarter of 2010, Macau had 4,838 table games in operation, yet there are still two major projects currently under development: Galaxy's new mega-resort and Las Vegas Sands sites 5 and 6. Both are expected to open in 2011, quickly bringing Macau to its government-imposed table game limit.

However, even with a cap on table games, we expect player demand to continue growing in Macau. So far this year, gambling revenues are up over 60%. Moreover, the vast majority of these revenues come from live table games, with Electronic Gaming Machines ("EGMs") currently comprising just 5% of total gaming revenue. Therefore, with a cap in place on live tables, the Macau market now presents a tremendous opportunity for electronic tables.

Electronic table games can be broken down into two categories: hybrid e-Tables and fully-electronic e-Tables. Hybrid tables are electronic systems that employ live dealers or hosts who facilitate a live game while players make their wagers on an electronic interface. This e-Table type includes Shuffle Master's Rapid Table Game products and its new i-Table system that is in its initial roll-out in North America.

Alternately, fully automatic e-Table products are basically slot devices which provide players the opportunity to enjoy popular table games in an electronic format with outcomes driven by internal random number generators (RNG). Shuffle Master's fully-electronic table game products include the Vegas Star and Table Master platforms: these products are both well-established e-Table systems currently in use throughout many domestic and international jurisdictions.

Hybrid e-Tables

In most gaming jurisdictions, including Macau, hybrid e-Tables are classified as live table games because the game outcome is not generated by an RNG. However, with the Rapid Table Games system's modular seating design, one multi-terminal can accommodate up to four times the number of players as a traditional table, which makes it an interesting option under the Macau table game cap.

Fully-electronic Tables

When licensed and regulated as an EGM, fully-electronic table games have a number of advantages over live tables. Whether the game is offered on a modular, multi-terminal design like Vegas Star or on a fixed seating system like Table Master, these games are not subject to the table game cap because they are able to operate without a live dealer. This advantage also gives operators the ability to lower staffing overhead, an important

consideration since dealers are often in short supply, and table games that are designated as EGMs generally require a lower licensing fee.

The Evolving Market

Whether it is a fully-electronic or a hybrid electronic table system, these innovative products offer more than just an opportunity for operators to keep up with demand in a regulated and continually evolving marketplace. Electronic systems offer the operators a lower overhead while providing a pleasurable gaming experience for the player. Moreover, as with any Shuffle Master table system that employs an electronic shuffler or shoe, electronic systems virtually eliminate dealer errors and cheating opportunities; all the while creating a fast-paced experience enjoyed by both players and operators.

Mark Hultberg is Shuffle Master's Market Research Manager and is responsible for keeping the company up-to-date on market changes.

News & Newsworthy

Friday,

Books & Buddies Mentor Program

Company Continues its Support of Las Vegas At-Risk School

As part of Shuffle Master's commitment to supporting the Jack Dailey Elementary School, an at-risk public school located in Las Vegas, the Company recently kicked-off its Books & Buddies reading mentoring program.

What is Books & Buddies?

Books & Buddies provides children and their schools the much-needed human resources and individualized attention to enhance literacy efforts that are not readily available within the classroom and often absent from the child's home. Books & Buddies mentors make a 12-week

commitment to meet with a child for one hour each week to read together, and Shuffle Master employees are supporting this important effort by volunteering.

Shuffle Master's unique partnership with the local organizations focuses on the various needs of Jack Dailey Elementary School, a Title I school with no current business partners or substantial community support. The Company's contribution and sponsorship will help enrich the educational experience as well as the overall well-being of these children. To learn more about Books & Buddies, visit www.spreadthewordnevada.org.



Shuffle Master Poker Challenge

For the first time in its history, a female dealer has won the poker championship for European casino employees: Vincenza Di Giacomantonio, an Italian working in Switzerland defeated contestants from 105 European casinos.

670 players and almost 80 companions from 25 European countries went to Berlin to attend the Shuffle Master Poker Challenge 2010 from August 30th to September 1st, and to spend a couple of days and nights of fun and entertainment in Germany's capital city.

The tournament game was Texas Hold'em No Limit. All tables were equipped with Deck Mates and layouts by Shuffle Master Europe, including the Pokertronic final table that was used for a live-stream of the game.



Progressive Jackpots Now Available on Popular Table Master Games!

Interested in increasing play on your Table Master fully-electronic tables? Progressive jackpots are a great way to drive play and give your players an opportunity for extra winnings. To learn more, contact your local account executive.

Currently Approved by GLL:

Royal Match 21
Bet The Set 21
Fortune Pai Gow
Mississippi Stud

Coming Soon:

Ultimate Texas Hold'em
Three Card Poker
Let It Ride

Shuffle Master Europe Recognized as Top Supplier, *Again!*

Shuffle Master Europe reaches the highest ranking as supplier—again! For two years in a row, the company was awarded top marks for its performance by Grand Casino Bern in Switzerland. This evaluation is conducted yearly to guarantee the best quality to the casino's customers. The casino is certified by ISO 9001 standards.

"We are pleased to inform you that your company has reached the best mark possible in Grand Casino Bern's yearly supplier evaluation for 2008 and 2009," stated Managing Director Christian Aumüller and Gaming Manager Christian Krenk in their letter.

