



澳門特別行政區政府
Governo da Região Administrativa Especial de Macau
文化局
Instituto Cultural

Tender Documents
Tender Requirements a. General Conditions
Operation and Management of the Macao
Outdoor Performance Venue

Open Tender No. 0001/IC-DOGAF/CP/2026

Operation and Management of the Macao

Outdoor Performance Venue

Tender Requirements

a. General Conditions

a. General Conditions

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Open Tender No. 0001/IC-DOGAF/CP/2026
Operation and Management of the Macao Outdoor Performance Venue

1. Objective of Tender

This Tender seeks to engage a venue operator to provide operation and management services for Macao Outdoor Performance Venue (“the Venue”), with a view to fully realising its function as a platform for large-scale outdoor performances, strengthening the role of performing arts events in supporting economic growth, aligning with Macao’s “1+4” development strategy for adequate economic diversification, and promoting Macao as a “City of Performing Arts”.

2. Rules and Terms Governing the Contracted Services

2.1 Pursuant to Article 48 of Decree-Law No. 63/85/M of 6 July, this Tender Requirements and other Tender Documents made available for review shall constitute an integral part of the Contract, save where otherwise expressly or impliedly provided therein.

2.2 The Contract shall be governed by:

2.2.1 The contractual terms and the provisions of all documents constituting the Contract; and

2.2.2 Decree-Law No. 63/85/M of 6 July and any other applicable laws.

3. Specifications and Other Specified Documents

In addition to the provisions stipulated in this “Tender Requirements”, the Successful Tenderer shall fully comply with all other relevant specifications applicable to this Open Tender in a timely manner.

4. Documents in Order of Precedence Governing the Successful Tenderer’s Performance of the Contracted Services

4.1 The Successful Tenderer shall comply with the following documents:

4.1.1 The Contract signed after Tender Award;

4.1.2 Terms of Tender;

4.1.3 Tender Requirements;

4.1.4 Tender submitted by the Tenderer.

- 4.2 In the event of any discrepancy or conflict between the abovementioned documents, the order of precedence shall follow the sequence set out above.
- 4.3 In the event of any discrepancy or conflict between the Portuguese or English version and the Chinese version of any of the documents listed in Clause 4.1, the Chinese version shall prevail.

5. Obligations of the Successful Tenderer

- 5.1 Pursuant to Clause 6 of this Tender Requirements - a. General Conditions, the Successful Tenderer shall register and incorporate a new operating entity (the “Operating Entity”) with the Commerce and Movable Property Registry of the Macao Special Administrative Region Government (the “Government”), the business of which shall consist of matters relating to the operation and management of the Venue.
- 5.2 The Operating Entity established by the Successful Tenderer shall provide the Cultural Affairs Bureau (“CAB”) with a Contract Deposit.
- 5.3 Where the Successful Tenderer is an Individual Tenderer, it may appoint a relevant person as its legal representative. Where the Successful Tenderer is a Consortium Tenderer, all of its member entities must jointly submit a duly signed authorisation letter authorising a relevant designated person to act as the legal representative of the Successful Tenderer.
- 5.4 The Successful Tenderer shall enter into the Contract with CAB through its Operating Entity.
- 5.5 Within sixty (60) days from the date of receipt of the Notice of Award, the Successful Tenderer shall establish an Operating Entity for the operation and management of the Venue with a registered capital of not less than MOP10,000,000.00 and with sufficient funds to support its operations. Where the Successful Tenderer is a Consortium Tenderer, each of its member entities shall contribute to the registered capital in accordance with its respective shareholding percentage in the consortium.

6. Incorporation of the Operating Entity

- 6.1 Within sixty (60) days from the date of receipt of the Notice of Award, the Successful Tenderer shall establish and complete the registration of an



Operating Entity with the Commerce and Movable Property Registry of the Macao Special Administrative Region (“Macao SAR”) to engage in business related to the operation and management of the Venue.

- 6.2 Where the Successful Tenderer is a Consortium Tenderer operating in the form of a cooperative arrangement, the shareholding percentage of the jointly established Operating Entity shall be identical to that agreed upon in the Tender. The Operating Entity shall be incorporated as a limited liability company and shall satisfy each of the following conditions:

6.2.1 Equity lock-up: The shareholders of the Operating Entity shall be the same as the member entities of the Consortium Tenderer. Without the prior consent of CAB, the Operating Entity shall not transfer its equity to any third party other than the Successful Tenderer. Where, for any reason, any adjustment to the shareholding percentage in the Operating Entity is necessary, prior written approval from CAB shall be obtained.

6.2.2 Joint liability: All member entities of the Consortium Tenderer must sign the Declaration and Consent of the Tenderer to assume joint liability for the debts or defaults of the Operating Entity.

6.2.3 Consistency of management: The Key Personnel committed in the Tender, including the Project Director, Head of Venue Operation, Head of Event Coordination, Marketing Manager, Finance Manager, and Facilities and Security Manager, shall be formally employed by the Operating Entity, and all relevant expenses arising therefrom shall be borne by the Operating Entity.

6.2.4 The Project Director referred to in the preceding sub-clause shall be fully authorised by the Operating Entity to handle all matters whatsoever relating to the operation and management of the Venue. In performing the aforementioned duties, the Project Director shall not be required to separately obtain prior approval from the Operating Entity for any routine operational and management matter.

- 6.3 Where the Successful Tenderer is an Individual Tenderer, it shall, throughout the Tenancy Period, wholly own the newly established Operating Entity, which shall be incorporated as a limited liability company with a sole shareholder, except where prior written approval has been obtained from CAB.

- 6.4 The CAB may require all member entities of the Successful Consortium Tenderer to act as joint guarantors for the new Operating Entity. Where the Operating Entity fails to perform its obligations, CAB reserves the right to seek recourse against the Successful Tenderer.
- 6.5 The registered capital of the Operating Entity shall not be less than MOP10,000,000.00, and shall not be reduced by any means during the Tenancy Period.
- 6.6 Where the Successful Tenderer operates and manages the Venue in the form of a cooperative arrangement, at least one member entity possessing relevant experience in performance venue operation and management or event organisation and planning shall beneficially hold not less than [30]% of the shares of the Operating Entity throughout the Tenancy Period.
- 6.7 All revenues and expenses directly related to the operation and management of the Venue shall be processed in the name of the Operating Entity.

7. Tenancy Period

- 7.1 The Fixed Tenancy Period under the Contract shall be five (5) years. The specific commencement date shall be formally determined upon the execution of the Contract, without prejudice to the right of termination exercisable by CAB.
- 7.2 For renewal of the Contract, a written application together with an operational proposal, shall be submitted to CAB at least eighteen (18) months in advance.
- 7.3 The Renewal Tenancy Period shall be three (3) years, and CAB shall have the absolute discretion to determine whether or not to grant the renewal.
- 7.4 Upon receipt of the written application referred to in Clause 7.2, the feasibility of the renewal shall be evaluated based on the service quality and overall performance of the Operating Entity, together with the operational proposal for the Renewal Tenancy Period. During the Renewal Tenancy Period, the Annual Rent Payable to CAB and Additional Event Day Rental Sharing Rate committed in the Tender shall continue to apply, and both parties shall hold meetings in respect of any applicable terms (e.g. Binding Event Proposal).
- 7.5 The CAB shall notify the Operating Entity of any prospective renewal at least one (1) year before the expiry of the Contract.
- 7.6 Upon expiry of the Contract, the Operating Entity shall return the Venue to CAB free of charge on the date specified by CAB.

7.7 Under no circumstances shall renewal be guaranteed to the Operating Entity.

8. Scope of Contract and Operation

8.1 The location, scope and business activities for the operation and management of the Venue are as follows:

8.1.1 Location: the Venue situated at the intersection of Avenida do Aeroporto and Rua de Ténis in Cotai, Macao.

8.1.2 Scope: the Venue with a total area of approximately 94,000 square metres. For the specific layout, please refer to Annex II - Location Map.

8.1.3 Business activities: The operation and management of the Venue. Within this scope, the Operating Entity may host large-scale outdoor performances and other activities, such as sports, cultural and arts events, conferences, exhibitions, and community activities. Provision of catering services and the sale of souvenirs within the Venue shall also be permitted, provided that all activities and commercial operations comply with the applicable laws and regulations of Macao SAR currently in force and the requirements of the competent authorities.

8.2 Event details:

The events, including Large-scale Events, Mega Events, Commercial Events and Free Public Events, shall be held in accordance with the minimum number of events and number of event days per year as proposed in the Tender.

8.3 Amendment of proposal plans:

8.3.1 Where the Operating Entity intends to amend the Binding Event Proposal, the Binding Free Public Event Proposal, or the Binding Venue Operation Proposal included in the Tender, it shall submit the proposed amendments and the reasons therefor to CAB at least two (2) months in advance. No amendment or change may be made without the consent of CAB.

8.3.2 The CAB shall have the right to reject any amendment request referred to in Clause 8.3.1. In such event, the Operating Entity shall continue to provide operation services pursuant to the Binding Event Proposal, the Binding Free Public Event Proposal, and the Binding Venue Operation Proposal set out in the Tender.

8.3.3 The CAB may negotiate with the Operating Entity to amend the Binding Event Proposal, the Binding Free Public Event Proposal, or the Binding Venue Operation Proposal submitted by the Operating Entity to ensure the quality and outcome of the operation of the Venue.

9. Obligations of the Operating Entity

- 9.1 During the Tenancy Period, the Operating Entity shall complete and comply with all statutory formalities required for the conduct of its business.
- 9.2 The Operating Entity shall directly operate and manage the Venue.
- 9.3 The Operating Entity shall duly pay the Annual Rent and the Rental Sharing for Additional Event Days in a timely manner.
- 9.4 The Operating Entity shall ensure that it has sufficient financial capability to maintain the operation of the Venue.
- 9.5 During the preparation stage of an event, the Operating Entity and Event Organiser shall hold meetings, as may be requested by CAB, to confirm the detailed arrangements of the event.
- 9.6 The Operating Entity shall, within the time period specified, reply in writing to any enquiries from CAB.
- 9.7 In the operation of the Venue, the Operating Entity shall settle all operating expenses, including the costs of business commencement, personnel, management, daily operation, security, cleaning, landline telephone service, broadband service, insurance, and the maintenance and repair of equipment procured by the Operating Entity, as well as all taxes applicable to the Venue.
- 9.8 To ensure a smooth handover of the Venue, the Operating Entity shall be obliged to attend events held at the Venue before the Contract Commencement. It shall also familiarise itself with the operation and approval procedures of the Venue through participation in the preparatory work.

- 9.9 The Operating Entity shall comply with all laws and regulations currently in force, in particular those relating to safety, hygiene, labour relations, fire services, utilities, and environmental protection, and shall bear all legal consequences arising from any non-compliance.
- 9.10 During the preparatory stage of an event, the Operating Entity shall closely monitor the work of the Event Organiser, and ensure that the latter fulfils all relevant requirements. For specific requirements and conditions, please refer to Clause 3.6 of the Tender Requirements - b. Technical Conditions.
- 9.11 The Operating Entity shall operate and manage the Venue in accordance with the ratio of local employees indicated in the Tender. If CAB notices that the actual ratio is below the one stated in the Tender, CAB has the right to impose penalties pursuant to Clause 16 of this Tender Requirements – a. General Conditions.
- 9.12 Pursuant to the request of CAB, the Operating Entity shall provide a list of staff members and copies of their identification documents, including those of supervisory personnel, for the purpose of verifying the ratio of local employees.
- 9.13 In the event of any update to the details of local and non-local employees, the Operating Entity shall notify CAB within three (3) days to verify the ratio of local employees.
- 9.14 Pursuant to the request of CAB, the Operating Entity shall propose further measures to progressively increase the ratio of local employees and enhance their training and promotion opportunities, along with specific implementation plans for such measures.
- 9.15 The Operating Entity shall notify CAB upon becoming aware of any circumstance which has resulted in, or may result in, the termination of the Contract, including but not limited to any of the circumstances set out in Clause 19.2.
- 9.16 The Operating Entity shall ensure that all information obtained from CAB shall be kept confidential and not disclosed to any third party. The Operating Entity shall ensure that the staff members involved likewise keep such information confidential.



- 9.17 Any matters relating to the obligations of the Operating Entity and the burdens on the Venue not set out in this Tender Requirements shall be handled pursuant to Article 983 et seq. of the Civil Code of Macao currently in force.

10. Rules of the Venue

- 10.1 The Operating Entity shall ensure that all corresponding licences are obtained, and that laws, regulations, and relevant guidelines are complied with for any sale of food and beverages, provision of alcoholic beverages, and usage of facilities and equipment for cooking at commercial events held within the Venue.
- 10.2 Any forms of sale of any infringing items, tobacco products, medicines and Chinese medicinal materials not authorised for public sale, and any products whose promotion or sale is prohibited under the laws and regulations of Macao SAR currently in force (such as pornographic and gambling-related items), shall be strictly prohibited within the Venue.
- 10.3 Operation of the facilities and equipment within the Venue, including any noise and sound generated thereby, shall strictly comply with the laws and regulations currently in force, environmental protection regulations and relevant guidelines to avoid any adverse impact on the surrounding environment.
- 10.4 Events held within the Venue shall not violate or contravene the Law on Safeguarding National Security and any other related regulations, nor shall they contain any content involving the glorification of violence, pornography, gambling, terrorism, or any content contrary to public morals or prohibited under the laws and regulations of Macao SAR currently in force.
- 10.5 The Operating Entity shall cooperate with the personnel of CAB or its appointed representatives in any inspection or examination conducted within the Venue, and shall provide assistance where necessary.

11. Rent and Payment Method

- 11.1 The Operating Entity shall pay the rent committed in the Tender to CAB. The monthly rent shall be determined by dividing the annual rent for the relevant year by twelve (12) months, and payment shall be completed on or before the fifteenth (15th) day of each month. Where any amount results in figures beyond three decimal places, the rounding adjustment shall be made in December of that

year.

- 11.2 The Operating Entity shall, in accordance with the Additional Event Day Rental Sharing Rate committed in the Tender, submit the annual report for the preceding year (including a list of total event days and proof of holding in respect of each event, such as event concessions and related information) on or before 31 January of the following year, and shall pay the Rental Sharing for Additional Event Days within fifteen (15) days from the date of receipt of the confirmation notice issued by CAB.

12. Contract Deposit

- 12.1 The Operating Entity shall deposit the Contract Deposit with CAB as guarantee for the due, proper and timely performance of its obligations under the Contract.
- 12.2 Where the Operating Entity fails to pay any imposed fine or fails to present a defence against such fine within the statutory period, or fails to perform any settled and validated statutory debt or contractual debt, CAB may, irrespective of whether any court judgment has been rendered, deduct the relevant amount from the Contract Deposit.
- 12.3 The CAB shall have the right to execute and deduct the Contract Deposit provided by the Operating Entity, without the need for any prior judicial decision, to settle any amounts payable as a result of the Operating Entity's failure to perform its contractual obligations. In instances where the Contract Deposit has been wholly or partially executed and deducted, the Operating Entity shall recover an amount equal to the deducted sum within fifteen (15) days from the date of relevant notice issued by CAB.
- 12.4 Only upon expiry of the Contract and the full and proper performance by the Operating Entity of all obligations and duties set out in the Contract may the Operating Entity make a written request to CAB, within thirty (30) days, for the return or release of the Contract Deposit (whether in the form of cash without interest, or if in the form of a bank guarantee, by being discharged or released).
- 12.5 The Contract Deposit shall bear no interest, and all costs, expenses and taxes arising from the provision or withdrawal of the Contract Deposit shall be borne by the Operating Entity.

13. Operation and Management Report



- 13.1 The Operating Entity shall prepare a Quarterly Operation Report for each quarter and submit it in writing to CAB within the first ten (10) business days of the following month. The contents of the report shall comply with the requirements set out in Clause 1.4.2 of the Tender Requirements - b. Technical Conditions.
- 13.2 The Operating Entity shall prepare an Annual Operational and Financial Report for each operating year and submit it in writing to CAB within one (1) month after the end of each operating year. The contents of the report shall comply with the requirements set out in Clause 1.4.3 of the Tender Requirements - b. Technical Conditions.
- 13.3 Prior to each event, the Operating Entity shall assess various factors, such as the background, experience and professional capabilities of the Event Organiser and performers, and prepare a written assessment report. The Operating Entity shall submit such report, together with the other documents required for approval, to the Coordination Group for Large-Scale Performances for approval or record purposes.
- 13.4 Upon completion of each event, the Operating Entity shall prepare a Post-Event Report and maintain proper records thereof, and shall incorporate relevant contents into the corresponding Quarterly Operation Report to be submitted to CAB.
- 13.5 The Successful Tenderer shall, through the Operating Entity established for the operation of the Venue, strictly record and process all operating expenses and revenue of the Venue, and shall include in the Annual Operational and Financial Report a Financial Report and an Annual Operational Summary certified and signed by an independent accountant.

14. Monitoring and Reporting

- 14.1 The CAB may take measures as it deems appropriate to monitor the performance of the Operating Entity and its contractual obligations.
- 14.2 The Operating Entity shall comply with any instructions issued by CAB pursuant to the law and the Contract regarding the performance of contractual obligations.
- 14.3 The Operating Entity shall provide CAB with the explanations and information necessary for monitoring the performance of the Contract, and shall provide all reasonable cooperation in the monitoring work.

- 14.4 The Operating Entity shall fulfil its obligations and rectify or remedy any consequences caused by its acts pursuant to the conditions and deadlines prescribed by CAB.
- 14.5 Without prejudice to Clauses 14.1 to 14.4, CAB may entrust a third party to monitor the performance of the Contract by the Operating Entity.
- 14.6 The Operating Entity shall provide CAB or its designated representative with all necessary facilitation for the purpose described in the preceding clause.
- 14.7 The Operating Entity shall conduct regular inspections and supervision over the performance of duties under the Contract, and shall handle all matters relating to the management and operation of the Venue.
- 14.8 The Operating Entity shall record any abnormalities during the operation of the Venue, and report them immediately to the representative designated by CAB.
- 14.9 In the event of any major incident at the Venue, the Operating Entity shall take the necessary emergency and remedial measures immediately, and report the incident within the time frame set out in Clause 1.3.9 of the Tender Requirements - b. Technical Conditions.
- 14.10 In the event referred to in the preceding clause, the Operating Entity shall submit a written report to CAB within seven (7) business days.
- 14.11 For the purpose of continuously monitoring the overall quality of the Operating Entity's performance of the Contract, CAB will conduct on-site inspections from time to time and review the periodic work reports submitted by the Operating Entity (Please refer to Clause 1.4 of the Tender Requirements - b. Technical Conditions).
- 14.12 The CAB will assess the execution of the tasks under the Contract through on-site inspections and document review, and will notify the Operating Entity, by meeting or in writing, of any problems or unsatisfactory areas identified during inspection. The Operating Entity shall follow up on the requirements of CAB.
- 14.13 The Operating Entity or its designated representative shall, if so required by CAB, sign the record to confirm its truthfulness.

- 14.14 When CAB needs to meet with the Operating Entity to discuss operation-related issues, the latter shall appoint a representative with authority to attend such meeting. The Operating Entity shall also assign personnel responsible for specific functions or any other designated persons to attend the meeting as requested by CAB.

15. Remedial Measures

- 15.1 Where the Operating Entity fails to fully comply with the provisions of the Contract, CAB may issue a verbal reminder or warning to the Operating Entity, requiring it to provide an explanation and to make improvements; where no reasonable explanation is provided or no improvement is made, CAB shall issue a written warning requiring the Operating Entity to take remedial measures within the time period specified.
- 15.2 Where the Operating Entity engages in any non-compliant behaviours during the performance of the Contract, CAB will issue a written warning in the form of official notice specifying the remedial actions required and the respective time limits.
- 15.3 The remedial period shall commence from the date of issuance of the written warning by CAB and shall not exceed five (5) days, except in case of a force majeure event or where another period is otherwise prescribed by CAB.
- 15.4 Upon adopting the remedial measures, the Operating Entity shall notify CAB in writing or in such manner as designated by CAB.
- 15.5 The remedial measures under Clause 15 are without prejudice to the imposition of fines and penalties on the Operating Entity under Clause 16.

16. Fines and Penalties

- 16.1 Where any of the following acts attributable to the Operating Entity occurs, the corresponding fines set out below may be imposed directly on the Operating Entity (please also refer to Annex I – Summary of Fines and Amounts):
- 16.1.1 a fine of MOP100,000.00 for breach of Clause 8.1.3 of this Tender Requirements - a. General Conditions;
- 16.1.2 a fine of MOP50,000.00 for breach of Clauses 8.3.1 and 9.11 of this

Tender Requirements - a. General Conditions;

16.1.3 a fine of MOP50,000.00 for breach of Clause 2.2.3 of the Tender Requirements - b. Technical Conditions;

16.1.4 a fine of MOP50,000.00 for breach of Clause 2.1.11 of the Tender Requirements - b. Technical Conditions;

16.1.5 a fine of MOP50,000.00 for breach of Clause 3.6.5 of the Tender Requirements - b. Technical Conditions;

16.1.6 a fine of MOP50,000.00 for breach of Clause 3.6 of the Tender Requirements - b. Technical Conditions;

16.1.7 Where the Operating Entity is in breach of Clause 14.9 of this Tender Requirements – a. General Conditions and Clause 1.3.9 of the Tender Requirements – b. Technical Conditions by failing to report a major incident within the corresponding reporting time limit, a fine shall be imposed according to the following classification of the major incident:

16.1.7.1 fatal or serious injury incident: a fine of MOP10,000.00 for every thirty (30) minutes of delay in reporting;

16.1.7.2 any incident that may give rise to negative media coverage or comment, or that may damage the reputation of CAB: a fine of MOP10,000.00 for every one (1) hour of delay in reporting;

16.1.7.3 any incident that may affect the public's use of facilities within the Venue / access to the Venue or the ability of others to organise an event: a fine of MOP10,000.00 for every four (4) hours of delay in reporting;

16.1.7.4 any other major incident: a fine of MOP10,000.00 for every twenty-four (24) hours of delay in reporting.

