less of capitalized interest related to our construction activities with the opening of Encore at Wynn Las Vegas in December 2008, (ii) approximately $\$ 8.4$ million of interest related to the $77 / 8 \% \$ 500$ million First Mortgage Notes issued in October 2009, (iii) approximately $\$ 3.9$ million of interest related to additional borrowings on our Wynn Mactu credit facilities during the year and (iv) approximately $\$ 0.6$ million of rest associated with increased interest rates on the Wynn Las Vegas revolver. These increases were offset by (i) approximately $\$ 38.6$ million tewan interest due to the November 2008 paydown of the Wynn Resorts term loan, as well as the subsequent $\$ 375$ million payoff of such term loan in June 2009, (ii) approximately $\$ 3$ million less interest related to the purchase of $\$ 65.8$ million of 2014 Notes and (iii) approximately $\$ 9.3$ million less interest due to lower average interest rates on the remainder of our debt including the expiration of the Wynn Las Vegas interest rate swap in December 2008.

Changes in the fair value of our interest rate swaps are recorded as an increase (or decrease) in swap fair value in each year. We recorded an expense of approximately $\$ 2.3$ million for the year ended December 31,2009 resulting from the decrease in the fair value of our interest rate swaps from December 31, 2008 to December 31, 2009. During the year ended December 31, 2008 we recorded an expense of $\$ 31.5$ million resulting from the net decrease in the fair value of interest rate swaps between December 31, 2007 and December 31. 2008. For further information on our interest rate swaps, see Item 7A-"Quantitative and Qualitative Disclosures about Market Risk."

As a result of several debt retirements, we recorded a gain on early extinguishment of debt of $\$ 18.7$ million during the year ended December 31, 2009. During 2009, we purchased and retired outstanding loans of $\$ 375$ million under the Wynn Resorts term loan at a discounted price of $97.25 \%$. In connection with this transaction, we recognized an $\$ 8.8$ million gain on early retirement of debt, net of the write-off of unamortized debt issue cost. We purchased $\$ 65.8$ million face amount of the 2014 Notes through open market purchases at a discount. This transaction resulted in a gain on early extinguishment of debt of $\$ 13.7$ million, net of the write off of unamortized debt discount and debt issue costs. As of December 31, 2009, Wynn Resorts holds this debt and has not contributed it to its wholly-owned subsidiary, Wynn Las Vegas. However, for accounting purposes this transaction has been treated as an extinguishment of debt by Wynn Resorts. In October 2009, we purchased loans through an offer to purchase loans outstanding under the Wynn Las Vegas credit agreement, with a face-value of $\$ 87.6$ million for $\$ 84.4$ million, reflecting a discounted price of $96.37 \%$. In connection with this transaction, we recognized a gain of approximately $\$ 2.1$ million on early retirement of debt in the fourth quarter of 2009.

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Other represents the loss recognized in connection with foreign currency remeasurements of assets and liabilities in Macau that are not Wriominated in the local currency.

## Income Taxes

During the year ended December 31, 2009, we recorded a tax expense of $\$ 3.0$ million. Our provision for income taxes primarily relates to an increase in a valuation allowance related to foreign tax credits resulting from the repatriation of Wynn Macau earnings and the Wynn Macau Limited IPO proceeds. As discussed in our footnote on income taxes (Note 15), we currently do not consider forecasted future operating results when scheduling the realization of deferred tax assets and the required valuation allowance but instead rely solely on the reversal of net taxable temporary differences. The ultimate realization of our recorded foreign tax credit deferred tax asset is dependent upon the incurrence of sufficient U.S. income tax liabilities attributable to foreign source income during the 10 -year foreign tax credit carryover period.

As of December 31, 2009, we have provided deferred income taxes net of foreign tax credits on the Wynn Macau Limited IPO proceeds (Note 13) planned for repatriation. No deferred income taxes have been provided for earnings of foreign subsidiaries that are considered permanently reinvested. During the year ended December 31, 2008, we recorded a tax benefit of $\$ 61.6$ million primarily associated with foreign tax credits applicable to earnings not considered permanently invested abroad. As of December 31, 2008, none of our foreign earnings were considered permanently invested abroad.

Effective September 6, 2006, Wynn Macau, S.A. received a 5 -year exemption from Macau's $12 \%$ Complementary Tax on casino garning profits. Accordingly, we were exempted from the payment of $\$ 31.7$ million in such taxes for the year ended December 31, 2009. Our non-gaming profits remain subject to the Macau Complementary Tax and casino winnings remain subject to the Macau Special Gaming tax and other levies totaling $39 \%$ in accordance with our concession agreement. In June 2009, Wynn Macau, S.A. entered into an agreement with the Macau Special Administrative Region that provides for an annual payment of MOP $\$ 7.2$ million (approximately $\$ 900,000$ US dollars) to the Macau Special Administrative Region as complementary tax due by shareholders of Wynn Macau S.A. on dividend distributions. This agreement is effective as of 2006. Therefore, included in the tax provision for the year ended December 31, 2009, are the amounts related to the years 2006 through 2009 totaling $\$ 3.6$ million. This agreement on dividends is effective through 2010.

In February 2010, we entered into a Pre-Filing Agreement ("PFA") with the Internal Revenue Service ("IRS") providing that the Macau Snecial Gaming Tax qualifies as a tax paid in lieu of an income tax and can be claimed as a U.S. foreign tax credit. In January 2010, the IRS menced an examination of the company's 2006, 2007, and 2008 U.S. federal income tax returns. During the year ended December 31, 2009, tive received the results of an IRS examination of our 2004 and 2005 tax returns and we filed an appeal of the examination's findings. In connection
with that appeal, we agreed to extend the statute of limitations for our 2004 and 2005 tax returns to March 15, 2011. We do not expeat resolution of the findings within 12 months. We believe that our liabilities for uncertain tax positions related to the examination's findings are adequate. The resolution of the 2004 and 2005 IRS examination is not expected to result in any significant cash payment, but rather the utilization of a portion of 2008 foreign tax eredit carryforward. Hon

## Net income attributable in noncontrolling interests

In October 2009, Wynn Macau, Limited, our indirect wholly-owned subsidiary and the developer, owner and operator of Wynn Macau, had its ordinary shares of common stock listed on The Stock Exchange of Hong Kong Limited. Wynn Macau, Limited sold 1,437.500,000 ( $27.7 \%$ ) shares of its common stock through an initial public offering. The $\$ 18.5$ million represents the noncontrolling interests share of our net income for the period from October 9, 2009, the date of the IPO, through December 31, 2009.

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## Adjusted Property EBITDA

Adjusted property EBITDA is used by us to manage the operating results of our segments. Adjusted property EBITDA is earnings before interest, taxes, depreciation, amortization, pre-opening costs, property charges and other, corporate expenses, stock-based compensation, and other non-operating income and expenses, and includes equity in income from unconsolidated affiliates. Adjusted property EBITDA is presented exclusively as a supplemental disclosure because we believe that it is widely used to measure the performance, and as a basis for valuation, of gaming companies. We use adjusted property EBITDA as a measure of the operating performance of our segments and to compare the operating performance of our properties with those of our competitors. We also present adjusted property EBITDA because it is used by some investors as a way to measure a company's ability to incur and service debt, make capital expenditures and meet working capital requirements. Gaming companies have historically reported EBITDA as a supplement to financial measures in accordance with U.S. generally accepted accounting principles ("GAAP"). In order to view the operations of their casinos on a more stand-alone basis, gaming companies, including us, have historically excluded from their EBITDA calculations pre-opening expenses, property charges and corporate expenses that do not relate to the management of specific casino properties. However, adjusted property EBITDA should not be considered as an alternative to operating income as an indicator of our performance, as an alternative to cash flows from operating activities as a measure of liquidity, or as an alternative to any other xew sure determined in accordance with GAAP. Unlike net income, adjusted property EBITDA does not include depreciation or interest expense therefore does not reflect current or future capital expenditures or the cost of capital. We have significant uses of cash flows, including capital expenditures, interest payments, debt principal repayments, taxes and other non-recurring charges, which are not reflected in adjusted property EBITDA. Also, our calculation of adjusted property EBITDA may be different from the calculation methods used by other companies and, therefore, comparability may be limited.

The following table summarizes adjusted property EBITDA for our domestic (Wynn Las Vegas) and foreign (Wynn Macau) operations as reviewed by management and summarized in "Item 8-Notes to Consolidated Financial Statement-Note 17 Segment Information." That footnote also presents a reconciliation of adjusted property EBITDA to net income.
Las Vegas
Macau
Total Adjusted Property EBITDA

| Years Ended December 31, |  |  |
| :---: | ---: | ---: |
| $\frac{2010}{\$ 270,299}$ | $\frac{2009}{\$ 244,065}$ | $\frac{2008}{\$ 252,875}$ |
| $\frac{892,686}{\$ 1,162,985}$ | $\frac{502,087}{\$ 746,152}$ | $\underline{485,857}$ |

During the past three years we have experienced disparity between our domestic (Las Vegas) and our foreign (Macau) operations. Adjusted property EBITDA has grown at our Macau operations, while we have experienced little variance in Las Vegas. This disparity is a direct result of the factors that have impacted the global economy, especially the United States. Demand in Las Vegas has been flat while demand in Macau has steadily increased. During 2010, the economic environment in the gaming and hotel markets in Las Vegas continued to experience depressed levels of gaming revenue, visitation and hotel room demand. While certain gaming and hotel statistics have increased from 2009 levels, improvement has not been significant. The average daily room rate increased $2 \%$, visitation increased $2.7 \%$ to 37.3 million visitors, and Las Vegas Strip gaming revenues increased $4.5 \%$, all as compared to the year ended December 31, 2009. During 2009, the economic environment in the gaming and hotel markets in Las Vegas experienced declines including among other things, a $3 \%$ decrease in visitation, a $9.4 \%$ decrease in Las Vegas Strip gaming revenue and a $22 \%$ decrease in average daily room rates, all as compared to the year ended December 31, 2008. While our customers in the United States have greatly reduced their spending levels due to weakness in the overall economy, increases in unemployment and weak consumer confidence, our customer base in Macau has not been impacted as much by such economic factors.

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Also contributing to this decrease in the Wynn Las Vegas adjusted property EBITDA from 2008 to 2009 was the opening of Encore at Wynn We. Vegas in December 2008. While we added significant capacity to our Las Vegas operations, we experienced a relatively small increase in revenues due to the factors noted herein, but we also incurred significant additional operating expenses. Our Macau adjusted property EBITDA has increased as that market continues to grow and as we have expanded our resort. Revenues in 2009 declined slightly, however our operating expenses decreased at a greater rate due primarily to cost savings initiatives implemented during 2009. Refer to the discussions above regarding the specific details of our results of operations.

## Liquidity and Capital Resources

## Cash Flow from Operations

Our operating cash flows primarily consist of our operating income generated by our Las Vegas and Macau resorts (excluding depreciation and other non-cash charges), interest paid, and changes in working capital accounts such as receivables, inventories, prepaid expenses, and payables. Our table games play both in Macau and Las Vegas is a mix of cash play and credit play, while our slot machine play is conducted primarily on a cash basis. A significant portion of our table games revenue is attributable to the play of a limited number of high-end international customers that gamble on credit. The ability to collect these gaming receivables may impact our operating cash flow for the period. Our rooms, food and beverage, and entertainment, retail, and other revenue is conducted primarily on a cash basis or as a trade receivable. Accordingly, operating cash flows will be impacted by changes in operating income and accounts receivables.

Net eash provided from operations for the year ended December 31, 2010 was $\$ 1.1$ billion compared to $\$ 594$ million provided by operations for the year ended December 31, 2009. This increase is primarily due to the increase in operating income as a result of increased casino, food and beverage, entertainment, retail and other department profitability especially from our Macau casino operations as discussed above. Cash flow from operations also benefited from a reduction in cash paid for interest and an increase from ordinary working capital changes.

## Capital Resources

We require a certain amount of cash on hand for operations. At December 31, 2010, we had approximately $\$ 1.26$ billion of cash and cash equivalents available for operations, debt service and retirement, development activities, general corporate purposes and enhancements to our resorts. Approximately $\$ 662.6$ million of our cash balance is held by Wynn Resorts, Limited, which is not a guarantor of the debt of its sıbsidiaries, including Wynn Las Vegas, LLC, Wynn Las Vegas Capital Corp. and Wynn Macau, S.A. In addition, as of December 31, 2010, we approximately $\$ 327.2$ million of availability under our Wynn Las Vegas Revolving Credit Facility and approximately $\$ 900$ million of Wrilability under our Wynn Macau Senior Revolving Credit Facility. Debt maturities in 2011 are $\$ 2.7$ million, excluding $\$ 74.1$ million of the Wynn Macau Term Loan that we have presented as a long-term liability as we have both the intent and ability to refinance this maturity with borrowings under the Wynn Macau Revolver. We believe that cash flow from operations, availability under our bank credit facilities and our existing cash balances will be adequate to satisfy our anticipated uses of capital during 2011. If any additional financing became necessary, we cannot provide assurance that future borrowings will be available.

Cash and cash equivalents include investments in money market funds, U.S. Treasury Bills and bank time deposits, all with maturities of less than 90 days.

## Investing Activities

Capital expenditures were approximately $\$ 283.8$ million, $\$ 540.9$ million and $\$ 1.3$ billion for the years ended December 31, 2010, 2009 and 2008. Our capital expenditures relate primarily to the construction cost associated with Encore at Wynn Macau, which opened in April 2010, the Encore Beach Club and Surrender Nightclub, which opened in May 2010 and Encore at Wynn Las Vegas, which opened in December 2008.

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## Financing Activities

Wynn Las Vegas First Mortgage Notes
In October 2009, Wynn Las Vegas, LLC and Wynn Las Vegas Capital Corp. (the "Issuers"), our wholly-owned subsidiaries, issued in a private offering, $\$ 500$ million aggregate principal amount of $77 / 8 \%$ First Mortgage Notes due November 1, 2017 (the "2017 Notes") at a price of $\mathbf{9 7 . 8 2 3 \%}$ of the principal amount. The Issuers pay interest on the 2017 Notes on May 1 st and November 1st of each year. Commencing November 1, 2013, the 2017 Notes are redeemable at our option at a price equal to $103.938 \%$ of the principal amount redeemed and the premium
the principal amount declines ratably on November 1st of each year thereafter to zero on or after November 1, 2015. The 2017 Notes rank pari tressu with the borrowings under the Wymn Las Vegas credit facilities and the outstanding first mortgage notes previously issued by the Issuers. The
$\qquad$

# UNITED STATES <br> SECURITIES AND EXCHANGE COMMISSION 

Washington, D.C. 20549
FORM 10-K
区] ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934 For the fiscal year ended December 31, 2011

OR

- TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934 For the transition period to

Commission File No. 000-50028

## WYNN RESORTS, LIMITED

(Exact name of registrant as specified in its charter)
Nevada
(State or other jurisdiction of incorporation or organization)

46-0484987
(1.R.S. Employer

Identification Number)
3131 Las Vegas Boulevard South - Las Vegas, Nevada 89109 (Address of principal executive offices) (ZIp Code)
(702) 770-7555
(Registrant's telephone number, linciuding area code)
Securities registered pursuant to Section 12(b) of the Act:

## Title of Each Class

Common Stock, \$.01 par value
Name of Each Exchange on Which Registered
Nasdaq Global Select Market
Securities registered pursuant to Section 12(g) of the Act:
None
Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes $\mathbb{\text { P }} \square$ Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15 (d) of the Act. Yes $\square$ No $\square]$ Indicate by check mark whether the registrant: (1) has filed all reports required to be filed by Section 13 or 15 (d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes $\mathbb{X}$ No

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Website, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation $S-T$ ( $\$ 232.405$ of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes $\boldsymbol{x}$ No

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation $S-K$ is not contained herein, and will not be contained, to the best of the registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form $10-\mathrm{K}$ or any amendment to this Form $10-\mathrm{K}$.

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See definition of "large accelerated filer," "accelerated filer" and "smaller reporting company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer 区

Non-accelerated filer
Indicate by check mark whether the registrant is a shell company (as defined in Rule $12 \mathrm{~b}-2$ of the Exchat
The aggregate market value of the registrant's voting and non-voting common stock held by non-affiliates based on the closing price as rted on the NASDAQ Global Select Market on June 30, 2011 was approximately $\$ 11$ billion.

Macau, Limited sold 27.7\% of its common stock through an initial public offering.

- On April 21. 2010, we opened Encore at Wynn Macau. an expansion of Wynn Macau.

Comer
Consolidated Statements of Income Data:
Net revenues
Pre-opening costs
Operating income
Net income
Less: Net income attributable to noncontrolling interest[1]
Net income attributable to Wymn Resorts
Rasic income per share
Diluted income per share

## Consolidated Balance Sheets Data:

Cash and cash equivalents
Construction in progress
Total assets
Total long-term obligations[2]
Stockholders' equity
Cash distributions declared per common share

| Years E.aded December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| 2011 | 2010 | 2009 | 2008 | 2007 |
| (In thousknde, exespl per mhare amounte) |  |  |  |  |
| \$5,269,792 | \$4,184,608 | \$3,045,611 | \$2,987,324 | \$2,687,519 |
| - | 9,496 | 1,817 | 72,375 | 7,063 |
| 1,008,240 | 625.252 | 234,963 | 312,136 | 427,355 |
| 825,113 | 316,596 | 39,107 | 210,479 | 196,336 |
| (211.742) | $(156,469)$ | $(18,453)$ | - |  |
| 613,371 | 160,127 | 20,654 | 210,479 | 196,336 |
| 4.94 | 1.30 | 0.17 | 1.94 | 1.85 |
| 4.88 | 1.29 | 0.17 | 1.92 | 1.80 |
| As of December 31, |  |  |  |  |
| (la thousands, except per share amounts) |  |  |  |  |
|  |  |  |  |  |
| \$1,262,587 | \$1,258,499 | \$1,991,830 | \$1,133,904 | \$1,275,120 |
| 28,477 | 22,901 | 457,594 | 221,696 | 923,325 |
| 6,899,496 | 6,674,497 | 7,581,769 | 6,755,788 | 6,312,820 |
| 3,096,149 | 3,405,983 | 3,695,821 | 4,430,436 | 3,774,951 |
| 2,223,454 | 2,380,585 | 3,160,363 | 1,601,595 | 1,956,959 |
| \$ 6.50 | \$ 8.50 | \$ 4.00 | \$ - | \$ 6.00 |

[1] In October 2009, Wynn Macau, Limited, our indirect wholly-owned subsidiary and the developer, owner and operator of Wynn Macau, listed its ordinary shares of common stock on The Stock Exchange of Hong Kong Limited. Wynn Macau, Limited sold 1,437,500,000 shares ( $27.7 \%$ ) of its common stock through an initial public offering. Net incomc attributable to noncontrolling interest represents the noncontrolling interests' share of our net income of Wynn Macau, Limited.
[2] Includes long-term debt, the required contract premium payments under our land concession contract at Wynn Macau, future charitable contributions and deferred income taxes.

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## ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following discussion should be read in conjunction with, and is qualified in its entirety by, the consolidated financial statements and the notes thereto included elsewhere in this Annual Report on Form 10-K.

## Overview

We are a developer, owner and operator of destination casino resorts. We currently own and operate two casino resort complexes. In Las Vegas, Nevada, we own and operate Wymn Las Vegas, a destination casino resort which opened on April 28, 2005. In December 2008, we expanded Wynn Las Vegas with the opening of Encore at Wynn Las Vegas. We refer to the fully integrated Wynn Las Vegas and Encore at Wynn Las Vegas resort as our Las Vegas Operations. In the Macau Special Administrative Region of the People's Republic of China ("Macau"), we own and operate Wynn Macau, which opened on September 6, 2006. On April 21, 2010 we opened Encore at Wynn Macau, a further expansion of Wynn Macau. We refer to the fully integrated Wynn Macau and Encore at Wynn Macau as our Macau Operations.

## Our Resorts

The following table sets forth information about our resorts as of February 2012;

|  | $\begin{gathered} \text { Hotel Rooms } \\ \boldsymbol{\&} \\ \text { Sultes } \\ \hline \end{gathered}$ | Approximate Casino Square Footage | Approximate Number of Table Games | Approximate Number of Slots |
| :---: | :---: | :---: | :---: | :---: |
| Las Vegas Operations | 4,750 | 186,000 | $\bigcirc 220$ | $\cdots 2,430$ |
| Macau Operations | 1,008 | 265,000 | 486 | 930 |

[^0]Wynn Las Vegas I Encore is located al the intersection of the Las Vegas Strip and Sands Avenue, and occupies approximately 217 acres of land fronting the Las Vegas Strip. In addition, we own approximately 18 acres across Sands Avenuc, a portion of which is utilized for employee narking, and approximately 5 acres adjacent to the golf course on which an office building is located.

4ver Our Las Vegas resort complex features:

- Approximately 186,000 square feet of casino space, offering 24 -hour gaming and a full range of games, including private gaming salons, a sky casino, a poker room, and a race and sports book;
- Two luxury hotel towers with a total of 4,750 spacious hotel rooms, suites and villas;
- 35 food and beverage outlets featuring signature chefs;
- A Ferrari and Maserati automobile dealership;
- Approximately 97,000 squarc fect of high-end, brand-name retail shopping, including stores and boutiques by Alexander McQueen, Brioni, Cartier, Chanel, Dior, Graff, Hermes, Loro Piana, Louis Vuitton, Manolo Blahnik, Oscar de la Renta, Vertu and others;
- Recrcation and leisurc facilities, including an 18-hole golf course, swimming pools, private cabanas and two full service spas and salons;
- Two showrooms; and
- Three nightclubs and a beach club.

In January 2011, we completed a refurbishment and upgrade to the resort rooms at Wynn Las Vegas. A remodel of the suites was completed in early May 2011. These remodels were completed at a cost of $\$ 61$ million.

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In response to our evaluation of our Las Vegas Operations and the reactions of our guests, we have and expect to continue to make enhancements and refinements to this resort complex.

4+**1acau Operations
We operate Wynn Macau I Encore under a 20-year casino concession agreement granted by the Macau government in June 2002.
Our Macau resort complex features:

- Approximately 265,000 square feet of casino space, offering 24-hour gaming and a full range of games, including private gaming salons, sky casinos and a poker pit;
- Two luxury hotel towers with a total of 1,008 spacious rooms and suites;
- Casual and fine dining in eight restaurants;
- Approximately 54,200 square feet of high-end, brand-name retail shopping, including stores and boutiques by Bvlgari, Cartier, Chanel, Dior, Dunhill, Ferrari, Giorgio Armani, Gucci, Hermes, Hugo Boss, Louis Vuitton, Miu Miu, Piaget, Prada, Rolex, Tiffany, Tudor, Vacheron Constantin, Van Cleef \& Arpels, Versace, Vertu, Zegna and others;
- Recreation and leisure facilities, including two health clubs and spas, a salon, a pool; and
- Lounges and meeting facilities.

In response to our evaluation of our Macau Operations and the reactions of our guests, we have made and expect to continue to make enhancements and refinements to this resort complex.

## Future Development

Approximately 142 acres of land comprising our Las Vegas Operations is currently improved with a golf course. While we may develop this property in the future, we have no immediate plans to do so.

In September 2011, Palo Real Estate Company Limited and Wynn Resorts (Macau) S.A., each an indirect subsidiary of Wynn Macau Limited, formally accepted the terms and conditions of a draft land concession contract from the Macau government, and in December 2011 made a $\$ 62.5$ million initial deposit for approximately 51 acres of land in the Cotai area of Macau. Following govemment approval, we anticipate tructing a full scale integrated resort containing a casino, approximately 2,000 hotel suites, convention, retail, entertainment and food and erage offerings on this land. We continue to finalize the project scope, timeline and budget.

## Results of Operations

Our operating results in Macau were significanily higher in 2011 as the Macau market continued to grow, and the Las Vegas market began to rove with increased levels of gaming revenue. visitation. and hotel room demand. Our results for the years presented are not comparable as the Wyar ended December 31, 2011 includes a full year of operations for Encore at Wynn Macau which opened on April 21, 2010.

The table below presents our net revenues (amounts in thousands):

|  | For the Years Ended December 31, |  |  |
| :---: | :---: | :---: | :---: |
| Net Revenues: $\quad 20$ |  |  |  |
|  |  |  |  |
| Las Vegas Operations | \$1,480,719 | \$1,296,064 | \$1,229,573 |
| Macau Operations | 3,789,073. | 2,888,634 | 1,816,038 |
|  | \$5,269,792 | \$4,184,698 | \$3,045,611 |

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Reliance on only two resort complexes (in two geographic regions) for our operating cash flow exposes us to certain risks that competitors, whose operations are more geographically diversified, may be better able to control. In addition to the concentration of operations in two resort complexes, many of our customers are premium gaming customers who wager on credit, thus exposing us to increased credit risk. High-end gaming also increases the potential for variability in our results.

## Operating Measures

Certain key operating statistics specific to the gaming industry are included in our discussion of our operational performance for the periods for which a Consolidated Statement of Income is presented. There are two methods used to calculate win percentage in the casino industry. In Las Vegas and in the general casino in Macau, customers usually purchase cash chips at the gaming tables. The cash and net markers used to purchase the cash chips are deposited in the gaming table's drop box. This is the base of measurement that we use in the casino at our Las Vegas Operations
in the general casino at our Macau Operations for calculating win percentage.
In our VIP casino in Macau, customers primarily purchase non-negotiable chips, commonly referred to as rolling chips, from the casino cage and there is no deposit into a gaming table drop box from chips purchased from the cage. Non-negotiable chips can only be used to make wagers. Winning wagers are paid in cash chips. The loss of the non-negotiable chips in the VIP casino is recorded as turnover and provides a base for calculating VIP casino win percentage. Because of this difference in chip purchase activity, the measurement base used in the general casino is not the same that is used in the VIP casino. It is customary in Macau to measure VIP casino play using this rolling chip method.

The measurement method in Las Vegas and in the general casino in Macau tracks the initial purchase of chips at the table while the measurement method in our VIP casino in Macau tracks the sum of all losing wagers. Accordingly, the base measurement in the VIP casino is much larger than the general casino. As a result, the expected win percentage with the same amount of gaming win is smaller in the VIP casino in Macau when compared to the general casino in Las Vegas and Macau.

Even though both use the same measurement method, we experience different win percentages in the general casino activity in Las Vegas versus Macau. This difference is primarily due to the difference in the mix of table games and customer playing habits between the two casinos. Each type of table game has its own theoretical win percentage. In the second quarter of 2011, we increased our expectations for table games win percentage in the general casino at Wynn Macau from $21 \%-23 \%$ to $26 \%-28 \%$ based on our experience since the opening of the Encore at Wynn Macau expansion.

Below are definitions of the statistics discussed:

- Table games win is the amount of drop or turnover that is retained and recorded as casino revenue.
- Drop is the amount of cash and net markers issued that are deposited in a gaming table's drop box.
- Turnover is the sum of all losing rolling chip wagers within our Macau VIP program.
- Rolling chips are identifiable chips that are used to track VIP wagering volume (turnover) for purposes of calculating incentives.
- Slot win is the amount of handle (representing the total amount wagered) that is retained by us and is recorded as casino revenue.
- Average Daily Rate ("ADR") is calculated by dividing total room revenue (less service charges, if any) by total rooms occupied.
- Revenue per Available Room ("REVPAR") is calculated by dividing total room revenue (less service charges, if any) by total rooms


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Financial results for the year ended December 31, 2011 compared to the year ended December 31, 2010.

## Revenues

Net revenues for the year ended December 31, 2011 are comprised of $\$ 4,190.5$ million in casino revenues ( $\mathbf{7 9 . 5 \%}$ of total net revenucs) and $\$ 1,079.3$ million of net non-casino revenues ( $20.5 \%$ of total net revenues). Net revenues for the year ended December 31, 2010 are comprised of $\$ 3,245.1$ million in casino revenues ( $77.5 \%$ of total net revenues) and $\$ 939.6$ million of net non-casino revenues ( $22.5 \%$ of total net revenues).

Casino revenues are primarily comprised of the net win from our table games and slot machine operations. Casino revenues for the year ended December 31, 2011 of $\$ 4,190.5$ million represents a $\$ 945.4$ million ( $\mathbf{2 9 . 1 \%}$ ) increase from casino revenues of $\$ 3,245.1$ million for the year ended December 31, 2010.

Our Las Vegas Operations experienced a $\$ 90.9$ million ( $17 \%$ ) increase in casino revenues to $\$ 625.2$ million, compared to the prior year due to a $9.9 \%$ increase in drop and an increase in our average table games win pereentage. Our average table games win percentage (before discounts) for the year ended December 31, 2011 was $24.9 \%$, which was above the expected range of $21 \%$ to $24 \%$ and compares to $22.2 \%$ for the prior year. Slot machine handle at our Las Vegas Operations increased slightly compared to the prior year; however slot machine win increased $7.0 \%$ as more play shifted to higher hold slot machines.

Our Macau Operations experienced an $\$ 854.5$ million ( $31.5 \%$ ) increase in casino revenues to $\$ 3,565.3$ million for the year ended December 31. 2011, compared to the prior year. Our VIP revenue segment increased $28.9 \%$ due to a $34.9 \%$ increase in turnover, offset by a lower win percentage, all compared to the prior year. Our win as a percent of turnover was $2.93 \%$, which is within our expected range of $2.7 \%$ to $3.0 \%$, and compares to $3.0 \%$ in the prior year. For the year ended December 31, 2011, we benefited from an increase in the number of VIP tables and a full year of operations from Encore at Wynn Macau which opened in April 2010. In our general casino, drop increased $18.1 \%$ when compared to the prior year and the average table games win percentage was $28.4 \%$, which is slightly above our expected range of $26 \%$ to $28 \%$. The average table game win percentage for the year ended December 31, 2010 was $23.6 \%$. Slot machine handle increased $28.4 \%$ compared to the prior year as sult of increased visitation to our resort and a full year of operations for Encore at Wyinn Macau. Slot machine win increased $26.8 \%$ due to the zased handle partially offset by a slight decrease in hold percentage.

For the year ended December 31, 2011, room revenues were $\$ 472.1$ million, an increase of $\$ 71.8$ million ( $17.9 \%$ ) compared to prior year room revenue of $\$ 400.3$ million. Room revenue at our Las Vegas Operations increased $\$ 45.6$ million ( $14.8 \%$ ) compared to the prior year. In Las Vegas, we experienced an increase in room rates during the year ended December 31, 2011, compared to the prior year, with a 1.9 percentage point decrease in occupancy rate. We were able to achieve an increase in ADR as we adjusted rates to attract a higher quality customer who would take advantage of all aspects of our resort. Room revenue at our Macau Operations increased $\$ 26.2$ million ( $28.5 \%$ ) due to increases in both occupancy rate and room rates compared to the prior year, as well as the inclusion of a full year of the 414 additional suites added with the opening of Encore at Wynn Macau in April 2010.

The table below sets forth key operating measures related to room revenue.

| Average Daily Rate: | Year Ended December 31, |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2011 |  | 2010 |  |
|  |  |  |  |  |
| Las Vegas | \$ | 242 | \$ | 210 |
| Macau |  | 315 |  | 291 |
| Occupancy |  |  |  |  |
| Las Vegas |  | 86.1\% |  | 88.0\% |
| Macau |  | 91.8\% |  | 87.8\% |
| REVPAR |  |  |  |  |
| Las Vegas | \$ | 208 | \$ | 185 |
| Macau |  | 289 |  | 256 |

[^1]Other non-casino revenues for the year ended December 31, 2011, included food and beverage revenues of $\$ 547.7$ million, retail revenucs of $\$ 260.8$ million, entertainment revenues of $\$ 82.2$ million, and other revenues from outlets such as the spa and salon, of $\$ 71.8$ million. Other nongaming revenues for the year ended December 31. 2010. included food and beverage revenues of $\$ 488.1$ million, retail revenues of $\$ 214.6$ million, rtainment revenues of $\$ 72$ million, and other revenues from outlets, including the spa and salon, of $\$ 67.7$ million. Food and beverage revenues umur Las Vegas Operations increased $\$ 37.5$ million ( $9.0 \%$ ), while our Macau Operations increased $\$ 22.1$ million ( $31.3 \%$ ), as compared in the prior year. The increase in Las Vegas is due primarily to business in our nightclubs including the full year of operations for the Encore Beach Club and Surrender Nightelub (which opened in May 2010) and incrcases in our catering and restaurant business. The increase in Macau is due to increased visitation to our resort and a full year of operations from Encore at Wynn Macau which opened in April 2010. Retail revenues at our Macau Operations increased $\$ 42.6$ million ( $32.3 \%$ ), while retail at our Las Vegas Operations increased by $\$ 3.6$ million ( $4.3 \%$ ). The increase at Wynn Macau is due primarily to strong same-store sales growth and the addition of three new boutiques at Encore at Wynn Macau. Entertainment revenues increased $\$ 10.2$ million ( $14.1 \%$ ) over the prior year primarily due to increased revenue from Garth Brooks, who performs in the Encore Theater, and the Sinatra "Dance with Me" show, both in Las Vegas. The Sinatra "Dance with Me" show ended its run on April 23, 2011.

## Departmental, Administrative and Other Expenses

For the year ended December 31, 2011, departmental expenses included casino expenses of $\$ 2,686.4$ million, room expenses of $\$ 125.3$ million, food and beverage expenses of $\$ 283.9$ million, and entertainment, retail and other expenses of $\$ 214.4$ million. Also included are general and administrative expenses of approximately $\$ 389.1$ million and $\$ 33.8$ million charged as a provision for doubtful accounts receivable. For the year ended December 31, 2010, departmental expenses included casino expenses of $\$ 2,100.1$ million, room expenses of $\$ 122.3$ million, food and beverage expenses of $\$ 272.7$ million, and entertainment, retail and other expenses of $\$ 204.6$ million. Also included are general and administrative expenses of approximately $\$ 391.3$ million and approximately $\$ 28.3$ million charged as a provision for doubtful accounts receivable. Casino expenses have increased during the year ended December 31, 2011 due to an increase in casino revenues at both of our Las Vegas Operations and at our Macau Operations (where we incur a gaming tax and other levies at a rate totaling $39 \%$ in accordance with the concession agreement). Although our room revenues increased $17.9 \%$, room expenses increased only $2.5 \%$ as the revenue increase was driven primarily by increased ADR. Food and beverage and entertainment, retail and other expenses increased commensurate with the increase in revenues. The increase in the provision for doubtful accounts relates primarily to Wynn Las Vegas and is a result of the higher casino revenue base experienced during the year ended December 31, 2011, compared to the prior year.

## Pre-opening costs

We incurred no pre-opening costs during the year ended December 31, 2011. For the year ended December 31, 2010, we incurred $\$ 9.5$ million of pre-opening costs primarily related to Encore at Wynn Macau which opened on April 21, 2010 and the Encore Beach Club and ender Nightclub which opened in Las Vegas on May 28, 2010. Sme

## Depreciation and amortization

Depreciation and amortization for the year ended December 31, 2011, was $\$ 398$ million compared to $\$ 405.6$ million for the year ended December 31, 2010. While there was little change between periods, depreciation expense decreased due to assets with a 5 -year life being fully depreciated as of September 2011 at Wynn Macau and assets with a 5 -year life being fully depreciated as of April 2010 at Wynn Las Vegas. These decreases were offset by additional depreciation for the assets of Encore at Wynn Macau which were placed into service in April 2010 and the assets of the Encore Beach Club and Surrender Nightclub in Las Vegas which were placed into service in May 2010.

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During the construction of our resorts, costs incurred in the construction of the buildings, improvements to land and the purchases of assets for use in operations were capitalized. Once these resorts opened, their assets were placed into service and we began recognizing the associated depreciation expense. Depreciation expenses will continue throughout the estimated useful lives of these assets. In addition, we continually evaluate the useful life of our property and equipment, intangibles and other assets and adjust them when warranted.

The maximum useful life of assets at our Macau Operations is the remaining life of the gaming concession or land concession, which currently expire in June 2022 and August 2029, respectively. Consequently, depreciation related to our Macau Operations is charged on an accelerated basis when compared to our Las Vegas Operations.

## Property charges and other

Property charges and other for the year ended December 31,2011 , were $\$ 130.6$ million compared to $\$ 25.2$ million for the year ended December 31, 2010. Property charges and other for the year ended December 31, 2011 include a charge of $\$ 109.6$ million reflecting the present nern le of a charitable contribution made by Wynn Macau to the University of Macau Development Foundation. This contribution consists of a $\$ 25$ ion payment made in May 2011, and a commitment for additional donations of $\$ 10$ million each year for the calendar years 2012 through 2022
inclusive, for a total of $\$ 135$ million. The amount reflected in the accompanying Consolidated Statements of Income has been discounted using our then estimated borrowing rate over the time period of the remaining committed payments. Also included are the write off of certain off-site golf memberships by Wynn Las Vegas, miscellaneous renovations and abandonments at our resorts, including modifications of the Encore at Wynn Las ras and Wynn Macau retail esplanades, closure of the Blush nightelub and the write off of certain costs related to a show that ended its run in Wener. Vegas in April 2011.

Property charges and other for the year ended December 31, 2010, include a contract termination payment of $\$ 14.9$ million related to a management contract for certain of the nightclubs at Wynn Las Vegas and miscellaneous renovations, abandonments and gain/loss on sale of equipment at our resorts.

## Other non-operating costs and expenses

Interest income was $\$ 7.7$ million and $\$ 2.5$ million for the years ended December 31,2011 and 2010, respectively. During 2011 and 2010, our shor-term investment strategy has been to preserve capital while retaining sufficient liquidity. While the majority of our shor-term investments were primarily in money market accounts, U.S. Treasury Bills and time deposits with a maturity of three months or less, beginning in May 2011 we have invested in certain corporate bond securities and commercial paper which contributed to the increase in interest income.

Interest expense was $\$ 229.9$ million, net of capitalized interest of $\$ 0$, for the year ended December 31, 2011, compared to $\$ 222.9$ million, net of capitalized interest of $\$ 7.2$ million, for the ycar ended December 31, 2010. Our interest expense increased compared to the prior year primarily due to a decrease in interest capitalized and an increase in interest rates on our first mortgage notes, offset by a decrease in amounts outstanding under our Wynn Las Vegas and Wynn Macau bank credit revolving facilities compared to the prior year.

Changes in the fair value of our interest rate swaps are recorded as an increase (decrease) in swap fair value in each period. We recorded a gain of $\$ 14.2$ million for the year ended December 31, 2011, resulting from the increase in the fair value of our interest rate swaps from December 31, 2010 to December 31, 2011. For the year ended December 31, 2010, we recorded an expense of $\$ 0.9$ million resulting from the decrease in the fair value of interest rate swaps between December 31, 2009 and December 31, 2010. For further information on our interest rate swaps, see Item 7A-"Quantitative and Qualitative Disclosures about Market Risk."

In April 2010, we completed an exchange offer for a portion of our outstanding $65 / 8 \%$ First Mortgage Notes (the " 2014 Notes"). In connection with that exchange offer, the direct costs incurred with third parties of $\$ 4.4$ million were expensed. In August 2010, we completed a tender offer for the then outstanding 2014 Notes

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and subsequent call of all the remaining amounts once the tender was completed. In connection with this transaction, we recorded a loss on extinguishment of debt of $\$ 63$ million. This included the tender offer consideration, the call premium and the related write off of the unamortized debt issue costs and original issue discount.

## Income Taxes

For the year ended December 31, 2011 , we recorded a tax benefit of $\$ 19.5$ million. Our income tax benefit is primarily related to tax benefits resulting from an increase in our deferred tax assets, a decrease in our liability for uncertain tax positions as the result of the statute of limitations lapse reduced by foreign taxes assessable on the dividends of Wynn Macau, S.A. and foreign tax provisions related to our international marketing offices. Since June 30, 2010, we have no longer considered our portion of the tax earnings and profits of Wynn Macau, Limited to be permanently invested. No additional U.S. tax provision has been made with respect to amounts not considered permanently invested as we anticipate that U.S. foreign tax credits should be sufficient to eliminate any U.S. tax provision relating to such repatriation. To the extent that book earnings exceed the tax earnings and profits of Wynn Macau, Limited, such excess is considered permanently invested. For the years ended December 31, 2011 and 2010, we recognized income tax benefits related to excess tax deductions associated with stock compensation costs of $\$ 11.2$ million and $\$ 10.5$ million, respectively.

Effective September 6, 2006, Wynn Macau, S.A. received a 5 -year exemption from Macau's $12 \%$ Complementary Tax on casino gaming profits. On November 30, 2010, Wynn Macau, S.A. received an additional 5-year exemption through December 31, 2015. Accordingly, we were exempted from the payment of approximately $\$ 82.7$ million and $\$ 64.4$ million in such taxes for the years ended December 31,2011 and 2010 , respectively. Our non-gaming profits remain subject to the Macau Complementary Tax and casino winnings remain subject to the Macau Special Gaming tax and other levies at a rate totaling $39 \%$ in accordance with our concession agreement.

During the year ended December 31, 2011, Wynn Macau, S.A. received the results of the Macau Finance Bureau's examination of its 2006 --1 2007 Macau Complementary Tax returns and filed an appeal related to the examination's disallowance of certain deductions claimed in its ; Macau Complementary Tax Return. In August 2011 , the 2006 Macau tax issues under appeal were resolved. As part of the settlement, the

Company paid $\$ 1.1$ million in Macau Complementary tax substantially all of which was provided for in prior years. As the result of the resolution of these Macau tax issues and expiration of the statute of limitations for 2006 Macau Complementary tax assessments on December 31, 2011, the total amount of unrecognized tax benefits decreased $\$ 10.8$ million.

During 2010, we received the results of an IRS examination of our 2006 through 2008 U.S. income tax returns and filed an appeal of the examination's findings with the Appellate division of the IRS. In connection with that appeal, we agreed to extend the statute of limitations for our 2006 and 2007 U.S. income tax returns to December 31. 2012. The issues under examination in these years are temporary differences and relaie to the treatment of discounts extended to Las Vegas casino customers gambling on credit, the deduction of certain costs incurred during the development and construction of Encore at Wynn Las Vegas and the appropriate tax depreciation recovery periods applicable to certain assets. Upon the settlement of these issues, unrecognized tax benefits could decrease by $\$ 0$ to $\$ 54$ million. The resolution of the 2006, 2007 and 2008 examination is not expected to result in any significant cash payment but rather the utilization of a portion of our foreign tax credit carryforward.

During the fourth quarter of 2010, the IRS commenced an examination of our 2009 U.S. income tax return. We believe that our liability for uncertain tax positions related to the period covered by the examination is adequate. The resolution of the 2009 IRS examination is not expected to result in any significant cash payment, but rather the utilization of a portion of our foreign tax credit carryforward.

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During October 2011, the IRS began an examination of our 2010 U.S. income tax return. Since the examination is in its initial stages we are unable to determine if it will be concluded within the next twelve months. We believe our liability for uncertain tax positions related to the period covered by this examination is adequate.

We are participating in the IRS Compliance Assurance Program ("CAP") for the 2011 tax year. Under the CAP program, the IRS and the taxpayer work together in a pre-filing environment to examine transactions and issues and thus complete the tax examination before the tax return is filed. Participation in this program should enable us to reduce time spent on tax administration and enhance tax reserve and financial statement reporting integrity. In January 2012, we received notification that we had been accepted into the IRS CAP for the 2012 tax year.

## Net income attributable to noncontrolling interests

In October 2009, Wynn Macau, Limited, an indirect wholly-owned subsidiary, listed its ordinary shares of common stock on The Stock Exchange of Hong Kong Limited. Wynn Macau, Limited sold $1,437,500,000$ shares ( $27.7 \%$ ) of its common stock through an initial public offering. We recorded net income attributable to noncontrolling interests of $\$ 211.7$ million for the year ended December 31, 2011, compared to $\$ 156.5$ million for the year ended December 31, 2010. This represents the noncontrolling interests' share of net income from Wynn Macau, Limited for each year.

Financial Results for the Year Ended December 31, 2010 Compared to the Year Ended December 31, 2009
Revenues
Net revenues for the year ended December 31, 2010 are comprised of $\$ 3,245.1$ million in casino revenues ( $77.5 \%$ of total net revenues) and $\$ 939.6$ million of net non-casino revenues ( $22.5 \%$ of total net revenues). Net revenues for the year ended December 31, 2009 were comprised of $\$ 2,206.8$ million in casino revenues ( $72.5 \%$ of total net revenues) and $\$ 838.8$ million of net non-casino revenues ( $27.5 \%$ of total net revenues).

Casino revenues are comprised of the net win from our table games and slot machine operations. Casino revenues for the year ended December 31, 2010 of approximately $\$ 3,245.1$ million represents a $\$ 1,038.3$ million (or $47 \%$ ) increase from casino revenues of $\$ 2,206.8$ million for the year ended December 31, 2009.

Our Las Vegas Operations experienced a $\$ 28.5$ million increase in casino revenues compared to the prior year due to a $3.4 \%$ increase in drop and an increase in our average table games win percentage. Our average table games win percentage (before discounts) for the year ended December 31, 2010 was $22.2 \%$ which was within the expected range of $21 \%$ to $24 \%$ and compares to $20.2 \%$ for the prior year. Slot handle at our Las Vegas Operations decreased $18.3 \%$ compared to the prior year; however slot win decreased only $6.9 \%$ as more play shifted to higher hold machines.

Casino revenues at our Macau Operations increased $\$ 1,009.8$ million during the year ended December 31, 2010, compared to the prior year, We experienced a $77.8 \%$ increase in the VIP revenue segment due to a $68.0 \%$ increase in turnover. Our win as a percent of turnover was $3.0 \%$, which is at the high end of the expected range of $2.7 \%$ to $3.0 \%$, and compares to $2.9 \%$ in the prior year. In November 2009 we added two new private gaming salons with 29 VIP tables and on April 21, 2010 we added 37 VIP tables with the opening of Encore at Wynn Macau, which helped drive some of the growth in our VIP segment during the year ended December 31, 2010 compared to the prior year. Our VIP casino segment win percent of turnover includes a nominal beneficial effect attributable to non-rolling chip play. In our general casino, drop increased 17.4\% nompared to the prior year and the average table games win percentage was $23.6 \%$, which is above the expected range of $19 \%$ to $21 \%$. The
average table game win percentage for the year ended December 31, 2009 was $21.9 \%$. Slot handle increased $23.8 \%$ compared to the prior year primarily due to the opening of Encore at Wynn Macau and slot win increased by $29.8 \%$.

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For the year ended December 31, 2010, room revenues were approximately $\$ 400.3$ million, an increase of $\$ 22.8$ million compared to prior year room revenue of $\$ 377.5$ million. Room revenue at our Las Vegas Operations decreased approximatcly $\$ 12.7$ million compared to the prior year. In Las Vegas, we continued to experience a decrease in room rates during the year ended December 31, 2010. compared to the year ended December 31, 2009. We believe this was due to the economic conditions in the U.S. and the increased capacity in the Las Vegas market including the opening of a new large scale casino hotel in Las Vegas in December 2009. In addition, in July 2010, we commenced a project to remodel all of the rooms at Wynn Las Vegas. Accordingly, we had $3.8 \%$ fewer room nights available during the year ended December 31, 2010 which had a negative impact on our room revenues in Las Vegas. This room remodel was completed in the second quarter of 2011 . Room revenue at our Macau Operations increased approximately $\$ 35.5$ million due to the 414 additional suites added with Encore at Wynn Macau and an increase in the average daily room rate compared to the prior year.

The table below sets forth key operating measures related to room revenue.

| Average Daily Rate | Years Ended December 31, |  |
| :---: | :---: | :---: |
|  | 2010 | 2009 |
| Las Vegas | \$ 210 | \$ 217 |
| Macau | 291 | 266 |
| Occupancy | 291 | 266 |
| Las Vegas | 88.0\% |  |
| Macau | 87.8\% | 87.5\% |
| REVPAR |  |  |
| Las Vegas | \$ 185 | \$ 185 |
| Macau |  | 233 |

Other non-casino revenues for the year ended December 31, 2010, included food and beverage revenues of approximately $\$ 488.1$ million, retail revenues of approximately $\$ 214.6$ million, entertainment revenues of approximately $\$ 72$ million, and other revenues from outlets such as the spa and salon, of approximately $\$ 67.7$ million. Other non-casino revenues for the year ended December 31, 2009, included food and beverage revenues of approximately $\$ 436.4$ million, retail revenues of approximately $\$ 165.1$ million, entertainment revenues of approximately $\$ 57.1$ million, and other revenues from outlets, including the spa and salon, of approximately $\$ 66.2$ million. Food and beverage revenues at our Las Vegas Operations increased approximately $\$ 31.4$ million, while our Macau Operations increased $\$ 20.3$ million, as compared to the prior year. The increase in Las Vegas is due primarily to business in our nightclubs including the opening of the Encore Beach Club and Surrender nightclub in May 2010. The increase in Macau is primarily due to the opening of Encore at Wynn Macau and increased visitation to our resort. Retail revenues at our Macau Operations increased $\$ 52.2$ million, offset by a decrease of $\$ 2.7$ million in Las Vegas. The increase in Macau is due primarily to increased sales at several outlets, the opening of Wynn and Co. Watches and Jewelry in November 2009, which sells Cartier and Jaeger Le Coultre products, and new outlets at Encore at Wynn Macau including Chanel, Piaget and Cartier. Entertainment revenues increased over the prior year primarily due to performances by Garth Brooks in the Encore Theater in Las Vegas which commenced in December 2009, as well as increased revenue from our "Le Rêve" show.

## Departmental, Administrative and Other Expenses

During the year enced December 31, 2010, departmental expenses included casino expenses of $\$ 2,100.1$ million, room expenses of $\$ 122.3$ million, food and beverage expenses of $\$ 272.7$ million, and entertainment, retail and other expenses of $\$ 204.6$ million. Also included are general and administrative expenses of approximately $\$ 391.3$ million and approximately $\$ 28.3$ million charged as a provision for doubtful accounts reccivable. During the year ended December 31, 2009, departmental expenses included casino expenses of $\$ 1,460.1$ million, room expenses of $\$ 111.6$ million, food and beverage expenses of $\$ 252.7$ million, and

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tainment, retail and other expenses of $\$ 166.6$ million. Also included are general and administrative expenses of approximately $\$ 365.1$ million
and approximatcly $\$ 13.7$ million charged as a provision for doubtful accounts receivable. Casino expenses have increased during the year ended December 31, 2010 due primarily to an increase in casino revenues especially at our Macau Operations where we incur a gaming tax and other levies at a rate totaling $39 \%$ in accordance with our concession agreement. Koom expenses increased during the year ended December 31, 2010, ipared to the prior year, primarily duc to increased customer acquisition and marketing costs and the opening of Encore at Wynn Macau in il 2010 . Fond and heverage expenses increased commensurate with the increase in revenue.

Entertainment, retail and other expense increased primarily as a result of performances hy Garth Brooks in the Encore Theater at Wynn Las Vegas and increased retail sales in Macau as noted above. General and administrative expenses increased primarily due to higher spending associated with corporate activities. The provision for doubtful accounts receivable increased $\$ 14.6$ million due to an increase in credit issuances commensurate with the increase in business volume.

## Pre-opening costs

During the year ended December 31, 2010, we incurred $\$ 9.5$ million of pre-opening costs compared to $\$ 1.8$ million during the year ended December 31, 2009. Pre-opening costs incurred during the year ended December 31, 2010, primarily related to Encore at Wynn Macau which opened on April 21, 2010, and the Encore Beach Club and Surrender Nightclub which opened in Las Vegas on May 28, 2010.

## Depreciation and amortization

Depreciation and amortization for the year ended December 31, 2010, was $\$ 405.6$ million compared to $\$ 410.5$ million for the year ended December 31, 2009. This decrease is primarily due to assets with a 5 -year life being fully depreciated as of April 2010 at Wynn Las Vcgas, offset by depreciation of the assets of Encore at Wynn Macau which were placed in to service in April 2010 and the assets of the Encore Beach Club which were placed in to service in May 2010.

During the construction of our resorts, costs incurred in the construction of the buildings, improvements to land and the purchases of assets for use in operations were capitalized. Once these resorts opened, their assets were placed into service and we began recognizing the associated depreciation expense. Depreciation expenses will continue throughout the estimated useful lives of these assets. In addition, we continually evaluate the useful life of our property and equipment, intangibles and other assets and adjust them when warranted.

The maximum useful life of assets at our Macau Operations is the remaining life of the gaming concession or land concession, which currently expire in June 2022 and August 2029, respectively. Consequently, depreciation related to our Macau Operations is charged on an accelerated basis when compared to our Las Vegas Operations.

## 'roperty charges and other

Property charges and other generally include costs related to the retirement of assets for remodels and asset abandonments. Property charges and other for the year ended December 31, 2010, were $\$ 25.2$ million compared to $\$ 28.5$ million for the year ended December 31, 2009. Property charges and other for the year ended December 31, 2010 include a contract termination payment of $\$ 14.9$ million related to a management contract for certain of the nightclubs at Wynn Las Vegas and Encore at Wynn Las Vegas and miscellaneous renovations, abandonments and gain/loss on sale of equipment at Wynn Las Vegas and Wynn Macau. Property charges and other for the year ended December 31, 2009, include a $\$ 16.7$ million charge for the abandonment of the front porte-cochere at Encore at Wynn Las Vegas to make way for the Encore Beach Club, the write-off of $\$ 6.8$ million of aircraft purchase deposits and $\$ 5$ million related to miscellaneous renovations, abandonments and loss on sale of equipment.

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In response to our evaluation of our resorts and the reactions of our guests, we continue to remodel and make enhancements at our resorts.

## Other non-operating costs and expenses

Interest income was $\$ 2.5$ million and $\$ 1.7$ million for the years ended December 31, 2010 and 2009, respectively. During 2010 and 2009, our short-term investment strategy has been to preserve capital while retaining sufficient liquidity. Accordingly, our short-term investments include primarily money market funds, U.S. Treasury Bills and time deposits with a purchase maturity of three months or less.

Interest expense was $\$ 222.9$ million, net of capitalized interest of $\$ 7.2$ million, for the year ended December 31, 2010, compared to $\$ 211.4$ million, net of capitalized interest of $\$ 10.7$ million, for the year ended December 31, 2009. Our interest expense increased approximately $\$ 11.5$ million primarily due to interest expense for the Wynn Las Vegas $\$ 500$ million $71 / 8 \%$ First Mortgage Notes issued in October 2009 and the increased rate on our remaining Wynn Las Vegas First Mortgage Notes as discussed below, offset partially by the payoff of the Wynn Resorts term loan in June 2009 and reduction in amounts outstanding under the Wynn Las Vegas and Wynn Macau bank revolving credit facilities compared to "nior year.

Changes in the fair value of our interest rate swaps are recorded as an increase (decrease) in swap fair value in each year. We recorded an expense of approximately $\$ 0.9$ million for the year ended December 31,2010 resulting from the decrease in the fair value of our interest rate swaps from December 31, 2009 to December 31, 2010. During the year ended December 31, 2009 we recorded an expense of $\$ 2.3$ million alting from the decrease in the fair value of interest rale swaps between December 31, 2008 and December 31, 2009. For further information on interest rate swaps, see Item 7A-"Quantitative and Qualitative Disclosures about Market Risk."

In April 2010, we completed an exchange offer for a portion of the Wynn I.as Vegas $65 / 8 \%$ First Mortgage Notes due 2014 ('the 2014 Notes"). In connection with that exchange offer, the direct costs incurred with third parties of $\$ 4.6$ million were expensed. Also, in connection with our July 2010 tender offer for the then outstanding 2014 Notes and subsequent call of all the remaining amounts once the tender was completed, we recorded a loss on extinguishment of debt of $\$ 63.3$ million. This included the tender offer consideration, the call premium and the related write off of the unamortized debt issue costs and original issue discount.

During the year ended December 31, 2009, we recorded a gain on early extinguishment of debl of $\$ 18.7$ million as a resull of several debt retirements. We purchased and retired outstanding loans of $\$ 375$ million under the Wynn Resorts Term Loan Facility at a discounted price of $\mathbf{9 7 . 2 5 \%}$. In connection with this transaction, we recognized an $\$ 8.8$ million gain on early retirement of debt, net of the write-off of unamortized debt issue cost. During this same period, we purchased $\$ 65.8$ million face amount of the 2014 Notes through open market purchases at a discount. This transaction resulted in a gain on early extinguishment of debt of $\$ 13.7$ million, net of the write off of unamortized debt discount and debt issue costs. We participated in the April 2010 tender offer noted above with respect to $\$ 35.8$ million of these notes and accordingly, as of December 31 , 2011 and 2010, Wynn Resorts holds $\$ 30$ million of this debt which has not been contributed to its wholiy-owned subsidiary, Wynn Las Vegas. For accounting purposes these notes were treated as having been extinguished by Wynn Resorts in 2009. In October 2009, we purchased loans through an offer to purchase loans outstanding under the Wynn Las Vegas credit agreement, with a face-value of $\$ 87.6$ million for $\$ 84.4$ million, reflecting a discounted price of $96.37 \%$. In connection with this transaction, we recognized a net gain of approximately $\$ 2.1$ million on early retirement of debt. Offsetting these gains was the write off of debt issue costs of approximately $\$ 5.9$ million related to permanent reductions in our bank credit facility.

## Income Taxes

During the year ended December 31, 2010, we recorded a tax expense of $\$ 20.4$ million. Our provision for income taxes was primarily comprised of increases in our foreign and domestic valuation allowances relating to foreign tax loss carryforwards, other foreign deferred tax assets and U.S. foreign tax credits not considered more

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likely than not realizable in the future. The tax provision recorded for the valuation allowance increases was reduced by an income tax benefit recorded for the loss from our U.S. operations. As of June 30, 2010, we no longer consider our portion of the tax earnings and profits of Wynn Macau, Limited to be permanently reinvested. No additional U.S. tax provision has been made with respect to this amount as we anticipate that U.S. foreign tax credits should be sufficient to eliminate any U.S. tax provision relating to such repatriation. Prior to this change, our earnings attributable to periods after September 2009, were considered permanently reinvested abroad. The decrease in our current deferred tax liability was primarily attributable to the repatriation of $\$ 1.14$ billion of Wynn Macau, Limited IPO proceeds not considered permanently reinvested. During the year ended December 31, 2010, we recognized income tax benefits related to excess tax deductions associated with stock-based compensation costs of $\$ 10.5$ million.

Effective September 6, 2006, Wynn Macau S.A. received a 5 -year exemption from Macau's $12 \%$ Complementary Tax on casino gaming profits. Accordingly, we were exempted from the payment of $\$ 64.4$ million in such taxes for the year ended December 31, 2010. Our non-gaming profits remain subject to the Macau Complementary Tax and casino winnings remain subject to the Macau Special Gaming tax and other levies at a rate totaling $39 \%$ in accordance with our concession agreement. On November 30, 2010, Wynn Macau S.A. received an additional 5 -year exemption from Macau's $12 \%$ Complementary Tax on casino gaming profits to December 31, 2015.

## Net income attributable to noncontroling interests

In October 2009, Wynn Macau, Limited, our indirect wholly-owned subsidiary and the developer, owner and operator of Wynn Macau, listed its ordinary shares of common stock on The Stock Exchange of Hong Kong Limited. Wynn Macau, Limited sold 1,437,500,000 shares (27.7\%) of its common stock through an initial public offering. We recorded net income attributable to noncontrolling interests of $\$ 156.5$ million for the year ended December 31, 2010, compared to $\$ 18.5$ million for the period October 9,2009 , the date of the initial public offering, to December 31, 2009. This represents the noncontrolling interests' share of net income from Wynn Macau, Limited.

## Adjusted Property EBITDA

We use adjusted property EBITDA to manage the operating results of our segments. Adjusted property EBITDA is earnings before interest,
taxes, depreciation, amortization, pre-opening costs, property charges and other, corporate expenses, stock-based compensation, and other nonoperating income and expenses, and includes equity in income from unconsolidated affiliates. Adjusted propery EBITDA is presented exclusively as a supplemental disclosure because we believe that it is widely used to measure the performance, and as a basis for valuation, of gaming ipanies. We use adjusted property EBITDA as a measure of the operating performance of our segments and to compare the operating mersw formance of our properies with those of our competitors. We also present adjusted property EBITDA because it is used by some investors as a way to measure a company's ability to incur and service debt. make capital expenditures and meet working capital requirements. Gaming companies have historically reported EBITDA as a supplement to financial ineasures in accordance with U.S. generally accepted accounting principles ("GAAP"). In order to view the operations of their casinos on a more stand-alone basis, gaming companies, including us, have historically excluded from their EBITDA calculations pre-opening expenses, property charges and corporate expenses that do not relate to the management of specific cosino properties. However, adjusted property EBITDA should not be considered as an allemative to operating income as an indicator of our performance, as an alternative to cash flows from operating activities as a measure of liquidity, or as an alternative to any other measure determined in accordance with GAAP. Unlike net income, adjusted property EBITDA does not include depreciation or interest expense and therefore does not reflect current or future capital expenditures or the cost of capital. We have significant uses of cash flows, including capital expenditures, interest payments, debt principal repayments, taxes and other non-recurring charges, which are not reflected in adjusted property EBITDA. Also, our calculation of adjusted property EBITDA may be different from the calculation methods used by other companies and, therefore, comparability may be limited.

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The following table (amounts in thousands) summarizes adjusted property EBITDA for our Las Vegas and Macau Operations as reviewed by management and summarized in "Item 8-Notes to Consolidated Financial Statement-Note 17 Segment Information." That foutnote also presents a reconciliation of adjusted property EBITDA to net income.

| Las Vegas | Years Ended December 31. |  |  |
| :---: | :---: | :---: | :---: |
|  | 2011 | 2010 | 2009 |
| Macau | \$ 439,036 | \$ 270,299 | \$244,065 |
| Macau | 1,196,232 | 892,686 | 502,087 |
| Iotal Adjusted Property EBITDA | \$1,635,268 | \$1,162,985 | \$746,152 |

During 2011, the economic environment in the gaming and hotel markets in Las Vegas began to improve with increased levels of gaming revenue, visitation and hotel room demand. While these gaming and hotel statistics have increased from prior year levels, uncertainty still exists in the Las Vegas market. During 2011, the average daily room rate increased $10.7 \%$, visitation increased $4.3 \%$ to 38.9 million visitors, and Las Vegas Strip gaming revenues increased $5.1 \%$, all as compared to the year ended December 31, 2010. During 2010, the average daily room rate increased $2 \%$, visitation increased $2.7 \%$ to 37.3 million visitors, and Las Vegas Strip gaming revenues increased $4.5 \%$, all as compared to the year ended December 31, 2009.

For 2011, our Las Vegas Operations benefited from increased gaming volumes, a higher than normal table games win percentage, improved ADR, and an overall increase in all other revenue streams including food and beverage, entertainment and retail. While we experienced a slight decrease in our occupancy compared to the prior year, we were able to achieve an increase in $A D R$ as we adjusted rates to attract a higher quality customer who would take advantage of all aspects of our resort. While we benefited from higher win percentages on our table games and higher non-casino revenues for the year, the economic environment in the Las Vegas market is still uncertain.

Our Macau Operations' adjusted property EBITDA has increased as the Macau market continues to grow and as a result of our expansion of that resort as detailed in the discussions above regarding our results of operations.

## Liquidity and Capital Resources

## Cash Flow from Operations

Our operating cash flows primarily consist of our operating income generated by our Las Vegas and Macau operations (excluding depreciation and other non-cash charges), interest paid, and changes in working capital accounts such as receivables, inventories, prepaid expenses, and payables. Our table games play both in Macau and Las Vegas is a mix of cash play and credit play, while our slot machine play is conducted primarily on a cash basis. A portion of our table games revenue is attributable to the play of a limited number of premium international customers that gamble on credit. The ability to collect these gaming receivables may impact our operating cash flow for the period. Our rooms, food and beverage, and entertainment, retail, and other revenue is conducted primarily on a cash basis or as a trade receivable. Accordingly, operating cash flows will be impacted by changes in operating income and accounts receivables.

Net cash provided from operations for the year ended December 31, 2011 was $\$ 1.5$ billion compared to $\$ 1.1$ billion provided by operations 2 the year ended December 31, 2010. This increase is primarily due to the increase in operating income as a result of increased operating
department profitability at both our Las Vegas Operations and our Macau Operations, especially in the casino, room and food and beverage departments. Offseting this increase was the impact of ordinary working capital changes primarily driven by customer deposits and accounts receivable and an increase in eash paid for interest of $\$ 49.5$ million.


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## Capital Resources

We require a certain amount of cash on hand for operations. At December 31, 2011, we had approximately $\$ 1.3$ billion of cash and cash equivalents available for operations, debt service and retirement, development activities, general corporate purposes and enhancements to our resorts. Of this amount $\$ 663.5$ million was heid hy Wynn Macau, Limited and its subsidiaries of which we own $72.3 \%$. If repatriated to the U.S., substantially all of our portion of such cash would be subject to U.S. tax in the year of repatriation. Cash balances held by Wynn Resorts, Limited. which is not a guarantor of the debt of its subsidiaries, was $\$ 378.5$ million. We also have available-for-sale investments in forcign and domestic debt securities with maturities of 1 to 3 years totaling $\$ 213.6$ million.

In addition, as of December 31, 2011, we had approximately $\$ 351.1$ million of availability under our Wynn Las Vegas Revolving Credit Facility and approximately $\$ 849.6$ million of availability under our Wynn Macau Senior Revolving Credit Facility. Debl maturities in 2012 are $\$ 407.9$ million.

We believe that cash flow from operations, availability under our bank credit facilities and our existing cash balances will be adequate to satisfy our anticipated uses of capital during 2012. If any additional financing became necessary, we cannot provide assurance that future borrowings will be available.

Cash and cash equivalents include investments in money market funds, domestic and foreign bank time deposits and commercial paper, al with maturities of less than 90 days.