Shuffle Master Europe supplies Grand Casino Bern with shufflers including after sales services, licenses for proprietary table games and layouts.

Brain Drain

Think you know everything there is to know about gaming?
test your knowledge in our quarterly **TRIVIA CONTEST** and be
eligible to **WIN GREAT PRIZES!**

1. In a standard deck of cards, which king doesn't have a moustache?
2. In five-card poker, how many possible hands can include Four-of-a-Kind?
3. When did Shuffle Master's very first shuffler go on field trial?
4. What game was used in ancient China to raise money for the Great Wall of China?
5. What is the largest casino in South Africa?

Send your answers to contest@shufflemaster.com
by January 15, 2011 and if you answer all five questions
correctly, you'll be entered into a drawing for your choice
of a netbook computer, a 10 mega pixel digital camera
or a golf driver set.

Contest Rules: 1. Entries will only be accepted from verifiable casino operator email addresses 2. All entrants must be at least 21 years of age 3. Limited to one entry per person 4. Winners will be notified via email only 5. Grand prize value not to exceed \$400 6. At Shuffle Master's discretion, correct entries 2 through 9 may receive consolation prizes 7. Incomplete submissions will be disqualified. 8. To be considered for the drawing, entry must include the following: • Entrant's first and last name • Position and casino employer name • Casino email address • Correct answers to trivia questions.

Direct any questions about the contest to: Shuffle Master, Inc. **Attention:** Trivia Contest • 1106 Palms Airport Dr. • Las Vegas, NV 89119 • contest@shufflemaster.com • **Grand Prize winner will have the choice of one of the following items:** Netbook Computer*, 10 MP Digital Camera, Memory Card & Bag Combo* or a Golf Driver, Bag & Titleist ProV1 Balls*

* Actual prizes may vary based on brand availability.

2010 2011 SAVE THE DATE Calendar



NOVEMBER 16-18, 2010
Global Gaming Expo (G2E)
Las Vegas Convention Center
Las Vegas, Nevada
www.globalgamingexpo.com

JUNE 7-9, 2011
Global Gaming Expo Asia (G2E Asia)
Venetian Macao, Macao, China
www.g2easia.com

JANUARY 25-27, 2011
International Casino Expo (ICE)
Earls Court, London, UK
www.icetotallygaming.com

OCTOBER 4-6, 2011
Global Gaming Expo (G2E)
Sands Convention Center
Las Vegas, Nevada
www.globalgamingexpo.com

MAY 4-5, 2011
ExpoAzar (ELA)
Mexico City, Mexico
www.expoazar.com

e-solutions

electronic quarterly gaming update

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HAVE A SUGGESTION FOR A FUTURE ISSUE ARTICLE OR FEATURE?

send an email to
solutions@shufflemaster.com



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RESPONSIBLE GAMING

We support the United States National Council on Problem Gaming and other similar worldwide organizations dedicated to identifying and preventing gambling addiction and abuse.

NASDAQ Global Select Market: SHFL

FIND



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CHANGING THE GAME

doesn't mean changing
what we pledge.

Last year at G2E we introduced the 12-Point Pledge and our commitment to our customers, and our dedication to this initiative is as strong as ever. The 12-Point Pledge has been embraced at every level of our company worldwide, and a year later we continually notice its impact in making Shuffle Master a more responsive partner to our customers. As we continue to focus on helping make you more profitable, please let us know what else we can do to help your property meet its full potential.

1. WE WILL BE A STRATEGIC PARTNER TO OUR CUSTOMERS.
2. WE WILL WORK DILIGENTLY TO MEET OUR CUSTOMERS' NEEDS.
3. WE WILL PROVIDE SOLUTIONS, NOT JUST PRODUCTS.
4. WE WILL NEVER FORGET: WE'RE IN THE BUSINESS OF FUN.
5. WE WILL FOSTER TRUST FROM THE VERY FIRST HANDSHAKE.
6. WE WILL PROVIDE INNOVATIVE PRODUCTS.
7. WE WILL BE TIRELESS IN OUR PURSUIT OF EXCELLENCE.
8. WE WILL PROVIDE ANSWERS, NOT EXCUSES.
9. WE WILL SET A HIGH BAR FOR SERVICE.
10. WE WILL IDENTIFY CREATIVE WAYS TO IMPROVE OUR CUSTOMERS' PERFORMANCE.
11. WE WILL COLLABORATE WITH OUR CUSTOMERS TO FUEL THEIR PROFITABILITY.
12. WE WILL KNOW WE'VE REACHED OUR FULL POTENTIAL WHEN WE'VE ENABLED OUR CUSTOMERS TO REACH THEIRS.

ROGER SNOW, Executive Vice President



THINGS CHANGE

and our batch shuffling technology is no exception. we've made the MD2CR **faster** and easier to use, making your tables more productive, more secure and **more profitable**. we've also added the ability to quickly scan and verify your pre-shuffled decks right at the table. after all, change doesn't make sense unless it improves **performance** and drives revenue. visit us at G2E booth #2236 to learn more about how we're

CHANGING THE GAME™