16.1.8 Where the Operating Entity is in breach of Clause 3.1 of the Tender Requirements – b. Technical Conditions by failing to perform its obligations to the minimum commitment in the Tender, the following fines shall be imposed:

16.1.8.1a fine of MOP100,000.00 for each shortfall where the number of

large-scale events and mega events held by the Operating Entity at the Venue in a given year falls below the minimum requirement committed in the Tender;

16.1.8.2 a fine of MOP50,000.00 for each shortfall where the number of free public event days held by the Operating Entity at the Venue in a given year falls below the minimum requirement committed in the Tender;

16.1.8.3 a fine of MOP100,000.00 for each shortfall where the number of commercial event days held by the Operating Entity at the Venue in a given year falls below the minimum requirement committed in the Tender;

16.1.8.4 a fine of MOP100,000.00 for each shortfall where the number of event types held by the Operating Entity at the Venue in a given year falls below the minimum requirement committed in the Tender.

16.1.9 a fine of MOP3,000.00 for each day of delay for breach of Clause 20 of this Tender Requirements - a. General Conditions; and a breach that lasts for less than one day will be counted as one full day.

16.1.10 a fine of MOP100,000.00 for each type of document for breach of Clause 1.4 of the Tender Requirements - b. Technical Conditions, where the Operating Entity fails to submit the relevant work reports timely and receives a total of three (3) written warnings in an operating year.

16.1.11 a fine of MOP100,000.00 for breach of Clause 13.5 of this Tender Requirements - a. General Conditions, where the Operating Entity fails to include the Financial Report and Annual Operation Summary verified and signed by an independent accountant in the Annual Operational and Financial Report as required, or where the materials submitted contain false information.

16.1.12 apart from the acts specified above, where the Operating Entity engages in any other act that fails to fully comply with the provisions of the Contract, a written warning will be issued for each case of non-compliance. A fine of MOP50,000.00 shall be imposed upon the

accumulation of three (3) written warnings in respect of any type of non-compliant act within an operating year.

- 16.2 Where the Operating Entity fails to pay any amount required under the Contract or any fine imposed by CAB within the specified period, CAB may deduct such amount from the Contract Deposit.
- 16.3 Where CAB draws upon the Contract Deposit pursuant to the Contract, the Operating Entity shall reinstate the deposit within twenty (20) days from the date of receipt of notice from CAB. All taxes and fees arising from the provision, reinstatement, withdrawal, replenishment, release or refund of the Contract Deposit shall be borne by the Operating Entity.
- 16.4 In addition to the fines, any expenses arising from the non-performance of the conditions set out in this Tender Requirements - a. General Conditions attributable to the Operating Entity shall be borne by it, unless CAB accepts its reasonable explanation or agrees that it is caused by a force majeure event.
- 16.5 The imposition of the fines described in this Clause shall not exempt the Operating Entity from liability to third parties or from any other liability imposed by law, and shall not prejudice the right of CAB to recover all losses and loss of profits from the Operating Entity.

17. Force Majeure and Other Facts Not Attributable to the Operating Entity

- 17.1 Where any case of force majeure or any other fact not attributable to the Operating Entity leads to the impossibility, defective, or delayed performance of contractual obligations by the Operating Entity, and the Operating Entity is able to provide appropriate proof which is accepted by CAB, the Operating Entity shall be exempt from the corresponding liability.
- 17.2 A case of force majeure refers to any fact or circumstance which is unforeseeable and irresistible, the consequences of which do not depend on the will or individual circumstances of the Operating Entity, including war, invasion, subversion, terrorism, strike, epidemic, nuclear radiation, fire, explosion, disaster, severe flooding, hurricane, typhoon, earthquake, and other natural disasters directly affecting the performance of the Contract.

- 17.3 Where, after the Operating Entity, the Event Organiser and subcontractors have properly, duly and fully discharged their operational responsibilities, an act is committed by a third party who is not the Operating Entity, the Event Organiser or a subcontractor, and to which the Operating Entity, the Event Organiser and the subcontractors have not provided any assistance by any means, such act shall be regarded as a fact not attributable to the Operating Entity.
- 17.4 Upon the occurrence of any circumstance that may be regarded as force majeure or a fact not attributable to the Operating Entity, the Operating Entity shall prove the same by providing documentary evidence or other means of proof accepted by law, and shall request CAB to confirm such fact and determine its consequences within fifteen (15) days from the date on which it became aware of the relevant circumstance so that such liability may be exempted.

18. Amendment of the Contract

Any amendment to the terms of the Contract shall be made through mutual negotiation between both parties and shall be effected by way of a contract addendum.

19. Non-performance and Termination of the Contract

- 19.1 The Contract may be terminated by mutual agreement between both parties. Unilateral termination of the Contract shall be a vested right exercisable by CAB.
- 19.2 Upon the occurrence of any of the following circumstances, CAB may unilaterally terminate the Contract, and the Operating Entity shall have no entitlement to claim any compensation. Such termination will not prejudice the right of CAB to recover from the Operating Entity compensation for all losses and damages suffered:
- 19.2.1 confirmed breach, non-performance or non-observance of the Contract due to a fact attributable to the Operating Entity;
- 19.2.2 the Operating Entity fails to comply with written instructions issued by CAB in respect of the performance of contractual obligations, and, after receiving the notice, continues to fail to perform its obligations within the prescribed period to the extent that the Contract is significantly prejudiced;

- 19.2.3 without the prior approval of CAB, the Operating Entity subcontracts or transfers, in whole or in part, and whether for consideration or gratuitously, its contractual position (i.e. the rights of operation and management of the Venue) or any rights and obligations arising from the Contract to another party;
- 19.2.4 the Operating Entity fails to comply with legitimate instructions issued by CAB within the scope of the Contract;
- 19.2.5 the Operating Entity objects to or fails to cooperate with the exercise of the supervisory powers by CAB within the scope of the Contract;
- 19.2.6 the aggregate amount of fines imposed on the Operating Entity exceeds MOP2,400,000.00, or more than eight (8) fines are imposed within twelve (12) months;
- 19.2.7 the Operating Entity, without authorisation and otherwise than as a result of an event of force majeure, causes or is about to cause a complete suspension of the operation, or otherwise causes serious adverse impact on the normal performance of the Contract;
- 19.2.8 the Operating Entity is faced with serious disturbance or defect in its organisation or operation, bankruptcy, dissolution or transfer of assets seriously affecting the normal operation of the Contract, or the conclusion of a creditors' arrangement or agreement in judicial proceedings;
- 19.2.9 the Operating Entity is convicted by a court with a final judgment for making false statements in relation to any matter concerning the performance of the Contract;
- 19.2.10 the Operating Entity fails to comply with any judicial decision or arbitral award relating to the Contract;
- 19.2.11 the Operating Entity fails to comply with Clause 9.11 of this Tender Requirements - a. General Conditions and causes the ratio of local employees in its operation and management of the Venue to fall below the ratio stated in the Tender;



19.2.12 the Operating Entity fails to reinstate the Contract Deposit pursuant to Clause 12.3 of this Tender Requirements - a. General Conditions;

19.2.13 failure to pay the Annual Rent and the Rental Sharing for Additional Event Days payable to Macao SAR under the Contract for more than ninety (90) days.

19.3 The CAB reserves the right to terminate the Contract at any time in consideration of public interest without the need to consult the Operating Entity.

19.4 Where the Contract is terminated for the reasons mentioned in Clause 19.2, CAB will notify the Operating Entity in writing and state the reasons, and allow it to present its defence within ten (10) days.

19.5 Where the Contract is terminated for the reasons mentioned in Clause 19.2, the Contract Deposit provided by the Operating Entity will be forfeited, and it will not have the right to claim any compensation. The Operating Entity shall be liable for all losses and loss of profits suffered by Macao SAR, without prejudice to the recovery of any fines payable, the reinstatement of the Contract Deposit mentioned in Clause 12.3, and the Annual Rent, Rental Sharing for Additional Event Days and default interest mentioned in Clause 19.2.13.

20. Return of the Venue

20.1 Regardless of the cause, the Operating Entity shall complete the reinstatement of the Venue to its original condition, vacate it, and return the facilities and items provided by CAB at its own expense within fourteen (14) days after the expiry or termination date of the Contract. In the event of any loss or damage, the Operating Entity shall bear all liability arising therefrom.

20.2 Upon expiry of the period referred to Clause 20.1, CAB will have the right to enter the Venue, reinstate it, and dispose of any items left behind by the Operating Entity. The Operating Entity shall have no right to seek compensation from CAB, and shall bear all relevant costs.

21. Disposal of Property, Facilities and Equipment upon Expiry or Termination of the Contract

21.1 Upon the cessation of the Contract by expiry or termination, the facilities and equipment of the Venue temporarily delivered to the Operating Entity free of charge for the operation of the awarded business shall be returned to CAB



pursuant to Clause 20 of this Tender Requirements - a. General Conditions.

- 21.2 Upon the cessation of the Contract by expiry or termination, the Operating Entity may remove the facilities and equipment it procured, or, with the consent of CAB, transfer such facilities and equipment to CAB without being entitled to any compensation or indemnity.
- 21.3 The Operating Entity shall ensure that such property is in good operating, maintenance and safety condition, except for normal wear and tear caused by the use of such property for the purpose of complying with the terms of the Contract. In addition, the Operating Entity shall ensure that such property is free from any liability or encumbrance.
- 21.4 Upon the cessation of the Contract by expiry or termination, the Operating Entity shall complete the handover within the period designated by CAB. Where the handover is not completed within the designated period, CAB may execute the handover, and all costs shall be borne by the Operating Entity.
- 21.5 The CAB will inspect the received property to examine its preservation and maintenance conditions, and will draw up an inspection record, which shall be signed by both parties.
- 21.6 Upon the cessation of the Contract by expiry or termination, to ensure the continuous operation of the Venue, CAB will have the right to replace the position of the Operating Entity under any contracts and agreements in respect of the operation of the Venue entered into by the Operating Entity during the Tenancy Period and which remain in force, including but not limited to contracts and agreements entered into with third parties such as Event Organisers, suppliers and subcontractors.
- 21.7 The circumstance described in the preceding clause shall not prejudice CAB's right of recourse against the Operating Entity in respect of any debts assumed after replacing the position of the Operating Entity under such contracts or agreements.
- 21.8 Upon the expiry or termination of the Contract, the Operating Entity shall work with CAB to complete the aforesaid transfer of contractual position. The Operating Entity shall also be obliged to properly complete all handover procedures with another Operating Entity designated by CAB and to provide all necessary information and assistance, and shall issue any notices required to all

relevant third parties.

22. Personnel Arrangement of the Operating Entity after the Expiry or Termination of the Contract

- 22.1 Upon the cessation of the Contract by expiry or termination, the Operating Entity shall adopt proper personnel arrangement measures in compliance with the laws and regulations of Macao SAR currently in force, particularly the Labour Relations Law and the Law for the Employment of Non-resident Workers.
- 22.2 The Operating Entity shall not impose any impediment that prevents its staff from transferring to another entity with operation related to the Contract after the cessation of the Contract.

23. Liability for Taxes, Costs and Losses

- 23.1 The Operating Entity shall bear all taxes and costs required for the performance of the Contract or for the execution of instructions issued by CAB pursuant to the law or the Contract.
- 23.2 Under no circumstances may the Operating Entity seek compensation from CAB for any actual or potential loss arising from the performance of the Contract or in carrying out any instructions issued by CAB pursuant to the law or the Contract.
- 23.3 Within the scope of the Contract, CAB will not bear or share any actual or potential loss of the Operating Entity or any subcontractor.

24. Responsibilities after Expiry or Termination of the Contract

After expiry or termination of the Contract, the Operating Entity shall complete all handover procedures properly with CAB or another Operating Entity designated by CAB, and provide all information and assistance required.

25. Applicable Laws

- 25.1 Any matters not regulated under the Terms of Tender and the Tender Requirements shall be supplemented by the laws and regulations of Macao SAR currently in force, in particular the Administrative Procedure Code, as approved by Decree-Law No. 57/99/M of 11 October, Decree-Law No. 63/85/M of 6 July, and the Civil Code.

25.2 The Operating Entity shall fully comply with the provisions of Law No. 5/2020 Minimum Wage for Employees, as amended by Law No. 14/2025, and with any future amendments thereto.

25.3 The Operating Entity shall comply with the law of Macao SAR, and shall waive the invocation of the law of any places outside Macao for the purpose of exempting itself from the performance of the obligations or acts it is required to perform or imposed upon it.

26. Dispute Resolution

Any disputes arising during the Tenancy Period shall be resolved pursuant to the law of Macao SAR. Any dispute which cannot be resolved by mutual agreement shall be submitted to the competent court of Macao for adjudication.

27. Personal Data Protection and Inspection

27.1 All personal data collected, stored, processed and transferred by the Operating Entity in the performance of the Contract shall strictly comply with Law No. 8/2005 Personal Data Protection Act and other applicable legislation.

27.2 The Operating Entity may collect and process personal data only for the purpose of performing the Contract, and the scope of data collected shall not exceed what is necessary for that purpose.

27.3 The Operating Entity shall adopt appropriate technical and organisational measures to ensure the security and confidentiality of the personal data processed, and to prevent accidental or unlawful destruction, loss, alteration, unauthorised disclosure or access.

27.4 For the purposes of contract supervision, audit, complaint handling or safeguarding public interest, CAB will have the right to require the Operating Entity to provide copies of relevant personal data or to access such data on-site at any time. Meanwhile, other law enforcement authorities of Macao SAR shall also have the right to require the Operating Entity to provide relevant personal data within a specified period for the purposes of investigation, law enforcement, ensuring public security or meeting legal requirements.

Note:



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Tender Requirements a. General Conditions
Operation and Management of the Macao
Outdoor Performance Venue

1. All periods referred to in this Tender Requirements - a. General Conditions are based on calendar days, unless it is expressly stated to be based on business days. Business days shall refer to the official working days of the Government of Macao SAR.
2. This Tender Requirements – a. General Conditions has been translated into English from the Traditional Chinese version. If there is any inconsistency or ambiguity between the Traditional Chinese version and the English/Portuguese version, the Traditional Chinese version shall prevail.

Annex I Summary of Fines and Amounts

	Major Rules and Indicators	Fines
1. Scope of Business		
	During the Tenancy Period, the scope of business for the operation of the Venue shall comply with Clause 8.1.3 of this Tender Requirements - a. General Conditions. Any business beyond the scope set out therein shall be approved by CAB.	A fine of MOP100,000.00 shall be imposed for each breach of the relevant requirements and indicators.
2. Other Matters to be Approved by CAB / the Coordination Group for Large-Scale Performances		
2a	Where the Operating Entity intends to amend the Binding Event Proposal, the Binding Free Public Event Proposal, or the Binding Venue Operation Proposal included in the Tender, it shall submit the proposed amendments and the reasons therefor to CAB at least two (2) months in advance. No amendment or change may be made without the consent of CAB. (Please refer to Clause 8.3.1 of this Tender Requirements - a. General Conditions for details)	A fine of MOP50,000.00 shall be imposed for each breach of the relevant requirements and indicators.
2b	The prior approval of CAB shall be obtained by the Operating Entity where it intends to enhance, alter, reinstate, replace or remove any existing facilities of the Venue, procure additional ones, or to construct any facilities conducive to the operation of the Venue, or enhancing public interest, safety, sustainability or quality of events. (Please refer to Clause	A fine of MOP50,000.00 shall be imposed for each breach of the relevant requirements and indicators.



	Major Rules and Indicators	Fines
	2.2.3 of the Tender Requirements - b. Technical Conditions for details)	
2c	Where the Operating Entity intends to display any promotional or advertising materials within the Venue or in the public areas in the vicinity, it shall submit a prior written application and detailed design drawings to CAB. No such materials shall be displayed without the approval of CAB, and the Operating Entity shall obtain all licences required from the public authorities and bear all costs so incurred. (Please refer to Clause 2.1.11 of the Tender Requirements - b. Technical Conditions for details)	A fine of MOP50,000.00 shall be imposed for each breach of the relevant requirements and indicators.
3. Ratio of Local Employees		
	The Operating Entity shall operate and manage the Venue in accordance with the ratio of local employees indicated in the Tender. (Please refer to Clause 9.11 of this Tender Requirements - a. General Conditions for details)	A fine of MOP50,000.00 shall be imposed for each breach of the relevant requirements and indicators.
4. Organising Events		
4a	Before planning an event, the Operating Entity shall ensure that the Event Organiser submits all event-related information, including event format, nature, title, date and time, Event Organiser, expected audience size, and list of performers and their profiles, to CAB. Only after receiving the Venue Confirmation Notice issued by CAB shall promotional activities, ticket sale,	A fine of MOP50,000.00 shall be imposed for each breach of the relevant requirements and indicators.

	Major Rules and Indicators	Fines
	and applications for permits/licences commence. (Please refer to Clause 3.6.5 of the Tender Requirements - b. Technical Conditions for details)	
4b	Pursuant to Clause 3.6 of the Tender Requirements - b. Technical Conditions, the Operating Entity shall ensure that the Event Organiser applies for and obtains all licences/permits required for holding the event from the relevant public authorities and/or the Coordination Group for Large-Scale Performances within the specified time limits before the event. (Please refer to Clause 3.6 of the Tender Requirements - b. Technical Conditions for details)	A fine of MOP50,000.00 shall be imposed for each breach of the relevant requirements and indicators.
5. Reporting of Major Incidents		
	The Operating Entity shall ensure that all major incidents are reported within the following time limits. (Please refer to Clause 14.9 of this Tender Requirements - a. General Conditions and Clause 1.3.9 of the Tender Requirements - b. Technical Conditions for details)	
5a	Fatal or serious injury incident: such incidents shall be reported immediately and, under all circumstances, no later than thirty (30) minutes after the Operating Entity becomes aware of them;	A fine of MOP10,000.00 shall be imposed for every thirty (30) minutes of delay in reporting.
5b	Any incident that may give rise to negative media coverage or comment, or that may damage the reputation of CAB: such incidents shall be reported within	A fine of MOP10,000.00 shall be imposed for every one (1) hour of delay in reporting.

	Major Rules and Indicators	Fines
	one (1) hour after the Operating Entity becomes aware of them;	
5c	Any incident that may affect the public's use of facilities within the Venue, access to the Venue, or the ability of others to hold an event: such incidents shall be reported within four (4) hours after the Operating Entity becomes aware of them;	A fine of MOP10,000.00 shall be imposed for every four (4) hours of delay in reporting.
5d	Any other major incident: such incidents shall be reported within twenty-four (24) hours after the Operating Entity becomes aware of them.	A fine of MOP10,000.00 shall be imposed for every twenty-four (24) hours of delay in reporting.
6. Number, Days and Types of Events per Year Committed in the Tender		
	The Operating Entity shall perform its obligations in accordance with the minimum standards committed in the Tender, ensuring that the minimum event requirements per year committed in the Tender are met during the Tenancy Period. Such requirements include: (Please refer to Clause 3.1 of the Tender Requirements - b. Technical Conditions for details)	
6a	Number of large-scale and mega events	A fine of MOP100,000.00 shall be imposed for each shortfall in the number of large-scale and mega events.
6b	Number of free public event days	A fine of MOP50,000.00 shall be imposed for each shortfall in the number of free public event days.