## Investing Activities

Capital expenditures were approximately $\$ 184.1$ million, $\$ 283.8$ million and $\$ 540.9$ million for the years ended December 31, 2011,2010 2009. For 2011, our capital expenditures primarily relate to the room and suite remodel at Wynn Las Vegas, a new high limit slot salon, new Vegas Tower Suites lobby and lounge and other property remodels. In addition, 2011 includes a $\$ 62.5$ million initial payment pursuant to the terms of a draft land concession in Macau. For 2010 and 2009, our capital expenditures relate primarily to the construction cost associated with Encore at Wynn Macau, which opened in April 2010, the Encore Beach Club and Surrender Nightclub, which opened in May 2010 and final costs associated with Encore at Wynn Las Vegas, which opened in December 2008.

During the year ended December 31, 2011, we invested $\$ 316.5$ million in corporate debt securities and commercial paper.

## Financing Activities

## Las Vegas Operations

As of December 31, 2011, our Wynn Las Vegas credit facilities, as amended, consisted of a $\$ 108.5$ million revolving credit facility, due July 2013 and a $\$ 258.4$ million revolving credit facility due July 2015 (together the "Wynn Las Vegas Revolver"), and a fully drawn $\$ 40.3$ million term loan facility due August 2013 and a fully drawn $\$ 330.6$ million term loan facility due August 2015 (together the "Wyan Las Vegas Term Loan"). The Wynn Las Vegas Revolver and the Wynn Las Vegas Term Loan are together referred to as the "Wynn Las Vegas Credit Facilities." During the year ended December 31, 2011, we repaid $\$ 20.1$ million of borrowings under the Wynn Las Vegas Revolver and $\$ 4$ million under the Wynn Las Vegas Term Loan. As of December 31, 2011, the Wynn Las Vegas Term Loan was fully drawn and we had no borrowings outstanding under the Wynn Las Vegas Revolver. We had $\$ 15.8$ million of outstanding letters of credit that reduce availability for borrowing under the Wynn Las Vegas Revolver. Accordingly, we had availability of $\$ 351.1$ million under the Wymn Las Vegas Revolver as of December 31, 2011.

Loans under the Wynn Las Vegas Credit Facilities bear interest at fluctuating rates, based on either LIBOR or an altemative base rate, plus an applicable margin. As of December 31, 2011, the applicable margin for

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OR loans under the Wynn Las Vegas Revolver and the Wynn Las Vegas Term Loan due August 17, 2015 was $3.0 \%$, and the applicable margin *- LIBOR loans under the Wynn Las Vegas Term Loan due August 15, 2013 was $1.875 \%$. Base Rate Loans bear interest at (a) the greatest of

# UNITED STATES SECURITIES AND EXCHANGE COMMISSION 

Washington，D．C． 20549

FORM 10－K／A
（Amendment No．1）
ANNUAL REPORT PURSUANT TO SECTION 13 OR 15（d）OF THE SECURITIES EXCHANGE ACT OF 1934
For the fiscal year ended December 31， 2011
OR
$\square$ TRANSITION REPORT PURSUANT TO SECTION 13 OR 15（d）OF THE SECURITIES EXCHANGE ACT OF 1934
For the transition period to
Commission File No．000－50028

## WYNN RESORTS，LIMITED

（Exact name of registrant as specified in its charter）


Securities registered pursuant to Section 12（g）of the Act：
None
Indicate by check mark if the registrant is a well－known seasoned issuer，as defined in Rule 405 of the Securities Act．Yes $\boxtimes$ No $\square$ Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section $15(\mathrm{~d})$ of the Act．Yes $\square$ No 区 Indicate by check mark whether the registrant：（1）has filed all reports required to be filed by Section 13 or 15 （d）of the Securities Exchange Act of 1934 during the preceding 12 months（or for such shorter period that the registrant was required to file such reports），and（2）has been subject to such filing requirements for the past 90 days．Yes $\boxtimes$ No

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Website，if any，every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S－T（ $\$ 232.405$ of this chapter）during the preceding 12 months（or for such shorter period that the registrant was required to submit and post such files）．Yes 区 No $\square$

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation $\mathrm{S}-\mathrm{K}$ is not contained herein，and will not be contained，to the best of the registrant＇s knowledge，in definitive proxy or information statements incorporated by reference in Part III of this Form $10-\mathrm{K}$ or any amendment to this Form $10-\mathrm{K}$ ．

Indicate by check mark whether the registrant is a large accelerated filer，an accelerated filer，a non－accelerated filer，or a smaller reporting company．See definition of＂large accelerated filer，＂＂accelerated filer＂and＂smaller reporting company＂in Rule 12b－2 of the Exchange Act．
－тe accelerated filer 図
Accelerated filer
．．－accelerated filer

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes No $\square$
$\ldots$ The aggregate market value of the registrant's voting and non-voting common stock held by non-affiliates based on the closing price as rted on the NASDAQ Global Select Market on June 30, 2011 was approximately $\$ 11$ billion.
As of April 23. 2012, 100,512,724 shares of the registrant's Common Stock, $\$ .01$ par value, were outstanding.

## DOCUMENTS INCORPORATED BY REFERENCE:

None.

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## EXPLANATORY NOTE

This Amendment No. 1 on Form 10-K/A (the "Amendment") amends the Annual Report on Form 10-K of Wynn Resorts, Limited for the fiscal year ended December 31, 2011, originally filed with the Securities and Exchange Commission ("SEC") on February 29, 2012 (the "Original Filing"). We are filing this Amendment solely to amend and restate Part III of the Original Filing to include the information not previously included in Part III of the Original Filing because we no longer intend to file our definitive proxy statement within 120 days of the end of our fiscal year ended December 31, 2011. The cover page of this Amendment now reflects we are not incorporating Part III disclosures by reference to our proxy statement. In connection with the filing of this Amendment and pursuant to the rules of the SEC, we are including with this Amendment certifications by our principal executive officer and principal financial officer. Accordingly, Item 15 of Part IV has also been amended to reflect the filing of these additional certifications.

Except as described above, no other changes have been made to the Original Filing. The Original Filing continues to speak as of the date of the Original Filing, and we have not updated the disclosures contained therein to reflect any events which occurred at a date subsequent to the filing of the Original Filing other than as expressly indicated in this Amendment. In this Amendment, unless the context indicates otherwise, the terms "Company", "we," "us," and "our" refer to Wynn Resorts, Limited. Other defined terms used in this Amendment but not defined herein shall have the meaning specified for such terms in the Original Filing.

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## PART III

## Wewn 10. Directors, Executive Officers and Corporate Governance

## Director Biographies and Qualifications

The Company's Second Amended and Restated Articles of Incorporation (the "Articles") and Fourth Amended and Restated Bylaws, as -mended (the "Bylaws"), require that the number of directors on the Board of Directors be not less than one nor more than thirteen. Presently, the d of Directors is set at twelve directors and is divided into three classes. Class I includes Linda Chen, John A. Moran, Marc D. Schorr and Elaine P. Wynn, whose terms expire in 2012. Class II consists of Stephen A. Wynn, Ray R. Irani, Alvin V. Shoemaker and D. Boone Wayson, whose terms expire in 2013. Class III consists of Russell Goldsmith, Robert J. Miller, Kazuo Okada, and Allan Zeman, whose terms expire in 2014. At each annual meeting of stockholders, the terms of one class of directors expire. Each director is elected to the Board of Directors for a term of three years and until his or her successor is elected and qualified.

Set forth below is biographical information regarding the directors and key skills and qualifications of our directors supporting their service as a director, in light of the Company's business and structure.

## Class I Directors (Terms expire at the 2012 Annual Meeting of Stockholders)

Linda Chen. Ms. Chen, 45, has served as a Director of the Company since October 2007. Ms. Chen has been an Executive Director and Chief Operating Officer of Wynn Macau, Limited, a majority owned subsidiary of the Company, since September 2009. Ms. Chen serves as the President of Wynn International Marketing, Limited, a wholly-owned indirect subsidiary of the Company, a position she has held since January 2005. In addition, Ms. Chen is the Chief Operating Officer of Wynn Resorts (Macau), S.A., a role she has served in since June 2002. Ms. Chen is responsible for the marketing and strategic development of Wynn Macau. Ms. Chen is a member of the Nanjing Committee of the Chinese People's Political Consultative Conference (Macau).

Ms. Chen's insight and experience as the primary marketing executive for the Company contribute to the Board's ability to evaluate and make informed decisions that affect our global operations. Ms. Chen's experience becomes ever more important to the Company and its stockholders as the percentage of the Company's operational revenue and profits generated from its Macau operations increases.

John A. Moran. Mr. Moran, 80, has served as a director of the Company since October 2002. Mr. Moran is the retired Chairman of the Dyson-Kissner-Moran Corporation. Dyson-Kissner-Moran is a private holding company headquartered in New York City whose international portfolio of companies in over 20 countries has included business engaged in manufacturing, retailing, distribution, financial services, and real estate development. During his business career, Mr. Moran has served as a Director of over 30 corporations and philanthropic organizations. Mr. Moran serves as a Director of the John A. Moran Eyc Center at the University of Utah; a Trustec of the George and Barbara Bush Endowment for Innovative Cancer Research at M.D. Anderson Cancer Center at the University of Texas; and an Honorary Trustee of the Metropolitan Museum * Art in New York City.

With his extensive knowledge of the Company's background, development and financing arrangements and his experience in the financial and equity markets, Mr. Moran provides the Board insight that is important to its oversight of the Company's financial structure. His guidance in the evaluation of capital deployment and management of the Company's balance sheet is especially valuable. In addition, he brings to the Board experience in political and public policy matters.

Marc D. Schorr. Mr. Schorr, 64, has served as a Director of the Company since July 2010. He also serves as Chief Operating Officer of the Company, a position he has held since June 2002. Mr. Schor has served as a Non-Executive Director of Wynn Macau, Limited since September 2009 and is also an officer of several of the Company's other subsidiaries. Mr. Schorr has over 32 years of experience in the casino gaming industry.

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When electing Mr. Schorr to the Board of Directors, the electing directors considered his extensive operating experience, particularly his marketing expertise and ability to effectively manage operating costs. These qualifications have been particularly valuable to the Company as we have navigated the difficult economic environment of the past several years. In addition, Mr. Schorr brings first hand operational knowledge to the Board, enhancing their ability to oversee the operations of the Company.

Elaine P. Wynn. Ms. Wynn, 70, has served as a Director of the Company since October 2002. Ms. Wynn has been a strong advocate of programs and services for children at risk of dropping out of school. Since 1995 she has co-chaired the Greater Las Vegas After-School All Stars, providing thousands of children with high quality educational, recreational and cultural after-school programs. A past member of the Executive Board of the Consortium for Policy Research in Education, Ms. Wymn has served since 1997 on the State of Nevada Council to Establish Academic Standards. She also chaired the UNLV Foundation, (the private fundraising arm of that institution) for eight years. Most recently, Ms. Wymn was appointed by Nevada's govemor to co-chair a Blue Ribbon Education Reform Task Force that resulted in the enactment of ambitious new reform i. slation. She is the founding chairman of Communities in Schools of Nevada and was appointed in 2009 as Chairman of the national board of amunities in Schools, the oldest, most successful stay-in-school organization in America. In 2010, Elaine Wynn was appointed to the Kennedy

## Center for the Performing Arts Board of Trustees and the Library of Congress Trust Fund Board.

Ms. Wynn's philanthropic and community cfforts and her history of assisting the Company on such matters is important to the Board's $\rightarrow$ tegic vision and continued development of the Wynn brand.

## Class /I Directors (Terms expire at the 2013 Annual Mecting of Stockholders)

Stephen A. Wyan. Mr. Wynn, 70, has served as Chairman and Chief Executive Officer of the Company since June 2002. Mr. Wynn has been an Executive Director, the Chairman of the Board of Dircetors, Chicf Executive Officer and President of Wynn Macau, Limited, a majonity ouned subsidiary of the Company since September 2009. Mr. Wynn has also served as Director, Chairman and Chief Executive Officer of Wynn Resorts (Macau) since October 2001. From April 2000 to September 2002, Mr. Wynn was the managing member of Valvino Lamore, LLC, the predecessor and a current wholly owned subsidiary of Wynn Resorts, Limited. Mr. Wynn also serves as an officer and/or dircctor of several subsidiaries of Wynn Resorts, Limited. Mr. Wynn served as Chairman, President and Chief Executive Officer of Mirage Resorts, Inc. and its predecessor, Oolden Nugget Inc., between 1973 and 2000. Mr. Wynn developed and opened The Mirage, Treasure Island and Bellagio in 1989. 1993 and 1998, respectively. Mr. Wymn has also served as an outside director of Monaco QD International Hotels and Resort Management since December 2010.

Mr. Wynn is the founder and creative and organizational force of Wynn Resorts. Mr. Wynn's 40 years of experience in the industry has contributed to his brand name status as the preeminent designer, developer and operator of destination casino resorts. Mr. Wynn's involvement with our casino resorts provides a distinct advantage over other gaming enterprises. As founder, Chairman and Chief Executive Officer, he has a unique perspective into the operations and vision for the Company.

Dr. Ray R. Irani, Dr. Ray R. Irani, 77, has served as a Director of the Company since October 2007. Dr. Irani became Executive Chairman of Occidental Petroleum Corporation, an international oil and gas exploration and production company as well as a major North American chemical manufacturer, in May 2011 after serving as Chairman and Chief Executive Officer from 1990 to 2011. He has been a director of Occidental since 1984 and served as President and Chief Operating Officer of Occidental from 1984 to 1990. Dr. Irani is a director of the American Petroleum Institute and serves on the Board of Directors of The TCW Group. He is a member of the American Chemical Society, the American Institute of Chemists, Inc., the Califormia Business Roundtable, The Conference Board, the Council on Foreign Relations, the National Association of Manufacturers, the National Committee on United States-China Relations, the National Petroleum Council, Sigma Xi-The Scientific Research Society and the U.S.-Saudi Arabian Business Council. He is the U.S.

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Chairman of the U.S.-U.A.E. Business Council. Dr. Irani is a Trustee of the University of Southern California, Co-Chair of the Board of the American University of Beirut and a member of the Lebanese American University Board of Trustees. He is a member of the Board of Governors of Town Hall Los Angeles and the Los Angeles World Affairs Council, and serves on the Advisory Boards of RAND's Center for Middle East Public Policy and the Atlantic Council's Rafik Hariti Center for the Middle East.

After the opening of Wynn Macau in 2006, the Company sought additional representation on the Board by executives with experience in managing international operations and with keen insight into issues relevant to companies with global operations, which are of increasing importance to the Company. Dr. Irani was elected to the Board of Directors in 2007 as a result of that extensive international experience gained from serving as the long time Chairman and Chief Executive Officer of Occidental Petroleum Corporation, an international oil and gas exploration and production company with operations throughout the world.

Alvin V. Shoemaker. Mr. Shoemaker, 73, has served as a Director of the Company since December 2002. Mr. Shoemaker was the Chairman of the Board of First Boston Inc. and First Boston Corp. from April 1983 until his retirement in January 1989, at the time of its sale to Credit Suisse Bank. Mr. Shoemaker currently serves as a member of the board of directors of Frontier Bank, Western Community Bank Shares, and Huntsman Chemical Co.

Mr. Shoemaker has served on the Board of Directors of the Company since its formation in 2002. With his extensive knowledge of the Company's history, development and financing arrangements and his deep experience as a financial executive serving as the Chairman of First Boston, Mr. Shoemaker contributes to the Board's oversight of the Company's financial matters. Mr. Shoemaker's experience in this respect has been especially valuable to the Company during the recent financial crisis, and enables him to provide strong leadership.
D. Boone Wayson. Mr. Wayson, 59, has served as a Director of the Company since August 2003. Mr. Wayson has been a principal of Wayson's Properties, Incorporated, a real estate development and holding company, since 1970. He also serves as an officer and/or director of other real estate and business ventures. From 2000 through May 2003, Mr. Wayson served as a member of the board of directors and audit -...nmittee of MGM Mirage.

Mr. Wayson's experience in the real estate and gaming businesses contributes to the Board's ability to assess and oversee these critical aspects of the Company's business and to provide insights to the Company's operations. Mr. Wayson has extensive operational experience in the casino finance and marketing areas beginning as casino controller and ultimately managing a resort casino property in Allanlic City, N.J. The rd is benefited by Mr. Wayson's first hand experience in operations and utilizes his knowledge of the business, especially in the finance and keting areas, to identify, manage and monitor risk.

## Class III Directors (Terms explre at the 2014 Annual Meeting of Slockholders)

Russell Goldsmith. Mr. Goldsmith, 62, has served as a Director of the Company since May 2008. Mr. Goldsmith serves as Chairman and Chief Executive Officer of City National Bank, a provider of a wide range of banking, investing and trust services. Additionally, he serves as President and Chief Executive Officer of its publicly held parent company, City National Corporation, which is listed on the New York Stock Exchange (CYN) and headquartered in Los Angeles, Califormia. He has been a director of both the bank and its parent company since 1978. From 2008-2011, Mr. Goldsmith was a member of the Federal Reserve board's 12 -member Federal Advisory Council, representing the Twelfth Federal Reserve District. Mr. Goldsmith chairs the Mid-Size Bank Coalition of America, which is composed of 25 mid-sized banks in 41 states and the District of Columbia. He also chairs the Los Angeles Coalition for the Economy \& Jobs, an independent organization of leading economic stakeholders representing business, labor, highcr education and the nonprofit sectors. Mr. Goldsmith also serves on the board of trustees of the Harvard-Westlake School and is a member of the Council on Foreign Relations.

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Mr. Goldsmith brings current insight and deep financial expertise to our Board. His recent service on the Federal Reserve Board's Advisory Council has brought additional perspective on the macroeconomic and public policy issues facing our Company.

Robert J. Miller. Governor Miller, 67, has served as a Director of the Company since October 2002 and as the Chairman of Wynn Las Vegas' Compliance Committee and as the Company's Compliance Director. In June 2010, he founded Robert J. Miller Consulting, a company that provides assistance in establishing relationships with and building partnerships between private and government entities on the local, state, national and international level. Governor Miller also currently serves as a Senior Advisor to Dutko Worldwide, a multidisciplinary governmental affairs strategy and management firm. Governor Miller was a partner of the Nevada law firm of Jones Vargas from 2000-2005. He was a partner in -"er \& Behar Strategies from January 2003 to August 2007 and has been a partner in Nevada Rose, LLC since November 2004. From January 4n- until January 1999, Governor Miller served as Governor of the State of Nevada, and, from 1987 to 1989, he served as Lieutenant Governor of the State of Nevada. Governor Miller also serves as a director at Intemational Game Technology (IGT).

Governor Miller's extensive experience in regulatory and legal compliance matters and in Nevada and federal government and politics brings unique expertise and insight into state regulatory and public policy issues that directly impact the Company's operations. In addition, his legal background and service as Chair of the Company's Compliance Committee and as Compliance Director is an important element to maintaining our regulatory structure and probity. Governor Miller's experience was especially valuable to the Company in his role as chairman of the Compliance Committee which commissioned the independent investigation that led to the determination of unsuitability and eventual redemption of shares owned by Aruze USA, Inc.

Kazuo Okada. Mr. Okada, 69, has served as a Director of the Company since October 2002. Mr. Okada also served as a Non-Executive Director of Wynn Macau, Limited, a majority owned subsidiary of the Company from September 2009 until his removal in February of 2012. In 1969, Mr. Okada founded Universal Lease Co. Ltd., which, in 1998, became Aruze Corp., a company listed on the Japanese Association of Securities Dealers Automated Quotation Securities Exchange. In November 2009, Aruze Corp. changed its name to Universal Entertainment Corporation, which is a Japanese manufacturer of pachislot and pachinko machines, amusement machines, and video games for domestic sales. Mr. Okada currently serves as Director and Chairman of the Board of Universal Entertainment Corporation and as Director, President, Secretary and Treasurer of Aruze USA, Inc., which is a wholly owned subsidiary of Universal Entertainment Corporation and prior to the redemption described below owned approximately $19.7 \%$ of Wynn Resorts, Limited. In 1983, Mr. Okada also founded Universal Distributing of Nevada, Inc., which changed its name to Aruze Gaming America, Inc. in 2005. Aruze Gaming America, Inc. is a manufacturer and distributor of gaming machines and devices in the United States and is expanding its sales business in Asia, Australia and South Africa. Mr. Okada currently serves as director, President, Secretary and Treasurer of Aruze Gaming America, Inc.

On February 18, 2012, the Company's Gaming Compliance Committee concluded a year-long investigation after receiving an independent report by Freeh, Sporkin \& Sullivan, LLP (the "Freeh Report") detailing, among other things, numerous prima facie violations of the U.S. Foreign Corrupt Practices Act by Aruze USA, Inc. (which at the time was a stockholder of the Company), Universal Entertainment Corporation, Aruze USA, Inc.'s parent company, and Kazuo Okada, the majority shareholder of Universal Entertainment Corporation, who is also a member of our Board of Directors and was at the time a director of Wymn Macau, Limited.

Based on the Freeh Report, the Company's Board of Directors determined that Aruze USA, Inc., Universal Entertainment Corporation and 5. Okada are "unsuitable" under Article VII of the Wynn Resorts articles of incorporation. The Board was unanimous (other than Mr. Okada) in
its determination. The Board of Directors also requested that Mr. Okada resign as a director of the Company and recommended that Mr. Okada be removed as a member of the board of directors of Wynn Macau, Limited. On Fcbruary 18, 2012, Mr. Okada was removed from the board of directors of Wynn Las Vegas Capital Corp., a wholly owned subsidiary of Wynn Resorts.

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Based on the Board of Directors' finding of "unsuitability," on February 18, 2012, Wynn Resorts redeemed Aruze USA, Inc.'s 24,549,222 shares of the Company's common stock. For additional information on the share redemption, see "Certain Relationships and Related Transactions; Share Redemption."

On February 19, 2012, the Company filed a complaint in the District Court of Clark County, Nevada against Mr. Okada, Aruze USA, Inc. and Universal Entertainment Corporation alleging breaches of fiduciary duty and related claims. On March 12, 2012, Aruzc USA, Inc. and Universal Entertainment Corporation removed the action to the United States District Court for the District of Nevada. On that same date, Aruze USA, Inc. and Universal Entertainment Corporation filed an answer denying the claims and a counterclaim that purports to assert claims against the Company, each of the members of the Company's board (other than Mr. Okada) and a senior executive of the Company. Among other relief, the counterclainn seeks a declaration that the redemption of Aruze USA, Inc.'s shares was void, an injunction restoring Aruze USA, Inc.'s share ownership and damages in an unspecificd amount. On March 29, 2012, the Company filed a motion to remand the action to state court and to request an extension to answer. The motion to remand is pending and the request for extension to answer was granted on March 30, 2012, giving the Company until May 21, 2012 to answer the counterclaim.

Allan Zeman. Dr. Zeman, 63, has served as a Director of the Company since October 2002. He is also Vice Chairman and has served as a member of the Board of Directors of Wynn Macau, Limited, a majority owned subsidiary of the Company, since September 2009. Dr. Zeman founded The Colby International Group in 1975 to source and export fashion apparel to North America. In late 2000, The Colby International Group merged with Li \& Fung Limited. Dr. Zeman is the Chairman of Lan Kwai Fong Holdings Limited, a company engaged in property investment and development in Hong Kong since July 1996. He is also the owner of Paradise Properties Group, a property developer in Thailand. Dr. Zeman is also Chairman of Ocean Park, a major theme park in Hong Kong. Dr. Zeman is Vice Patron of Hong Kong Community Chest and serves as a director of the "Star" Ferry Company, Limited. Dr. Zeman also serves as an independent non-executive director of Pacific Century Premium Developments Limited, Sino Land Company Limited and Tsim Sha Tsui Properties Limited, all of which are listed on the Hong Kong
k Exchange. Dr. Zeman is a member of the Food Business Task Force for Business Facilitation Advisory Committee, the Committee on the WKCDA Development Committee WKCDA WKCDA Development Committee, WKCDA Investment Committee, and WKCDA Performing Arts Committee (of which Dr. Zeman is the Chairman). In 2001, Dr. Zeman joined the Richard Ivey School of Business' Asian Advisory Board. In 2001, Dr. Zeman was appointed a Justice of the Peace. He was awarded the Gold Bauhinia Star in 2004 and the Grand Bauhinia Medal in 2011.

Mr. Zeman, a Hong Kong citizen and successful Hong Kong entrepreneur, has been a guiding force in the development of our Macau operations and the continued operation and strategic focus of Wynn Macau. His personal business experience in China and extensive knowledge of the Company's history, development and marketing strategy in Asia contribute to the Board's oversight of these aspects of the Company's operations.

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## Executive Oficers and Key Management

The following table sets forth the executive officers and certain key management personnel of the Company and certain of its subsidiaries as of April 30, 2012. Executive officers are appointed by the Board of Directors and serve at the discretion of the Board of Directors, subject to applicable employment agreements.

| Name |  |  |
| :--- | ---: | :--- |
| Stephen A. Wynn | 70 |  |
| Linda Chen | 45 | Chairman of the Board and Chief Executive Officer |
| Lisition |  |  |
| Marc D. Schorr | 64 | Chief Operating International Marketing, Ltd. and Director |
| John Strzemp | 60 | Executive Vice President-Chief Administrative Officer |
| Matt Maddox | 36 | Chief Financial Officer and Treasurer |
| Sinatra | 51 | General Counsel and Secretary |
| M. Coughlan | 53 | President, Wynn Macau |


| Marilyn Spiegel | 59 | President, Wynn Las Vegas, LLC |
| :--- | :--- | :--- |
| Scott Peterson | 45 | Senior Vice President and Chief Financial Officer, Wynn Las Vegas, LLC |
| Robert Gansmo | 42 | Senior Vice President and Chief Financial Officer. Wynn Resorts (Macau), S.A. |

Set forth below is certain information regarding the non-director executive officers and certain key management personnel of the Company.
John Strzemp. Mr. Strzemp serves as Executive Vice President and Chief Administrative Officer of the Company. Prior to his promotion in March 2008, Mr. Strzemp served as Executive Vice President and Chief Financial Officer of the Company, positions he held since September 2002. Mr. Strzemp served as the Company's Treasurer from March 2003 to March 2006.

Matt Maddox. Mr. Maddox serves as the Company's Chief Financial Officer and Treasurer. Prior to his promotion in March 2008, Mr. Maddox served as the Company's Senior Vice President of Business Development and Treasurer, positions he held since January 2007 and May 2006, respectively. From September 2005 to December 31, 2006, Mr. Maddox served as the Senior Vice President of Business Development for Wynn Las Vegas, LLC. From March 2003 to Seplember 2005, Mr. Maddox was the Chief Financial Officer of Wynn Resorts (Macau), S.A. From May 2002 through March 2003, Mr. Maddox was the Company's Treasurer and Vice President-Investor Relations. Mr. Maddox also scrves as an officer of several of the Company's subsidiaries. Prior to joining Wynn Resorts in 2002, Mr. Maddox served as Director of Finance, Executive Director of Finance and Vice President of Finance for Caesars Entertainment, Inc. (formerly Park Place Entertainment, Inc.). Before joining Park Place Entertainment, Mr. Maddox worked as an investment banker for Bank of America Securities in the Mergers and Acquisitions Department.

Kim Sinatra. Ms. Sinatra is the General Counsel and Secretary of the Company, a position she has held since February 2006. She joined the company in January 2004 as Senior Vice President and General Counsel of its development activitics. She also serves as an officer of several of the Company's subsidiaries. From 2000 to 2003 Ms. Sinatra served as Executive Vice President and Chief Legal Officer of Caesars Entertainment, Inc. (formerly Park Place Entertainment, Inc.). She has also served as General Counsel for The Griffin Group, Inc., Merv Griffin's investment management company, and as a partner in the New York office of the law firm Gibson, Dunn \& Crutcher LLP.

Ian Michael Coughlan. Mr. Coughlan has been an Executive Director of Wynn Macau, Limited since September 2009. Mr. Coughlan is also the President of Wynn Resorts (Macau) S.A., a position he has held since July 2007. In this role, he is responsible for the operation of Wynn Macau and Encore at Wynn Macau. Prior to becoming President of Wynn Macau, Mr. Coughlan was Director of Hotel Operations-Worldwide for Wynn Resorts, Limited. Mr. Coughlan has over 30 years of hospitality experience with leading hotels across Asia, Europe and the United States. Before joining Wynn Resorts, Limited, he spent 10 years with The Peninsula Group, including posts as General Manager of The Peninsula Hong Kong from September 2004 to January 2007, and General Manager of The Peninsula Bangkok from September 1999 to August 2004.

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Marilyn Spiegel. Mrs. Spiegel is the President of Wynn Las Vegas, LLC, owner and operator of Wynn Las Vegas and Encore Las Vegas where she oversees the day-to-day operations of the properties. She assumed this position in December 2010. From January 2004 to November 2010 Mrs. Spiegel was the General Manager and Regional President of five Caesars Entertainment Las Vegas Properties including most recently Bally's, Paris and Planet Hollywood. Prior to joining the Company, Spiegel held various executive positions with Caesars Entertainment (formerly Harrah's), including Senior Vice President and General Manager of Harrah's Las Vegas and the Rio All Suite Hotel and Casino, Senior Vice President of human resources, Senior Vice President and general manager of Harrah's Shreveport Hotel \& Casino in Louisiana and Vice President of Human Resources for the company's Southem Nevada operations. Mrs. Spiegel began working for Harrah's Entertainment, Inc. in 1988. Mrs. Spiegel is a member of the Las Vegas Visitors and Convention Bureau board of directors.

Scott Peterson. Mr. Peterson is the Senior Vice President and Chief Financial Officer of Wynn Las Vegas, LLC, a position he has held since April 2009. In addition to overseeing the finance and accounting areas, Mr. Peterson is responsible for the operations of the cage, credit, collections, gaming and non-gaming revenue audit, purchasing and the warehouse/receiving departments. From June 2005 to April 2009, Mr. Peterson was the Vice President and Chief Financial Officer for Wynn Resorts (Macau), S.A. From September 2002 to June 2005, Mr. Peterson was the Vice President of Finance and Treasurer of Wynn Las Vegas, LLC and from December 2000 to September 2002, Mr. Peterson was Assistant Vice President of Finance of Wynn Resorts Holdings, LLC.

Robert Gansmo. Mr. Gansmo is the Senior Vice President-Chief Financial Officer of Wynn Resorts (Macau) S.A., a position he has held since April 2009. Prior to taking this position, Mr. Gansmo was the Director-Finance of Wynn Resorts (Macau) S.A., a position he assumed in January 2007. Mr. Gansmo is responsible for the management and administration of Wynn Resorts (Macau) S.A.'s finance division. Before joining Wynn Resorts (Macau) S.A., Mr. Gansmo worked at Wynn Resorts, Limited, where he served as the Director of Financial Reporting from November 2002. Prior to joining the Company, Mr. Gansmo practiced as a certified public accountant with firms in Las Vegas, Washington and California, including KPMG Peat Marwick, Arthur Andersen, and Deloitte and Touche.

## Corporate Governance

The Board of Directors has adopted Corporate Governance Guidelines that provide a framework for the governance of the Company. The Nominating and Corporate Governance Committee reviews the Guidelines annually and recommends changes as appropriate to the Board of xtors for approval. The Board of Directors has also adopted written charters for its three standing committees (Audit, Compensation, and *rsiminating and Corporate Governance), as well as a Code of Business Conduct and Ethics, applicable to all directors. officers and employees. The Corporate Governance Guidelines, Board committec charters and codes of ethics are available under the heading "Corporate Governance" on the Company Information page of the Company's website at hupoilhowwhunnresortscom.

## Meetings of the Board of Directors

The Board of Directors met eight times during 2011. During 2011, none of the members of the Board of Directors attended fewer than 75\% of the total number of meetings of the Board of Directors and mectings of the committees on which they served. In addition, the independent directors met in executive session, without management present, at each regular meeting of the Board of Directors. Govemor Miller acts as the presiding director and communicates necessary matters from the executive sessions to management.

## Committees

The Board of Directors currently has three standing committees: the Audit Committee, the Compensation Committee, and the Nominating and Corporate Governance Committee. Each of these committees consists entirely of directors whom the Board of Directors has determined to be independent under the NASDAQ listing

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standards for audit committee members. The current membership and functions of each of the Board of Directors' committees are listed below.

|  | Director <br> Russell Goldsmith | Audit | Compensation | Nominating and Corporate Governance Commiltee |
| :---: | :---: | :---: | :---: | :---: |
| m | Dr. Ray R. Irani | X | X |  |
|  | Robert J. Miller |  | Charr |  |
|  | John A. Moran |  | X | Chair |
|  | Alvin V. Shoemaker | X | X |  |
|  | D. Boone Wayson | Chair | X |  |
|  | Allan Zeman | X |  | X |
|  | Number of meetings during 2011 | Eleven | Five | Four |

In addition, Governor Miller serves as Chairman of the Company's Gaming Compliance Committee and as the Company's Compliance Director. The Gaming Compliance Committee is a committee comprised of Messrs. Miller, Schorr and Strzemp, and its purpose is to assist the Company in maintaining the highest level of regulatory compliance.

## The Audit Committee

The Board of Directors, after review of each individual's employment experience and other relevant factors, has determined that Messrs. Wayson, Goldsmith, Shoemaker and Zeman are qualified as audit committee financial experts within the meaning of SEC regulations.

At each of its regular meetings, the Audit Committee meets with the Company's independent auditors, internal audit staff, management and legal counsel to discuss accounting principles, financial and accounting controls, the scope of the annual audit, internal controls, regulatory compliance and other matters. In addition to responsibilities discussed elsewhere in this Annual Report on Form 10-K/A, the functions of the Audit Committee also include the following:

- appointing, approving the compensation of, and oversight of the independent auditors;
- reviewing and discussing with the independent auditors and management the Company's earnings releases and quarterly and annual reports as filed with the SEC;
- reviewing the scope and results of the Company's internal auditing procedures and practices;
- oversecing the Company's compliance program with respect to legal and regulatory compliance, and the Company's policies and procedures for monitoring compliance; and
- meeting periodically with management to review the Company's major risk exposures and the steps management has taken to monitor and control such exposures.

The independent auditors have complete access to the Audit Committee without management present to discuss the results of their audits and their opinions on the adequacy of internal controls, quality of financial reporting and other accounting and auditing matters.

## The Compensation Committec

The Compensation Committee's responsibilities in setting compensation of the Company's executives and directors include:

- reviewing the goals and objectives of the Company's executive compensation plans;
- reviewing the Company's executive compensation plans in light of the Company's goals and objectives with respect to such plans and, as appropriate, recommending that the Board adopt new plans or amend the existing plans;


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- annually evaluating the performance of the Chief Executive Officer of the Company, overseeing the evaluation of performance of the other officers of the Company and its operating subsidiaries, and setting compensation for the Chief Executive Officer, other named executive officers, and other members of our most senior management;
- reviewing and approving equity awards and supervising administrative functions pursuant to the Company's equity plans;
- reviewing and approving any employment agreement or any severance or termination agreement, between the Company (or any of its subsidiaries) and any officer, as well as any other employment agreement between the Company and any individual in which annual base salary exceeds $\$ 500,000$, regardless of position involved; and
- reviewing and recommending to the full Board the type and amount of compensation for Board and Committee service by nonmanagement members of the Board.

In early 2010, the Committee completed a review of the Company's compensation policies and practices and determined, under the guidelines recently issued by the SEC, that such policies and practices are not reasonably likely to have a material adverse effect on the Company. Upon promulgation of final rules by the SEC, the Committee will adopt clawback provisions that comply with all applicable requirements. 4**

## The Nominating and Corporate Governance Committee

The functions of the Nominating and Corporate Governance Committee include the following:

- identifying, screening and recommending candidates qualified to serve as directors of the Company taking into account the Company's current and planned business and the existing membership of the Board;
- establishing procedures for evaluating the suitability of potential director nominees proposed by management or the stockholders;
- recommending to the Board of Directors members to serve on committees of the Board of Directors;
- reviewing and making recommendations regarding the composition of the Board of Directors;
- developing and recommending to the Board of Directors a set of corporate governance principles applicable to the Company and overseeing corporate govemance matters generally; and
- overseeing the annual evaluation of the Board of Directors.

Nominating Process. The Nominating and Corporate Governance Committee will consider director candidates recommended by stockholders. In considering candidates submitted by stockholders, the Nominating and Corporate Governance Committee will take into consideration the Board's current size and composition, needs of the Board of Directors, including the skills and experience of existing directors, and the qualifications of the candidate. To have a candidate considered by the Nominating and Corporate Governance Committee, a stockholder must submit the recommendation in writing and must include the following information:

- The name of the stockholder and evidence of the person's ownership of Company stock, including the number of shares owned and the length of time of ownership; and
- The name of the candidate, the candidate's resume or a listing of his or her qualifications to be a director of the Company, and the person's consent to be named as a director if selected by the Nominating and Corporate Governance Committee and nominated by the Board of Directors.

The stockholder recommendation and information described above must be sent to the Corporate Secretary at 3131 Las Vegas Boulevard South, Las Vegas, Nevada 89109 and must be received by the Corporate Secretary not less than 120 days prior to the anniversary date of the pany's most recent annual meeting of stockholders.

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The Nominating and Corporate Governance Committee seeks to have the Board of Directors represent a diversity of backgrounds and experience and assesses potential nominees in light of the Board's current size and composition. The Nominating and Corporate Govemance Committee believes that the minimum qualifications for serving as a director of the Company are that a nominee demonstrate, by significant accomplishment in his or her field, an ability to make a meaningful contribution to the Board of Directors' oversight of the business and affairs of the Company and have a reputation for honest and ethical conduct in both his or her professional and personal activities. The Committee may from time to time develop and recommend additional eriteria for identifying and evaluating director candidates. In addition, the Nominating and Corporate Governance Committee examines a candidate's other commitments, potential conflicts of interest and independence from management and the Company.

The Nominating and Corporate Govemance Committee implements its policy with regards to considering diversity by annually reviewing with the Board the Board's composition as a whole and recommending, if necessary, measures to be taken so that the Board reflects the appropriate balance of knowledge, depth and diversity of experience, and skills and expertise required for the Board as a whole. The Committee assesses the effectiveness of this policy by periodically reviewing the Board membership criteria with the Board. This assessment enables the Board to update the skills and experience it seeks in the Board as a whole, and in individual directors, as the Company's needs evolve and change over time.

The Nominating and Corporate Govemance Committee identifies potential nominees by asking current directors and executive officers to notify the Committee if they become aware of persons meeting the criteria described above who might be available to serve on the Board of Directors. As described above, the Committee will also consider candidates recommended by stockholders.

If the Nominating and Corporate Governance Committee determines to pursue consideration of a person who has been identified as a potential candidate, the Committee may take any or all of the following steps: collect and review publicly available information regarding the person, contact the person and request information from the candidate, conduct one or more interviews with the candidate, and contact one or more references provided by the candidate or other persons that may have greater first-hand knowledge of the candidate's accomplishments. The Committee's evaluation process takes into account the person's accomplishments and qualifications, including in comparison to any other candidates that the Committee might be considering, and does not vary based on whether or not a candidate is recommended by a stockholder.

## Board Leadership

Mr. Wynn, the Company's founder, serves as the Chairman and Chief Executive Officer of the Company. The Board of Directors has determined that the combination of these roles held singularly by Mr. Wynn is in the best interest of all stockholders. The Board believes that the issue of whether to combine or separate the offices of Chairman of the Board and Chief Executive Officer is part of the succession planning process and that it is in the best interests of the Company for the Board to make a determination whether to combine or separate the roles based upon the circumstances. The Board has given careful consideration to separating the roles of Chairman and Chief Executive Officer and has determined that the Company and its stockholders are best served by the current structure. Mr. Wynn's combined role promotes unified leadership and direction for the Board and executive management and allows for a single, clear focus for the Company's operational and strategic efforts.

The combined role of Mr. Wynn as both Chairman and Chief Executive Officer is balanced by the Company's governance structure and policies and controls. Seven of the twelve members of our Board of Directors satisfy the most stringent requirements of independence promulgated by NASDAQ for audit committee members, and the Audit, Compensation, and Nominating and Corporate Governance Committees are composed entirely of independent members of the Board. This structure encourages independent and effective oversight of the Company's operations and prudent management of risk, In addition, the Company is subject to stringent regulatory requirements and oversight, combining these internal controls with third party monitoring of the Company's operations.

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The independent members of the Company's Board of Directors meet separately in executive session at each regular meeting of the Board and also meet separately in executive session with each of the Company's auditors, Vice President of Internal Audit and General Counsel. The independent members of the Board have designated a presiding director for such sessions who is responsible for communicating to the Chief Executive Officer and senior management all concerns that arise during executive session. Governor Miller currently serves as the Presiding Director.

In addition, all Committee agendas and all agendas for meetings of the Board of Directors are provided in advance to all independent mas....bers of the Board. The members are encouraged to review the proposed agenda items and to add additional items of concern or interest.

Members of the Board of Directors also have unimpeded access to Company management.
Mr. Wynn's compensation is established and reviewed by the Compensation Committec, all of whose members are independent. During $\cdots ' 1$, the Compensation Committee engaged the services of an independent third party compensation consullant, Pay Govemance, in its evaluation te level of compensation and benefits of employment provided to Mr. Wynn.

For the reasons stated above and as a result of the structure, policies and procedures oulined above, and in light of the historical success of Mr. Wynn's leadership, the Board has concluded that the current Board leadership structure is in the best interest of the Company and its stockholders.

## Risk Oversight

The Board of Directors has an active role in overseeing the Company's areas of risk. While the full Board has overall responsibility for risk oversight, the Board has assigned certain areas of risk primarily to designated Committees, which report back to the full Board. The Board regularly reviews information regarding the Company's risks relating to political, regulatory, construction, operations, succession planning, catastrophic events and general financial conditions. The Audit Committee is primarily responsible for the oversight of credit, related party, construction and general financial risks. The Compliance Committee primarily oversees risks relating to regulatory, security and political compliance. As discussed above, the Compensation Committee is primarily responsible for monitoring risks relating to the Company's compensation policies and practices to determine whether they create risks that may have a material adverse effect on the Company.

The Board, in consultation with management and the Company's outside auditors, has identified specific areas of risk including: regulatory compliance, legislative and political conditions, capital availability, liquidity and general financial conditions, gaming credit extension and collection, construction, catastrophic events and succession planning. The Board (as a whole and through Committees) and management have agreed upon a processes for management to identify, manage and mitigate these risks.

Throughout the year, the Board and the relevant Committees receive reports from management that include information regarding major risks and exposures facing the Company and the steps management has taken to monitor and control such risks and exposures. In addition, throughout the year, the Board and the relevant Committees dedicate a portion of their meetings to review and discuss specific risk topics in greater detail.

## Stock Ownership Guidelines

In 2011, the Board adopted Stock Ownership Guidelines applicable to members of the Board of Directors and senior corporate officers. The Guidelines require that members of the Board achieve ownership of an amount of common stock of the Company for which the fair market value

Is or exceed three times such director's annual cash retainer. For the Company's Chief Executive Officer, the fair market value of common week owned should equal or exceed five times base salary and for the Chief Operating Officer, Chief Financial Officer and any Executive Vice President, three times base salary.

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Ownership requirements should be met for executives within three years of appointment to office and for directors within five years of election to the Board, with vested options and all restricted stock grants counted toward satisfaction of ownership guidelines. Any failure to meet guidelines will be referred to the Nominating and Corporate Governance Committee for consideration.

Currently, all members of the Board and executives satisfy the guidelines.

## Hedging Policy

Our directors, executive officers and employees are prohibited from hedging their ownership of our stock, including purchasing Company stock on margin, selling Company stock short, buying or selling puts or calls or other derivative instruments related to Company stock.

## Stockholder Communications with Directors

The Board of Directors has established a process to receive communications from stockholders. This process is described under "Corporate Governance" on the Company Information page of the Company's website at http://www.nynnresorts.com. Stockholders may contact any member or all members of the Board of Directors, any committee of the Board of Directors or the chair of any committee by mail. Correspondence should be addressed to the appropriate individual by either name or title. All such correspondence should be sent "c/o Corporate Secretary" at 3131 Las Vegas Boulevard South, Las Vegas, Nevada 89109.

All communications received as set forth in the preceding paragraph will be opened by the office of our General Counsel for the purpose of ising the nature of the communications. With the exception of advertising, promotions of a product or service, and patently offensive material,
communications will be forwarded promptly to the addressec. In the case of communications addressed to more than one director, the General Counsel's office will make sufficient copies of the contents to send to each addressee.

Stockholder Meetings
It is Company policy that each of our directors is invited and encouraged to attend the annual meeting. All of our directors attended the 2011 Annual Meeting.

## Compensation Committee Interlocks and Insider Participation

The members of the Compensation Committee are appointed by the Board of Directors each year. The members of the Compensation Committee serving in 2011 were Messrs. Goldsmith, Irani, Moran, Shoemaker and Wayson. No member of the Compensation Committee is, or was formerly, one of our officers or employees. No interlocking relationship exists between the Board of Directors or Compensation Committee and the board of directors or compensation committee of any other company, nor has any interlocking relationship existed in the past.

## Code of Business Conduct and Ethics

As stated above, as part of the Company's commitment to integrity, the Board of Directors has adopted a Code of Business Conduct and Ethics applicable to all directors, officers and employees of the Company and its subsidiaries. This Code is periodically reviewed by the Board of Directors. The most recent update, dated November 1,2011, included clarifications and revisions in presentation and is available on our website. In the event we determine to amend or waive certain provisions of this code of ethics, we will disclose such amendments or waivers under the heading "Corporate Governance" on the Company information page of our website at http://www.wynnresorts.com or as otherwise required by the NASDAQ listing standards. During 2011, all of our directors, except Mr. Okada, acknowledged in writing their compliance with the Company's Code of Business Conduct.

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## Section 16(a) Beneficial Ownership Reporting Compliance

1-. Section 16(a) of the Exchange Act requires the Company's executive officers and directors and persons who own more than $10 \%$ of the pany's common stock to file reports of ownership on Forms 3, 4 and 5 with the SEC. Executive officers, directors and $10 \%$ stockholders are anso required to furnish the Company with copies of all Forms 3,4 and 5 they file. Based solely on the Company's review of the copies of such forms it has received, the Company believes that all its executive officers, directors and greater than $10 \%$ beneficial owners complied with all the filing requirements applicable to them with respect to transactions during 2011, except that one report covering two stock option exercises by Ms. Chen was filed after the deadline.

## Item 11. Executive Compensation

## 2011 DIRECTOR COMPENSATION

The table below summarizes the total compensation awarded to, earned by or paid to each of the non-employee directors for the fiscal year ended December 31, 2011.

| Name | Fees <br> Earneed or <br> Paid in <br> Cash <br> (S) | Option Awards (1) $(3)$ (3) |  | 1 Other apensation (S)(4) | Tatal |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Russell Goldsmith | \$121,500 | \$173,912 | \$ | 16,250 | \$311,662 |
| Dr. Ray R. Irani | \$118,500 | \$173,912 | \$ | 32,500 | \$324,912 |
| Robert J. Miller(2) | \$172,000 | \$173,912 | \$ | 32,500 | \$378,412 |
| John A. Moran | \$106,500 | \$173,912 | \$ | 32,500 | \$312,912 |
| Kazuo Okada | \$ 72,000 | \$ - | \$ | 32,500 | \$ 72,000 |
| Alvin V. Shoemaker | \$123,000 | \$173,912 | \$ | 32,500 | \$329,412 |
| D. Boone Wayson | \$136,500 | \$173,912 | \$ | 32,500 | \$342,912 |
| Elaine P. Wynn | \$ 70,500 | \$ - | \$ | - | \$ 70,500 |
| Allan Zeman | \$121,500 | \$173,912 | \$ | 32,500 | \$327,912 |

(1) The amounts set forth in this column reflect the aggregate grant date fair value of 3,600 stock option awards granted to each non-employee *s. director, other than Mr. Okada and Elaine P. Wynn, on May 16, 2011, computed in accordance with accounting standards for stock-based compensation. See Note 14 to our Consolidated Financial Statements in the Original Filing for assumptions used in computing fair value.
(2) Governor Miller, as a member of the Board of Directors, receives; a $\$ 50,000$ annual retainer for his service as the Chairman of the Company's Gaming Compliance Committee and a $\$ 20,000$ annual retainer for his service as the Company's Compliance Director.
(3) The aggregate number of outstanding option awards for each director at December 31, 2011 is as follows: Mr. Goldsmith 27,600, Dr. Irani and Governor Milicr 28,600 cach, Messrs. Moran, Shoemaker and Wayson 48,600 each and Mr. Zeman 38,600. The aggregale number of outstanding stock awards for each director at December 31, 2011 is as follows: Mr. Goldsmith 2,500, and Messrs. Irani, Moran, Shoemaker, Wayson and Zeman 5,000 each. Mr. Okada and Elaine P. Wynn, who each are greater than five percent beneficial owners of the Company's common stock, have not previously been granted equity awards for their service as directors.
(4) "All Other Compensation" consists of cash dividends accrued on nonvested stock, which is paid if and when the stock vests. Dividends that are accrued on nonvested stock are reported as compensation because the value of dividends was not previously reflected in the accounting expense for these awards when they were granted, as the Company did not regularly pay dividends at that time.
Directors who are not employees of the Company currently receive a monthly fee of $\$ 5,000$ for services as a director. Directors who serve on the Compensation Committee or the Nominating/Governance Committee receive an additional monthly fee of $\$ 1,000$ per committee ( $\$ 2,000$ for committec chairmen). Directors who

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serve on the Audit Committee receive an additional monthly fee of $\$ 1,250$ ( $\$ 2,500$ for the Chairnan). Each non-employee director also receives a $\$ 1,500$ meeting fee for each board or committee meeting he or she attends. Directors are also awarded annual equity participation in the form of stock options or restricted stock determined annually at the May meeting of the Board of Directors, which for 2011 consisted of a grant of 3,600 stock options. All directors are provided complimentary room, food and beverage privileges at our resorts and are reimbursed for any other out of pocket expenses related to attendance at meetings. Directors from time to time may receive other benefits, although the aggregate incremental cost of any such benefits and perquisites did not exceed $\$ 10,000$ for any director in 2011. The Company does not provide non-equity incentive plan awards or deferred compensation or retirement plans for non-employee directors.

## COMPENSATION DISCUSSION AND ANALYSIS

This section explains the Companys executive compensation program as it relates to the following "named executive officers" whose momensation information is presented in the tables following this discussion in accordance with SEC rules:

| Stephen A. Wynn | Chairman and Chief Executive Officer |
| :--- | :--- |
| Matt Maddox | Chief Financial Officer and Treasurer |
| Marc D. Schort | Chief Operating Officer |
| Linda Chen | President of Wynn International Marketing |
| Kim Sinatra | General Counsel and Secretary |

The Compensation Committee of the Board of Directors, or the Committee, has responsibility for establishing, developing and administering our executive compensation program.

## Executive Summary

Wynn Resorts completed another year of outstanding performance in 2011, posting record net revenues, operating income, net income, earnings per share and EBITDA. Wynn Resorts set a Company record in 2011 with $\$ 1.6$ billion in Adjusted Property EBITDA, up 40.7\% from 2010. The Company did not achieve this Adjusted Property EBITDA growth through risky balance sheet expansion. Instead, we achieved these Adjusted Property EBITDA results during a period when we also reduced our debt from $\$ 4.3$ billion in 2008 to $\$ 3.2$ billion in 2011.

|  | 2011 | 2010 | Increase |
| :---: | :---: | :---: | :---: |
| Net Revenues (\$ millions) | \$5,269.8 | \$4,184.7 | 25.9\% |
| Operating Income (\$ millions) | \$1,008.2 | \$ 625.3 | 61.3\% |
| Net Income (\$ millions) | \$ 825.1 | \$ 316.6 | 160.6\% |
| Diluted EPS | \$ 4.88 | \$ 1.29 | 278.3\% |
| Adjusted Property EBITDA (\$ millions) | \$1,635.3 | \$1,163.0 | 40.6\% |

The operating and balance sheet management success has contributed to significant returns for Wynn Resorts' stockholders. Our total stockholder return was $12.3 \%$ for this past year, $49.2 \%$ over the past 5 years and $1,048 \%$ since our inception in 2002 . Thus, $\$ 100$ invested in Wynn Resorts at its inception would be worth $\$ 1,148$ at the end of 2011 . This performance for stockholders is unmatched in the gaming and resort - $\cdot$ stry and far exceeds the results of the S\&P 500 during this period.

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The following graph illustrates the compound average annual growth rate of share price growth adjusted for dividends and splits for Wynn Resorts, Las Vegas Sands, MGM Resorts International, a Gaming industry index (Las Vegas Sands, MGM, Crown, Penn National, Melco Crown and Boyd, weighted by current market capitalization) and the S\&P 500. The Compounded Annual Growth Rate (CAGR) for Las Vegas Sands (12/16/2004), Melco Crown (12/19/2006), and Crown Limited (3/25/2008) were measured from the date of their initial public offerings and the CAGR for all others was measured from the October 25, 2002, initial public offering of Wynn Resorts.

## (1) Source: Standard \& Poor's Capital IQ.

At the formation of our Company, we set out to develop and operate the premier casino resort in each jurisdiction in which we operate, and to develop and expand the "Wynn" brand while delivering successful operating and financial performance. Today the Wynn brand has become synonymous with luxury in the gaming industry. Our Las Vegas resort and our Macau resort both have received the coveted Forbes five-star distinction.

The Committee believes that our compensation program has been instrumental in supporting achievement of our branding success and our strong financial and stockholder value performance. The program emphasizes pay for performance and total compensation. It is designed to help recruit, retain and motivate a highly talented team of executives with the requisite set of skills and experience to successfully lead the Company in creating value for our stockholders.

The compensation of the Company's named executive officers consists primarily of base salary, annual cash incentives, and periodic grants of equity in the form of stock options and restricted stock. As a result, the vast majority of their total compensation is tied to the Company's financial and share price performance. Historically, Mr. Wynn has not received equity incentives, relying on his significant equity ownership as a founding stockholder to realize increases in value created for the Company's stockholders. For the past three years, Mr. Wynn received $64 \%$ of his total compensation in the form of annual cash incentives. The other named executive officers as a group received $73 \%$ of their total compensation i-*he form of annual and long-term incentives that are tied to the Company's operating results and stock price.

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In consideration of our outstanding performance, the Committee made the following compensation changes for NEOs in 2011:

- Increased the base salary for Mr. Wynn.
- Based on Company EBITDA that far exceeded our goals, awarded NEOs annual incentive awards at maximum levels for 2011 performance.
- Determined no additional equity awards were necessary during 2011 (none were made in 2010 either), in light of the significant grants awarded to the Company's most senior executive officers in 2009.
- Established a $\$ 10$ million cash retention award to Ms. Chen, payable in ten years, in recognition of her contribution and continued importance to our Macau resort.
- Mr. Wynn received a $\$ 2$ million discretionary bonus from the Wynn Macau Limited Board of Directors for his contribution to the extraordinary performance of Wynn Macau for 2011.


## Philosophy and Objectives

The Committee believes that stockholder interests are best advanced by attracting and retaining a high-performing management team. To promote this objective, the Committee was guided by the following underlying principles in developing our executive compensation program:

- Top talent-The program should be designed to gain a long-term commitment from the proven, successful executives that lead our success.
- Focus on total compensation-Compensation opportunities should be considered in the context of total compensation relative to the
pay practices of major gaming companies and other competitors for key Ialent.
- Puy-for-performance-A high proportion of total compensation should be at risk and tied to achievement of annual operating goals and increases in stockholder value.
- Long-term perfurmance orientation-The mix of incentives provided should motivate long-term sustainable growth in the value of the brand and the enterprise.
- Stockhulder alignment-Long-term incentives should be provided periodically in Company equity to encourage executives to plan and act with the perspective of stockholders.

Our compensation program is simple in design and provides only a limited number of perquisites and executive benefits. We do not provide supplemental retirement benefits to our executives. The Committee regularly evaluates the Company's compensation arrangements to assess whether they are appropriately structured to support thesc objectives and are effective in enabling the Company to attract and retain superior employees in key positions.

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Program Overview

## Element <br> Base salary <br> Annual incentives

Discretionary bonus

Long-term incentives
(Stock options, restricted stock)
Deferred compensation
Security benefits

Role and Purpose
Provide competitive foundation for total compensation
Recognize executive's demonstrated sustained performance, capabilities, job scope and experience
Motivate and reward achievement of annual EBITDA targets, which drive the valuation of our stock
Enforce accountability for individual performance through discretionary reductions in awards as deemed appropriate

Make periodic awards for superior contributions to the enterprise as determined in the discretion of the Committee

Align executives with stockholders
Make periodic grants with long-term vesting to encourage a long-term value perspective and executive retention
Permit executives to participate in the Company's 401 (k) plan to facilitate retirement savings
Consistent with the Board's requirement that Mr. Wynn travel privately for security reasons, provide him with access to Company aircrafi for both personal and business travel, as well as a car and a driver (and security when necessary)
Foreign living expenses
Consistent with competitive practice in Macau, provide Ms. Chen with a car and driver, certain housing and living expenses and assistance with tax preparation

## Executive benefits

Executive perquisites

Promote executive health through supplemental health benefüts
Provide for executives' families in the event of death through supplemental life insurance policies
Offer industry-competitive discounts and complimentary privileges with respect to the Company's resorts and aircraft as described below

Role of Executive Officers in Setting Compensation
The Committee sets all elements of compensation for the Chief Executive Officer and Chief Operating Officer based upon consideration of their respective contributions to the development and operating performance of the Company. Annually, the Committee reviews compensation data of those with whom we compete for talent. The Committee considers the recommendations of the Chief Executive Officer and Chief Operating Officer in establishing compensation for all other named executive officers. The Chief Executive Officer and Chief Operating Officer perform annual reviews of all of our senior management and make recommendations to the Committee. The Committee reviews the recommendations and makes final decisions regarding compensation for all of our most senior management.

Compensation Consultant
file://C|Users/shernandez.RBSL/Desktop/d340198d10ka.htm[8/21/2015 1:58:22 PM]

The Compensation Committec has the authority to retain compensation consulting firms exclusively to assist it in the evaluation of executive officer and employee compensation and benefit programs. During 2011, the Committee retained Pay Governance LLC, a nationally-recognized independent compensation consulting firm, to assist in performing its duties. In 2011, Pay Governance assisted with a review of certain bencfits - orded to our CEO and advised the Committee with respect to compensation trends and best practices, competitive pay levels, equity grant itices and competitive levels, and proxy disclosure. While our advisor reguiarly consults with management in performing work requested by the Committee. Pay Governance did not perform any separate additional services for management.

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## Setting Executive Compensation

In determining base salary, target annual incentives and guidelines for equity awards, the Committee uses the named executive officers' current level of compensation as the starting point. Our compensation decisions consider the scope and complexity of the functions executives oversee, the contribution of those functions to our overall performance, their experience and capabilities, and individual performance, taking into consideration the compensation practices of our peers in order to obtain a general understanding of competitive compensation practices. In addition, wealth accumulation is considered when making equity grants to increase the alignment between the interest of our senior executives and those of our stockholders.

The Compensation Committee reviews total compensation annually, along with the value from past equity awards, to assess the need for change to current compensation. While cash bonuses and annual cash incentive compensation awards are considered annually on the basis of Company and individual performance, reviews of base salary and equity incentives are conducted only on a periodic basis or in tecognition of notable contributions to value creation for Company stockholders. The Committer retains the discretion to adjust actual bonus amounts paid based on a variety of factors, including corporate, property level and individual performance, as well as general macroeconomic conditions.

The Committee believes that the companies in its Peer Group are those companies with which the Company competes for talent and stockholder investment. Please refer to the discussion below under "Peer Group" for a more detailed discussion of our use of Peer Group data.

## 2011 Advisory Resolution Approving Our Executive Compensation

At the May 17, 2011, Annual Meeting of Stockholders, our advisory resolution on executive compensation was approved by the stockholders. wrough this approval was non-binding, the Board of Directors and the Compensation Committee considered the voting results in evaluating our executive compensation program for the current year. The Board of Directors and the Compensation Committee also consider the other factors discussed in this Compensation Discussion and Analysis. Following such consideration, the Board of Directors determined not to make any changes to our compensation program based on the advisory resolution voting result. In addition, at that same meeting, approximately $71 \%$ of the votes cast regarding the frequency proposal voted in favor of holding future advisory votes on executive compensation every three years. The Board has determined to follow this decision by stockholders. Accordingly, the next advisory resolution on execurive compensation will be voted on by stockholders at the 2014 Annual Meeting of Stockholders.

## Elements of Executive Compensation

We do not use a specific formula or weighting for allocating among the elements of our total compensation program including base salary, cash bonus awards, and long term compensation. Instead we offer what the Compensation Committee views to be effective for attracting and retaining key leaders while motivating management to maximize long term value of our Company for our stockholders.

Base Salary: Base salaries are established by employment contracts and reviewed and adjusted periodically if deemed necessary due to competitive reasons or to reflect sustained performance, capabilities, experience and changes in responsibility or other extraordinary circumstances. Companies in the gaming business typically have total compensation packages that may be higher than many of their non-gaming counterparts due to certain regulatory and other extraordinary demands. The Company's rapid expansion in the last six years and our operations in widely separated geographic locations has required that named executive officers provide extraordinary levels of financial, development and operating expertise. These efforts have resulted in industry-leading product and impressive financial performance, including returns to stockholders exceeding industry averages. Thus, in fulfilling the Company's goal of attracting and retaining high-quality and experienced executives, the Company has paid base salary levels for its named executive officers that may exceed the peer

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mar-1p median. Prior to an increase in 2011, Mr. Wynn's base salary had not been increased since 2008, other than restoring a $15 \%$ reduction that
was applied to certain corporate executives in 2000 and 2010. Base salary increases for 2011 are indicated in the following table:

|  | Hxeculive | 2011 Salary | 2010 Solary | Increase |
| :---: | :---: | :---: | :---: | :---: |
|  | Stephen A. Wynn | \$4,000,000 | \$3,250,000 | $\frac{\text { Increase }}{23.1} \%$ |
| *sum | Matt Maddox | \$1,000,000 | \$1,000.000 | 0\% |
|  | Marc D. Schorm | \$2,000,000 | \$2,000,000 | 0\% |
|  | Linda Chen | \$1,500,000 | \$1,500,000 | 0\% |
|  | Kim Sinatra | \$ 650,000 | \$ 650,000 | 0\% |

Annual Incentives. Our named executive officers participate in the Wynn Resorts, Limited Annual Performance-Based Incentive Plan for Executive Officers (the "Incentive Plan"). Within 90 days after the commencement of the year, the Compensation Committee identifies the executive officers who will participate in the Incentive Plan for that year and establishes the annual performance criteria. The Incentive Plan provides that the maximum annual incentive is $250 \%$ of base salary for Mr. Wynn and $200 \%$ of base salary for the other named executive officer participants.

For 2011, the Committee selected adjusted property EBITDA on a consolidated basis as the appropriate criterion and, in the caurse of such determination, concluded that the achievement of the performance criterion was substantially uncertain. Adjusted property EBITDA is a nonGAAP measure calculated at the segment level and reported in the footnotes to our audited consolidated financial statements. This criterion is a reflection on the operating performance of the Company's assets and directly influences return to stockholders. In addition, management and stockholders use adjusted property EBITDA to value the Company and its assets. Given the challenging economic environment an adjusted property EBITDA target of $\$ 1$ billion on a consolidated basis was established for maximum Plan funding. Actual performance of $\$ 1.6$ billion significantly exceeded the target and all participants were awarded the maximum incentive allowed under the Incentive Plan. While the Compensation Committee has the discretion to reduce individual awards from this maximum level based on other Company and individual performance and any other considerations it may deem appropriate, it did not exercise that discretion with respect to 2011 owing to the outstanding Company EBITDA results.

In addition, the Compensation Committee approved a $\$ 2$ million discretionary bonus to Mr. Wynn outside the Incentive Plan awarded by the Wynn Macau Limited Board of Directors for his contribution to the extraordinary performance of Wynn Macau for 2011.

Long-term Incentives. The Company makes only periodic (not annual) equity grants to executives, with the last grant in 2009. The Committee uses grants under the 2002 Stock Plan to attract qualified individuals to work for the Company and align executives with the perspective of stockholders, and makes additional grants periodically to existing officers to reward extraordinary performance and encourage Ition with the Company. Periodic grants to named executive officers are typically made with long term vesting dates to assure retention of ment deemed important to the Company's continued prosperity. From time to time, the Company also has granted long-term cash retention awards to reward extraordinary performance and encourage retention. The underlying philosophy behind this approach is to retain senior management for the long term, building a talent base to drive sustained Company performance and growth. As in 2010, the Compensation Committee determined not to make any grants during 2011 to the named executive officers in light of significant grants awarded to the Company's most senior officers in 2009.

Mr. Wynn, the founder, Chairman and Chief Executive Officer of the Company who owns $10 \%$ of the Company's outstanding stock, has not participated in the Company's equity incentive plans. This differs from the chief executive officer compensation at most of the companies included in the Peer Group.

In July 2011, Ms. Chen was granted a $\$ 10$ million cash retention award which vests in full on July 27, 2021, subject to certain provisions. This retention award was awarded to Ms. Chen for her current and expected future

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contributions to the success of the Company and to provide an incentive to her to remain an employee of the Company. If Ms. Chen's employment is terminated without "Cause" (as such term is defined in the Agreement) prior to the vesting date by the Company or one of its affiliates (including without limitation, termination due to death or disability), a pro-rated portion of the award equal to the number of full calendar months elapsed between the grant date and the date of such termination of employment divided by 120 shall vest and become payable within 30 days following such termination of employment. If Ms. Chen's employment is terminated for any other reason (including termination for Cause or Ms. Chen's voluntary resignation) prior to the vesting date, the award is forfeited in full and no compensation is paid under the award.

## Peer Group

The Committee believes that it is appropriate to offer competitive cash and equity compensation packages to executive officers in order to \%,... it and retain top executive talent. The compensation peer group allows the Committee to monitor the compensation practices of our primary
competitors for exceutive talent, although the Committee also takes into account the gaming industry's extensive regulatury requirements and other demands. However, the Committee does not utilize this information to target any specific pay percentile for the Company's executive officers. Instead, the Commitree uses this information as a general overview of market practices and to ensure that it makes informed decisions on executive wew packages in the interest of attracting and retaining highly-qualified executive talent.
"hsir help evaluate overall 2011 compensation, the Committee reviewed the Peer Group established in 2010 to confirm it remained appropriate in light of the growth in Company market capitalization and revenues and the competitive market for key executive talent.