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	Major Rules and Indicators	Fines
6c	Number of commercial event days	A fine of MOP100,000.00 shall be imposed for each shortfall in the number of commercial event days.
6d	Number of event types	A fine of MOP100,000.00 shall be imposed for each shortfall in event type.
7. Return of the Venue		
	Regardless of the cause, the Operating Entity shall complete the reinstatement of the Venue to its original condition, vacate it, and return the facilities and items provided by CAB at its own expense within fourteen (14) days after the expiry or termination date of the Contract. (Please refer to Clause 20 of this Tender Requirements - a. General Conditions for details)	A fine of MOP3,000.00 shall be imposed for each day of delay in returning the Venue and facilities. (Any breach lasting less than one day shall be counted as one full day.)
8. Work Reports		
	The Operating Entity shall submit all relevant work reports, including but not limited to safety inspection reports, maintenance and repair reports, Quarterly Operation Reports and Annual Operational and Financial Reports, to CAB for record in accordance with the prescribed timing, format and content requirements, and shall ensure the completeness and truthfulness of all reports. (Please refer to Clause 1.4 of the Tender Requirements - b. Technical Conditions for details)	A written warning will be issued by CAB for each breach of the relevant requirements and indicators. Upon the accumulation of three (3) written warnings in any operating year, a fine of MOP100,000.00 shall be imposed in respect of each category of report. Written warnings shall be

	Major Rules and Indicators	Fines
		counted separately for each operating year and will not be carried forward to the next operating year.
9. Records and Reports of Operating Expenses and Revenue		
	The Successful Tenderer shall, through the Operating Entity established for the operation of the Venue, strictly record and process all operating expenses and revenue of the Venue, and shall include in the Annual Operational and Financial Report a Financial Report and an Annual Operational Summary certified and signed by an independent accountant. (Please refer to Clause 13.5 of this Tender Requirements - a. General Conditions for details)	A fine of MOP100,000.00 shall be imposed for each breach of the relevant requirements and indicators.
10. Other Provisions of the Contract and the Tender Requirements		
	In addition to the requirements set out above, the Operating Entity shall comply with the other provisions of the Contract and the Tender Requirements. (Please refer to Clause 16.1.12 of this Tender Requirements - a. General Conditions for details)	A written warning will be issued by CAB for each breach of the relevant requirements and indicators. Upon the accumulation of three (3) written warnings in an operating year, a fine of MOP50,000.00 shall be imposed. Written warnings arising from different types of

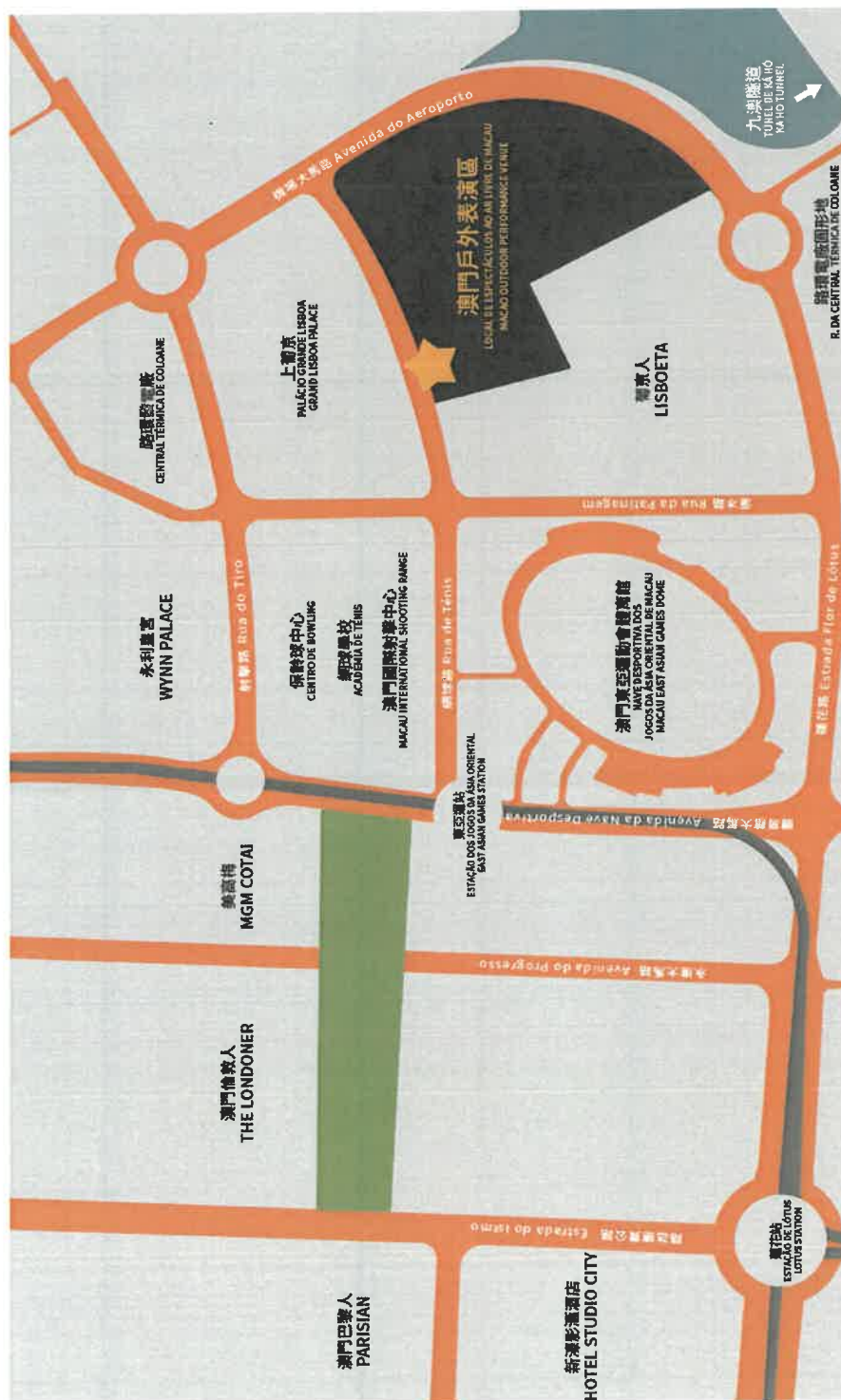


	Major Rules and Indicators	Fines
		breaches will be aggregated.



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Annex II Location Map of the Macao Outdoor Performance Venue



Open Tender No. 0001/IC-DOGAF/CP/2026

Operation and Management of the Macao Outdoor Performance Venue

Tender Requirements

b. Technical Conditions



b. Technical Conditions

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Operation and Management of the Macao Outdoor Performance Venue

1. Overall Arrangements and Management

1.1. Customer Enquiries and Complaints Service

- 1.1.1. The Operating Entity shall act as the first point of contact for all users, including but not limited to the Cultural Affairs Bureau (“CAB”), event applicants, and past or potential Event Organisers, in respect of all matters relating to the operation and management of the Macao Outdoor Performance Venue (the “Venue”). For such purpose, the Operating Entity shall establish communication channels with the relevant Public Authority and shall refer all routine matters to them.
- 1.1.2. The Operating Entity shall provide CAB with 24-hour control centre service, and shall further provide a 24-hour technical support service for facilities management.
- 1.1.3. The Operating Entity shall operate a trilingual public enquiry hotline, in Cantonese, Mandarin and English, during office hours for the receipt of, and response to public enquiries and complaints.
- 1.1.4. The Operating Entity shall respond within twenty-four (24) hours to general enquiries, complaints, reports and instructions related to the Venue, other than enquiries from event applicants, irrespective of whether such enquiries are received on a public holiday.
- 1.1.5. The Operating Entity shall respond to enquiries from other relevant committees and departments of the Government of the Macao Special Administrative Region (the “Government”) regarding the services after consulting and reaching an consensus with CAB.
- 1.1.6. The Operating Entity shall keep records of all enquiries, complaints, reports and instructions related to the management of the Venue. Such records shall include the time, date, detailed description and responsible officer, and shall be available for inspection upon request by CAB.
- 1.1.7. The Operating Entity shall report to CAB on public complaints, media enquiries, and the manner in which they have been handled.

1.2. Venue Risk Assessment and Insurance



- 1.2.1. Within thirty (30) days from the execution date of the Contract, the Operating Entity shall, in the joint names of the Operating Entity and CAB and at its own expense, take out a public liability insurance with a Sum Insured of not less than MOP10,000,000.00 from an insurer having its principal place of business or representative in the Macao Special Administrative Region ("Macao SAR"). Such insurance shall cover all loss and damage arising from accidents affecting any third parties caused by malfunctioning of facilities or items, improper execution of tasks, the conduct of personnel or other causes during the contract validity period. The Operating Entity shall submit a copy of the insurance policy to CAB. Where the insurance coverage is insufficient or full indemnity cannot be obtained from the insurer, the Operating Entity shall be solely liable for such loss or damage.
- 1.2.2. In addition to the public liability insurance, the Operating Entity shall also take out other insurance policies with sufficient coverage, including but not limited to employees' compensation insurance, catastrophe insurance and movable/immovable property insurance. Where the Operating Entity fails to procure such insurance, where the insurance coverage is insufficient, or where full indemnity cannot be obtained from the insurer, the Operating Entity shall bear solely liable for such loss or damages.
- 1.2.3. The Operating Entity shall be responsible for following up and managing all insurance arrangements, and shall maintain liaison with the insurance agents/brokers and/or insurers, submit relevant information, reports or recommendations regarding the insurance coverage and requirements as requested by CAB, follow up claims, and properly maintain the relevant insurance records. Where necessary, the Operating Entity shall cooperate with any investigation and provide the information required.
- 1.2.4. Within sixty (60) days from the execution date of the Contract, and thereafter within thirty (30) days from the commencement date of each renewed insurance period, the Operating Entity shall submit the relevant insurance policies and proof of payment of the insurance premiums to CAB.



1.2.5. Before each event is held, the Operating Entity shall ensure that the Event Organiser, at its own expense, takes out and maintains in force a proper public liability insurance with an insurer having its principal place of business or representative in Macao SAR. Such insurance shall cover the legal liability of the Event Organiser arising from any accident or other causes related to the event, including any death, injury, loss or damage that may arise during its use of the Venue. The insurance policy taken out by the Event Organiser at its own expense shall satisfy the following requirements:

- a) the insured shall be the Event Organiser, the users and the Government;
- b) the Limit of Indemnity for each accident or each cause shall not be less than MOP100,000,000.00;
- c) the Limit of Liability for the bodily injury to each person shall not be less than MOP1,000,000.00; where no such limit is specified, the requirement shall be deemed to be satisfied;
- d) there shall be no limit on the number of claims during the policy validity period;
- e) any deductible under the insurance contract shall not be enforceable against the victim or the victim's successor;
- f) the Operating Entity shall ensure that the Event Organiser bears any deductible under the public liability insurance contract. Where the Event Organiser's insurance coverage is insufficient or full indemnity cannot be obtained from the insurer, the Operating Entity shall ensure that the Event Organiser is liable for the loss or damages.

1.3. Emergency Support Services

1.3.1. The Operating Entity shall establish routine and event-specific emergency management plans for the Venue to address adverse weather conditions and natural disasters, including venue operation and staffing arrangements, and shall ensure that Event Organisers are made aware of, comply with, and accept responsibility for the relevant arrangements.



- 1.3.2. The Operating Entity shall at all times pay close attention to the Rainstorm Warning Signal System and the Thunderstorm Warning Signal issued under Administrative Order No. 17/2020 by the relevant departments of the Government, such as the Meteorological and Geophysical Bureau and the civil protection authorities, or by the media, including television and radio stations, so as to be ready to activate any contingency measures and related arrangements at any time.
- 1.3.3. The Operating Entity shall assign additional direct employees with appropriate qualifications, skills and tools to perform special duties and/or deal with emergencies within two (2) hours upon request by CAB or any relevant Public Authority, and shall bear any additional charges incurred.
- 1.3.4. The Operating Entity shall provide 24-hour emergency support services for the urgent management of incidents affecting, or likely to affect, the safety, security, hygiene and normal operation of the Venue and the property and people therein. Upon the occurrence of any such incident, the Operating Entity shall identify the incident, take appropriate action and notify CAB immediately, and shall report it to other Government departments where necessary.
- 1.3.5. The Operating Entity shall ensure that competent representatives are available to answer calls and manage on site emergencies causing substantial damage, such as fire, flooding or adverse weather. Such representatives shall be available to answer calls from CAB at all times.
- 1.3.6. Where, upon assessment by CAB, there is adverse weather, such as Typhoon Signal No. 8, an immediate danger, or a need to prevent a disaster, CAB may require the Operating Entity or the Event Organiser to stop the event, and to close and evacuate the Venue. The Operating Entity shall, and shall ensure that the Event Organiser is to, comply with the directions of CAB without objection. Neither the Operating Entity nor the Event Organiser shall be entitled to claim any compensation or indemnity from CAB in respect of any loss incurred as a result.
- 1.3.7. The Operating Entity shall bear all responsibility and costs for the repair, reconstruction and all related matters in respect of any facilities damaged in a disaster.



- 1.3.8. The Operating Entity shall establish an emergency evacuation drill plan and, before the Commencement of operation of the Venue, conduct at least one (1) full-scale emergency evacuation drill, which shall include stress tests for scenarios such as fire evacuation, emergency sheltering, transport arrangements, crowd control and interdepartmental coordination. Records and optimisation shall be prepared and completed after the drill to ensure the robustness of the entire emergency response process. CAB or its designated third party shall have the right to supervise and evaluate the drill and the relevant reports, and the Operating Entity shall cooperate accordingly.
- 1.3.9. The Operating Entity shall ensure that all major incidents are reported within the following time limits. Categories of major incident include but not limited to the following:
- a) fatal or serious injury incidents: such incidents shall be reported immediately and, under all circumstances, no later than thirty (30) minutes after the Operating Entity becomes aware of them;
 - b) any incident that may give rise to negative media coverage or comment, or that may damage the reputation of CAB: such incidents shall be reported within one (1) hour after the Operating Entity becomes aware of them;
 - c) any incident that may affect the public's use of facilities within the Venue, access to the Venue, or the ability of others to hold an event: such incidents shall be reported within four (4) hours after the Operating Entity becomes aware of them;
 - d) any other major incident: such incidents shall be reported within twenty-four (24) hours after the Operating Entity becomes aware of them.

1.4. Work Reports

1.4.1. Daily Records

- a) The Operating Entity shall properly and systematically keep and maintain daily records, including but not limited to logs of on-site abnormalities, related communications, reports, and statements of income and expenditure.
- b) Where the Operating Entity identifies an incident that may disrupt its normal operations, such as adverse weather or equipment failure, or any delay caused by a third party, it shall verbally notify CAB immediately and submit a written notification within two (2) business days.



1.4.2. Quarterly Operation Report

The Operating Entity shall submit to CAB a Quarterly Operation Report for the preceding quarter within the first ten (10) business days of the month following each quarter, which report shall include but not be limited to the following:

- a) the list and summary of events of the quarter, including those held, postponed and cancelled;
- b) the post-event report of each event, including details of the event held, number of visitors, ticket prices and ticket sales, and the reasons for any delay or cancellation;
- c) the total number of visitors and ticket sales for that quarter, classified by event type and type of audience;
- d) the ticketing details, including ticket refund, exchange, reimbursement and other follow-up actions, in respect of postponed, cancelled or delayed events;
- e) a list of events and venue rental arrangements, including the event schedule for the preceding quarter and the schedule of confirmed events, potential events and events under negotiation for the next eighteen (18) months;
- f) the Quarterly Operation Reports for the first contract year shall set out the progress of the establishment of the security team, the training provided and future plans;
- g) usage and maintenance records of various facilities, including but not limited to routine maintenance reports and summaries, failure and repair records, and noise assessment reports;
- h) a compilation of marketing and media coverage materials of the quarter;
- i) monthly website traffic statistics;
- j) any other matters and content expressly required by CAB, if any.

1.4.3. Annual Operational and Financial Report

The Operating Entity shall submit an Annual Operational and Financial Report within one (1) month after the expiry of each operating year, except for item (d) listed below, which may be submitted within four (4) months. The report shall include but not limited to the following:



- a) a list of events held during the year, including a summary of those held, delayed and cancelled;
- b) a list of event applicants contacted by the Operating Entity and potential events discussed;
- c) the total number of visitors and ticket sales for the year, classified by event type and type of audience;
- d) an annual operational summary, including a report on the audited financial statements showing the annual financial status, certified and signed by an independent auditor;
- e) usage and maintenance records of various facilities, including but not limited to routine maintenance reports and summaries, failure and repair records, and noise assessment reports;
- f) human resources of the Venue, including but not limited to the staff list and the ratio of local employees;
- g) incident reports of the year, including but not limited to issues relating to facilities and equipment, injuries, disasters, abnormalities, and any issues, force majeure events and other incidents not attributable to the Operating Entity that affect the normal operation of the Venue, together with written description and photographs, and details of the improvement measures implemented;
- h) any complaints raised by visitors during the year, and the Operating Entity's follow-up actions and results;
- i) measures relating to the reduction of energy consumption and carbon emissions;
- j) any other matters and content expressly required by CAB, if any.

1.4.4. The Operating Entity shall submit all relevant work reports, including but not limited to safety inspection reports, maintenance and repair reports, Quarterly Operation Reports and Annual Operational and Financial Reports, to CAB for record in accordance with the prescribed timing, format and content requirements, and shall ensure the completeness and truthfulness of all reports.

1.5. Records Management



- 1.5.1. The Operating Entity shall properly prepare, keep and update all financial information, accounting books and other relevant records relating to the operation and management of the Venue, and ensure that all income, expenditure and other payments are supported by valid proofs and records available for inspection.
- 1.5.2. For the avoidance of doubt, all costs and expenses incurred from the appointment of consultants and employees, procurement of materials, equipment and insurance for the operation and management of the Venue shall be borne by the Operating Entity.
- 1.5.3. The Operating Entity warrants and undertakes to CAB that:
- a) upon receipt of forty-eight-hour (48) notice from CAB or another Government department, it shall produce for inspection accounting books (including ledgers, vouchers and receipts), CCTV footage, insurance proofs and receipts, and other documents relating to the operation and management of the Venue, and shall provide copies thereof to CAB where necessary;
 - b) for each sale or other payment received during the operation and management of business under the Contract, it shall correctly record all receipts issued to customers in respect of all payments, including service fees, and shall retain such receipts for at least seven (7) years from the date of sale or payment;
 - c) it shall keep and maintain CCTV footage of the Venue, and shall retain it for at least six (6) months; and
 - d) it shall keep and maintain applicable accounting books, including ledgers, vouchers and receipts, and other project-related records/documents, compile all such accounting books and records/documents monthly, and retain them for at least seven (7) years after expiry or early termination of the Contract.

1.6. Personnel Management

- 1.6.1. From the Contract Commencement Date and throughout the Tenancy Period, the Operating Entity shall appoint the key personnel proposed in the Tender to assume the following positions and duties specified in the Tender, including but not limited to Project Director, Head of Venue Operation, Head of Event Coordination, Marketing Manager, Finance Manager, and Facilities and Security Manager.



- 1.6.2. Within thirty (30) days from the date of receipt of the Notice of Award, or upon request by CAB, the Operating Entity shall proactively submit to CAB a list of staff, including their names, staff numbers and duties, and shall give priority to residents of Macao SAR in recruitment where candidates are equally qualified.
- 1.6.3. Where non-local employees are employed, the Operating Entity shall ensure that they have obtained work permits in accordance with the applicable laws of Macao SAR. Where there is any update to the information of local and non-local employees, the Operating Entity shall notify CAB as early as practicable for the verification of the ratio of local employees to all employees.
- 1.6.4. Throughout the operating period, the Operating Entity shall ensure the sufficient number of employees at all times, and that all members possess the competence and experience required to perform their respective duties and deliver the operation and management services.
- 1.6.5. The Operating Entity shall be responsible for the professional skills and discipline of employees engaged in the operation and management of the Venue. It shall not permit or tolerate any circumstances that affect or may likely affect the ability of its employees to perform their duties.
- 1.6.6. The Operating Entity shall notify CAB in writing at least fifteen (15) days before terminating the appointment of any key personnel, and shall submit the curriculum vitae of the proposed successor for approval. The experience, educational background and qualifications of the successor shall meet the requirements proposed in the Tender.
- 1.6.7. The Operating Entity shall ensure that all employees strictly observe their duty of confidentiality, and shall not disclose any information accessed, known or obtained in the course of operating the Venue, including but not limited to CAB's internal information, operational information, commercial information and personal data collected, nor use such information for other commercial purposes. Upon the expiry or termination of the Contract, such employees shall continue to be bound by such confidentiality obligations, and the Operating Entity shall assume all legal liability and related responsibilities for any breach of confidentiality.

2. Venue and Facilities Management

2.1. Venue Management



- 2.1.1. The Operating Entity shall appoint designated employees to take over the Venue from CAB, familiarise themselves with the collaborative process with the Coordination Group for Large-Scale Performances, and inspect the facilities and equipment of the Venue carefully at least ninety (90) days before the Commencement of operations. CAB will then provide the Operating Entity with the List of Venue Facilities, Equipment and Items, in duplicate, which shall be signed and confirmed by both parties.
- 2.1.2. The Operating Entity shall adjust the number of employees according to the number of users of the Venue, including performers and visitors, and shall ensure the proper operation of the Venue with reasonable staffing. For Large-Scale Events, it shall seek advice from and follow the instructions of the Coordination Group for Large-Scale Performances and/or Public Authorities, and shall deploy a sufficient number of staff of various types within the Venue.
- 2.1.3. The Operating Entity shall assume full responsibility for its outsourced vendors, including the safety of their staff and operating areas, and shall be liable for any personal injury, property loss or hazard caused by such vendors during their work within the Tenancy Period. It shall also indemnify the Government for any damage so caused.
- 2.1.4. The Operating Entity shall ensure that the Venue is operated as planned and available for various events, and that its normal operation is not affected by the failure of any facilities.
- 2.1.5. The Operating Entity shall be responsible for all matters relating to the Venue, including but not limited to ensuring the compliance with statutory requirements and the requirements of the Coordination Group for Large-Scale Performances, coordinating safety, security and hygiene duties, and maintaining the normal operation of the electrical and mechanical, plumbing, lighting, fire safety and ventilation systems.
- 2.1.6. The Operating Entity shall ensure that all facilities of the Venue comply with all fire safety, hygiene, electrical, mechanical and safety requirements at all times. For this purpose, it shall maintain sufficient fire safety equipment as required by law, including but not limited to an adequate number of fire extinguishers, fire hydrants and emergency lighting system, and shall ensure that they are maintained in good condition for immediate use at all times.



- 2.1.7. In the public areas and non-occupied areas of the Venue, the Operating Entity shall maintain inventory control over all venue assets of CAB. Without the prior permission of CAB, it shall not use without authorisation, alter or relocate any facilities within the Venue.
- 2.1.8. The Operating Entity shall carry out facility repairs and maintenance using the existing electrical and mechanical facilities as instructed by CAB.
- 2.1.9. The Operating Entity shall assist other personnel of the Government or franchised operators of public services in carrying out the maintenance works.
- 2.1.10. The Operating Entity shall prevent any person from unlawfully using the Venue or causing damage by altering the facilities therein.
- 2.1.11. Where the Operating Entity intends to display any promotional or advertising materials within the Venue or in the public areas in the vicinity, it shall submit a prior written application and detailed design drawings to CAB. No such materials shall be displayed without the approval of CAB, and the Operating Entity shall obtain all licences required from the Public Authorities and bear all costs so incurred.

2.2. Facilities Management

- 2.2.1. The Operating Entity shall make proper use of and take due care of all facilities, and shall properly maintain, keep and use the facilities and items delivered by CAB while keeping them in good condition.
- 2.2.2. The Operating Entity may submit a facilities upgrade or acquisition proposal to CAB to meet the operational needs of the Venue. Where such a proposal is approved by CAB and a written consensus is reached on the scope of works, standards and budget, the construction cost may be borne by CAB. Any works for which CAB has not confirmed in writing its agreement to bear the cost shall be regarded as carried out by the Operating Entity at its own expense, and the relevant proposal shall obtain the prior approval of CAB.
- 2.2.3. The prior approval of CAB shall be obtained by the Operating Entity where it intends to enhance, alter, reinstate, replace or remove any existing facilities of the Venue, procure additional ones, or to construct any facilities conducive to the operation of the Venue, or enhancing public interest, safety, sustainability or quality of events.



- 2.2.4. Without the prior approval of CAB, the Operating Entity shall not carry out any works, fit-out works or installation of devices or equipment inside or outside the Venue, nor shall it make any unauthorised alteration to any existing decoration, structures, partitioning or equipment.
- 2.2.5. In addition to the existing basic facilities of the Venue, the Operating Entity shall, at its own expense, provide other necessary facilities to maintain the operation of the Venue, including but not limited to water and electricity supply, lighting, sound system, network connection, electronic communication system, CCTV surveillance and venue booking system.
- 2.2.6. The Operating Entity shall ensure that all wireless communication devices used at the Venue have obtained the radio licences and import permits required under Law No. 21/2024 - Regulatory Framework for Radiocommunications, and Administrative Regulation No. 37/2024 - Detailed Rules for the Implementation of the Regulatory Framework for Radiocommunications.
- 2.2.7. The Operating Entity shall notify CAB immediately of any damage or loss of facilities or items within the Venue, and shall bear all costs and compensation arising from such damage or loss.
- 2.2.8. The Operating Entity shall bear the repair and maintenance costs of all facilities within the Venue, including regular preventive maintenance and emergency repairs.
- 2.2.9. Upon termination of the Contract, the Operating Entity shall restore the Venue and its facilities to their original state, save for normal wear and tear or depreciation resulting from use, and shall return them to CAB, or hand them over in an orderly manner to the next Operating Entity designated by CAB. It shall bear the compensation and restoration costs of any damaged or lost facilities or equipment provided by CAB, and shall restore the Venue and facilities to a condition fit for return.
- 2.2.10. The domain name of the Venue will be provided by CAB, and the Operating Entity shall design, operate and manage the website of the Venue at its own expense.



- 2.2.11. On the website of the Venue, the Operating Entity shall provide all information relating to events held at the Venue, ticketing information and an online ticketing portal linked to the applicable ticketing platforms. Ticketing information shall display ticket prices in Macao Pataca (MOP), and electronic payment methods, which shall include but not be limited to MPay, Visa, MasterCard and UnionPay. Such payment methods shall be available from the launch date of the website.
- 2.2.12. The Operating Entity shall set up a ticket sale point for on-site ticket purchases on the date of every event held at the Venue and shall display ticket prices in MOP. On-site ticketing services shall be available during the opening hours of the ticket office on the event date, and shall support payment methods that shall include but not be limited to cash, MPay, Visa, MasterCard and UnionPay. These payment methods shall be available from the first day of operations.
- 2.2.13. The Operating Entity shall take all necessary measures and precautions to safeguard the safety of users of the Venue and of the public.
- 2.2.14. Where CAB appoints direct service providers to participate in the management and operation of the Venue, the Operating Entity shall be responsible for managing or supervising the work of such providers.
- 2.2.15. The Operating Entity shall adopt industry-recognised safe working practices for all facilities management services so as to maintain a safe and secure environment.
- 2.2.16. Electricity Use
- a) Power supply is available at the Venue. The Operating Entity shall be responsible for the installation of additional locations or capacity of power supply where needed.
 - b) The Operating Entity shall ensure that all power distribution units within the Venue are waterproof, lockable and robust. Such units shall be used to connect to the power supply points serving the Venue. Warning signs shall be affixed to the units, which shall be isolated and protected properly against unauthorised access.



- c) To ensure fire safety, the Operating Entity shall not use electrical appliances or equipment with power ratings exceeding the load capacity of an independent power distribution unit. It shall also ensure that Event Organisers and their production teams are aware of and comply with the relevant requirements, and do not use any appliances or equipment with power ratings exceeding the load capacity of the power distribution unit.
- d) Electrical works shall be performed by qualified electrical workers, and certificates of completion shall be issued upon completion of the works.
- e) Power supply points shall be adequately ventilated for heat dissipation and kept away from flammable substances. Power cables or conductors shall, except connected by a socket or protective switch, be connected to the respective power supply points and points of use at the same time without any improper connection points. The Operating Entity shall provide and use extension boards/sockets complying with the applicable specifications so as to prevent electrical overload. All power circuits shall be protected by appropriate overload protection devices and residual current devices.
- f) All exposed or accessible power supply points, such as sockets and power distribution units, and all electrical appliances, such as lighting fixtures and sound systems, shall be waterproof. Where any exposed external casing is of accessible metal, it shall be earthed by an earthing conductor/ earth wire coloured yellow and green. Exposed power cables shall be protected by cable ducts or other suitable fixtures.
- g) The use or installation of electricity shall comply with the safety regulations on power supply currently in force in Macao SAR.
- h) The Operating Entity shall be liable for any accidents caused by its improper use of electricity or by improper use of electricity by an Event Organiser as a result of inadequate supervision by the Operating Entity. For public safety or other reasons, CAB reserves the right to disconnect the power supply at any time, following which the Operating Entity shall maintain basic lighting and a public address system for the evacuation of persons on site.
- i) The Operating Entity shall ensure that the Venue has the lighting and broadcasting systems in place required for emergency evacuation at all times.



- j) Where any modification is required, the Operating Entity shall ensure that the Event Organisers of all events held at the Venue have submitted a complete power supply system modification plan with all drawings and related documents confirmed and signed by a registered mechanical/electrical engineer. Such documents shall include:
- i. a designer's declaration of responsibility signed by a registered electrical and mechanical/electrical engineer;
 - ii. a design memorandum;
 - iii. power supply and lighting layout drawings showing the locations of power distribution units, and power supply points/devices, the routing of the conduits and cables, and the sources of power supply lines;
 - iv. detailed drawings of the relevant electrical devices; and
 - v. single-line diagrams of the power distribution units indicating the specifications of each circuit conductor/busbar, earthing/protective conductor and protective device, together with their power sources, load information, circuit numbers, phase and estimated power consumption.
- k) After installation and before commissioning, the electrical devices at the Venue shall be supplemented with a declaration of responsibility signed by a registered mechanical/electrical engineer certifying that such devices have been duly inspected, conform to the designer's power supply plan, and comply with the safety standards set out in the technical specifications in the design memorandum. For devices installed by the Operating Entity, the Operating Entity shall obtain and maintain the aforesaid documents on its own; for devices installed by an Event Organiser, the Operating Entity shall ensure that the Event Organiser has submitted the aforesaid documents, and shall only approve the use of such devices only after reviewing and confirming their compliance with the electricity safety requirements.

2.3. Repair and Maintenance

2.3.1. Minimum Maintenance Standards



- a) The Operating Entity shall establish and implement an annual repair and maintenance plan in compliance with all laws, implementation practices, minimum maintenance standards, manufacturer's instructions and best industry practices. It shall be responsible for paying for and carrying out all planned preventive repairs and maintenance, and shall keep the proofs of completion, so as to ensure that the Venue and its facilities may achieve their optimal expected useful life and may operate and remain available on a sustainable basis.
- b) The Operating Entity shall provide repair services for malfunctioned, damaged or defective facilities and structures within the Venue. Repairs shall be properly planned in advance and, where possible, carried out during non-event periods to minimise the disruption to the operation of the Venue. Where repairs that may affect an event need to be carried out during business hours, the Operating Entity shall give at least fifteen (15) days' prior notice to CAB.
- c) The Operating Entity shall perform regular tests/inspections related to public safety, hygiene and fire safety required by law (preventive repairs and maintenance) in compliance with the annual repair and maintenance plan, laws and regulations, implementation practices, minimum maintenance standards, manufacturer's instructions and industry best practices, and shall keep the proofs of completion for the purpose of ensuring that the Venue and its facilities may achieve their optimal expected useful life and may operate and be available sustainably.
- d) The Operating Entity shall prepare and submit to CAB its annual maintenance and inspection plan at least three (3) months before each Contract Anniversary Date¹.
- e) When an emergency occurs in a key area, the Operating Entity shall conduct a preliminary inspection immediately, notify CAB, and carry out full repairs.
- f) During the Tenancy Period, the Operating Entity shall prioritise public health and safety at all times. No action that may cause injury to any person shall be taken before risk assessment. Method statements and risk assessments shall be prepared and carried out where necessary.

¹ "Contract Anniversary Date" refers to the corresponding month and day each year after the contract commencement. If that month does not have the corresponding day, it shall refer to the last day of that month.



- g) One of the primary duties of the Operating Entity is to carry out regular monitoring and on-site inspections, and to repair and maintain the facilities and electrical and mechanical systems.

2.3.2. Emergency Repair Services

The Operating Entity shall enter the Venue to carry out emergency repairs immediately, while ensuring that such repairs do not affect the operation of the surrounding areas or the holding of other events. Emergency repairs cover the following:

- a) rupture of a water pipe or serious leakage;
- b) clogged or damaged toilets;
- c) serious roof leakage in event rooms or storage containers;
- d) dangerous electrical failure;
- e) flooding or severe flood damage;
- f) damage caused by severe storm, fire or impact;
- g) failure or disruption of power or water supply to the property; and
- h) failure or damage rendering the property unsafe or insecure.

2.4. Catering Management

2.4.1. The Operating Entity may operate catering services at its own profit and loss. Such services shall only serve as ancillary services and may only be provided during event periods. Long-term or regular operation is prohibited apart from event days. The Operating Entity intending to operate catering services on a long-term basis shall obtain the relevant licences and the prior approval of CAB.

2.4.2. Thematic or creative food items or beverages may be offered at the Venue, but the sale of any infringing items, tobacco products, medicines, Chinese medicinal materials or products (such as pornographic or gambling-related items) the promotion and sale of which are prohibited by the laws and regulations currently in force in Macao SAR is prohibited. The provision of alcoholic beverages shall comply with Law No. 6/2023 - Regime of Prevention and Control of Underage Alcohol Consumption.



- 2.4.3. The Operating Entity shall ensure that food and beverages sold at the Venue comply with the laws and regulations currently in force, in particular Law No. 5/2013 - Food Safety Law, and that all activities carried out for the Venue comply with the rules governing commercial activities and laws and regulations currently in force in Macao SAR.
- 2.4.4. The Operating Entity shall ensure that sharp and dangerous utensils, such as bamboo skewers, are not used at food stalls, and that environmentally friendly cutlery and containers are considered first. Beverages shall be served in disposable paper cups or eco-friendly PLA (polylactic acid) cups instead of in bottles or cans.
- 2.4.5. The Operating Entity shall display a price list in a prominent position at the Venue with prices shown in MOP. In addition to cash payment, at least two (2) electronic and bank card payment methods shall be provided.
- 2.4.6. Facilities and equipment used for cooking shall comply with the relevant guidelines or legal requirements, safe to use, and shall not have any adverse impacts on public health or the environment.
- 2.4.7. The Operating Entity may use the existing catering containers and water and power supply facilities. Basic fit-out may be carried out to the catering containers without undermining their basic structures. Where any new permanent catering facilities are to be installed, their locations shall be approved by CAB, and the fit-out costs, including for utilities, shall be borne by the Operating Entity and its contractors.

2.5. Website Operation and Management

- 2.5.1. The Operating Entity shall be responsible for the migration of all websites and data, if any, and shall ensure that the website of the Venue is launched at least ten (10) days before the official Commencement of operation of the Venue.
- 2.5.2. The Operating Entity shall design and operate the website of the Venue, and shall manage the website's server, if any, firewalls, network equipment, uninterrupted power supply, server room and network security.
- 2.5.3. The Operating Entity shall provide the software licences and maintenance required for operating the website.



- 2.5.4. The Operating Entity shall provide, as required by CAB, basic website security protection, including but not limited to high-availability clusters, antivirus software, firewalls, WAF, and DDoS protection services. Configuration shall be carried out in accordance with the principle of least privilege (PoLP), and the website shall be maintained, updated and backed up regularly.
- 2.5.5. The Operating Entity shall ensure that the website is capable of handling traffic exceeding fifty (50) queries per second (QPS), and shall provide up to two (2) temporary capacity expansion measures per year to cope with sudden or major event traffic demand.
- 2.5.6. The domain name of the website shall be provided by CAB, and its operation shall be supported by internet service with an upload speed of at least fifty (50) MB and at least three (3) fixed IP addresses.
- 2.5.7. Before the official launch of the website and annually thereafter, the Operating Entity shall submit a network/system availability testing report, a cybersecurity testing report and a stress testing report.
- 2.5.8. The Operating Entity shall manage the website and process the statistical data. In addition to providing the monthly data of website visits/visitors, it shall also submit ad hoc data as requested by CAB.
- 2.5.9. The website shall adopt a responsive design with a layout that can automatically adapt to devices with different screen resolutions, avoiding horizontal scrolling in principle. It shall offer a black-and-white mode (with the interface switched to black, white and grey), and shall be developed pursuant to the AA level of the Website Content Accessibility Guidelines (WCAG) 2.0 or above (<https://www.w3.org/TR/WCAG/>) as much as practicable. It shall also support mainstream browsers, such as Chrome, Safari and Edge, be capable of detecting the user's region, and use HTTPS for all transmissions.
- 2.5.10. The Operating Entity shall ensure that the website supports accessibility-friendly browsing settings, and provides both desktop and mobile versions.
- 2.5.11. The Operating Entity shall assist in switching the website to black-and-white mode during the service period where necessary.
- 2.5.12. The website shall provide user interfaces in Traditional Chinese, Simplified Chinese, Portuguese and English, and shall feature three font size options: large, medium and small.



- 2.5.13. In line with the development of the Venue and the request of CAB, the Operating Entity shall be responsible for the website design, layout, and the development of the structure and functions of each module, as well as the navigation bar. The design of all interfaces and icons of the website shall be based on the principles of performance, ease of use, aesthetics, reliability, flexibility and creativity.
- 2.5.14. The Operating Entity shall produce, translate and upload the website content, and shall adjust the same as requested by CAB.
- 2.5.15. The Operating Entity shall, upon the request of CAB, hide part of the website content until further notice where necessary.
- 2.5.16. The website content shall include but not limited to event descriptions, latest event information, ticketing links and downloadable documents.
- 2.5.17. The website shall support video playback formats including, but not limited to, MP4 and OGG, and shall support the sharing of content to various social media platforms.
- 2.5.18. Where the Operating Entity intends to implement any website development proposal, including content and design, during the operation of the website, it shall negotiate with CAB and may only proceed after obtaining the consent from CAB.
- 2.5.19. The Operating Entity shall share all source codes, databases, website structure illustrations and information of any outsourced service providers relating to the website with CAB.
- 2.5.20. The website shall comply with the requirements of Law No. 13/2019 - Cybersecurity Law, and Law No. 8/2005 - Personal Data Protection Law.
- 2.5.21. The Operating Entity shall optimise and prevent security vulnerabilities timely in compliance with the requirements of the Cybersecurity Incident Alert and Emergency Response Centre (CARIC), as well as the cybersecurity alert services of CAB.
- 2.5.22. In the circumstances referred to in Clauses 2.5.19 and 2.5.20, where the source codes and website structure fail to meet the requirements of CAB or present cybersecurity vulnerabilities, the Operating Entity shall propose a solution within ten (10) days and resolve the issue within two (2) months.



- 2.5.23. Where the website is suspended for maintenance, the Operating Entity shall notify CAB ten (10) days in advance and, after obtaining consent from CAB, inform the public.
- 2.5.24. Where the website is suspended due to a malfunction, the Operating Entity shall notify the public and CAB within two (2) hours after the suspension, propose a solution within two (2) days and resolve the issue as soon as possible, and provide updates on the website status and implemented measures every eight (8) hours after the suspension.
- 2.5.25. On the business day immediately following the end of its operations, the Operating Entity shall transfer the website and its administrator rights, including passwords, equipment or cloud resources referred to in these Tender Requirements, website structure illustrations, and the updated source codes and databases, to CAB at no cost.
- 2.5.26. The Operating Entity shall not register or operate other websites in the name of the Venue.
- 2.5.27. CAB is the owner and holder of the intellectual property rights in the administrator rights and all related materials of the website. Without CAB's consent, the Operating Entity shall not use or disclose any data without authorisation, nor apply it to AI websites or software.
- 2.5.28. The website shall contain detailed information about all events held at the Venue, as well as participation or ticketing details, transport directions, enquiry and contact details, and other content expressly required by CAB.
- 2.5.29. Where the website is hosted on a cloud platform, the Operating Entity shall comply with the following requirements:
- a) the cloud platform must be located within Macao;
 - b) the login credentials of the cloud platform, any platform resources and data, if any, shall be owned by CAB;
 - c) the Operating Entity shall notify CAB of any problem with the connection to or operation of the cloud platform, and provide a feasible solution;
 - d) the cloud server shall perform backups monthly and annually. Data shall be retained for at least three (3) months for monthly backups, and for at least seven (7) years for annual backups. Databases shall also be backed up daily and the relevant data shall be retained for at least one (1) month;



- e) CAB shall be notified of any downtime maintenance required for the cloud platform ten (10) days in advance;
- f) without the consent of CAB, the Operating Entity shall not use or disclose any data or settings of the cloud platform.

2.5.30. Where the Operating Entity has a server room and hosts the website on the server therein, it shall comply with the following requirements:

- a) the server room must be located within Macao;
- b) the door of the server room shall remain closed and locked, and shall be protected by an access control system or lock;
- c) CCTV surveillance shall be installed at the entrance of the server room and the server racks, and footage shall be retained pursuant to the CCTV system requirements of the facilities;
- d) the server room shall be air-conditioned, and backup air-conditioning shall be available to maintain the indoor temperature and humidity;
- e) indoor temperature shall be maintained at 20 to 25°C, and humidity at 40% to 60%;
- f) as a low-voltage system room, the server room shall be separated from the high-voltage system room;
- g) a fire-fighting system, comprising an extinguishing system or fire-fighting equipment appropriate to the building, shall be installed;
- h) the server room shall not be close to any water sources. Where the server room is in close proximity to the outdoors or a water source, waterproofing and anti-leakage measures shall be strengthened;
- i) Where it is a core server room, the requirements of GB50174 Code for Design of Data Centers, or the international server room standard TIA-942 shall be observed;
- j) servers related to the website shall perform backups monthly and annually backups. Data shall be retained for at least three (3) months for monthly backups, and for at least seven (7) years for annual backups. Databases shall also be backed up daily and the relevant data shall be retained for at least one (1) month;
- k) without the consent of CAB, the Operating Entity shall not use or disclose any data or settings relating to the website stored in the servers;



- l) CAB shall be notified ten (10) days in advance of any downtime maintenance required for the servers relating to the website.

3. Event Arrangements and Supervision

The Operating Entity shall ensure that, whether the Venue is leased to Event Organisers or used by the Operating Entity for its own events, the following requirements are strictly complied with, so as to ensure that events are held smoothly.