## Wynn Resorts 2011 Executive Compensation Peer Group

## Giaming \& Recorts <br> Las Vegas Sands Corp. <br> MGM Resorts International

Travel, Honplonlty \& Resorts
Carnival plc
Hyatt Hotels Corporation
Marriott International
priceline.com
Starwood Hotels \& Resorts

Lifestive Producte
Estee Lauder Companies
Ralph Lauren Corporation
Starbucks Corporation
Tiffany \& Co.

The 11 companies in the peer group (1) generally had 2011 revenue, market capitalization and total enterprisc value (as of December 31 , 2011) in a relevant range around those of the Company as set forth below (amounts in millions).

| Market Value | Enterprise <br> Value | Revenue | Company | Business Segment |
| :---: | :---: | :---: | :---: | :---: |
| \$34,296 | \$33,276 | \$12,186 | Starbucks Corporation | Lifestyle Products |
| 30,231 | 36,361 | 9,411 | Las Vegas Sands Corp. | Gaming \& Resorts |
| 25,671 | 28,665 | 7,160 | Carnival ple | Cruise \& Resorts |
| 23,284 | 23,149 | 4,356 | priceline.com | Travel |
| 21,630 | 21,844 | 9,443 | Estee Lauder Companies | Lifestyle Products |
| 13,820 | 15,775 | 5,270 | Wynn Resorts Lid. | Gaming \& Resorts |
| 12,721 | 12,171 | 6,664 | Ralph Lauren Corporation | Lifestyle Products |
| 9,776 | 11,845 | 12,317 | Marriott International | Hotels \& Resorts |
| 9,370 | 11,645 | 5,624 | Starwood Hotels \& Resorts | Hotels \& Resorts |
| 8,412 | 8,682 | 3,643 | Tiffany \& Co. | Lifestyle Products |
| 6,217 | 6,908 | 3,698 | Hyatt Hotels Corporation | Hotels \& Resorts |
| 5,099 $51 \%$ | 16,705 | 7,849 | MGM Resorts International | Gaming \& Resorts |
| 51\% | 48\% | 27\% | Hynn Resorts Percentile Rank |  |

(1) Peer data source: Standard \& Poor's Capital IQ as of the most recently available date.

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## Tax and Accounting Implications

Internal Revenue Code Section $162(\mathrm{~m})$ prevents publicly traded companies from receiving a tax deduction on certain compensation paid to the chief executive officer and three other highest-paid executive officers (other than the chief financial officer) in excess of $\$ 1,000,000$ in any taxable year, unless the compensation qualifies as "performance-based." The Company's policy with respect to qualifying compensation paid to its executive officers for tax deductibility purposes is that executive compensation plans will be designed and implemented to maximize tax deductibility when consistent with the overall objectives of the compensation program. However, the Compensation Committee may elect to provide non-deductible compensation when it determines that to be advisable to achieve its compensation objectives of attracting or retaining key executives, or where achieving maximum tax deductibility would be considered disadvantageous to the best interests of the Company. Salaries over $\$ 1,000,000$, perquisites, restricted stock grants and discretionary bonuses do not qualify as performance-based compensation under Section $162(\mathrm{~m})$.

## Employment Agreements

The Company typically enters into employment agreements with its executives to advance its objectives of providing for a long-term commitment by and relationship with talented and experienced executives. Consistent with the extended vesting terms in equity awards, the terms and conditions of these agreements are described in the chart following the 2011 Summary Compensation table.

The employment agreements for the named executive officers specify their base salary, provide for a discretionary bonus opportunity and swavide that if the executive's employment terminates for death, disability, good reason or without cause, (including after a change in control) the utive will receive a multiple (ranging from one to, in the case of Mr. Wynn, three times) of the sum of the executive's salary and imputed
bonus that would be payable during the remaining term of the contract, but not less than one year, except that Mr. Wynn's and Ms. Chen's payments are limited to 4 years' salary and bonus in certain circumstances. The employment agreements and the terms of equity awards also provide that vesting of some or all of an executive's equity awards will accelerate upon such even. If termination occurs after a change in control, employment agrecments also provide for a tax gross-up. The Committee has determined that these arrangements are appropriate compensation is senior management and are necessary to retain talent in a highly comperitive industry. Additional information regarding payments under these provisions is provided under the heading "Potential Payments Made Upon Termination or a Change of Control."

## Executive Benefits

In addition to base salary, annual incentive compensation and long term equity incentives, the Company also provides certain of its named executive officers with executive benefits. The primary executive benefits include certain health insurance coverage, life insurance premiums, discounts and complimentary privileges with respect to the Company's resorts which are described in the footnotes to the "2011 Summary Compensation Table." In addition, Messrs. Wynn and Schorr have access to the Company's aircraft pursuant to time sharing agreements described in "Certain Relationships and Related Transactions-Aircraft Arrangements." For security purposes, the Board of Directors requires Mr. Wynn to travel on Company aircraft for both personal and business travel, and the Company provides cars and a driver (and security when necessary) for his personal use. Consistent with competitive practice in Macau, Ms. Chen receives a car and driver, certain housing and living expenses and assistance with tax preparation.

## CEO Compensation

Mr. Wynn is employed by the Company pursuant to an employment agreement dated October 4, 2002, which was last amended on February 24, 2011 solely to reffect the change in his salary and has a term expiring in 2020 . Mr. Wynn, a holder of approximately $10.0 \%$ of our common stock, has not received any equity awards as part of his compensation as Chief Executive Officer of the Company. Effective February 24, 2011, Mr. Wynn

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receives a base salary of $\$ 4,000,000$ per year, and participates in the Incentive Plan. Mr. Wynn is provided with Company paid life insurance and bility policies. He also receives certain executive benefits described above.

## REPORT OF THE COMPENSATION COMMITTEE

We have reviewed and discussed the Compensation Discussion and Analysis required by Item 402(b) of Regulation S-K with the Company's management. Based on such review and discussion, we have recommended to the Board of Directors that the Compensation Discussion and Analysis be included in this Annual Report on Form 10-K/A for the year ended December 3I, 2011.

Compensation Committee
Dr. Ray R. Irani, Chairman
Russell Goldsmith
John A. Moran
Alvin V. Shoemaker
D. Boone Wayson

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## 2011 SUMMARY COMPENSATION TABLE

The table below summarizes the total compensation awarded to, earned by or paid to each of the named executive officers for the fiscal years ended December 31, 2011, 2010 and 2009.


Chief Executive Officer
Matt Maddox
Chief Financial Officer ind Treasurer

Marc D. Schorr Chief Operating Officer

Linda Chen President of Wynn International Marketing
Kim Sinatra General Counsel and Secretary

| 2009 | \$2,953,125 | \$4,062,500 | \$ | \$ | \$ 1,370,206 | \$ 8,385,831 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 2011 | \$1.000.000 | \$ - | \$ | \$2,000,000 | \$ 390,756 | \$ 3,390,756 |
| 2010 | \$1,038,423 | \$ - | \$ - | \$ 2,000,000 | \$ 510,866 | \$ 3,549,289 |
| 2009 | \$ 779,988 | \$5,650,000 | \$ 8,348,244 | \$ | \$ 248,067 | \$15,026,299 |
| 2011 | \$2,000,000 | s | \$ - | \$4,000,000 | \$ 2,117,573 | \$ 8,117,573 |
| 2010 | \$1,838,462 | \$ 600,000 | \$ | \$ 3,400,000 | \$ 2,307,923 | \$ 8,146,385 |
| 2009 | \$1,817,308 | \$2,000,000 | \$13,913,740 | \$ | \$ 1,153,817 | \$18,884,865 |
| 2011 | \$1,500,000 | \$ | \$ | \$ 3.000,000 | \$ 1,352,926 | \$ 5,852,926 |
| 2010 | \$1,417,308 | \$1,000,000 | \$ | \$ 2,000,000 | \$1,788,762 | \$ 6,206,070 |
| 2009 | \$ 951,701 | \$1,000,000 | \$ 8,348.244 | \$ | \$ 858,565 | \$11,158,510 |
| 2011 | \$ 647,920 | \$ | \$ | \$1,300,000 | \$ 189,156 | \$ 2,137,076 |
| 2010 | \$ 595,940 | \$ | \$ | \$ 1,105,000 | \$ 426,500 | \$ 2,127,440 |
| 2009 | \$ 535,582 | \$2,750,000 | \$ 6,956,870 | \$ - | \$ 207,801 | \$10,450,253 |

(1) The amounts set forth in this column reflect the aggregate grant date fair value of stock option awards granted in the specified year, computed in accordance with accounting standards for stock based compensation. See Note 14 to our Consolidated Financial Statements in the Original Filing for assumptions used in computing fair value. The 2009 grants vest $10 \%$ per year beginning on the first anniversary of the grant until fully vested in May 2019.
(2) For executives other than Mr . Wyrn, amounts reported as "All Other Compensation" for 2011 consist primarily of accrued cash distributions related to unvested restricted stock. Dividends that are accrued on unvested restricted stock are reported as compensation pursuant to SEC rules because the value of the dividend was not previously reflected in the accounting expense for these awards when they were granted, as the Company did not regularly pay dividends at that time. These dividend amounts are payable to the executive only if and to the extent the restricted stock vests and is not forfeited.
The following amounts for 2011 are included in "All Other Compensation" for Mr. Wynn;
(i) personal use of company aircraft of $\$ 910,345$ (Mr. Wynn receives no tax-gross ups relating to the value of aircraft usage that is imputed
to him as compensation.);
(ii) fair market value of a company-provided villa for 2011, under the Amended and Restated Agreement of Lease between Mr. Wynn and Wynn Las Vegas, LLC dated March 18, 2010, in the amount of $\$ 503,831$;
(iii) compensation pursuant to the Wynn Resorts, Limited Executive Medical Plan of \$14,054;
(iv) executive life insurance premiums of $\$ 10,668$ :
(v) allocated compensation and benefits for the personal use of a driver whom we employ for Mr. Wynn and the personal use of vehicles of
$\$ 22,902$; and
(vi) merchandise discounts of $\$ 71,561$.

The following amounts for 2011 are included in "All Other Compensation" for Mr. Maddox:
(i) executive life insurance premiums of $\$ 756$; and
(ii) accrued cash dividends related to unvested restricted stock of $\$ 390,000$.

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The following amounts for 2011 are included in "All Other Compensation" for Mr. Schorr:
(i) personal use of Company aircraft of $\$ 387,982$ (Mr. Schorr receives no tax-gross ups relating to the value of aircraft usage that is imputed to him as compensation.);
(ii) executive life insurance premiums of $\$ 5,544$;
(iii) merchandise discounts of $\$ 99,047$; and
(iv) $\$ 1,625,000$ of accrued cash dividends related to unvested restricted stock.

The following amounts for 2011 are included in "All Other Compensation" for Ms. Chen:
(i) housing and other living expenses in Macau of $\$ 51,666$;
(ii) executive life insurance premiums of $\$ 1,260$; and
(iii) acerued cash dividends on unvested restricted stock of $\$ 1,300,000$.

The following amounts for 2011 are included in "All Other Compensation" for Ms. Sinatra:
(i) executive life insurance premiums of $\$ 1,656$; and
(ii) accrued cash dividends on unvested restricted stock of $\$ 187,500$.

For amounts shown as personal use of Wynn Resorts' aircraft, incremental aireraft expenses were calculated by dividing the 2011 total direct (variable) flight expenses (consisting primarily of fuel, maintenance and landing fees) by the total hours the aircraft was operated during the year. The executives' hourly usage was multiplied by this annual hourly rate. Any reimbursement received from the executive was applied against this amount.

Amounts shown as cash dividends accrued on unvested restricted stock are reported in the year such amounts accrue instead of the year paid, based on an SEC staff interpretation. These amounts are paid only if and when the restricted stock vests.

In 2011, each of the named execulive officers received base salary in accordance with the terms of his or her employment agreement, as approved by the Compensation Committee. Key terms of the current agreements as amended are as follows:

| Named Executive Omper | Contract <br> Expiration | Basc Salary |
| :--- | ---: | :--- |
|  | $10 / 24 / 20$ | $\$ 4,000,000$ |
| Mr. Wynn | $11 / 30 / 13$ | $\$ 1,000,000$ |
| Mr. Maddox | $10 / 31 / 12$ | $\$ 2,000,000$ |
| Mr. Schorr | $2 / 24 / 20$ | $\$ 1.500,000$ |
| Ms. Chen | $5 / 5 / 14$ | $\$ 650,000$ |

Each of the employment agreements provide that the executive will participate in company profit sharing and retirement plans, disability or life insurance plans, medical and/or hospitalization plans, vacation and expense reimbursement programs. In addition, the agreements provide for severance payments and benefits upon certain terminations of employment, including termination following a change-in-control, as discussed in the section below entitled "Potential Payments upon Termination or Change-in-Control."

In July 2011, Ms. Chen was granted a $\$ 10$ million retention award which vests in full on July 27,2021 , subject to certain provisions. This retention award was awarded to Ms. Chen for her current and expected future contributions to the success of the Company and to provide an Ecentive to her to remain an employee of the Company. If Ms. Chen's employment is terminated without "Cause" (as such term is defined in the eement) prior to the vesting date by the Company or one of its affiliates (including without limitation, termination due to death or disability), a pro-rated portion of the award equal to the number of full calendar months elapsed between the grant date and the date of such termination of employment divided by 120 shall vest and become payable

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within 30 days following such termination of employment. If Ms. Chen's employment is terminated for any other reason (including termination for Cause or Ms. Chen's voluntary resignation) prior to the vesting date, the award shall be forfeited in full with no compensation paid under the award.

## 2011 GRANTS OF PLAN-BASED AWARDS TABLE

Named Executive Officer
Mr. Wynn
Mr. Maddox
Mr. Schorr
Ms. Chen
Ms. Sinatra

## Discussion of Plan Based Awards Table

The Company's Incentive Plan rewards management for creation of superior return to stockholders, measured by the operating performance
of our resorts. The amounts shown in the table above reflect possible payments based upon salaries in effect during the first quarter of 2011, when the performance criteria were established. Actual payouts were hased upon achievement of the 2011 performance criteria of Adjusted Property EBITDA at the Company's Wynn Las Vegas and Wynn Macau resorts which resulted in the payment of maximum bonuses under the Incentive $\rightarrow$ to all named executive officers.

## 2011 OUTSTANDING EQUITY AWARDS AT FISCAL YEAR-END

| Name | Option Awards |  |  |  | Stock Awarus |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Number of Securlities Underlying Unexercined Options (核) $\qquad$ | Number of Securititi Underlying Unexercised Optiona (H) $\qquad$ | Option Exercile Price (5) | Option Explration $\qquad$ Date |  | Market Value <br> of Shares or <br> Untto of Stock <br> That Have <br> Nol <br> Verted <br> (S) <br> (S) |
| Stephen A. Wynn | N/A | N/A | N/A | N/A | N/A | N/A |
| Matt Maddox(1) | - | 175,000 | \$107.95 | 05/06/18 | 60,000 | \$ 6,629,400 |
|  | - | 240,000 | \$ 47.12 | 05/06/19 |  |  |
| Marc D. Schorr(2) | - | 400,000 | \$ 47.12 | 05/06/19 | 250,000 | \$27,622,500 |
| Linda Chen(3) | - | 175,000 | \$107.95 | 05/06/18 | 200,000 | \$22,098,000 |
|  | - | 240,000 | \$ 47.12 | 05/06/19 |  |  |
| Kim Sinatra(4) | - | 75,000 | \$107.95 | 05/06/18 | 25,000 | \$ 2,762,250 |
|  | - | 200,000 | \$ 47.12 | 05/06/19 |  |  |

(1) Mr. Maddox's unvested awards will vest as follows:
a. 175,000 stock options will vest on December 5, 2016;
b. $\mathbf{3 0 , 0 0 0}$ stock options will vest on May 6, 2012 and each anniversary thereafter until the $\mathbf{2 4 0 , 0 0 0}$ stock options are fully vested; and
c. 10,000 shares of restricted stock will vest on May 7,2012 and 50,000 shares of restricted stock will vest on December $5,2016$.

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(2) Mr. Schorr's unvested awards will vest as follows:
a. 50,000 stock options will vest on May 6, 2012 and each anniversary thereafter until the 400,000 stock options are fully vested; and
b. 250,000 shares of restricted stock will vest on December 5, 2016
(3) Ms. Chen's unvested awards will vest as follows:
a. 175,000 stock options will vest on December 5, 2016;
b. 30,000 stock options will vest on May 6,2012 and each anniversary thereafter until the 240,000 stock options are fully vested; and
c. 100,000 shares of restricted stock will vest on July 31, 2012 and 100,000 shares of restricted stock will vest on December 5, 2016.
(4) Ms. Sinatra's unvested awards will vest as follows:
a. 75,000 stock options will vest on December 5, 2016;
b. 25,000 stock options will vest on May 6,2012 and each anniversary thereafter until the 200,000 stock options are fully vested; and
c. 25,000 shares of restricted stock will vest on December $5,2016$.
(5) Amounts in this column are based upon the closing price of the Company's stock at year-end, which was $\$ 110.49$ per share.

All vesting is conditioned upon such named executive officer being an employee of the Company on the vesting date, except as discussed below under "Potential Payments Upon Termination or Change-in-Control."

## 2011 OPTION EXERCISES



| Sharss <br> Acquired on <br> Exercise <br> $(A)$ | $\begin{gathered} \text { Valus } \\ \text { Reallured on } \\ \text { Exerciue } \\ \hline(5) \\ \hline \end{gathered}$ |  | $\begin{gathered} \text { Value } \\ \text { Reultered on } \\ \text { Vesting } \\ (\$) \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| -.. | -- | - | - |
| 30.000 | \$2,823,900 | - |  |
| 50,000 | \$4,894,145 | - |  |
| 55,000 | \$3,333,500 | - | - |
| 25,000 | \$2,350,250 | 25,000 | \$3,855,250 |

The amounts reported in the table above are based on the sales price of the Company's common stock on the date the stock options were exercised or the closing price of the Company's common stock on the date the stock award vested. Upon vesting of the stock award, the executive also was paid an amount equal to the dividends that had accrued on the shares prior to their vesting.

## POTENTIAL PAYMENTS UPON TERMINATION OR CHANGE-IN-CONTROL

## Payments Made Upon Termination Due to Death, Complete Disability or License Revocation

The Company's employment agreements with its named executive officers provide that such agreements terminate automatically upon death or complete disability of the employee, as well as upon failure of the employee to obtain or maintain required gaming licenses. Upon such termination, the employec is entitled to a

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lump sum payment of accrued and unpaid base salary and accrued and unpaid vacation through the termination date. In addition, certain of the stock option agreements and restricted stock agreements held by the named executive officers provide that unvested options and shares will vest upon such termination.

## Payments Made Upon Termination Without Cause at Employer's Election During the Term

The Company's employment agreements with its named executive officers provide that such agreements are terminable by the Company Wrthout cause upon notice to the employee, so long as a "separation payment" is paid as provided for in such contracts. Cause is defined as (i) willful destruction of property of the Company or an affiliate having a material value to the Company or such affiliate; (ii) fraud, embezzlement, theft, or comparable dishonest activity; (iii) conviction of or entering a plea of guilty or nolo contendere to any crime constituting a felony or any misdemeanor involving fraud, dishonesty or moral turpitude; (iv) breach, neglect, refusal, or failure to materially discharge duties (other than due to physical or mental illness) commensurate with title and function, or failure to comply with the lawful directions of the Company, that is not cured within 15 days after written notice thereof; ( v ) willful and knowing material misrepresentation to the Company's or an affiliate's board of directors; (vi) willful violation of a material policy of the Company or an affiliate, which does or could result in material harm to the Company or to the Company's reputation; or (vii) material violation of a statutory or common law duty of loyalty or fiduciary duty to the Company or an affiliate.

The "separation payment" consists of a multiple (ranging from one to, in the case of Mr. Wynn, three times) of the sum of (a) base salary through the end of the term of the agreement, but not less than 12 months (and in Mr. Wynn's and Ms. Chen's case, not more than 4 years); (b) bonus for all bonus periods based upon last bonus paid pursuant to the employment agreement through the end of the term (and in Mr. Wynn's and Ms. Chen's case, this is limited to a maximum of 4 years); and (c) a tax gross up in certain circumstances. In addition, the employee is entitled to health benefits coverage under the same plan or arrangement as the employee was covered immediately prior to termination. Health benefits are to be provided until the earlier of the remainder of the original term, or until the employee is covered by a plan of another employer. In addition, some of the stock option agreements and restricted stock agreements held by the named executive officers provide that unvested options and shares will vest upon termination without cause.

## Payments Made Upon Termination by Employee after Change in Control for Good Reason

The Company's employment agreements with its named executive officers provide that such agreements are terminable by the employee for good reason after a change in control. A change in control is defined as (a) any person or group (other than Mr. Wynn and his affiliales) becomes the beneficial owner of more than $50 \%$ of the Company's outstanding securities; or (b) the existing directors of the Company (including those elected in the normal course and not including those elected as a result of an actual or threatened election contest) cease to constitute a majority of the Board of Directors of the Company. Good reason is defined as: (i) reduction of employec's base salary; (ii) discontinuation of employer's bonus plan without immediately replacing such bonus plan with a plan that is the substantial economic equivalent of such bonus plan, or amends such ${ }^{2} 5$ plan so as to materially reduce employee's potential bonus at any given level of economic performance of employer or its successor entity; material recuction in the aggregate benefits and perquisites to employee; (iv) requirement that such employec change the location of his or her
job or office by a distance of more than 25 miles; (v) reduction of responsibilities or required repurting to a person of lower rank or responsibilities; or (vi) a successor's failure to expressly assume in writing the employment agreement. Upon temination by the employee pursuant to this provision, the employee is entitled to the same amounts described under "Payments Made Upon Termination Without Cause at Employer's "stion During the Term" above. In addition, if an executive's termination is deemed to occur in connection with a change in control under the 4. Code, certain executives are entitled to a tax gross up on the excise tax if the executive's benefits trigger an excise tax. Pursuant to the terms of the applicable stock option agreements and restricted stock grant agreements, some or all of the unvested options and restricted stock held by the named executive officers would immediately vest upon termination by the Company without cause or upon termination by the employee for good reason after a change in control.

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## Payments Made Upon Termination

The tables below reflect the amount of compensation that would become payable to each of the named executive officers under existing agreements and arrangements if the named exccutive's employment had terminated on December 31, 2011 given the named executive's compensation as of such date and, if applicable, based on the Company's closing stock price on that date. These benefits are in addition to benefits available prior to the occurrence of any termination of employment, including under then-exercisable stock options, and benefits generally available to all salaried employees, such as distributions under the Company's 401 ( k ) plan. In addition, in connection with any actual termination of employment, the Compensation Committee may determine to enter into an agreement or to establish an arrangement providing additional benefits or amounts, or altering the terms of benefits described below, as the Committee determines appropriate.

The actual amounts that would be paid upon a named executive officer's termination of employment can only be determined at the time of such executive's separation from the Company. Due to the number of factors that affect the nature and amount of any benefits provided upon the events discussed below, any actual amounts paid or distributed may be higher or lower than reported below. Factors that could affect these amounts include the timing during the year of any such event and the Company's stock price.

## Stephen A. Wynn

In the case of Mr . Wynn, the payment to be made upon death or disability is the salary and bonus that would be payable during the remaining of the contract with a limit at 4 years and upon "Termination Without Cause at Employer's Eiection During the Term" and "Termination by wriployee for Good Reason After Change in Control for Good Reason" is three times the salary and bonus that would be payable during the remaining term of the contract with a limit of 4 years.

|  | Termination Upon Death or Complete Disabillty | $\begin{gathered} \text { Termination } \\ \text { withour Cause } \\ \text { at } \\ \text { Employers } \\ \text { Election During } \\ \text { the Term } \end{gathered}$ |  | Termination without Cause or for Cood Reason After Change la Control |
| :---: | :---: | :---: | :---: | :---: |
| Base Salary $\quad$ - | \$16,000,000 | \$48,000,000 |  | 48,000,000 |
| Bonus | \$44,250,000 | \$132,750,000 |  | 132,750,000 |
| Stock Options/Restricted Stock | N/A | N/A |  | N/A |
| Company Paid Life Insurance | \$ 2,000,000 | N/A |  | N/A |
| Tax Gross Up | \$ - | \$ - |  | 77,226,044 |
| Benefits(1) | \$ 286,759 | \$ 286,759 |  | 418,451 |

(1) Continued health benefits for remainder of the term or until covered by another plan. Amounts shown reflect an estimated cost including tax equalization for providing such benefits through the remainder of the term.

## Matt Maddox

| Base Salary | TerminationUponDeath orCompleteDisablity |  | $\begin{gathered} \text { Termination } \\ \text { without Cause at } \\ \text { Employer's } \\ \text { Election During } \\ \text { the Term } \end{gathered}$ |  | Termination by Employee for Good Reason After Change in Control |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | carned and hrough the ermination. | \$ | 1,916,667 | \$ | 1,916,667 |
| Bonus | \$ | - | \$ | 3,833,333 |  | 3,833,333 |
| Stock Options/Restricted Stock(1)(2)(3)(4) | \$ | 22,127,800 |  | 4,158,996 |  | 6,919,000 |


| Company Paid Lifc Insurance | $\$$ | $1,000,000$ |  | $\mathrm{~N} / \mathrm{A}$ |  | $\mathrm{N} / \mathrm{A}$ |
| :--- | :--- | :---: | :--- | :---: | :---: | :---: | :---: |
| Tax Gross Up | $\$$ | - | $\$$ | - | $\$$ | - |
| Benents(5) | $\$$ | - | $\$$ | 126,042 | $\$$ | 126,042 |

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(1) Upon death, complete disability or change of control, unvested stock options of 175,000 would vest in full immediately. Using the closing price on December 31, 2011, the value of such stock options upon exercise would have been $\$ 444,500$. Upon termination without cause, 175,000 stock options would vest on a prorated basis based on the number of months since the grant date, so long as the employee's employment agreement with the company has not terminated or expired. Using the closing price on December 31, 2011, the value of such 73.774 stock options upon exercise would have been $\$ 187,386$.
(2) Upon death or complete disability, unvested stock options of 240,000 would vest in full immediately. Using the closing price on December 31, 2011, the value of such stock options upon exercise would have been $\$ 15,208,800$.
(3) Upon death, complete disability or change of control, 50,000 shares of restricted stock would vest in full immediately so long as the employec's cmployment agreement with the Company has not terminated or expired. Using the closing price on December 31, 2011, the value of such 50,000 shares would have been $\$ 5,524,500$ plus accrued dividends of $\$ 950,000$.
(4) Upon termination without cause, 50,000 shares of restricted stock would vest on a prorated basis based on the number of months since the grant date so long as the employee's employment agreement with the Company has not terminated or expired, and another 10,000 shares of restricted stock would vest prorated based on the number of months since the grant date regardless of the status of the employee's employment contract. Using the closing price on December 31, 2011, the value of such 30,246 shares would have been $\$ 3,341,928$, plus accrued dividends of $\$ 629,682$.
(5) Continued health benefits for remainder of term or until covered by another plan. Amounts shown reflect an estimated cost including tax equalization for providing such benefits through the remainder of the term.

Marc D. Schorr

|  | TerminationUponDenth orCompleteDlsabiliky |  | TerminationwithoutCcuse atEmporer.sElectlon Durlingthe Term |  | Termination by Employee for Good Reason After Change in Control |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Base Salary |  | earmed and frough the ermination. |  | ,000,000 |  | 2,000,000 |
| Bonus | \$ | - |  | ,000,000 |  | 4,000,000 |
| Stock Options/Restricted Stock(1)(2)(3) | \$ | 57,720,500 |  | 882,938 |  | 32,372,500 |
| Company Paid Life Insurance | \$ | 2,000,000 |  | N/A |  | N/A |
| Tax Gross Up | \$ | . - |  | - |  |  |
| Benefits(4) | \$ |  |  | 63,357 |  | 63,357 |

(1) Upon death or complete disability, unvested stock options of 400,000 would vest in full immediately. Using the closing price on December 31, 2011, the value of such stock options upon exercise would have been $\$ 25,348,000$.
(2) Upon death, complete disability or change of control, 250,000 shares of restricted stock would vest in full, so long as the employee's employment agreement with the company has not terminated or expired. Using the closing price on December 31, 2011, the value of such restricted stock grants upon vesting would have been $\$ 27,622,500$, plus accrued dividends of $\$ 4,750,000$.
(3) Upon termination without cause 250,000 shares of restricted stock would vest on a prorated basis based on the number of months since the grant date, so long as the employee's employment agreement with the company has not terminated or expired. Using the closing price on December 31, 2011, the value of such 99,490 shares would have been $\$ 10,992,628$ plus accrued dividends of $\$ 1,890,310$.
(4) Continued health benefits for remainder of term or until covered by another plan. Amounts shown reflect an estimated cost including tax equalization for providing such benefits through the remainder of the term.

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Linda Chen

|  | $\begin{aligned} & \text { Termimation } \\ & \text { Uponn } \\ & \text { Dealh or } \\ & \text { Complete } \\ & \text { Disahllify } \\ & \hline \end{aligned}$ |  | Termination whhout Cause at Employer's Elcetion During the Term |  | Termination by Employee for Cood <br> Reacon After Change in Control |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Base Salary |  | earned and hrough the ermination. | S | 6,000,000 |  | 6,000,000 |
| Bonus | \$ | - | \$ | 12,000,000 |  | 2,000.000 |
| Stock Options/Restricted Stock(1)(2)(3)(4) | \$ | 28,602,300 | \$ | 18,420,722 |  | 3,393,500 |
| Macau Executive Residence(5) | \$ | - | \$ | 8,312,316 |  | 8,312,316 |
| Retention Plan Award(6) | \$ | 416,667 | \$ | 416,667 |  | 416,667 |
| Company Paid Life Insurance | \$ | 1,500.000 |  | N/A |  | N/A |
| Tax Gross Up | \$ | 1,500.000 | \$ | N/A |  | 1.247.166 |
| Benerits | \$ | - | \$ | - | \$ | - |

(1) Upon death, complete disability or change of control, unvested stock options of 175,000 would vest in full immediately. Using the closing price on December 31, 2011, the value of such stock options upon exercise would have been $\$ 444,500$. Upon termination without cause 175,000 stock options would vest on a prorated basis based on the number of months since the grant date, so long as the employee's employment agreement with the Company has not terminated or expired. Using the closing price on December 31, 2011, the value of such 73,774 stock options upon exercise would have been $\$ 187,386$.
(2) Upon death or complete disability, unvested stock options of 240,000 would vest in full immediately. Using the closing price on December 31, 2011, the value of such stock options upon exercise would have been $\$ 15,208,800$.
(3) Upon death, complete disability or change of control, 100,000 shares of restricted stock would vest in full immediately. Using the closing price on December 31, 2011, the value of such 100,000 shares would have been $\$ 11,049,000$, plus accrued dividends of $\$ 1,900,000$.
(4) Upon termination without cause 200,000 shares of restricted stock would vest on a prorated basis based on the number of months since the grant date. Using the closing price on December 31, 2011, the value of such 132,442 shares would have been $\$ 14,633,518$, plus accrued dividends of $\$ 3,599,818$.
(5) Upon termination without Cause or a change of control, the Macau Executive Residence could be purchased by Ms. Chen for $\$ 1$. The amount reflected in the table represents the fair market value of the residence at December 31, 2011.
$\cdots$. Upon death, complete disability or change of control, the retention award will vest on a prorated basis equal to the number of full calendar months elapsed between the grant date and the date of such termination of employment divided by 120 .

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Kim Sinatra

| Base Salary | TerminationUponDeath orCompleteDisablitity |  | Termination <br> without Cause at <br> Employer's <br> Election <br> During the <br> Term |  | Termination by Employee for Good <br> Remson After Change in Control |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | earned and hrough the ermination. | \$ | 1,516,667 | \$ | 1,516,667 |
| Bonus |  | - | \$ | 1,300,000 | \$ | 1,300,000 |
| Stock Options/Restricted Stock(1)(2)(3)(4) | \$ | 16,101,750 | \$ | 1,445,002 | \$ | 3,427,750 |
| Company Paid Life Insurance | \$ | 650,000 |  | N/A |  | N/A |
| Tax Gross Up | \$ | - | \$ | - | \$ | - |
| Benefits(5) | \$ | - | \$ | 156,086 | \$ | 156,086 |

(1) Upon death, complete disability or change of control, unvested stock options of 75,000 would vest in full immediately. Using the closing price on December 31, 2011, the value of such stock options upon exercise would have been $\$ 190,500$. Upon termination without cause, 75,000 stock options would vest on a prorated basis based on the number of months since the grant date, so long as the employee's employment agreement with the Company has not terminated or expired. Using the closing price on December 31, 2011, the value of such 31,617 stock options upon exercise would have been $\$ 80,307$.
Upon death or complete disability, unvested stock options of 200,000 would vest in full immediately. Using the closing price on

December 31, 2011, the value of such stock options upon exercise would have been $\$ 12,674.000$.
(3) Upon death, complete disability or change of control. 25,000 shares of restricted stock would vest in full, so long as the employec's employment agreement with the company has not terminated or expired. Using the closing price on December 31, 2011, the value of such restricted stock grants upon vesting would have been $\$ 2,762,250$, plus accrued dividends of $\$ 475,000$.
Upon termination without cause 25,000 shares of restricted stock would vest on a prorated basis based on the number of months since the grant date, so long as the employee's employment agreement with the company has not terminated. Using the closing price on December 31 . 2011, the value of such 10,539 shares would have been $\$ 1,164,454$ plus accrued dividends of $\$ 200,241$.
(5) Continued health benefits for remainder of term or until covered by another plan. Amounts shown reflect an estimated cost including tax equalization for providing such benefits through the remainder of the term.

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## Item 12. Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters

The following table sets forth, as of April 16, 2012, (unless otherwise indicated), certain information regarding the shares of the Company's common stock beneficially owned by: (i) each director; (ii) each stockholder who is known by the Company to beneficially own in excess of $5 \%$ of the outstanding shares of the Company's common stock based on information reported on Form 13D or 13G filed with the SEC; (iii) each of the executive officers named in the Summary Compensation Table; and (iv) all executive officers and directors as a group. There were 100,512,724 shares outstanding as of April $16,2012$.
Name and Address of Beneflelal Owner(2)
Stephen A. Wynn(3)(9)
Elaine P. Wynn(3)(9)
Waddell \& Reed Financial, Inc.(4)
$\quad 6300$ Lamar Avenue
$\quad$ Overland Park, KS 66202
Marsico Capital Management, LLC(5)
1200 17th Street, Suite 1600
Denver, Colorado 80202
Linda Chen(6)
Russell Goldsmith(7)
Ray R. Irani(8)
Kazuo Okada(9)
Robert J. Miller(10)
John A. Moran(11)(13)
Marc D. Schorr(14)
Alvin V. Shoemaker(11)
D. Boone Wayson(11)
Allan Zeman(12)
Matt Maddox(15)
John Strzemp(16)
Kim Sinatra(17),
All Directors and Executive Officers as a Group (15 persons) (18)

| $\begin{gathered} \text { Bemefictal Ownership } \\ \text { Of Shares(1) } \end{gathered}$ |  |
| :---: | :---: |
| Number | Percentape |
| 10,026,708 | 10.0\% |
| 9,742,150 | 9.7\% |
| 18,066,873 | 18.0\% |
| 8,476,973 | 8.4\% |

## Denver, Colorado 80202

Linda Chen(6)
Ray R. Irani(8)

| 295,000 | $*$ |
| ---: | ---: |
| 42,720 | $*$ |
| 20,720 | $*$ |
| 0 | $*$ |
| 23,220 | $*$ |
| 193,220 | $*$ |
| 300,000 |  |
| 43,220 | $*$ |
| 93,220 | $*$ |
| 33,220 | $*$ |
| 90,000 | $*$ |
| 250,500 | $*$ |
| 65,887 | $*$ |
| $21,219,785$ | $*$ |
|  | $21.0 \%$ |

* Less than one percent
(1) This table is based upon information supplied by officers, directors, principal stockholders and the Company's transfer agent, and contained in Schedules 13D and 13G filed with the SEC. Unless otherwise indicated in the footnotes to this table and subject to community property laws, where applicable, the Company believes each of the stockholders named in this table has sole voting and investment power with respect to the shares indicated as beneficially owned. Executives and directors have voting power over shares of Restricted Stock, but cannot transfer such shares unless and until they vest.
(2) Unless otherwise indicated, the address of each of the named parties in this table is: c/o Wynn Resorts, Limited, 3131 Las Vegas Boulevard South, Las Vegas, Nevada 89109.
(3) Does not include shares that may be deemed to be beneficially owned by virtue of the Amended and Restated Stockholders Agreement, dated as of January 6, 2010 (the "Stockholders Agreement"), to which Mr. Wynn and Elaine P. Wynn have shared voting and dispositive power with respect to shares subject to the Stockholders Agreement. Each disclaims beneficial ownership of shares held by the other. Waddell \& Reed Financial, Inc. ("Waddell") has beneficial ownership of these shares as of December 31, 2011. The information provided is


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Waddell. Waddell has sole voting and dispositive power as to $18,066,873$ shares. Waddell \& Reed Financial Services, Inc. a subsidiary of Waddell, has sole voling and dispositive power as to $4,518,938$ shares. Waddell \& Reed, Inc., a subsidiary of Waddell \& Reed Financial Services, Inc. has sole voting and dispositive power as to 4,518,938 shares. Waddell \& Reed Investment Management Company, a subsidiary of Waddell \& Reed, lnc., has sole voting and dispositive poser as to $4,518,938$ shares. Ivy Investment Management Company, a subsidiary of Waddell, has sole voting and dispositive power as to $13,547,935$ shares.
(5) Marsico Capital Management LLC ("Marsico") has beneficial ownership of these shares as of December 31, 2011. Marsico has sole dispositive power as to $8,476,973$ shares and sole voting power as to 4.320 .237 shares. The information provided is based upon a Schedule 13G/A, dated February 14, 2012, filed by Marsico.
(6) Includes: (i) 100,000 shares of restricted stock granted pursuant to the Company's 2002 Stock Plan and subject to a Restricted Stock Agreement which provides such grant will vest on July 31, 2012; (ii) 100,000 shares of restricted stock granted pursuant to the Company's 2002 Stock Plan and subject to a Restricted Stock Agreement which provides such grant will vest on December 5, 2016; and (iii) 30,000 shares that may be acquired within 60 days pursuant to outstanding stock options.
(7) Includes: (i) 12,000 shares subject to an immediately exercisable option to purchase Wynn Resorts' common stock granted pursuant to Wynn Resorts' 2002 Stock Incentive Plan; (ii) 2,500 unvested shares of restricted stock of the Company's common stock granted pursuant to the Company's 2002 Stock Plan: (iii) 1,300 shares owned as Trustee for which Mr. Goldsmith disclaims beneficial ownership; (iv) 1,500 shares through a company for which Mr. Goldsmith disclaims beneficial ownership of 1,470 shares; and (v) 2,720 shares that may be acquired within 60 days pursuant to outstanding stock options.
(8) Includes: (i) 13,000 shares subject to an immediately exercisable option to purchase Wynn Resorts' common stock granted pursuant to Wynn Resorts' 2002 Stock Incentive Plan; (ii) 5,000 unvested shares of restricted stock of the Company's common stock granted pursuant to the Company's 2002 Stock Plan; and (iii) 2,720 shares that may be acquired within 60 days pursuant to outstanding stock options.
(9) On February 18, 2012, the Company redeemed the 24,549,222 shares then held by Aruze USA (the "Aruze Shares"), pursuant to Article VII of the Company's Articles of Incorporation based on the determination of the Company's Board of Directors that Aruze USA, Universal Entertainment Corporation and Mr. Kazuo Okada are "Unsuitable Persons" under the provisions of the Company's Articles of Incorporation. As a result of the share redemption described below, the shares previously held by Aruze are no longer issued and outstanding and neither Mr. Wynn nor Ms. Wynn has or shares the power to vote or dispose of the Aruze Shares formerly held by Aruze USA. Further, by virtue of that redemption, neither Mr. Wynn nor Ms. Wymn remains a member of any "group" with Aruze USA nor is either of Mr. Wynn or
Ms. Wynn otherwise a beneficial owner of the former Aruze Shares.
(10) Includes: (i) 13,000 shares subject to immediately exercisable options to purchase Wynn Resorts' common stock granted pursuant to Wynn Resorts' 2002 Stock Incentive Plan; (ii) 5,000 unvested shares and 2,500 vested shares of restricted stock of the Company's common stock granted pursuant to the Company's 2002 Stock Plan; and (iii) 2,720 shares that may be acquired within 60 days pursuant to outstanding stock
options.
(11) Includes: (i) 33,000 shares subject to immediately exercisable options to purchase Wynn Resorts' common stock granted pursuant to Wynn Resorts' 2002 Stock Incentive Plan; (ii) 5,000 unvested shares and 2,500 vested shares of restricted stock of the Company's common stock granted pursuant to the Company's 2002 Stock Plan; and (iii) 2,720 shares that may be acquired within 60 days pursuant to outstanding stock
options.
(12) Includes: (i) 23,000 shares subject to immediately exercisable options to purchase Wynn Resorts' common stock granted pursuant to Wynn
Resorts' 2002 Stock Incentive Plan; (ii) 5,000 unvested shares and 2,500 vested shares of restricted stock of the Company's Resorts' 2002 Stock Incentive Plan; (ii) 5,000 unvested shares and 2,500 vested shares of restricted stock of the Company's common stock granted pursuant to the Company's 2002 Stock Plan; and (iii) 2,720 shares that may be acquired within 60 days pursuant to outstanding stock
options.
(13) Includes: 150,000 shares of the Company's common stock held by John A. Moran, as Trustee.

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(14) Includes: (i) 250,000 shares of restricted stock granted pursuant to the Company's 2002 Stock Plan and subject to a Restricted Stock Agreement which provides such grant will vest on December 5, 2016; and (ii) 50,0000 shares that may be acquired within 60 days pursuant to outstanding stock options.
(15) Includes: (i) 50,000 shares of restricted stock granted pursuant to the Company's 2002 Stock Purchase Plan and subject to a Restricted Stock Agreement which provides such grant will vest on December 5,2016 ; (ii) 10,000 shares of restricted stock granted pursuant to the Company's
2002 Stock Purchase Plan and subject to a Restricted Stock Areemt 2002 Stock Purchase Plan and subject to a Restricted Stock Agreement which provides such grant will vest on May 7, 2012; and (iii) 30,000
shares that may be acquired within 60 days pursuant to outstanding stock options.
(16) Includes: (i) 500 shares of the Company's common stock held by Mr. Strzemp's mother, for which Mr. Strzemp disclaims beneficial ownership; (ii) 50.000 shares subject to immediately exercisable options to purchase Wynn Resorts Common Stock pursuant to Wynn
*... Resorts' 2002 Stock Incentive Plan; and (iii) 5,000 shares that may be acquired within 60 days pursuant to outstanding stock options. Includes: (i) 25.000 shares of restricted stock granted pursuant to the Company's 2002 Stock Plan and subject to a Restricted Stock Agreement which provides such grant will vest on December 5, 2016; and (ii) 25,000 shares that may be acquired within 60 days pursuant to outstanding stock options.
(18) Includes 210.000 shares subject to immediately exercisable stock options: and 159,040 shares that may be acquired in the next 60 days pursuant to outstanding stock options.

## Securities Authorized for Issuance Under Equity Compensation Pians

The following table summarizes, as of December 31, 2011, compensation plans under which our equity securities are authorized for issuance, aggregated as to: (i) all compensation plans previously approved by stockholders; and (ii) all compensation plans not previously approved by stockholders.

| Phan Category | Number of <br> Securities <br> 10 <br> be lssued <br> Upon <br> Exercise or <br> Outrtanding <br> Options, <br> Warrats <br> mnt <br> Rights(1) <br> (I) | Weighted- <br> Average <br> Exercise <br> Price of Outstanding Options, Warrants and Rights <br> (b) |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Equity compensation plans approved by security holders | 2,729,124 |  | 63.49 | 4,098,336 |
| Equity compensation plans not approved by security holders | - |  |  | - |
| Total | 2,729,124 |  | 63.49 | 4,098,336 |

(1) This amount excludes restricted stock awards issued. In addition to the above, there are 794,500 shares of unvested restricted stock awards outstanding under the stockholder-approved plan.

## Item 13. Certain Relationships and Related Transactions, and Director Independence

## Certain Relationships and Related Transactions

Historically, the Audit Committee of the Board of Directors has reviewed for approval or ratification all transactions between the Company and any related person, regardless of amount. In February 2012, the Audit Committee updated its policy. The policy applies to transactions with any related person, which SEC rules define to include directors, director nominees, executive officers, beneficial owners of in excess of $5 \%$ of the outstanding shares of the Company's common stock, and their respective immediate family members. The policy

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classifies as pre-approved (a) employment of executive officers and director compensation if the compensation is required to be reported under Item 402 of the SEC's compensation disclosure requirements; (b) transactions with another company or charitable contributions if the related person's only relationship is as an employee (other than executive officer), director or beneficial owner of less than $10 \%$ of that company's or donee's shares if the aggregate amount does not exceed the greater of $\$ 100,000$ or $2 \%$ of that company's or donee's total annual revenues; (c) transactions where the related person's interest arises solely from the ownership of the Company's stock and all stockholders benefit on a pro rata basis; (d) transactions involving competitive bids; (e) regulated transactions involving services as a common carrier or public utility at rates fixed in conformity with law or governmental authority; and (f) transactions with related parties involving a bank as depositary of funds, transfer agent, registrar, trustee under a trust indenture or similar services. The Committee receives notice of the occurrence of all pre-approved transactions. All other transactions with related persons are subject to approval or ratification by the Committee. In determining whether to approve or ratify a transaction, the Committee will take into account, among other factors it deems appropriate, whether the transaction is on terms no less favorable than terms generally available to an unaffiliated third-party under the same or similar circumstances and the extent of the related person's interest in the transaction.

The following are the material transactions or agreements between the Company and related persons. The Audit Committee has approved or
ratified all of these transactions that occurred after the date of the adoption of the policy.
Stockholders Agreement. On January 6, 2010, Mr. Wynn, the Chairman of the Board and Chief Executive Officer of the Company, Elaine *Wynn, a director of the Company. and Aruze USA, each greater than 5\% stockholders of the Company, entered into an Amended and Restated *kholders Agreement (the "Ainended and Restated Stockholders Agreement") whereby that certain Stockholders Agreement, entered into as of Kpril 11, 2002, between Mr. Wynn and Aruze, as amended by that certain Amendment to Stockholders Agreement, entered into as of November 8 , 2006, between Mr. Wynn and Aruze, the Waiver and Consent. dated July 31. 2009, and the Waiver and Consent, dated August 13, 2009, was amended and restated in its entirety. Pursuant to the Amended and Restated Stockholders Agreement, Elaine P. Wynn (a) became a party to the Amended and Restated Stockholders Agreement in connection with her ownership of $11,076,709$ shares of the Company's common stock that were transferred to Elaine P. Wynn by Mr. Wynn and (b) became subject to the covenants and provisions thereof, including with respect to voting agreements, preemptive rights, rights of first refusal, tag-along rights and certain other restrictions on transfer of such shares subject to release of $\$ 10$ million of such shares on January 6, 2010 and on each of the following nine anniversaries thereof. In addition, the Amended and Restated Stockholders Agreement amended the voting agreement provision to provide that each of Mr. Wynn, Elaine P. Wynn and Aruze agree to vote all shares of the Company held by them and subject to the terms of the Amended and Restated Stockholders Agreement in a manner so as to elect to the Company's Board of Directors each of the nominees contained on each and every slate of directors endorsed by Mr. Wynn, which slate will include, subject to certain conditions, Elaine P. Wynn and, so long as such slate results in a majority of directors at all times being candidates endorsed by Mr. Wynn, nominees approved by Aruze. As a result of the share redemption described below, the shares previously held by Aruze are no longer issued and outstanding and neither Mr. Wynn nor Ms. Wynn has or shares the power to vote or dispose of the Aruze Shares formerly held by Aruze USA. Further, by virtue of that redemption, neither Mr. Wynn nor Ms. Wynn remains a member of any "group" with Aruze USA nor is either of Mr. Wynn or Ms. Wynn otherwise a beneficial owner of the former Aruze Shares.

Share Redemption. On February 18, 2012, the Company redeemed the $24,549,222$ shares then held by Aruze USA (the "Aruze Shares"), pursuant to Article VII of the Company's Articles of Incorporation based on the determination of the Company's Board of Directors that Aruze USA, Universal Entertainment Corporation and Mr. Kazuo Okada are "Unsuitable Persons" under the provisions of the Company's Articles of Incorporation. Following a finding of "unsuitability," Wynn Resorts' articles authorize redemption at "fair value" of the shares held by unsuitable persons. The Company engaged an independent financial advisor to assist in the fair value calculation and concluded that a discount to the current trading price was appropriate because of, among other

## 5amhle of Contents

things, restrictions on most of the shares which are subject to the terms of an existing stockholder agreement. Pursuant to the articles of incorporation, Wynn Resorts issued the Redemption Price Promissory Note (the "Note") to Aruze USA, Inc. in redemption of the shares.

The Note has a principal amount of $\$ 1,936,442,631.36$, matures on February 18,2022 and bears interest at the rate of $2 \%$ per annum, payable annually in arrears on each anniversary of the date of the Note. The Company may, in its sole and absolute discretion, at any time and from time to time, and without penalty or premium, prepay the whole or any portion of the principal or interest due under the Note. In no instance shall any payment obligation under the Note be accelerated except in the sole and absolute discretion of the Company or as specifically mandated by law. The indebtedness evidenced by the Note is and shall be subordinated in right of payment, to the extent and in the manner provided in the Note, to the prior payment in full of all existing and future obligations of the Company or any of its affiliates in respect of indebtedness for borrowed money of any kind or nature.

Artwork. Since June 2006, Wymn Las Vegas has leased certain pieces of fine art from Mr. Wynn for an annual fee of one dollar (\$1). Wynn Las Vegas is responsible for all expenses incurred in exhibiting and safeguarding those works that it exhibits under the lease, including the cost of insurance (including terrorism insurance) and taxes.

Surname and Rights of Publicity Agreements. On August 6, 2004, Wynn Resorts Holdings, LLC entered into agreements with Mr. Wynn that confirm and clarify Wynn Resorts Holdings' rights to use the "Wynn" name and Mr. Wynn's persona in connection with its casino resorts. Under the parties' Sumame Rights Agreement, Mr. Wynn granted Wynn Resorts Holdings an exclusive, royalty-free, fully paid, perpetual, worldwide license to use, and to own and register trademarks and service marks incorporating the "Wynn" name for casino resorts and related businesses, together with the right to sublicense the name and marks to its affiliates. Under the parties' Rights of Publicity License, Mr. Wynn granted Wynn Resorts Holdings the exclusive, royalty-free, worldwide right to use his full name, persona and related rights of publicity for casino resorts and related businesses, together with the ability to sublicense the persona and publicity rights to its affiliates, until October 24, 2017.

Villa Lease. Mr, Wynn currently leases a villa suite at Wynn Las Vegas. Until March 31, 2011, Elaine P. Wynn also leased a villa suite at
Las Vegas. Wynn Las Vegas.

On March 18, 2010, Mr. Wynn and Wynn Las Vegas entered into an Amended and Restated Agreement of Lease (the "SW Lease") for two vay villas to serve as Mr. Wynn's personal residence. The SW Lease amends and restates the prior lease. The SW Lease was approved by the $\cdots$ it Committee of the Board of Directors of the Company. The term of the lease commenced as of March 1,2010 and runs concurrent with

Mr. Wynn's employment agreement with the Company; provided that either party may terminate on 90 days notice. Pursuant to the SW Lease, the rental value of the fairway villas will be treated as imputed income to Mr . Wynn, and will be equal to the fair market value of the accommodations provided. Effective March 1, 2010 through February 29, 2012, the rental value was $\$ 503,831$ per year as determined by the Audit Committee with ***M assistance of a third-party appraisal. Effective March 1, 2012. the rental value is $\$ 440,000$ per year based on the current fair market value as whemblished by an independent third-party appraisal and approved by the Audit Committee. As provided for in the lease, the rental value for Mr. Wynn's villa will be re-determined every two years during the term of the lease based upon an independent third-party appraisal. Certain services for, and maintenance of, the fairway villas are included in the rental.

On March 17, 2010, Elaine P. Wynn and Wynn Las Vegas entered into an Agreement of Lease (the "New EW Lease") for the lcasc of a villa suite as Elaine P. Wynn's personal residence. The New EW Lease was approved by the Audit Committee of the Board of Directors of the Company. The term of the lease commenced as of March 1, 2010 and terminated December 31, 2010. In 2011, the lease continued on a month-tomonth basis and was terminated effective March 31, 2011. Pursuant to the terms of the New EW Lease, Elaine P. Wynn paid annual rent equal to $\$ 350,000$, which amount was determined based on a third-party appraisal. Certain services for, and maintenance of, the villa suite were included in the rental.

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Home Purchase. In May 2010, the Company entered into a new employment agreement with Linda Chen, who is also a director. The term of the new employment agreement is through February 24, 2020. Under the terms of the new employment agreement, the Company purchased a home in Macau for use by Ms. Chen for approximately $\$ 5.4$ million, and through December 31, 2011, had made improvements with costs totaling $\$ 2.1$ million to renovate the home. The employment agreement also provides Ms. Chen the use of an automobile in Macau. Upon the occurrence of certain events set forth below, Ms. Chen shall have the option to purchase the home at the then fair market value of the home (as determined by an independent appraiser) less a discount equal to ten percentage points multiplied by each anniversary of the term of the agreement that has occurred (the "Discount Percentage"). The option is exercisable for (a) no consideration at the end of the term, (b) $\$ 1.00$ in the event of termination of Ms. Chen's employment without "cause" or termination of Ms. Chen's employment for "good reason" following a "change of control" and (c) at a price based on the applicable Discount Percentage in the event Ms. Chen terminates the agreement due to material breach by the Company. Upon Ms. Chen's termination for "cause," Ms. Chen will be deemed to have elected to purchase the Macau home based on the applicable Discount Dercentage unless the Company determines to not require Ms. Chen to purchase the home. If Ms. Chen's employment terminates for any other on before the expiration of the term (e.g., because of her death or disability or due to revocation of gaming license), the option will terminate.
Aircraft Arrangements. Messrs. Wynn and Schorr, the Company's Chief Operating Officer, have time-sharing agreements with Las Vegas Jet, LLC, a wholly owned indirect subsidiary of the Company, covering their personal use of Company-owned aircraft. These time-share agreements require the Company to include as taxable compensation of such executive, the direct costs that the Company incurs in operating the aircraft, up to an amount determined by using the Internal Revenue Service Standard Industry Fare Level (SIFL) tables for his personal use the aircraft. During 2011, the following amounts were included in the executives' taxable compensation pursuant to these timesharing arrangements: Mr . Wynn $\$ 324,186$ and Mr . Schorr $\$ 136,534$. In the event that direct costs in operating the aircraft exceed the amounts determined by using the SIFL method, such additional costs are paid for by the Company.

Reimbursable Costs. The Company periodically provides services to certain of its executive officers and directors, including the personal use of employees, construction work and other personal services. These certain officers and directors have deposits with the Company to prepay any such items. These deposits are replenished on an ongoing basis as needed. At December 31, 2011, Mr. Wynn and Elaine P. Wynn had net deposit balances with the Company of $\$ 156,989$ and $\$ 209,396$, respectively. In addition, the Company provides facilities, catering and related goods and services to all full-time employees at a discount depending on the amount spent, and provides certain other goods and services to some of it executives at a discount. Mr. Wynn paid the Company approximately $\$ 1.9$ million in 2011 for such services in connection with a special event.

Tax Indemnification Agreement. In 2002, Stephen A. Wynn, Aruze USA, Baron Asset Fund, and the Kenneth R. Wynn Family Trust (referred to collectively as the "Valvino members"), Valvino and the Company entered into a tax indemnification agreement relating to their respective income tax liabilities from the contribution of their Valvino membership interests to the Company. The tax indemnification agreement generally provides that the Valvino members will be indemnified by the Company and its subsidiaries for additional tax costs (including interest and penalties) caused by reallocations of income or deductions that increase the taxable income or decrease the tax loss of the Valvino members for the period prior to the contribution of the Valvino membership interests. Any payment made pursuant to the agreement by the Company or any of its subsidiaries to the Valvino members may be non-deductible for income tax purposes.

Other. In addition to the above, the Company (or its subsidiaries) employs (a) Eddie Tseng, the spouse of Ms. Chen, President of Wynn International Marketing and a director of the Company, as Senior Vice President of Customer Development of Worldwide Wynn, LLC; $\therefore$ Michael Pascal, the brother of Elaine P. Wynn, as a Senior Executive Host of Wynn Las Vegas, and (c) Mr. Michael Pascal's wife, Mary Ann
al, as a Host at Wynn Las Vegas. The Audit Committee of the Company approved each such employment arrangement in advance and
determined that compensation was at (or below) levels paid to non-family members. Total compensation paid to the above named individuals for 2011 included the following amounts calculated in the

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same manner as the Summary Compensation Table values presented for named executive officers: (a) to Eddie Tseng, base salary and bonus of $\$ 572,000$, and other compensation of $\$ 668$, (b) to Michael Pascal, basc salary and bonus of $\$ 147,500$, and other compensation of $\$ 2,762$, and (c) to Mary Ann Pascal, base salary and bonus of $\$ 240,000$, and other compensation of $\$ 464$. The Company anticipates that these individuals will continue to serve in their respective positions during 2012. In February 2012, the Company entered into a consulting agreement for internet marketing services with the daughter of Russell Goldsmith, a member of our board, for a fec of $\$ 10,000$ per month.

## Director Independence

Seven of the twelve members of the Company's Board of Directors are independent under the listing standards of The NASDAQ Stock Market LLC ("NASDAQ"). In addition, the Company's Corporate Governance Guidelines require all independent directors to meet additional, heightened independence criteria that apply to audit committee members under the NASDAQ listing standards.

The Board of Directors has determined that the following directors are independent under the NASDAQ listing standards and that they also meet the additional, heightened independence criteria applicable to audit committee members under the NASDAQ listing standards: Messrs. Goldsmith, Irani, Miller, Moran, Shoemaker, Wayson and Zeman. Based upon information requested from each director concerning his or her background, employment and affiliations, the Board of Directors has affirmatively determined that none of the independent directors has a material relationship with the Company. In assessing independence, the Board of Directors considered all relevant facts and circumstances, including any direct or indirect relationship between the Company and the director or his or her immediate family member. None of the independent directors has any economic relationship with the Company other than receipt of his director's compensation. None of the independent directors is engaged in any related party transaction with the Company. Mr. Wynn, Mr. Okada, Ms. Wynn, Mr. Schorn and Ms. Chen have been determined not to be independent.

## Jfam 14. Principal Accountant Fees and Services

The following table shows the aggregate fees billed to the Company for audit and other services provided by Ernst \& Young LLP, the Company's independent auditor during each of the fiscal years ended December 31, 2011 and December 31, 2010:

## Category

| Aggregate Fees |  |
| :---: | ---: |
| $\mathbf{2 0 1 1}$ |  |
| $\mathbf{2 1 , 2 1 9 , 0 9 5}$ | $\$ 1,414,330$ |
| 28,650 | 20,000 |
| 9,780 | - |
| - | - |

"Audit fees" includes the aggregate fees billed for professional services rendered for the reviews of our consolidated financial statements for the quarterly periods ended March 31, June 30, and September 30, for the audit of our consolidated financial statements and the consolidated financial statements of certain of our subsidiaries for the years ended December 31, 2011 and 2010, and the audit of our internal controls over financial reporting as of December 31, 2011 and 2010. "Audit fees" also includes amounts billed for services provided in connection with securities offerings during 2010. "Audit related fees" is the aggregate fees billed for audits of the Company's defined contribution employee benefit plan. "Tax fees" for 2011 includes fees for tax preparation and compliance, international tax research, planning for the Company's foreign subsidiaries, domestic tax planning and other research.

All of our independent auditor's fees were pre-approved by the Audit Committee in 2011. The Audit Committee pre-approves services either by: (1) approving a request from management describing a specific project at a specific fee or rate, or (2) by pre-approving certain types of services that would comprise the fees within each of the above categories at usual and customary rates.

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## Part IV.

## Item 15. Exhibits and Financial Statement Schedules

(a)t. The consolidated financial statements and notes that are required to be filed in our Annual Report on Form 10-K are included in Part II, Item 8 of the Original Filing.

The financial statements schedules required to be filed in our Annual Report on Form 10-K are included in Part IV of the Original Filing.
(a)3. Exhibits

Exhibits that are not filed herewith have been previously filed with the SEC and are incorporated herein by reference.
Exhbblt
No.
3.1
*10.2 First Amendment to Employment Agreement, dated as of August 6, 2004, by and between Stephen A. Wynn and Wynn Resorts, Limited.(4)
*10.3 Second Amendment to employment agreement between Wynn Resorts, Limited and Stephen A. Wynn dated January 31, 2007.(16)
$\xrightarrow{\sim} 4$ Third Amendment to Employment Agreement, dated as of September 11, 2008, between Wynn Resorts, Limited and Stephen A.
4Wynn.(18)
*10.5 Fourth Amendment to Employment Agreement dated as of December 31, 2008, between Wynn Resorts, Limited and Stephen A. Wynn.(22)
*10.6 Amendment to Employment Agreement, dated as of February 16, 2009, by and between Wynn Resorts, Limited and Stephen A. Wynn.(24)
*10.7 Sixth Amendment to Employment Agreement dated as of February 24, 2011, between Wynn Resorts, Limited and Stephen A. Wynn.(39)
*10.8 Employment Agreement, dated as of March 4, 2008, by and between Wynn Resorts, Limited and Marc D. Schorr.(10)
*10.9 First Amendment to Employment Agreement dated as of December 31, 2008, between Wynn Resorts, Limited and Marc D. Schorr.(22)

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| Exhibit <br> No. |
| :--- |

Description
*10.10 Amendment to Employment Agreement, dated as of February 12, 2009, by and between Wynn Resorts, Limited and Marc D. Schorr.(24)
*10.11 Employment Agreement, dated as of October 1, 2005, by and between Wynn Las Vegas, LLC and Matt Maddox.(22)
*10.12 First Amendment to Employment Agreement, dated as of May 5, 2008, by and between Wynn Resorts, Limited and Matt Maddox.(21)

13 Second Amendment to Employment Agreement dated as of December 31, 2008, between Wynn Resorts, Limited and Matt
file:///C//Users/shernandez.RBSL/Desktop/d340198d10ka.htm[8/21/2015 1:58:22 PM]

| Amendment No. 1 to Form 10-K |  |
| :---: | :---: |
|  | Maddox.(22) |
| *10.14 | Amendment to Employment Agreement, dated as of February 13, 2009, hy and hetween Wynn Resorts, Limited and Matt Maddox.(24) |
| Were 15 | Fourth Amendment to Employment Agreement, dated as of March 5, 2009, by and between Wynn Resorts, Limited and Matt Maddox.(2S) |
| * 10.16 | Fifth Amendment to Employment Agreement, dated as of February 2, 2010, by and between Wynn Resorts, Limited and Matt Maddox.(31) |
| *10.17 | Employment Agreement, dated as of August 31, 2005, between Wynn Resorts, Limited and John Strzemp.(9) |
| *10.18 | First Amendment to Employee Agreement, dated as of March 26, 2008, between Wynn Resorts, Limited and John Strzemp(20) |
| *10.19 | Second Amendment to Employment Agreement dated as of December 31, 2008, between Wynn Resorts, Limited and John Strzemp.(22) |
| *10.20 | Amendment to Employment Agreement, dated as of February 12, 2009, by and between Wynn Resorts, Limited and John Strzemp.(24) |
| *10.21 | Fourth Amendment to Employment Agrecment, dated as of March 23, 2009, by and between Wymn Resorts, Limited and John Strzemp.(26) |
| *10.22 | Employment agreement, dated May 12, 2010, by and between Worldwide Wynn, LLC and Linda C. Chen.(34) |
| *10.23 | Retention agreement, dated July 27, 2011, by and between Worldwide Wynn, LLC and Linda Chen.(40) |
| *10.24 | Employment Agreement, dated as of April 24, 2007, by and between Wynn Resorts, Limited and Kim Sinatra.(38) |
| *10.25 | First Amendment to Employment Agreement, dated as of December 31, 2008 by and between Wynn Resorts, Limited and Kim Sinatra.(38) |
| *10.26 | Amendment to Employment Agreement, dated as of February 12, 2009, by and between Wynn Resorts, Limited and Kim Sinatra.(38) |
| *10.27 | Second Amendment to Employment Agreement, dated as of November 30, 2009, by and between Wynn Resorts, Limited and Kim Sinatra.(38) |
| - 28 | Tax Indemnification Agreement, effective as of September 24, 2002, by and among Stephen A. Wynn, Aruze USA, Inc., Baron Asset Fun on behalf of the Baron Asset Fund Series, Baron Asset Fund on behalf of the Baron Growth Fund Series, Kenneth R. Wynn Family Trust dated February 20, 1985, Valvino Lamore, LLC and Wynn Resorts, Limited.(1) |
| *10.29 | 2002 Stock Incentive Plan as Amended and Restated effective May 12, 2010.(41) |

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| $\begin{gathered} \text { Exhibit } \\ \text { No. } \\ \hline \end{gathered}$ | Description |
| :---: | :---: |
| *10.30 | 2002 Stock Incentive Plan as Amended and Restated effective May 17, 2011.(44) |
| *10.31 | Form of Stock Option Agreement pursuant to 2002 Stock Incentive Plan.(44) |
| *10.32 | Form of Stock Option Grant Notice.(44) |
| *10.33 | Form of Restricted Stock Agreement pursuant to 2002 Stock Incentive Plan.(44) |
| *10.34 | Form of Indemnity Agreement.(5) |
| 10.35 | Amended and Restated Stockholder Agreement, dated January 6, 2010, by and among Stephen A. Wynn, Elaine P. Wynn and Aruze USA, Inc.(30) |
| 10.36 | Waiver and Consent, dated November 24, 2010, by and among Aruze USA, Inc., Stephen A. Wynn and Elaine P. Wynn.(36) |
| 10.37 | Waiver and Consent, dated December 15, 2010, by and among Aruze USA, Inc., Stephen A. Wynn and Elaine P. Wynn.(37) |
| 10.38 | Amended and Restated Shareholders Agreement, dated as of September 16, 2004 by and among Wynn Resorts (Macau), Ltd., Wong Chi Seng and Wynn Resorts (Macau), S.A.(4) |

## CERTIFICATE OF SERVICE

I certify that I am an employee of Robison, Belaustegui, Sharp \& Low, and pursuant to NRAP 5(b)(2)(D) and N.E.F.C.R. 7, I caused the RESPONDENT PEPPERMILL CASINOS, INC.'S ANSWERING BRIEF - APPENDIX

VOLUME 21 to be filed electronically with the Clerk of the Nevada Supreme
Court. Pursuant to N.E.F.C.R. 9, notice of an electronically filed document by the Court "shall be considered as valid and effective service of the document" on the below listed persons who are registered users.
H. STAN JOHNSON, ESQ.