3.1. Venue Utilisation Rate and Minimum Event Requirements per Year

3.1.1. The Operating Entity shall perform its obligations in accordance with the minimum standards committed in the Tender, ensuring that the minimum event requirements per year committed in the Tender are met during the Tenancy Period. Such requirements include:

- a) minimum number of large-scale events [events held each year with an audience of not fewer than ten thousand (10,000) but fewer than twenty thousand (20,000) persons per session];
- b) minimum number of mega events [event held each year with an audience of not less than twenty thousand (20,000) persons];
- c) number of free public event days;
- d) number of commercial event days; and
- e) committed event types.

3.1.2. The Operating Entity shall, in accordance with its proposal for free public use, hold the corresponding free public events, such as but not limited to events in the family sports area (comprising a three-on-three basketball court, a children's obstacle course, a children's go-kart track and a rest area).

3.2. Operation and Management Rules and House Rules



- a) The Operating Entity shall, within three (3) months from the Contract Commencement Date of the Venue, prepare and finalise the Internal Guidelines and Rules for the Operation and Management of the Macao Outdoor Performance Venue (the “Operation and Management Rules”) and the House Rules for the Macao Outdoor Performance Venue (the “House Rules”). Such rules shall be submitted to CAB for approval, and may only be implemented after obtaining its consent. The Operating Entity shall also update such rules regularly, and any amended versions shall likewise be submitted to CAB for approval and may be implemented only after CAB’s consent has been obtained.
- 3.2.2. The Operation and Management Rules shall serve as the internal management regime and standard operating procedures that the Operating Entity and its employees must comply with. Such document shall cover, but not limited to:
- a) organisational structure and division of duties/ responsibilities;
 - b) human resources management;
 - c) staff code of conduct;
 - d) daily operational management;
 - e) facilities and equipment management;
 - f) financial and asset management;
 - g) safety management;
 - h) customer service management;
 - i) document and archive management; and
 - j) subcontractor management.
- 3.2.3. The House Rules serves as the standard operating procedures, regulations and rules governing the Event Organisers/ tenants. Such document shall cover, but not limited to:
- a) the objective;
 - b) target users;
 - c) area of the Venue to be used;
 - d) rules governing the tenant of the Venue;
 - e) ticketing;



- f) specifications of the Venue;
- g) standardised layout plan for stage and seating;
- h) employees of the tenant;
- i) crowd control, traffic control and public transport arrangements;
- j) safety requirements;
- k) security and contingency plan;
- l) electricity use;
- m) front-of-house requirements;
- n) arrangements for exhibitions, stalls and surrounding activities;
- o) flying activities, laser and fireworks effects;
- p) other operating rules;
- q) Venue protection and noise control; and
- r) return of the Venue.

3.2.4. The Operating Entity shall develop a series of standardised layout plans for stage and seating for different audience sizes and event types to ensure that the stage setting, seating layout and safety distances comply with the safety and operational standards. In the case of a fully seated layout, at least 40% of the seats shall be installed on stepped raised platforms to optimise the sightlines of rear-row audiences. The Operating Entity shall ensure that the Event Organiser implements one of the aforesaid standardised layout plans.

3.2.5. The intellectual property rights and ownership of all standard operating procedures, regulations and rules formulated or optimised by the Operating Entity for the Venue shall, upon termination of the Contract, be vested in and deemed to be the property of CAB. Upon termination of the Contract, the Operating Entity shall deliver the latest relevant documents to CAB or to the next venue operating entity designated by CAB, and ensure an orderly transition.

3.3. Safety of the Venue and Events

3.3.1. The Operating Entity shall be solely responsible for ensuring the safety of the Venue and all events, as further set out in Clauses 3.3.2 to 3.3.21.



- 3.3.2. The Operating Entity shall carefully assess the safety of the Venue and events. Where any safety hazard, or any failure to act in accordance with the safety plan is identified, the Operating Entity shall immediately implement appropriate management and response measures, and shall bear the corresponding responsibility.
- 3.3.3. The Operating Entity shall comply with all applicable general and specific rules, regulations and requirements currently in force, in particular Law No. 15/2021 - Legal Regime on Fire Safety in Buildings and Premises, Administrative Regulation No. 39/2022 – Approval of the Technical Regulations for Fire Safety in Buildings and Premises, Law No. 12/2022 - Law on the Control of Dangerous Substances, and Administrative Regulation No. 27/2023 – Main implementation regulation of the Law on the Control of Dangerous Substances.
- 3.3.4. The Operating Entity shall cooperate with CAB and the relevant departments during safety inspections, visits and assessments. Where any safety hazard or non-compliance is identified following such inspection or assessment, the Operating Entity shall rectify it immediately and shall urge the Event Organiser to do likewise, or shall suspend the relevant event preparation or operation, until the risk has been eliminated.
- 3.3.5. The Operating Entity shall ensure that all emergency exits and passages at the Venue remain unobstructed and free of any obstacles at all times.
- 3.3.6. The Operating Entity shall ensure that items placed inside or outside the Venue are not dangerous and shall not affect others. Where CAB considers any such item to be dangerous or obstructive to others, it may require the Operating Entity to remove it at any time, and the Operating Entity shall be responsible for supervising and executing the removal. Where the Operating Entity fails to remove such item, CAB shall have the right to remove it directly without further notice, and the costs incurred shall be borne by the Operating Entity.
- 3.3.7. In respect of any matter involving public safety, including but not limited to the use of naked flames, firecrackers, fireworks, smoke, compressed gases, lasers and remotely controlled drones, the Operating Entity shall proactively submit a written explanation and application to the relevant Public Authority.



- 3.3.8. The Operating Entity shall provide medical personnel, including ambulances, sufficient for the nature of the event, and shall share with the Public Authority the relevant information, including the location and number of first aid stations and the number of medical personnel.
- 3.3.9. In order to prevent the spread of infectious diseases and safeguard public hygiene, the Operating Entity must observe the epidemic prevention measures announced by the Government, and CAB may require members of the public to undergo temperature checks or health screening before entering the Venue.
- 3.3.10. In relation to event safety, the Operating Entity shall complete a comprehensive safety inspection of the Venue and its facilities before each event. The scope of such inspection shall include but not limited to the stage, seating, lighting and sound systems, power supply system, fire-fighting equipment, emergency evacuation routes, surveillance system, entrances and exits, and accessibility facilities in order to ensure the compliance with safety standards and the requirements for large-scale events.
- 3.3.11. The Operating Entity shall obtain from the Event Organiser details of the performers forty-five (45) days before the event, including but not limited to the list of performers, entry and exit ports and date and time of foreign performers, their hotel accommodation, arrival and departure arrangements, information on their fans and the level of fan enthusiasm, and other noteworthy incidents in the past, as well as the list of guests attending any ceremony as important references for applying for the deployment of officers from the Public Security Police Force and for developing the security plan.
- 3.3.12. The Operating Entity shall apply to the Public Security Police Force for the deployment of officers (the number of police officers required will depend on the nature and audience size of the event, with an average of one police officer for every 100 to 150 audiences), and shall bear the bonus shift remuneration for the officers² except that the bonus shift remuneration for the first year (from the Contract Commencement Date) will be borne by CAB, provided that the Operating Entity will fully comply with all provisions of the Tender Requirements.

²For the latest information, please refer to the Official Gazette of the Macao Special Administrative Region.



3.3.13. The Operating Entity shall apply to the Fire Services Bureau for the deployment of fire fighters and fire service vehicles, and bear the related fees except that the bonus shift remuneration for the first year (from the Contract Commencement Date) will be borne by CAB, provided that the Operating Entity will fully comply with all provisions of the Tender Requirements.

3.3.14. Depending on the event type and audience size, the Operating Entity shall ensure the provision of sufficient physical barriers and safety facilities, such as stone bollards, guardrails, mill barriers and riot barriers. In particular, at the diversion point between the upper and lower areas, the Operating Entity shall ensure the sufficient availability of riot barriers for separating the crowd. Such barriers shall be included in the general equipment list, and be provided and installed by the Operating Entity and the Event Organiser.

3.3.15. The Operating Entity shall strictly control the conduct of performers and the on-site order to maintain the overall safety of the performance.

- a) Control of performers' conduct: the Operating Entity and the Event Organiser shall, through contract terms or technical meetings, expressly require performers not to urge the audience to stand up, or to engage in any collective incitement, during the performance, so as to prevent the audience from becoming over-excited and to avoid accidents arising from audience members standing on chairs or pushing one another.
- b) Maintenance of on-site order: the Operating Entity shall strictly prohibit the audience from sitting astride railings or moving seats without authorisation. Security officers shall maintain close monitoring throughout, and shall intervene immediately to stop any audience member found standing on a seat or engaging in other dangerous conduct, so as to ensure on-site order and the safe use of the facilities.
- c) here a performance involves off-stage interaction with the audience, the Operating Entity shall ensure that the Event Organiser submits the detailed arrangements and routes for such interaction before the event, and the Operating Entity shall submit a security deployment plan. All such plans may be implemented only after the views of the relevant Public Authorities have been obtained.

3.3.16. The Operating Entity shall strengthen the professional training of its personnel and implement the following safety plans to maintain the order of the Venue.



- a) Ticketing assistance: the Operating Entity shall ensure that the ushers are well trained and familiar with the seating plan. They shall be able to guide the audiences to their seats quickly during peak traffic period, and prevent the audiences from moving around, changing seats or gathering in passages.
- b) Ticketing violations: the Operating Entity shall ensure that, where its on-site staff discover any ticket scalping or resale, or any audience member not seated in the zone or seat indicated on the ticket, they stop it on the spot and, where appropriate, report it to the police.
- c) Safety assessment: the Operating Entity and the Event Organiser shall implement the safety plan agreed with the Coordination Group for Large-Scale Performances, and shall carry out a precise assessment of contingency arrangements for unexpected crowd flows and risks.
- d) Monitoring of order: the Operating Entity shall ensure that security officers monitor the audiences closely throughout the event and remain highly vigilant. They shall intervene immediately and take professional and decisive action to stop or resolve any behaviour that may disturb public order.
- e) The Operating Entity shall maintain on-site order:
 - i. audiences shall be prohibited from sitting on railings or moving chairs; security officers shall intervene immediately if anyone is found standing on a seat;
 - ii. audiences shall be prohibited from blocking or lingering in passages and buffer areas, and shall be promptly warned and stopped;
 - iii. fighting, conflicts, or any act of harming others shall be intervened and stopped immediately, and be reported to the police simultaneously.

3.3.17. The Operating Entity shall implement the following seating and fixtures layout and safety standards, and shall also ensure that any part managed by the Event Organiser complies with the following standards.

- a) Chair fixing and reinforcement: the Operating Entity shall ensure that all moveable chairs are connected and fixed together using industrial-grade cable ties before audience admission to avoid any loose seats.



- b) Sightline optimisation: the Operating Entity shall ensure that three-dimensional sightline analysis, both horizontal and vertical, are carried out for different seating areas when planning the stage and seating to ensure that all audiences can see the stage and the screens. Where the sightline of the rear seats may be blocked by other audiences or obstacles, the seats shall be elevated to maintain an unobstructed sightline and to prevent incidents where the audiences may have to stand up or disturb order.

3.3.18. The Operating Entity shall develop an efficient signage and crowd control system.

- a) Enhanced wayfinding: the Operating Entity shall provide high-level, high-definition signs, and shall clearly mark the exclusive diversion passage of each ticketing zone.
- b) Zone marking: the Operating Entity shall ensure that all zone markings are unique. Sub-zones within a large zone shall be individually numbered to avoid any duplication of zone names, and the ticketing information shall correspond exactly to the seat numbers on site.
- c) Crowd control: the Operating Entity shall ensure that the capacity of any single enclosed zone shall not exceed 1,000 persons. To maintain safety and evacuation efficiency, the Operating Entity shall ensure that the staffing ratio meet and maintain at the following thresholds:

	Minimum ratio of security officers to audiences	Minimum ratio of usher to audiences
Static event (seated)	At least 1 security officer per 100 audiences	At least 1 usher per 150 audiences
Dynamic event (standing)	At least 1 security officer per 75 audiences	At least 1 usher per 300 audiences

3.3.19. Before each event, the Operating Entity shall conduct emergency evacuation drills for various stress test scenarios, such as fire evacuation, emergency sheltering, transport arrangements, crowd diversion, and interdepartmental collaboration, and shall prepare the records and implement improvements after the drills. CAB or a third party designated by it shall have the right to supervise and assess such drills and the related reports with the support of the Operating Entity.



3.3.20. The Operating Entity shall submit the following to the Public Authorities within forty-five (45) days before the event:

- a) surveillance system configuration diagram;
- b) locations and number of first aid stations and toilets, and parking areas of work vehicles;
- c) security plan: information of the security company, rules and procedures of security inspection, and number and deployment of security personnel.

3.3.21. The Operating Entity shall submit the following documents and make arrangements pursuant to the following requirements:

- a) a complete fire safety proposal, including crowd control plan, emergency evacuation plan and evacuation route map, security plan, stage fireproof/non-combustible material information, fire retardant paint certificates, fire extinguisher distribution map, emergency lighting and exit sign information, details of stage special effects, and information of any fireworks, to be approved and commented by the Fire Services Bureau;
- b) the settings and decorations of the stage and spectator area shall use non-combustible materials. Where combustible materials are used for the settings and decorations, such parts shall be appropriately protected with qualified and approved fireproof products so as to enhance fire resistance and reduce flammability, and fire retardant treatment certificates stating the validity period shall be submitted. The Fire Services Bureau reserves the right to require users to carry out any fire retardant treatment;
- c) as regards the medical arrangements during the event period, medical personnel, including ambulances, sufficient for the nature of the event shall be provided, and the relevant information, including the locations and number of first aid stations and the number of personnel, shall be shared with the Public Authority;
- d) as regards the electrical equipment used during the event period, the professional technicians responsible for such equipment shall be present on site, so as to assist the Fire Services Bureau where necessary.

3.4. Transport Arrangements



- 3.4.1. The Operating Entity shall prepare and submit to the Transport Bureau or other Public Authorities a complete and feasible transport proposal that includes information on shuttle buses, and timetable of Light Rapid Transit services and routes within forty-five (45) days before the event.
- 3.4.2. The Operating Entity shall ensure that a travel survey questionnaire is provided at the time of ticket sale, so as to ascertain the modes of transport that the audience expect to use to travel to and from the Venue.
- 3.4.3. The Operating Entity shall discuss and adjust the train schedule with the Macao Light Rapid Transit Corporation, Limited to provide free Light Rapid Transit service at the two stations near the Venue after the event to disperse the crowd. The related costs shall be borne by the Operating Entity.
- 3.4.4. The Operating Entity shall coordinate the bus frequency with CAB and the Transport Bureau, and shall, during crowd dispersal, arrange non-franchised buses with standing capacity to convey passengers to destinations such as the Border Gate, the Hengqin Port and Praça de Ferreira do Amaral, and shall meet the following requirements:
- a) for concerts with an audience size below 20,000 persons, at least 100 shuttle buses described above shall be arranged to disperse the crowd within one (1) hour;
 - b) for concerts with an audience size of 20,000 persons or above, at least 100 shuttle buses described above shall be available and supplemented by additional leased vehicles negotiated and arranged with the Government to ensure that the audiences can be dispersed within two (2) hours.
- 3.4.5. The shuttle bus pick-up and drop-off points at the Border Gate, Hengqin Port and Praça de Ferreira do Amaral planned by the Operating Entity shall be within the designated drop-off areas for coaches of the respective ports/districts.
- 3.4.6. The Operating Entity shall develop infographics and surrounding road signage in accordance with the approved entry and exit plans. All traffic and road signage shall be displayed on-site and at prominent locations of roads nearby, ports, transport stations and car parks nearby, including information on public buses, shuttle buses, taxis, Light Rapid Transit and walking routes, to guide the audiences to travel to and from the Venue. The signage design shall be “large and high”.



- 3.4.7. The Operating Entity shall deploy sufficient staff in advance at the main entrances and key traffic points of the Venue on the event day to guide the crowd flow entering and leaving the Venue. Designed personnel shall also be deployed at shuttle bus pick-up and drop-off points and Light Rapid Transit stations to maintain order and answer enquiries regarding entry and exit.
- 3.4.8. All transportation costs related to the event, including but not limited to shuttle bus service, Light Rapid Transit service coordination, road signage installation and remuneration of staff, shall be borne by the Operating Entity.

3.5. Crowd Control

- 3.5.1. For each event, the Operating Entity shall prepare an audience guidance signage plan for the interior and surroundings of the Venue (including but not limited to the locations, quantity, style, structure, wording, materials and dimensions of the signage), and shall plan and design it in accordance with the following requirements. The plan shall be submitted to CAB for approval before implementation.

- a) The Operating Entity shall ensure that the signage is adequate for the following purposes:
- i. Entry and exit guidance: guiding the audiences to the entrances and exits, emergency exits, access points of different diversion passages, and entrances and exits of different seating or price zones; the exclusive diversion passage of each ticketing zone shall be clearly marked.
 - ii. Functional facility guidance: guiding the audiences to washrooms, first aid stations, catering areas, ticketing counters and other functional facilities.
 - iii. Route guidance: providing a full venue map that can help users locate themselves by showing the “You are here” sign, and indicating the entrances, exits, main stage, seating zones and functional facilities.
 - iv. Safety warnings: displaying “Admission Notice” and warning signs, such as “No smoking”, “Don’t block passage”, and “Please don’t stand on the seats”.



b) The signage layout shall be guided by the principle of an uninterrupted line of sight, ensuring that audiences can see the next sign from any location. The Operating Entity shall ensure that signs are displayed at the following key locations:

- i. before the diversion points, including but not limited to the access points of the preliminary check area and the ticket validation lanes, to guide audiences into the correct lane according to ticket type;
- ii. junctions on the main thoroughfare within the Venue: the first crossroad or other turning points after admission;
- iii. before the entrance of each zone: the access point of each seating or standing zone;
- iv. areas requiring caution: intersections where audiences are likely to gather, and areas where they need to pay attention to warning messages, such as “Watch your step” and “Mind the floor”.

c) The Operating Entity shall ensure the sign production complies with the following requirements:

- i. the text and directions on the signs shall be in clear and legible Chinese and English for users of different nationalities;
- ii. the main text and directions on the signs shall be placed above the eye level of an average adult to avoid being blocked by the crowd;
- iii. the background colour and the directional text and symbols shall be in sharp contrast;
- iv. the signs shall be made of waterproof and UV-resistant materials, and printing must be matte and non-reflective;
- v. the brightness of the display locations shall be considered. Signs in dim areas shall be self-luminous or equipped with external lighting;
- vi. all freestanding structures shall take into account windproof counterweight and structural stability to prevent accidental tipping.

d) The Operating Entity shall ensure that the signage layout meets the minimum requirements in Annex I-1.

e) The Operating Entity shall ensure that the zone and seat numbers comply with the following requirements:



- i. each designation or code shall be unique, and shall not be duplicated. A systematic independent coding system in continuous sequence of “zone - sub-zone - row number - seat number” shall be established;
- ii. The entrance of each seating area shall display a detailed sign of that area, clearly indicating the rows accessible via such entrance (e.g. rows 1-15) and the seat numbers (e.g. 1-20). Please refer to figure 6 in Annex I-2;
- iii. ticket details shall match the numbers and labels on the backs of seats completely.

3.5.2. For each event, the Operating Entity shall prepare a traffic and evacuation signage plan for the areas outside the Venue (including but not limited to the locations, quantity, style, structure, wording, materials and dimensions of the signage), so as to ensure the smooth entry and exit of the surrounding traffic (including the Light Rail Transit, buses and shuttle buses) and the large pedestrian crowds, and to comply strictly with the traffic control and evacuation measures of the Public Security Police Force and the Transport Bureau. The plan shall be submitted to the Public Authority for approval before implementation.

- a) The Operating Entity shall work closely with the Public Security Police Force, the Transport Bureau and other relevant departments, to submit a signage proposal for each event, including design drawings, layout plan and traffic flow plan, and shall modify the proposal according to the comments of the aforementioned departments until approval is obtained.
- b) The Operating Entity shall apply for all permits required for the installation of the signage. Where the use of a particular location is involved, permits for placement or suspension shall be obtained from the relevant departments, such as the Sports Bureau, the Public Security Police Force, Companhia de Electricidade de Macau, the Marine and Water Bureau and the Transport Bureau. Where the occupation of a public place, such as a public street, is required, an application for a “Licence for Temporary Occupation of Public Streets – Others” shall be submitted to the Municipal Affairs Bureau in accordance with its administrative procedures at least fifteen (15) business days in advance.



- c) The Operating Entity shall ensure that during the event period, including admission, performance and leaving, sufficient personnel with large-scale event experience are stationed around the Venue. They shall be equipped with communication devices, be able to receive instructions from the Police or the on-site command centre at any time, and promptly adjust, install or remove signs or deploy sign holders to respond to sudden traffic bottlenecks or temporary rerouting.
 - d) Please refer to Annex II-1 for the basic off-site traffic and evacuation signage plan for the Venue. The plan is for reference only, and the Operating Entity shall adjust it according to the requirements of specific events. The basic types and requirements for off-site traffic and evacuation signage are set out in Annex II-2, and the basic quantity of such signage required for each event is set out in Annex II-3.
- 3.5.3. The Operating Entity shall be responsible for the production, installation, maintenance and dismantling of all signage inside and outside the Venue and at border control points.
- a) CAB has the right to request samples from the Operating Entity. Where the integrity, colour or appearance of the promotional materials is undermined by the substandard quality or production, the Operating Entity shall complete the repair or replacement work within twelve hours upon notification, or within two hours if an urgent safety hazard is involved, without charge.
 - b) The Operating Entity shall repair or replace any signs damaged while on display.
 - c) The Operating Entity shall take all necessary measures to ensure the safety of all persons, the public, objects and existing infrastructure, such as road surface, lamp posts and greening zones, that may be directly or indirectly affected by the production and installation works.
 - d) Dismantled signs shall be disposed of or properly stored by the Operating Entity. Where they are to be reused, the Operating Entity shall ensure that they remain in good condition and shall clearly mark the storage location. Any materials bearing the logo of CAB or relating to a specific event image shall be properly handled and shall not be used for any other purpose.



- e) The Operating Entity shall take out and maintain sufficient insurance, including but not limited to employees' compensation insurance for all relevant personnel, civil liability insurance for the installation/dismantling/repair process, third-party public liability insurance, and comprehensive civil liability insurance for the publicity fixtures and advertisements during the placement period of the publicity materials, and shall provide CAB with the relevant policies and proofs.
- f) Under adverse weather conditions or upon the occurrence of other force majeure events, the Operating Entity shall, within five (5) hours after receiving the notice, provide safe dismantling or temporary relocation service to ensure that the signs shall not threaten public safety.
- g) Upon completion of the dismantling work, the Operating Entity shall remove all equipment and debris. Materials displaying the logo of CAB or associated with the event image shall be removed properly and may not be used for any other purpose.
- h) The Operating Entity shall be liable for any damage or loss suffered by CAB or a third party that is attributable to it, and CAB reserves the right to hold the Operating Entity accountable for the matter.
- i) Adverse weather and emergency response mechanism
- i. When the Geophysical and Meteorological Bureau hoists Typhoon Signal No. 3 or higher, the Operating Entity shall, within five hours of notification, provide safe dismantling, lowering of mesh fabrics or temporary relocation and reinforcement service to ensure that the signs shall not threaten public and traffic safety.
 - ii. Where the signs collapse or are damaged due to strong wind or traffic accidents, the Operating Entity shall notify CAB immediately and deploy staff members to dismantle or repair them.
- j) Personal injury and damage to property as well as accountability
- i. The Operating Entity shall not damage any Venue facilities or equipment; in the event of any damage, the Operating Entity shall be responsible for repairing and restoring the relevant facilities and equipment.
 - ii. Any loss, damage or injury to the employees or property of the



Operating Entity during the service period shall be borne by the Operating Entity itself.

- iii. The Operating Entity shall be responsible for all insurance matters related to the transportation process or services, and bear the costs incurred thereof. Where any damage or loss suffered by CAB or a third party (i.e. an audience or vehicle) is attributable to the Operating Entity (i.e. due to the collapse of unstable structure), all compensation, insurance costs and deductibles shall be borne by the Operating Entity, and CAB reserves the right to pursue legal action.

- 3.5.4. The Operating Entity shall bear the costs of all crowd control and ushering services of the Venue.
- 3.5.5. The Operating Entity shall formulate an entry and crowd dispersal plan before an event based on the expected crowd and traffic flow. The crowd control measures and surrounding traffic order arrangements shall include sufficient manpower and resources, such as signage inside and outside the Venue, and signage and water-filled barriers for roads nearby.
- 3.5.6. The Operating Entity shall submit a crowd control plan and emergency evacuation plan, including but not limited to for audience admission and leaving arrangements, the flow management and diversion and separation measures for audiences holding different types of tickets, and notice to audience, to the Public Authorities within forty-five (45) days before the event, and shall consult the Public Authorities to arrange sufficient manpower to maintain order in the surrounding area.
- 3.5.7. The Operating Entity shall monitor the real-time number of audiences and other personnel in the Venue in case of emergency needs.
- 3.5.8. The Operating Entity shall prepare a reasonable audience capacity plan in accordance with the maximum capacity of the Venue, and shall install a comprehensive broadcasting system to disseminate crowd guidance, safety reminders and other information in a timely manner, so as to ensure that at least twenty thousand (20,000) audience members can be safely evacuated within one (1) hour.
- 3.5.9. The Operating Entity shall provide flexible barriers, signage, sandbags and other necessary items approved by CAB for crowd control.



3.5.10. [Applicable to large-scale events] For each large-scale event, the Operating Entity shall prepare a signage placement plan (including but not limited to the display locations, number, style, structure, wording, materials and dimensions of the signage), to ensure that a sufficient number of high-level, high-definition signs are provided inside and around the Venue, and that the exclusive diversion passage of each ticketing zone is clearly marked. The signage placement plan shall be submitted to CAB for approval before implementation.

3.6. Duties of Guidance and Supervision over Event Organisers

3.6.1. The Operating Entity bears the primary responsibility to guide and supervise the Event Organisers, as further set out in Clauses 3.6.2 to 3.6.14, and shall be held accountable for the failure of the Event Organisers to fulfil any relevant requirements. Where the Operating Entity also acts as the Event Organiser, it shall, in addition to the guidance and supervision duties under this clause, also comply with the duties and requirements applicable to Event Organisers under Clauses 3.6.2 to 3.6.14. Please refer to Annex III for the complete process from Venue booking application to event organisation and return of the Venue.

3.6.2. Venue rental arrangements

a) Before venue rental:

- (i) the Operating Entity shall, before the Venue is rented out, complete the inspection of the Venue facilities, the repair and maintenance works and the cleaning, so as to ensure that the Venue meets the conditions for rental and the safety and hygiene standards;
- (ii) the Operating Entity shall confirm the name and details of the on-site contact person of the event with the Event Organiser;
- (iii) the Operating Entity shall ensure that the Event Organiser complete the venue booking application no later than three (3) months before the month of rental and no earlier than eighteen (18) months before the month of rental.

b) During the rental period:

- (i) the Operating Entity shall cooperate with the Event Organiser, and shall maintain liaison, interfacing and coordination with the relevant departments and representatives of the Coordination Group for Large-Scale Performances. In addition, the relevant departments and



representatives of the Coordination Group for Large-Scale Performances shall be permitted to monitor the Event Organiser's activities at the Venue.

c) Return of the Venue:

- (i) after the event, the Operating Entity shall, together with the Event Organiser, immediately clean and reinstate the Venue, remove all items, and ensure that all waste has been collected and removed from the Venue and not disposed of arbitrarily. The Event Organiser shall, on the day following the end of the rental period, jointly with the Operating Entity, inspect whether the Venue has indeed been restored to its condition prior to use, including the items listed in the "List of Venue Facilities, Equipment and Items" and all structures and facilities within the Venue. The Operating Entity may complete the venue return procedure only after confirming that the condition of the Venue is in order.
- (ii) Where any facility, equipment or item of the Venue is damaged or lost, the Operating Entity shall urge the Event Organiser to repair or replace it after leaving the Venue and before the end of the rental period. Where the Event Organiser fails to comply by the deadline specified by the Operating Entity, or where the Operating Entity determines that it is a special item that the Event Organiser cannot repair or replace on its own, it shall take appropriate follow-up action immediately, including arranging repair or replacement on behalf of the Event Organiser and recovering the costs incurred from the Event Organiser. Where the Operating Entity fails to properly perform the above supervisory and follow-up duties, such that the Venue cannot be restored in time, CAB suffers any loss, or the use of the Venue by on the next venue user has been affected, the Operating Entity shall bear the corresponding responsibility. The Event Organiser shall remove all persons and objects from the Venue before expiry of the rental period or the date of early termination of the rental arrangement.

3.6.3. Review, execution and management of venue rental and event organisation agreements



- a) The Operating Entity shall draft, review, execute and file the venue rental and organisation arrangements, ensuring that the terms comply with the relevant laws of Macao SAR, the requirements of CAB and the development objectives of the Venue.
- b) The agreements shall contain specific provisions on the lawful use of intellectual property rights, including but not limited to performance content copyrights, music performance rights, audiovisual recording and distribution rights, rights to use venue publicity materials, portrait rights of performers, and the scope of authorisation, duration of use, restrictions on use and handling of infringement related to the relevant intellectual property rights.
- c) The Operating Entity shall ensure that the Event Organiser possesses the copyrights and permits required for the event, and shall guide and supervise it in applying for and paying all fees or taxes. All legal liabilities arising therefrom shall be borne by the Event Organiser.

3.6.4. Rent supervision and follow-up

- a) The Operating Entity shall publish online the overall charging mechanism and price range for rental of the Venue and other charges, for the reference of Event Organisers.
- b) The Operating Entity shall determine, collect, check and follow up on the rent payments, and ensure timely and full collection of rents. In respect of any overdue rent, it shall promptly remind and demand payment and follow up, and shall implement the relevant measures in accordance with the agreement.
- c) [Applicable to large-scale events] Without the written consent of the Operating Entity, the Event Organiser shall not change the number of event days, the event sessions or the expected audience size. Where any change to the confirmed number of event days, event sessions or expected audience size is needed, and the amended expected audience size will reach 10,000 or above, such change shall only be implemented after obtaining the consent of the Coordination Group for Large-Scale Performances.
- d) Where the event cannot be held as scheduled in whole or in part due to force majeure or reasons not attributable to the Event Organiser, the Operating Entity shall negotiate a new schedule with the Event Organiser.



- e) Confirmed booking dates and rental payments already paid shall not be changed or transferred.

3.6.5. Preliminary approval by CAB

Before planning an event, the Operating Entity shall ensure that the Event Organiser submits all event-related information, including event format, nature, title, date and time, Event Organiser, expected audience size, and list of performers and their profiles, to CAB. Only after receiving the Venue Confirmation Notice issued by CAB shall promotional activities, ticket sale, and applications for permits/licences commence.

3.6.6. Approval of event permits/licences

- a) The Operating Entity shall supervise the Event Organiser in obtaining the required permits/licences. Where, by reason of the Operating Entity's negligence in supervision, the Event Organiser fails to obtain such permits/licences, the Operating Entity shall be liable for the legal consequences and monetary compensation arising therefrom in relation to the Event Organiser.
- b) The Operating Entity shall assist and supervise the Event Organiser in obtaining permits/licences for pre-event formalities required for holding a general event, and shall be responsible for the preliminary review of relevant materials, follow-up and liaison with relevant departments to ensure that the required permits/licences are lawfully obtained, properly filed and compliant with the venue use and event requirements.
- c) The Operating Entity shall ensure that the Event Organiser applies for and obtain all permits/licences required for the event within forty-five (45) days before the event from the relevant Public Authorities and/or the Coordination Group for Large-Scale Performances, except for specific licences otherwise required. Where a large-scale event is to be held, an application shall be made strictly in accordance with the latest lists and instructions issued by the Coordination Group for Large-Scale Performances.



- d) The use of the Venue must be consistent with what is described in the information submitted at the time of application. Without notifying CAB and obtaining its approval, the Event Organiser shall not arbitrarily change the event format, nature, name, date or time, or the host, co-host or co-organising units, shall not exchange the Venue with, or transfer the Venue to, any third party, and shall not replace the performers or performance groups stated in the application form.
- e) Preliminary venue planning, design proposal and technical specifications, construction schedule, audience size, ticketing options or related planning shall be approved by CAB or the relevant Public Authorities, or supported by the required permits before implementation; where there is any change, a new application must be submitted.
- f) In the event of an emergency or for other special reason, CAB has the right to require the approved venue use to be postponed or cancelled, and the Operating Entity may negotiate an alternative time slot with the Event Organiser.
- g) For a public show or performance event, the Operating Entity shall ensure that the Event Organiser submits an application to the Municipal Affairs Bureau at least fifteen (15) business days in advance pursuant to the administrative procedures stipulated by the Bureau for the Administrative License – Shows and Performances.
- h) Where it is necessary to occupy a public place outside the Venue for the installation of ancillary facilities relating to the event, the Operating Entity shall ensure that the Event Organiser submits the relevant application to the Municipal Affairs Bureau in accordance with the law at least fifteen (15) business days in advance, in accordance with the administrative procedures of the Municipal Affairs Bureau for the “Licence for Temporary Occupation of Public Streets – Others”.
- i) Where commercial advertisements are to be installed outside the Venue, the Operating Entity shall ensure that the Event Organiser submits the advertisement licence application to the Municipal Affairs Bureau in accordance with the law at least fifteen (15) days in advance, in accordance with the administrative procedures of the Municipal Affairs Bureau for the “Temporary Advertisement Licence”.

3.6.7. Fire safety



The Operating Entity shall ensure that the Event Organiser complies with the following fire safety requirements, including but not limited to:

- a) the laws and regulations currently in force in Macao, in particular Law No. 15/2021 - Legal Regime on Fire Safety in Buildings and Premises, Administrative Regulation No. 39/2022 – Approval of the Technical Regulations for Fire Safety in Buildings and Premises, Law No. 12/2022 - Law on the Control of Dangerous Substances, and Administrative Regulation No. 27/2023 – Main implementation regulation of the Law on the Control of Dangerous Substances;
- b) no unauthorised flammable substances may be stored within the Venue, and no scenery or props unrelated to the relevant performance may be stored in the stage/backstage area. The use of any flammable liquid for cleaning wigs, costumes or similar items is strictly prohibited within the Venue;
- c) the setting and decorations of the stage and spectator area shall not contain any combustible materials. Where combustible materials are used, such parts shall be protected with qualified and approved fireproof products to enhance fire resistance and reduce flammability. A fire retardant treatment certificate stating the validity period shall be submitted, and the requirements of the Fire Services Bureau shall be observed;
- d) passages shall not be blocked by any objects or for any temporary reasons;
- e) for the electrical devices used during the event period, professional technicians responsible for such devices shall be present to assist the Fire Services Bureau where necessary;
- f) where it is necessary to install, in addition to the existing electrical installations of the Venue, or to use simultaneously with them, any additional electrical appliance or electrical installation, the Operating Entity shall ensure that the Event Organiser submits an application at least forty-five (45) days before move-in, together with the required information, such as the estimated electricity consumption and the capacity of the electrical equipment (such as the circuit breakers and residual current devices) and the dimensions of the power cables. The Operating Entity shall carry out a safety assessment of the application, and may approve the use only after confirming that such addition or use will not exceed the load limit of the Venue's power supply system and complies with the electrical safety standards;



- g) the Operating Entity shall assist and supervise the Event Organiser in submitting an event proposal and details related to fire safety according to the nature, scale and audience size of the event to the Public Authorities, and shall submit to CAB the documents for filing and feedback on the technical opinions, if any, before the Event Organiser moves into the Venue.

3.6.8. Construction of temporary structures

The Operating Entity shall ensure that the Event Organiser complies with the standard operating procedures, regulations and House Rules of the Venue, the applicable laws, and the requirements of the relevant Public Authorities in respect of the design, erection, installation, inspection and use of any temporary structures, stage and ancillary structures within the Venue, as well as the power supply plan. Such temporary structures, stage and ancillary structures include, but are not limited to, the venue stage, the supporting and rigging installations above areas accessible to personnel, advertising frames, and any other erected structures or equipment.

- a) The Operating Entity shall ensure that the Event Organiser engages a qualified civil engineer and a qualified electrical and mechanical/electrical engineer registered in Macao to design the aforementioned temporary structures, stage and peripheral structures, and the power supply plan respectively. The design drawings, structure and power consumption estimation³, and declarations of responsibility completed pursuant to the applicable regulations and signed by the two engineers shall be submitted forty-five (45) days before moving into the Venue. The relevant design documents shall state the applicable technical specifications and safety standards.
- b) Where the Event Organiser fails to submit the design drawings, structure and power consumption estimation and the declarations of responsibility as required above, the Operating Entity shall not permit the Event Organiser to initiate the construction, installation, suspension or other related works for the stage and ancillary structures.



- c) The Operating Entity shall ensure that, after completing the construction and installation of the aforementioned temporary structures, stage and ancillary structures and power supply facilities, and before rehearsal, performance or other use by performers, the Event Organiser arranges a qualified civil engineer and electrical and mechanical/electrical engineer registered in Macao to carry out inspections and confirm that such structures and power supply facilities conform to the design drawings and are safe. The Operating Entity shall ensure that the Event Organiser only uses the relevant structures after submitting to the Public Authorities the declarations of responsibility, safety certificates and/or other required documents completed and signed by the two engineers before rehearsal, performance or other use by performers.
- d) Where the Event Organiser has not completed the aforesaid inspections, has not submitted the required declarations of responsibility, safety certificates or other required documents, or has not carried out the works in accordance with the submitted and approved content, the Operating Entity shall not permit the organiser to arrange for the performers to use the relevant stage and ancillary structures for rehearsal, performance or other activities.
- e) The Operating Entity shall ensure that the Event Organiser submits detailed installation information of a flying trapeze performance forty-five (45) days before moving into the Venue, and shall only proceed with the rehearsal and performance after submitting a safety certificate issued upon completion of installation.
- f) The Operating Entity shall ensure that the Event Organiser submits, at least forty-five (45) days before move-in, the stage design and the erection and dismantling arrangements, the location of the backstage areas, and the dimensions and audience capacity of the seating areas and any standing areas, and shall review the safety of such arrangements, so as to ensure that the event proceeds safely and smoothly.



- g) Where, by reason of the Event Organiser's failure to satisfy the above requirements in time, the event cannot be held as scheduled, or where the organiser, without having satisfied the above requirements, nonetheless arranges the rehearsal or performance or the use of the relevant structures, erections or equipment, the Event Organiser shall bear any legal liability, accident, injury, casualty, loss, compensation and other civil or criminal liability thereby arising. Where the Operating Entity has not properly performed its supervisory and gatekeeping duties, it shall bear the corresponding responsibility, and no liability shall be attributed to CAB or the Government

3.6.9. Intellectual property rights

- a) Upon receipt of the Notice of Award, the intellectual property rights in the content prepared by the Operating Entity to fulfil its obligations under the contract in relation to the operation of the Venue, including but not limited to publications, images, files, information and website source codes, shall belong to CAB. Only personal rights provided for under the current copyright laws and regulations of Macao shall remain vested in the Operating Entity. It shall irrevocably grant CAB a permanent, royalty-free right of use in respect of the above intellectual property rights to allow CAB to use the relevant content for commercial or non-commercial purposes or to transfer such permission to a third party.
- b) The Operating Entity shall not, in performing this Tender, infringe the rights of others, nor permit others to do so. In the event of any breach, the Operating Entity shall be liable for all legal liabilities arising therefrom and indemnify CAB for all losses incurred.
- c) The Operating Entity shall supervise the Event Organiser in refraining from engaging in any act that infringes any intellectual property rights or any other rights during the preparation stage or the event period.

3.6.10. Ticketing arrangements

- a) The Operating Entity shall ensure that the Event Organiser provides ticketing services either on its own or through outsourced vendors. However, the Operating Entity shall ensure that the Event Organiser handles any ticketing disputes or indemnity claims properly, and CAB may reserve the right to pursue the liability of the Operating Entity.



- b) The Operating Entity shall ensure that the Event Organiser, at least thirty (30) days before ticket sale commences, submits a ticket sale plan that includes but not limited to: the seating/standing layout and ticket price plan; the total number of tickets for sale, the proportion of tickets reserved internally and offered to the public, the real-name registration requirements and the handling of counterfeit and lost tickets, ticket pricing and discounts, the commencement date of ticket sale (including the dates for any phased sale or additional-show sale), and the ticketing platforms and channels.
- c) After commencement of ticket sale, the Operating Entity shall ensure that the Event Organiser promptly reports the latest sale status to CAB, including the number of tickets sold. Where tickets are sold on a real-name basis, the report shall also include the age groups and places of origin of the audiences, such as the proportions from Chinese Mainland, Hong Kong, overseas or local.
- d) The Operating Entity shall ensure that the Event Organiser reserves barrier-free spaces for wheelchair users upon ticket sale. Tickets for the barrier-free spaces may not be sold as standard tickets or used for any other purpose. The number of tickets for barrier-free spaces shall be as follows:

Estimated audience size per event	Number of wheelchair seats
10,000 or below	20
10,001 - 20,000	40
20,001 - 30,000	60
30,001 - 40,000	80
40,001 - 50,000	100

- e) The Operating Entity shall ensure that the Event Organiser provides, for each event session, 300 on-site work passes for the personnel of Public Authorities for work purpose, and reserves work seats for CAB free of charge, so as to facilitate the supervision of the event. The quantity and details are as follows:



Estimated audience size per event	Number of work seats
10,000 or below	20
10,001-20,000	40
20,001-30,000	60
30,001-40,000	80
40,001-50,000	100

- f) The Operating Entity shall ensure that the Event Organiser has completed the permits, licences and other formalities required for a general event, and has obtained the approval of all relevant permits/licences, before ticket sales may commence. Where any requirement is breached, CAB has the right to terminate or cancel the event without providing any compensation. The Operating Entity shall also bear all legal liabilities arising therefrom, and shall indemnify CAB against all losses thereby suffered.
- g) The Operating Entity shall supervise and ensure that the Event Organiser properly handles ticketing matters, audience losses and other related disputes after event cancellation. Save for closure of the Venue due to force majeure, the Event Organiser and the Operating Entity shall, on the day of cancellation, at least three (3) hours before the originally scheduled performance time, assign personnel on-site to handle ticket refunds or exchanges and public enquiries.