CHRIS DAVIS, ESQ.
Cohen Johnson Parker Edwards, LLC
255 E. Warm Springs Road, Suite 100
Las Vegas, NV 89119
Email: sjohnson@cohenjohnson.com
cdavis@.cohenjohnson.com
Attorneys for Appellant

DATED: This 8th day of May, 2017.


Form 10-Q for the quarter ended March 31, 2008 and filed on May 9, 2008).
10.67 Second Amended and Restated Registration Rights Agreement, dated as of November 14, 2008, by and among Las Vegas Sands Corp., Dr. Miriam Adelson and the other Adelson Ilolders (as defined therein) that are party to the agrecment from time to time (incopporated by reference from Exhibit 10.2 to the Company's Current Report on Form 8-K filed on November 14, 2008).
10.68 Investor Rights Agreement, dated as of September 30, 2008, by and between Las Vegas Sands Corp. and the Investor named therein (incorporated by reference from Exhibit 10.3 to the Company's Quarterly Report on Form 10-Q for the quarter ended September 30.2008 and filed on November 10, 2008).

Agreement, dated as of July 8, 2004, by and between Sheldon G. Adelson and Las Vegas Sands, Inc. (incorporated by reference from Exhibit 10.47 to the Company's Registration Statement on Form S-1 (Reg. No. 333-118827) dated September 3, 2004).
10.70 Venetian Hotel Service Agreement, dated as of June 28, 2001, by and between Venetian Casino Resort, LLC and Interface Group-Nevada, Inc. d/b/a Sands Expo and Convention Center (incorporated by reference from Exhibit 10.49 to the Company's Amendment No. 2 to Registration Statement on Form S-1 (Reg. No. 333118827) dated November 22, 2004).
10.71 First Amendment to Venetian Hotel Service Agreement, dated as of June 28, 2004, by and between Venctian Casino Resort, LLC and Interface Group-Nevada, Inc. $\mathrm{d} / \mathrm{b} / \mathrm{a}$ Sands Expo and Convention Center (incorporated by reference from Exhibit 10.50 to the Company's Registration Statement on Form S-1 (Reg. No. 333118827) dated September 3, 2004).
10.72 Tax Indemnification Agreement, dated as of December 17, 2004, by and among Las Vegas Sands Corp., Las Vegas Sands, Inc. and the stockholders named therein (incorporated by reference from Exhibit 10.56 to the Company's Current Report on Form 8-K filed on April 4, 2005).

Aircraft Time Sharing Agreement, dated as of November 6, 2009 and effective as of January 1, 2009, between Las Vegas Sands Corp. and Interface Operations, LLC (incorporated by reference from Exhibit 10.2 to the Company's Quarterly Report on Form 10-Q for the quarter ended September 30, 2009 and filed on November 9, 2009).

Aircraft Time Sharing Agreement, dated as of November 6, 2009 and effective as of January 1, 2009, between Interface Operations, LLC and Las Vegas Sands Corp. (incorporated by reference from Exhibit 10.3 to the Company's Quarterly Report on Form 10-Q for the quarter ended September 30, 2009 and filed on November 9, 2009).
10.75 Aircraft Time Sharing Agreement, dated as of November 6, 2009 and effective as of January 1, 2009, between Las Vegas Sands Corp. and Interface Operations, LLC (incorporated by reference from Exhibit 10.4 to the Company's Quarterly Report on Form 10-Q for the quarter ended September 30, 2009 and filed on November 9, 2009).
10.76 Aircraft Time Sharing Agreement, dated as of November 6, 2009 and effective as of January 1, 2009, between Interface Operations, LLC and Las Vegas Sands Corp. (incorporated by reference from Exhibit 10.5 to the Company's Quarterly Report on Form 10-Q for the quarter ended September 30, 2009 and filed on November 9, 2009).

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Exhibit No.
10.77

## Description of Document

Aircraft Time Sharing Agreement, dated as of November 6, 2009 and effective as of January 1, 2009, between Interface Operations Bermuda, LTD and Las Vegas Sands Corp. (incorporated by reference from Exhibit 10.6


* Filed as exhibit to Las Vegas Sands Corp.'s Annual Report on Form 10-K for the fiscal year ended December 31, 2010.
$\dagger$ Confidential treatment has been requested and granted with respect to portions of this exhibit, and such confidential portions have been deleted and replaced with "**" and filed separately with the Securities and Exchange Commission pursuant to Rule 406 under the Securities Act of 1933.
$\Delta$ Furnished herewith. Pursuant to Rule 406T of Regulation S-T, this interactive data file is deemed not filed or part of a registration statement or prospectus for purposes of Sections 11 or 12 of the Securities Act of 1933, is deemed not filed for purposes of Section 18 of the Securities Exchange Act of 1934, and otherwise is not subject to liability under these sections.


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## SIGNATURES

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

LAS VEGAS SANDS CORP.
March 29, 2011
/s/ Kennetib J. Kay

## Kenneth J. Kay,

Executive Vice President and
Chief Financial Officer

# UNITED STATES SECURITIES AND EXCHANGE COMMISSION <br> Washington, D.C. 20549 

Form 10-K
$\square$ ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended December 31, 2011
or

## TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from $\qquad$ to $\qquad$
Commission file number 001-32373

## LAS VEGAS SANDS CORP. <br> (Exact name of registrant as specified in its charter)



Registrant's telephone number, including area code:
(702) 414-1000

Securities registered pursuant to Section 12(b) of the Act:

## Title of Each Class

Common Stock ( $\mathbf{\$ 0 . 0 0 1}$ par value)
Name of Each Exchange on Which Registered
New York Stock Exchange
Securities registered pursuant to Section 12(g) of the Act:
None
Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes $\square$ No
Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15 (d) of the Act.


Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15 (d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports); and (2) has been subject to such filing requirements for the past 90 days. Yes $\square$ No $\square$

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for
$\qquad$ such shorter period that the registrant was required to submit and post such files). Yes $\square$ No $\square$
(6) The Venetian Macao opened on August 28, 2007, and The Palazzo partially opened on December 30, 2007.

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## ITEM 7. - MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION aND RESULTS of OPERATIONS

The following discussion should be read in conjunction with, and is qualified in its entirety by, the audited consolidated financial statements, and the notes thereto and other financial information included in this Form 10-K. Certain statements in this "Management's Discussion and Analysis of Financial Condition and Results of Operations" are forward-looking statements. Sec "- Special Note Regarding Forward-Looking Statements."

## Operations

We view each of our casino properties as an operating segment. Our Macao operating segments consist of The Venetian Macao, Sands Macao, Four Seasons Macao, Sands Cotai Central, when opened, and other ancillary operations that support these properties. Approximately $83.0 \%$ and $82.7 \%$ of the gross revenue at The Venetian Macao for years ended December 31, 2011 and 2010, respectively, was derived from gaming activities, with the remainder derived from room, mall, food and beverage and other non-gaming sources. Approximately $94.4 \%$ and $94.2 \%$ of the gross revenue at the Sands Macao for the years ended December 31, 2011 and 2010, respectively, was derived from gaming activities, with the remainder primarily derived from food and beverage. Approximately $82.6 \%$ and $82.0 \%$ of the gross revenue at the Four Seasons Macao for the years ended December 31, 2011 and 2010, respectively, was derived from gaming activities, with the remainder derived from mall and other non-gaming sources.

Our Singapore operating segment consists of the Marina Bay Sands, which partially opened on April 27, 2010, with additional portions opened progressively throughout 2010. Approximately $76.5 \%$ and $79.8 \%$ of the gross revenue at the Marina Bay Sands for the year ended December 31, 2011 and the period ended December 31, 2010, respectively, was derived from gaming activities, with the remainder derived from room, food and beverage, mall and other non-gaming sources.

Our operating segments in the U.S. consist of The Venetian Las Vegas, The Palazzo and Sands Bethlehem. The Venetian Las Vegas and The Palazzo operating segments are managed as a single integrated resort and have been aggregated into our Las Vegas Operating Properties, considering their similar economic characteristics, types of customers, types of services and products, the regulatory business environment of the operations within each segment and the Company's organizational and management reporting structure. Approximately $69.3 \%$ and $63.8 \%$ of the gross revenue at our Las Vegas Operating Properties for the years ended December 31, 2011 and 2010, respectively, was derived from room, food and beverage and other non-gaming sources, and $30.7 \%$ and $36.2 \%$, respectively, was derived from gaming activities. The percentage of non-gaming revenue reflects the integrated resort's emphasis on the group convention and trade show business and the resulting high occupancy and room rates throughout the week, including during midweek periods. Approximately $89.8 \%$ and $92.1 \%$ of the gross revenue at Sands Bethlehem for the years ended December 31, 2011 and 2010, respectively, was derived from gaming activities, with the remainder derived from food and heverage and other non-gaming sources.

## Summary Financial Results

The following table summarizes our results of operations:

|  | Year Ended December 31, |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2011 |  | Percent Change | 2010 |  | Percent Change | 2009 |  |
|  | (Dollars in thousands) |  |  |  |  |  |  |  |
| Net revenues | \$ | 9,410,745 | 37.3\% | 1 | 6,853,182 | 50.2\% | \$ | 4,563,105 |
| Operating expenses |  | 7,020,858 | 23.8\% |  | 5,672,596 | 23.5\% |  | 4,591,845 |
| Operating income (loss) |  | 2,389,887 | 102.4\% |  | 1,180,586 | 4,207.8\% |  | (28,740) |
| Income(loss) before income taxes |  | 2,094,823 | 144.7\% |  | 855,905 | 329.7\% |  | $(372,627)$ |
| Net income (loss) |  | 1,883,119 | 140.9\% |  | 781,603 | 312.0\% |  | $(368,743)$ |
| Net income (loss) attributable to Las |  |  |  |  | 71,603 | 312.0\% |  | $(368,743)$ |
| Vegas Sands Corp. |  | 1,560,123 | 160.3\% |  | 599,394 | 269.1\% |  | $(354,479)$ |

Operating expenses
Operating income (loss)
Income (loss) before income taxes
Net income (loss)
Net income (loss) attributable to Las Vegas Sands Corp.

| Percent of Net Revenues <br> Year Ended December 31, |  |  |
| :---: | :---: | ---: |
| $\mathbf{2 0 1 1}$ |  | 2010 |
| $74.6 \%$ | $82.8 \%$ | 2009 |
| $25.4 \%$ | $17.2 \%$ | $(00.6 \%$ |
| $22.3 \%$ | $12.5 \%$ | $(8.2) \%$ |
| $20.0 \%$ | $11.4 \%$ | $(8.1) \%$ |
| $16.6 \%$ | $8.7 \%$ | $(7.8) \%$ |

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Our historical financial results will not be indicative of our future results as we continue to develop and open new properties, including our Sands Cotai Central integrated resort, which is expected to open in April 2012.

## Key Operating Revenue Measurements

Operating revenues at The Venetian Macao, Four Seasons Macao, Marina Bay Sands and our Las Vegas Operating Properties are dependent upon the volume of customers who stay at the hotel, which affects the price that can be charged for hotel rooms and the volume of play for table games and slot machines (including similar electronic gaming devices). Operating revenues at Sands Macao and Sands Bethlehem are principally driven by casino customers who visit the properties on a daily basis.

The following are the key measurements we use to evaluate operating revenues:
Casino revenue measurements for Macao and Singapore: Macao and Singapore table games are segregated into two groups, consistent with the Macao and Singapore markets' convention: Rolling Chip play (all VIP players) and Non-Rolling Chip play (mostly non-VIP players). The volume measurement for Rolling Chip play is non-negotiable gaming chips wagered and lost. The volume measurement for Non-Rolling Chip play is table games drop ("drop"), which is the sum of markers issued (credit instruments) less markers paid at the table, plus cash deposited in the table drop box. Rolling Chip and Non-Rolling Chip volume measurements are not comparable as the amounts wagered and lost are substantially higher than the amounts dropped. Slot handle ("handle"), also a volume measurement, is the gross amount wagered for the period cited.

We view Rolling Chip win as a percentage of Rolling Chip volume, Non-Rolling Chip win as a percentage of drop and slot hold as a percentage of slot handle. Win or hold percentage represents the percentage of Rolling Chip volume, Non-Rolling Chip drop or slot handle that is won by the casino and recorded as casino revenue. Based upon our mix of table games, our Rolling Chip win percentage (calculated before discounts and commissions) is expected to be $2.7 \%$ to $3.0 \%$. Generally, slot machine play is conducted on a cash basis. In Macao and Singapore, $27.5 \%$ and $34.5 \%$, respectively, of our table games play was conducted on a credit basis for the year ended December 31, 2011.

Casino revenue measurements for the U.S.. The volume measurements in the U.S. are table games drop and slot handle, as previously describec. We view table games win as a percentage of drop and slot hold as a percentage of handle. As in Macao and Singapore, slot machine play is generally conducted on a cash basis. Approximately $71.7 \%$ of our table games play in Las Vegas, for the year ended December 31, 2011, was conducted on a credit basis, while our table games play in Pennsylvania, which commenced in July 2010, is primarily conducted on a cash basis.

Hotel revenue measurements: Hotel occupancy rate, which is the average percentage of available hotel rooms occupied during a period, and average daily room rate, which is the average price of occupied rooms per day, are used as performance indicators. Revenue per available room represents a summary of hotel average daily room rates and occupancy. Because not all available rooms are occupied, average daily room rates are normally higher than revenue per available room. Reserved rooms where the guests do not show up for their stay and lose their deposit may be re-sold to walk-in guests. These rooms are considered to be occupied twice for statistical purposes due to obtaining the original deposit and the walk-in guest revenue. In cases where a significant number of rooms are resold, occupancy rates may be in excess of $100 \%$ and revenue per available room may be higher than the average daily room rate.

Mall revenue measurements: Occupancy, base rent per square foot and tenant sales per square foot are used as performance m... indicators. Occupancy represents gross leasable occupied area ("GLOA") divided by gross leasable area ("GLA") at the end of the reporting period. GLOA is the sum of: (1) tenant occupied space under lease and (2) tenants no longer occupying space, but paying rent.

GLA does not include space that is currently under development or not on the market for lease. Base rent per square foot is the weighted average base or minimum rent charge in effect at the end of the reporting period for all tenants that would qualify to be included in occupancy. Tenant sales per square foot is the sum of reported comparable sales for the trailing 12 months divided by the comparable square footage for the same period. Only ienants that have been open for a minimum of 12 months are included in the tenant sales per square foot calculation.

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## Year Ended December 31, 2011 Compared to the Year Ended December 31, 2010

## Operating Revenues

Our net revenues consisted of the following:

|  | Year Ended December 31, |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2011 |  | 2010 |  | Percent Change |  |
| Casino | (Dollars in thousands) |  |  |  |  |  |
|  | \$ | 7,437,002 | \$ | 5,533,088 |  | 34.4\% |
| Rooms |  | 1,000,035 |  | 797,499 |  | 25.4\% |
| Food and beverage |  | 598,823 |  | 446,558 |  | 34.1\% |
| Mall |  | 325,123 |  | 186,617 |  | 74.2\% |
| Convention, retail and other |  | 501,351 |  | 354,175 |  | 41.6\% |
|  |  | 9,862,334 |  | 7,317,937 |  | 34.8\% |
| Less - promotional allowances |  | $(451,589)$ |  | (464,755) |  | 2.8\% |
| Total net revenues | \$ | 9,410,745 | \$ | 6,853,182 |  | 37.3\% |

Consolidated net revenues were $\$ 9.41$ billion for the year ended December 31, 2011 , an increase of $\$ 2.56$ billion compared to $\$ 6.85$ billion for the year ended December 31, 2010. The increase in net revenues was primarily driven by a $\$ 1.66$ billion increase from the progressive opening of the Marina Bay Sands, as well a $\$ 719.2$ million increase across all of our Macao operations and a $\$ 111.5$ million increase at our Las Vegas Operating Properties.

Casino revenues increased $\$ 1.90$ billion compared to the year ended December 31, 2010. The increase was primarily due to a $\$ 1.30$ billion increase at the Marina Bay Sands and a $\$ 576.5$ million increase at our Macao operations, primarily driven by an increase in Rolling Chip volume. The following table summarizes the results of our casino activity:


| Four Seasons Macao |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Total casino revenues | \$ | 583,476 | \$ | 433,424 | 34.6\% |
| Non-Rolling Chip drop | \$ | 388,290 | \$ | 391,554 | (0.8)\% |
| Non-Rolling Chip win percentage |  | 40.3\% |  | 29.0\% | 11.3 pts |
| Noolling Chip volume |  | 18,983,716 |  | 17,890,8.32 | 6.1\% |
| Roiling Chip win percentage |  | 2.88\% |  | 2.56\% | 0.32pts |
| Slot handle | \$ | 833,525 | \$ | 510,392 | 63.3\% |
| Slot hold percentage |  | 5.7\% |  | 5.9\% | (0.2)pts |
| Singapore Operations: (0.2) |  |  |  |  |  |
| Marina Bay Sands |  |  |  |  |  |
| Total casino revenues | \$ | 2,364,922 | s | 1.062,386 | 122.6\% |
| Non-Rolling Chip drop | \$ | 4,445,232 | \$ | 2,372,451 | 87.4\% |
| Non-Rolling Chip win percentage |  | 23.0\% |  | 22.2\% | 0.8pts |
| Rolling Chip volume |  | 49,843,694 |  | 22,277,677 | 123.7\% |
| Rolling Chip win percentage |  | 2.88\% |  | 2.74\% | 0.14pts |
| Slot handle | \$ | 9,959,670 | \$ | 3,676,402 | 170.9\% |
| Slot hold percentage |  | 5.3\% |  | 5.8\% | (0.5)pts |
| U.S. Operations: $5.8 \%$ (0.5)pts |  |  |  |  |  |
| Las Vegas Operating Properties |  |  |  |  |  |
| Total casino revenues | \$ | 430,758 | \$ | 496,637 | (13.3)\% |
| Table games drop | \$ | 1,967,258 | \$ | 1,904,004 | 3.3\% |
| Table games win percentage |  | 17.9\% |  | 18.8\% | (0.9)pts |
| Slot handle | \$ | 1,829,923 | \$ | 2,549,722 | (28.2)\% |
| Slot hold percentage | Sands Bethlehem . |  |  |  |  |
| Total casino revenues | \$ | 376,618 | \$ |  |  |
| Table games drop | s | 653,203 | \$ | 285,856 174,587 | 274.8\% |
| Table games win percentage |  | 14.8\% |  | 13.9\% | 20.9pts |
| Slot handle | \$ | 3,773,734 | \$ | 3,644,250 | 3.6\% |
| Slot hold percentage |  | 7.2\% |  | 7.1\% | 0.1 pts |

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In our experience, average win percentages remain steady when measured over extended periods of time, but can vary considerably within shorter time periods as a result of the statistical variances that are associated with games of chance in which large amounts are wagered.

Room revenues increased $\$ 202.5$ million compared to the year ended December 31, 2010. The increase in room revenues was primarily due to a $\$ 169.9$ million increase at the Marina Bay Sands, as well as increases at The Venetian Macao, Four Seasons Macao and at our Las Vegas Operating Properties driven by an increase in average daily room rates. The hotel tower at Sands Bethlehem opened in May 2011. The suites at Sands Macao are primarily provided to casino patrons on a complimentary basis. The following table summarizes the results of our room activity:

## Macso Operations:

## The Venetian Macas

Total room revenues
Occupancy rate
Average daily room rate
Revenue per available room

## Sands Macko

- Total room revenues

Occupancy rate
Four Seasons Macao
Total casino revenues
Non-Rolling Chip win percentage
Rolling Chip volume
Rolling Chip win percentage

Singapore Operations:
Marina Bay Sands
Total casino revenues

Las Vegas Operating Properties
Total casino revenues


Form 10-K


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Food and beverage revenues increased $\$ 152.3$ million compared to the year ended December 31, 2010. The increase was primarily due to a $\$ 108.3$ million increase at the Marina Bay Sands and a $\$ 29.1$ million increase at our Las Vegas Operating Properties driven by increased banquet activities.

Mall revenues increased $\$ 138.5$ million compared to the year ended December 31, 2010. The increase was primarily attributable to a $\$ 90.9$ million increase at the Marina Bay Sands, as well as increases of $\$ 24.3$ million and $\$ 23.1$ million at Four Seasons Macao and The Venetian Macao, respectively, primarily due to higher overage rent. The following table summarizes the results of our mall activity:

|  | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2011 |  | 2010 |  | Change |
|  | (Mall revenues in thousands) |  |  |  |  |
| Macao Operations: |  |  |  |  |  |
|  |  |  |  |  |  |
| Total mall revenues | s | 121,191 | \$ | 98,117 | 23.5\% |
| Mall gross leasable area (in square feet) |  | 817,251 |  | 835,866 | (2.2)\% |
| Occupancy |  | 90.0\% |  | 89.3\% | 0.7pts |
| Base rent per square foot | S | 131 | \$ | 117 | 12.0\% |
| Tenant sales per square foot | S | 1,087 | \$ | 738 | 47.3\% |
| The Shoppes at Four Seasons |  |  |  |  |  |
| Total mall reveriues | \$ | 65,973 | \$ | 41,684 | 58.3\% |
| Mall gross leasable area (in square feet) |  | 189,170 |  | 192,838 | (1.9)\% |
| Occupancy |  | 92.3\% |  | 93.7\% | (1.4)pts |
| Base rent per square foot | \$ | 148 | \$ | 151 | (2.0)\% |
| Tenant sales per square foot | \$ | 3,386 | \$ | 1,976 | 71.4\% |
| Singapore Operations: |  |  |  |  |  |
| The Shoppes at Marina Bay Sands |  |  |  |  |  |
| Total mall revenues | \$ | 137,765 | \$ | 46,816 | 194.3\% |
| Mall gross leasable area (in square feet) |  | 629,428 |  | 618,162 | 1.8\% |

Form 10-K

| Occupancy | 95.3\% |  |  | 62.2\% | 33.1 pts |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Base rent per square foot | \$ | 186 | \$ | 157 | 18.5\% |
| Tenant sales per square fout(1) | \$ | 1.231 | \$ | - | -\% |
| U.S. Operations: |  |  |  |  |  |
| The Shoppes at Sands Bethlehem (2) |  |  |  |  |  |
| Total mall revenues | \$ | 194 | \$ | - | -\% |
| Mall gross leasable area (in square feet) | - 129,216 |  |  | - | --\% |

(1) The Shoppes at Marina Bay Sands opened in April 2010.
(2) Occupancy, base rent per square foot and tenant sales per square foot are excluded from the table as The Shoppes at Sands Bethlehem was only partially open as of December 31, 2011, due to its progressive opening beginning in November 2011.

Convention, retail and other revenues increased $\$ 147.2$ million compared to the year ended December 31, 2010. The increase was primarily due to an $\$ 86.8$ million incrcase at the Marina Bay Sands and a $\$ 37.5$ million increase in Other Asia driven by our ferry operations.

## Operating Expenses

The breakdown of operating expenses is as follows:


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Operating expenses were $\$ 7.02$ billion for the year ended December 31, 2011, an increase of $\$ 1.35$ billion compared to $\$ 5.67$ billion for the year ended December 31, 2010. The increase in operating expenses was primarily attributable to the progressive opening of the Marina Bay Sands, as well as increased casino activity at our Macao operations and an increase in corporate expense and general and administrative expenses, partially offset by a decrease in pre-opening expenses.

Casino expenses increased $\$ 758.7$ million compared to the year ended December 31, 2010. Of the increase, $\$ 425.9$ million was attributable to the Marina Bay Sands and $\$ 266.3$ million was due to the $39.0 \%$ gross win tax on increased casino revenues across all of our Macao operations.

Mall expenses increased $\$ 15.4$ million compared to the year ended December 31, 2010. The increase was primarily due to a $\$ 15.1$ million increase at the Marina Bay Sands.

Rooms, food and beverage and convention, retail and other expenses increased $\$ 66.7$ million, $\$ 99.5$ million and $\$ 107.2$ million,
respectively, compared to the year ended December 31, 2010. These increases were driven by the associated increases in the related revenues described above.

The provision for doubtful accounts was $\$ 150.5$ million for the year ended December 31,2011 , compared to $\$ 97.8$ million for the year ended December 31, 2010. The increase was primarily due to a $\$ 65.6$ million increase in provisions at the Marina Bay Sands. The amount of this provision can vary over short periods of time because of factors specific to the customers who owe us money at any given time. We believe that the amount of our provision for doubtful accounts in the future will depend upon the state of the economy, our credit standards, our risk assessments and the judgment of our employees responsible for granting credit.

General and administrative expenses increased $\$ 153.6$ million compared to the year ended December 31, 2010. The increase was primarily due to a $\$ 128.4$ million increase at the Marina Bay Sands.

Corporate expense increased $\$ 76.8$ million compared to the year ended December 31, 2010. The increase was primarily due to increased legal expenses and higher incentive compensation expenses.

Pre-opening expenses were $\$ 65.8$ million for the year ended December 31,2011 , compared to $\$ 114.8$ million for the year ended December 31, 2010. Pre-opening expense represents personnel and other costs incurred prior to the opening of new ventures, which are expensed as incurred. Pre-opening expenses for the year ended December 31, 2011, were primarily related to activities at Sands Cotai Central. Pre-opening expenses for the year ended December 31, 2010, were primarily related to activities at the Marina Bay Sands and costs associated with recommencing work at Sands Cotai Central. Development expenses, which were not material for the years ended December 31, 2011 and 2010, include the costs associated with the Company's evaluation and pursuit of new business opportunities, which are also expensed as incurred.

Depreciation and amortization expense increased $\$ 99.4$ million compared to the year ended December 31, 2010. The increase was primarily a result of the opening of the Marina Bay Sands, which contributed $\$ 128.4$ million of the increase, partially offset by decreases at our Macao operations due to certain assets being fully depreciated.

Loss on disposal of assets was $\$ 10.2$ million for the year ended December 31, 2011 , compared to $\$ 38.6$ million for the year ended December 31, 2010. The loss for the year ended December 31, 2011, related to the disposition of one of our majority owned subsidiaries, as well as the disposition of construction materials and equipment in Macao. The losses incurred during the year ended December 31, 2010, were principally related to the disposition of construction materials in Macao and Las Vegas.

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## Adjusted Property EBITDA

Adjusted property EBITDA is used by management as the primary measure of the operating performance of our segments. Adjusted property EBITDA is net income before royalty fees, stock-based compensation expense, corporate expense, rental expense, pre-opening expense, development expense, depreciation and amortization, impairment loss, loss on disposal of assets, interest, other expense, loss on modification or early retirement of debt and income taxes. The following table summarizes information related to our segments (see "Item 8 - Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 18 - Segment Information" for discussion of our operating segments and a reconciliation of adjusted property EBITDA to net income):

|  | Year Ended December 31, |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2011 |  | 2010 | Percent Change |
| Macao | (Dollars in thousands) |  |  |  |
| The Venetian Macao |  |  |  | 263\% |
| Sands Macao |  | $1,022,778$ 351,877 | $\begin{array}{r}\$ \quad 809,798 \\ \hline 318,519\end{array}$ | 26.3\% |
| Four Seasons Macao |  | 217,923 | 113,692 | 91.7\% |
| Other Asia |  | $(15,143)$ | $(24,429)$ | -\% $\quad 38.0 \%$ |
|  |  | 1,577,435 | 1,217,580 | 29.6\% |
| Marina Bay Sands |  | 1,530,623 | 641,898 | 138.5\% |
| United States: 641,888,....... 138.5\% |  |  |  |  |
| Las Vegas Operating Properties |  | 333,295 | - 310,113 | 7.5\% |
| Sands Bethlehem |  | 90,802 | 58,982 | 53.9\% |

## Total adjusted property EBITDA

| $\mathbf{4 2 4 , 0 9 7}$ | 369.095 | $14.9 \%$ |
| :--- | :--- | :--- |
| $\$ 3.532,155$ | $\$ 2.228 .573$ | $58.5 \%$ |

Adjusted property EBITDA from our Macao operations increased $\$ 359.9$ million compared to the year ended December 31, 2010, *eve led by an increase of $\$ 213.0$ million at The Venctian Macao. As previously described, the increase across the properties was primarily attributable to a combined increase in net revenues of $\$ 719.2$ million, partially offset by an increase of $\$ 266.3$ million in gross win tax on increased casino revenues, as well as increases in the associated operating expenses.

Adjusted property EBITDA at Marina Bay Sands does not have a comparable prior-year period as the property opened in April 2010.

Adjusted property EBITDA at our Las Vegas Operating Properies increased $\$ 23.2$ million compared to the year ended December 31, 2010. The increase was primarily attributable to an increase in net revenues of $\$ 59.3$ million (excluding intersegment royalty revenue), partially offset by increases in the associated operating expenses.

Adjusted property EBITDA at Sands Bethlehem increased $\$ 31.8$ million compared to the year ended December 31, 2010. The increase was primarily driven by the commencement of table games operations in July 2010.

## Interest Expense

The following table summarizes information related to interest expense on long-term debt:

Interest cost (which includes the amortization of deferred financing costs and original issue discounts)
Add - imputed interest on deferred proceeds from sale of The Shoppes at The Palazzo
Less - capitalized interest
Interest expense, net
Cash paid for interest
Weighted average total debt balance
4 Weighted average interest rate

| Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2011 |  |  | 2010 |
| (Dollars in thousands) |  |  |  |  |
| \$ | 402,076 |  | \$ | 409,337 |
|  | 8,013 |  |  | 3,542 |
|  | (127,140) |  |  | $(106,066)$ |
| \$ | 282,949 |  | \$ | 306,813 |
| \$ | 373,923 |  | \$ | 343,298 |
| \$ 10,097,474 |  |  |  | 0,608,335 |
| 4.0\% |  |  |  | 3.9\% |

Interest cost decreased $\$ 7.3$ million compared to the year ended December 31, 2010, resulting from a decrease in our weighted average debt balance, partially offset by a slight increase in our weighted average interest rate. Capitalized interest increased $\$ 21.1$ million compared to the year ended December 31, 2010, primarily due to increased construction activities at Sands Cotai Central in Macao.

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## Other Factors Effecting Earnings

Other expense was $\$ 4.0$ million for the year ended December 31,2011 , compared to $\$ 8.3$ million for the year ended December 31, 2010. The expense during the year ended December 31, 2011, was primarily due to decreases in the fair value of our interest rate cap agreements in Macao and Singapore, and foreign exchange losses.

The loss on modification or early retirement of debt was $\$ 22.6$ million for the year ended December 31,2011 , and was primarily due to the refinancing of our VML and VOL credit facilities (see "Item 8-Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 9 - Long-Term Debt - Macao Related Debt").

Our effective income tax rate was $10.1 \%$ for the year ended December 31,2011 , compared to $8.7 \%$ for the year ended December 31, 2010. The effective income tax rate for the years ended December 31, 2011 and 2010, reflects a $17 \%$ statutory tax rate on our Singapore operations and a zero percent tax rate on our Macao gaming operations due to our income tax exemption in Macao, which, if not extended, will expire in 2013. We have recorded a valuation allowance related to deferred tax assets generated by operations in the U.S. and certain foreign jurisdictions; however, to the extent that the financial results of these operations improve and it becomes "more-
likely-than-not" that these deferred tax assets or a portion thereof are realizable, we will reduce the valuation allowances in the period such determination is made.

The net income attributable to our noncontrolling interests was $\$ 323.0$ million for the year ended December 31, 2011, compared to $\$ 182.2$ million for the year ended December 31, 2010. These amounts are primarily related to the noncontrolling interest of SCL.

## Year Ended December 31, 2010 Compared to the Year Ended December 31, 2009

## Operaring Revenues

Our net revenues consisted of the following:

|  | Year Ended December 31, |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2010 |  | 2009 |  | Percent Change |  |
|  | (Dollars in thousands) |  |  |  |  |  |
| Casino | \$ | 5,533,088 |  | 3,524,798 |  | 57.0\% |
| Rooms |  | 797,499 |  | 657,783 |  | 21.2\% |
| Food and beverage |  | 446,558 |  | 327,699 |  | 36.3\% |
| Mall |  | 186,617 |  | 137,290 |  | 35.9\% |
| Convention, retail and other |  | 354,175 |  | 281,874 |  | 25.7\% |
| Less - promotional allowances |  | 7,317,937 |  | 4,929,444 |  | 48.5\% |
| Total net revenues |  | (464,755) |  | $(366,339)$ |  | (26.9)\% |
| Total net revenues | \$ | 6,853,182 | \$ | 4,563,105 |  | 50.2\% |

Consolidated net revenues were $\$ 6.85$ billion for the year ended December 31, 2010, an increase of $\$ 2.29$ billion compared to $\$ 4.56$ billion for the year ended December 31, 2009. The increase in net revenues was driven by $\$ 1.26$ billion of net revenues at the Marina Bay Sands, which opened in April 2010, as well an increase of $\$ 849.5$ million across all of our Macao operations and $\$ 106.8$ million at our Las Vegas Operating Properties.

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Casino revenues increased $\$ 2.01$ billion compared to the year ended December 31, 2009. Of the increase, $\$ 1.06$ billion was attributable to the Marina Bay Sands and $\$ 778.4$ million was due to our Macao operations, primarily driven by an increase in Rolling Chip activity. The following table summarizes the results of our casino activity:

|  | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2010 |  | 2009 |  | Change |
| Macao Operations: | (Dollars in thousands) |  |  |  |  |
| The Venetian Macao |  |  |  |  |  |
| Total casino revenues | \$ | 2,086,668 |  | 1,699,599 | 22.8\% |
| Non-Rolling Chip drop | \$ | 3,737,693 | \$ | 3,362,780 | 11.1\% |
| Non-Rolling Chip win percentage |  | 3, 26.2\% |  | 23.6\% | 2.6pts |
| Rolling Chip volume |  | 42,650,092 |  | 37,701,027 | 13.1\% |
| Rolling Chip win percentage |  | 3.07\% |  | 2.80\% | $\cdots \quad 0.27 \mathrm{pts}$ |
| Slot handle Slot hold percentage | \$ | 2,926,606 | \$ | 2,362,680 | 23.9\% |
| Slot hold percentage <br> Sands Macao |  | 7.1\% |  | 2,362,680 | (0.3)pts |
| Total casino revenues | \$ | 1,168,117 |  | 1,003,042 |  |
| Non-Rolling Chip drop | \$ | 2,512,122 | \$ | 2,413,446 | $16.5 \%$ $4.1 \%$ |
| Non-Rolling Chip win percentage |  | 20.3\% |  | $2,413,446$ $19.5 \%$ | 0.8pts |
| Rolling Chip volume |  | 27,415,476 |  | 21,920,186 | 25.1\% |
| Roiling Chip win percentage |  | 3.06\% |  | 3, $3.01 \%$ | 0.05pts |
| Slot handle | \$ | 1,599,199 | \$ | 1,256,857 |  |
| Slot hold percentage |  | 5.9\% | S | 6.6\% | (0.7)pts |

Form 10-K
Four Seasons Macao
Total casino revenues
Non-Rolling Chip drop
**tam Non-Rolling Chip win percentage
Rolling Chip volume
Rolling Chip win percentage
Slot handle
Slot hold percentage
Singapore Operations:
Marina Bay Sands
Total casino revenues
Non-Rolling Chip drop
Non-Rolling Chip win percentage
Rolling Chip volume
Rolling Chip win percentage
Slot handle
Slot hold percentage
U.S. Operations:

Las Vegas Operating Properties
Total casino revenues
Table games drop
Table games win percentage
Slot handie
Slot hold percentage
Sands Bethlehem
Total casino revenues
Table games drop
Table games win percentage
Slot handle
Slot hold percentage

| $\$$ | 433,424 | $\$$ | 207,191 | $109.2 \%$ |
| :---: | :---: | :---: | :---: | :---: |
| $\$$ | 391,554 | $\$$ | 335,655 | $16.7 \%$ |
|  | $29.0 \%$ |  | $23.7 \%$ | 5.3 pts |
| $\$ 17,890,832$ | $\$$ | $7,059,450$ | $153.4 \%$ |  |
|  | $2.56 \%$ |  | $2.35 \%$ | 0.21 pts |
| $\$$ | 510,392 | $\$$ | 240,358 | $112.3 \%$ |
|  | $5.9 \%$ |  | $5.9 \%$ | -pts |
|  |  |  |  |  |
|  |  |  |  |  |
| $\$$ | $1,062,386$ | $\$$ | - | $-\%$ |
| $\$$ | $2,372,451$ | $\$$ | - | $-\%$ |
|  | $22.2 \%$ |  | $-\%$ | -pts |
| $\$ 22,277,677$ | $\$$ | - | $-\%$ |  |
|  | $2.74 \%$ |  | $-\%$ | -pts |
| $\$ 3,676,402$ | $\$$ | - | $-\%$ |  |
| $5.8 \%$ |  | $-\%$ | -pts |  |


| \$ | 496,637 | \$ | 473,176 | 5.0\% |
| :---: | :---: | :---: | :---: | :---: |
| \$ | 1,904,004 | \$ | 1,769,130 | 7.6\% |
|  | 18.8\% |  | 17.3\% | 1.5pts |
| \$ | 2,549,722 | \$ | 2,705,309 | (5.8)\% |
|  | 7.9\% |  | 7.5\% | 0.4pts |
| \$ | 285,856 | \$ | 141,790 | 101.6\% |
| \$ | 174,587 | \$ | - | -\% |
|  | 13.9\% |  | -\% | -pts |
| \$ | 3,644,250 | \$ | 2,030,529 | 79.5\% |
|  | 7.1\% |  | 7.0\% | 0.1 pts |

In our experience, average win percentages remain steady when measured over extended periods of time, but can vary considerably within shorter time periods as a result of the statistical variances that are associated with games of chance in which large amounts are wagered.

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Room revenues increased $\$ 139.7$ million compared to the year ended December 31, 2009. The increase in room revenues was attributable to $\$ 98.6$ million at the Marina Bay Sands, as well as increases at The Venetian Macao, Four Seasons Macao and at our Las Vegas Operating Properties driven by increased visitation, as well as an increase in average daily room rates at The Venetian Macao and Four Seasons Macao. The suites at Sands Macao are primarily provided to casino patrons on a complimentary basis. The following table summarizes the results of our room activity:

|  | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2010 |  | 2009 |  | Change |
| Macao Operations: | (Room revenues in thousands) |  |  |  |  |
| The Venetian Macas |  |  |  |  |  |
| Total room revenues | \$ | 199,277 | \$ | 173,319 |  |
| Occupancy rate |  | 90.9\% | S | 173,319 | $15.0 \%$ 7.3 pts |
| Average daily room rate | \$ | 213 | \$ | 205 | 7.3pts $3.9 \%$ |
| Revenue per available room | $\$$ | 194 | \$ | 171 | 13.5\% |
| Sands Macao |  |  |  |  |  |
| Total room revenues | \$ | 24,495 | \$ |  | (7.8)\% |
| Occupancy rate |  |  |  | 97.7\% | (4.5)pts |

Fonm 10-K
Average daily room rate

| $\$$ | 251 | $\$$ | 260 | $(3.5) \%$ |
| :--- | :---: | :---: | :---: | :---: |
| $\$$ | 234 | $\$$ | 254 | $(7.9) \%$ |
|  |  |  |  |  |
| $\$$ | 29,675 | $\$$ | 20,276 | $46.4 \%$ |
|  | $70.8 \%$ |  | $52.3 \%$ | $18.5 p t s$ |
| $\$$ | 309 | $\$$ | 295 | $4.7 \%$ |
| $\$$ | 219 | $\$$ | 154 | $42.2 \%$ |
|  |  |  |  |  |
| $\$$ | 98,594 | $\$$ | - | $-\%$ |
|  | $73.4 \%$ |  | $-\%$ | $-p+s$ |
| $\$$ | 250 | $\$$ | - | $-\%$ |
| $\$$ | 184 | $\$$ | - | $-\%$ |
|  |  |  |  |  |
|  |  |  |  |  |
| $\$$ | 445,458 | $\$$ | 437,630 | $1.8 \%$ |
|  | $90.7 \%$ |  | $87.4 \%$ | $3.3 p t s$ |
| $\$$ | 191 | $\$$ | 195 | $(2.1) \%$ |
| $\$$ | 173 | $\$$ | 170 | $1.8 \%$ |

Food and beverage revenues increased $\$ 118.8$ million compared to the year ended December 31, 2009. The increase was primarily attributable to $\$ 83.6$ million in revenues at the Marina Bay Sands and $\$ 19.6$ million at our Macao operations.

Mall revenues increased $\$ 49.3$ million compared to the year ended December 31, 2009. The increase was primarily attributable to $\$ 46.8$ million in mall revenues at the Marina Bay Sands. The following table summarizes the results of our mall activity:

## Macao Operations:

The Grand Canal Shoppes at The Venetian Macao

| Total mall revenues | \$ | 98,117 | \$ | 100,725 | (2.6)\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Mall gross leasable area (in square feet) |  | 835,866 |  | 835,176 | (2.6)\% |
| Occupancy |  | 89.3\% |  | 89.1\% |  |
| Base rent per square foot | \$ | 117 | \$ | 116 | 0.2pts |
| Tenant sales per square foot | \$ | 738 | \$ | 587 | 0.9\% $25.7 \%$ |
| The Shoppes at Four Seasons |  |  | \$ | 587 | 25.7\% |
| Total mall revenues | \$ | 41,684 | \$ | 36,565 | 14.0\% |
| Mall gross leasable area (in square feet) |  | 192,838 |  | 192,757 | 0.0\% |
| Occupancy |  | 93.7\% |  | 94.0\% | (0.3)pts |
| Base rent per square foot | \$ | 151 | \$ | 149 | 1.3\% |
| Tenant sales per square foot | \$ | 1,976 | \$ | 1,341 | 47.4\% |
| Singapore Operations: |  |  |  | 1,341 | 47.4\% |
| The Shoppes at Marini Bay Sands(1) |  |  |  |  | - |
| Total mall revenues | \$ | 46,816 | \$ |  |  |
| Mall gross leasable area (in square feet) |  | 618,162 | \$ | - | -\% |
| Occupancy |  | 62.2\% |  | -\% |  |
| Base rent per square foot | \$ | 157 | \$ |  | -\% |

(1) The Shoppes at Marina Bay Sands opened in April 2010.

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Convention, retail and other revenues increased $\$ 72.3$ million compared to the year ended December 31, 2009. The increase was
primarily attributable to $\$ 40.7$ million in revenues at the Marina Bay Sands.

## Operating Expenses

The breakdown of operating expenses is as follows:

|  | Year Ended December 31, |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2010 |  | 2009 |  | Percent Change |  |
| Casino | (Dollars in thousands) |  |  |  |  |  |
| Rooms | \$ | 3,249,227 | S | 2,349.422 |  | 38.3\% |
| Food and beverage |  | 143,326 |  | 121,097 |  | 18.4\% |
| Mall |  | 207,956 |  | 165,977 |  | 25.3\% |
| Convention, retail and other |  | 43,771 |  | 32,697 |  | 33.9\% |
| Provision for doubtful accounts |  | 230,907 |  | 207,680 |  | 11.2\% |
| General and administrative |  | 97,762 683,298 |  | 103,802 |  | (5.8)\% |
| Corporate expense |  | 683,298 108,848 |  | 526,199 132,098 |  | 29.9\% |
| Rental expense |  | 108,848 41,302 |  | 132,098 29,899 |  | (17.6)\% |
| Pre-opening expense |  | 114,833 |  | 29,899 157,731 |  | 38.1\% (27.2)\% |
| Development expense |  | 11,833 1,783 |  | 157,731 533 |  | (27.2)\% 234.5\% |
| Depreciation and amortization Impairment loss |  | 694,971 |  | 586,041 |  | 18.6\% |
| Loss on disposal of assets |  | 16,057 |  | 169,468 |  | (90.5)\% |
| Total operating expenses |  | 38,555 |  | 9,201 |  | 319.0\% |
| Total operating expenses | \$ | 5,672,596 | \$ | 4,591,845 |  | 23.5 |

Operating expenses were $\$ 5.67$ billion for the year ended December 31, 2010, an increase of $\$ 1.08$ billion compared to $\$ 4.59$ billion for the year ended December 31, 2009. The increase in operating expenses was primarily attributable to the opening of the Marina Bay Sands, increased casino activity across all properties and an increase in general and administrative expenses and depreciation and amortization expense, partially offset by decreases due to a $\$ 169.5$ million impairment charge and a $\$ 42.5$ million legal settlement included in corporate expense that were recorded during the year ended December 31, 2009.

Casino expenses increased $\$ 899.8$ million compared to the year ended December 31,2009 . Of the increase, $\$ 408.2$ million was due to the $39.0 \%$ gross win tax on increased casino revenues across our Macao operations, $\$ 359.0$ million was attributable to the Marina Bay Sands, which opened on April 27, 2010, as well as an increase of $\$ 93.5$ million at Sands Bethlehem, which was only open for part of 2009.

Rooms expense increased $\$ 22.2$ million and food and beverage expense increased $\$ 42.0$ million compared to the year ended December 31, 2009. These increases were driven by the associated increases in the related revenues described above.

Mall expense increased $\$ 11.1$ million compared to the year ended December 31, 2009. The increase was attributable to $\$ 11.9$ million in expenses at the Marina Bay Sands.

Convention, retail and other expense increased $\$ 23.2$ million, compared to the year cnded December 31, 2009. The increase is primarily attributable to $\$ 14.9$ million in expenses at the Marina Bay Sands.

The provision for doubtful accounts was $\$ 97.8$ million for the year ended December 31,2010 , compared to $\$ 103.8$ million for the year ended December 31, 2009. The decrease was attributable to an overall decrease in provision for receivables across all properties as a result of a higher provision during the year ended December 31, 2009, due to the economic conditions during 2009, partially offset by a $\$ 27.5$ million provision for casino receivables at the Marina Bay Sands. The amount of this provision can vary over short periods of time because of factors specific to the customers who owe us money at any given time. We believe that the amount of our provision for doubtful accounts in the future will depend upon the state of the economy, our credit standards, our risk assessments and the judgment of our employees responsible for granting credit.

General and administrative expenses increased $\$ 157.1$ million compared to the year ended December 31, 2009. The increase was primarily attributable to $\$ 157.9$ million in expenses at the Marina Bay Sands.

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Corporate expense decreased $\$ 23.3$ million compared to the year ended December 31, 2009. The decrease was attributable to a $\$ 42.5$ million legal settlement that was recorded during the year ended December 31, 2009, partially offset by an increase of $\$ 22.4$ million in corporate payroll-related expenses.

Pre-opening expenses were $\$ 114.8$ million for the year ended December 31,2010 , compared to $\$ 157.7$ million for the year ended December 31, 2009. Pre-opening expense represents personnel and other costs incurred prior to the opening of new ventures, which are expensed as incurred. Pre-opening expenses for the year ended December 31, 2010, were primarily related to activities at the Marina Bay Sands and at Sands Cotai Central. Development expenses, which were not material for the years ended December 31, 2010 and 2009, include the costs associated with the Company's evaluation and pursuit of new business opportunities, which are also expensed as incurred.

Depreciation and amortization expense increased $\$ 108.9$ million compared to the year ended December 31, 2009. The increase was primarily a result of the opening of the Marina Bay Sands and a full year of depreciation expense at Sands Bethlehem, which contributed $\$ 119.1$ million and $\$ 10.6$ million, respectively.

Impairment loss was $\$ 16.1$ million for the year ended December 31,2010 , compared to $\$ 169.5$ million for the year ended December 31, 2009. The impairment loss for the year ended December 31, 2010, related to equipment in Macao that is expected to be disposed of. The impairment loss for the year ended December 31, 2009, consisted primarily of $\$ 94.0$ million related to a reduction in the expected proceeds to be received from the sale of The Shoppes at The Palazzo, $\$ 57.2$ millian related to our indefinite suspension of plans to expand the Sands Expo Center and $\$ 15.0$ million related to certain real estate that was previously utilized in connection with marketing activities in Asia.

Loss on disposal of assets was $\$ 38.6$ million for the year ended December 31, 2010, compared to $\$ 9.2$ million for the ycar ended December 31, 2009. The loss for the year ended December 31, 2010, related to the disposition of construction materials in Macao and Las Vegas.

## Adjusted Property EBITDA

The following table summarizes information related to our segments:

|  | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2010 |  | 2009 |  | Percent Change |
| Macao: | (Dollars in thousands) |  |  |  |  |
| The Venetian Macao | \$ | 809,798 |  | 556,547 |  |
| Sands Macao |  | 318,519 |  | - 244,925 | 30.0\% |
| Four Seasons Macao Other Asia |  | 113,692 |  | 40,527 | 180.5\% |
|  |  | $(24,429)$ |  | $(32,610)$ | 25.1\% |
| Marina Bay Sands |  | 1,217,580 |  | 809,389 | 50.4\% |
| United States: |  | 641,898 |  | - | -\% |
| Las Vegas Operating Properties |  |  |  |  |  |
| Sands Bethlehem |  | $58,982$ |  | $\begin{array}{r} 29,2066 \\ 17,566 \end{array}$ | $\begin{array}{r} 19.6 \% \\ 235.8 \% \end{array}$ |
|  |  | 369,095 |  | 276,772 | 33.4\% |
| Total adjusted property EBITDA | \$ | 2,228,573 | \$ | 1,086,161 | 105.2\% |

Adjusted property EBITDA from our Macao operations increased $\$ 408.2$ million compared to the year ended December 31, 2009, led by an increase of $\$ 253.3$ million at The Venetian Macao. As previously described, the increase across the properties was primarily attributable to a combined increase in net revenues of $\$ 849.5$ million, partially offset by an increase of $\$ 408.2$ million in gross win tax on increased casino revenues, as well as increases in the associated operating expenses.

Adjusted property EBITDA at our Las Vegas Operating Properties increased $\$ 51.0$ million compared to the year ended December 31, 2009. The increase was primarily attributable to an increase in net revenues of $\$ 106.8$ million, partially offset by increases in the associated operating expenses.

Adjusted property EBITDA at Marina Bay Sands, which opened in April 2010, and Sands Bethlehem, which opened in May 2009, do not have a comparable prior-year period. Results of their operations are as previously described

# UNITED STATES SECURITIES AND EXCHANGE COMMISSION <br> Washington，D．C． 20549 

## Form 10－K

区 ANNUAL REPORT PURSUANT TO SECTION 13 OR 15（d）OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended December 31， 2012
or
TRANSITION REPORT PURSUANT TO SECTION 13 OR 15（d）OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from $\qquad$ to $\qquad$
Commission file number 001－32373

## LAS VEGAS SANDS CORP．

（Exact name of registrant as specified in its charter）


Registrant＇s telephone number，including area code：
（702）414－1000
Securities registered pursuant to Section 12（b）of the Act：

Titte of Each Class
Common Stock（\＄0．001 par value）

Name of Each Exchange on Which Registered
New York Stock Exchange

Securities registered pursuant to Section 12（g）of the Act：
None

Indicate by check mark if the registrant is a well－known seasoned issuer，as defined in Rule 405 of the Securities Act．Yes $⿴ 囗 ⿱ 一 一 \infty$ Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15（d）of the Act．Yes $\square$ No $\boxtimes$

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(1) Phases I and IIA of Sands Cotai Central opened in April and September 2012, respectively.
(2) During the year ended December 31, 2012, we recorded an impairment loss of $\$ 143.7$ million, consisting primarily of a $\$ 100.7$ million writeoff of capitaized construction costs related to our former Cotai Strip development (referred to as parcels 7 and 8 ) in Macao and a $\$ 42.9$ million impairment due to the termination of the ZAiA show at The Venetian Macao.
(3) On March 30, June 29, September 28 and December 28, 2012, we paid a dividend of $\$ 0.25$ per common share as part of a regular cash dividend program. Additionally, on December 18, 2012, we paid a special cash dividend of $\$ 2.75$ per common share.
(4) During the year ended December 31, 2011, we repurchased, redeemed or induced holders to redeem all outstanding preferred stock, which resulted in a charge to retained earnings of $\$ 145.7$ million and is also included in the calculation of net income attributable to common stockholders.
(5) Marina Bay Sands partially opened on April 27, 2010.
(6) Sands Bethlehem partially opened on May 22, 2009.
(7) During the year ended December 31, 2009, we recorded an impairment loss of $\$ 169.5$ million, a legal settlement expense of $\$ 42.5$ million and a valuation allowance against our U.S. deferred tax assets of $\$ 96.9$ million.
(8) Four Seasons Macao opened on August 28, 2008.

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## ITEM 7. -

## MANAGEMENT'S DISCUSSION AND ANAL YSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following discussion should be read in conjunction with, and is qualified in its entirety by, the audited consolidated financial statements, and the notes thereto and other financial information included in this Form 10-K. Certain statements in this "Management's Discussion and jealysis of Financial Condition and Results of Operations" are forward-looking statements. See "- Special Note Regarding Forward-Looking ? ements."

## Operations

We view each of our casino properties as an operating segment. Our Macao operating segments consist of The Venetian Macao, Sands Macao, Four Seasons Macao, Sands Cotai Central and other ancillary operations that support these properties. Approximately $83.2 \%$ and $83.0 \%$ of the gross revenue at The Venetian Macao for years ended December 31, 2012 and 2011, respectively, was derived from gaming activities, with the remainder derived from room, mall, food and beverage and other non-gaming sources. Approximately $94.5 \%$ and $94.4 \%$ of the gross revenue at the Sands Macao for the years ended December 31, 2012 and 2011, respectively, was derived from gaming activities, with the remainder derived primarily from food and beverage operations. Approximately $86.5 \%$ and $82.6 \%$ of the gross revenue at the Four Seasons Macao for the years ended December 31, 2012 and 2011, respectively, was derived from gaming activities, with the remainder derived primarily from mall and room operations. Approximately $86.6 \%$ of the gross revenue at Sands Cotai Central for the period ended December 31, 2012, was derived from gaming activities, with the remainder derived primarily from room and food and beverage operations.

Our Singapore operating segment consists of the Marina Bay Sands, which opened progressively throughout 2010. Approximately $74.4 \%$ and $76.5 \%$ of the gross revenue at the Marina Bay Sands for the years ended December 31, 2012 and 2011, respectively, was derived from gaming activities, with the remainder derived from room, food and beverage, mall and other non-gaming sources.

Our operating segments in the U.S. consist of The Venetian Las Vegas, The Palazzo and Sands Bethlehem. The Venetian Las Vegas and The Palazzo operating segments are managed as a single integrated resort and have been aggregated into our Las Vegas Operating Properties, considering their similar economic characteristics, types of customers, types of services and products, the regulatory business environment of the operations within each segment and the Company's organizational and management reporting structure. Approximately $65.2 \%$ and $69.3 \%$ of the gross revenue at our Las Vegas Operating Properties for the years ended December 31, 2012 and 2011, respectively, was derived from room, food and beverage and other non-gaming sources, with the remainder derived from gaming activities. The percentage of non-gaming revenue reflects the integrated resort's emphasis on the group convention and trade show business and the resulting high occupancy and room rates throughout the week, including during mid-week periods. Approximately $88.5 \%$ and $89.8 \%$ of the gross revenue at Sands Bethlehem for the years ended December 31, 2012 and 2011, respectively, was derived from gaming activities, with the remainder derived primarily from food and beverage and other non-gaming sources.

Rewamary Financial Results

The following table summarizes our results of operations:

| + | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2012 | ${ }^{\text {Prercent }}$ | 2011 | ${ }^{\text {Percent }}$ | 2010 |
| Net revenues | (bolires in thousands) |  |  |  |  |
| Net revenues | \$11,131,132 | 18.3\% | \$9,410,745 | 37.3\% | \$6,853,182 |
| Operating expenses | 8,819,750 | 25.6\% | 7,020,858 | 23.8\% | 3,672,596 |
| Operating income | 2,311,382 | (3.3)\% | 2,389,887 | 102.4\% | 1,180,586 |
| Income before income taxes | 2,062,576 | (1.5)\% | 2,094,823 | 144.7\% | 855,905 |
| Net income | 1,881,813 | (0.1)\% | 1,883,119 | 140.9\% | 781,603 |
| Net income attributable to Las Vegas Sands Corp. | 1.524,093 | (2.3)\% | 1,560,123 | 160.3\% | 599,394 |
|  | Percent of Net Revenues Year Ended December 31. |  |  |  |  |
| Operating expenses |  |  | $\frac{2012}{792 \%}$ | $\frac{2011}{74.6 \%}$ | $\frac{2010}{888}$ |
| Operating income |  |  | 79.2\% | 74.6\% | 82.8\% |
| Income before income taxes |  |  | 20.8\% | 25.4\% | 17.2\% |
| Net income |  |  | 18.5\% | 22.3\% | 12.5\% |
| Net income attributable to Las Vegas Sands Corp. |  |  | 16.9\% 13.7\% | 20.0\% | $11.4 \%$ $8.7 \%$ |
|  |  |  |  |  |  |

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Our historical financial results will not be indicative of our future results as we continue to develop and open new properties, including the remaining phase of Sands Cotai Central and The Parisian Macao.

## Key Operating Revenue Measurements

Operating revenues at The Venetian Macao, Four Seasons Macao, Sands Cotai Central, Marina Bay Sands and our Las Vegas Operating rerties are dependent upon the volume of customers who stay at the hotel, which affects the price that can be charged for hotel rooms and our yaming volume. Operating revenues at Sands Macao and Sands Bethlehem are principally driven by casino customers who visit the properties on a daily basis.

The following are the key measurements we use to evaluate operating revenues:
Casino revenue measurements for Macao and Singapore: Macao and Singapore table games are segregated into two groups, consistent with the Macao and Singapore markets' convention: Rolling Chip play (all VIP players) and Non-Rolling Chip play (mostly non-VIP players). The volume measurement for Rolling Chip play is non-negotiable gaming chips wagered and lost. The volume measurement for Non-Rolling Chip play is table games drop ("drop"), which is the sum of markers issued (credit instruments) less markers paid at the table, plus cash deposited in the table drop box. Rolling Chip and Non-Rolling Chip volume measurements are not comparable as the amounts wagered and lost are substantially higher than the amounts dropped. Slot handle ("handle"), also a volume measurement, is the gross amount wagered for the period cited.

We view Rolling Chip win as a percentage of Roiling Chip volume, Non-Rolling Chip win as a percentage of drop and slot hold as a percentage of slot handle. Win or hold percentage represents the percentage of Rolling Chip volume, Non-Rolling Chip drop or slot handle that is won by the casino and recorded as casino revenue. Based upon our mix of table games, our Rolling Chip win percentage (calculated before discounts and commissions) is expected to be $2.7 \%$ to $3.0 \%$. Generally, slot machine play is conducted on a cash basis. In Macao and Singapore, $31.5 \%$ and $33.2 \%$, respectively, of our table games play was conducted on a credit basis for the year ended December 31, 2012.

Casino revenue measurements for the U.S.: The volume measurements in the U.S. are table games drop and slot handle, as previously described. We view table games win as a percentage of drop and slot hold as a percentage of handle. As in Macao and Singapore, slot machine play is generally conducted on a cash basis. Approximately $72.4 \%$ of our table games play in Las Vegas, for the year ended December 31, 2012, was conducted on a credit basis, while our table games play in Pennsylvania is primarily conducted on a cash basis.

Hotel revenue measurements: Performance indicators used are occupancy rate, which is the average percentage of available hotel rooms occupied during a period, and average daily room rate, which is the average price of occupied rooms per day. The calculations of the hotel occupancy and average daily room rates include the impact of rooms provided on a complimentary basis. Complimentary room rates are determined based on an analysis of retail (or cash) room rates by customer segment and type of room product to ensure the complimentary room rates are consistent with retail rates. Revenue per available room represents a surmary of hotel average daily room rates and occupancy. Because
all available rooms are occupied, average daily room rates are normally higher than revenue per available room. Reserved rooms where the *- ats do not show up for their stay and lose their deposit may be re-sold to walk-in guests. These rooms are considered to be occupied twice for
statistical purposes due to obtaining the original deposit and the walk-in guest revenue. In cases where a significant number of rooms are resold, occupancy rates may be in excess of $100 \%$ and revenue per available room may be higher than the average daily room rate.
***: Mall revenue measurements: Occupancy, base rent per square foot and tenant sales per square foot are used as performance indicators. upancy represents gross leasable occupied area ("GLOA") divided by gross leasable area ("GLA") at the end of the reporting period. GLOA is The sum of: (1) tenant occupied space under lease and (2) tenants no longer occupying space, but paying rent. GL $\wedge$ does not include space that is currently under development or not on the market for lease. Base rent per square foot is the weighted average base, or minimum, rent charge in effect al the end of the reporting period for all tenants that would qualify to be included in occupancy. Tenant sales per square foot is the sum of reported comparable sales for the trailing 12 months divided by the comparable square footage for the same period. Only tenants that have been open for a minimum of 12 months are included in the tenant sales per square foot calculation.

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## Year Ended December 31, 2012 Compared to the Year Ended December 31, 2011

## Operating Revenues

Our net revenues consisted of the foliowing:
Casino
Rooms
Food and beverage
Mall
Convention, retail and other
Less_promotional allowances
I net revenues

| Year Ended December 31, |  |  |
| :---: | :---: | :---: |
| 2012 | 2011 | Percent Canange |
|  | (Dollars in thousinds) |  |
| \$ 9,008,158 | \$7,437,002 | 21.1\% |
| 1,154,024 | 1,000,035 | 15.4\% |
| 628,528 | 598,823 | 5.0\% |
| 396,927 | 325,123 | 22.1\% |
| 497,032 | 501,351 | (0.9)\% |
| 11,684,669 | 9,862,334 | 18.5\% |
| $(553,537)$ | (451,589) | (22.6)\% |
| \$11,131,132 | \$9,410,745 | 18.3\% |

Consolidated net revenues were $\$ 11.13$ billion for the year ended December 31, 2012, an increase of $\$ 1.72$ billion compared to $\$ 9.41$ billion for the year ended December 31, 2011. The increase was driven by $\$ 1.05$ billion of net revenues at Sands Cotai Central and increases of $\$ 408.2$ million and $\$ 210.8$ million at Four Seasons Macao and The Venetian Macao, respectively.

Casino revenues increased $\$ 1.57$ billion compared to the year ended December 31, 2011. The increase is primarily attributable to $\$ 960.3$ million of revenues at Sands Cotai Central, a $\$ 394.1$ million increase at Four Seasons Macao, driven by an increase in Rolling Chip volume due to the expanded VIP gaming area and a $\$ 198.7$ million increase at The Venetian Macao, driven by increases in Non-Rolling Chip drop and win percentage. The following table summarizes the results of our casino activity:


| Year Ended December 31, |  |  |
| :---: | :---: | :---: |
| (Dollars in thousands) Change |  |  |
|  |  |  |
| \$ 2,628,868 | \$ 2,430,144 | 8.2\% |
| \$ 4,482,318 | \$ 4,178,865 | 7.3\% |
| 30.6\% | 27.3\% | 3.3 pts |
| \$48,825,435 | \$52,016,771 | (6.1)\% |
| 3.05\% | 2.95\% | 0.10 pts |
| \$ 4,946,114 | \$ 3,564,612 | 38.8\% |
| 5.3\% | 6.4\% | (1.1)pts |
| \$ 1,219,400 | \$ 1,251,084 | (2.5)\% |
| \$ 2,872,468 | \$ 2,811,966 | 2.2\% |
| 21.0\% | 20.5\% | 0.5 pts |
| \$25,184,583 | \$31,537,280 | (20.1)\% |
| 3.14\% | 2.79\% | 0.35 pts |
| \$ 2,476,673 | \$ 2,055,911 | 20.5\% |


| Slot hold percentage Four Seasons Macan | 4.3\% |  | 5.5\% |  | (1.2)pts |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Total casino revenues |  | 977.616 |  |  |  |
| , -Rolling Chip drop | \$ | 977,616 433,264 | \$ | 583,476 | 67.6\% |
| - -Rolling Chip win percentage | S | 433.264 $40.8 \%$ | \$ | 388,290 $40.3 \%$ | $11.6 \%$ 0.5 pts |
| Rolling Chip volume |  | 1,604,458 |  | ,983,716 | 119.2\% |
| Rolling Chip win percentage |  | 2.79\% |  | 2.88\% | (0.09)pts |
| Slot handle | \$ | 962,540 | \$ | 833,525 | 15.5\% |
| Slot hold percentage |  | 5.3\% |  | 53.7\% | (0.4) pts |
| Sands Cotal Central |  | 5.3\% |  | 5.7\% | (0.4) pts |
| Total casino revenues | \$ | 960,286 | \$ | - |  |
| Non-Rolling Chip drop | \$ | 1,863,923 | \$ |  | - \% |
| Non-Rolling Chip win percentage |  | 20.8\% | s | - \% | - pts |

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Rolling Chip volume
Rolling Chip win percentage
Slot handic
Slot hold percentage
Singapore Operations:
Marina Bay Sands
Total casino revenues
Non-Rolling Chip drop
Non-Rolling Chip win percentage
-ing Chip volume
Slot handle
Slot hold percentage
U.S. Operations:

Las Vegas Operating Properties
Total casino revenues
Table games drop
Table games win percentage
Slot handle
Slot hold percentage
Sands Bethlehem
Total casino revenues
Table games drop
Table games win percentage

## Slot handle

Slot hold percentage


In our experience, average win percentages remain steady when measured over extended periods of time, hut can vary considerably within shorter time periods as a result of the statistical variances that are associated with games of chance in which large amounts are wagered.