3.6.11. Event content and promotion

The Operating Entity shall guide or assist the Event Organiser in understanding and executing the event content and publicity campaign to ensure the compliance with the following requirements:



- a) the Operating Entity shall ensure that the event content, screening content and promotion materials presented, and personnel and guests invited by the Event Organiser do not damage the image of the Government. Any promotional activities shall comply with the Law No. 7/89/M – The General Regime of Advertising Activities, as amended and republished by Law No. 26/2024, and other applicable laws. Advertising and promotion shall observe the principles of fair competition, legality and truthfulness, and shall not contain content that is fraudulent, or promotes crime, pornography or gambling;
- b) the Operating Entity shall ensure that, where the Event Organiser needs to broadcast, display, hang or post any labels, flags, advertisements, banners, videos or other promotional items inside or outside the Venue, it shall apply to the relevant Public Authorities in advance before the event commencement, and shall comply with the applicable laws and regulations currently in force in Macao;
- c) where the event may occupy public areas outside the Venue, the Operating Entity shall ensure that the Event Organiser submits an application to the Municipal Affairs Bureau at least fifteen (15) business days in advance. The formalities may follow the relevant requirements of the administrative procedures of the Municipal Affairs Bureau for the License for Temporary Occupation of Public Streets – Others;
- d) the Event Organiser may display backdrops, roll-up banners and other promotional materials within the designated area on the event day. The Operating Entity shall assist and supervise the Event Organiser to ensure that the size and content of such items comply with the relevant legal requirements or with the specifications stipulated by CAB;
- e) where the Event Organiser may use drones for media live broadcast, prerecorded broadcast, filming or interview within the Venue, the Operating Entity shall ensure that the Event Organiser obtains prior consent from CAB and the relevant Public Authorities, submits the materials and obtains the relevant approval;



- f) where the national flag, national emblem, and flag and emblem of Macao SAR or their images are to be displayed or used during the Tenancy Period, or the national anthem is to be played or sung during the event, the Operating Entity shall ensure that the Event Organiser strictly complies with Law No. 5/1999 - The Use and Protection of the National Flag, National Emblem and National Anthem, as amended by Law No. 12/2021;
- g) the Operating Entity shall ensure that the Event Organiser, its employees, agents and any person admitted to the Venue during the Tenancy Period comply with the laws of Macao SAR and shall not engage in any unlawful acts or activities;
- h) the Operating Entity shall publish the event details held at the Venue on the Venue website;
- i) the Operating Entity shall upload and submit all event information held at the Venue to the Enjoy Macao website or the relevant websites operated by the Tourism Office.

3.6.12. Arrangements for exhibitions, stalls and ancillary activities

- a) For the arrangements of any exhibitions, stalls and ancillary activities, the Operating Entity shall ensure that the Event Organiser applies to CAB and the relevant Public Authorities in advance and obtain approval before proceeding.
- b) The Operating Entity shall ensure that the Event Organiser prepares a comprehensive plan covering the layout of the Venue, audience entry and exit flows, construction area and safety protection measures; The Operating Entity shall ensure the Event Organiser submits the plan and relevant details to the Coordination Group for Large-Scale Performances.
- c) The Operating Entity shall ensure that the Event Organiser deploys staff during an exhibition to provide on-site guiding and enquiry services, visitor guidance and exhibit maintenance. The safety and security of the exhibits shall be the sole responsibility of the Event Organiser.
- d) The Operating Entity shall ensure that the Event Organiser sets up food stalls and retail stalls within the Venue, and shall ensure such sale activities comply with the laws, regulations and guidelines of Macao SAR concerning food safety. The relevant “Guidelines on Food Safety and Hygiene for Temporary Food Stalls” could be downloaded from the Food Safety Information page of the Municipal Affairs Bureau website.



- e) For any event involving public dining, the Operating Entity shall ensure that the Event Organiser and its outsourced vendors or stall tenants comply with the laws, regulations and guidelines on food safety in Macao SAR, maintain the cleanliness and hygiene of the event area, and deploy a sufficient number of cleaners to clear and properly sort and collect the waste.
- f) The Operating Entity shall ensure that the Event Organiser has insurance coverage for the exhibits on its own and strengthen the security measures for valuable exhibits. Where any loss or damage occurs, CAB and the Operating Entity will not be responsible for custody or compensation.
- g) The Operating Entity shall ensure that the Event Organiser protects the construction area and its surroundings before setup. Without permission, the Event Organiser shall not arbitrarily move any existing installation within the Venue; Where any installation is moved with permission, the Event Organiser shall restore the fixture to its original condition afterwards. Where any damage occurs, the Event Organiser shall be responsible for restoring it to its original state or compensating at the assessed value.

3.6.13. Flying activities, special effects, laser and fireworks effects

- a) Under the laws and regulations currently in force in Macao SAR, flying activities include the organised release of a large quantity of balloons, tethered balloons or kites, hot-air balloons, sky lanterns, model aircrafts and unmanned aircrafts, or the installation or operation of any outdoor laser lights or searchlights, as well as flight performances.
- b) Where the Event Organiser plans to conduct a flying activity, especially a performance or filming using remotely controlled drones, or where laser effects will be involved, the Operating Entity shall ensure that the Event Organiser applies to the relevant Public Authorities pursuant to the relevant laws and regulations currently in force in Macao SAR. The activity shall only proceed upon receiving the written approval from CAB, provided that other activities of the Venue or the surrounding area will not be affected.
- c) Where the Event Organiser plans to employ special effects, the Operating Entity shall ensure that the Event Organiser provides CAB and the Fire Services Bureau with detailed information on the stage special effects, including:
 - i. a layout plan, such as a floor plan, showing the placement of the aforementioned items during the performance, the range of the



- special effects, including height, radius, direction and safety distance, and the distance between the special effects and the performers and audiences;
- ii. material safety data sheets for hazardous consumables used, such as smoke oil, flammable liquids, powder and compressed gas cylinders; and
 - iii. a floor plan showing the storage quantity and locations of the above consumables when not in use.
- d) Where the Event Organiser plans to use fuel-based naked-flame special effects, the Operating Entity shall ensure that the Event Organiser provides CAB and the Fire Services Bureau with the material safety data sheets, quantity, related devices and storage information. Where Class 1 dangerous goods, such as fireworks and firecrackers, will be used, the Operating Entity shall ensure that the Event Organiser applies to the Public Security Police Force for a discharge permit. Where other categories of dangerous goods, such as sparks, smoke or compressed gas cylinders, will be involved, the Operating Entity shall ensure that the Event Organiser provides CAB and the Fire Services Bureau with the material safety data sheets, quantity, related devices and storage information.
- e) Where the laser equipment used by the Event Organiser has an output power higher than 5mW, the Operating Entity shall ensure that the Event Organiser applies to the Public Security Police Force for an import permit.
- f) The Operating Entity shall ensure that the Event Organiser is aware that, during a flying activity, where any personal injury or property damage is caused, or any loss or damage is caused to the Venue, the Event Organiser shall be responsible for the compensation, shall bear the relevant legal liability in accordance with the law, and shall be responsible for the related aftermath. Where the operation of the Venue is affected, or any other emergency incident occurs, CAB has the right to require that the use be stopped.

3.6.14. Other operating rules

- a) The Operating Entity shall ensure that the Event Organiser takes measures to maintain the cleanliness and order in the queuing area before admission.



- b) Where a lucky draw activity or a fundraising activity is to be held, the Operating Entity shall ensure that the Event Organiser applies to relevant Public Authorities and provides CAB with a copy of the application before the event.
- c) Age classification: for all shows and performances, the Operating Entity shall ensure that the Event Organiser proceeds only after reviewing the age classification.
- i. The event may only proceed after obtaining the review result issued by the Assessment Committee of Performing Arts, otherwise the Venue rental will be terminated, and the Event Organiser shall pay the full rent for the planned event. The Event Organiser shall be responsible for all audience services or disputes arising from such termination.
 - ii. The approved age classification shall be indicated in both Chinese and Portuguese in a prominent position on all promotion materials or media used in the Venue.
 - iii. Promotion materials displayed within the Venue shall also be reviewed by the Assessment Committee of Performing Arts before use.
- d) Child performers: the Operating Entity shall ensure that the Event Organiser assigns caretakers for child performers aged six (6) years old or below, with two (2) caretakers for every twenty-five (25) children. Where children aged seven (7) years or above are arranged, two (2) staff shall be provided for every fifty (50) children.
- e) Animals: for animals other than fish participating in circus shows, public exhibitions or public performances held at the Venue, the Operating Entity shall ensure that the Event Organiser obtains permits from the Municipal Affairs Bureau in advance and submits the application form and event proposal to CAB. Where dogs are involved, the Operating Entity shall ensure that the Event Organiser lawfully applies to the Municipal Affairs Bureau for a dog license. Where the Municipal Affairs Bureau considers it necessary, it may require the Event Organiser to appoint a resident veterinarian for the event. The Operating Entity shall ensure that the Event Organiser monitors the animals closely during the event, ensure that they receive proper care, and are not kept at the Venue overnight.



- f) Performances involving smoking scenes: under the laws and regulations currently in force in Macao SAR, smoking is prohibited in cinemas, theatres, performance rooms, performance venues and other places promoting arts and performances. Where the act of smoking is a necessary part of the performance, the Operating Entity shall advise the Event Organiser to consider using props instead, or to obtain the relevant permission from the Public Authorities before moving into the Venue.
- g) Naked flame and lit candles: for any performance involving lit candles or naked flame, the Operating Entity shall ensure that the Event Organiser submits an application to and obtain the approval from the relevant Public Authorities in advance. A copy of the approval and the personnel duty roster, if any, shall be obtained before the Event Organiser moving into the Venue. Meanwhile, naked flame must be kept at least 1 metre away from any clothing, curtains, drapes and stage scenery. The relevant Public Authorities reserve the right to require the Operating Entity to carry out fire retardant treatment of the stage scenery.
- h) Pyrotechnic products, performance weapons and related items: for any event involving pyrotechnic products, imitation weapons, sound effect devices resembling firearms or acoustic ammunition, the Operating Entity shall ensure that the Event Organiser lawfully submits an application or give prior notice to the relevant Public Authorities in view of the controls and safety requirements relating to the import, transportation, storage, use and destroy of such items. Before moving into the Venue, the Event Organiser shall also submit the statutory permits and licences or no-objection replies issued by the relevant Public Authorities to CAB, and complete any tax formalities before such items may be used at the Venue.
- i) Where the event involves adult topics, nudity, special smells, sound, flashing lights, smoke effects or other special effects, the Operating Entity shall ensure that the Event Organiser specifies the details upon ticket sale and post notices at the front-of-house area on the event day.



- j) The Operating Entity shall ensure that the Event Organiser provides CAB and the Fire Services Bureau with detailed information on stage special effects at least forty-five (45) days before the event, including technical descriptions of equipment such as smoke machines, fire machines, cold spark machines, paper-shooting machines and confetti machines, the consumables used, such as smoke oil, fuel, powder and compressed gas cylinders, and their material safety data sheets (MSDS), as well as a floor plan showing the quantities and storage locations of the aforementioned items when not in use. It shall also include a layout plan, such as a floor plan, showing the placement of the aforementioned items during the performance, the range of the special effects, including height, radius, direction and safety distance, and the distance between the special effects and the performers and audiences.
- k) The Operating Entity shall ensure that the Event Organiser allows, at any time, the Operating Entity and CAB to use all on-site imaging equipment and broadcasting systems, including those at the Venue and installed by the Operating Entity, to broadcast the house rules or other instructions for maintaining order or implementing contingency plan; The Operating Entity may, before the event, carry out wiring installation and playback tests for such professional equipment, and the Event Organiser shall not object.

3.7. Refusal/Termination of Events

The Operating Entity shall supervise, refuse or terminate the use of the Venue by the Event Organiser in view of the actual circumstance, in particular in any of the following circumstances:

- 3.7.1. the event exceeds the capacity of the Venue or the approved audience capacity under the original plan;
- 3.7.2. the event involves any content that is contrary to good morals or ethics, or is harmful to the public interest and social harmony;
- 3.7.3. the event involves any content that is illegal, damages the image of Macao SAR, or harms the relations with specific countries or region;
- 3.7.4. the event breaches the laws or guidelines of the Government;
- 3.7.5. the event breaches the Law on Safeguarding National Security of the Macao Special Administrative Region of the People's Republic of China;



- 3.7.6. the event may damage the facilities or cause disorder at the Venue; or may involve content that is not aligned with the promotion of local cultural development;
- 3.7.7. there is promotion or commencement of ticket sales for an event whose venue rental has not been confirmed by CAB or the Coordination Group for Large-Scale Performances;
- 3.7.8. the use of the Venue is inconsistent with the information and materials submitted at the time of application;
- 3.7.9. the Administrative License of the Municipal Affairs Bureau is not obtained before the event;
- 3.7.10. the age classification review result issued by the Assessment Committee of Performing Arts is not obtained at least three (3) business days before the event;
- 3.7.11. permits, reports or approvals required under the House Rules of the Venue are not provided before the event;
- 3.7.12. the nature of the event does not match the function and positioning of the Venue;
- 3.7.13. the event breaches the House Rules of the Venue;
- 3.7.14. all liabilities and consequences arising from the above circumstances shall be borne by the Event Organiser.

3.8. Reservation of Rights in Venue Rental

- 3.8.1. CAB reserves the right to adjust, amend and make the final interpretation and decision on this Tender Requirements - b. Technical Conditions and the House Rules;
- 3.8.2. CAB has the right to pursue legal action for false advertising;
- 3.8.3. CAB has the right to deploy representatives to inspect and record the use of the Venue from time to time;
- 3.8.4. The Operating Entity shall provide CAB with a total of seventy (70) days of free use of the Venue each year, for the holding of charity events by CAB or the Government. The specific dates and arrangements for the free-use days shall be determined through negotiation between CAB and the Operating Entity. Where CAB intends to hold an event at the Venue during a specified period or on a specified date, it shall notify the Operating Entity at least one hundred and twenty (120) days in advance.



- 3.8.5. When the Venue is vacant or no event is being held, the Government has the right of first refusal to rent the Venue, with the specific dates and arrangements to be determined through negotiation between CAB and the Operating Entity. For the purpose of enhancing the transparency of scheduling and facilitating the negotiation, the Operating Entity shall include a clear schedule of confirmed and potential events and those under negotiation in the next eighteen (18) months in the Quarterly Operation Reports and Annual Operational and Financial Reports. CAB will give priority to events that the Operating Entity has planned and confirmed.
- 3.8.6. In addition to the seventy (70) free use days provided by the Operating Entity under Clause 3.8.4, where CAB or the Government intends to hold additional charity events during periods when the Venue is vacant, the Operating Entity shall, after negotiation with CAB or the Government, charge the following service fees:

Event Type	Performance Day	Rehearsal or Set-Up Day	Venue Area Rent Ratio (% of total area of 94,000 m ²)
Small-scale charity event	175,000.00/day	87,500.00/day	Percentage of the rented area out of the total area (%)
	Calculation formula: "Rent Payable" = (175,000 × number of performance days + 87,500 × number of rehearsal or set-up days) × rented area ÷ 94,000		
Large-scale charity event	175,000.00/day	87,500.00/day	
	Calculation formula: "Rent Payable" = 175,000 × number of performance days + 87,500 × number of rehearsal or set-up days		

4. Cleaning and Public Safety Services

4.1. Regular Cleaning Services



- 4.1.1. During the Tenancy Period, all cleaning services for the Venue, as well as waste removal, collection and packaging, shall be arranged and borne by the Operating Entity.
- 4.1.2. During event periods and when the Venue is open to the public, the Operating Entity shall be responsible for the proper collection and disposal of waste within the Venue. Where necessary, the Operating Entity may, upon submitting a request and making an explanation to the Municipal Affairs Bureau in advance, coordinate with Macau Residue System Company, Ltd. (“CSR Macau”) for the provision of rubbish bins, and shall bear the costs incurred thereof.
- 4.1.3. After the event, the Event Organiser shall return the rubbish bins to the designated point for collection and removal by CSR Macau. The Operating Entity shall comply with ISO 9001 (Quality Management Systems) and ISO 14001 (Environmental Management Systems) published by the International Organization for Standardization relating to cleaning services.
- 4.1.4. The Operating Entity shall be responsible for cleaning the tables for public use near the catering containers, and maintaining the cleanliness, hygiene and safety of the Venue and all facilities and equipment. Litter, food waste, waste and miscellaneous items shall not be placed in areas designated by CAB.
- 4.1.5. The Operating Entity shall be responsible for cleaning the floors and sanitary equipment of toilets, such as toilet seats, mirrors and soap dispensers. Only male cleaners may clean male changing rooms and toilets, and only female cleaners may clean the female changing rooms and toilets.
- 4.1.6. The Operating Entity shall ensure that cleaning services shall not cause excessive disturbance to the public. Unless necessary, no toilet cubicles or sanitary facilities shall be locked or closed, except where such facilities are damaged, seriously blocked, flooded or pose a safety hazard, in which case the Operating Entity shall repair them immediately.
- 4.1.7. The main purpose of cleaning is to improve health and safety, to extend the useful life of equipment, accessories and materials, and to maintain the appearance of the facilities.
- 4.1.8. The Operating Entity shall provide temporary/additional cleaning services under special circumstances, such as cleaning after flooding, removing vomit or bloodstains, and cleaning public areas on an ad-hoc basis upon the completion of renovation works.



- 4.1.9. The Operating Entity shall provide sufficient rubbish bins in public areas and shall be responsible for clearing the litter and waste so collected.
- 4.1.10. During the peak of infectious disease outbreaks and/or other emergency situations, the Operating Entity shall follow the instructions of CAB to enhance the efficiency of cleaning services.
- 4.1.11. Cleaning chemicals used in toilets and public areas shall be bactericidal and harmless to humans. The Operating Entity shall provide sufficient cleaning supplies each day. It shall also use recycled garbage bags, and shall encourage the use of recyclable or biodegradable cleaning materials/products in line with environmental protection policies.
- 4.1.12. The Operating Entity shall provide all cleaning supplies and consumables required for the provision of standard cleaning services.
- 4.1.13. The Operating Entity shall monitor the consumption of supplies and consumables and shall replenish where needed, subject to the scale of the storage facilities and the scope of services. It shall maintain sufficient toilet consumables, cleaning supplies and other lighting equipment at all times in view of the needs of the facilities and number of visitors/users. All chemicals shall be stored in the designated area, with appropriate suitable packaging and labelling, pursuant to the statutory requirements.
- 4.1.14. Cleaners shall remove animal droppings and any animal carcasses found in public areas, including floors, car parks, staircases and steps. Where any animal or substance suspected of being infectious is found, the Operating Entity shall inform the relevant departments of the Government immediately.
- 4.1.15. Pursuant to the relevant guidelines issued by the Macao health authorities, the Operating Entity shall provide cleaners with protective gowns, masks and gloves for intensive cleaning services, and shall use diluted household bleach (in a ratio of 1:99) or other recommended disinfectants.
- 4.1.16. The Operating Entity shall ensure that cleaners immediately clean and disinfect any contaminated area as instructed by CAB.



4.1.17. The Operating Entity shall provide a sufficient number of qualified personnel and appropriate instruments to implement preventive and responsive pest control services, so as to exterminate any pests and parasites without endangering the health and safety of users and visitors. Specific requirements shall include but not be limited to the following:

- a) the Operating Entity shall provide pest control services at potential locations, such as (i) outdoor areas, including manholes, gullies and sewers, and landscaped areas within the property boundary, (ii) indoor spaces, such as container activity rooms and storage containers, and (iii) any other areas. The use of pesticides shall comply with applicable statutory requirements;
- b) the Operating Entity shall assign designated personnel to coordinate and be responsible for the handling and prevention of pests, such as mosquitoes, rats, cockroaches, ants and termites, inside and outside the Venue;
- c) the Operating Entity shall conduct one (1) thorough inspection per week inside and outside the Venue, and shall report potential pest breeding sites to CAB.

4.2. Venue Opening and Closing Cleaning Services

- 4.2.1. The Operating Entity shall complete the cleaning all designated areas before the scheduled opening time of the Venue, with inspection and records made by dedicated personnel. The cleaning services shall not affect the timely opening of the Venue or the progress of event preparation.
- 4.2.2. Before the opening time of the Venue, the Operating Entity shall carry out thorough disinfection of high-touch areas, such as door handles, handrails, washroom taps and ticket counters,.
- 4.2.3. After the event, the Operating Entity shall return the rubbish bins to the designated point for collection and removal by CSR Macau.
- 4.2.4. Once the Venue is closed and all audiences and non-essential staff have left, the Operating Entity shall immediately commence the closing cleaning routine to ensure that all waste and stains left after the event are removed promptly and thoroughly, and to prevent any accumulation of waste or setting of stains that may affect the use of the Venue on the following day or cause wear and tear to the facilities and equipment.

4.3. Cleaning During an Event



- 4.3.1. The Operating Entity shall assign sufficient personnel to patrol different areas as needed during an event to maintain the overall cleanliness and tidiness of the Venue.
- 4.3.2. The Operating Entity shall prepare and provide toilet supplies in advance, based on the estimated audience size, including but not limited to rubbish bins, tissue papers and hand washes, and shall arrange regular inspection and timely replenishment during an event.

4.4. Public Safety at the Venue

- 4.4.1. The Operating Entity shall maintain good order and safety within the Venue, and shall not in any way impede CAB from exercising its powers for the protection of public safety and interests.
- 4.4.2. At the request of CAB, the Operating Entity shall provide and maintain first aid facilities in the control room and other areas of the Venue.
- 4.4.3. During the operation and management of the Venue, the Operating Entity shall ensure that there are employees on duty who hold first aid certificates issued by organisations recognised by Macao SAR and who have adequate knowledge of the use of an automated external defibrillator.
- 4.4.4. During the operation and management of the Venue, the Operating Entity shall at all times give priority to health and safety. No action that may cause personal injury shall be taken before a risk assessment, and method statements and risk assessments shall be prepared and performed where necessary.
- 4.4.5. The Operating Entity shall provide and keep updated all health and safety notices relating to the operation and management of the Venue.
- 4.4.6. The Operating Entity shall prevent any safety incidents during the operation and management of the Venue.
- 4.4.7. During an event, neither the Operating Entity nor the Event Organiser shall engage in any conduct that endangers the safety of the audiences, nor shall any person be permitted to display any item that affects public order.
- 4.4.8. The Operating Entity shall at all times keep all emergency exits and passages clear and free from obstruction. Where any dangerous or obstructive item is found inside or outside the Venue, CAB may at any time require its removal. Where the item is not removed, CAB has the right to remove it directly without further notice, and any costs so incurred shall be borne by the Operating Entity.



- 4.4.9. The Operating Entity shall, within the first year, establish a professional and adequately resourced security team dedicated to traffic control, crowd control and public safety of the Venue and designated surrounding areas of the Venue. The progress of the establishment of the team, together with the training details and future plans, shall be set out in the Quarterly Operation Reports for the first year. Where the security team is considered by CAB as having sufficient manpower and experience, the Operating Entity may apply to the Public Authorities for a corresponding reduction in the number of officers deployed by the Public Security Police Force.
- 4.4.10. During the Tenancy Period, all security duties at the Venue shall be arranged and paid for by the Operating Entity, and the security officers shall be holders of security personnel permits or licences.
- 4.4.11. During an event, the security services arranged by the Operating Entity shall extend to the surrounding areas of the Venue, with the specific scope being bounded by the adjacent streets outside the Venue. Such services shall include but not limited to crowd control, order maintenance and emergency evacuation. The costs thereof shall be borne by the Operating Entity or the Event Organiser.
- 4.4.12. The Operating Entity shall ensure that every security officer, while on duty, is in proper uniform and carries the work badge issued by the Public Security Police Force, worn in a conspicuous position to indicate their identity.
- 4.4.13. The Operating Entity shall, as required by CAB, assign security officers who are able to speak Cantonese, Mandarin or English.
- 4.4.14. The Operating Entity shall ensure that security officers on duty are equipped with the necessary gear and tools, such as patrol probes, people counters and other appropriate personal protective gear and tools. The Operating Entity shall also ensure that appropriate measures are in place to protect the existing facilities within the Venue from damage by third parties.
- 4.4.15. The Operating Entity shall instruct security officers to remain alert to any suspicious circumstances and guard against accidents. On discovering any graffiti, theft, or damage to facilities or equipment, security officers shall issue warning immediately and handle the incident properly.
- 4.4.16. The Operating Entity shall provide 24-hour security and management services at the Venue, including public holidays during the Tenancy Period. Such services shall include but not limited to:



- a) the surveillance system;
- b) the operation and management of access control system;
- c) security patrols and crowd control;
- d) security escort services (e.g. for important visitors);
- e) issuing visitor permits;
- f) the control and maintenance of visitor travel records;
- g) emergency services;
- h) fire safety management;
- i) first aid services; and
- j) training and supervision.

4.4.17. In the interest of public safety, the Operating Entity shall, during an event, ensure that a sufficient number of facial recognition systems and surveillance cameras connected to the central control room are installed or added at all audience entrances and exits and in the seating area of the Venue. All costs shall be borne by the Operating Entity, and such systems shall be subject to inspection by the Coordination Group for Large-Scale Performances.

4.4.18. The Operating Entity shall designate personnel to coordinate and liaise on public safety management matters, to ensure the safety of persons entering the Venue, and to control the entry of dangerous goods.

4.4.19. Dangerous goods are strictly prohibited at the Venue, including but not limited to flammable and explosive items, hazardous, toxic, pungent and radioactive substances, except for stage effects approved by the relevant Public Authorities.

4.4.20. When selling or distributing tickets, the Operating Entity shall inform the audience of the safety check procedures and methods, the dangerous goods prohibited from being brought into the Venue, and the matters with which the audience is required to comply. The relevant notices shall be posted at all entrances to the Venue on the event day.

4.4.21. Neither the Operating Entity, Event Organiser, performers and crew, audiences nor any person authorised by the Operating Entity shall engage in any conduct that endangers public safety or social order. Any person who does so may be required by the Operating Entity to leave the Venue at any time.



- 4.4.22. In the interest of public safety, the Operating Entity shall allow the Public Authorities of Macao SAR to enter the Venue at any time for the purpose of firefighting and public safety maintenance, and shall comply with the relevant command and deployment.
- 4.4.23. In order to protect the personal and property safety of the Venue and its users, CAB may implement necessary checks on persons, vehicles and items and access control measures pursuant to the contingency plans of the Public Authorities. Where necessary, it may suspend or postpone the event, and the Operating Entity shall not object. The Government will not accept any claim for compensation or indemnification for any losses incurred therefrom.
- 4.4.24. In the event of disaster, the Operating Entity shall take emergency response actions and provide evacuation guidance. The Operating Entity shall designate personnel to coordinate and direct all manpower under its control, including but not limited to performers, employees and audience members.
- 4.4.25. The Operating Entity shall, pursuant to laws currently in force and the layout of the Venue, designate a fire safety officer to perform the statutory duties, including updating the contingency plan continuously, reporting fires to the Fire Services Bureau, and providing assistance when necessary. The officer shall also assume other safety obligations, such as keeping the evacuation routes unobstructed and the fire doors closed.

5. Environmental Sustainability

5.1. Noise Control

- 5.1.1. The Operating Entity shall strictly comply with the laws, regulations and guidelines of Macao SAR concerning environmental protection, in particular Law No. 8/2014 - Environmental Noise Prevention and Control, as amended by Law No. 9/2019.
- 5.1.2. The Operating Entity shall prepare and provide a Technical Information on Noise Assessment for analysis by the Environmental Protection Bureau. The document shall include:
- a) the basic information of the event, including the event outline and programme items, and the timetable for stage set-up and dismantling, rehearsals and event period;



- b) an event location plan clearly showing the location of the event and its distance from the noise sensitive receivers nearby, such as The Islands Healthcare Complex -- Nursing College and Escola Dom Luís Versiglia; and a venue layout plan clearly showing the location and dimensions of the stage and the number, locations, heights and orientation of the loudspeakers and other equipment;
- c) the quantity and specifications of loudspeaker equipment, including the number, power and locations of loudspeakers, together with the product specifications for each type of loudspeaker where applicable;
- d) a noise impact assessment for the event, in particular an assessment of the impact on noise sensitive receivers nearby; the difference between the event noise level (calculated at Leq15min) and the background noise at the noise sensitive receivers nearby shall be kept below 10dB(A);
- e) the information on sound insulation measures and the relevant specifications, such as the location and height of acoustic barriers and their sound insulation performance;
- f) a noise monitoring plan, including background monitoring and impact monitoring during rehearsals and the event period. Throughout the rehearsals and performances, the equivalent continuous sound level (Leq15min) shall be monitored at 15-minute intervals. Monitoring shall be carried out at locations including the noise sensitive receivers, the areas around the stage and the Venue boundary. The Operating Entity shall ensure that the working hours during rehearsals and event period comply with the Noise Law. It shall also ensure that the noise impact generated by the event does not exceed the background noise at the noise sensitive receivers by more than 10 dB(A).

The action plan for mitigating noise impact shall be implemented immediately if any of the following occurs: i) the impact noise, being the difference between the event noise (measured at Leq15min) and the background noise at the nearby noise sensitive receivers, reaches 7 dB(A) above the background noise; ii) a noise complaint is received from any noise sensitive receiver; or iii) the sound of the performance can still be heard at nearby noise sensitive receivers after 10:00 p.m.

- g) an action plan for noise impact mitigation, including but not limited to immediately informing the Venue staff and lowering the volume of the loudspeakers;



- h) a complaint handling system, including the channels for receiving complaints, designated officers and structure, procedures for complaint handling and follow-up, and review of the effectiveness of complaint handling;
 - i) mitigation measures for noise and other pollution, such as oil fumes, light pollution and waste disposal.
- 5.1.3. During rehearsals and event period, the Operating Entity shall ensure that designated personnel is assigned to monitor and measure the noise level, execute volume control and ensure that the rehearsals and performances comply with the Noise Law.
- 5.1.4. The Operating Entity shall establish a complaint handling and communication mechanism to enable the promptly management of noise-related complaints from the public, such as the need to lower the volume, in order to protect the surrounding residents and environmental quality and to ensure the success of the event. Meanwhile, the Operating Entity shall, at least one week before the event, inform the noise sensitive receivers of date, time, location, and programme details of the event. A dedicated hotline shall also be set up to answer enquiries from and collect opinions of the concerned parties, and to facilitate the swift implementation of environmental pollution mitigation measures where necessary.
- 5.1.5. The Operating Entity shall comply with the technical opinions put forward by the Environmental Protection Bureau during event application process and event period.
- 5.1.6. The Operating Entity shall proactively monitor and promptly handle noise complaints, and shall ensure that the number of related complaints will not exceed five (5) cases per month.

5.2. Energy Management

- 5.2.1. The Operating Entity shall implement all feasible environmental protection measures for the Venue and for the employees and agents of the Operating Entity working and/or providing services at the Venue, including energy saving, water saving, resource conservation, reuse and recycling measures. The Operating Entity shall also continuously optimise energy efficiency and report annually to CAB, in the Annual Operational and Financial Report, on the measures taken to reduce energy consumption and carbon emissions.



5.2.2. The Operating Entity shall ensure that the food containers, cutlery and other articles used at the Venue and during events are made of environmentally friendly materials, and that biodegradable straws and other disposable articles meet the agreed proportion of environmentally friendly materials.

5.3. Waste Disposal and Recycling

5.3.1. The Operating Entity shall carry out daily waste collection and handling, and shall keep the workplace clean and hygienic as requested by CAB. The Operating Entity shall daily transfer all waste to the nearest authorised waste collection point outside the Venue, and shall sort and recycle the waste.

5.3.2. The Operating Entity shall prepare sufficient number of rubbish bins and a large waste collection point of its own, shall carry out waste sorting, and shall ensure the cleanliness of the areas inside and outside the Venue. The Operating Entity shall, before moving into the Venue, coordinate with CSR Macau to ensure that it provides daily waste collection. Where necessary, CAB may require the Operating Entity to arrange waste collection and cleaning more than once (1) per day.

5.3.3. The Operating Entity shall ensure that CSR Macau provides refuse collection vehicles to transport all waste collected every day from the waste collection point of the Venue to a legal public landfill or waste transfer station.

5.3.4. The Operating Entity shall instruct its cleaners to use the equipment, if any, at the waste collection point pursuant to the prescribed standards. It shall also ensure that its employees use such equipment carefully to avoid damage to the property of CAB.

5.3.5. The Operating Entity shall collect and sort recyclable waste daily, including but not limited to paper/cardboard, plastic, glass, metal, fluorescent tubes, batteries and refuse. It shall keep records of the quantities of recyclable waste recovered and shall submit quarterly recycling analysis reports containing records of the quantities of recyclable waste handled off-site.

Note:

1. All periods referred to in this Tender Requirements - b. Technical Conditions are based on calendar days, unless it is expressly stated to be based on business days. Business days refer to the official working days of the Government.



2. This Tender Requirements - b. Technical Conditions has been translated into English. If there is any inconsistency or ambiguity between the Traditional Chinese version and the English/Portuguese version, the Traditional Chinese version shall prevail.

Annex I Audience Guidance Signage Inside and Near the Venue

Annex I-1 Requirements for Audience Guidance Signage Inside and Near the Venue

Function	Main installation location	Area	Visible distance	Text height (minimum)	Sign surface area (minimum)	Quantity (minimum)	Recommended style	Annex I-2 Figure
Entrance and exit guidance	In front of the diversion point	Preliminary check area	1-3m	1.5m	A2	1 per ticket zone	Handheld sign	Annex I-2 Figure 1
		Security checkpoint	1-3m	1.5m	A2	1 per ticket zone	Handheld sign	Annex I-2 Figure 1
			10m or above	3m	4m × 1m	1 per ticket zone	Hanging banner	Annex I-2 Figure 2
	Junctions of main passage inside the Venue	Junctions of main passage inside the Venue	10m or above	3m	Height: 4 m 4 m × 2 m per side	5 in total for the whole venue	Floor-standing four-sided truss pillar	Annex I-2 Figure 3
	In front of zone entrances	Entrance of each zone	1-3m	1.5m	A2	1 per zone	Handheld sign	Annex I-2 Figure 1
			10m or above	3m	5m × 3m	1 per zone	Hanging banner	Annex I-2 Figure 4
	Exit guidance	Exit of each zone	1-3m	1.5m	A2	1 per zone	Handheld sign	Annex I-2 Figure 1
Route guidance	Junctions of main passage inside the Venue	Junctions of main passage inside the Venue	1-3m	1.5m	5m × 3m	2 in total for the whole Venue	Floor-standing backdrop or hanging banner	Annex I-2 Figure 5



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Annex I-2 Illustrations of Audience Guidance Signage Inside and Near the Venue

Figure 1 - Handheld Sign



Figure 2 - Hanging Banner





Figure 3 - Floor-Standing Four-Sided Truss Pillar



Figure 4 - Hanging Banner





Figure 5 - Floor-Standing Backdrop or Hanging Banner



Figure 6 - Zone Illustration





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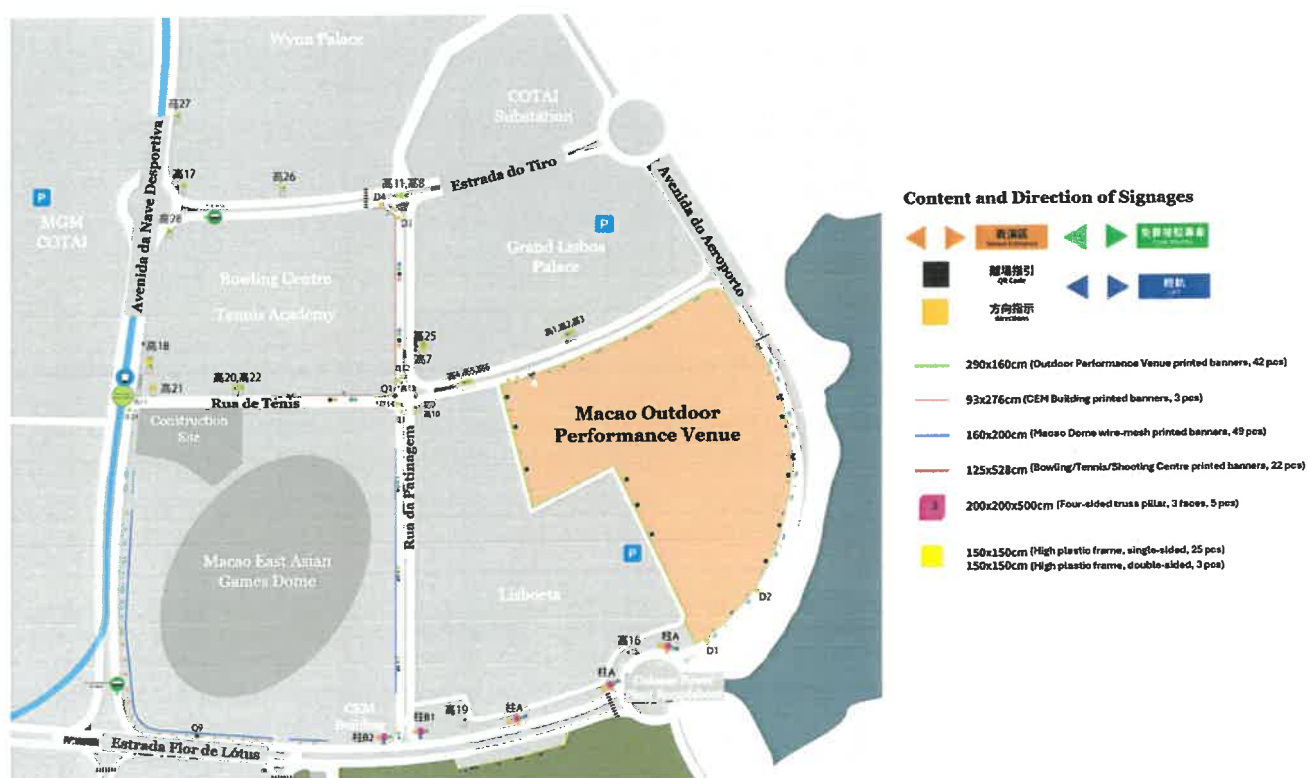
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Annex II Off-Site Traffic and Evacuation Signage

Annex II-1 Basic Off-Site Traffic and Evacuation Signage Plan





Annex II-2 Basic Types and Requirements for Off-Site Traffic and Evacuation Signage

Serial No.	Type	Requirements	Reference Image
1	Tall stand	3m high metal stand with concrete base - one-sided or double-sided high-resolution 1200 dpi print (1.5 m × 1.5 m) installed on the sign - covered with a decent piece of black cloth to be removed at the specified time before the event begins	
2	Hanging printed fabric banner	- one-sided full-colour computer print on a black base or one-sided full-colour computer print on mesh fabric - metal eyelets along the edges for strapping - waterproof and UV-resistant - matte, non-reflective - approx. 1200 dpi	
3	Four-sided truss pillar	- dimensions: 500 cm × 200 cm × 200 cm or 300 cm × 150 cm × 150 cm - truss structure and appropriate support and reinforcement required to ensure structural stability, load-bearing capacity and overall safety - three-sided or four-sided print - full-colour computer print on black fabric or mesh fabric - waterproof and UV-resistant - approx. 1200 dpi - matte, non-reflective - covered with a secure piece of black cloth to be removed at the	



		specified time before the event begins	
4	A-stand	- iron signboard measuring 244 cm × 122 cm - approx. 1200 dpi - full-colour computer print on black fabric - waterproof and UV-resistant - matte, non-reflective	
5	Handheld printed sign	- one-sided full-colour computer print or print sticker - with handle - include LED clip light (battery should be provided) - foam board backing (10 mm thick) - standard cut - waterproof and UV-resistant - matte, non-reflective - approx. 1200 dpi	
6	Illuminated sign	- approx. 80 cm × 60 cm - with handle - rechargeable and battery-powered - built-in battery life of 5 hours - standard cut - waterproof for outdoors	



Annex II-3 Basic Quantity of Off-Site Traffic and Evacuation Signage

The quantities listed below are the baseline quantities for a single event. The Operating Entity shall adjust them according to the specific requirements, actual scale and traffic-flow plan of each event, and the final approval requirements of the relevant Public Authorities.

Serial No.	Item	Size (for reference only)	Quantity (Unit)	Installation Location
1	Tall stand (one-sided)	Print size: 1.5m × 1.5m	25	Roads around the Venue
2	Tall stand (double-sided)	Print size: 1.5m × 1.5m	3	
3	Hanging fabric banner	L 528cm × H 125cm	22	
4	Hanging fabric banner	L 290 cm × H 160cm	42	
5	Hanging fabric banner	L 276 cm × H 93cm	3	
6	Hanging fabric banner	L 200cm × H 160cm	49	
7	Four-sided pillar (three-sided)	H 500cm × L 200cm × W 200cm	5	
8	A-stand (one-sided)	244cm × 122cm	16	Macao border checkpoints and bus stops (please refer to the table below)
9	Four-sided pillar (four-sided)	H 500cm × L 200cm × W 200cm	As needed	



Serial No.	Item	Size (for reference only)	Quantity (Unit)	Installation Location
10	Small four-sided pillar (four-sided)	H 300cm × L 150cm × W 150cm	As needed	
11	Handheld printed sign	Approx. 80cm × 64cm	As needed	---
12	Illuminated sign	Approx. 80cm x 60cm	As needed	---

Locations of Macao Border Checkpoints and Bus Stops

Serial No.	Location	Quantity
1	Border Gate	4
2	Qingmao Port (2 at the M20 Qingzhoufang terminus and nearby M60 and M67)	4
3	Hengqin Port (2 at the T560 Hengqin Port Bus Terminus and 1 at the L1 arrival level)	3
4	Outer Harbour Ferry Terminal	1
5	Taipa Ferry Terminal	2
6	Hong Kong-Zhuhai-Macao Bridge Boundary Crossing Building	2



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Annex III Flowchart for Event Application, Approval and Holding at the Venue