Room revenues increased $\$ 154.0$ million compared to the year ended December 31, 2011. The increase is attributable to $\$ 83.8$ million of revenues at Sands Cotai Central and a $\$ 57.0$ million increase at Marina Bay Sands, driven by increases in occupancy and average daily room rates. The hotel tower at Sands Bethlehem opened in May 2011. The suites at Sands Macao are primarily provided to casino patrons on a complimentary basis. The following table summarizes the results of our room activity:

[^2]$\frac{\text { Year Ended December 31, }}{\frac{2012}{2011} \text { Change }}$

| Total room revenucs | \$224,177 |  | \$220,116 |  | 1.8\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Occupancy rate | 91.9\% |  | 91.4\% |  |  |
| Average daily room rate | S | 237 | \$ | 232 | 2.2\% |
| enue per available room - udds Macao | S | 218 | \$ | 212 | 2.8\% |
| Total room revenues |  |  |  |  |  |
| Occupancy rate |  |  | \$ | 23.820 | 2.6\% |
| Average daily room rate |  | 95.3\% |  | 90.5\% | 4.8 pts |
| Revenue per available room | \$ | 245 | \$ | 251 | (2.4)\% |
| Four Seasons Macao | \$ | 234 | \$ | 227 | 3.1\% |
| Total room revenues | \$ | 39,813 |  | 32,233 | 23.5\% |
| Occupancy rate |  | 80.1\% |  | 69.9\% | 10.2 pts |
| Average daily room rate Revenue per available room | \$ | 362 | \$ | 334 | 8.4\% |
| Revenue per available room | \$ | 290 | \$ | 234 | 23.9\% |

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Total room revenues
Occupancy rate
Average daily room rate
Revenue per available room
Singapore Operations:
Marina Bay Sands
Total room revenues

- upancy rate
*werage daily room rate
Revenue per available room
U.S. Operations:

Las Vegas Operating Properties
Total room revenues
Occupancy rate
Average daily room rate
Revenue per available room
Sands Bethlehem
Total room revenues
Occupancy rate
Average daily room rate
Revenue per available room

| Year Ended December 31, |  |  |  |
| :---: | :---: | :---: | :---: |
| (Room revenues in thousands) |  |  |  |
|  |  |  |  |
| \$ | 83,833 | \$ - | - \% |
|  | 83.4\% | - \% | - pts |
| \$ | 155 | \$ | \% |
| \$ | 129 | \$ | - \% |
| \$325,470 |  | \$268,480 | 21.2\% |
|  | 98.9\% | 93.6\% | 5.3 pts |
| \$ | 355 | \$ 311 | 14.1\% |
| \$ | 351 | \$ 291 | 20.6\% |
| \$446,241 |  | \$450,487 | (0.9)\% |
| 86.1\% |  | 88.6\% | (2.5)pts |
| \$ | - 203 | \$ 199 | 2.0\% |
| \$ | 175 | \$ 177 | (1.1)\% |
| \$ | 10,049 | \$ 4,899 | 105.1\% |
|  | 65.1\% | 50.5\% | 14.6 pts |
| \$ | 140 | \$ 162 | (13.6)\% |
| \$ | 91 | \$ 82 | 11.0\% |

Food and beverage revenues increased $\$ 29.7$ million compared to the year ended December 31, 2011. The increase was primarily attributable to $\$ 39.8$ million of revenues at Sands Cotai Central and a $\$ 10.5$ million increase at The Venetian Macao, partially offset by a $\$ 21.4$ million decrease at our Las Vegas Operating Properties, driven by a decrease in banquet operations.

Mall revenues increased $\$ 71.8$ million compared to the year ended December 31, 2011. The increase was primarily attributable to increases of $\$ 18.6$ million at Marina Bay Sands, driven by an increase in mall occupancy and overage rents, $\$ 18.3$ million at The Venetian Macao, driven by higher base rents due to renewed contracts as well as an increase in overage rents, and $\$ 17.5$ million at Four Seasons Macao, driven by an increase in overage rents and the expansion of the mall during November 2012. The following table summarizes the results of our mall activity:

## Macao Operations:

The Grand Canal Shoppes at The Venetian Macao
1 mall revenues
$\qquad$ (2)
$\frac{\text { Year Eaded December 31, }}{\frac{2011}{2012} \text { Change }}$

| Total mall expenses | \$ 22.917 |  | \$ 25.457 |  | (10.0)\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Mall gross leasable area (in square feel) |  | 805,976 |  | 17,251 | (1.4)\% |
| Occupancy |  | 92.3\% |  | 90.0\% | 2.3 pts |
| $e$ rent per square foot |  | 147 | \$ | 131 | 2.3. pts $12.2 \%$ |
| Town ant sales per square foot |  | 1,214 | \$ | 1,087 | 11.7\% |
| The Shoppes at Four Seasons(2) |  |  |  |  |  |
| Total mall revenues |  | 83,477 |  | 65,973 | 26.5\% |
| Total mall expenses(1) |  | 5,946 | \$ | 6,395 | (7.0)\% |
| Mail gross leasable area (in square feet) Occupancy |  | 239,718 |  | 89,170 | 26.7\% |
| Base rent per square foot |  | 92.1\% |  | 92.3\% | (0.2)pts |
| Tenant sales per square foot |  |  | 5 | 148 | 1.4\% |
|  |  |  |  |  |  |
| Total mall revenues |  | 16,074 | \$ |  | - \% |
| Total mall expenses(1) |  | 16,074 3,711 | \$ | - | -\% |
| Mall gross leasable area (in square feet) |  | 210,143 | $\$$ | - | - \% |
| Occupancy |  | 100.0\% |  | - \% | - pts |
| Base rent per square foot Singapore Operations: | \$ | 112 | \$ | \% | - \% |
| The Shoppes at Marina Bay Sands |  |  |  |  |  |

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Total mall revenues
Thatal mall expenses ${ }^{(1)}$
gross leasable area (in square feet)
occupancy
Base rent per square foot
Tenant sales per square foot
U.S. Operations:

The Outlets at Sands Bethlehem(4)
Total mall revenues
Total mall expenses(1)
Mall gross leasable area (in square feet)
Occupancy

| 2012 | 2011 | Change |
| :---: | :---: | :---: |
| (Maill revenues and expenses inthousynds) |  |  |
| \$ 156,319 | \$ 137,765 | 13.5\% |
| \$ 34,756 | \$ 26,970 | 28.9\% |
| 637,980 | 629,428 | 1.4\% |
| 96.0\% | 95.3\% | 0.7 pts |
| \$. 215 | \$ 186 | 715.6\% |
| \$ 1,393 | \$ 1,231 | 13.2\% |
| \$ 1,535 | \$ 194 | 691.2\% |
| \$ 1,433 | \$ 361 | 297.0\% |
| 129,216 | 129.216 | -\% |
| 71.3\% | 24.1\% | 47.2 pts |

(1) Mall expenses consist of common area maintenance, management fees and other direct operating expenses, but exclude depreciation and amortization, certain general and administrative costs (including property taxes) and provision for doubtful accounts, which are presented separately in our consolidated statements of operations. Other mall operating companies may use different methodologies for deriving mall expenses, and accordingly, our mall expenses may not be comparable to other mall operating companies.
(2) In November 2012, The Shoppes at Four Seasons expanded the duty-free luxury shops, resulting in an additional 51,000 square feet of gross leasable space.
(3) Phases I and II of The Shoppes at Sands Cotai Central opened in April and September 2012, respectively.
(4) Base rent per square foot and tenant sales per square foot are excluded from the table as a progressive opening of The Outlets at Sands Bethlehem began in November 2011

Convention, retail and other revenues decreased $\$ 4.3$ million compared to the year ended December 31, 2011. The decrease was primarily due to a $\$ 15.4$ million decrease at Marina Bay Sands, driven by a decrease in entertainment revenue primarily due to the closing of a show at the property, partially offset by $\$ 8.7$ million of revenues at Sands Cotai Central

## Operating Expenses

The breakdown of operating expenses is as follows:

| Year Ended December 31, |
| :---: |
| 2012 Percent Change |


| Casino | (Doliars $\ln$ thousandi) |  |  |
| :---: | :---: | :---: | :---: |
|  | \$5,128,036 | \$4,007,887 | 27.9\% |
| Rooms | 237.303 | 210,052 | 13.0\% |
| and and beverage | 331,210 | 307,446 | 7.7\% |
| -1 | 68,763 | 59,183 | $7.7 \%$ $16.2 \%$ |
| Convention, retail and other | 304,263 | 338,109 | (10.0)\% |
| Provision for doubtful accounts | 239,332 | 150,456 | 59.1\% |
| General and administrative | 1,061,935 | 836,924 | 26.9\% |
| Corporate | 207,030 | 185,694 | 11.5\% |
| Pre-opening | 143,795 | 65,825 | 118.5\% |
| Development | 19,958 | 11,309 | 76.5\% |
| Depreciation and amorization | 892,046 | 794,404 | 12.3\% |
| Amortization of leasehold interests in land | 40.165 | 43,366 | (7.4)\% |
| Impairment loss | 143,674 | - | - \% |
| Loss on disposal of assets | 2,240 | 10,203 | (78.0)\% |
| Total operating expenses | \$8,819,750 | \$7,020,858 | 25.6\% |

Operating expenses were $\$ 8.82$ billion for the year ended December 31 , 2012, an increase of $\$ 1.80$ billion compared to $\$ 7.02$ billion for the year ended December 31,2011. The increase in operating expenses was primarily attributable to the opening of Sands Cotai Central, an increase in easino activity at our other Macao operating properties and $\$ 143.7$ million in impairment charges.

Casino expenses increased $\$ 1.12$ billion compared to the year ended December 31, 2011. Of the increasc, $\$ 788.9$ million was due to the $39 \%$ gross win tax on increased casino revenue across all of our Macao properties, as well as $\$ 185.5$ million of additional casino expenses attributable to Sands Cotai Central.

Rooms and food and beverage expenses increased $\$ 27.3$ million and $\$ 23.8$ million, respectively, compared to the year ended December 31, 2011. These increases were primarily attributable to the opening of Sands Cotai Central.

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Convention, retail and other expenses decreased $\$ 33.8$ million compared to the year ended December 31, 2011. The decrease was primarily due to decreases of $\$ 25.7$ million and $\$ 14.3$ million at Marina Bay Sands and The Venetian Macao, respectively, driven by a decrease in entertainment expense due to the closure of certain shows, partially offset by $\$ 7.1$ million of expenses at Sands Cotai Central.

The provision for doubtful accounts was $\$ 239.3$ million for the year ended December 31, 2012, compared to $\$ 150.5$ million for the year ended December 31, 2011. The increase was primarily due to increases of $\$ 57.3$ million and $\$ 18.1$ million at Marina Bay Sands and our Macao operating properties, respectively, driven by increases in casino accounts receivable related to credit extended, as well as increases to provisions for specific customers. The amount of this provision can vary over short periods of time because of factors specific to the customers who owe us money from gaming activities at any given time. We believe that the amount of our provision for doubtful accounts in the future will depend upon the state of the economy, our credit standards, our risk assessments and the judgment of our employees responsible for granting credit.

General and administrative expenses increased $\$ 225.0$ million compared to the year ended December 31,2011 . The increase was primarily attributable to $\$ 103.9$ million of expenses at Sands Cotai Central and increases of $\$ 61.6$ million at Marina Bay Sands, primarily driven by an increase in property taxes, and $\$ 29.7$ million at The Venetian Macao.

Corporate expense increased $\$ 21.3$ million compared to the year ended December 31, 2011, primarily driven by an increase in legal fees.
Pre-opening expenses were $\$ 143.8$ million for the year ended December 31, 2012, compared to $\$ 65.8$ million for the year ended December 31, 2011. Pre-opening expense represents personnel and other costs incurred prior to the opening of new ventures, which are expensed as incurred. Pre-opening expenses for the years ended December 31, 2012 and 2011, were primarily related to activities at Sands Cotai Central. Development expenses include the costs associated with the Company's evaluation and pursuit of new business opportunities, which are also expensed as incurred.

Depreciation and amortization expense increased $\$ 97.6$ million compared to the year ended December 31,2011 . The increase was primarily attributable to $\$ 107.8$ million of expenses at Sands Cotai Central, partially offset by decreases at our other Macao operating properties due to certain assets being fully depreciated

Impairment loss was $\$ 143.7$ million for the year ended December 31, 2012, consisting primarily of a $\$ 100.7$ million write-off of capitalized these truction costs related to our Cotai Strip parcels 7 and 8 in Macao and a $\$ 42.9$ million impairment due to the termination of the ZAiA show at

The Yenetian Macao (see "Item 8 - Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 4 - Property and Equipment. Net").

## 1djusted Propcry EBITDA

Adjusted property EBITDA is used by management as the primary measure of the operating performance of our segments. Adjusted property EBITDA is net income before royalty fees, stock-based compensation expense, corporate expense, pre-opening expense, development expense, depreciation and amortization, amortization of leasehold interests in land, impairment loss, loss on disposal of assets, interest, other income (expense), loss on modification or early retirement of debt and income taxes. The following table summarizes information related to our segments (see "ltem 8 - Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 17 - Segment Information" for discussion of our operating segments and a reconciliation of adjusted property EBITDA to net income):

|  | Year Ended December 31, |  |  |
| :---: | :---: | :---: | :---: |
|  | 2012 | 2011 | Pcrcent Change |
| Macao: | (Dollare in thousknds) |  |  |
| The Venetian Macao | \$1,143,245 | \$1,022,778 | 11.8\% |
| Sands Macao | 350,639 | 351,877 | (0.4)\% |
| Four Seasons Macao | 288,170 | 217,923 | 32.2\% |
| Sands Cotai Central Other Asia | 213,476 | - | - \% |
| Other Asia | $(15,950)$ | $(15,143)$ | (5.3)\% |
| Marina Bay Sands | 1,979,580 | 1,577,435 | 25.5\% |
| United States: | 1,366,245 | 1,530,623 | (10.7)\% |
| Las Vegas Operating Properties | 331,182 | 333,295 |  |
| Sands Bethlehem | 114,055 | 90,802 | $25.6 \%$ |
|  | 445,237 | 424,097 | 5.0\% |
| Total adjusted property EBITDA | \$3,791,062 | \$3,532,155 | 7.3\% |

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Adjusted property EBITDA at our Macao operations increased $\$ 402.1$ million compared to the year ended December 31, 2011. The increase was primarily attributable to $\$ 213.5$ million in adjusted property EBITDA generated at Sands Cotai Central and increases of $\$ 120.5$ million and $\$ 70.2$ million at The Venetian Macao and Four Seasons Macao, respectively, driven by an increase in casino activity.

Adjusted property EBITDA at Marina Bay Sands decreased $\$ 164.4$ million compared to the year ended December 31, 2011. The decrease was primarily attributable to a $\$ 35.7$ million decrease in net revenues and increases of $\$ 61.6$ million and $\$ 57.3$ million in general and administrative expenses and provision for doubtful accounts, respectively.

Adjusted property EBITDA at our Las Vegas Operating Properties remained relatively unchanged compared to the year ended December 31, 2011. Net revenues increased $\$ 40.4$ million (excluding intersegment royalty revenue), but was offset by increases of $\$ 22.8$ million, $\$ 14.5$ million and $\$ 14.5$ million in casino expenses, general and administrative expenses and provision for doubtful accounts, respectively.

Adjusted property EBITDA at Sands Bethlehem increased $\$ 23.3$ million compared to the year ended December 31, 2011. The increase was primarily attributable to a $\$ 70.6$ million increase in net revenues, driven by an increase in casino activity, partially offset by increases in the associated operating expenses.

## Interest Expense

The following table summarizes information related to interest expense on long-term debt:

Interest cost (which includes the amortization of deferred financing costs and original issue discounts)
Add - imputed interest on deferred proceeds from sale of The Shoppes at The Palazzo
Less - capitalized interest
Interest expense, net
paid for interest

|  | Year Linded December 31, |  |  |
| :---: | :---: | :---: | :---: |
| (Dollars in thousands) |  |  |  |
| \$ | 292,790 | \$ | 402,076 |
|  | 15,123 |  | 8,013 |
|  | $(49,349)$ |  | $(127,140)$ |
| \$ | 258,564 | \$ | 282,949 |
| \$ | 258,440 | \$ | 373,9 |

Weighted average total debt balance
Weighted average interest rate
… Interest cost decreased $\$ 109.3$ million compared to the year ended December 31, 2011, resulting primarily from a decrease in our weighted age interest rate. Capitalized interest decreased $\$ 77.8$ million compared to the year ended December 31, 2011, primarily due to the completion of phases I and IIA of Sands Cotai Central in April and September 2012, respectively.

## Other Factors Effecting Earnings

Other income was $\$ 5.7$ million for the year ended December 31, 2012, compared to other expense of $\$ 4.0$ million for the year ended December 31, 2011. The income during the year ended December 31, 2012, was primarily due to a $\$ 6.6$ miltion foreign exchange gain related to the dissolution of one of our wholly owned foreign subsidiaries, partially offset by decreases in the fair value of our interest rate cap agreements in Macao and Singapore.

The loss on modification or early retirement of debt was $\$ 19.2$ million for the year ended December 31, 2012, and was primarily due to a $\$ 13.1$ million loss related to the refinancing of our Singapore credit facility in June 2012 (see "Item 8 - Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 8 - Long-Term Debt - Singapore Credit Facility").

Our effective income tax rate was $8.8 \%$ for the year ended December 31, 2012, compared to $10.1 \%$ for the year ended December 31, 2011. The effective income tax rate for the years ended December 31, 2012 and 2011, reflects a $17 \%$ statutory tax rate on our Singapore operations and a zero percent tax rate on our Macao gaming operations due to our income tax exemption in Macao, which, if not extended, will expire in 2013. During July 2012, we requested an additional 5-year income tax exemption. We have recorded a valuation allowance related to deferred tax assets generated by operations in the U.S. and certain forcign jurisdictions; however, to the extent that the financial results of these operations inprove and it becomes "more-likely-than-not" that these deferred tax assets or a portion thereof are realizable, we will reduce the valuation allowances in the period such determination is made.

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[^3]
## Year Ended December 31, 2011 Compared to the Year Ended December 31, 2010 Operating Revenues

Our net revenues consisted of the following:
Casino
Rooms
Food and beverage
Mall
Convention, retail and other
Less-promotional allowances
Total net revenues

| Year Ended December 31, |  |  |
| :---: | :---: | :---: |
|  | (Dollars in thousands) | Percent Change |
| \$7,437,002 | \$5,533,088 | 34.4\% |
| 1,000,035 | 797,499 | 25.4\% |
| 598,823 | 446,558 | 34.1\% |
| 325,123 | 186,617 | 74.2\% |
| 501,351 | 354,175 | 41.6\% |
| 9,862,334 | 7,317,937 | 34.8\% |
| $(451,589)$ | (464,755) | 2.8\% |
| \$9,410,745 | \$6,853,182 | 37.3\% |

Consolidated net revenues were $\$ 9.41$ billion for the year ended December 31,2011 , an increase of $\$ 2.56$ billion compared to $\$ 6.85$ billion for the year ended December 31, 2010. The increase in net revenues was primarily driven by a $\$ 1.66$ billion increase from the progressive opening of the Marina Bay Sands, as well a $\$ 719.2$ million increase across all of our Macao operations and a $\$ 111.5$ million increase at our Las Vegas Operating Properties.

Casino revenues increased $\$ 1.90$ billion compared to the year ended December 31, 2010. The increase was primarily due to a $\$ 1.30$ billion increase at the Marina Bay Sands and a $\$ 576.5$ million increase at our Macao operations, primarily driven by an increase in Rolling Chip volume. The following table summarizes the results of our casino activity:
$\frac{\text { Year Ended December 31, }}{\frac{2010}{2011} \frac{\text { Change }}{}}$

Macao Opcrations:
The Vemetian Macao

| Total casino revenues | \$ 2,430,144 | \$ 2,086,668 | 16.5\% |
| :---: | :---: | :---: | :---: |
| - - Rolling Chip drop | \$ $4,178,865$ | \$ 3,737,693 | 11.8\% |
| -r-Rolling Chip win percentage | 27.3\% | 26.2\% | 1.1 pts |
| Rolling Chip volume | \$52,016,771 | \$42,650,092 | 22.0\% |
| Rolling Chip win percentage | 2.95\% | 34,650,02\% | (0.12)pts |
| Slot handle | \$ 3,564,612 | \$ 2,926,606 | 21.8\% |
| Slot hold percentage Sands Macao | 6.4\% | 7.1\% | (0.7)pts |
| Total casino revenues |  |  |  |
| Non-Rolling Chip drop | \$ 1,251,084 | \$ 1,168,117 | 7.1\% |
| Non-Rolling Chip win percentage | \$ 2,811,960 $20.5 \%$ | \$ 2,512,122 $20.3 \%$ | 11.9\% 0.2 pts |
| Rolling Chip volume | \$31,537,280 | \$27,415,476 | 15.0\% |
| Rolling Chip win pereentage Slot handle | 2.79\% | 3.06\% | (0.27)pts |
| Slot hold percentage | \$ 2,055,911 | \$ 1,599,199 | 28.6\% |
| Four Seasons Macao | 5.5\% | 5.9\% | (0.4)pts |
| Total casino revenues |  |  |  |
| Non-Rolling Chip drop | \$ 388,290 | \$ 391,554 | 34.6\% |
| Non-Rolling Chip win percentage | - $40.3 \%$ | ( $29.0 \%$ | (11.3 pts |
| Rolling Chip volume | \$18.983,716 | \$17,890,832 | 1.3 pts $6.1 \%$ |
| Rolling Chip win percentage | 2.88\% | 2.56\% | 0.32 pts |

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## - handle

Slot hold percentage Singapore Operations:

## Marina Bay Sands

Total casino revenues
Non-Rolling Chip drop
Non-Rolling Chip win percentage
Rolling Chip volume
Rolling Chip win percentage
Slot handie
Slot hold percentage
U.S. Operations:

Las Vegas Operating Properties
Total casino revenues
Table games drop.
Table games win percentage
Slot handle
Slot hold percentage
Sands Bethlehem
Total casino revenues
Table games drop
Table games win percentage
Slot handle
Slot hold percentage


In our experience, average win percentages remain steady when measured over extended periods of time, but can vary considerably within shorter time periods as a result of the statistical variances that are associated with games of chance in which large amounts are wagered.

Room revenues increased $\$ 202.5$ million compared to the year ended December 31, 2010. The increase in room revenues was primarily due
to a $\$ 169.9$ million increase at the Marina Bay Sands, as well as increases at The Venetian Macao, Four Seasons Macao and at our Las Vegas Operating Properties driven by an increase in average daily room rates. The hotel tower at Sands Bethlehem opened in May 2011. The suites at Sands Macao are primarily provided to casino patrons on a complimentary basis. The following table summarizes the results of our room activity:

| x, | Yeur Enved Desember 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2011 |  | 2610 |  | Change |
| Macao Operations: <br> The Venetian Macao |  |  |  |  |  |
|  |  |  |  |  |  |
| Total room revenues | \$220,116 |  | \$199,277 |  | 10.5\% |
| Occupancy rate |  |  |  |  |  |
| Average daily room rate |  |  | 90.9\% |  | $\begin{aligned} & 0.5 \mathrm{pts} \\ & 8.9 \% \end{aligned}$ |
| Revenue per available room |  | - 232 | \$ | 213 |  |
|  |  |  |  | 194 | 9.3\% |
| Total room revenues | \$ 23,820 |  | \$ 24,495 |  | $\begin{aligned} & (2.8) \% \\ & \text { (2.7)pts } \end{aligned}$ |
| Occupancy rate |  | 90.5\% |  |  |  |
| Average daily room rate |  |  | 93.2\% |  | (2.7)pts |
| Revenue per available room |  | \$ 227 | \$ | 234 | - 3.0 ) |
| Four Seasons Macao (3.0)\% |  |  |  |  |  |
| Total room revenues | \$ 32,233 |  | \$ 29,675 |  | $\begin{aligned} & 8.6 \% \\ & \text { (0.9)pts } \end{aligned}$ |
| Occupancy rate |  |  |  |  |  |  |
| Average daily room rate | 69.9\% |  | 70.8\% |  |  |
| Revenue per available room |  | 334 234 | \$ | 309 219 | 8.1\% |
| Singapore Operations: $\quad$ 6.8\% |  |  |  |  |  |
| Marina Bay Sands |  |  |  |  |  |

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|  | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2011 |  | 2010 |  | Change |
| Total room revenues | $\xrightarrow{\text { (Room }}$ |  | enu | sin thous |  |
| Occupancy rate |  |  | \$ | 98,594 | 172.3\% |
| Average daily room rate |  | 93.6\% |  | 73.4\% | 20.2 pts |
| Revenue per available room | \$ |  | \$ |  |  |
| U.S. Operations: | \$ | 291 | \$ | 184 | 58.2\% |
| Las Vegas Operating Properties |  |  |  |  |  |
| Total room revenues | \$ 450,487 |  | \$445,458 |  | $\begin{aligned} & 1.1 \% \\ & \text { (2.1)pts } \end{aligned}$ |
| Occupancy rate |  |  |  |  |  |
| Average daily room rate | 88.6\% |  | 90.7\% |  |  |
| Revenue per available room | \$ | 199 177 | \$ | 191 173 | 4.2\% |
| Sands BethiehemTotal room revenues |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
| Occupancy rate | \$ | $\begin{aligned} & 4,899 \\ & 50.5 \% \end{aligned}$ |  | \$ -0 | -\% |
| Average daily room rate | \$ | 50.5\% | \$ - |  | - \% |
| Revenue per available room | \$ |  | \$ | - | - \% |

Food and beverage revenues increased $\$ 152.3$ million compared to the year ended December 31, 2010. The increase was primarily due to a $\$ 108.3$ million increase at the Marina Bay Sands and a $\$ 29.1$ million increase at our Las Vegas Operating Properties driven by increased banquet activities.

Mall revenues increased $\$ 138.5$ million compared to the year ended December 31, 2010. The increase was primarily attributable to a $\$ 90.9$ million increase at the Marina Bay Sands, as well as increases of $\$ 24.3$ million and $\$ 23.1$ million at Four Seasons Macao and The Venetian Macao, respectively, primarily due to higher overage rent. The following table summarizes the results of our mall activity:

$\frac{\text { Year Ended December 31, }}{2011}$ (Mall (Mevenues and expenses in Change | thousands) |
| :---: |

## Macao Opcrations:

The Grand Canal Shoppers at The Venetian Macan
Total mall revenues
$\cdots$ mall expenses (1) 1 gross leasable area (in square feet)
Occupancy
Base rent per square foot
Tenant sales per square foot
The Shoppes at Four Seasons
Total mall revenues
Total mall expenses(1)
Mall gross leasable area (in square feet)
Occupancy
Base rent per square foot
Tenant sales per square foot
Singapore Operations:
The Shoppes at Marina Bay Sands
Total mall revenues
Total mall expenses (1)
Mall gross leasable area (in square feet)
Occupancy
Base rent per square foot
Tenant sales per square foot ${ }^{(2)}$
U.S. Operations:

The Outlets at Sands Bethlehem(3)
Total mall revenues
Total mall expenses(l)
Mall gross leasable area (in square feet)

| \$121.191 | S 98,117 | 23.5\% |
| :---: | :---: | :---: |
| \$ 25,457 | \$ 25,416 | 0.2\% |
| 817,251 | 835,866 | (2.2)\% |
| 90.0\% | 89.3\% | 0.7 pts |
| \$ 131 | \$ 117 | 12.0\% |
| \$ 1,087 | \$ 738 | 47.3\% |
| \$ 65,973 | \$ 41,684 | 58.3\% |
| \$ 6.395 | \$ 6,478 | (1.3)\% |
| 189,170 | 192,838 | (1.9)\% |
| 92.3\% | 93.7\% | (1.4)pts |
| \$ 148 | \$ 151 | (2.0)\% |
| \$ 3,386 | \$ 1,976 | 71.4\% |
| \$137,765 | \$ 46,816 | 194.3\% |
| \$ 26,970 | \$ 11,877 | 127.1\% |
| 629,428 | 618,162 | 1.8\% |
| 95.3\% | 62.2\% | 33.1 pts |
| \$ 186 | \$ 157 | 18.5\% |
| \$ 1,231 | \$ | - \% |
| \$ 194 | \$ | - \% |
| \$ 361 | \$ | - \% |
| 129,216 | - | - \% |

(1) Mall expenses consist of common area maintenance, management fees and other direct operating expenses, but exclude depreciation and amortization, certain general and administrative costs (including property taxes) and provision for doubtful accounts, which are presented separately in our consolidated statements of operations. Other mall operating companies may use different methodologies for deriving mall expenses, and accordingly, our mall expenses may not be comparable to other mall operating companies.
(2) The Shoppes at Marina Bay Sands opened in April 2010.
(3) Occupancy, base rent per square foot and tenant sales per square foot are excluded from the table as The Outlets at Sands Bethlehem was only partially open as of December 31, 2011, due to its progressive opening beginning in November 2011.

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Convention, retail and other revenues increased $\$ 147.2$ million compared to the year ended December 31,2010. The increase was primarily due to an $\$ 86.8$ million increase at the Marina Bay Sands and a $\$ 37.5$ million increase in Other Asia driven by our ferry operations.

## Operating Expenses

The breakdown of operating expenses is as follows:
Casino
Rooms
Food and beverage
Mall
Convention, retail and other
Provision for doubtful accounts
General and administrative
Corporate
opening

| Year Ended December 31, |  |  |
| :---: | :---: | ---: |
| 2011 | 2010 | Percent Change |
| $\$ 4,007,887$ | (Dollars in thouzands) |  |
| 210,052 | 149,227 | $23.3 \%$ |
| 307,446 | 207,926 | $46.6 \%$ |
| 59,183 | 43,771 | $47.8 \%$ |
| 338,109 | 230,907 | $35.2 \%$ |
| 150,456 | 97,762 | $46.4 \%$ |
| 836,924 | 683,298 | $53.9 \%$ |
| 185,694 | 108,848 | $22.5 \%$ |
| 65,825 | 114,833 | $70.6 \%$ |
|  |  | $(42.7) \%$ |


| Development | 11,309 | 1,783 | 534.3\% |
| :---: | :---: | :---: | :---: |
| Depreciation and amorization | 794,404 | 694,971 | 14.3\% |
| Amortization of leasehold interests in land | 43,366 | 41,302 | 5.0\% |
| aiment loss | - | 16,057 | - \% |
| *-s on disposal of assets | 10,203 | 38.555 | (73.5)\% |
| Total operating expenses | \$7,020,858 | \$5,672.596 | 23.8\% |

Operating expenses were $\$ 7.02$ billion for the year ended December 31, 2011, an increase of $\$ 1.35$ billion compared to $\$ 5.67$ billion for the year ended December 31, 2010. The increase in operating expenses was primarily attributable to the progressive opening of the Marina Bay Sands, as well as increased casino activity at our Macao operations and an increase in corporate expense and general and administrative expenses, partially offset by a decrease in pre-opening expenses.

Casino expenses increased $\$ 758.7$ million compared to the year ended December 31, 2010. Of the increase, $\$ 425.9$ million was attributable to the Marina Bay Sands and $\$ 266.3$ million was due to the $39.0 \%$ gross win tax on increased casino revenues across all of our Macao operations.

Mall expenses increased $\$ 15.4$ million compared to the year ended December 31, 2010. The increase was primarily due to a $\$ 15.1$ million increase at the Marina Bay Sands.

Rooms, food and beverage and convention, retail and other expenses increased $\$ 66.7$ million, $\$ 99.5$ million and $\$ 107.2$ million, respectively, compared to the year ended December 31, 2010. These increases were driven by the associated increases in the related revenues described above.

The provision for doubtful accounts was $\$ 150.5$ million for the year ended December 31, 2011, compared to $\$ 97.8$ million for the year ended December 31, 2010. The increase was primarily due to a $\$ 65.6$ million increase in provisions at the Marina Bay Sands. The amount of this provision can vary over short periods of time because of factors specific to the customers who owe us money at any given time. We believe that the amount of our provision for doubtful accounts in the future will depend upon the state of the economy, our credit standards, our risk assessments and the judgment of our employees responsible for granting credit.

General and administrative expenses increased $\$ 153.6$ million compared to the year ended December 31, 2010. The increase was primarily due to a $\$ 128.4$ million increase at the Marina Bay Sands.

Corporate expense increased $\$ 76.8$ million compared to the year ended December 31, 2010. The increase was primarily due to increased legal expenses and higher incentive compensation expenses. nt
4)

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Pre-opening expenses were $\$ 65.8$ million for the year ended December 31,2011 , compared to $\$ 114.8$ million for the year ended December 31, 2010. Pre-opening expense represents personnel and other costs incurred prior to the opening of new ventures, which are expensed as incurred. Pre-opening expenses for the year ended December 31, 2011, were primarily related to activities at Sands Cotai Central. Pre-opening expenses for the year ended December 31, 2010, were primarily related to activities at the Marina Bay Sands and costs associated with recommencing work at Sands Cotai Central. Development expenses, which were not material for the years ended December 31, 2011 and 2010, include the costs associated with the Company's evaluation and pursuit of new business opportunities, which are also expensed as incurred.

Depreciation and amortization expense increased $\$ 99.4$ million compared to the year ended December 31,2010 . The increase was primarily a result of the opening of the Marina Bay Sands, which contributed $\$ 128.4$ million of the increase, partially offset by decreases at our Macao operations due to certain assets being fully depreciated.

Loss on disposal of assets was $\$ 10.2$ million for the year ended December 31, 2011, compared to $\$ 38.6$ million for the year ended December 31, 2010. The loss for the year ended December 31, 2011, related to the disposition of one of our majority owned subsidiaries, as well as the disposition of construction materials and equipment in Macao. The losses incurred during the year ended December 31, 2010, were principally related to the disposition of construction materials in Macao and Las Vegas.

## Adjusted Property EBITDA

The following table summarizes information related to our segments:

[^4]| Year Ended December 31, |  |  |
| :---: | :---: | :---: |
| 2011 |  |  |


| Sands Macao | 351,877 | 318,519 | 10.5\% |
| :---: | :---: | :---: | :---: |
| Four Seasons Macao | 217.923 | 113,692 | 91.7\% |
| Other Asia | $(15,143)$ | $(24,429)$ | 38.0\% |
|  | 1.577,435 | 1,217,580 | 29.6\% |
| Turina Bay Sands <br> United States: | 1,530,623 | 641,898 | 138.5\% |
| Las Vegas Operating Properties | 333,295 | 310,113 |  |
| Sands Bethlehem | 90,802 | 58,982 | 53.9\% |
|  | 424,097 | 369,095 | 14.9\% |
| Total adjusted property EBITDA | \$3,532,155 | \$2,228,573 | 58.5\% |

Adjusted property EBITDA from our Macao operations increased $\$ 359.9$ million compared to the year ended December 31, 2010, led by an increase of $\$ 213.0$ million at The Venetian Macao. As previously described, the increase across the properties was primarily attributable to a combined increase in net revenues of $\$ 719.2$ million, partially offset by an increase of $\$ 266.3$ million in gross win tax on increased casino revenues, as well as increases in the associated operating expenses.

Adjusted property EBITDA at Marina Bay Sands does not have a comparable prior-year period as the property opened in April 2010.
Adjusted property EBITDA at our Las Vegas Operating Properties increased $\$ 23.2$ million compared to the year ended December 31, 2010. The increase was primarily attributable to an increase in net revenues of $\$ 59.3$ million (excluding intersegment royalty revenuc), partially offset by increases in the associated operating expenses.

Adjusted property EBITDA at Sands Bethlehem increased $\$ 31.8$ million compared to the year ended December 31, 2010. The increase was primarily driven by the commencement of table games operations in July 2010 .

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## Interest Expense

The following table summarizes information related to interest expense on long-term debt:

Interest cost (which includes the amortization of deferred financing costs and original issue discounts)
Add - imputed interest on deferred proceeds from sale of The Shoppes at The Palazo
Less - capitalized interest
Interest expense, net
Cash paid for interest
Weighted average total debt balance
Weighted average interest rate

| Year Ended December 31, |  |  |  |
| :---: | :---: | :---: | :---: |
| 2011 (Doliars in thousands) 2010 |  |  |  |
|  |  |  |  |
| \$ | 402,076 | \$ | 409,337 |
|  | 8,013 |  | 3,542 |
|  | $(127,140)$ |  | $(106,066)$ |
| \$ | 282,949 | \$ | 306,813 |
| \$ | 373,923 | \$ | 343,298 |
| \$10,097,474 |  |  | 10,608,335 |
|  | 4.0\% |  | 3.9\% |

Interest cost decreased $\$ 7.3$ million compared to the year ended December 31, 2010, resulting from a decrease in our weighted average debt balance, partially offset by a slight increase in our weighted average interest rate. Capitalized interest increased $\$ 21.1$ million compared to the year ended December 31, 2010, primarily due to increased construction activities at Sands Cotai Central in Macao.

## Other Factors Effecting Earnings

Other expense was $\$ 4.0$ million for the year ended December 31, 2011, compared to $\$ 8.3$ million for the year ended December 31, 2010. The expense during the year ended December 31, 2011, was primarily due to decreases in the fair value of our interest rate cap agreements in Macao and Singapore, and foreign exchange losses.

The loss on modification or early retirement of debt was $\$ 22.6$ million for the year ended December 31, 2011, and was primarily due to the refinancing of our VML and VOL credit facilities (see "Item 8 - Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 8 - Long-Term Debt - Macao Related Debt").

Our effective income tax rate was $10.1 \%$ for the year ended December 31, 2011, compared to $8.7 \%$ for the year ended December 31, 2010. The effective income tax rate for the years ended December 31,2011 and 2010 , reflects a $17 \%$ statutory tax rate on our Singapore operations and a
percent tax rate on our Macao gaming operations due to our income tax exemption in Macao, which, if not extended, will expire in 2013. *-...ing July 2012, we requested an additional 5-year income tax exemption. We have recorded a valuation allowance related to deferred tax assets

# UNITED STATES <br> SECURITIES AND EXCHANGE COMMISSION <br> Washington，D．C． 20549 

## Form 10－K

区 ANNUAL REPORT PURSUANT TO SECTION 13 OR 15（d）OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended December 31， 2013
or

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15（d）OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from $\qquad$ to $\qquad$
Commission file number 001－32373

## LAS VEGAS SANDS CORP．

（Exact name of registrant as specified in its charter）

| Nevada |  |
| :---: | :---: |
| （State or other jurisdiction of <br> incorporation or organization） | 27－0099920 <br> （IRS Employer |
| Identification No．） |  |

Registrant＇s telephone number，including area code：
（702）414－1000
Securities registered pursuant to Section 12（b）of the Act：

| Title of Each Class | Name of Each Exchange on Which Registered |
| :---: | :---: |
| Common Stock（ $\mathbf{S 0 . 0 0 1}$ par value） | New York Stock Exchange |

Securities registered pursuant to Section $\mathbf{1 2 ( g )}$ of the Act：
None

Indicate by check mark if the registrant is a well－known seasoned issuer，as defined in Rule 405 of the Securities Act．Yes $⿴ 囗 ⿱ 一 一 \infty$
Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section $15(\mathrm{~d})$ of the Act．Yes $\square$ No 区
Indicate by check mark whether the registrant（1）has filed all reports required to be filed by Section 13 or 15 （d）of the Securities Exchange Ast of 1934 during the preceding 12 months（or for such shorter period that the registrant was required to file such reports）；and（2）has been zet to such filing requirements for the past 90 days．Yes 区 No $\square$
(8) Marina Bay Sands partially opened on April 27, 2010.
(9) Sands Bethlehem partially opened on May 22, 2009.
(10) During the year ended December 31, 2009, we recorded an impairment loss of $\$ 169.5$ million, a legal settement expense of $\$ 42.5$ million and a valuation allowance against our U.S. deferred tax assets of $\$ 96.9$ million.

## HeM 7. - MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following discussion should be read in conjunction with, and is qualified in its entirety by, the audited consolidated financial statements, and the notes thereto and other financial information included in this Form 10-K. Certain statements in this "Management's Discussion and Analysis of Financial Condition and Results of Operations" are forward-looking statements. See "- Special Note Regarding Forward-Looking Statements."

## Operations

We view each of our casino properties as an operating segment. Our Macao operating segments consist of The Venetian Macao, Sands Cotai Central, Four Seasons Macao, Sands Macao and other ancillary operations that support these properties. Approximately $85.3 \%$ and $83.2 \%$ of the gross revenue at The Venetian Macao for years ended December 31, 2013 and 2012, respectively, was derived from gaming activities, with the remainder derived from room, mall, food and beverage and other non-gaming sources. Approximately $85.7 \%$ and $86.6 \%$ of the gross revenue at Sands Cotai Central for the period ended December 31, 2013 and 2012, respectively, was derived from gaming activities, with the remainder derived primarily from room and food and beverage operations. Approximately $82.8 \%$ and $86.5 \%$ of the gross revenue at the Four Seasons Macao for the years ended December 31, 2013 and 2012, respectively, was derived from gaming activities, with the remainder derived primarily from mall and room operations. Approximately $94.2 \%$ and $94.5 \%$ of the gross revenue at the Sands Macao for the years ended December 31, 2013 and 2012, respectively, was derived from gaming activities, with the remainder derived primarily from food and beverage operations.

Our Singapore operating segment consists of the Marina Bay Sands. Approximately $74.6 \%$ and $74.4 \%$ of the gross revenue at the Marina Bay Sands for the years ended December 31, 2013 and 2012, respectively, was derived from gaming activities, with the remainder derived from room, food and beverage, mall and other non-gaming sources.

Our operating segments in the U.S. consist of The Venetian Las Vegas, The Palazzo and Sands Bethlehem. The Venetian Las Vegas and The Palazzo operating segments are managed as a single integrated resort and have been aggregated into our Las Vegas Operating Properties, considering their similar economic characteristics, types of customers, types of services and products, the regulatory business environment of the operations within each segment and the Company's organizational and management reporting structure. Approximately $63.8 \%$ and $65.2 \%$ of the gross revenue at our Las Vegas Operating Properties for the years ended December 31, 2013 and 2012, respectively, was derived from room, food and beverage and other non-gaming sources, with the remainder derived from gaming activities. The percentage of non-gaming revenue reflects the integrated resort's emphasis on the group convention and trade show business and the resulting high occupancy and room rates throughout the
k , including during mid-week periods. Approximately $88.5 \%$ of the gross revenue at Sands Bethlehem for the years ended December 31, 2013 2012, was derived from gaming activities, with the remainder derived primarily from food and beverage and other non-gaming sources.

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## Summary Financial Results

The following table summarizes our results of operations:

|  | Year Ended December 31, |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2013 | Percent Change | 2012 | Percent Change |  | 2011 |
|  | (Dollars in thousands) |  |  |  |  |  |
| Net revenues | \$ 13,769,885 | 23.7\% | \$ 11,131,132 | 18.3\% | \$ | 9,410,745 |
| Operating expenses | 10,361,642 | 17.5\% | 8,819,750 | 25.6 \% |  | 7,020,858 |
| Operating income | 3,408,243 | 47.5\% | 2,311,382 | (3.3)\% |  | 2,389,887 |
| Income before income taxes | 3,143,512 | 52.4\% | 2,062,576 | (1.5)\% |  | 2,094,823 |
| Net income | 2,954,676 | 57.0\% | 1,881,813 | (0.1)\% |  | 1,883,119 |
| Net income attributable to Las Vegas Sands Corp. | 2,305,997 | 51.3\% | 1,524,093 | (2.3)\% |  | 1,560,123 |



LVS-2013.12.31.10K

| Opcrating income | $24.8 \%$ | $20.8 \%$ | $25.4 \%$ |
| :--- | :--- | :--- | :--- |
| Income before income taxes | $22.8 \%$ | $18.5 \%$ | $22.3 \%$ |
| ${ }^{\prime}+\frac{1}{\text { income }}$ | $21.5 \%$ | $16.9 \%$ | $20.0 \%$ |
| income attributable to Las Vegas Sands Corp. | $16.7 \%$ | $13.7 \%$ | $16.6 \%$ |

Our historical financial results will not be indicative of our future results as we continue to develop and open new properties, including The Parisian Macao and the remaining phase of Sands Cotai Central.

## Key Operating Revenue Measurements

Operating revenues at The Venetian Macao, Sands Cotai Central, Four Seasons Macao, Marina Bay Sands and our Las Vegas Operating Properties are dependent upon the volume of customers who stay at the hotel, which affects the price that can be charged for hotel rooms and our gaming volume. Operating revenues at Sands Macao and Sands Bethlehem are principally driven by casino customers who visit the propertics on a daily basis.

The following are the key measurements we use to evaluate operating revenues:
Casino revenue measurements for Macao and Singapore: Macao and Singapore table games are segregated into two groups, consistent with the Macao and Singapore markets' convention: Rolling Chip play (all VIP players) and Non-Rolling Chip play (mostly non-VIP players). The volume measurement for Rolling Chip play is non-negotiable gaming chips wagered and lost. The volume measurement for Non-Rolling Chip play is table games drop ("drop"), which is the sum of markers issued (credit instruments) less markers paid at the table, plus cash deposited in the table drop box. Rolling Chip and Non-Rolling Chip volume measurements are not comparable as the amounts wagered and lost are substantially higher than the amounts dropped. Slot handle ("handle"), also a volume measurement, is the gross amount wagered for the period cited.

We view Rolling Chip win as a percentage of Rolling Chip volume, Non-Rolling Chip win as a percentage of drop and slot hold as a percentage of slot handle. Win or hold percentage represents the percentage of Rolling Chip volume, Non-Rolling Chip drop or slot handle that is won by the casino and recorded as casino revenue. Based upon our mix of table games, our Rolling Chip win percentage (calculated before discounts and commissions) is expected to be $2.7 \%$ to $3.0 \%$. Generally, slot machine play is conducted on a cash basis. In Macao and Singapore, $27.9 \%$ and $29.3 \%$, respectively, of our table games play was conducted on a credit basis for the year ended December 31, 2013.

Casino revenue measurements for the U.S. The volume measurements in the U.S. are table games drop and slot handle, as previously described. We view table games win as a percentage of drop and slot hold as a percentage of handle. Based upon our mix of table games, our table sames are expected to produce a win percentage (calculated before discounts) of $20 \%$ to $22 \%$ at our Las Vegas Operating Properties and $14 \%$ to
, at Sands Bethlehem. As in Macao and Singapore, slot machine play is generally conducted on a cash basis. Approximately $74.2 \%$ of our table zarmes play at our Las Vegas Operating Properties, for the year ended

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December 31, 2013, was conducted on a credit basis, while our table games play in Pennsylvania is primarily conducted on a cash basis.
Hotel revenue measurements: Performance indicators used are occupancy rate, which is the average percentage of available hotel rooms occupied during a period, and average daily room rate, which is the average price of occupied rooms per day. The calculations of the hotel occupancy and average daily room rates include the impact of rooms provided on a complimentary basis. Complimentary room rates are determined based on an analysis of retail (or cash) room rates by customer segment and type of room product to ensure the complimentary room rates are consistent with retail rates. Revenue per available room represents a summary of hotel average daily room rates and occupancy. Because not all available rooms are occupied, average daily room rates are normally higher than revenue per available room. Reserved rooms where the guests do not show up for their stay and lose their deposit may be re-sold to walk-in guests. These rooms are considered to be occupied twice for statistical purposes due to obtaining the original deposit and the walk-in guest revenue. In cases where a significant number of rooms are resold, occupancy rates may be in excess of $100 \%$ and revenue per available room may be higher than the average daily room rate.

Mall revenue measurements: Occupancy, base rent per square foot and tenant sales per square foot are used as performance indicators. Occupancy represents gross leasable occupied area ("GLOA") divided by gross leasable area ("GLA") at the end of the reporting period. GLOA is the sum of: (1) tenant occupied space under lease and (2) tenants no longer occupying space, but paying rent. GLA does not include space that is currently under development or not on the market for lease. Base rent per square foot is the weighted average base, or minimum, rent charge in effect at the end of the reporting period for all tenants that would qualify to be included in occupancy. Tenant sales per square foot is the sum of reported comparable sales for the trailing 12 months divided by the comparable square footage for the same period. Only tenants that have been open for a minimum of 12 months are included in the tenant sales per square foot calculation.

Year Ended December 31, 2013 Compared to the Year Ended December 31, 2012
7perating Revenues
Our net revenues consisted of the following:

|  | Year Einded December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2013 |  | 2012 |  | Percent Change |
|  | (Dollars In thousands) |  |  |  |  |
| - mivino | \$ | 11,386,917 | \$ | 9,008,158 | 26.4 \% |
| Rooms |  | 1,380,681 |  | 1,154,024 | 19.6 \% |
| Food and beverage |  | 730,259 |  | 628,528 | 16.2 \% |
| Mall |  | 481,400 |  | 396,927 | 21.3 \% |
| Convention, retail and other |  | 515,179 |  | 497,032 | $3.7 \%$ |
|  |  | 14,494,436 |  | 11.684,669 | 24.0\% |
| Less - promotional allowances |  | (724,551) |  | $(553,537)$ | (30.9)\% |
| Total net revenues | \$ | 13,769,885 | \$ | 11,131,132 | 23.7\% |

Consolidated net revenues were $\$ 13.77$ billion for the year ended December 31,2013 , an increase of $\$ 2.64$ billion compared to $\$ 11.13$ billion for the year ended December 31, 2012. The increase in net revenues was driven by an increase of $\$ 1.65$ billion at Sands Cotai Central due to its progressive opening that commenced in April 2012, and an increase of $\$ 813.3$ million at The Venetian Macao, primarily duc to increased casino revenues.

## Table of Consents

Casino revenues increased $\$ 2.38$ billion compared to the year ended December 31, 2012. The increase is primarily attributable to an increase of $\$ 1.47$ billion at Sands Cotai Central, due to its progressive opening, and a $\$ 786.5$ million increase at The Venetian Macao, driven by an increase in Non-Rolling Chip drop. The following table summarizes the results of our casino activity:



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In our experience, average win percentages remain steady when measured over extended periods of time, but can vary considerably within shorter time periods as a result of the statistical variances that are associated with games of chance in which large amounts are wagered.

Room revenues increased $\$ 226.7$ million compared to the year ended December 31,2012 . The increase is attributable to an increase of $\$ 153.0$ million at Sands Cotai Central, due to its progressive opening, an increase of $\$ 34.8$ million at Marina Bay Sands, driven by an increase in average daily room rates, and an increase of $\$ 26.3$ million at our Las Vegas Operating Properties, driven by an increase in occupancy. The suites at Sands Macao are primarily provided to casino patrons on a complimentary basis. The following table summarizes the results of our room activity:


| Average daily room rate | \$ | 24.3 | \$ | 237 | 2.5 \% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Revenue per available room | \$ | 222 | \$ | 218 | $1.8 \%$ |
| Smonds Colal Central |  |  |  |  |  |
| al room revenues | \$ | 236,819 | \$ | 83,833 | 182.5 \% |
| Occupancy rate |  | 78.5 |  | $83.4 \%$ |  |
| Average daily room rate | \$ | 155 | \$ | 155 | (4.9) pls |
| Revenue per available room | \$ | 121 | \$ | 129 | (6.2) \% |
| Four Seasons Macao |  |  |  |  | (6.2) \% |
| Total room revenues | \$ | 43,626 | \$ | 39813 | 9.6 |
| Occupancy rate |  | 85.3\% |  | $80.1 \%$ |  |
| Average daily room rate | \$ | 373 | \$ | 80.1\% 362 | 3.2 pls |
| Revenuc per available room | \$ | 318 | \$ | 290 | 9.7 \% |
| Sands Macao |  |  |  | 290 | 9.7 \% |
| Total room revenues | \$ | 25,150 | \$ | 24,441 | 2.9 \% |
| Occupancy rate |  | 96.1\% |  | 95.3\% |  |
| Average daily room rate | \$ | 252 | \$ | 245 |  |
| Revenue per available room | \$ | 242 | \$ | 234 | $3.9 \%$ |
| Singapore Operatlons: |  |  |  | 234 | 3.4 \% |
| Marina Bay Sands |  |  |  |  |  |
| Total room revenues | \$ | 360,264 | \$ |  |  |
| Occupancy rate |  | 98.6\% |  | $98.9 \%$ |  |
| Average daily room rate | \$ | 396 | \$ | 355 |  |
| Revenue per available room | \$ | 390 | \$ | 355 351 | $11.5 \%$ |
| U.S. Operations: |  |  |  | 351 | 11.1 \% |
| Las Vegas Operating Properties |  |  |  |  |  |
| Il room revenues | \$ | 472,518 | \$ |  |  |
| Occupancy rate | $\checkmark$ | 472,518 $8 \quad 896 \%$ | \$ | 446,241 | $5.9 \text { \% }$ |
| Average daily room rate | \$ | 89.6\% | \$ | 86.1\% | 3.5 pts |
| Revenue per available room |  | 205 | \$ | 203 | 1.0 \% |
|  | \$ | 184 | \$ | 175 | 5.1 \% |
| Sands Bethlehem |  |  |  |  |  |
| Total room revenues | \$ | 11.482 | S |  |  |
| Occupancy rate |  | 73.6\% | , | 10,049 | 14.3 \% |
| Average daily room rate |  | 142 |  | 65.1\% | 8.5 pts |
| Revenue per available room | $\$$ | 142 | \$ | 140 | 1.4 \% |
| Revenue per available room | \$ | 104 | \$ | 91 | 14.3 \% |

Food and beverage revenues increased $\$ 101.7$ million compared to the year ended December 31, 2012. The increase was primarily attributable to a $\$ 62.3$ million increase at Sands Cotai Central, due to its progressive opening, as well as a $\$ 26.3$ million increase at our Las Vegas Operating Properties, driven by an increase in banquet operations.

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Mall revenues increased $\$ 84.5$ million compared to the year ended December 31, 2012. The increase was primarily due to an $\$ 85.3$ million increase at our Macao operating properties, driven by an increase in base rents as well as the progressive opening of Sands Cotai Central. For further information related to the financial performance of our malls, see"- Additional Information Regarding our Retail Mall Operations." The following table summarizes the results of our mall activity:

|  | Year Ended December 31, |  |  |
| :---: | :---: | :---: | :---: |
|  | 2013 | 2012 | Change |
| cuax 200 Operations: | (Mall revenues in thousands) |  |  |

## Shoppes at Venetian

Total mall revenues
$\therefore$ $\quad$ Ill gross leasable area (in square feet)
Base rent per square foot
Tenant sales per square foot
Shoppes al Cotai Central()
Total mall revenues
Mall gross leasable area (in square feet)
Occupancy
Base rent per square foot
Tenant sales per square foot

| \$ | 169,151 | \$ | 139,522 | 21.2 \% |
| :---: | :---: | :---: | :---: | :---: |
|  | 755,452 |  | 805.976 | (6.3) \% |
|  | 95.5\% |  | 92.3\% | 3.2 pts |
| \$ | 179 | \$ | 147 | 21.8 \% |
| \$ | 1,522 | \$ | 1,214 | 25.4 \% |
| \$ | 42,116 | \$ | 16,074 | 162.0 \% |
|  | 210,143 |  | 210,143 | - \% |
|  | 100.0\% |  | 100.0\% | pts |
| \$ | 120 | \$ | 112 | 7.1 \% |
| \$ | 1,277 | \$ | - | - \% |
| \$ | 113,121 | \$ | 83,477 | 35.5 \% |
|  | 241,895 |  | 239,718 | $0.9 \%$ |
|  | 87.7\% |  | 92.1\% | (4.4) pts |
| \$ | 348 | \$ | 150 | 132.0 \% |
| \$ | 4,726 | \$ | 4,356 | 8.5 \% |
| \$ | 153,840 | \$ | 156,319 | (1.6) \% |
|  | 642,241 |  | 637,980 | 0.7 \% |
|  | 90.7\% |  | 96.0\% | (5.3) pts |
| \$ | 217 | \$ | 215 | 0.9 \% |
| \$ | 1,528 | \$ | 1,393 | 9.7 \% |
| \$ | 3,172 | \$ | 1,535 | $106.6 \%$ |
|  | 134,830 |  | 129,216 | 4.3 \% |
|  | 93.6\% |  | 71.3\% | 22.3 pts |
| \$ | 23 | \$ | - | - \% |
| \$ | 431 | \$ | - | \% |

(1) The first and second phases of the Shoppes at Cotai Central opened in April and September 2012, respectively.
(2) Beginning in August 2013, a significant portion of the rent paid by the duty-free luxury shops was converted from overage rent to base rent in accordance with the respective lease agreements, resulting in an increase in base rent per square foot.
(3) The decrease in occupancy at The Shoppes at Marina Bay Sands is due to an ongoing repositioning of the mall that will bring in several new and expand many key luxury tenants. Approximately 37,000 square feet of gross leasable area is currently undergoing new fit-out or development and is not considered occupied as of December 31, 2013.
(4) A progressive opening of The Outlets at Sands Bethlehem began in November 2011. Base rent per square foot and tenant sales per square foot for the year ended December 31, 2012, are excluded from the table as certain co-tenancy requirements were not met during 2012 as the
mall was only partially occupied.

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## Operating Expenses

The breakdown of operating expenses is as follows:

|  | Year Ended December 31, |  |  |
| :---: | :---: | :---: | :---: |
| * | 2013 | 2012 | Percent Change |


|  | (Doliars in thousnnds) |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Casino | S | 6,483,718 | \$ | 5,128,036 | 26.4 \% |
| noms |  | 271,942 |  | 237,303 | 14.6 \% |
| d and beverage |  | 369,570 |  | 331,210 | 11.6 \% |
| Mall |  | 73,358 |  | 68,763 | 6.7\% |
| Convention, retail and other |  | 317,869 |  | 304,263 | 4.5 \% |
| Provision for doubtful accounts |  | 237,786 |  | 239,332 | (0.6)\% |
| General and administrative |  | 1,329,740 |  | 1,061,935 | 25.2 \% |
| Corporate |  | 189,535 |  | 207,030 | (8.5)\% |
| Pre-opening |  | 13,339 |  | 143,795 | (90.7)\% |
| Development |  | 15,809 |  | 19,958 | (20.8)\% |
| Depreciation and amortization |  | 1,007,468 |  | 892,046 | 12.9 \% |
| Amortization of leasehold interests in land |  | 40,352 |  | 40,165 | 0.5 \% |
| Impairment loss |  | - |  | 143,674 | (100.0)\% |
| Loss on disposal of assets |  | 11,156 |  | 2,240 | 398.0 \% |
| Total operating expenses | \$ | 10,361,642 | \$ | 8,819,750 | 17.5 \% |

Operating expenses were $\$ 10.36$ billion for the year ended December 31,2013 , an increase of $\$ 1.54$ billion compared to $\$ 8.82$ billion for the year ended December 31, 2012. The increase in operating expenses was primarily attributable to the progressive opening of Sands Cotai Central that commenced in April 2012.

Casino expenses increased $\$ 1.36$ billion compared to the year ended December 31, 2012. Of the increase, $\$ 986.8$ million was attributable to the $39 \%$ gross win tax on increased casino revenue across all of our Macao properties, as well as $\$ 211.5$ million of additional casino expenses attributable to Sands Cotai Central.

Rooms and food and beverage expenses increased $\$ 34.6$ million and $\$ 38.4$ million, respectively, compared to the year ended December 31, 2012. These increases were driven by the associated increases in the related revenues described above.
me.. The provision for doubfful accounts was $\$ 237.8$ million for the year ended December 31, 2013, compared to $\$ 239.3$ million for the year sd December 31, 2012. The amount of this provision can vary over short periods of time because of factors specific to the customers who owe us money from gaming activities at any given time. We believe that the amount of our provision for doubtful accounts in the future will depend upon the state of the economy, our credit standards, our risk assessments and the judgment of our employees responsible for granting credit.

General and administrative expenses increased $\$ 267.8$ million compared to the year ended December 31, 2012. The increase was primarily attributable to a $\$ 122.2$ million increase at Sands Cotai Central, a $\$ 72.7$ million increase at our Las Vegas Operating Properties, driven by a $\$ 47.4$ million legal settlement expense (see "Item 8 - Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 13 - Commitments and Contingencies - Litigation"), as well as a $\$ 63.9$ million increase at The Venetian Macao, driven by an increase in advertising expense.

Corporate expense decreased $\$ 17.5$ million compared to the year ended December 31, 2012, driven by a decrease in legal fees.
Pre-opening expenses were $\$ 13.3$ million for the year ended December 31, 2013, compared to $\$ 143.8$ million for the year ended December 31, 2012. Pre-opening expense represents personnel and other costs incurred prior to the opening of new ventures, which are expensed as incurred. Pre-opening expenses for the years ended December 31, 2013 and 2012, were primarily related to activities at Sands Cotai Central. Development expenses include the costs associated with the Company's evaluation and pursuit of new business opportunities, which are also expensed as incurred.

Depreciation and amortization expense increased $\$ 115.4$ million compared to the year ended December 31, 2012. The increase was primarily attributable to a $\$ 146.6$ million increase at Sands Cotai Central, partially offset by decreases at our Las Vegas Operating Properties and other Macao operating properties due to certain assets being fully depreciated.

The impairment loss of $\$ 143.7$ million for the year ended December 31, 2012, consisted primarily of a $\$ 100.7$ million write-off of capitalized construction costs related to our former Cotai Strip development (referred to as parcels 7 and 8) in Macao and a $\$ 42.9$ million impairment due to the termination of the ZAiA show at The Venetian Macao.

[^5]Adjusted property FBITDA is used by management as the primary measure of the operating performance of our segrnents. Adjusted property EBITDA is net income before royalty fees, slock-based compensation expense, legal settlement expense, corporate expense, pre-opening expense, development expense, depreciation and amortization, amortization of leasehold interests in land, impairment loss, loss on disposal of assets, rest, other income (expense), loss on modification or early retirement of debt and income taxes. The following table summarizes information mimated to our segments (see "Item 8 - Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 17 -Segment Information" for discussion of our operating segments and a reconciliation of adjusted property EBITDA to net income):

|  | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2013 |  | 2012 |  | Percent Change |
|  | (Dollars in thousands) |  |  |  |  |
| Macao: |  |  |  |  |  |
| The Venetian Macao | \$ | 1,499,937 | \$ | 1,143,245 | 31.2\% |
| Sands Cotai Central |  | 739,723 |  | 213,476 | 246.5\% |
| Four Seasons Macao |  | 305,040 |  | 288,170 | 5.9\% |
| Sands Macao |  | 362,858 |  | 350,639 | 3.5\% |
| Other Asia |  | $(3,855)$ |  | (15,950) | 75.8\% |
|  |  | 2,903,703 |  | 1,979,580 | 46.7\% |
| Marina Bay Sands |  | 1,384,576 |  | 1,366,245 | 1.3\% |
| United States: |  |  |  |  |  |
| Las Vegas Operating Properties |  | 351,739 |  | 331,182 | 6.2\% |
| Sands Bethlehem |  | 123,337 |  | 114,055 | 8.1\% |
|  |  | 475,076 |  | 445,237 | 6.7\% |
| Total adjusted property EBITDA | \$ | 4,763,355 | \$ | 3,791,062 | 25.6\% |

Adjusted property EBITDA at our Macao operations increased $\$ 924.1$ million compared to the year ended December 31, 2012. The increase was primarily attributable to an increase of $\$ 526.2$ million at Sands Cotai Central, due to its progressive opening that commenced in April 2012, as well as an increase of $\$ 356.7$ million at The Venetian Macao, driven by an increase in casino activity.

Adjusted property EBITDA at Marina Bay Sands increased $\$ 18.3$ million compared to the year ended December 31, 2012. The increase was mernarily attributable to a $\$ 82.2$ million increase in net revenues driven by an increase in casino revenues, partially offset by increases in the
associated operating expenses.

Adjusted property EBITDA at our Las Vegas Operating Properties increased $\$ 20.6$ million compared to the year ended December 31, 2012. Net revenues increased $\$ 123.2$ million (excluding intersegment royalty revenue), but was offset by increases in the associated operating expenses.

Adjusted property EBITDA at Sands Bethlehem increased $\$ 9.3$ million compared to the year ended December 31, 2012. The increase was primarily attributable to a $\$ 26.3$ million increase in net revenues, driven by an increase in casino activity, partially offset by increases in the associated operating expenses.

## Interest Expense

The following table summarizes information related to interest expense on long-term debt:

|  | Year Ended December 31, |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2013 |  | 2012 |  |
|  | (Dolliars in thousands) |  |  |  |
| Interest cost (which includes the amortization of deferred financing costs and original issue discounts) | \$ | 260,704 | \$ | 292,790 |
| Add - imputed interest on deferred proceeds from sale of The Shoppes at The Palazzo |  | 15,168 |  | 15,123 |
| Less-capitalized interest |  | $(4,661)$ |  | $(49,349)$ |
| Interest expense, net | \$ | 271,211 | \$ | 258,564 |
| Cash paid for interest | \$ | 212,903 | \$ | 258,440 |
| Weighted average total debt balance | \$ | 9,788,457 | \$ | 9,772,201 |
| Weighted average interest rate |  | 2.7\% |  | 3.0\% |

[^6]Interest cost decreased $\$ 32.1$ million compared to the year ended December 31, 2012, resulting primarily from a decrease in our weighted mamrage interest rate. Capitalized interest decreased $\$ 44.7$ million compared to the year ended December 31, 2012, primarily due to the completion ic Conrad and Holiday Inn tower and the first and second Sheraton towers of Sands Cotai Central in April and September 2012 and January 3, respectively.

## Other Factors Effecting Earnings

Other income was $\$ 4.3$ million for the year ended December 31, 2013, compared to $\$ 5.7$ million for the year ended Decenber 31, 2012. The income during the year ended December 31, 2013, was primarily attributable to foreign exchange gains.

The loss on modification or early retirement of debt of $\$ 14.2$ million for the year ended December 31, 2013, related to the the refinancing of our U.S. credit facility in December 2013 (see "Item 8 - Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 8 - Long-Term Debt - Senior Secured Credit Facility").

Our effective income tax rate was $6.0 \%$ for the year ended December 31, 2013, compared to $8.8 \%$ for the year ended December 31, 2012. The effective income tax rate for the years ended December 31,2013 and 2012, reflects a $17 \%$ statutory tax rate on our Singapore operations and a zero percent tax rate on profits generated by our Macao gaming operations due to our income tax exemption in Macao, which was extended in October 2013 through the end of 2018 . We have recorded a valuation allowance related to deferred tax assets generated by operations in the U.S. and certain foreign jurisdictions; however, to the extent that the financial results of these operations improve and it becomes "more-likely-thannot" that these deferred tax assets or a portion thereof are realizable, we will reduce the valuation allowances in the period such determination is made.

The net income attributable to our noncontroiling interests was $\$ 648.7$ million for the year ended December 31, 2013, compared to $\$ 357.7$ million for the year ended December 31, 2012. These amounts are primarily related to the noncontrolling interest of SCL.

## Year Ended December 31, 2012 Compared to the Year Ended December 31, 2011 <br> Operating Revenues

Our net revenues consisted of the following:

|  | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2012 |  | 2011 |  | Percent Change |
|  | (Dollars in thousands) |  |  |  |  |
| Casino 4 | \$ | 9,008,158 | \$ | 7,437,002 | 21.1 \% |
| Rooms |  | 1,154,024 |  | 1,000,035 | 15.4 \% |
| Food and beverage |  | 628,528 |  | 598,823 | $5.0 \%$ |
| Mall |  | 396,927 |  | 325,123 | 22.1 \% |
| Convention, retail and other |  | 497,032 |  | 501,351 | \% $0.09 \%$ |
|  |  | 11,684,669 |  | 9,862,334 | 18.5\% |
| Less - promotional allowances ${ }^{\text {a }}$ - |  | $(553,537)$ |  | $(451,589)$ | (22.6)\% |
| Total net revenues | \$ | 11,131,132 | \$ | 9,410,745 | 18.3 \% |

Consolidated net revenues were $\$ 11.13$ billion for the year ended December 31, 2012, an increase of $\$ 1.72$ billion compared to $\$ 9.41$ billion for the year ended December 31, 2011. The increase was driven by $\$ 1.05$ billion of net revenues at Sands Cotai Central and increases of $\$ 408.2$ million and $\$ 210.8$ million at Four Seasons Macao and The Venetian Macao, respectively.

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Casino revenues increased $\$ 1.57$ billion compared to the year ended December 31, 2011. The increase is primarily attributable to $\$ 960.3$ million of revenues at Sands Cotai Central, a $\$ 394.1$ million increase at Four Seasons Macao, driven by an increase in Rolling Chip volume due to the expanded VIP gaming area and a $\$ 198.7$ million increase at The Venetian Macao, driven by increases in Non-Rolling Chip drop and win percentage. The following table summarizes the results of our casino activity:

| Year Ended December 31, |  |  |
| :---: | :---: | :---: |
| 2012 | 2011 | Change |
|  | (Dollars in thousands) |  |

## The Venellan Macao

| Total casino revenues | \$ | 2,628,868 | \$ | 2,430,144 | 8.2 \% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| ${ }^{*}$ sn-Rolling Chip drop | \$ | 4,482,318 | \$ | 4,178,865 | 7.3 \% |
| *-Rolling Chip win percentage |  | 30.6\% |  | 27.3\% | 3.3 pts |
| Rolling Chip volume | \$ | 48.825,435 | \$ | 52,016.771 | (6.1) \% |
| Rolling Chip win percentage |  | 3.05\% |  | 2.95\% | 0.10 pts |
| Slot handie | \$ | 4,946,114 | \$ | 3,564,612 | 38.8 \% |
| Slot hold percentage |  | 5.3\% |  | 6.4\% | (1.1) pts |
| Sands Cotal Central |  |  |  |  |  |
| Total casino revenues | \$ | 960,286 | \$ | - | \% |
| Non-Rolling Chip drop | \$ | 1,863,923 | \$ | - | \% |
| Non-Rolling Chip win percentage |  | 20.8\% |  | - | pts |
| Rolling Chip volume | \$ | 26,046,168 | \$ | - | \% |
| Rolling Chip win percentage |  | 2.83\% |  | - | pts |
| Slot handle | \$ | 2,939,426 | \$ | - | - \% |
| Slot hold percentage |  | 3.5\% |  | - | - pts |

Total casin
Non-Rolling Chip drop
Non-Rolling Chip win percentage
Rolling Chip volume
Rolling Chip win percentage
Slot handle
Slot hold percentage
Sgnds Macao
al casino revenues
Non-Rolling Chip drop
Non-Rolling Chip win percentage
Rolling Chip volume
Rolling Chip win percentage
Slot handle
Slot hold percentage
Singapore Operations:
Marina Bay Sands
Total casino revenues
Non-Rolling Chip drop
Non-Rolling Chip win percentage
Rolling Chip volume
Rolling Chip win percentage
Slot handle
Slot hold percentage
U.S. Operations:

Las Vegas Operating Properties
Total casino revenues
Table games drop
Table games win percentage
Slot handle
hold percentage

## Sands Bethtehem

| Total casino revenues | \$ | 437,472 | \$ | 376,618 | 16.2 | \% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Table games drop | \$ | 885,359 | \$ | 653,203 | 35.5 | \% |
| le games win percentage |  | 15.3\% |  | 14.8\% | 0.5 | pts |
| Slot handle | \$ | 4,029,326 | 5 | 3,773,734 | 6.8 | \% |
| Slot hold percentage |  | 7.2\% |  | 7.2\% | - | pts |

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In our experience, average win percentages remain steady when measured over extended periods of time, but can vary considerably within shorter time periods as a result of the statistical variances that are associated with games of chance in which large amounts are wagered.

Koom revenues increased $\$ 154.0$ million compared to the year ended December 31, 2011. The increase is attributable to $\$ 83.8$ million of revenues at Sands Cotai Central and a $\$ 57.0$ million incrcase at Marina Bay Sands, driven by increases in occupancy and average daily room rates. The hotel tower at Sands Bethlehem opened in May 2011. The suites at Sands Macao are primarily provided to casino patrons on a complimentary basis. The following table summarizes the results of our room activity:

## Macao Operations:

The Veretian Macao

| Total room revenues | \$ | 224,177 | \$ | 220,116 | 1.8 | \% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Occupancy rate |  | 91.9\% |  | 91.4\% | 0.5 | pts |
| Average daily room rate | \$ | 237 | \$ | 232 | 2.2 | \% |
| Revenue per available room ds Cotai Central | \$ | 218 | \$ | 212 | 2.8 | \% |
| Total room revenues | \$ | 83,833 | \$ | - | - | \% |
| Occupancy rate |  | 83.4\% |  | - |  | pts |
| Average daily room rate | \$ | 155 | \$ | - | - | \% |
| Revenue per available room | \$ | 129 | \$ | - | - | \% |
| Four Seasons Macao |  |  |  |  |  |  |
| Total room revenues | \$ | 39,813 | \$ | 32,233 | 23.5 | \% |
| Occupancy rate |  | 80.1\% |  | 69.9\% | 10.2 | pts |
| Average daily room rate | \$ | 362 | \$ | 334 | 8.4 | \% |
| Revenue per available room | \$ | 290 | \$ | 234 | 23.9 | \% |
| Sands Macao |  |  |  |  |  |  |
| Total room revenues | \$ | 24,441 | \$ | 23,820 | 2.6 | \% |
| Occupancy rate |  | 95.3\% |  | 90.5\% | 4.8 | pts |
| Average daily room rate | \$ | 245 | \$ | 251 | (2.4) |  |
| Revenue per available room | \$ | 234 | \$ | 227 | 3.1 | \% |
| Singapore Operations: |  |  |  |  |  |  |
| Marina Bay Sands |  |  |  |  |  |  |
| Total room revenues | \$ | 325,470 | \$ | 268,480 | 21.2 | \% |
| Occupancy rate |  | 98.9\% |  | 93.6\% | 5.3 | pts |
| Average daily room rate | \$ | 355 | \$ | 311 | 14.1 | \% |
| Revenue per available room | \$ | 351 | \$ | 291 | 20.6 | \% |
| U.S. Operations: 20.6 \% |  |  |  |  |  |  |
| - Vegas Operating Properti |  |  |  |  |  |  |
| "s.asal room revenues | \$ | 446,241 | \$ | 450,487 | (0.9) |  |


| Occupancy rate |  | $86.1 \%$ |  | $88.6 \%$ | (2.5) pts |
| :--- | :---: | :---: | :---: | :---: | :---: |
| Average daily room rate | $\$$ | 20.3 | $\$$ | 199 | $2.0 \%$ |
| enue per available room | $\$$ | 175 | $\$$ | 177 | $(1.1) \%$ |
| Samds Bethtehem |  |  |  |  |  |
| Total room revenucs | $\$$ | 10,049 | $\$$ | 4,899 | 105.1 |
| Occupancy rate |  | $65.1 \%$ | $50.5 \%$ | 14.0 | pts |
| Average daily room rate | $\$$ | 140 | $\$$ | 162 | $(13.6) \%$ |
| Revenue per available room | $\$$ | 91 | $\$$ | 82 | $11.0 \%$ |

Food and beverage revenues increased $\$ 29.7$ million compared to the year ended December 31, 2011. The increase was primarily attributable to $\$ 39.8$ million of revenues at Sands Cotai Central and a $\$ 10.5$ million increase at The Venetian Macao, partially offset by a $\$ 21.4$ million decrease at our Las Vegas Operating Properties, driven by a decrease in banquet operations.

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Mall revenues increased $\$ 71.8$ million compared to the year ended December 31, 2011. The increase was primarily attributable to increases of $\$ 18.6$ million at Marina Bay Sands, driven by an increase in mall occupancy and overage rents, $\$ 18.3$ million at The Venetian Macao, driven by higher base rents due to renewed contracts as well as an increase in overage rents, and $\$ 17.5$ million at Four Seasons Macao, driven by an increase in overage rents and the expansion of the mall during November 2012. The following table summarizes the results of our mall activity:

|  | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2012 |  | 2011 |  | Change |
|  | (Mall revenues in thousauds) |  |  |  |  |
| Macao Operations: . $\quad$ : ${ }^{\text {a }}$, |  |  |  |  |  |
| Shoppes at Venetian |  |  |  |  |  |
| fratal mall revenues | \$ | 139,522 | \$ | 121,191 | 15.1 \% |
| - ${ }^{\text {a }}$ gross leasable area (in square feet) |  | 805,976 |  | 817,251 | (1.4) \% |
| Occupancy |  | 92.3\% |  | 90.0\% | 2.3 pts |
| Base rent per square foot | \$ | 147 | \$ | 131 | 12.2 \% |
| Tenant sales per square foot + , | \$ | ( ${ }^{\text {a }} 1,214$ | \$ | 1,087 | \% 11.7 \% |
| Shoppes at Cotai Central ${ }^{(1)}$ ( ${ }^{\text {a }}$ |  |  |  |  |  |
| Total mall revenues | \$ | 16,074 | 5 | - | - \% |
| Mall gross leasable area (in square feet) |  | 210,143 |  | - | - \% |
| Occupancy |  | 100.0\% |  | - | pts |
| Base rent per square foot | \$ | 112 | \$ | - | - \% |
| Shoppes at Four Seasons ${ }^{(2)}$ |  |  |  |  |  |
| Total mall revenues | \$ | 83,477 | \$ | 65,973 | 26.5 \% |
| Mall gross leasable area (in square feet) |  | 239,718 |  | 189,170 | 26.7 \% |
| Occupancy |  | 92.1\% |  | 92.3\% | (0.2) pts |
| Base rent per square foot SH | \$ | 150 | \$ | 148 | $1.4 \%$ |
| Tenant sales per square foot | \$ | 4,356 | \$ | 3,386 | 28.6 \% |
| Singapore Operations: |  |  |  |  |  |
| The Shoppes at Marina Bay Sands |  |  |  |  |  |
| Total mall revenues | \$ | 156,319 | \$ | 137,765 | 13.5 \% |
| Mall gross leasable area (in square feet) |  | 637,980 |  | 629,428 | 1.4 \% |
| Occupancy |  | 96.0\% |  | 95.3\% | \% 0.7 pts |
| Base rent per square foot | \$ | 215 | \$ | 186 | 15.6 \% |
| Tenant sales per square foot | \$ | 1,393 | \$ | 1,231 | 13.2 \% |

Operations:

## The Outlets at Sands Bethlehem ${ }^{(3)}$

| Total mall revenues | $\$$ | 1.535 | $\$$ | 194 |
| :--- | ---: | ---: | ---: | ---: |
| Mall gross leasable area (in square feet) |  | 129,216 | 129,216 | $691.2 \%$ |
| upancy | $71.3 \%$ | $24.1 \%$ | 47.2 | pls |

(1) The tirst and second phases of the Shoppes at Cotai Central opened in April and Septemher 2012, respectively.
(2) In November 2012, the Shoppes at Four Seasons expanded the duty-free luxury shops, resulting in an additional 51,000 square feet of gross leasable space.
(3) Base rent per square foot and tenant sales per square foot are excluded from the table as a progressive opening of The Outlets at Sands Bethlehem hegan in November 2011.

Convention, retail and other revenues decreased $\$ 4.3$ million compared to the year ended December 31, 2011. The decrease was primarily due to a $\$ 15.4$ million decreasc at Marina Bay Sands, driven by a decrease in entertainment revenue primarily due to the closing of a show at the property, partially offset by $\$ 8.7$ million of revenues at Sands Cotai Central.

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## Operating Expenses

The breakdown of operating expenses is as follows:


Operating expenses were $\$ 8.82$ billion for the year ended December 31,2012 , an increase of $\$ 1.80$ billion compared to $\$ 7.02$ billion for the year ended December 31, 2011. The increase in operating expenses was primarily atributable to the opening of Sands Cotai Central, an increase in casino activity at our other Macao operating properties and $\$ 143.7$ million in impairment charges.

Casino expenses increased $\$ 1.12$ billion compared to the year ended December 31,2011 . Of the increase, $\$ 788.9$ million was due to the $39 \%$ gross win tax on increased casino revenue across all of our Macao properties, as well as $\$ 185.5$ million of additional casino expenses attributable to Sands Cotai Central.

Rooms and food and beverage expenses increased $\$ 27.3$ million and $\$ 23.8$ million, respectively, compared to the year ended December 31, 2011. These increases were primarily attributable to the opening of Sands Cotai Central.

Convention, retail and other expenses decreased $\$ 33.8$ million compared to the year ended December 31, 2011. The decrease was primarily due to decreases of $\$ 25.7$ million and $\$ 14.3$ million at Marina Bay Sands and The Venetian Macao, respectively, driven by a decrease in entertainment expense due to the closure of certain shows, partially offset by $\$ 7.1$ million of expenses at Sands Cotai Central.

The provision for doubtful accounts was $\$ 239.3$ million for the year ended December 31,2012 , compared to $\$ 150.5$ million for the year
ended December 31, 2011 . The increase was primarily due to increases of $\$ 57.3$ million and $\$ 18.1$ million at Marina Bay Sands and our Macao operating properties, respectively, driven hy increases in casino accounts receivable related to credit extended, as well as increases to provisions for specific customers. The amount of this provision can vary over short periods of time because of factors specific to the customers who owe us mey from gaming activities at any given time. We believe that the amount of our provision for doubtful accounts in the future will depend upon tate of the economy, our credit standards, our risk assessments and the judgment of our employees responsible for granting credit.

Gencral and administrative expenses increased $\$ 225.0$ million compared to the year ended December 31,2011 . The increase was primarily attributable to $\$ 103.9$ million of expenses at Sands Cotai Central and increases of $\$ 61.6$ million at Marina Bay Sands, primarily driven hy an increase in property taxes, and $\$ 29.7$ million at The Venetian Macao.

Corporate expense increased $\$ 21.3$ million compared to the year ended December 31, 2011, driven by an increase in legal fees.
Pre-opening expenses were $\$ 143.8$ million for the year ended December 31,2012 , compared to $\$ 65.8$ million for the year ended December 31, 2011. Pre-opening expense represents personnel and other costs incurred prior to the opening of new ventures, which are expensed as incurred. Pre-opening expenses for the years ended December 31, 2012 and 2011, were primarily related to activities at Sands Cotai Central. Development expenses include the costs associated with the Company's evaluation and pursuit of new business opportunities, which are also expensed as incurred.

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Depreciation and amortization expense increased $\$ 97.6$ million compared to the year ended December 31, 2011. The increase was primarily attributable to $\$ 107.8$ million of expenses at Sands Cotai Central, partially offset by decreases at our other Macao operating properties due to certain assets being fully depreciated.

The impairment loss of $\$ 143.7$ million for the year ended December 31, 2012, consisted primarily of a $\$ 100.7$ million write-off of capitalized construction costs related to our former Cotai Strip development (referred to as parcels 7 and 8) in Macao and a $\$ 42.9$ million impairment due to the termination of the ZAiA show at The Venetian Macao.

## Adjusted Property EBITDA

The following table summarizes information related to our segments:

| neme | ar Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 2012 |  | 2011 | Percent Change |
|  | (Dollars in thousands) |  |  |  |  |
| Macao: . |  |  |  |  | \% |
| The Venetian Macao | \$ | 1,143,245 | \$ | 1,022,778 | 11.8\% |
| Sands Cotai Central ${ }^{\text {a }}$ |  | 213,476 |  |  | 11.8\% |
| Four Seasons Macao |  | 288,170 |  | 217,923 | 32.2 \% |
| Sands Macao |  | 350,639 |  | 351,877 | (0.4)\% |
| Other Asia |  | $(15,950)$ |  | $(15,143)$ | (5.3)\% |
| O... $+\cdots$ - |  | 1,979,580 |  | 1,577,435 | 25.5\% |
| Marina Bay Sands |  | 1,366,245 |  | 1,530,623 | (10.7)\% |
| United States: W+ |  |  |  |  |  |
| Las Vegas Operating Properties |  | 331,182 |  | 333,295 | (0.6)\% |
| Sands Bethlehem .. |  | 114,055 |  | + 90,802. | - $25.6 \%$ |
|  |  | 445,237 |  | 424,097 | 5.0\% |
| Total adjusted property EBITDA | \$ | 3,791,062 | \$ | 3,532,155 | 7.3 \% |

Adjusted property EBITDA at our Macao operations increased $\$ 402.1$ million compared to the year ended December 31, 2011. The increase was primarily attributable to $\$ 213.5$ million in adjusted property EBITDA generated at Sands Cotai Central and increases of $\$ 120.5$ million and $\$ 70.2$ million at The Venetian Macao and Four Seasons Macao, respectively, driven by an increase in casino activity.

Adjusted property EBITDA at Marina Bay Sands decreased $\$ 164.4$ million compared to the year ended December 31, 2011. The decrease was primarily attributable to a $\$ 35.7$ million decrease in net revenues and increases of $\$ 61.6$ million and $\$ 57.3$ million in general and administrative expenses and provision for doubtful accounts, respectively.

Adjusted property EBITDA at our Las Vegas Operating Properties remained relatively unchanged compared to the year ended December 31,
2011. Net revenues increased $\$ 40.4$ million (excluding intersegment royalty revenue), but was offset by increases of $\$ 22.8$ million, $\$ 14.5$ million and $\$ 14.5$ million in casino expenses, general and administrative expenses and provision for doubtful accounts, respectively.
.we. Adjusted property EBITDA at Sands Bethlehem increased $\$ 23.3$ million compared to the year ended December 31, 2011. The increase was tarily attributable to a $\$ 70.6$ million increase in net revenues. driven by an increase in casino activity, partially offset by increases in the associated operating expenses.

## Interest Expense

The following table summarizes information related to interest expense on long-term debt:

|  | Year Ended December 31, |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2012 |  | 2011 |  |
|  | (Dollars in thousands) |  |  |  |
| Interest cost (which includes the amortization of deferred financing costs and original issue discounts) | \$ | 292,790 | S | 402,076 |
| Add - imputed interest on deferred proceeds from sale of The Shoppes at The Palazzo |  | 15,123 |  | 8,013 |
| Less - capitalized interest |  | $(49,349)$ |  | $(127,140)$ |
| Interest expense, net | \$ | 258,564 | \$ | 282,949 |
| Cash paid for interest | \$ | 258,440 | \$ | 373,923 |
| Weighted average total debt balance | \$ | 9,772,201 | \$ | 10,097,474 |
| Weighted average interest rate |  | 3.0\% |  | 4.0\% |

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Interest cost decreased $\$ 109.3$ million compared to the year ended December 31, 2011 , resulting primarily from a decrease in our weighted average interest rate. Capitalized interest decreased $\$ 77.8$ million compared to the year ended December 31, 2011, primarily due to the completion of the Conrad and Holiday Inn tower and the first Sheraton tower of Sands Cotai Central in April and September 2012, respectively.

## ther Factors Effecting Earnings

Other income was $\$ 5.7$ million for the year ended December 31, 2012, compared to other expense of $\$ 4.0$ million for the year ended December 31, 2011. The income during the year ended December 31, 2012, was primarily due to a $\$ 6.6$ million foreign exchange gain related to the dissolution of one of our wholly owned foreign subsidiaries, partially offset by decreases in the fair value of our interest rate cap agreements in Macao and Singapore.

The loss on modification or early retirement of debt was $\$ 19.2$ million for the year ended December 31, 2012, and was primarily due to a $\$ 13.1$ million loss related to the refinancing of our Singapore credit facility in June 2012 (see "Item 8 - Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 8 - Long-Term Debt - Singapore Credit Facility").

Our effective income tax rate was $8.8 \%$ for the year ended December 31, 2012, compared to $10.1 \%$ for the year ended December 31, 2011. The effective income tax rate for the years ended December 31, 2012 and 2011, reflects a $17 \%$ statutory tax rate on our Singapore operations and a zero percent tax rate on profits generated by our Macao gaming operations due to our income tax exemption in Macao, which was extended in October 2013 through the end of 2018. We have recorded a valuation allowance related to deferred tax assets generated by operations in the U.S. and certain foreign jurisdictions; however, to the extent that the financial results of these operations improve and it becomes "more-likely-thannot" that these deferred tax assets or a portion thereof are realizable, we will reduce the valuation allowances in the period such determination is made.

The net income attributable to our noncontrolling interests was $\$ 357.7$ million for the year ended December 31, 2012, compared to $\$ 323.0$ million for the year ended December 31, 2011. These amounts are primarily related to the noncontrolling interest of SCL.

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## Additional Information Regarding our Retail Mall Operations

The following tables summarize the results of our mall operations for the years ended December 31, 2013, 2012 and 2011 (in thousands): suc.

# UNITED STATES SECURITIES AND EXCHANGE COMMISSION <br> Washington, D.C. 20549 <br> Form 10-K 

## ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended December 31, 2014
or
$\square$ TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from $\qquad$ to $\qquad$
Commission file number 001-32373
LAS VEGAS SANDS CORP.
(Exact name of registrant as specified in its charter)

| Nevada | $\mathbf{2 7 - 0 0 9 9 9 2 0}$ |
| :---: | :---: |
| (State or other jurisdiction of |  |
| incorporation or organization) |  |
| $\mathbf{3 3 5 5}$ Las Vegas Boulevard South | (Identification No.) |
| Las Vegas, Nevada | $\mathbf{8 9 1 0 9}$ |
| (Address of principal executive offices) |  |
| Registrant's telephone number including area code: | (Zip Code) |

## Registrant's telephone number, including area code:

(702) 414-1000

Securities registered pursuant to Section $12(b)$ of the Act:
Title of Each Class
Common Stock (\$0.001 par value)
Securities registered pursuant to Section 12(g) of the Act:
None
Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes $\boxtimes$ No $\square$
Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section $15(\mathrm{~d})$ of the Act. Yes $\square$ No $ख$
Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15 (d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports); and (2) has been subject to such filing requirements for the past 90 days. Yes $\boxtimes$ No $\square$

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation $S-T$ during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes $\mathbb{x}$ No $\square$

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K ( $\$ 229.405$ of this chapter) is not contained herein, and will not be contained, to the best of registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form $10-\mathrm{K}$ or any amendment to this Form 10 K . $\boxtimes$

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See the definitions of "large accelerated filer," "accelerated filer" and "smaller reporting company" in Rule $12 b-2$ of the Exchange Act. (Check one):

| Large accelerated filer | $\boxed{区}$ | Accelerated filer |
| :--- | :--- | :--- |
| Non-Accelerated filer | $\square$ (Do not check if a smaller reporting company) | Smaller reporting company |

Indicate by check mark whether the registrant is a shell company (as defined in Rule $12 b-2$ of the Act). Yes $\square$ No $\mathbb{X}$
As of June 30,2014 , the last business day of the registrant's most recently completed sccond fiscal quarter, the aggregate market value of the registrant's common stock held by non-affiliates of the registrant was $\$ 28,447,596,393$ based on the closing sale price on that date as reported on the New York Stock Exchange.

The Company had 798,510,417 shares of common stock outstanding as of February 24, 2015.
DOCUMENTS INCORPORATED BY REFERENCE

Description of document
Portions of the definitive Proxy Statement to be used in connection with the 'strant's 2015 Annual Meeting of Stockholders

Partof.the Form_1 C -K
Part III (Item 10 through Item 14)

|  | December 31, |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2014(1) |  | 2013 (4) |  | 2012 (8) |  | 2011(9) |  | 2010 |  |
|  | (In thousands) |  |  |  |  |  |  |  |  |  |
| -mLANCE SHEET DATA |  |  |  |  |  |  |  |  |  |  |
| Total assets | \$ | 22,361,691 | \$ | 22,724,264 | \$ | 22,163,652 | \$ | 22,244,123 | \$ | 21,044,308 |
| Long-term debl | \$ | 9,892,913 | \$ | 9,382,752 | \$ | 10,132,265 | \$ | 9,577,131 | \$ | 9,373,755 |
| Preferred stock issued to Principal Stockholder's family | \$ | ... | \$ | - | \$ | - | \$ | - | \$ | 503,379 |
| Total Las Vegas Sands Corp. stockholders' equity | \$ | 7,213,586 | \$ | 7,665,494 | \$ | 7,061,842 | \$ | 7,850,689 | \$ | 6,662,991 |

(1) During the year ended December 31, 2014, we paid a quarterly dividend of $\$ 0.50$ per common share as part of a regular cash dividend
program.

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(2) During the year ended December 31, 2014, we received a $\$ 90.1$ million property tax refund related to a property tax settlement at Marina Bay Sands for the years 2010 through 2014.
(3) The second Sheraton tower of Sands Cotai Central opened in January 2013.
(4) During the year ended December 31, 2013, we paid a quarterly dividend of $\$ 0.35$ per common share as part of a regular cash dividend program.
(5) During the year ended December 31, 2013, we recorded a legal settlement expense of $\$ 47.4$ million.
(6) The Conrad and Holiday Inn tower and the first Sheraton tower of Sands Cotai Central opened in April and September 2012, respectively.
(7) During the year ended December 31, 2012, we recorded an impairment loss of $\$ 143.7$ million, consisting primarily of a $\$ 100.7$ million write-off of capitalized construction costs related to our former Cotai Strip development (referred to as parcels 7 and 8 ) in Macao and a $\$ 42.9$ million impairment due to the termination of the ZAiA show at The Venetian Macao.
(8) During the year ended December 31, 2012, we paid a quarterly dividend of $\$ 0.25$ per common share as part of a regular cash dividend program. Additionally, on December 18, 2012, we paid a special cash dividend of $\$ 2.75$ per common share.
9) During the year ended December 31, 2011, we repurchased, redeemed or induced holders to redeem all outstanding preferred stock, which resulted in a charge to retained earnings of $\$ 145.7$ million and is also included in the calculation of net income attributable to common stockholders.
(10) Marina Bay Sands partially opened on April 27, 2010.

## ITEM 7. - MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following discussion should be read in conjunction with, and is qualified in its entirety by, the audited consolidated financial statements, and the notes thereto and other financial information included in this Form 10-K. Certain statements in this "Management's Discussion and Analysis of Financial Condition and Results of Operations" are forward-looking statements. See "- Special Note Regarding Forward-Looking Statements."

## Operations

We view each of our casino properties as an operating segment. Our Macao operating segments consist of The Venetian Macao, Sands Cotai Central, Four Seasons Macao, Sands Macao and other ancillary operations that support these properties. Our Singapore operating segment consists of the Marina Bay Sands. Our operating segments in the U.S. consist of The Venetian Las Vegas, The Palazzo and Sands Bethlehem. The Venetian Las Vegas and The Palazzo operating segments are managed as a single integrated resort and have been aggregated into our Las Vegas Operating Properties, considering their similar economic characteristics, types of customers, types of services and products, the regulatory business environment of the operations within each segment and the Company's organizational and management reporting structure. For the years ended December 31, 2014 and 2013, gross revenue at our reportable segments was derived as follows:

- At The Venetian Macao, approximately $84.2 \%$ and $85.3 \%$, respectively, was from gaming activities, with the remainder from room, mall, food and beverage and other non-gaming sources.
- At Sands Cotai Central, approximately $83.9 \%$ and $85.7 \%$, respectively, was from gaming activities, with the remainder primarily from room and food and beverage operations.
- At Four Seasons Macao, approximately $81.5 \%$ and $82.8 \%$, respectively, was from gaming activities, with the remainder primarily from mall and room operations.
- At Sands Macao, approximately $94.0 \%$ and $94.2 \%$, respectively, was from gaming activities, with the remainder primarily from food and beverage operations.
- At Marina Bay Sands, approximately $75.2 \%$ and $74.6 \%$, respectively, was from gaming activities, with the remainder from room, food and
beverage, mall and other non-gaming sources.
- At our Las Vegas Operating Properties, approximately $67.6 \%$ and $63.8 \%$, respectively, was from room. food and beverage and other nongaming sources, with the remainder from gaming activities. The percentage of
reme


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non-gaming revenue reflects the integrated resort's emphasis on the group convention and trade show business and the resulting high occupancy and room rates throughout the week, including during mid-week periods.

- At Sands Bethlehem, approximately $88.2 \%$ and $88.5 \%$, respectively, was from gaming activities, with the remainder primarily from food and beverage and other non-gaming sources.


## Summary Financial Results

The following table summarizes our results of operations:

|  | Year Ended December 31, |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2014 |  | $\begin{aligned} & \text { Percent } \\ & \text { Change } \\ & \hline \end{aligned}$ | 2013 |  | Percent Change | 2012 |  |
|  | (Dollars in thousands) |  |  |  |  |  |  |  |
| Net revenues | \$ | 14,583,849 | 5.9\% | \$ | 13,769,885 | 23.7\% | \$ | 11,131,132 |
| Operating expenses |  | 10,484,623 | 1.2\% |  | 10,361,642 | 17.5\% |  | 8,819,750 |
| Operating income |  | 4,099,226 | 20.3\% |  | 3,408,243 | 47.5\% |  | 2,311,382 |
| Income before income taxes |  | 3,832,711 | 21.9\% |  | 3,143,512 | 52.4\% |  | 2,062,576 |
| Net income |  | 3,588,071 | 21.4\% |  | 2,954,676 | 57.0\% |  | 1,881,813 |
| Net income attributable to Las Vegas Sands Corp. |  | 2,840,629 | 23.2\% |  | 2,305,997 | 51.3\% |  | 1,524,093 |


|  | Percent of Net Revenues <br> Year Ended December 31, |  |  |
| :---: | :---: | :---: | :---: |
|  | 2014 | 2013 | 2012 |
| Operating expenses | 71.9\% | 75.2\% | 79.2\% |
| Operating income | 28.1\% | 24.8\% | 20.8\% |
| Income before income taxes | 26.3\% | 22.8\% |  |
| Net income | 24.6\% | 21.5\% |  |
| Net income attributable to Las Vegas Sands Corp. | 19.5\% | 16.7\% | 13.7\% |

Our historical financial results will not be indicative of our future results as we continue to develop and open new properties, including The Parisian Macao and the remaining phase of Sands Cotai Central.

## Key Operating Revenue Measurements

Operating revenues at The Venetian Macao, Sands Cotai Central, Four Seasons Macao, Marina Bay Sands and our Las Vegas Operating Properties are dependent upon the volume of customers who stay at the hotel, which affects the price that can be charged for hotel rooms and our gaming volume. Operating revenues at Sands Macao and Sands Bethlehem are principally driven by casino customers who visit the properties on a daily basis.

The following are the key measurements we use to evaluate operating revenues:
Casino revenue measurements for Macao and Singapore: Macao and Singapore table games are segregated into two groups, consistent with the Macao and Singapore markets' convention: Rolling Chip play (all VIP players) and Non-Rolling Chip play (mostly non-VIP players). The volume measurement for Rolling Chip play is non-negotiable gaming chips wagered and lost. The volume measurement for Non-Rolling Chip play is table games drop ("drop"), which is the sum of markers issued (credit instruments) less markers paid at the table, plus cash deposited in the table drop box. Rolling Chip and Non-Rolling Chip volume measurements are not comparable as the amounts wagered and lost are substantially higher than the amounts dropped. Slot handle ("handle"), also a volume measurement, is the gross amount wagered for the period cited.

We view Rolling Chip win as a percentage of Rolling Chip volume, Non-Rolling Chip win as a percentage of drop and slot hold as a percentage of slot handle. Win or hold percentage represents the percentage of Rolling Chip volume, Non-Rolling Chip drop or slot handle that is : by the casino and recorded as casino revenue. Based upon our mix of table games, our Rolling Chip win percentage (calculated before wow ounts and commissions) is expected

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to be $2.7 \%$ to $3.0 \%$. Generally, slot machine play is conducted on a cash basis. In Macao and Singapore, $23.0 \%$ and $31.0 \%$, respectively, of our table games play was conducted on a credit basis for the year ended December 31, 2014.

Casino revenue measurements for the U.S.: The volume measurements in the U.S. are table games drop and slot handle, as previously described. We view table games win as a percentage of drop and slot hold as a percentage of handle. Based upon our mix of table games, our table games are expected to produce a win percentage (calculated before discounts) of $22 \%$ to $30 \%$ for Baccarat and $14 \%$ to $18 \%$ for non-Baccarat. As in Macao and Singapore, slot machine play is generally conducted on a cash basis. Approximately $72.3 \%$ of our table games play at our Las Vegas Operating Properties, for the year ended December 31, 2014, was conducted on a credit basis, while our table games play in Pennsylvania is primarily conducted on a cash basis.

Hotel revenue measurements: Performance indicators used are occupancy rate, which is the average percentage of available hotel rooms occupied during a period, and average daily room rate, which is the average price of occupied rooms per day. The calculations of the hotel occupancy and average daily room rates include the impact of rooms provided on a complimentary basis. Complimentary room rates are determined based on an analysis of retail (or cash) room rates by customer segment and type of room product to ensure the complimentary room rates are consistent with retail rates. Revenue per available room represents a summary of hotel average daily room rates and occupancy. Because not all available rooms are occupied, average daily room rates are normally higher than revenue per available room. Reserved rooms where the guests do not show up for their stay and lose their deposit may be re-sold to walk-in guests. These rooms are considered to be occupied twice for statistical purposes due to obtaining the original deposit and the walk-in guest revenue. In cases where a significant number of rooms are resold, occupancy rates may be in excess of $100 \%$ and revenue per available room may be higher than the average daily room rate.

Mall revenue measurements: Occupancy, base rent per square foot and tenant sales por square foot are used as performance indicators. Occupancy represents gross leasable occupied area ("GLOA") divided by gross leasable area ("GLA") at the end of the reporting period. GLOA is the sum of: (1) tenant occupied space under lease and (2) tenants no longer occupying space, but paying rent. GLA does not include space that is currently under development or not on the market for lease. Base rent per square foot is the weighted average base, or minimum, rent charge in effect at the end of the reporting period for all tenants that would qualify to be included in occupancy. Tenant sales per square foot is the sum of reported comparable sales for the trailing 12 months divided by the comparable square footage for the same period. Only tenants that have been open for a minimum of 12 months are included in the tenant sales per square foot calculation.
r Ended December 31, 2014 Compared to the Year Ended December 31, 2013
Operating Revenues
Our net revenues consisted of the following:


Consolidated net revenues were $\$ 14.58$ billion for the year ended December 31,2014 , an increase of $\$ 814.0$ million compared to $\$ 13.77$ billion for the year ended December 31, 2013. The increase in net revenues was driven by increases of $\$ 605.0$ million at our Macao operating properties and $\$ 245.8$ million at Marina Bay Sands, primarily due to increased casino revenues.

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Casino revenues increased $\$ 617.4$ million compared to the year ended December 31, 2013, despite the challenges in the VIP market. The mame ease is primarily due to an increase of $\$ 474.9$ million at our Macao operating properties, which were driven by increases in Non-Rolling Chip
drop, partially offset by decreases in Rolling Chip volume due to decreased demand in the VIP market. The following table summarizes the results of our casino activity:

|  | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2014 |  | 2013 |  | Change |
|  | (Dollars in thossands) |  |  |  |  |
| Macmo Operations: (bolars in thatade) |  |  |  |  |  |  |
| The Venetian Macao |  |  |  |  |  |
| Total casino revenues | \$ | 3,554,352 | \$ | 3,415,327 | 4.1\% |
| Non-Rolling Chip drop | \$ | 8,960,823 | \$ | 7,201,033 | 24.4\% |
| Non-Rolling Chip win percentage |  | 25.2\% |  | 26.8\% | (1.6) pts |
| Rolling Chip volume | \$ | 47,871.382 | \$ | 54,420,394 | (12.0)\% |
| Rolling Chip win percentage |  | 3.22\% |  | 3.32\% | (0.10) pts |
| Slot handle | \$ | 5,564,597 | \$ | 4,781,911 | 16.4\% |
| Slot hold percentage |  | 4.8\% |  | 5.5\% | (0.7) pts |
| Sands Cotal Central |  |  |  |  |  |
| Total casino revenues | \$ | 2,801,441 | \$ | 2,432,952 | 15.1\% |
| Non-Rolling Chip drop | \$ | 7,432,536 | \$ | 5,373,622 | 38.3\% |
| Non-Rolling Chip win percentage |  | 21.8\% |  | 22.5\% | (0.7) pts |
| Rolling Chip volume | \$ | 46,860,574 | \$ | 61,073,743 | (23.3)\% |
| Rolling Chip win percentage |  | 3.08\% |  | 2.66\% | 0.42 pts |
| Slot handle | \$ | 7,630,366 | \$ | 5,686,446 | 34.2\% |
| Slot hold percentage |  | 3.5\% |  | 3.9\% | (0.4) pts |
| Four Seasons Macao (0.4) pls |  |  |  |  |  |
| Total casino revenues | \$ | 948,110 | \$ | 922,743 | 2.7\% |
| Non-Rolling Chip drop | \$ | 1,335,935 | \$ | 899,627 | 48.5\% |
| 1-Rolling Chip win percentage |  | 24.0\% |  | 27.5\% | (3.5) pts |
| *iling Chip volume | \$ | 27,072,914 | \$ | 39,280,485 | (31.1)\% |
| Rolling Chip win percentage |  | 3.36\% |  | 2.46\% | 0.90 pts |
| Slot handle | \$ | 830,186 | \$ | 900,836 | (7.8)\% |
| Slot hold percentage |  | $5.1 \%$ |  | 5.5\% | (0.4) pts |
| Sands Macao |  |  |  |  |  |
| Total casino revenues | \$ | 1,148,477 | \$ | 1,206,462 | (4.8)\% |
| Non-Rolling Chip drop | \$ | 3,937,850 | \$ | 3,488,891 | 12.9\% |
| Non-Rolling Chip win percentage |  | 18.1\% |  | 19.8\% | (1.7) pts |
| Rolling Chip volume | \$ | 17,663,497 | \$ | 23,242,588 | (24.0)\% |
| Rolling Chip win percentage |  | 2.98\% |  | 2.77\% | 0.21 pts |
| Slot handle | \$ | 3,236,093 | \$ | 2,699,247 | 19.9\% |
| Slot hold percentage |  | 3.7\% |  | 3.9\% | (0.2) pts |
| Singapore Operations: |  |  |  |  |  |
| Marina Bay Sands |  |  |  |  |  |
| Total casino revenues | \$ | 2,574,782 | \$ | 2,363,140 | 9.0\% |
| Non-Rolling Chip drop | \$ | 4,498,674 | \$ | 4,650,105 | (3.3)\% |
| Non-Rolling Chip win percentage |  | 25.1\% |  | 23.7\% | 1.4 pts |
| Rolling Chip volume | \$ | 42,558,012 | \$ | 60,095,322 | (29.2)\% |
| Rolling Chip win percentage |  | 3.30\% |  | 2.46\% | 0.84 pts |
| Slot handle | \$ | 12,368,193 | \$ | 11,118,021 | 11.2\% |
| Slot hold percentage |  | 4.9\% |  | 5.1\% | (0.2) pts |
| $\bigcirc$ Operations: |  |  |  |  |  |
| .... . Vegas Operating Properties |  |  |  |  |  |


| Total casino revenues | \$ | 509,205 | \$ | 584.372 | (12.9)\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Table games drop | \$ | 2,139,545 | \$ | 2,251,734 | (5.0)\% |
| Fable games win percentage |  | 19.9\% |  | 23.3\% | (3.4) pts |
| 4-4t handle | \$ | 2,114,522 | \$ | 2,024,147 | 4.5\% |
| Slot hold percentage |  | 8.2\% |  | 8.7\% | (0.5) pts |
| Sands Bethlehem |  |  |  |  | (0.5) pls |
| Total casino revenues | S | 467,994 | \$ | 461,921 | 1.3\% |
| Table games drop | \$ | 1,062,648 | \$ | 1,024,021 | 3.8\% |
| Table games win percentage |  | 16.8\% |  | 16.1\% | 0.7 pts |
| Slot handle | \$ | 4,016,223 | \$ | 4,129,171 | (2.7)\% |
| Slot hold percentage |  | 7.0\% |  | 7.0\% | - |

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In our experience, average win percentages remain steady when measured over extended periods of time, but can vary considcrably within shorter time periods as a resull of the statistical variances that are associated with games of chance in which large amounts are wagered.

Room revenues increased $\$ 159.7$ million compared to the year ended December 31, 2013. The increase is primarily due to an $\$ 84.1$ million increase at Sands Cotai Central, driven by increases in occupancy and average daily room rates. There were also increases of $\$ 28.0$ million, $\$ 23.7$ million and $\$ 19.0$ million at The Venetian Macao, Marina Bay Sands and our Las Vegas Operating Properties, respectively, which were driven by an increase in average daily room rates. The suites at Sands Macao are primarily provided to casino patrons on a complimentary basis. The following table summarizes the results of our room activity:

|  | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2014 |  | 2013 |  | Change |
| :ao Operstions: | (Room reveries in thousands) |  |  |  |  |
| nswe Venetian Macao |  |  |  |  |  |
| Total room revenues | \$ | 258,863 | \$ | 230822 | 121\% |
| Occupancy rate |  | 91.3\% |  | 230,822 | 12.1\% |
| Average daily room rate "\% | \$ | 270 | \$ | 243 | 11.1\% |
| Revenue per available room | \$ | 246 | \$ | 222 | 11. 10.8 |
| Sands Cotai Central |  |  |  |  |  |
| Total room revenues | \$ | 320,875 | \$ |  |  |
| Occupancy rate |  |  | $\$$ | 236,819 | 35.5\% |
| Average daily room rate | \$ | 88.5\% |  | 78.5\% | 10.0 pts |
| Revenue per available room |  |  | \$ | 155 | 13.5\% |
| Four Seasons Macao |  |  |  |  |  |
| Total room revenues |  |  |  |  |  |
| Occupancy rate |  | 47,755 | \$ | 43,626 | 9.5\% |
| Average daily room rate |  |  |  | 85.3\% | 1.7 pts |
| Revenue per available room | \$ | 400 | \$ | 373 | 7.2\% |
| Sands Macao |  |  |  |  | 9.4\% |
| Total room revenues | \$ |  |  |  |  |
| Occupancy rate | \$ | 24,066 | \$ | 25,150 | (4.3)\% |
| Average daily room rate | \$ |  |  |  | 2.5 pts |
| Revenue per available room |  |  | \$ | 252 | (5.6)\% |
| Singapore Operations: |  |  |  |  |  |
| -ina Bay Sands |  |  |  |  |  |
| A room revenues | \$ | 383,954 | \$ |  |  |



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Food and beverage revenues increased $\$ 48.5$ million compared to the year ended December 31, 2013. The increase was primarily due to a $\$ 41.4$ million increase at our Macao operating properties, driven by an increase in property visitation.

Mall revenues increased $\$ 72.1$ million compared to the year ended December 31, 2013. The increase was primarily due to a $\$ 56.0$ million increase at our Macao operating properties, driven by an increase in base rents. For further information related to the financial performance of our malls, see"- Additional Information Regarding our Retail Mall Operations." The following table summarizes the results of our mall activity:


| Total mall revenues | \$ | 169,257 | \$ | 153,840 | 10.0\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Mall gross lcasable arca (in square feet) | 648,778 |  |  | 642,241 | 1.0\% |
| Decupancy | 96.1\% |  |  | 90.7\% | 5.4 pts |
| ie rent per square foot | \$ | 220 | \$ | 217 | 1.4\% |
| Tenant sales per square foot | \$ | 1.426 | \$ | 1,528 | (6.7)\% |
| U.S. Operations: |  |  |  |  |  |
| The Outlers at Sands Bethlehem |  |  |  |  |  |
| Total mall revenues | \$ | 3,912 | \$ | 3,172 | 23.3\% |
| Mall gross leasable area (in square feet) |  | 151,029 |  | 134,830 | 12.0\% |
| Occupancy |  | 97.0\% |  | 93.6\% | 3.4 pts |
| Base rent per square foot | \$ | 20 | \$ | 23 | (13.0)\% |
| Tenant sales per square foot | \$ | 365 | \$ | 431 | (15.3)\% |

(1) The first, second and third phases of the Shoppes at Cotai Central opened in April and September 2012 and June 2014, respectively. At completion, the Shoppes at Cotai Central will feature up to 600,000 square feet of gross leasable area.

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## Operating Expenses

The breakdown of operating expenses is as follows:

|  |  |  | ar | December 31 |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 2014 |  | 2013 | Percent Change |
| - |  |  |  | in thousands) |  |
| Easino | \$ | 6,705,534 | \$ | 6,483,718 | 3.4 \% |
| Rooms |  | 256,835 |  | 271,942 | (5.6)\% |
| Food and beverage |  | 392,560 |  | 369,570 | 6.2\% |
| Mall |  | 69,732 |  | 73,358 | (4.9)\% |
| Convention, retail and other |  | 320,759 |  | 317,869 | (4.9)\% |
| Provision for doubtful accounts |  | 186,722 |  | 237,786 |  |
| General and administrative |  | 1,258,133 |  |  |  |
| Corporate |  | $1,258,133$ 174,750 |  | 1,329,740 | (5.4)\% |
| Pre-opening |  | 174,750 |  | 189,535 | (7.8)\% |
| Development |  | 26,230 |  | 13,339 | 96.6\% |
| Depreciation and amortization |  | 14,325 |  | 15,809 | (9.4)\% |
| Amortization of leasehold interests in land |  | 1,031,589 |  | 1,007,468 | 2.4 \% |
| Loss on disposal of assets |  | 40,598 |  | 40,352 | $0.6 \%$ |
| Loss on disposal of assets |  | 6,856 |  | 11,156 | (38.5)\% |
| Total operating expenses | \$ | 10,484,623 | \$ | 10,361,642 | 1.2 \% |

Operating expenses were $\$ 10.48$ billion for the year ended December 31,2014 , an increase of $\$ 123.0$ million compared to $\$ 10.36$ billion for the year ended December 31, 2013. The increase in operating expenses was primarily attributable to an increase in casino expenses at our Macao operating properties.

Casino expenses increased $\$ 221.8$ million compared to the year ended December 31,2013 . The increase was primarily due to a $\$ 229.6$ million increase at our Macao operating properties, of which $\$ 104.3$ million was due to the $39 \%$ gross win tax on increased casino revenues and the remaining $\$ 125.3$ million was driven by an increase in payroll-related expenses.

The provision for doubtful accounts was $\$ 186.7$ million for the year ended December 31, 2014, compared to $\$ 237.8$ million for the year d December 31, 2013. The decrease was driven by the overall decrease in casino receivables at our Macao operating properties due to the ease in VIP play. The amount of this provision can vary over short periods of time because of factors specific to the customers who owe us
money from gaming activities at any given time. We believe that the amount of our provision for doubfful accounts in the future will depend upon the state of the economy. our credit standards, our risk assessments and the judgment of our employees responsible for granting credit.

General and administrative expenses decreased $\$ 71.6$ million compared to the year ended December 31,2013. The decrease was primarily butable to a $\$ 78.5$ million decrease at Marina Bay Sands, driven by a $\$ 90.1$ million property tax refund received in December 2014 related to wite setlement of taxes assessed and paid for the years 2010 through 2014. There was also a $\$ 36.5$ million decrease at our Las Vegas Operating Properties, driven by a $\$ 47.4$ million legal settlement charge incurred in August 2013 (see "ftem 8 --- Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 13 - Commitments and Contingencies - Litigation"). These decreases were partially offset by a $\$ 37.0$ million increase at our Macao operating propertics.

Corporate expenses decreased $\$ 14.8$ million compared to the year ended December 31, 2013, which was driven by a decrease in legal fees.
Pre-opening expenses were $\$ 26.2$ million for the year ended December 31,2014 , compared to $\$ 13.3$ million for the year ended December 31, 2013. Pre-opening expense represents personnel and other costs incurred prior to the opening of new ventures, which are expensed as incurred. Pre-opening expenses for the years ended December 31, 2014 and 2013, were primarily relaled to activities at The Parisian Macao and Sands Cotai Central, respectively. Development expenses include the costs associated with the Company's evaluation and pursuit of new business opportunities, which are also expensed as incurred.

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## Adjusted Property EBITDA

Adjusted property EBITDA is used by managernent as the primary measure of the operating performance of our segments. Adjusted property EBITDA is net income before intersegment royalty fees, stock-based compensation expense, legal settlement expense, corporate expense, preopening expense, development expense, depreciation and amortization, amortization of leasehold interests in land, impairment loss, loss on disposal of assets, interest, other income (expense), loss on modification or early retirement of deht and income taxes. The following table summarizes information related to our segments (see "Item 8 - Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 17 - Segment Information" for discussion of our operating segments and a reconciliation of adjusted property EBITDA to net income):

|  | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| mow | 2014 |  | 2013 |  | Percent Change |
|  | (Dollars in thousands) |  |  |  |  |
| Macao: |  |  |  |  |  |
| The Venetian Macao | \$ | 1,546,323 | \$ | 1,499,937 | 3.1 \% |
| Sands Cotai Central |  | 1,001,487 |  | 739,723 | 35.4\% |
| Four Seasons Macao |  | 374,899 |  | 305,040 | 35.4\% |
| Sands Macao |  | 338,590 |  |  |  |
| Other Asia |  | 3,493 |  | (3,855) | (6.7) |
|  |  |  |  |  |  |
|  |  | 3,264,792 |  | 2,903,703 | 12.4 \% |
| Marina Bay Sands |  | 1,723,147 |  | 1,384,576 | 24.5 \% |
| United States: |  |  |  |  |  |
| Las Vegas Operating Properties |  | 313,913 |  | 351,739 | (10.8)\% |
| Sands Bethlehem |  | 120,491 |  | 123,337 | (2.3)\% |
| Total adjusted property EBITDA |  | 434,404 |  | 475,076 | (8.6)\% |
|  | \$ | 5,422,343 | \$ | 4,763,355 | 13.8 \% |

## N.M. - Not meaningful

Adjusted property EBITDA at our Macao operations increased $\$ 361.1$ million compared to the year ended December 31, 2013. As previously described, the increase was primarily due to a $\$ 605.0$ million increase in net revenues at our Macao operating properties, partially offset by a $\$ 229.6$ million increase in casino expenses. Additionally, there was a $\$ 55.0$ million increase in expenses due to a new bonus program for nonmanagement employees in Macao initiated during the year ended December 31, 2014.

Adjusted property EBITDA at Marina Bay Sands increased $\$ 338.6$ million compared to the year ended December 31, 2013. The increase primarily due to a $\$ 245.8$ million increase in net revenues driven by an increase in casino revenues, and as previously described, a $\$ 90.1$ on property tax refund received in December 2014.

Adjusted property EBITDA at our Las Vegas Operating Properties decreased $\$ 37.8$ million compared to the year ended December 31, 2013. The decrease was primarily duc to a $\$ 44.8$ million decrease in net revenues (excluding imersegment royalty revenue) driven by a decrease in casino revenues.

Adjusted property EBITDA at Sands Bethlehem decreased $\$ 2.8$ million compared to the year ended December 31, 2013. Net revenues hicreased $\$ 7.5$ million, but were offset by increases of $\$ 6.2$ million and $\$ 5.8$ million in gencral and administrative expenses and casino expenses, respectively.

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## Interest Expense

The following table summarizes information related to interest expense:

|  | Year Ended Docember 31, |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2014 |  | 2013 |  |
|  | (Dollars in thousands) |  |  |  |
| Interest cost (which includes the amortization of deferred financing costs and original issue discounts) | S | 268,299 | \$ | 260,704 |
| Add - imputed interest on deferred proceeds from sale of The Shoppes at The Palazzo |  | 15,190 |  | 15,168 |
| Less - capitalized interest |  | $(9,308)$ |  |  |
| Interest expense, net | \$ | 274,181 | \$ | 271,211 |
| Cash paid for interest | \$ | 215,929 | \$ | 212,903 |
| Weighted avcrage total debt balance | \$ | 9,991,874 | $\$$ | 9,788,457 |
| Weighted average interest rate |  | 2.7\% |  | 2.7\% |

Interest cost increased $\$ 7.6$ million compared to the year ended December 31, 2013, due to an increase in our weighted average debt balance. Capitalized interest increased $\$ 4.6$ million compared to the year ended December 31, 2013, primarily due to the construction of The -misian Macao

## Other Factors Effecting Earnings

Other income was $\$ 2.0$ million for the year ended December 31,2014 , compared to $\$ 4.3$ million for the year ended December 31, 2013. The amounts in both periods were primarily due to foreign exchange gains.

The loss on modification or early retirement of debt was $\$ 19.9$ million for the year ended December 31, 2014, and was primarily due to an $\$ 18.0$ million loss related to the amendment of our 2011 VML Credit Facility in March 2014 (see "Item 8 - Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 8 - Long-term Debt - 2011 VML Credit Facility").

Our effective income tax rate was $6.4 \%$ for the year ended December 31, 2014, compared to $6.0 \%$ for the year ended December 31, 2013. The effective income tax rates reflect a $17 \%$ statutory tax rate on our Singapore operations and a zero percent tax rate on profits generated by our Macao gaming operations due to our income tax exemption in Macao, which was extended in October 2013 through the end of 2018. We have recorded a valuation allowance related to certain deferred tax assets generated by operations in the U.S. and certain foreign jurisdictions; however, to the extent that the financial results of these operations improve and it becomes "more-likely-than-not" that these deferred tax assets or a portion thereof are realizable, we will reduce the valuation allowances in the period such determination is made.

The net income attributable to our noncontrolling interests was $\$ 747.4$ million for the year ended December 31, 2014, compared to $\$ 648.7$ million for the year ended December 31, 2013. These amounts are primarily related to the noncontrolling interest of SCL.

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## Year Ended December 31, 2013 Compared to the Year Ended December 31, 2012

Operating Revenues
Our net revenues consisted of the following:

|  | 2013 |  | 2012 |  | Change |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | (Dollars in thousands) |  |  |  |  |
| Casino | \$ | 11,386,917 | \$ | 9,008,158 | 26.4 \% |
| - Jms |  | 1,380,681 |  | 1,154,024 | 19.6 \% |
| Food and beverage |  | 730,259 |  | 628,528 | 16.2 \% |
| Mall |  | 481,400 |  | 396,927 | 21.3\% |
| Convention, retail and other |  | 515,179 |  | 497,032 | 3.7 \% |
|  |  | 14,494,436 |  | 11.084,669 | 24.0\% |
| Less - promotional allowances |  | (724,551) |  | $(553,537)$ | (30.9)\% |
| Total net revenues | \$ | 13,769,885 | \$ | 11,131.132 | 23.7\% |

Consolidated net revenues were $\$ 13.77$ billion for the year ended December 31, 2013, an increase of $\$ 2.64$ billion compared to $\$ 11.13$ billion for the year ended December 31, 2012. The increase in net revenues was driven by an increase of $\$ 1.65$ billion at Sands Cotai Central due to its progressive opening that commenced in April 2012, and an increase of $\$ 813.3$ million at The Venetian Macao, primarily duc to increased
casino revenues.

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Casino revenues increased $\$ 2.38$ billion compared to the year ended December 31, 2012. The increase is primarily attributable to an increase of $\$ 1.47$ billion at Sands Cotai Central, due to its progressive opening, and a $\$ 786.5$ million increase at The Venetian Macao, driven by an increase in Non-Rolling Chip drop. The following table summarizes the results of our casino activity:

| Macao Operations: $\quad$ : Dollars in thousands) |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |
| - Venetian Macao |  |  |  |  |  |
|  |  |  |  |  |  |
| Non-Rolling Chip drop |  | 7,201,033 |  | 4,482,318 |  |
| Non-Rolling Chip win percentage |  |  |  | , $03 \%$ | 60.7\% |
| Rolling Chip volume |  | 54,420,394 |  | 0.3\% | 26.5 pts |
|  |  | 54,420,394 | \$ | 48,825,435 | 11.5\% |
| Rolling Chip win percentage |  | 3.32\% |  | 3.05\% | 0.27 pts |
| Slot handle |  | 4,781,911 | \$ | 4,946,114 | (3.3)\% |
| Slot hold percentage |  | 5.5\% |  | 5.3\% | 0.2 pts |
| Sands Cotai Central 0.2 pls |  |  |  |  |  |
|  |  |  |  |  |  |
| Non-Rolling Chip drop | \$ | 5,373,622 | \$ | 1,863,923 |  |
| Non-Rolling Chip win percentage |  | 22.5\% |  |  |  |
| Rolling Chip volume \$ |  | 61,073,743 | \$ | 26,046,168 | 1.7 pts |
| Rolling Chip win percentage |  | 2.66\% |  | 26,04,168 |  |
| Slot handle | \$ | 5,686,446 |  |  | (0.17) pts |
| Slot hold percentage |  | 3.9\% |  | 2,939,426 | 93.5\% |
| Four Seasons Macao |  |  |  |  |  |
| Total casino revenues | \$ | 022743 | \$ |  |  |
| Non-Rolling Chip drop | \$ | 899,627 | \$ |  | (5.6)\% |
| Non-Rolling Chip win percentage |  | 27.5\% |  | \$ | 433,264 | 107.6\% |
| Rolling Chip volume |  |  |  | \$ | 40.8\% | (13.3) pts |
| Rolling Chip win percentage | 2.46\% |  |  | 41,604,458 | (5.6)\% |
| r') t handle |  |  |  | 2.79\% | (0.33) pts |
| . hold percentage | \$ | 900,836 | \$ | 962,540 | (6.4)\% |
|  |  | 5.5\% |  | 5.3\% | 0.2 pts |

## Sands Macue

Total casino revenues
n-Rolling Chip win percentage
Rolling Chip volume
Rolling Chip win percentage
Slot handle
Slot hold percentage
Singapore Operations:
Marina Bay Sands
Total casino revenues
Non-Rolling Chip drop
Non-Rolling Chip win percentage
Rolling Chip volume
Rolling Chip win percentage
Slot handle
Slot hold percentage
U.S. Operations:

Las Vegas Operating Properties
Total casino revenues
Table games drop
Table games win percentage
Slot handle
Slot hold percentage
Sgnds Bethlehem
al casino revenues
Table games drop
Table games win percentage
Slot handle
Slot hold percentage

| $\$$ | $1.206,462$ | $\$$ | $1,219,400$ | $(1.1) \%$ |
| :--- | :---: | :---: | :---: | ---: |
| $\$$ | $3.488,891$ | $\$$ | $2,872,468$ | $21.5 \%$ |
|  | $19.8 \%$ |  | $21.0 \%$ | $(1.2) \mathrm{pts}$ |
| $\$$ | $23,242,588$ | $\$$ | $25,184,583$ | $(7.7) \%$ |
|  | $2.77 \%$ | $3.14 \%$ | $(0.37) \mathrm{pts}$ |  |
| $\$$ | $2.699,247$ | $\$$ | $2,476,673$ | $9.0 \%$ |
|  | $3.9 \%$ |  | $4.3 \%$ | $(0.4) \mathrm{pts}$ |


| $\$$ | $2,363,140$ | $\$$ | $2,271,869$ | $4.0 \%$ |
| :--- | :---: | :---: | :---: | ---: |
| $\$$ | $4,650,105$ | $\$$ | $4,612,227$ | $0.8 \%$ |
|  | $23.7 \%$ |  | $23.1 \%$ | 0.6 pts |
| $\$$ | $60,095,322$ | $\$$ | $52,568,238$ | $14.3 \%$ |
|  | $2.46 \%$ |  | $2.47 \%$ | $(0.01) \mathrm{pts}$ |
| $\$$ | $11,118,021$ | $\$$ | $10,793,348$ | $3.0 \%$ |
|  | $5.1 \%$ | $5.3 \%$ | $(0.2)$ pts |  |


| $\$$ | 584,372 | $\$$ | 512,647 | $14.0 \%$ |
| :--- | :---: | :---: | :---: | ---: |
| $\$$ | $2,251,734$ | $\$$ | $2,084,490$ | $8.0 \%$ |
|  | $23.3 \%$ | $21.1 \%$ | 2.2 pts |  |
| $\$$ | $2,024,147$ | $\$$ | $1,944,618$ | $4.1 \%$ |
|  | $8.7 \%$ | $8.7 \%$ | - |  |
|  |  |  |  |  |
| $\$$ | 461,921 | $\$$ | 437,472 | $5.6 \%$ |
| $\$$ | $1,024,021$ | $\$$ | 885,359 | $15.7 \%$ |
|  | $16.1 \%$ | $15.3 \%$ | 0.8 pts |  |
|  | $4,129,171$ | $\$$ | $4,029,326$ | $2.5 \%$ |
| $\$$ | $7.0 \%$ |  | $7.2 \%$ | $(0.2) \mathrm{pts}$ |

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In our experience, average win percentages remain steady when measured over extended periods of time, but can vary considerably within shorter time periods as a result of the statistical variances that are associated with games of chance in which large amounts are wagered.

Room revenues increased $\$ 226.7$ million compared to the year ended December 31, 2012. The increase is attributable to an increase of $\$ 153.0$ million at Sands Cotai Central, due to its progressive opening, an increase of $\$ 34.8$ million at Marina Bay Sands, driven by an increase in average daily room rates, and an increase of $\$ 26.3$ million at our Las Vegas Operating Properties, driven by an increase in occupancy. The suites at Sands Macao are primarily provided to casino patrons on a complimentary basis. The following table summarizes the results of our room activity:


| Revenue per available room | S | 222 | \$ | 218 | 1.8\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Sands Cotal Central |  |  |  |  |  |
| Total room revenues | s | 236,819 | \$ | 83,833 | 182.5\% |
| - supancy rate |  | 78.5\% |  | 83.4\% | (4.9) pts |
| Âverage daily room rate | \$ | 155 | \$ | 155 | -\% |
| Revenue per available room | \$ | 121 | \$ | 129 | (6.2)\% |
| Four Seasons Macao (6.2)\% |  |  |  |  |  |
| Total room revenues | \$ | 43,626 | \$ | 39,813 | 9.6\% |
| Occupancy rate |  | 85.3\% |  | 80.1\% | 5.2 pts |
| Average daily room rate | \$ | 373 | \$ | 362 | 3.0\% |
| Revenue per available room | \$ | 318 | \$ | 290 | 9.7\% |
| Sands Macao 9.7\% |  |  |  |  |  |
| Total room revenues | \$ | 25,150 | \$ | 24,441 |  |
| Occupancy rate |  | 96.1\% |  | 95.3\% | 2.9\% |
| Average daily room rate | \$ | 252 | \$ | 245 | 2.8\% |
| Revenue per available room | \$ | 242 | \$ | 234 | 3.4\% |
| Singapore Operations: 3.4\% |  |  |  |  |  |
| Marina Bay Sands |  |  |  |  |  |
| Total room revenues | \$ | 360,264 | \$ |  |  |
| Occupancy rate |  | 98.6\% |  | 98.9\% |  |
| Average daily room rate | \$ | 396 | \$ | 355 |  |
| Revenue per available room | \$ | 390 | \$ |  |  |
| U.S. Operations: |  |  |  |  | 11.1\% |
| Las Vegas Operating Properties |  |  |  |  |  |
| Total room revenues upancy rate | \$ | 472,518 | \$ | 446,241 | 5.9\% |
| 4aty crage daily room rate | \$ | $89.6 \%$ 205 | \$ | 86.1\% | 3.5 pts |
| Revenue per available room | \$ | 184 | S |  |  |
| Sands Bethlehem 5 |  |  |  |  |  |
| Total room revenues | \$ | 11,482 | S |  |  |
| Occupancy rate |  | 73.6\% |  |  | 8.5 pts |
| Average daily room rate | \$ |  |  | 65.1\% | 8.5 pts |
| Revenue per available room | \$ | 104 |  | 91 | 1.4.3\% |

Food and beverage revenues increased $\$ 101.7$ million compared to the year ended December 31, 2012. The increase was primarily attributable to a $\$ 62.3$ million increase at Sands Cotai Central, due to its progressive opening, as well as a $\$ 26.3$ million increase at our Las Vegas Operating Properties, driven by an increase in banquet operations.

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Mall revenues increased $\$ 84.5$ million compared to the year ended December 31, 2012. The increase was primarily due to an $\$ 85.3$ million increase at our Macao operating properties, driven by an increase in base rents as well as the progressive opening of Sands Cotai Central. For further information related to the financial performance of our malls, see" - Additional Information Regarding our Retail Mall Operations." The following table summarizes the results of our mall activity:

|  |
| :--- |
| Macao Operations: <br> 3pes at Venetian |


| Total mall revenues | \$ | 169,151 | \$ | 139,522 | 21.2\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Mall gross leasable area (in square feet) |  | 755,452 |  | 805,976 | (6.3)\% |
| Occupancy |  | 95.5\% |  | 92.3\% | 3.2 pts |
| * ie rent per square foot | \$ | 179 | \$ | 147 | 21.8\% |
| Tenant sales per square foot | \$ | 1,522 | \$ | 1,214 | 25.4\% |
| Shoppes at Cotal Central ${ }^{(1)}$ |  |  |  |  |  |
| Total mall revenues | \$ | 42,116 | \$ | 16,074 | 162.0\% |
| Mall gross leasable area (in square feet) |  | 210.143 |  | 210.143 | -\% |
| Occupancy |  | 100.0\% |  | 100.0\% | - |
| Base rent per square foot | \$ | 120 | \$ | 112 | 7.1\% |
| Tenant sales per square foot | \$ | 1,277 | \$ | - | -\% |
| Shoppes at Four Seasons ${ }^{(2)}$ |  |  |  |  |  |
| Total mall revenues | \$ | 113,121 | \$ | 83,477 | 35.5\% |
| Mall gross leasable area (in square feet) |  | 241,895 |  | 239,718 | 0.9\% |
| Occupancy |  | 87.7\% |  | 92.1\% | (4.4) pts |
| Base rent per square foot | \$ | 348 | \$ | 150 | 132.0\% |
| Tenant sales per square foot | \$ | 4,726 | \$ | 4,356 | 8.5\% |
| Singapore Operations: |  |  |  |  |  |
| The Shoppes at Marina Bay Sands ${ }^{(3)}$ |  |  |  |  |  |
| Total mall revenues | \$ | 153,840 | \$ | 156,319 | (1.6)\% |
| Mall gross leasable area (in square feet) |  | 642,24! |  | 637,980 | 0.7\% |
| Occupancy |  | 90.7\% |  | 96.0\% | (5.3) pts |
| Base rent per square foot | \$ | 217 | \$ | 215 | 0.9\% |
| Tenant sales per square foot | \$ | 1,528 | \$ | 1,393 | 9.7\% |
| U.S. Operations: <br> :Outlets at Sands Bethlehem" ${ }^{(\prime)}$ |  |  |  |  |  |
| Total mall revenues | \$ | 3,172 | \$ | 1,535 | 106.6\% |
| Mall gross leasable area (in square feet) |  | 134,830 |  | 129,216 | 4.3\% |
| Occupancy |  | 93.6\% |  | 71.3\% | 22.3 pts |
| Base rent per square foot | \$ | 23 | \$ | - | -\% |
| Tenant sales per square foot | \$ | 431 | \$ | - | -\% |

(1) The first, second and third phases of the Shoppes at Cotai Central opened in April and September 2012 and June 2014, respectively. At completion, the Shoppes at Cotai Central will feature up to 600,000 square feet of gross leasable area
(2) Beginning in August 2013, a significant portion of the rent paid by the duty-free luxury shops was converted from overage rent to base rent in accordance with the respective lease agreements, resulting in an increase in base rent per square foot
(3) The decrease in occupancy at The Shoppes at Marina Bay Sands was due to an ongoing repositioning of the mall that brought in new tenants and expanded key luxury tenants. Approximately 37,000 square feet of gross leasable area was undergoing new fit-out or development and was not considered occupied as of December 31, 2013.

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(4) A progressive opening of The Outlets at Sands Bethlehem began in November 2011. Base rent per square foot and tenant sales per square foot for the year ended December 31, 2012, are excluded from the table as certain co-tenancy requirements were not met during 2012 as the mall was only partially occupied.

## Operating Expenses

The breakdown of operating expenses is as follows:

| .-. | Year Ended December 31, |  |  |
| :---: | :---: | :---: | :---: |
| mom | 2013 | 2012 | Percent Change |


| Casino | (Dollars in thousanda) |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | \$ | 6,483,718 | \$ | 5,128,036 | 26.4\% |
| Rooms |  | 271,942 |  | 237,303 | 14.6\% |
| id and beverage |  | 369,570 |  | 331,210 | 14.6\% |
| Mall |  | 73.358 |  | 331,210 | 11.6\% |
| Convention, retail and other |  | 317,869 |  | 68.763 | 0.7 \% |
| Provision for doubtful accounts |  |  |  | 304,263 | 4.5 \% |
| General and administrative |  | 237,786 |  | 239,332 | (0.6)\% |
| Corporate |  | 1,329,740 |  | 1,061,935 | 25.2 \% |
| Corporate |  | 189,535 |  | 207,030 | (8.5)\% |
| Pre-opening |  | 13,339 |  | 143,795 | (90.7)\% |
| Development |  | 15,809 |  | 19,958 | (20.8)\% |
| Depreciation and amortization |  | 1,007,468 |  | 892,046 | 12.9\% |
| Amortization of leasehold interests in land |  | 40.352 |  | 40,165 | 0.5 \% |
| Impairment loss |  | - |  | 143,674 |  |
| Loss on disposal of assets |  | 11,156 |  | 2,240 |  |
| Total operating expenses | \$ | 10,361,642 | \$ | 8,819,750 | $17.5 \%$ |

Operating expenses were $\$ 10.36$ billion for the year ended December 31, 2013, an increase of $\$ 1.54$ billion compared to $\$ 8.82$ billion for the year ended December 31, 2012. The increase in operating expenses was primarily attributable to the progressive opening of Sands Cotai Central that commenced in April 2012.

Casino expenses increased $\$ 1.36$ billion compared to the year ended December 31, 2012. Of the increase, $\$ 986.8$ million was attributable to the $39 \%$ gross win tax on increased casino revenue across all of our Macao properties, as well as $\$ 211.5$ million of additional casino expenses attributable to Sands Cotai Central.

Rooms and food and beverage expenses increased $\$ 34.6$ million and $\$ 38.4$ million, respectively, compared to the year ended December 31, 2012. These increascs werc driven by the associated increases in the related revenues described above.

The provision for doubiful accounts was $\$ 237.8$ million for the year ended December 31, 2013, compared to $\$ 239.3$ million for the year id December 31, 2012. The amount of this provision can vary over short periods of time because of factors specific to the customers who owe money from gaming activities at any given time. We believe that the amount of our provision for doubtful accounts in the future will depend upon the state of the economy, our credit standards, our risk assessments and the judgment of our employees responsible for granting credit.

General and administrative expenses increased $\$ 267.8$ million compared to the year ended December 31, 2012. The increase was primarily attributable to a $\$ 122.2$ million increase at Sands Cotai Central, a $\$ 72.7$ million increase at our Las Vegas Operating Properties, driven by a $\$ 47.4$ million legal settlement expense (see "Item 8 - Financjal Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 13 - Commitments and Contingencies - Litigation"), as well as a $\$ 63.9$ million increase at The Venetian Macao, driven by an increase in advertising expense.

Corporate expenses decreased $\$ 17.5$ million compared to the year ended December 31, 2012, which was driven by a decrease in legal fees.

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Pre-opening expenses were $\$ 13.3$ million for the year ended December 31, 2013, compared to $\$ 143.8$ million for the year ended December 31, 2012. Pre-opening expense represents personnel and other costs incurred prior to the opening of new ventures, which are expensed as incurred. Pre-opening expenses for the years ended December 31, 2013 and 2012, were primarily related to activities at Sands Cotai Central. Development expenses include the costs associated with the Company's evaluation and pursuit of new business opportunities, which are also expensed as incurred.

Depreciation and amortization expense increased S115.4 million compared to the year ended December 31, 2012. The increase was primarily attributable to a $\$ 146.6$ million increase at Sands Cotai Central, partially offset by decreases at our Las Vegas Operating Properties and other Macao operating properties due to certain assets being fully depreciated.

The impairment loss of $\$ 143.7$ million for the year ended December 31,2012 , consisted primarily of a $\$ 100.7$ million write-off of capitalized construction costs related to our former Cotai Strip development (referred to as parcels 7 and 8) in Macao and a $\$ 42.9$ million impairment due to the termination of the ZAiA show at The Venetian Macao.

## ^djusted Property EBITDA

The following table summarizes information related to our segments:

| $\cdots$ |  |  | $r$ E | December 31. |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| \$ ${ }_{\text {spex }}$ |  | 2013 |  | 2012 | Percent Change |
| Macao: |  |  | oll | thousands) |  |
| The Venetian Macao | \$ | 1,499,937 | S | 1,143,245 | 1.2\% |
| Sands Cotai Central |  | 39,723 |  | ,143,2476 |  |
| Four Seasons Macao |  | 05,040 |  | 13,476 | 246.5\% |
| Sands Macao |  | 305,040 |  | 288,170 | 5.9\% |
|  |  | 362,858 |  | 350,639 | 3.5\% |
|  |  | (3.855) |  | (15,950) | 75.8\% |
|  |  | 2,903,703 |  | 1,979,580 | 46.7\% |
| Marina Bay Sands |  | 1,384,576 |  | 1,366,245 | 1.3\% |
| United States: |  |  |  |  |  |
| Las Vegas Operating Properties |  | 351,739 |  | 331,182 | 6.2\% |
| Sands Bethlehem |  | 123,337 |  | 114,055 | 8.1\% |
|  |  | 475,076 |  | 445,237 | 6.7\% |
| Total adjusted property EBITDA | \$ | 4,763,355 | \$ | 3,791,062 | 25.6\% |

Adjusted property EBITDA at our Macao operations increased $\$ 924.1$ million compared to the year ended December 31, 2012. The increase was primarily attributable to an increase of $\$ 526.2$ million at Sands Cotai Central, due to its progressive opening that commenced in April 2012, as well as an increase of $\$ 356.7$ million at The Venetian Macao, driven by an increase in casino activity.

Adjusted property EBITDA at Marina Bay Sands increased $\$ 18.3$ million compared to the year ended December 31, 2012. The increase was primarily attributable to an $\$ 82.2$ million increase in net revenues driven by an increase in casino revenues, partially offset by increases in the associated operating expenses.

Adjusted property EBITDA at our Las Vegas Operating Properties increased $\$ 20.6$ million compared to the year ended December 31, 2012. revenues increased $\$ 123.2$ million (excluding intersegment royalty revenue), but was offset by increases in the associated operating expenses.

Adjusted property EBITDA at Sands Bethlehem increased $\$ 9.3$ million compared to the year ended December 31, 2012. The increase was primarily attributable to a $\$ 26.3$ million increase in net revenues, driven by an increase in casino activity, partially offset by increases in the associated operating expenses.

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## Interest Expense

The following table summarizes information related to interest expense:

|  | Year Ended December 31, |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2013 |  | 2012 |  |
| Interest cost (which includes the amortization | (Dollars in thousands) |  |  |  |
| Add - imputed interest on deferred protion of dererred financing costs and original issue discounts) |  | 260,704 | \$ | 292,790 |
| Less - capitalized interest |  | 15,168 |  | 15,123 |
|  |  | (4,661) |  | $(49,349)$ |
|  | \$ | 271,211 | \$ | 258,564 |
| Cash paid for interest | \$ | 212,903 | \$ | 258,440 |
| Weighted average total debt balance | \$ | 9,788,457 | \$ | 9,772,201 |
| Weighted average interest rate |  | 2.7\% |  | 3.0\% |

Interest cost decreased $\$ 32.1$ million compared to the year ended December 31, 2012, resulting primarily from a decrease in our weighted rage interest rate. Capitalized interest decreased $\$ 44.7$ million compared to the year ended December 31, 2012, primarily due to the completion is 12 Conrad and Holiday Inn tower and the first and second Sheraton towers of Sands Cotai Central in April and September 2012 and January

UNITED STATES
SECURITIES \＆EXCHANGE COMMISSION
Washington，D．C． 20549

## Form 10－Q

目 QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15（d）OF THE SECURITIES EXCHANGE ACT OF 1934

For the quarterly period ended March 31， 2015

## TRANSITION REPORT PURSUANT TO SECTION 13 OR 15（d）OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from $\qquad$ to $\qquad$
Commission file number 001－32373

## LAS VEGAS SANDS CORP．

## （Exact name of registration as specified in its charter）

| Nevada |  |
| :---: | ---: |
| （State or other jurisdiction of <br> incorporation or organization） | 27－0099920 <br> （a．R．S．Employe <br> ldentification No． |
| 3355 Las Vegas Boulevard South |  |
| Las Vegas，Nevada <br> （Address of principal executive oflces） |  |

（702）414－1000
（Registrant＇s telephone number，including area code）

Indicate by check mark whether the Registrant（1）has filed all reports required to be filed by Section 13 or 15 （d）of the Securities Exchange Act of 1934 during the preceding 12 months（or for such shorter period that the Registrant was required to file such reports），and（2）has been subject to such filing requirements for the past 90 days．Yes 因 No $\square$

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site，if any，every interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S－T during the preceding 12 months（or for such shorter period that the registrant was required to submit and post such files）．Yes No

Indicate by check mark whether the registrant is a large accelerated filer，an accelerated filer，a non－accelerated filer，or a smaller reporting company．See the definitions of＂large accelerated filer，＂＂accelerated filer＂and＂smaller reporting company＂in Rule $12 \mathrm{~b}-\mathbf{2}$ of the Exchange Act． （Check one）：

| Large accelerated filer | $\boxed{⿴ 囗 㐅}$ |  | Accelerated filer |
| :--- | :--- | :--- | :--- |
| Non－accelerated filer | $\square$ | （Do not check if a smaller reporting company） | Smaller reporting company |

Indicate by check mark whether the registrant is a shell company（as defined in Rule 12b－2 of the Exchange Act）．Yes $\square$ No $\boxtimes$ Indicate the number of shares outstanding of each of the Registrant＇s classes of common stock，as of the latest practicable date．

## ITEM 2 - MANAGEMENT'S DISCUSSION AND ANAL YSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following discussion should be read in conjunction with, and is qualified in its entircty by, the condensed consolidated financial statements and the notes thereto, and other financial information included in this Form 10-Q. Certain statements in this "Management's Discussion Analysis of Financial Condition and Results of Operations" are forward-looking statements. See "-Special Note Regarding Forward-Looking vatements."

## Operations

We view each of our casino properties as an operating segment. Our operating segments in the Macao Special Administrative Region ("Macao") of the People's Republic of China consist of The Venetian Macao Resort Hotel ("The Venetian Macao"); Sands Cotai Central; the Four Seasons Hotel Macao, Cotai Strip and the Plaza Casino (collectively, the "Four Seasons Macao"); the Sands Macao; and other ancillary operations in that region ("Other Asia"). Our operating segment in Singapore is the Marina Bay Sands. Our operating segments in the Uniled States consist of The Venetian Resort Hotel Casino ("The Venetian Las Vegas"), The Paiazzo Resort Hotel Casino ("The Palazzo") and the Sands Casino Resort Bethlehem (the "Sands Bethlehem"). The Venetian Las Vegas and The Palazzo operating segments are managed as a single integrated resort and have been aggregated into one reportable segment (the "Las Vegas Operating Properties"), considering their similar economic characteristics, types of customers, types of services and products, the regulatory business environment of the operations within each segment and our organizational and management reporting structure.

## Macao

We own $70.1 \%$ of Sands China Ltd. ("SCL"), which includes the operations of The Venetian Macao, Sands Cotai Central, Four Seasons Macao, Sands Macao and other ancillary operations that support these properties. We operate the gaming areas within these properties pursuant to a 20-year gaming subconcession agreement, which expires in June 2022.

We own and operate The Venetian Macao, which anchors the Cotai Strip, our master-planned development of integrated resort properties on an area of approximately 140 acres in Macao. The Venetian Macao includes a 39 -floor luxury hotel with over 2,900 suites; approximately 376,000 square feet of gaming space; a 15,000 -seat arena; an 1,800 -seat theater; a mall with retail and dining space of approximately 925,000 square feet; and a convention center and meeting room complex of approximately 1.2 million square feet. Approximately $81.8 \%$ and $87.5 \%$ of the gross revenue at The Venetian Macao for the three months ended March 31, 2015 and 2014, respectively, was derived from gaming activities, with the remainder derived from room, mall, food and beverage and other non-gaming sources.

We own the Sands Cotai Central, an integrated resort situated across the street from The Venetian Macao and Four Seasons Macao (which is further described below). The Sands Cotai Central opened in phases, beginning in April 2012. The property currently features three hotel towers:
first hotel tower, consisting of approximately 600 five-star rooms and suites under the Conrad brand and approximately 1,200 four-star rooms wow suites under the Holiday Inn brand; the second hotel tower, consisting of approximately 1,800 rooms and suites under the Sheraton brand; and the third hotel tower, consisting of approximately 2,100 rooms and suites under the Sheraton brand. Within Sands Cotai Central, we also own and currently operate approximately 370,000 square feet of gaming space, approximately 350,000 square feet of meeting space and approximately 330,000 square feet of retail space, as well as entertainment and dining facilities. We have begun construction activities on the remaining phase of the project, which will include a fourth hotel and mixed-use tower under the St. Regis brand. The total cost to complete the remaining phase of the project is expected to be approximately $\$ 460$ million. Upon completion of the project, the integrated resort will feature approximately 370,000 square feet of gaming space, approximately 800,000 square feet of retail, dining and entertainment space, over 550,000 square feet of meeting facilitics and a multipurpose theater (to open in mid-2015). As of March 31, 2015, we have capitalized costs of $\$ 4.58$ billion for the entire project, including the land premium (net of amortization) and $\$ 67.6$ million in outstanding construction payables. Approximately $80.4 \%$ and $85.4 \%$ of the gross revenue at Sands Cotai

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Central for the three months ended March 31, 2015 and 2014, respectively, was derived from gaming activities, with the remainder derived primarily from room and food and beverage operations.

We own the Four Seasons Macao, which is adjacent and connected to The Venetian Macao. The Four Seasons Macao is an integrated resort that includes 360 rooms and suites under the Four Seasons brand and features 19 Paiza mansions; approximately 105,000 square feet of gaming space; retail space of approximately 258,000 square feet, which is connected to the mall at The Venetian Macao; several food and beverage offerings; and conference, banquet and other facilities operated by us. This integrated resort will also feature the Four Seasons Apartment Hotel Macao, Cotai Strip (the "Four Seasons Apartments"), an apart-hotel tower that consists of approximately 1.0 million square feet of Four Seasonsserviced and -branded luxury apart-hotel units and common areas. We have completed the struetural work of the tower and are advancing our plans to monetize units within the Four Seasons Apartments. Approximately $72.3 \%$ and $88.3 \%$ of the gross revenue at the Four Seasons Macao for the three months ended March 31, 2015 and 2014, respectively, was derived from gaming activities, with the remainder derived primarily from mall, room and food and beverage operations.

We own and operate the Sands Macao, the first Las Vegas-style casino in Macao. The Sands Macao includes approximately 241,000 square of gaming space; a 289 -suite hotel tower; several restaurants; VIP facilities; a theater and other high-end services and amenities. soximately $92.7 \%$ and $93.9 \%$ of the gross revenue at the Sands Macao for the three months ended March 31, 2015 and 2014, respectively, was

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derived from gaming activities, with the remainder derived primarily from food and beverage operations.


#### Abstract

Singapore We own and operate the Marina Bay Sands in Singapore, which features three 55 -story hotel towers (totaling approximately 2,600 rooms and suites), the Sands SkyPark (which sits atop the hotel towers and features an infinity swimming pool and several dining options), approximately 160,000 square feet of gaming space, an enclosed retail, dining and entertainment complex of approximately 800,000 net leasable square feet, a convention center and mecting room complex of approximately 1.2 million square feet, theaters and a landmark iconic structure at the bay-front promenade that contains an art/science museum. Approximately $75.8 \%$ and $76.6 \%$ of the gross revenue at the Marina Bay Sands for the three months ended March 31, 2015 and 2014, respectively, was derived from gaming activities, with the remainder derived from room, food and heverage, mall and other non-gaming sources.


## United States

## Las Vegas

Our Las Vegas Operating Properties, situated on or near the Las Vegas Strip, consist of The Venetian Las Vegas, a Renaissance Venicethemed resort; The Palazzo, a resort featuring modern European ambience and design; and an expo and convention center of approximately 1.2 million square feet (the "Sands Expo Center"). Our Las Vegas Operating Properties represent an integrated resort with approximately 7,100 suites and approximately 225,000 square feet of gaming space. Our Las Vegas Operating Properties also feature a meeting and conference facility of approximately 1.1 million square feet; Canyon Ranch SpaClub facilities; a Paiza Club, offering services and amenities to premium customers, including luxurious VIP suites, spa facilities and private VIP gaming room facilities; entertainment facilities; and the Grand Canal Shoppes, which consist of two enclosed retail, dining and entertainment complexes that were sold to GGP Limited Partnership ("GGP"). See "Item 1-Financial Statements - Notes to Condensed Consolidated Financial Statements - Note 2 - Properly and Equipment, Net."

Approximately $72.0 \%$ and $72.9 \%$ of gross revenue at our Las Vegas Operating Properties for the three months ended March 31, 2015 and 2014, respectively, was derived from room, food and beverage and other non-gaming sources, with the remainder derived from gaming activities. The percentage of non-gaming revenue reflects the integrated resort's emphasis on the group convention and trade show business.

## Pennsylvania

We own and operate the Sands Bethlehem, a gaming, hotel, retail and dining complex located on the site of the historic Bethlehem Steel Works in Bethlehem, Pennsylvania. Sands Bethlehem features approximately 145,000 square

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feet of gaming space; a 300 -room hotel tower; a 150,000 -square-foot retail facility; an arts and cultural center; and a 50,000 -square-foot multipurpose event center. We own $86 \%$ of the economic interest in the gaming, hotel and entertainment portion of the property through our ownership interest in Sands Bethworks Gaming LLC and more than $35 \%$ of the economic interest in the retail portion of the property through our ownership interest in Sands Bethworks Retail LLC. Approximately $88.3 \%$ and $88.6 \%$ of the gross revenue at Sands Bethlehem for the three months ended March 31, 2015 and 2014, respectively, was derived from gaming activities, with the remainder derived primarily from food and beverage and other non-gaming sources.

## Critical Accounting Policies and Estimates

The preparation of our condensed consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires our management to make estimates and judgments that affect the reported amounts of assets and liabilities, revenues and expenses, and related disclosures of contingent assets and liabilities. These estimates and judgments are based on historical information, information that is currently available to us and on various other assumptions that management believes to be reasonable under the circumstances. Actual results could vary from those estimates and we may change our estimates and assumptions in future evaluations. Changes in these estimates and assumptions may have a material effect on our financial condition and results of operations. We believe that these critical accounting policies affect our more significant judgments and estimates used in the preparation of our condensed consolidated financial statements. For a discussion of our significant accounting policies and estimates, please refer to "Management's Discussion and Analysis of Financial Condition and Results of Operations" presented in our 2014 Annual Report on Form 10-K filed on February 27, 2015.

There were no newly identified significant accounting estimates during the three months ended March 31, 2015, nor were there any material changes to the critical accounting policies and estimates discussed in our 2014 Annual Report.

## Recent Accounting Pronouncements

See related disclosure at "Item 1 - Financial Statements - Notes to Condensed Consolidated Financial Statements - Note
Organization and Business of Company - Recent Accounting Pronouncements."

## Summary Financial Results

The following table summarizes our results of operations:

| 4me. | Three Months Ended March 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2015 |  | 2014 |  | Percent Change |
|  | (Dollars in thousands) |  |  |  |  |
| Net revenues | \$ | 3,011,622 | \$ | 4,010,384 | (24.9)\% |
| Operating expenses |  | 2,300,507 |  | 2,866,559 | (19.7)\% |
| Operating income |  | 711,115 |  | 1,143,825 | (37.8)\% |
| Income before income taxes |  | 666,703 |  | 1,055,881 | (36.9)\% |
| Net income |  | 611,038 |  | 996,728 | (38.7)\% |
| Net income attributable to Las Vegas Sands Corp. |  | 511,923 |  | 776.185 | (34.0)\% |


|  | Percent of Net Revenues |  |
| :---: | :---: | :---: |
|  | Three Months Ended March 31, |  |
|  | 2015 | 2014 |
| Operating expenses | 76.4\% | 71.5\% |
| Operating income | 23.6\% | 28.5\% |
| Income before income taxes | 22.1\% | 26.3\% |
| Net income | 20.3\% | 24.9\% |
| Net income attributable to Las Vegas Sands Corp. | 17.0\% | 19.4\% |

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Shere

## Operating Results

## Key Operating Revenue Measurements

Operating revenues at The Venetian Macao, Sands Cotai Central, Four Seasons Macao, Marina Bay Sands and our Las Vegas Operating Properties are dependent upon the volume of customers who stay at the hotel, which affects the price that can be charged for hotel rooms and our gaming volume. Operating revenues at Sands Macao and Sands Bethlehem are principally driven by casino customers who visit the properties on a daily basis.

The following are the key measurements we use to evaluate operating revenues:
Casino revenue measurements for Macao and Singapore: Macao and Singapore table games are segregated into two groups, consistent with the Macao and Singapore markets' convention: Rolling Chip play (all VIP players) and Non-Rolling Chip play (mostly non-VIP players). The volume measurement for Rolling Chip play is non-negotiable gaming chips wagered and lost. The volume measurement for Non-Rolling Chip play is table games drop ("drop"), which is the sum of markers issued (credit instruments) less markers paid at the table, plus cash deposited in the table drop box. Rolling Chip and Non-Rolling Chip volume measurements are not comparable as the amounts wagered and lost are substantially higher than the amounts dropped. Slot handle ("handle"), also a volume measurement, is the gross amount wagered for the period cited.

We view Rolling Chip win as a percentage of Rolling Chip volume, Non-Rolling Chip win as a percentage of drop and slot hold as a percentage of slot handle. Win or hold percentage represents the percentage of Rolling Chip volume, Non-Rolling Chip drop or slot handle that is won by the casino and recorded as casino revenue. Based upon our current mix of table games, our Rolling Chip win percentage (calculated before discounts and commissions) is expected to be $2.7 \%$ to $3.0 \%$ and our Non-Rolling Chip table games have produced a trailing 12 -month win percentage (calculated before discounts) of $24.9 \%, 21.3 \%, 22.5 \%, 18.4 \%$ and $25.6 \%$ at The Venetian Macao, Sands Cotai Central, Four Seasons Macao, Sands Macao and Marina Bay Sands, respectively. Our slot machines have produced a trailing 12 -month hold percentage (calculated before slot club cash incentives) of $4.7 \%, 3.4 \%, 5.4 \%, 3.6 \%$ and $4.8 \%$ at The Venetian Macao, Sands Cotai Central, Four Seasons Macao, Sands Macao and Marina Bay Sands, respectively. Actual win may vary from our expected win percentage and the trailing 12 -month win and hold percentages. Generaily, slot machine play is conducted on a cash basis. In Macao and Singapore, $22.9 \%$ and $31.7 \%$, respectively, of our table games play was conducted on a credit basis for the three months ended March 31, 2015.

Casino revenue measurements for the U.S.: The volume measurements in the U.S. are table games drop and slot handle, as previously ribed. We view table games win as a percentage of drop and slot hold as a percentage of handle. Based upon our current mix of table games,
our table games are expected to produce a win percentage (calculated before discounts) of $21 \%$ to $29 \%$ for Baccarat and $16 \%$ to $20 \%$ for nonBaccarat. Table games at Sands Bethlehem have produced a trailing 12 -month win percentage of $17.1 \%$. Dur slot machines have produced a trailing 12 -month hold percentage (calculated before slot club cash incentives) of $8.0 \%$ and $7.0 \%$ at our Las Vegas Operating Properties and at =mds Bethlehem, respectively. Actual win may vary from our expected win percentage and the trailing 12 -month win and hold percentages. As in aao and Singapore, slot machine play is generally conducted on a cash basis. Approximately $68.4 \%$ of our table games play at our Las Vegas Operating Properies, for the three months ended March 31, 2015, was conducted on a credit basis, while our table games play at Sands Bethlehem was primarily conducted on a cash basis.

Hotel revenue measurements: Performance indicators used are occupancy rate, which is the average percentage of available hotel rooms occupied during a period, and average daily room rate, which is the average price of occupied rooms per day. The calculations of the hotel occupancy and average daily room rates include the impact of rooms provided on a complimentary basis. Complimentary room rates are determined based on an analysis of retail (or cash) room rates by customer segment and type of room product to ensure the complimentary room rates are consistent with retail rates. Revenue per available room represents a summary of hotel average daily room rates and occupancy. Because not all available rooms are occupied, average daily room rates are normally higher than revenue per available room. Reserved rooms where the guests do not show up for their stay and lose their deposit may be re-sold to walk-in guests. These rooms are considered to be occupied twice for statistical purposes due to obtaining the original deposit and the walk-in guest revenue. In cases where a significant number of rooms are resold, occupancy rates may be in excess of $100 \%$ and revenue per availabie room may be higher than the average daily room rate.

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Mall revenue measurements: Occupancy, base rent per square foot and tenant sales per square foot are used as performance indicators. Occupancy represents gross leasable occupied area ("GLOA") divided by gross leasable area ("GLA") at the end of the reporting period. GLOA is the sum of: (1) tenant occupied space under lease and (2) tenants no longer occupying space, but paying rent. GLA does not include space that is currently under development or not on the market for lease. Base rent per square foot is the weighted average base, or minimum, rent charge in effect at the end of the reporting period for all tenants that would qualify to be included in occupancy. Tenant sales per square foot is the sum of reported comparable sales for the trailing 12 months divided by the comparable square footage for the same period. Only tenants that have been open for a minimum of 12 months are included in the tenant sales per square foot calculation.

## Three Months Ended March 31, 2015 Compared to the Three Months Ended March 31, 2014

Operating Revenues
Our net revenues consisted of the following:

|  | Three Months Ended March 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2015 |  | 2014 |  | Percent Change |
|  | (Dollars in thousands) |  |  |  |  |
| Casino + - | \$ | 2,376,688 | \$ | 3,372,065 | (29.5)\% |
| Rooms |  | 371,413 |  | 400,222 | $(7.2) \%$ |
| Food and beverage |  | 189,411 |  | 202,787 | (6.6)\% |
| Mall |  | 127,814 |  | 109,031 | 17.2 \% |
| Convention, retail and other +2. |  | 134,137 |  | 137,376 | (2.4)\% |
|  |  | 3,199,463 |  | 4,221,481 | (24.2)\% |
| Less-promotional allowances |  | (187,841) |  | (211,097) | 11.0\% |
| Total net revenues | \$ | 3,011,622 | \$ | 4,010,384 | (24.9)\% |

Consolidated net revenues were $\$ 3.01$ billion for the three months ended March 31,2015 , a decrease of $\$ 998.8$ million compared to $\$ 4.01$ billion for the three months ended March 31, 2014. The decrease in net revenues was driven by a $\$ 950.6$ million decrease at our Macao operating properties, primarily due to decreased casino revenues.

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Casino revenues decreased $\$ 995.4$ million compared to the three months ended March 31, 2014. The decrease is primarily attributable to decreases of $\$ 958.6$ million at our Macao operating properties and $\$ 48.5$ million at Marina Bay Sands, driven by decreases in Rolling Chip volume - 'emand has decreased in the VIP market. The following table summarizes the results of our casino activity:


| Table games drop | \$ | 533,053 | \$ | 518.535 | 2.8\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Table games win percentage |  | 16.6\% |  | 17.1\% | (0.5) pts |
| - ${ }^{\text {rat handle }}$ | \$ | 578,548 | \$ | 473,154 | 22.3\% |
| - hold percentage |  | 7.6\% |  | 8.6\% | (1.0) pts |
| Sands Bethlehem |  |  |  |  |  |
| Total casino revenues | \$ | 118,818 | \$ | 109,036 | 9.0\% |
| Table games drop | \$ | 263,415 | \$ | 247,590 | 6.4\% |
| Table games win percentage |  | 17.3\% |  | 16.1\% | 1.2 pts |
| Slot handle | \$ | 1,005,167 | S | 948,510 | 6.0\% |
| Slot hold percentage |  | 7.1\% |  | 7.1\% | - |

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In our experience, average win percentages remain steady when measured over extended periods of time, but can vary considerably within shorer time periods as a result of the statistical variances thal are associated with games of chance in which large amounts are wagered.

Room revenues decreased $\$ 28.8$ million compared to the three months ended March 31,2014 . The decrease is primarily due to decreases of $\$ 16.8$ million at our Macao operating properties and $\$ 7.5$ million at Marina Bay Sands, driven by decreases in occupancy. The suites at Sands Macao are primarily provided to casino patrons on a complimentary basis. The following table summarizes the results of our room activity:



Food and beverage revenues decreased $\$ 13.4$ million compared to the three months ended March 31, 2014. The decrease was primarily due to a $\$ 9.2$ million decrease at our Macao operating properties, driven by a decrease in property visitation.

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Mall revenues increased $\$ 18.8$ million compared to the three months ended March 31,2014 . The increase was primarily due to a $\$ 17.5$ million increase at our Macao operating properties, driven by an increase in base rents. For further information related to the financial performance of our malls, see "- Additional Information Regarding our Retail Mall Operations." The following table summarizes the results of our mal activity:


| Base rent per square foot | \$ | 214 | \$ | 213 | 0.5\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Tenant sales per square foot | \$ | 1,409 | \$ | 1,544 | (8.7)\% |
| . Operations: |  |  |  |  |  |
| The Outlets at Sands Bethlehem |  |  |  |  |  |
| Total mall revenues | \$ | 632 | \$ | 631 | 0.2\% |
| Mall gross Icasable area (in square feet) |  | 151,029 |  | 134,830 | 12.0\% |
| Occupancy |  | 94.3\% |  | 93.6\% | 0.7 pts |
| Base rent per square foot | \$ | 21 | \$ | 22 | (4.5)\% |
| Tenant sales per square foot | \$ | 369 | S | 411 | (10.2)\% |

(1) The third phase of the Shoppes at Cotai Central opened in June 2014. At completion, the Shoppes at Cotai Central will feature up to 600,000 square fect of gross leasable area.

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## Operating Expenses

The breakdown of operating expenses is as follows:

|  | Three Months Ended March 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2015 |  | 2014 |  | Percent Change |
|  | (Dollars in thousands) |  |  |  |  |
| Casino | \$ | 1,334,829 | \$ | 1,867,612 | (28.5)\% |
| Fmoms |  | 65,791 |  | 64,263 | 2.4 \% |
| -md and beverage |  | 99,247 |  | - 100,169 | (0.9)\% |
| Mall |  | 15,137 |  | 17,363 | (12.8)\% |
| Convention, retail and other |  | 68,257 |  |  | (12.8)\% |
| Provision for doubtful accounts |  |  |  | 90,468 | (24.6)\% |
| General and administrative |  | 57,350 |  | 61,918 | (7.4)\% |
| Corporate |  | 324,478 |  | 336,499 | (3.6)\% |
| Pre-opening |  | 45,223 |  | 50,677 | (10.8)\% |
| Preopering |  | 9,579 |  | 4,300 | 122.8 \% |
| Development |  | 1,533 |  | 1,692 | (9.4)\% |
| Depreciation and amortization - , |  | 253,922 |  | 261,047 | (2.7)\% |
| Amortization of leasehold interests in land |  | 9,838 |  | 10,026 | (1.9)\% |
| Loss on disposal of assets |  | 15,323 |  | 525 |  |
| Total operating expenses | \$ | 2,300,507 | \$ | 2,866,559 | (19.7)\% |

## N.M. - Not meaningful

Operating expenses were $\$ 2.30$ billion for the three months ended March 31,2015 , a decrease of $\$ 566.1$ million compared to $\$ 2.87$ billion for the three months ended March 31, 2014. The decrease in operating expenses was primarily due to a decrease in casino expenses at our Macao operating properties.

Casino expenses decreased $\$ 532.8$ million compared to the three months ended March 31,2014 . Of the decrease, $\$ 477.7$ million was due to the $39.0 \%$ gross win tax on decreased casino revenues at our Macao operating properties. Additionally, there was a decrease of $\$ 57.9$ million in other casino related expenses at our Macao operating properties.

Convention, retail and other expenses decreased $\$ 22.2$ million compared to the three months ended March 31, 2014. The decrease was primarily due to decreases of $\$ 14.3$ million and $\$ 7.4$ million at The Venetian Macao and our Las Vegas Operating Properties, respectively, driven by a decrease in entertainment expenses.

The provision for doubtful accounts was $\$ 57.4$ million for the three months ended March 31, 2015, compared to $\$ 61.9$ million for the three
months ended March 31, 2014. The amount of this provision can vary over short periods of time because of factors specific to the customers who owe us money from gaming activities at any given time. We believe that the amount of our provision for doubtful accounts in the future will depend upon the state of the economy, our credil standards, our risk assessments and the judgment of our employees responsible for granting credit.

Pre-opening expense represents personnel and other costs incurred prior to the opening of new ventures, which are expensed as incurred. Premening expenses for the three months ended March 31, 2015, primarily related to activities at The Parisian Macao. Development expenses include the cosis associated with the Company's evaluation and pursuit of new business opportunities, which are also expensed as incurred.

The loss on disposal of assets of $\$ 15.3$ million for the three months ended March 31, 2015, primarily related to dispositions at our Macao operating properties.

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## Adjusted Property EBITDA

Adjusted property EBITDA is used by management as the primary measure of the operating performance of our segments. Adjusted property EBITDA is net income before intersegment royalty fees, stock-based compensation expense, corporate expense, pre-opening expense, development expense, depreciation and amortization, amortization of leasehold interests in land, loss on disposal of assets, interest, other income (expense), loss on modification or early retirement of debt and income taxes. The following table summarizes information related to our segments (see "Item 1 - Financial Statements - Notes to Condensed Consolidated Financial Statements - Note 10 - Segment Information" for discussion of our operating segments and a reconciliation of adjusted property EBITDA to net income):

|  | Three Months Ended March 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2015 |  | 2014 |  | Percent Change |
|  | (Dollars in thousands) |  |  |  |  |
| Macao: |  |  |  |  |  |
| The Venetian Macao | \$ | 269,942 | \$ | 470,084 | (42.6)\% |
| Sands Cotai Central |  | 155,910 |  | 265,206 | (41.2)\% |
| - Four Seasons Macao |  | 44,472 |  | 113,041 | (60.7)\% |
| - Sands Macao |  | 57,378 |  | 91,438 | (37.2)\% |
| Other Asia |  | 3,532 |  | $(1,414)$ | N.M. |
|  |  | 531,234 |  | 938,355 | (43.4)\% |
| Marina Bay Sands |  | 415,272 |  | 435,161 | (4.6)\% |
| United States: |  |  |  |  |  |
| Las Vegas Operating Properties |  | 74,109 |  | 79,652 | (7.0)\% |
| Sands Bethlehem |  | 29,893 |  | 26,531 | 12.7 \% |
|  |  | 104,002 |  | 106,183 | (2.1)\% |
| Total adjusted property EBITDA | \$ | 1,050,508 | \$ | 1,479,699 | (29.0)\% |

## N.M. - Not meaningful

Adjusted property EBITDA at our Macao operations decreased $\$ 407.1$ million compared to the three months ended March 31, 2014. As previously described, the decrease was primarily due to the decrease in casino operations at our Macao operating properties, driven by decreased demand in the VIP market.

Adjusted property EBITDA at Marina Bay Sands decreased $\$ 19.9$ million compared to the three months ended March 31, 2014. As previously described, the decrease was primarily due to the decrease in casino operations, driven by decreased demand in the VIP market.

Adjusted property EBITDA at our Las Vegas Operating Properties decreased $\$ 5.5$ million compared to the three months ended March 31 , 2014. The decrease was primarily due to a $\$ 8.2$ million decrease in net revenues (excluding intersegment royalty revenue), driven by a decrease in rooms revenue.

Adjusted property EBITDA at Sands Bethlehem increased $\$ 3.4$ million compared to the three months ended March 31, 2014. The increase was primarily due to a $\$ 10.5$ million increase in net revenues, driven by an increase in casino revenues, partially offset by increases in the associated operating expenses.

## Form 10－Q

囚 QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15（d）OF THE SECURITIES EXCHANGE ACT OF 1934

For the quarterly period ended June 30， 2015
－TRANSITION REPORT PURSUANT TO SECTION 13 OR 15（d）OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from $\qquad$ to $\qquad$
Commission file number 001－32373

## LAS VEGAS SANDS CORP．

（Exact name of registration as specified in its charter）

| Nevada |  |
| :---: | :---: |
| （State or other jurisdiction of <br> incorporation or organization） | 27－00999920 <br> （I．R．S．Employer <br> Identification No．） |
| 3355 Las Vegas Boulevard South |  |
| Las Vegas，Nevada | 89109 |
| （Address of principal executive offices） | （Zip Code） |

（702）414－1000
（Registrant＇s telephone number，inciuding area code）

Indicate by check mark whether the Registrant（1）has filed all reports required to be filed by Section 13 or 15 （d）of the Securities Exchange Act of 1934 during the preceding 12 months（or for such shorter period that the Registrant was required to file such reports），and（2）has been subject to such filing requirements for the past 90 days．Yes $⿴ 囗 ⿱ 一 一{ }^{2}$

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site，if any，every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S－T during the preceding 12 months（or for such shorter period that the registrant was required to submit and post such files）．Yes $⿴ 囗 ⿱ 一 一$

Indicate by check mark whether the registrant is a large accelerated filer，an accelerated filer，a non－accelerated filer，or a smaller reporting company．See the definitions of＂large accelerated filer，＂＂accelerated filer＂and＂smaller reporting company＂in Rule $12 \mathrm{~b}-2$ of the Exchange Act． （Check one）：

| Large accelerated filer | $\boxed{Q}$ | Accelerated filer |  |
| :--- | :--- | :--- | :--- |
| Non－accelerated filer | $\square$ | （Do not check if a smaller reporting company） | Smaller reporting company |

Indicate by check mark whether the registrant is a shell company（as defined in Rule $12 b-2$ of the Exchange Act）．Yes $\square$ No 回
Indicate the number of shares outstanding of each of the Registrant＇s classes of common stock，as of the latest practicable date

Net cash generated from operating activities Azash flows from investing activities:

Change in restricted cash and cash equivalents
Capital expenditures
Proceeds from disposal of property and equipment
Dividends received from non-restricted subsidiaries

Repayments of receivable from non-restricted subsidiaries
Capital contributions to subsidiaries
Net cash generated from (used in) investing activities
Cash flows from financing activities
Proceeds from exercise of stock options
Excess tax benefit from stock option exercises
Repurchase of common stock
Dividends paid
Distributions to noncontrolling interests
Dividends paid to Las Vegas Sands Corp.
Dividends paid to Restricted Subsidiaries
Capital contributions received
Repayments on borrowings from Restricted Subsidiaries

Proceeds from 2013 U.S. credit facility
Proceeds from 2011 VML credit facility
Repayments on 2011 VML credit facility
Repayments on 2013 U.S. credit facility
Repayments on airplane financings
Repayments on HVAC equipment lease and other long-term debt
Payments of deferred financing costs
Net cash used in financing activities
Effect of exchange rate on cash
Increase (decrease) in cash and cash equivalents
Cash and cash equivalents at beginning of period
Cash and cash equivalents at end of period

| Parent) |  | Subsldiaries |  | Subsidiaries |  | Entries |  | Total |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | 2,094,753 | \$ | 1,609,083 | 5 | 2,309,084 | \$ | $(3,622,076)$ | \$ | 2,390,844 |
| s |  |  | - |  | 559 |  | - |  | 559 |
|  | (19,271) |  | (39,995) |  | $(467,572)$ |  | - |  | $(526,8.38)$ |
|  | - |  | 667 |  | 439 |  | - |  | 1,106 |
|  | - |  | 1,092,406 |  | - |  | $(1,092,406)$ |  | - |
|  | - |  | 935 |  | - |  | (935) |  | - |
|  | - |  | $(1,047,406)$ |  | - |  | 1,047,406 |  |  |
|  | $(19,271)$ |  | 6,607 |  | $(466,574)$ |  | $(45,935)$ |  | $(525,173)$ |
|  | 38,454 |  | - |  | 6,664 |  | - |  | 45,118 |
|  | 2,755 |  | - |  | - |  | - |  | 2,755 |
|  | $(1,139,415)$ |  | - |  | - |  | - |  | $(1,139,415)$ |
|  | $(809,085)$ |  | - |  | (776,570) |  | - |  | $(1,585,655)$ |
|  | - |  | $(1,076)$ |  | $(3,655)$ |  | - |  | $(4,731)$ |
|  | - |  | $(2,150,104)$ |  | $(42,252)$ |  | 2,192,356 |  | - |
|  | - |  | - |  | $(2,522,126)$ |  | 2,522,126 |  | - |
|  | - |  | - |  | 1,047,406 |  | $(1,047,406)$ |  | - |
|  | - |  | - |  | (935) |  | 935 |  | - |
|  | - |  | 1,038,000 |  | - |  | - |  | 1,038,000 |
|  | - |  | - |  | 819,725 |  | - |  | 819,725 |
|  | - |  | - |  | (819,680) |  | - |  | $(819,680)$ |
|  | - |  | (471,250) |  | - |  | - |  | $(471,250)$ |
|  | $(1,844)$ |  | - |  | - |  | - |  | $(1,844)$ |
|  | - |  | $(1,213)$ |  | $(2,071)$ |  | - - |  | $(3,284)$ |
|  | - |  | - |  | $(57,244)$ |  | - |  | $(57,244)$ |
|  | (1,909,135) |  | $(1,585,643)$ |  | $(2,350,738)$ |  | 3,668,011 |  | $(2,177,505)$ |
|  | - |  | - |  | 4,147 |  | - |  | 4,147 |
|  | 166,347 |  | 30,047 |  | $(504,081)$ |  | - |  | $(307,687)$ |
|  | 50,180 |  | 315,489 |  | 3,234,745 |  | - |  | 3,600,414 |
| \$ | 216,527 | \$ | 345,536 | \$ | 2,730,664 | \$ | - 5 | \$ | 3,292,727 |

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## LAS VEGAS SANDS CORP. AND SUBSIDIARIES

## ITEM 2 - MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following discussion should be read in conjunction with, and is qualified in its entirety by, the condensed consolidated financial statements and the notes thereto, and other financial information included in this Form 10-Q. Certain statements in this "Management's Discussion and Analysis of Financial Condition and Results of Operations" are forward-looking statements. See "-Special Note Regarding Forward-Looking s.mements."

## Operations

We view each of our casino properties as an operating segment. Our operating segments in the Macao Special Administrative Region E"Macao") of the People's Republic of China consist of The Venctian Macao Resort Hotel ("The Venetian Macao"); Sands Cotai Central: the Four ions Hotel Macao, Cotai Strip and the Plaza Casino (collectively, the "Four Seasons Macao"); the Sands Macao: and other ancillary operations *nat region ("Other Asia"). Our operating segment in Singapore is the Marina Bay Sands. Our operating segments in the United States consist of The Venetian Resort Hotel Casino ("The Venetian Las Vegas"), The Palazzo Resort Hotel Casino ("The Palazzo") and the Sands Casino Resort Bethlehem (the "Sands Bethlehem"). The Venctian Las Vcgas and The Palazzo operating segments are managed as a single integrated resort and have been aggregated into one reportable segment (the "Las Vegas Operating Properties"), considering their similar economic characteristics, types of customers, types of services and products, the regulatory business environmemt of the operations within each segment and our organizational and management reporting structure.

## Macan

We own $70.1 \%$ of Sands China Ltd. ("SCL"), which includes the opcrations of The Venetian Macao, Sands Cotai Central, Four Seasons Macao, Sands Macao and other ancillary operations that support these properties. We operate the gaming areas within these properties pursuant to a 20-year gaming subconcession agreement, which expires in June 2022.

We own and operate The Venetian Macao, which anchors the Cotai Strip, our master-planned development of integrated resort properties on an area of approximately 140 acres in Macao. The Venctian Macao includes a 39 -floor luxury hotel with over 2,900 suites; approximately 376,000 square feet of gaming space; a 15,000 -seat arena; an 1,800 -seat theater; a mall with retail and dining space of approximately 925,000 square feet; and a convention center and meeting room complex of approximately 1.2 million square feet. Approximately $81.8 \%$ and $86.9 \%$ of the gross revenue at The Venetian Macao for the six months ended June 30, 2015 and 2014, respectively, was derived from gaming activities, with the remainder derived from room, mall, food and beverage and other non-gaming sources.

We own the Sands Cotai Central, an integrated resort situated across the street from The Venetian Macao and Four Seasons Macao (which is further described below). The Sands Cotai Central opened in phases, beginning in April 2012. The property currently features three hotel towers: the first hotel tower, consisting of approximately 600 five-star rooms and suites under the Conrad brand and approximately 1,200 four-star rooms and suites under the Holiday Inn brand; the second hotel tower, consisting of approximately 1,800 rooms and suites under the Sheraton brand; and the third hotel tower, consisting of approximately 2,100 rooms and suites under the Sheraton brand. Within Sands Cotai Central, we also own and currently operate approximately 370,000 square feet of gaming space, approximately 350,000 square feet of meeting space and approximately 330,000 square feet of retail space, as well as entertainment and dining facilities. We have begun construction activities on the remaining phase of the project, which will include a fourth hotel and mixed-use tower under the St. Regis brand that is expected to open at the end of 2015, subject to Macao government approval. The total cost to complete the remaining phase of the project is expected to be approximately $\$ 380$ million. Upon $\cdots$ pletion of the project, the integrated resort will feature approximately 370,000 square feet of gaming space, approximately 800,000 square feet stail, dining and entertainment space, over 550,000 square feet of meeting facilities and a multipurpose theater (to open in late 2015). As of June 30,2015 , we have capitalized costs of $\$ 4.69$ billion for the entire project, including the land premium (net of amortization) and $\$ 76.8$ million in outstanding construction payables. Approximately $81.1 \%$ and $85.4 \%$ of the gross revenue at Sands Cotai Central for the six months

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ended June 30, 2015 and 2014, respectively, was derived from gaming activities, with the remainder derived primarily from room and food and beverage operations.

We own the Four Seasons Macao, which is adjacent and connected to The Venetian Macao. The Four Seasons Macao is an integrated resort that includes 360 rooms and suites under the Four Seasons brand and features 19 Paiza mansions; approximately 105,000 square feet of gaming space; retail space of approximately 258,000 square feet, which is connected to the mall at The Venetian Macao; several food and beverage offerings; and conference, banquet and other facilities operated by us. This integrated resort will also feature the Four Seasons Apartment Hotel Macao, Cotai Strip (the "Four Seasons Apartments"), an apart-hotel tower that consists of approximately 1.0 million square feet of Four Seasonsserviced and -branded luxury apart-hotel units and common areas. We have completed the structural work of the tower and are advancing our plans to monetize units within the Four Seasons Apartments. Approximately $75.1 \%$ and $85.6 \%$ of the gross revenue at the Four Seasons Macao for the six months ended June 30,2015 and 2014, respectively, was derived from gaming activities, with the remainder derived primarily from mall, room and food and beverage operations.

We own and operate the Sands Macao, the first Las Vegas-style casino in Macao. The Sands Macao includes approximately 241,000 square feet of gaming space; a 289 -suite hotel tower; several restaurants; VIP facilities; a theater and other high-end services and amenities. Approximately $93.3 \%$ and $94.2 \%$ of the gross revenue at the Sands Macao for the six months ended June 30, 2015 and 2014, respectively, was derived from gaming activities, with the remainder derived primarily from food and beverage operations.

## Singapore

We own and operate the Marina Bay Sands in Singapore, which features three 55 -story hotel towers (totaling approximately 2,600 rooms suites), the Sands SkyPark (which sits atop the hotel towers and features an infinity swimming pool and several dining options), approximately ,000 square feet of gaming space, an enclosed retail, dining and entertainment complex of approximately 800,000 net leasable square feet, a
convention center and mecting room complex of approximately 1.2 million square fect, theaters and a landmark iconic structure at the bay-front promenade that contains an art/science museum. Approximately $75.4 \%$ and $76.2 \%$ of the gross revenue at the Marina Bay Sands for the six months ended June 30, 2015 and 2014, respectively, was derived from gaming activities, with the remainder derived from room, food and beverage, mall
$x^{2 m-1}$ other non-gaming sources.
tome

## Unired States

## Las Vegas

Our Las Vegas Operating Properties, situated on or near the Las Vegas Strip, consist of The Venetian Las Vegas, a Renaissance Venicethemed resort: The Palazzo, a resort featuring modern European ambience and design; and an expo and convention center of approximately 1.2 million square feet (the "Sands Expo Center"). Our Las Vegas Operating Properties represent an integrated resort with approximately 7,100 suites and approximately 225,000 square fect of gaming space. Our Las Vegas Operating Propertics also feature a meeting and conferenec facility of approximately 1.1 million square feet; Canyon Ranch SpaClub facilities; a Paiza Club, offering services and amenities to premium customers, including luxurious VIP suites, spa facilities and private VIP gaming room facilities; entertainment facilities: and the Grand Canal Shoppes, which consist of two enclosed retail, dining and entertainment complexes that were sold to GGP Limited Partnership ("GGP"). See "Item 1 - Financia! Staternents - Notes to Condensed Consolidated Financial Statements - Note 2 - Property and Equipinent, Net."

Approximately $74.1 \%$ and $72.6 \%$ of gross revenue at our Las Vegas Operating Properties for the six months ended June 30, 2015 and 2014, respectively, was derived from room, food and beverage and other non-gaming sources, with the remainder derived from gaming activities. The percentage of non-gaming revenue reflects the integrated resort's emphasis on the group convention and trade show business.

## Pennsylvania

We own and operate the Sands Bethlehem, a gaming, hotel, retail and dining complex located on the site of the historic Bethlehem Steel Works in Bethlehem, Pennsyivania. Sands Bethlehem features approximately 145,000 square

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feet of gaming space; a 300 -room hotel tower; a 150,000 -square-foot retail facility; an arts and cultural center; and a 50,000 -square-foot multipurpose event center. We own $86 \%$ of the economic interest in the gaming, hotel and entertainment portion of the property through our
'ership interest in Sands Bethworks Gaming LLC and more than $35 \%$ of the economic interest in the retail portion of the property through our twiership interest in Sands Bethworks Retail LLC. Approximately $88.5 \%$ and $88.4 \%$ of the gross revenue at Sands Bethlehem for the six months ended June 30, 2015 and 2014, respectively, was derived from gaming activities, with the remainder derived primarily from food and beverage and other non-gaming sources.

## Critical Accounting Policies and Estimates

The preparation of our condensed consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires our management to make estimates and judgments that affect the reported amounts of assets and liabilities, revenues and expenses, and related disclosures of contingent assets and liabilities. These estimates and judgments are based on historical information, information that is currently available to us and on various other assumptions that management believes to be reasonable under the circumstances. Actual results could vary from those estimates and we may change our estimates and assumptions in future evaluations. Changes in these estimates and assumptions may have a material effect on our financial condition and results of operations. We believe that these critical accounting policies affect our more significant judgments and estimates used in the preparation of our condensed consolidated financial statements. For a discussion of our significant accounting policies and estimates, please refer to "Management's Discussion and Analysis of Financial Condition and Results of Operations" presented in our 2014 Annual Report on Form 10-K filed on February 27, 2015.

There were no newly identified significant accounting estimates during the six months ended June 30, 2015, nor were there any material changes to the critical accounting policies and estimates discussed in our 2014 Annual Report.

## Recent Accounting Pronouncements

See related disclosure at "Item 1 — Financial Statements - Notes to Condensed Consolidated Financial Statements - Note 1 - Organization and Business of Company - Recent Accounting Pronouncements."

## Summary Financial Results

The following table summarizes our results of operations:

| Three Months Ended June 30, |  |  | Six Months Ended June 30, |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 2015 | 2014 | Percent Change | 2015 | 2014 | Percent Change |

file://C///users/shernandez.RBSL/Desktop//vs-06302015x10q\%20(1).htm[8/21/2015 1:32:03 PM]

| Net revenues | (Dollars in thousands) |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | S | 2,921,421 | \$ | 3,624,350 | (19.4)\% | \$ | 5,933,043 | \$ | 7,634,734 | (22.3)\% |
| Pserating expenses |  | 2,232,111 |  | 2,662,890 | (16.2)\% |  | 4,532,618 |  | 5,529,449 | (18.0)\% |
| Wmataing income |  | 689,310 |  | 961,460 | (28.3)\% |  | 1,400,425 |  | 2,105,285 | (33.5)\% |
| Income before income taxes |  | 627.420 |  | 899,761 | (30.3)\% |  | 1,294,123 |  | 1,955,642 | (33.8)\% |
| Net income |  | 581,491 |  | 852,844 | (31.8)\% |  | 1,192,529 |  | 1,849,572 | (35.5)\% |
| Net income attributable to Las Vegas Sands Corp. |  | 469,173 |  | 671,434 | (30.1)\% |  | 981,096 |  | 1,447,619 | (32.2)\% |


|  | Percent of Net Revenues |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Three Months Ended June 30, |  | Six Months Ended June 30, |  |
|  | 2015 | 2014 | 2015 | 2014 |
| Operating expenses | 76.4\% | 73.5\% | 76.4\% | 72.4\% |
| Operating income | 23.6\% | 26.5\% | 23.6\% | 27.6\% |
| Income before income taxes | 21.5\% | 24.8\% | 21.8\% | 25.6\% |
| Net income | 19.9\% | 23.5\% | 20.1\% | 24.2\% |
| Net income attributable to Las Vegas Sands Corp. | 16.1\% | 18.5\% | 16.5\% | 19.0\% |
|  | 45 |  |  |  |

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## Operating Results

## Key Operating Revenue Measurements

Operating revenues at The Venetian Macao, Sands Cotai Central, Four Seasons Macao, Marina Bay Sands and our Las Vegas Operating perties are dependent upon the volume of customers who stay at the hotel, which affects the price that can be charged for hotel rooms and our gaming volume. Operating revenues at Sands Macao and Sands Bethlehem are principally driven by casino customers who visit the properties on a daily basis.

The following are the key measurements we use to evaluate operating revenues:
Casino revenue measurements for Macao and Singapore: Macao and Singapore table games are segregated into two groups, consistent with the Macao and Singapore markets' convention: Rolling Chip play (all VIP players) and Non-Rolling Chip play (mostly non-VIP players). The volume measurement for Rolling Chip play is non-negotiable gaming chips wagered and lost. The volume measurement for Non-Rolling Chip play is table games drop ("drop"), which is the sum of net markers issued (credit instruments), cash deposited in the table drop box and gaming chips purchased at the cage. Rolling Chip and Non-Roling Chip volume measurements are not comparable as the amounts wagered and lost are substantially higher than the amounts dropped. Slot handle ("handle"), also a volume measurement, is the gross amount wagered for the period cited.

We view Rolling Chip win as a percentage of Rolling Chip volume, Non-Rolling Chip win as a percentage of drop and slot hold as a percentage of slot handle. Win or hold percentage represents the percentage of Rolling Chip volume, Non-Rolling Chip drop or slot handle that is won by the casino and recorded as casino revenue. Based upon our current mix of table games, our Rolling Chip win percentage (calculated before discounts and commissions) is expected to be $2.7 \%$ to $3.0 \%$ and our Non-Rolling Chip table games have produced a trailing 12 -month win percentage (calculated before discounts) of $24.9 \%, 21.4 \%, 22.6 \%, 19.0 \%$ and $26.2 \%$ at The Venetian Macao, Sands Cotai Central, Four Seasons Macao, Sands Macao and Marina Bay Sands, respectively. Our slot machines have produced a trailing 12 -month hold percentage (calculated before slot club cash incentives) of $4.7 \%, 3.4 \%, 5.2 \%, 3.6 \%$ and $4.7 \%$ at The Venetian Macao, Sands Cotai Central, Four Seasons Macao, Sands Macao and Marina Bay Sands, respectively. Actual win may vary from our expected win percentage and the trailing 12 -month win and hold percentages. Generally, slot machine play is conducted on a cash basis. In Macao and Singapore, $23.6 \%$ and $29.9 \%$, respectively, of our table games play was conducted on a credit basis for the six months ended June 30, 2015.

Casino revenue measurements for the U.S.: The volume measurements in the U.S. are slot handle, as previously described, and table games drop which is the total amount of cash and net markers issued that are deposited in the table drop box. We view table games win as a percentage of drop and slot hold as a percentage of handle. Based upon our current mix of table games, our table games are expected to produce a win percentage (calculated before discounts) of $21 \%$ to $29 \%$ for Baccarat and $16 \%$ to $20 \%$ for non-Baccarat. Table games at Sands Bethlehem have produced a trailing 12 -month win percentage of $17.4 \%$. Our slot machines have produced a trailing 12 -month hold percentage (calculated before slot club fesh incentives) of $8.0 \%$ and $7.0 \%$ at our Las Vegas Operating Properties and at Sands Bethlehem, respectively. Actual win may vary from our :cted win percentage and the trailing 12 -month win and hold percentages. As in Macao and Singapore, slot machine play is generally
conducted on a cash basis. Approximately $66.5 \%$ of our table games play at our Las Vegas Operating Properties, for the six inonths ended Jurre 30 , 2015, was conducted on a credit basis, while our table games play at Sands Rethlehem was primarily conducted on a cash basis.

Hotel revenue measurements: Performance indicators used are occupancy rate, which is the average percentage of available hotel rooms upied during a period, and average daily room rate, which is the average price of occupied rooms per day. The calculations of the hotel ecupancy and average daily room rates include the impact of rooms provided on a complimentary basis. Complimentary room rates are determined based on an analysis of retail (or cash) room rates by customer segment and type of room product to ensure the complimentary room rates are consistent with retail rates. Revenue per available room represents a summary of hotel average daily room rates and occupancy. Because not all available rooms are occupied, average daily room rates are normally higher than revenue per available room. Reserved rooms where the guests do not show up for their stay and lose their deposit may be re-sold to walk-in guests. These rooms are considered to be occupied twice for statistical puposes due to obtaining the original deposit and the walk-in guest revenue. In cases where a significant number of rooms are resold, occupancy rales may be in excess of $100 \%$ and revenue per available room may be higher than the average daily room rate.

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Mall revenue measurements: Occupancy, base rent per square foot and tenant sales per square foot are used as performance indicators. Occupancy represents gross leasable occupied area ("GLOA") divided by gross leasable area ("GLA") at the end of the reporting period. GLOA is the sum of: (1) tenant occupied space under lease and (2) tenants no longer occupying space, but paying rent. GLA does not include space that is currently under development or not on the market for lease. Base rent per square foot is the weighted average base, or minimum, rent charge in effect at the end of the reporting period for all tenants that would qualify to be included in occupancy. Tenant sales per square foot is the sum of reported comparable sales for the trailing 12 months divided by the comparable square footage for the same period. Only tenants that have been open for a minimum of 12 months are included in the tenant sales per square foot calculation.

## Three Months Ended June 30, 2015 Compared to the Three Months Ended June 30, 2014

## Operating Revenues

Our net revenues consisted of the following:


Consolidated net revenues were $\$ 2.92$ billion for the three months ended June 30,2015 , a decrease of $\$ 702.9$ million compared to $\$ 3.62$ billion for the three months ended June 30, 2014. The decrease in net revenues was driven by a $\$ 619.5$ million decrease at our Macao operating properties, primarily due to decreased casino revenues.

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Casino revenues decreased $\$ 711.3$ million compared to the three months ended June 30,2014 . The decrease is primarily attributable to decreases of $\$ 624.1$ million at our Macao operating properties and $\$ 80.8$ million at Marina Bay Sands, driven by decreases in Rolling Chip volume as demand has decreased in the VIP market. The following table summarizes the results of our casino activity:

|  | Three Months Ended June 30, |  |  |
| :---: | :---: | :---: | :---: |
|  | 2015 | 2014 | Change |
|  | (Dollars in thousands) |  |  |
| cao Operation |  |  |  |

The Venetian Macao

| Total casino revenues | \$ | 633,601 | \$ | 927,560 | (31.7)\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Alon-Rolling Chip drop | \$ | 1,676,988 | \$ | 2,234,919 | (25.0)\% |
| *-1-Rolling Chip win percentage |  | 26.0\% |  | 25.7\% | 0.3 pts |
| Rolling Chip volume | \$ | 7.632,905 | \$ | 12,329,747 | (38.1)\% |
| Rolling Chip win percentage |  | 3.07\% |  | 3.45\% | (0.38) pts |
| Slot handle | \$ | 973,233 | \$ | 1,345,866 | (27.7)\% |
| Slot hold percentage |  | 4.9\% |  | 5.0\% | (0.1) pts |
| Sands Cotai Central |  |  |  |  |  |
| Total casino revenues | \$ | 484,361 | \$ | 712,764 | (32.0)\% |
| Non-Rolling Chip drop | \$ | 1,462,593 | \$ | 1,881,653 | (22.3)\% |
| Non-Rolling Chip win percentage |  | 22.4\% |  | 21.5\% | 0.9 pts |
| Rolling Chip volume | \$ | 4,826,594 | \$ | 12,404,368 | (61.1)\% |
| Rolling Chip win percentage |  | 3.43\% |  | 2.97\% | 0.46 pts |
| Slot handle | \$ | 1,500,616 | \$ | 1,966,706 | (23.7)\% |
| Slot hold percentage |  | 3.6\% |  | 3.5\% | 0.1 pts |
| Four Seasons Macao |  |  |  |  |  |
| Total casino revenues | \$ | 167,002 | \$ | 197,689 | (15.5)\% |
| Non-Rolling Chip drop | \$ | 276,753 | \$ | 366,630 | (24.5)\% |
| Non-Rolling Chip win percentage |  | 21.8\% |  | 21.9\% | (0.1) pts |
| Rolling Chip volume | \$ | 4,180,755 | \$ | 5,647,929 | (26.0)\% |
| Rolling Chip win percentage |  | 3.58\% |  | 3.08\% | 0.50 pts |
| Slot handle | \$ | 126,833 | \$ | 170,407 | (25.6)\% |
| Slot hold percentage |  | 6.1\% |  | 6.5\% | (0.4) pts |
| Sands Macao |  |  |  |  |  |
| al casino revenues | \$ | 235,950 | \$ | 306,972 | (23.1)\% |
| Non-Rolling Chip drop | \$ | 769.112 | \$ | 1,081,280 | (28.9)\% |
| Non-Rolling Chip win percentage |  | 19.9\% |  | 17.5\% | 2.4 pts |
| Rolling Chip volume | \$ | 2,328,209 | \$ | 4,651,520 | (49.9)\% |
| Rolling Chip win percentage |  | 3.91\% |  | 3.20\% | 0.71 pts |
| Slot handle | \$ | 658,602 | \$ | 832,422 | (20.9)\% |
| Slot hold percentage |  | 3.6\% |  | 3.7\% |  |
| Singapore Operations: |  |  |  |  |  |
| Marina Bay Sands |  |  |  |  |  |
| Total casino revenues | \$ | 565,652 | \$ | 646,435 | (12.5)\% |
| Non-Rolling Chip drop $\quad+$ | S | 1,047,630 | \$ | 1,106,260 | (5.3)\% |
| Non-Rolling Chip win percentage |  | 27.5\% |  | 24.8\% | 2.7 pts |
| Rolling Chip volume | \$ | 9,505,830 | $\$$ | 10,446,508 | (9.0)\% |
| Rolling Chip win percentage |  | 2.78\% |  | 3.45\% | (0.67) pts |
| Slot handle | \$ | 3,061,836 | \$ | 3,066,718 | (0.2)\% |
| Slot hold percentage |  | 4.6\% |  | 4.9\% | (0.3) pts |
| U.S. Operations: |  |  |  |  |  |
| Las Vegas Operating Properties |  |  |  |  |  |
| Total casino revenues | \$ | 86,503 | \$ | 104,318 | (17.1)\% |
| Table games drop | \$ | 466,542 | S | 439,964 | 6.0\% |
| Table games win percentage |  | 11.2\% |  | 18.2\% | (7.0) pts |
| Slot handle | \$ | 558,331 |  | 483,630 | 15.4\% |
| 'hold percentage |  | 8.4\% |  | 8.3\% | 0.1 pts |

## Sands Bethiehem

| Tutal casino revenues | $\$$ | 128,429 | $\$$ | 117,072 | $9.7 \%$ |
| :--- | :---: | :---: | :---: | :---: | :---: |
| Tablc games drop | $\$$ | 286,945 | $\$$ | 260.610 | $10.1 \%$ |
| dle games win percentage |  | $17.2 \%$ | $10.1 \%$ | 1.1 pts |  |
| Slot handle | $\$$ | $1.091,400$ | $\$$ | 1.018 .294 | $7.2 \%$ |
| Slot hold percentage |  | $7.0 \%$ | $7.2 \%$ | $(0.2) \mathrm{pts}$ |  |

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In our experience. average win percentages remain steady when measured over extended periods of time, but can vary considerably within shorter time periods as a result of the statistical variances that are associated with games of chance in which large amounts are wagered.

Room revenues decreased $\$ 23.9$ million compared to the three months ended June 30,2014 . The decrease is primarily due a decrease of $\$ 21.2$ million at our Macao operating properties, driven by decreases in occupancy and average daily room rates. The suites at Sands Macao are primarily provided to casino patrons on a complimentary basis. The following table summarizes the results of our room activity:

|  | Three Months Ended June 30, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2015 |  | 2014 |  | Change |
|  | (Room revenues in thousands) |  |  |  |  |
| Macao Operations: (Rom end |  |  |  |  |  |
| The Venetian Macao |  |  |  |  |  |
| Total room revenues | \$ | 50,953 | \$ | 61,248 | (16.8)\% |
| Occupancy rate |  | 82.2\% |  | 89,1\% |  |
| Average daily room rate | \$ | 239 | \$ | 262 | (8.8)\% |
| Revenue per available room | \$ | 196 | \$ | 233 | (15.9)\% |
| Sands Cotai Central |  |  |  |  |  |
| ${ }^{11}$ room revenues | \$ | 63,303 | \$ | 73,244 | (13.6)\% |
| Occupancy rate |  | 78.7\% |  | 84.9\% | (6.2) pts |
| Average daily room rate | \$ | 156 | \$ | 169 | (7.7)\% |
| Revenue per available room | \$ | 123 | \$ | 143 | (14.0)\% |
| Four Seasons Macao (14.0)\% |  |  |  |  |  |
| Total room revenues | \$ | 10,900 | \$ |  |  |
| Occupancy rate |  | 83.4\% |  |  |  |
| Average daily room rate | \$ | 382 | \$ | 85.8\% 410 | (2.4) pts |
| Revenue per available room | \$ | 319 | \$ | 352 |  |
| Sands Macao $\quad$, (9.4)\% |  |  |  |  |  |
| Total room revenues | \$ | 5,680 | \$ | 5,539 |  |
| Occupancy rate |  | 99.6\% |  | 98.5\% |  |
| Average daily room rate | \$ | 219 | \$ | 98.5\% 216 | 1.1 pts |
| Revenue per available room | \$ | 218 | \$ | 213 | 23\% |
| Singapore Operations: |  |  |  |  |  |
| Marina Bay Sands. |  |  |  |  |  |
| Total room revenues | \$ | 82,709 | \$ |  |  |
| Occupancy rate |  | 82, 95 |  |  |  |
| Average daily room rate | \$ |  | \$ |  |  |
| Revenue per available room | \$ | 361 | \$ | 409 | (7.8)\% |
| U.S. Operations: ${ }^{\text {a }}$ |  |  |  |  |  |
| Las Vegas Operating Properties |  |  |  |  |  |
| il room revenues | \$ | 133,891 | \$ | 126,516 | 5.8\% |


| Occupancy rate |  | $92.6 \%$ |  | $90.1 \%$ | 2.5 pts |
| :--- | :---: | :---: | :---: | :---: | :---: |
| Average daily rouin rate | $\$$ | 231 | $\$$ | 223 | $3.6 \%$ |
| Devenue per available room | $\$$ | 214 | $\$$ | 201 | $6.5 \%$ |
| Ids Bethlehem |  |  |  |  |  |
| Total room revenues | $\$$ | 3,823 | $\$$ | 3,451 | $10.8 \%$ |
| Occupancy rate |  | $91.9 \%$ | $87.2 \%$ | 4.7 pts |  |
| Average daily room rate | $\$$ | 152 | $\$$ | 144 | $5.6 \%$ |
| Revenue per available room | $\$$ | 140 | $\$$ | 126 | $11.1 \%$ |

Food and beverage revenues decreased $\$ 15.8$ million compared to the three months ended June 30,2014 . The decrease was primarily due to a $\$ 14.0$ million decrease at our Macao operating properties, driven by a decrease in property visitation.

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 increase at our Macao operating properties, driven by an increase in base rents. For further information related to the financial performance of our malls, see "-Additional Information Regarding our Retail Mall Operations." The following table summarizes the results of our mall activity:

|  | Three Months Ended June 30, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2015 |  | 2014 |  | Change |
|  | (Mall revenues in thousands) |  |  |  |  |
| Macao Operations: |  |  |  |  |  |
| Shoppes at Venetian |  |  |  |  |  |
| Total mall revenues | \$ | 48,295 | \$ | 41,992 | 15.0\% |
| Mall gross leasable area (in square feet) |  | 780,044 |  | 755,876 | 3.2\% |
| Rccupancy |  | 97.8\% |  | 959\% | 3.2\% |
| e rent per square foot | \$ | 209 | \$ | 188 | $11.2 \%$ |
| Tenant sales per square foot | \$ | 1,578 | \$ | 1,563 | 0\% |
| Shoppes at Cotai Central ${ }^{(0)}$. ${ }^{\text {a }}$ (,0\% |  |  |  |  |  |
| Total mall revenues | \$ | 14,632 | \$ | 11,176 | 30.9\% |
| Mall gross leasable area (in square feet) |  | 331,466 |  | 312,848 | 3 6.0\% |
| Occupancy |  | 97.8\% |  |  |  |
| Base rent per square foot | \$ | 143 | \$ | 136 | 5.1\% |
| Tenant sales per square foot | \$ | 1,004 | \$ | 1.461 | (313)\% |
| Shoppes at Four Seasons |  |  |  |  |  |
| Total mall revenues | \$ | 31,057 | \$ | 24,816 |  |
| Mall gross leasable area (in square feet) |  | 257,615 |  | 255,888 |  |
| Occupancy |  | 100.0\% |  |  |  |
| Base rent per square foot | \$ |  |  |  | 3.8 pts |
| Tenant sales per square foot | \$ | 419 | \$ | 354 | 18.4\% |
| Singapore Operations: 5 |  |  |  |  |  |
| The Shoppes at Marina Bay Sands |  |  |  |  |  |
| Total mall revenues | \$ | 40,399 | \$ |  |  |
| Mall gross leasable area (in square feet) |  | 644,590 |  | 651,750 |  |
| Occupancy |  | 93.6\% |  | 89.5\% |  |
| Base rent per square foot | \$ | 218 | \$ | 220 | (0.9)\% |
| Tenant sales per square foot | \$ | 1,393 | \$ | 1,497 | (6.9)\% |
| U.S. Operations: |  |  |  |  |  |

Outlets at Sands Bethiehem

| Total mall revenues | \$ | 899 | 5 | 824 | 9.1\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Mall gross lcasable area (in square feet) |  | 151,029 |  | 151,029 | - |
| Oecupancy |  | 94.3\% |  | 94.3\% | - |
| cere rent per square foot | \$ | 21 | \$ | 25 | (16.0)\% |
| Tenant sales per square foot | \$ | 342 | \$ | 410 | (16.6)\% |

(1) The third phase of the Shoppes at Cotai Central opened in June 2014. At completion, the Shoppes at Cotai Central will feature up io 600,000
square feet of gross leasable arca.

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## Operating Expenses

The breakdown of operating expenses is as follows:

|  | Three Months Ended June 30, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2015 |  | 2014 |  | Percent Change |
|  | (Dotiars in thousands) |  |  |  |  |
| Casino | \$ | 1,315,568 | \$ | 1,690,237 | (22.2)\% |
| Rooms |  | 64,840 |  | 64,118 | $1.1 \%$ |
| Food and beverage |  | 96,537 |  | 95,828 | 0.7 \% |
| Mall |  | 15,341 |  | 17,709 | (13.4)\% |
| Convention, retail and other |  | 69,965 |  | 74,664 | (6.3)\% |
| Provision for doubtful accounts |  | 36,056 |  | 49,669 | (27.4)\% |
| 7eral and administrative -- |  | 315,602 |  | 327,532 | (3.6)\% |
| - porate |  | 44,565 |  | 45,123 | (1.2)\% |
| Pre-opening |  | 10,654 |  | 16,141 | (34.0)\% |
| Development |  | 2,348 |  | 4,217 | (44.3)\% |
| Depreciation and amortization |  | 248,592 |  | 264,016 | (5.8)\% |
| Amortization of leasehold interests in land |  | 9,485 |  | 10,040 | (5.5)\% |
| Loss on disposal of assets |  | 2,558 |  | 3,596 | (28.9)\% |
| Total operating expenses | \$ | 2,232,111 | \$ | 2,662,890 | (16.2)\% |

Operating expenses were $\$ 2.23$ billion for the three months ended June 30,2015 , a decrease of $\$ 430.8$ million compared to $\$ 2.66$ billion for the three months ended June 30, 2014. The decrease in operating expenses was primarily due to a decrease in casino expenses at our Macao operating properties.

Casino expenses decreased $\$ 374.7$ million compared to the three months ended June 30,2014 . Of the decrease, $\$ 309.3$ million was due to the $39.0 \%$ gross win tax on decreased casino revenues at our Macao operating properties. The remaining decrease is primarily attributable to decreases in junket commissions, as well as the implementation of certain cost control measures at our Macao operating properties.

The provision for doubtful accounts was $\$ 36.1$ million for the three months ended June 30,2015 , compared to $\$ 49.7$ million for the three months ended June 30, 2014. The amount of this provision can vary over short periods of time because of factors specific to the customers who owe us money from gaming activities at any given time. We believe that the amount of our provision for doubtful accounts in the future will depend upon the state of the economy, our credit standards, our risk assessments and the judgment of our employees responsible for granting credit.

Pre-opening expense represents personnel and other costs incurred prior to the opening of new ventures, which are expensed as incurred. Preopening expenses for the three months ended June 30, 2015, primarily related to activities at The Parisian Macao and Sands Cotai Central. Development expenses include the costs associated with the Company's evaluation and pursuit of new business opportunities, which are also expensed as incurred.

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## Idjusted Property EBITDA

Adjusted property EBITDA is used by management as the primary measure of the operating performance of our segments. Adjusted property EBITDA is net income before intersegment royalty fees, stock-based compensation expense, corporate expense, pre-opening expense, development expense, depreciation and amortization, amortization of leasehold interests in land, loss on disposal of assets, interest, other income (expense), loss on modification or early relirement of debt and income taxes. The following table summarizes information related to our segments (see "Item 1 - Financial Statements - Notes to Condensed Consolidated Financial Statements - Note 10 - Segment Information" for discussion of our operating segments and a reconciliation of adjusted property EBITDA to net income):

|  | Three Months Ended June 30, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2015 |  | 2014 |  | Pcrcent Change |
|  | (Dollars in thousands) |  |  |  |  |
| Macao: |  |  |  |  |  |
| The Venetian Macao | \$ | 254,990 | \$ | 402,057 | (36.6)\% |
| Sands Cotai Central |  | 164,210 |  | 248,973 | (34.0)\% |
| Four Seasons Macao |  | 74,334 |  | 67.954 | 9.4 \% |
| Sands Macao |  | 66,284 |  | 82,319 | (19.5)\% |
| Other Asia |  | 4,821 |  | (468) | N.M. |
|  |  | 564,639 |  | 800,835 | (29.5)\% |
| Marina Bay Sands |  | 363,254 |  | 417,778 | (13.1)\% |
| United States: |  |  |  |  |  |
| Las Vegas Operating Properties |  | 54,166 |  | 66,115 | (18.1)\% |
| Sands Bethlehem |  | 34,099 |  | 27,915 | 22.2 \% |
|  |  | 88,265 |  | 94,030 | (6.1)\% |
| mastal adjusted property EBITDA | \$ | 1,016,158 | \$ | 1,312,643 | (22.6)\% |

## N.M. - Not meaningful

Adjusted property EBITDA at our Macao operations decreased $\$ 236.2$ million compared to the three months ended June 30, 2014. As previousiy described, the decrease was primarily due to the decrease in casino operations at our Macao operating properties, driven by decreased demand in the VIP market.

Adjusted property EBITDA at Marina Bay Sands decreased $\$ 54.5$ million compared to the three months ended June 30, 2014. As previously described, the decrease was primarily due to the decrease in casino operations, driven by decreased demand in the VIP market.

Adjusted property EBITDA at our Las Vegas Operating Properties decreased $\$ 11.9$ million compared to the three months ended June 30 , 2014. The decrease was primarily due to a $\$ 17.8$ million decrease in casino revenues, partially offset by an increase in non-gaming revenues.

Adjusted property EBITDA at Sands Bethlehem increased $\$ 6.2$ million compared to the three months ended June 30, 2014. The increase was primarily due to an $\$ 11.4$ million increase in net revenues, driven by an increase in casino revenues, partially offset by increases in the associated operating expenses.

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## Interest Expense

The following table summarizes information related to interest expense:

3 rest cost (which includes the amortization of deferred financing costs and .iginal issue discount)

| Three Months Ended June 30, |  |  |
| :--- | :--- | :--- |
| 2015 | 2014 |  |
| (Dollars in thousands) |  |  |
| $\$ 67,507$ | $\$$ | 67,294 |

Add - imputed interest on deferred proceeds from sale of The Shoppes at The
Palazzo

Iess - capitalized interest
rest expense, net
Cash paid for interest
Weighted average total debt balance
Weighted average interest rate

|  | 3,797 <br> $(5,503)$ |  | 3,797 <br> $(1,501)$ |
| :---: | :---: | :---: | :---: |
|  | 65,801 |  |  |
|  | $\$ 3,034$ | $\$$ | 69,590 |
| $\$$ | $9,432.474$ | $\$$ | $10,178,055$ |
| $\$$ | $2.9 \%$ |  | $2.6 \%$ |

Interest cost remained relatively consistent compared to the three months ended June 30, 2014, due to an increase in our weighted average interest rate, offset by a decrease in our weighted average debt balance. Capitalized interest increased $\$ 4.0$ million compared to the three months ended June 30, 2014, primarily due to the construction of The Parisian Macao.

## Other Factors Effecting Earnings

Other expense was $\$ 0.2$ million for the three months ended June 30,2015 , compared to other income of $\$ 2.2$ million for the three months ended June 30, 2014. The amounts in both periods were primarily due to foreign exchange gains and losses.

Our effective income tax rate was $7.3 \%$ for the three months ended June 30,2015 , compared to $5.2 \%$ for the three months ended June 30 , 2014. The effective income tax rates reflect a $17 \%$ statutory tax rate on our Singapore operations and a zero percent tax rate on our Macao gaming operations due to our income tax exemption in Macao, effective through the end of 2018. We have recorded a valuation allowance related to certain deferred tax assets generated by operations in the U.S. and certain foreign jurisdictions; however, to the extent that the financial results of these operations improve and it becomes "more-likely-than-not" that these deferred tax assets or a portion thereof are realizable, we will reduce the valuation allowances in the period such determination is made.

The net income attributable to our noncontrolling interests was $\$ 112.3$ million for the three months ended June 30 , 2015, compared to $\$ 181.4$ million for the three months ended June 30,2014 . These amounts are primarily related to the noncontrolling interest of SCL.

## Table of Conteats

Six Months Ended June 30, 2015 Compared to the Six Months Ended June 30, 2014

## Operating Revenues

Our net revenues consisted of the following:


Convention, retail and other

- promotional allowances
al net revenues

|  | 259,651 |  | 263,205 | (1.4)\% |
| :---: | :---: | :---: | :---: | :---: |
|  | 6,291,434 |  | 8,048,505 | (21.8)\% |
|  | $(358,391)$ |  | $(413,771)$ | 13.4 \% |
| \$ | 5,933,043 | \$ | 7,634,734 | (22.3)\% |

Consolidated net revenues were $\$ 5.93$ billion for the six months ended June 30,2015 , a decrease of $\$ 1.70$ billion compared to $\$ 7.63$ billion for the six months ended June 30,2014 . The decrease in net revenues was driven by a $\$ 1.57$ billion decrease at our Macao operating properties, primarily due to decreased casino revenues.

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Casino revenues decreased $\$ 1.71$ billion compared to the six months ended June 30,2014 . The decrease is primarily atributable to decreases of $\$ 1.58$ billion at our Macao operating properties and $\$ 129.3$ million at Marina Bay Sands, driven by decreases in Rolling Chip volume as demand has decreased in the VIP market. The following table summarizes the results of our casino activity:

## Macao Operations:

The Venetian Macao
Total casino revenues
Non-Rolling Chip drop
Non-Rolling Chip win percentage
Rolling Chip volume
Rolling Chip win percentage
..". thandle
vowit hold percentage
Sands Cotai Central
Total casino revenues
Non-Rolling Chip drop
Non-Rolling Chip win percentage
Rolling Chip volume
Rolling Chip win percentage
Slot handle
Slot hold percentage
Four Seasons Macao
Total casino revenues
Non-Rolling Chip drop
Non-Rolling Chip win percentage
Rolling Chip volume
Rolling Chip win percentage
Slot handle
Slot hold percentage

## Sands Macao

Total casino revenues
Non-Roliing Chip drop
Non-Rolling Chip win percentage
${ }^{5}$ - -1 ling Chip volume ing Chip win percentage


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In our experience, average win percentages remain steady when measured over extended periods of time, but can vary considerably within shorter time periods as a result of the statistical variances that are associated with games of chance in which large amounts are wagered.

Room revenues decreased $\$ 52.7$ million compared to the six months ended June 30,2014 . The decrease is primarily due to decreases of $\$ 38.1$ million at our Macao operating properties and $\$ 17.9$ million at Marina Bay Sands, driven by decreases in occupancy and average daily room rates. The suites at Sands Macao are primarily provided to casino patrons on a complimentary basis. The following table summarizes the results of our room activity:



Food and beverage revenues decreased $\$ 29.2$ million compared to the six months ended June 30,2014 . The decrease was primarily due to a $\$ 23.2$ million decrease at our Macao operating properties, driven by a decrease in property visitation.

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Mall revenues increased $\$ 35.0$ million compared to the six months ended June 30 , 2014. The increase was primarily due to a $\$ 33.5$ million increase at our Macao operating propertics, driven by an increase in base rents. For further information related to the financial performance of our malls, see "-Additional Information Regarding our Retail Mall Operations." The following table summarizes the results of our mall activity:

|  | Six Months Ended June 30, ${ }^{\text {(1) }}$ |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2015 |  | 2014 |  | Change |
| Macao Operations: | (Mall revenues in thousands) |  |  |  |  |
| Shoppes at Venetian |  |  |  |  |  |
| Total mall revenues | \$ | 92,510 | \$ | 80,132 | 15.4\% |
| Mall gross leasable area (in square feet) |  | 780,044 |  | 755,876 |  |
| Occupancy |  | 97.8\% |  |  |  |
| Base rent per square foot | \$ | 209 | \$ | 95.9\% | 1.9 pts - |
| Tenant sales per square foot | \$ | 1,578 | \$ | 186 1.563 | 11.2\% |
| Shoppes at Cotai Central ${ }^{(2)}$ ( ${ }^{\text {a }}$, $1,563 \ldots 1.0 \%$ |  |  |  |  |  |
| $T_{\text {atal mall revenues }}$ | \$ | 28,034 | \$ | 19,896 |  |
| \%... I gross leasable area (in square feet) |  | 331,466 |  | 312,848 | 6.9\% |


| Occupancy | 97.8\% |  |  | 97.8\% |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Base rent per square foot | \$ | 143 | \$ | 136 | 5.1\% |
| Tenant sales per square foot | \$ | 1,004 | \$ | 1,461 | $(31.3) \%$ |
| - ${ }^{\text {reser at Four Seasons }}$ |  |  |  |  |  |
| Total mall revenues | \$ | 60,803 | \$ | 47,841 | 27.1\% |
| Mall gross leasable area (in square feet) |  | 257.615 |  | 255,888 | 0.7\% |
| Occupancy |  | 100.0\% |  | 96.2\% | 3.8 pts |
| Base rent per square foot | \$ | 419 | \$ | 354 | 18.4\% |
| Tenant sales per square foot | \$ | 4,924 | \$ | 5,593 | (12.0)\% |
| Singapore Operations: |  |  |  |  |  |
| The Shoppes at Marina Bay Sands |  |  |  |  |  |
| Total mall revenues | \$ | 80,218 | \$ | 78,780 | 1.8\% |
| Mall gross leasable area (in square feet) |  | 644,590 |  | 651,750 | (1.1)\% |
| Occupancy |  | 93.6\% |  | 89.5\% | 4.1 pts |
| Base rent per square foot | \$ | 218 | \$ | 220 | (0.9)\% |
| Tenant sales per square foot | \$ | 1,393 | \$ | 1,497 | (6.9)\% |
| U.S. Operations: |  | . |  |  | (6.0)\% |
| The Outlets at Sands Bethlehem |  |  |  |  |  |
| Total mall revenues | \$ | 1,531 | \$ | 1,455 | 5.2\% |
| Mall gross leasable arca (in square feet) |  | 151,029 |  | 151,029 | . |
| Occupancy |  | 94.3\% |  | 94.3\% |  |
| Base rent per square foot | \$ | 21 | \$ | 25 | (16.0)\% |
| Tenant sales per square foot | \$ | 342 | \$ | 410 | (16.6)\% |

(1) As GLA, occupancy, base rent per square foot and tenant sales per square foot are calculated as of June 30, 2015 and 2014, they are identical to the summary presented herein for the three months ended June 30, 2015 and 2014, respectively.
The third phase of the Shoppes at Cotai Central opened in June 2014. At completion, the Shoppes at Cotai Central will feature up to 600,000 square feet of gross leasable area.

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## Operating Expenses

The breakdown of operating expenses is as follows:

Casino
Rooms
Food and beverage
Mall
Convention, retail and other
Provision for doubtful accounts
General and administrative

## Corporate

Pre-opening
,2.velopment
4.andion and amortization

Six Months Ended June 30,

| Six Months Ended June 30, |  |  |  |
| ---: | ---: | ---: | ---: |
| 2015 |  | 2014 | Percent <br> Change |
| $\$ 2,650,397$ | $\$$ | $3,557,849$ | $(25.5) \%$ |
| 130,631 | 128,381 | $1.8 \%$ |  |
| 195,784 | 195,997 | $(0.1) \%$ |  |
| 30,478 | 35,072 | $(13.1) \%$ |  |
| 138,222 | 165,132 | $(16.3) \%$ |  |
| 93,406 | 111,587 | $(16.3) \%$ |  |
| 640,080 | 664,031 | $(3.6) \%$ |  |
| 89,788 | 95,800 | $(6.3) \%$ |  |
| 20,233 | 20,441 | $(1.0) \%$ |  |
| 3,881 | 5,909 | $(34.3) \%$ |  |
| 502,514 | 525,063 | $(4.3) \%$ |  |

Amortization of leasehold interests in land
Loss on disposal of assets
Tatal operating expenses

|  | 19,323 |  | 20,060 | (3.7)\% |
| :---: | :---: | :---: | :---: | :---: |
|  | 17,881 |  | 4,121 | 333.9 \% |
| \$ | 4,532,618 | \$ | 5,529,449 | (18.0)\% |

Operating expenses were $\$ 4.53$ billion for the six months ended June 30,2015 , a decrease of $\$ 996.8$ million compared to $\$ 5.53$ billion for the six months ended June 30,2014 . The decrease in operating expenses was primarily due to a decrease in casino expenses at our Macao operating properties.

Casino expenses decreased $\$ 907.5$ million compared to the six months ended June 30,2014 . Of the decrease, $\$ 787.0$ million was due to the $39.0 \%$ gross win tax on decreased casino revenues at our Macao operating properties. The remaining decrease is primarily attributable to decreases in junket commissions, as well as the implementation of certain cost control measures at our Macao operating properties.

Convention, retail and other expenses decreased $\$ 26.9$ million compared to the six months ended June 30,2014 . The decrease was primarily due to decreases of $\$ 10.3$ million and $\$ 7.8$ million at our Las Vegas Operating Properties and our Macao operating properties, respectively, driven by a decrease in entertainment expenses, and a decrease of $\$ 7.4$ million in our passenger ferry service operations in Macao.

The provision for doubtful accounts was $\$ 93.4$ million for the six months ended June 30,2015 , compared to $\$ 111.6$ million for the six months ended June 30, 2014. The amount of this provision can vary over short periods of time because of factors specific to the customers who owe us money from gaming activities at any given time. We believe that the amount of our provision for doubtful accounts in the future will depend upon the state of the economy, our credit standards, our risk assessments and the judgment of our employees responsible for granting credit.

Pre-opening expense represents personnel and other costs incurred prior to the opening of new ventures, which are expensed as incurred. Preopening expenses for the six months ended June 30, 2015, primarily related to activities at The Parisian Macao and at Sands Cotai Central. Development expenses include the costs associated with the Company's evaluation and pursuit of new business opportunities, which are also expensed as incurred.

The loss on disposal of assets of $\$ 17.9$ million for the six months ended June 30,2015 , primarily related to dispositions at our Macao operating properties.

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## 1djusted Property EBITDA

The following table summarizes information related to our segments (see "Item 1 - Financial Statements - Notes to Condensed Consolidated Financial Statements - Note 10 - Segment Information" for discussion of our operating segments and a reconciliation of adjusted property EBITDA to net income):


NM. - Not meaningful
Adjusted property EBITDA at our Macao operations decreased $\$ 643.3$ million compared to the six months ended June 30, 2014. As

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington，D．C． 20549
FORM 10－K
区 ANNUAL REPORT PURSUANT TO SECTION 13 OR 15（d）OF THE SECURITIES EXCHANGE ACT OF 1934
For the fiscal year ended December 31， 2010
OR
－TRANSITION REPORT PURSUANT TO SECTION 13 OR 15（d）OF THE SECURITIES EXCHANGE ACT OF 1934 For the transition period to

Commission File No．000－50028
WYNN RESORTS，LIMITED
（Exact name of registrant as specified in its charter）

NEVADA
（State or other jurisdiction of incorporation or organization）

46－0484987
（I．R．S．Employer Iden Hfication Number）

3131 Las Vegas Boulevard South－Las Vegas，Nevada 89109
（Address of princlpal executive oflices）（Zip Code）
（702）770－7555
（Registranc＇s telephone number，Including area code）
Securities registered pursuant to Section 12（b）of the Act：
Titte of Each Class
Common Stock，\＄．01 par value
Name of Each Exchange on Which Registered
Securities registered pursuant to Section 12（g）of the Act：
None
Indicate by check mark if the registrant is a well－known seasoned issuer，as defined in Rule 405 of the Securities Act．Yes $\boxtimes$ No $\square$ Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15（d）of the Act．Yes No 囚 Indicate by check mark whether the registrant：（1）has filed all reports required to be filed by Section 13 or $15(\mathrm{~d})$ of the Securities Exchange Act of 1934 during the preceding 12 months（or for such shorter period that the registrant was required to file such reports），and（2）has been subject to such filing requirements for the past 90 days．Yes $\mathbb{X}$ N

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Website，if any，every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S－T（ $\$ 232.405$ of this chapter）during the preceding 12 months（or for such shorter period that the registrant was required to submit and post such files）．Yes $\boxtimes$ No

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S－K is not contained herein，and will not be contained，to the best of the registrant＇s knowledge，in definitive proxy or information statements incorporated by reference in Part III of this Form $10-\mathrm{K}$ or any amendment to this Form $10-\mathrm{K}$ ．

Indicate by check mark whether the registrant is a large accelerated filer，an accelerated filer，a non－accelerated filer，or a smaller reporting company．See definition of＂large accelerated filer，＂＂accelerated filer＂and＂smaller reporting company＂in Rule 12b－2 of the Exchange Act．
Large accelerated filer 区
Non－accelerated filer $\square \quad$ Smaller reporting company
Indicate by check mark whether the registrant is a shell company（as defined in Rule 12b－2 of the Exchange Act）．Yes No $\square$
The aggregate market value of the registrant＇s voting and non－voting common stock held by non－affiliates－based on the closing price as rted on the NASDAQ Global Select Market on June 30,2010 was approximately $\$ 5.8$ billion．

The following tables reflect selected consolidated financial data of Wynn Resorts and its subsidiaries. This data should be read together with our Consolidated Financial Statements and Notes thereto, "Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations" and the other information contained in this Annual Report on Form 10-K. Operating results for the periods presented are not indicative he results that may be expected for future years. Significant events impacting our operational results include:

- On April 28. 2005, we opened our Wynn Las Vegas resort.
- On September 6, 2006, we opened our Wynn Macau resort.
- On September 11, 2006 we completed the sale of our Macau sub-concession right and recognized a pre-tax gain of $\$ 899.4$ million.
- On December 24, 2007, we opened an expansion of our Wynn Macau resort.
- On December 22, 2008, we opened Encore at Wynn Las Vegas.
- On October 9, 2009, Wynn Macau, Limited listed its shares of common stock on The Stock Exchange of Hong Kong Limited. Wynn Macau, Limited sold $\mathbf{2 7 . 7 \%}$ of its common stock through an initial public offering.
- On April 21, 2010, we opened Encore at Wynn Macau.
Consolidated Statements of Income Data:
Net revenues
Pre-opening costs
Operating income
Net income[1]
Less: Net income attributable to noncontrolling interest[2]
Net income attributable to Wynn Resorts
Basic income per share
Diluted income per share

| 2010 | 2009 |  |  | 2006 |
| :---: | :---: | :---: | :---: | :---: |
|  | (in thous | s, except per sh | $\frac{10207}{\text { amounts) }}$ |  |
| \$4,184,698 | \$3,045,611 | \$2,987,324 | \$2,687,519 | \$1,432,257 |
| 9,496 | 1,817 | 72,375 | 7,063 | 62,726 |
| 625,252 | 234,963 | 312,136 | 427,355 | 68,367 |
| 316,596 | 39,107 | 210,479 | 196,336 | 599,552 |
| $(156,469)$ | $(18,453)$ | - | - | - |
| 160,127 | 20,654 | 210,479 | 196,336 | 599,552 |
| 1.30 | 0.17 | 1.94 | 1.85 | 6.00 |
| 1.29 | 0.17 | 1.92 | 1.80 | 6.00 |
| As or December 31, |  |  |  |  |
| $2010-\frac{2007}{\text { (in (housands, }} \frac{2006}{\text { except per share }} \frac{2008}{\text { amounts) }}$ |  |  |  |  |
|  |  |  |  |  |  |
| \$1,258,499 | \$1,991,830 | \$1,133,904 | \$1,275,120 | \$ 789,407 |
| 22,901 | 457,594 | 221,696 | 923,325 | 346,192 |
| 6,674,497 | 7,581,769 | 6,755,788 | 6,312,820 | 4,667,951 |
| 3,405,983 | 3,695,821 | 4,430,436 | 3,774,951 | 2,398,395 |
| 2,380,585 | 3,160,363 | 1,601,595 | 1,956,959 | 1,727,766 |
| \$ 8.50 | \$ : 4.00 | \$ | \$ 6.00 | \$ 6.00 |

Sonsolidated Balance Sheets Data:
1 and cash equivalents
Tonstruction in progress
Total assets
Total long-term obligations[3]
Stockholders' equity
Cash distributions declared per common share
[1] Net income for 2006 includes a pre-tax gain on sale of subconcession right of $\$ 899.4$ million.
[2] In October 2009, Wynn Macau, Limited, our indirect wholly-owned subsidiary and the developer, owner and operator of Wynn Macau, listed its ordinary shares of common stock on The Stock Exchange of Hong Kong Limited. Wynn Macau, Limited sold 1,437,500,000 shares ( $27.7 \%$ ) of its common stock through an initial public offering. Net income attributable to noncontrolling interest represents the noncontrolling interests share of our net income of Wynn Macau, Limited.
[3] Includes long-term debt, the required contract premium payments under our land concession contract at Wynn Macau and deferred income taxes.

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## ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following discussion should be read in conjunction with, and is qualified in its entirety by, the consolidated financial statements and the notes thereto included elsewhere in this Annual Report on Form 10-K

## Overview

We are a developer, owner and operator of destination casino resorts. We currently own and operate two casino resort complexes. In Las $\cdots$ as, Nevada, we own and operate Wynn Las Vegas, a destination casino resort which opened on April 28, 2005. In December 2008, we us, inded Wynn Las Vegas with the opening of Encore at Wynn Las Vegas. We refer to the fully integrated Wynn Las Vegas and Encore at Wynn

Las Vegas as our Las Vegas Operations. In the Macau Special Administrative Region of the People's Republic of China ("Macau"), we own and operate Wynn Macau, which opened on September 6, 2006. On April 21, 2010 we opened Encore al Wynn Macau, a further expansion of Wynn Macau. We refer to the fully integrated Wynn Macau and Encore at Wynn Macau as our Macau Operations.
ar Resorts
The following table sets forth information about our operating resorts as of February 2011:

|  |  | Approximate Casino Square Footage | Approximate Number of Table Games | Approximate Number of Slots |
| :---: | :---: | :---: | :---: | :---: |
| Las Vegas Operations | 4,750 | 186,000 | 240 |  |
| Macau Operations | 1.009 | 256,000 | 470 | $\begin{aligned} & 2,620 \\ & 1,015 \end{aligned}$ |

## Hynn Las Vegas

Wynn Las Vegas, located at the intersection of the Las Vegas Strip and Sands Avenue, occupies approximately 217 acres of land fronting the Las Vegas Strip. In addition, we own approximately 18 additional acres across Sands $\Lambda$ venue, a portion of which is utilized for cmployce parking and approximately 5 acres adjacent to the golf course on which an office building is located.

## Wynn Las Vegas features:

- An approximately 110,000 square foot casino offering 24-hour gaming and a full range of games, including private baccarat salons, a poker room, and a race and sports book;
- Luxury hotel accommodations in 2,716 spacious hotel rooms, suites and villas;
- 22 food and beverage outlets;
- A Ferrari and Maserati automobile dealership;
- Approximately 74,000 square feet of high-end, brand-name retail shopping, including stores and boutiques featuring Alexander McQueen, Brioni, Cartier, Chanel, Dior, Graff, Louis Vuitton, Manolo Blahnik, Oscar de la Renta, Vertu and others;
- Recreation and leisure facilities, including an 18 -hole golf course, five swimming pools, private cabanas and a full service spa and salon; and
- A showroom, two nightclubs and lounges.

In July 2010, we commenced a project to refurbish and upgrade the rooms and suites at Wynn Las Vegas. The total project budget is approximately $\$ 83$ million. The room remodel was completed in January 2011 and the suite remodel is expected to be completed early in the second quarter of 2011. As a part of this project, we are temporarily removing floors from service which reduces our total number of rooms available during the construction period.

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## Encore at Wynn Las Vegas

Encore at Wynn Las Vegas features:

- An approximately 76,000 square foot casino offering 24 -hour gaming and a full range of games, including a sky casino and private gaming salons;
- Luxury hotel accommodation in 2,034 all-suite rooms;
- 13 food and beverage outlets;
- Approximately 27,000 square feet of high-end, brand-name retail shopping, including stores and boutiques featuring Hermes, Chanel and others;
- Recreation and leisure facilities including swimming pools, private cabanas and a full service spa and salon; and
- A beach club, showroom, two nightelubs and lounges.

In response to our evaluations and the reactions of our guests, we have made and expect to continue to make enhancements and refinements + this resort complex.

## Hynn Macau

We opened Wynn Macau on September 6, 2006 and we completed expansions of this resor in December 2007 and November 2009. We operate under a 20 -year casino concession agreement granted by the Macau government in Junc 2002.
Wynn Macau features:

- An approximately 222,000 square foot casino offering 24 -hour gaming and a full range of games, including a sky casino, private gaming salons and a poker room;
- Luxury hotel accommodations in 595 rooms and suites;
- Casual and fine dining in six restaurants;
- Approximately 48.000 square feet of high-end, brand-name retail shopping, including stores and boutiques fcaturing Bvigari, Chanel, Dior, Dunhill, Fendi, Ferrari, Giorgio Armani, Gucci, Hermes, Hugo Boss, Louis Vuitton, Miu Miu, Piaget, Prada, Rolex, Tiffany, Tudor, Van Cleef \& Arpels, Versace, Veru, Zegna and others;
- Recreation and leisure facilities, including a health club, pool and spa; and
- Lounges and meeting facilities.


## Encore at Wynn Macau

Encore at Wynn Macau features:

- An approximatcly 34,000 squarc foot casino offering 24 -hour gaming and a full range of games, including a sky casino and private gaming salons;
- Luxury hotel accommodations in 414 spacious suites and villas;
- Approximately 3,200 square feet of high-end, brand-name retail space featuring Chanel, Piaget and Cartier;
- Two restaurants; and
- Full service luxury spa facilities.


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In response to our evaluations and the reactions of our guests, we have made and expect to continue to make enhancements and refinements to this resort complex.

## Future Development

Approximately 142 acres of land comprising Wynn Las Vegas and Encore at Wynn Las Vegas is currently improved with a golf course. While we may develop this property in the future, we have no immediate plans to do so.

We have applied to the government of Macau for a land concession on approximately 52 aces of land on Cotai and are awaiting final government approval on the concession. No construction timeline or budget has yet been developed.

## Results of Operations

Our operating results in Macau were strong during 2010; however, reduced levels of consumer spending, high unemployment and increased hotel supply in the Las Vegas market have and may continue to adversely impact our financial results in Las Vegas. Our results for the years presented are not comparabie as the year ended December 31, 2010 includes the operations of Encore at Wynn Macau which opened on April 21, 2010. Our results for the year ended December 31, 2009, includes Encore at Wynn Las Vegas for a full year, whereas 2008 included only 10 days of operations for Encore at Wynn Las Vegas.

Our net revenues for the years ended December 31, 2010, 2009 and 2008 (amounts in thousands) are as follows:

```
Net Revenues:
    Las Vegas Operations
    Macau Operations
        Total Net Revenues
```

| For the Years Ended December 31, |  |  |
| :---: | :---: | :---: |
| 2010 | 2009 |  |
| $\$ 1,296,064$ | $\$ 1,229,573$ | $\$ 1,098,889$ |
| $2,888,634$ | $\frac{1,816,038}{\$ 4,184,698}$ | $\$ 3,045,611$ |

Reliance on only two resort complexes (in two geographic regions) for our operating cash flow exposes us to certain risks that competitors, whose operations are more diversified, may be better able to control. In addition to the concentration of operations in two resort complexes, many of our customers are high-end gaming customers who wager on credit, thus exposing us to increased credit risk. High-end gaming also increases jotential for variability in our results.

## Operating Measures

Cerain key operating statistics specific to the gaming industry are included in our discussion of our operational performance for the periods for which a Consolidated Statement of Income is presented. There are two methods used to calculate win percentage in the casino industry. In Las Vegas and in the general casino in Macau, customers primarily purchase gaming chips from gaming tables. The cash and net markers used to purchase the gaming chips from gaming tables are deposited in the gaming table's drop box. This is the base of measurement that we use in the casino at our Las Vegas Operations and in the general casino at our Macau Operations for calculating win percentage.

In our VIP casino in Macau, customers primarily purchase non-negotiable rolling chips from the casino cage and there is no deposit into a gaming table drop box from chips purchased from the cage. Non-negotiable chips can only be used to make wagers. Winning wagers are paid in cash chips. The loss of the non-negotiable rolling

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chips in the VIP casino is recorded as turnover and provides a base for measuring VIP casino win percentage. Because of this difference in chip purchase activity, the measurement base used in the general casino is not the same that is used in the VIP casino. It is customary in Macau to measure VIP casino play using this Rolling Chip method.

The measurement method in Las Vegas and in the general casino in Macau effectively tracks the initial purchase of chips while the measurement method in the VIP casino at Wynn Macau effectively tracks the sum of all losing wagers. Accordingly, the base measurement in the VIP casino is much larger than the general casino. As a result, the expected win percent with the same amount of gaming win (numerator) is smaller in the VIP casino in Macau when compared to the general casino in Las Vegas and Macau.

Even though both use the same measurement method, we experience different win percentages in the general casino activity in Las Vegas - Macau. This difference is primarily due to the difference in the mix of table games between the two casinos. Each type of table game has its own theoretical win percentage. The life to date table games win percentage for our Las Vegas Operations is $22.0 \%$ whereas the life to date table games win percentage for the general casino at our Macau Operations is $20.8 \%$.

Below are definitions of the statistics discussed:

- Table games win is the amount of drop or turnover that is retained and recorded as casino revenue.
- Drop is the amount of cash and net markers issued that are deposited in a gaming table's drop box.
- Turnover is the sum of all losing Rolling Chip wagers within our Macau VIP program.
- Rolling Chips are identifiable chips that are used to track VIP wagering volume (turnover) for purposes of calculating incentives.
- Slot win is the amount of handle (representing the total amount wagered) that is retained by us and is recorded as casino revenue.
- Average Daily Rate ("ADR") is calculated by dividing total room revenue (less service charges, if any) by total rooms occupied.
- Revenue per Available Room ("REVPAR") is calculated by dividing total room revenue (less service charges, if any) by total rooms available.


## Financial Results for the Year Ended December 31, 2010 Compared to the Year Ended December 31, 2009

## Revenues

Net revenues for the year ended December 31, 2010 are comprised of $\$ 3,245.1$ million in casino revenues ( $77.5 \%$ of total net revenues) and $\$ 939.6$ million of net non-casino revenues ( $22.5 \%$ of total net revenues). Net revenues for the year ended December 31, 2009 were comprised of $\$ 2,206.8$ million in casino revenues ( $72.5 \%$ of total net revenues) and $\$ 838.8$ million of net non-casino revenues ( $27.5 \%$ of total net revenues)

Casino revenues are comprised of the net win from our table games and slot machine operations. Casino revenues for the year ended December 31,2010 of approximately $\$ 3,245.1$ million represents a $\$ 1,038.3$ million (or $47 \%$ ) increase from casino revenues of $\$ 2,206.8$ million for the year ended December 31, 2009.

Our Las Vegas Operations experienced a $\$ 28.5$ million increase in casino revenues compared to the prior year due to a $3.4 \%$ increase in drop $\cdots+$ an increase in our average table games win percentage. Our average table games win percentage (before discounts) for the year ended

December 31, 2010 was $\mathbf{2 2 . 2 \%}$ which was within the expected range of $21 \%$ to $24 \%$ and compares $1020.2 \%$ for the prior year. Slot handle at our Las Vegas Operations decreased $18.3 \%$ compared to the prior year; however slot win decreased only $6.9 \%$ as more play shinted to higher hold machines.

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Casino revenucs at our Macau Operations increased $\$ 1,009.8$ million during the year ended December 31, 2010, compared to the prior year. We experienced a $77.8 \%$ increase in the VIP revenue segment due to a $68.0 \%$ increase in turnover. Our win as a percent of turnover was $3.0 \%$, which is at the high end of the expected range of $2.7 \%$ to $3.0 \%$, and compares to $2.9 \%$ in the prior year. In November 2009 we added two new private gaming salons with 29 VIP tables and on April 21, 2010 we added 37 VIP tables with the opening of Encore at Wynn Macau, which helped drive some of the growth in our VIP segment during the year ended December 31, 2010 compared to the prior year. Our VIP casino segment win as a percent of turnover includes a nominal beneficial effect attributable to non-rolling chip play. In our general casino, drop increased 17.4\% when compared to the prior year and the average table games win percentage was $23.6 \%$, which is above the expected range of $19 \%$ to $21 \%$. The average table game win percentage for the year ended December 31, 2009 was $21.9 \%$. Slot handle increased $23.8 \%$ compared to the prior year primarily due to the opening of Encore at Wynn Macau and slot win increased by $29.8 \%$.

For the ycar ended December 31, 2010, room revenues were approximately $\$ 400.3$ million, an increase of $\$ 22.8$ million compared to prior year room revenue of $\$ 377.5$ million. Room revenue at our Las Vegas Operations decreased approximately $\$ 12.7$ million compared to the prior year. In Las Vegas, we continued to experience a decrease in room rates during the year ended December 31, 2010, compared to the year ended December 31, 2009. We believe this is due to the current economic conditions in which we operate in the U.S. and the increased capacity in the Las Vegas market including the opening of a new large scale casino hotel in Las Vegas in December 2009. In addition, in July 2010, we commenced a project to remodel all of the rooms at Wynn Las Vegas. Accordingly, we had $3.8 \%$ fewer room nights available during the year ended December 31, 2010 which had a negative impact on our room revenues in Las Vegas. This room remodel is expected to be completed in the second quarter of 2011. Room revenue at our Macau Operations increased approximately $\$ 35.5$ million due to the 414 additional suites added with Encore at Wynn Macau and an increase in the average daily room rate compared to the prior year.

The table below sets forth key operating measures related to room revenue.
Average Daily Rate
Las Vegas
Macau
Occupancy
Las Vegas
Macau
REVPAR
Las Vegas
Macau

Other non-casino revenues for the year ended December 31, 2010 included food and beverage revenues of approximately $\$ 488.1$ million, retail revenues of approximately $\$ 214.6$ million, entertainment revenues of approximately $\$ 72$ million, and other revenues from outlets such as the spa and salon, of approximately $\$ 67.7$ million. Other non-casino revenues for the year ended December 31, 2009 included food and beverage revenues of approximately $\$ 436.4$ million, retail revenues of approximately $\$ 165.1$ million, entertainment revenues of approximately $\$ 57.1$ million, and other revenues from outlets, including the spa and salon, of approximately $\$ 66.2$ million. Food and beverage revenues at our Las Vegas Operations increased approximately $\$ 31.4$ million, while our Macau Operations increased $\$ 20.3$ million, as compared to the prior year. The increase in Las Vegas is due primarily to business in our nightclubs including the opening of the Encore Beach Club and Surrender nightclub in May 2010. The increase in Macau is primarily due to the opening of Encore at Wynn Macau and increased visitation to our resort. Retail revenues at our Macau Operations increased $\$ 52.2$ million, offset by a

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ease of $\$ 2.7$ million in Las Vegas. The increase in Macau is due primarily to increased sales at several outlets, the opening of Wynn and Co. mantches and Jewelry in November 2009, which sells Cartier and Jaeger Le Coultre products, and new outlets at Encore at Wynn Macau including

Chancl, Piaget and Carticr. Entertainment revenues increased over the prior year primarily due to performances by Garth Brooks in the Eneore Theater in Las Vegas which commenced in December 2009, as well as increased revenue from our Le Reve show.

## Teparimental, Adminisirative and Oiher Expenses

During the year ended December 31, 2010. departmental expenses included casino expenses of $\$ 2,100.1$ million, room expenses of $\$ 122.3$ million, food and beverage expenses of $\$ 272.7$ million, and entertainment, retail and other expenses of $\$ 204.6$ million. Also included are general and administrative expenses of approximately $\$ 391.3$ million and approximately $\$ 28.3$ million charged as a provision for doubtful accounts receivable. During the year ended December 31, 2009, departmental expenses included casino expenses of $\$ 1,460.1$ million, room expenses of $\$ 111.6$ million, food and beverage expenses of $\$ 252.7$ million, and entertainment, retail and other expenses of $\$ 166.6$ million. Also included are general and administrative expenses of approximately $\$ 365.1$ million and approximately $\$ 13.7$ million charged as a provision for doubiful accounts receivable. Casino expenses have increased during the year ended December 31, 2010 due primarily to an increase in casino revenues especially at our Macau Operations where we incur a gaming tax and other levies at a rate totaling $39 \%$ in accordance with our concession agreement. Room expenses increased during the year ended December 31, 2010, compared to the prior year, primarily due to increased customer acquisition and marketing costs and the opening of Encore at Wynn Macau in April 2010. Food and beverage expenses increased commensurate with the increase in revenue.

Entertainment, retail and other expense increased primarily as a result of performances by Garth Brooks in the Encore Theater at Wynn Las Vegas and increased retail sales in Macau as noted above. General and administrative expenses increased primarily due to higher spending associated with corporatc activitics. The provision for doubtful accounts receivable increased $\$ 14.6$ million due to an increase in credit issuances commensurate with the increase in business volume.

## Pre-opening costs

During the year ended December 31, 2010, we incurred $\$ 9.5$ million of pre-opening costs compared to $\$ 1.8$ million during the year ended December 31, 2009. Pre-opening costs incurred during the year ended December 31, 2010, primarily related to Encore at Wynn Macau which opened on April 21, 2010 and the Encore Beach Club which opened in Las Vegas on May 28, 2010.

## Depreciation and amortization

Depreciation and amortization for the year ended December 31, 2010 was $\$ 405.6$ million compared to $\$ 410.5$ million for the year ended December 31, 2009. This decrease is primarily due to assets with a 5 -year life being fully depreciated as of April 2010 at Wynn Las Vegas, offset budepreciation of the assets of Encore at Wynn Macau which were placed in to service in April 2010 and the assets of the Encore Beach Club th were placed in to service in May 2010.

During the construction of our resorts, costs incurred in the construction of the buildings, improvements to land and the purchases of assets for use in operations were capitalized. Once these resorts opened, their assets were placed into service and we began recognizing the associated depreciation expense. Depreciation expenses will continue throughout the estimated useful lives of these assets. In addition, we continually evaluate the useful life of our property and equipment, intangibles and other assets and adjust them when warranted.

The maximum useful life of assets at our Macau Operations is the remaining life of the gaming concession or land concession, which currently expire in June 2022 and August 2029, respectively. Consequently, depreciation related to our Macau Operations is charged on an accelerated basis when compared to our Las Vegas Operations.

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## Property charges and other

Property charges and other generally include costs related to the retirement of assets for remodels and asset abandonments. Property charges and other for the year ended December 31, 2010, were $\$ 25.2$ million compared to $\$ 28.5$ million for the year ended December 31, 2009. Property charges and other for the year ended December 31,2010 include a contract termination payment of $\$ 14.9$ million related to a management contract for certain of the nightclubs at Wynn Las Vegas and Encore at Wynn Las Vegas and miscellaneous renovations, abandonments and gain/loss on sale of equipment at Wynn Las Vegas and Wynn Macau. Property charges and other for the year ended December 31, 2009, include a $\$ 16.7$ million charge for the abandonment of the front porte-cochere at Encore at Wynn Las Vegas to make way for the Encore Beach Club, the write-off of $\$ 6.8$ million of aircraft purchase deposits and $\$ 5$ million related to miscellaneous renovations, abandonments and loss on sale of equipment.

In response to our evaluation of our resorts and the reactions of our guests, we continue to remodel and make enhancements at our resorts.

[^7]interest income was $\$ 2.5$ million and $\$ 1.7$ million for the years ended December 31, 2010 and 2009, respectively. During 2010 and 2009, our short-term investment strategy has been to preserve capital while retaining sufficient liquidity. Accordingly, our short-term investments include primarily money market funds, U.S. Treasury Bills and time deposits with a purchase maturity of three months or less.

Interest expense was $\$ 222.9$ million, net of capitalized interest of $\$ 7.2$ million, for the year ended December 31, 2010. compared to $\$ 211.4$ million, net of capitalized interest of $\$ 10.7$ million, for the year ended December 31, 2009. Our interest expense increased approxinately $\$ 11.5$ million primarily due to (i) an increase of $\$ 33.2$ million related to the Wynn Las Vegas $\$ 500$ million $7 \mathbf{7} / 8 \%$ First Mortgage Notes issued in October 2009, (ii) an increase of $\$ 8.9$ million related to the increase in rate for the Wynn Las Vegas First Mortgage Notes as discussed below, and (iii) a decrease in interest capitalized of $\$ 3.5$ million. These increases were offset partially by (i) a decrease of $\$ 16$ million due to the payoff of the Wynn Resorts term loan in June 2009 and (ii) a decrease of $\$ 19.2$ million related to reduced amounts outstanding under the Wynn Las Vegas and Wynn Macau bank revolving credit facilities compared to the prior year.

Changes in the fair value of our interest rate swaps are recorded as an increase (or decrease) in swap fair value in each year. We recorded an expense of approximately $\$ 0.9$ million for the year ended December 31, 2010 resulting from the decrease in the fair value of our interest rate swaps from December 31, 2009 to December 31, 2010. During the year ended December 31, 2009 we recorded an expense of $\$ 2.3$ million resulting from the decrease in the fair value of interest rate swaps between December 31, 2008 and December 31, 2009. For further information on our interest rate swaps, see Item 7A-"Quantitative and Qualitative Disclosures about Market Risk."

In April 2010, we completed an exchange offer for a portion of the Wynn Las Vegas $65 / 8 \%$ First Mortgage Notes due 2014 ("the 2014 Notes"). In connection with that exchange offer, the direct costs incurred with third parties of $\$ 4.6$ million were expensed. Also, in connection with our July 2010 tender offer for the then outstanding 2014 Notes and subsequent call of all the remaining amounts once the tender was completed, we recorded a loss on extinguishment of debt of $\$ 63.3$ million. This included the tender offer consideration, the call premium and the related write off of the unamortized debt issue costs and original issue discount. These transactions are described in more detail in Note 7 to our Consolidated Financial Statements in this Annual Report on Form 10-K.

As a result of several debt retirements, we recorded a gain on early extinguishment of debt of $\$ 18.7$ million during the year ended December 31, 2009. During the year ended December 31, 2009, we purchased and retired outstanding loans of $\$ 375$ million under the Wynn Resorts Term Loan Facility at a discounted price of $97.25 \%$. In connection with this transaction, we recognized an $\$ 8.8$ million gain on early retirement of debt, net of the write-off of unamortized debt issue cost. During this same period, we purchased $\$ 65.8$ million face amount of the

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2014 Notes through open market purchases at a discount. This transaction resulted in a gain on early extinguishment of debt of $\$ 13.7$ million, net of the write off of unamortized debt discount and debt issue costs. We participated in the April 2010 tender offer noted above with respect to $\$ 35.8$ million of these notes and accordingly, as of December 31, 2010, Wynn Resorts holds $\$ 30$ million of this debt which has not been contributed to its wholly-owned subsidiary, Wynn Las Vegas. For accounting purposes these notes were treated as having been extinguished by Wynn Resorts in 2009. In October 2009, we purchased loans through an offer to purchase loans outstanding under the Wynn Las Vegas credit agreement, with a face-value of $\$ 87.6$ million for $\$ 84.4$ million, reflecting a discounted price of $96.37 \%$. In connection with this transaction, we recognized a net gain of approximately $\$ 2.1$ million on early retirement of debt. Offsetting these gains was the write off of debt issue costs of approximately $\$ 5.9$ million related to permanent reductions in our bank credit facility as described under Financing Activities below.

## Income Taxes

During the year ended December 31, 2010, we recorded a tax expense of $\$ 20.4$ million. Our provision for income taxes is primarily comprised of increases in our foreign and domestic valuation allowances relating to foreign tax loss carryforwards, other foreign deferred tax assets and U.S. foreign tax credits not considered more likely than not realizable in the future. The tax provision recorded for the valuation allowance increases was reduced by an income tax benefit recorded for the loss from our U.S. operations. As of June 30, 2010, we no longer consider our portion of the tax earnings and profits of Wynn Macau, Limited to be permanently reinvested. No additional U.S. tax provision has been made with respect to this amount as we anticipate that U.S. foreign tax credits should be sufficient to eliminate any U.S. tax provision relating to such repatriation. Prior to this change, our earnings attributable to periods after September 2009, were considered permanently reinvested abroad. The decrease in our current deferred tax liability is primarily atributable to the repatriation of $\$ 1.14$ billion of Wynn Macau, Limited IPO proceeds not considered permanently reinvested. During the year ended December 31. 2010, we recognized income tax benefits related to excess tax deductions associated with stock-based compensation costs of $\$ 10.5$ million.

Effective September 6, 2006, Wynn Macau S.A. received a 5 -year exemption from Macau's $12 \%$ Complementary Tax on casino gaming profits. Accordingly, we were exempted from the payment of $\$ 64.4$ million in such taxes for the year ended December 31, 2010. Our non-gaming nonfits remain subject to the Macau Complementary Tax and casino winnings remain subject to the Macau Special Gaming tax and other levies at a
totaling $39 \%$ in accordance with our concession agreement. On November 30, 2010, Wynn Macau S.A. received an additional 5 -year wimption from Macau's 12\% Complementary Tax on casino gaming profits to December 31, 2015.

During the year ended December 31, 2010, the Macau Finance Bureau commenced an examination of the 2006 and 2007 Macau income tax returns of Wynn Macau S.A. We believe that the examination of the 2006 Macau incone lax return will likely conclude within the next 12 months; -rever, we are unable to provide a summary of the likely examination issues or the impact on unrecognized tax benefils. As of December 31 . 0 no significant issues have been brought to our attention and we believe that our liability for uncertain tax positions recorded at Wynn Macau S.A. is adequate with respect to these years.

During 2010, we reached an agreement with the Appellate division of the IRS regarding issues raised during the examination of our 2004 and 2005 U.S. income tax returns. The issues for consideration by the Appellate division were temporary differences and related to the deduction of certain costs incurred during the development and construction of Wynn Las Vegas and the appropriate tax depreciation recovery periods applicable to certain assets. As a result of this settlement with the Appellate division, we reduced our unrecognized tax benefits by $\$ 78.4$ million. This reduction in unrecognized tax benefits resulted in a decrease in our liability for uncertain tax positions of $\$ 55$ million. The settlement of the 2004 and 2005 examination issues did not result in a cash tax payment but rather utilized $\$ 88.5$ million and $\$ 2.5$ million in foreign tax credit and general business credit carryforwards. The statute of limitations for the 2004 and 2005 U.S. income tax returns has been extended to September 30, 2011.

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During 2010, we received the results of an IRS examination of our 2006 through 2008 U.S. income tax returns and filed an appeal of the examination's findings with the Appellate division of the IRS. In connection with that appeal, we agreed to extend the statute of limitations for our 2006 and 2007 U.S. income tax returns to December 31, 2011. We believe that we will likely reach an agreement with the IRS with respect to the examination of these U.S. income tax returns within the next 12 months. The issues under examination in these years are temporary differences and relate to the treatment of discounts extended to Las Vegas casino customers gambling on credit, the deduction of certain costs incurred during the development and construction of Encore at Wynn Las Vegas and the appropriate tax depreciation recovery periods applicable to certain assets. Upon the settlement of these issues, unrecognized tax benefits could decrease by $\$ 0$ to $\$ 54$ million. The resolution of the 2006, 2007 and 2008 examination is not expected to result in any significant cash payment but rather the utilization of a portion of our foreign tax credit carryforward.

During the fourth quarter of 2010, the IRS commenced an examination of our 2009 U.S. income tax return. Since the examination is in its
al stages, we are unable to determine if it will conclude within the next twelve months. We believe that our liability for uncertain tax positions 4medted to the period covered by the examination is adequate. The resolution of the 2009 IRS examination is not expected to result in any significant cash payment, but rather the utilization of a portion of our 2009 foreign tax credit carryforward.

## Net income attributable to noncontrolling interests

In October 2009, Wynn Macau, Limited, our indirect wholly-owned subsidiary and the developer, owner and operator of Wynn Macau, listed its ordinary shares of common stock on The Stock Exchange of Hong Kong Limited. Wynn Macau, Limited sold 1,437,500,000 shares (27.7\%) of its common stock through an initial public offering. We recorded net income attributable to nonconirolling interests of $\$ 156.5$ million for the year ended December 31, 2010, compared to $\$ 18.5$ million for the period October 9, 2009, the date of the initial public offering, to December 31, 2009. This represents the noncontrolling interests' share of net income from Wynn Macau, Limited.

## Financial Results for the Year Ended December 31, 2009 Compared to the Year Ended December 31, 2008

As noted earlier, our financial results for the year ended December 31, 2009 are not comparable to the year ended December 31, 2008, as the year ended December 31, 2009 includes the operations of Encore at Wynn Las Vegas which opened on December 22, 2008, whereas the prior year includes only 10 days of Encore at Wynn Las Vegas.

## Revenues

Net revenues for the year ended December 31, 2009 are comprised of $\$ 2,206.8$ million in casino revenues ( $72.5 \%$ of total net revenues) and $\$ 838.8$ million of net non-casino revenues ( $27.5 \%$ of total net revenues). Net revenues for the year ended December 31, 2008 were comprised of $\$ 2,261.9$ million in casino revenues ( $75.7 \%$ of total net revenues) and $\$ 725.4$ million of net non-casino revenues ( $24.3 \%$ of total net revenues).

Casino revenues are comprised of the net win from our table games and slot machine operations. Casino revenues for the year ended December 31, 2009 of approximately $\$ 2,206.8$ million represents a $\$ 55.1$ million (or $2.4 \%$ ) decrease from casino revenues of $\$ 2,261.9$ million for the year ended December 31, 2008. We expanded Wynn Las Vegas with the opening of Encore at Wynn Las Vegas in December 2008. Encore added approximately 90 table games and approximately 800 slot machines to our Las Vegas casino operations. Even with these additions in capacity, our Las Vegas Operations experienced only a $5.4 \%$ increase in casino revenues, from $\$ 479.7$ million in 2008 to $\$ 505.8$ million in 2009, $\therefore \rightarrow$ to an increase in drop of $1.2 \%$ and a slight increase in our average table games win percentage. Our average table games win percentage ore discounts) for the year ended December 31, 2009 was $20.2 \%$, which was below the expected range of $21 \%$ to $24 \%$ and compares to $20.0 \%$
for the prior year. Slot handle at our Las Vegas Operations decreased 2.5\% during the year ended December 31, 2009 as compared to 2008. and the slot win percentage was within the expected range of $4.5 \%$ to $5.5 \%$.

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Casino revenues at Wynn Macau decreased $\$ 81.2$ million during the year ended December 31, 2009, compared to the prior year. At Wynn Macau, we experienced an $8 \%$ decrease in the VIP revenue segment primarily duc to a $2 \%$ decrease in tumover and a decrease in our win as a percent of tumover. Our win as a percent of turnover was $2.9 \%$, which was within the expected range of $2.7 \%$ to $3.0 \%$, and compares to $3.0 \%$ in 2008. Our VIP casino segment win as a percent of turnover includes a nominal beneficial effect attributable to non-rolling chip play in that segment. In our general casino at Wynn Macau, drop decreased $12.2 \%$ when compared to the prior year and the average table games win percentage was $21.9 \%$, which was above the expected range of $19 \%$ to $21 \%$. The average table games win percentage in the general casino at Wynn Macau for the year ended December 31, 2008 was $19.6 \%$. Slot handle at Wynn Macau increased $12.7 \%$ compared to the prior year and the slot win percentage was within the expected range of $4.5 \%$ to $5.5 \%$. The increase in slot handle was primarily due to the play of several high-end slot customers.

For the year ended December 31, 2009, room revenues were approximately $\$ 377.5$ million, an increase of $\$ 50.8$ million compared to prior year room revenuc of $\$ 326.7$ million. Room revenue at our Las Vegas Opcrations increased approximately $\$ 52.6$ million compared to the prior year due to the addition of 2,034 suites at Encore at Wynn Las Vegas, which opened December 22, 2008. In Las Vegas, we continued to experience a significant decrease in occupancy and room rates during the year ended December 31, 2009, compared to the year ended December 31, 2008. Room revenue at Wynn Macau decreased approximately $\$ 1.8$ million due to a decrease in room rates compared to the prior year.

The table below sets forth key operating measures related to room revenue.

| Average Daily Rate | Year Einded December 31. |  |
| :---: | :---: | :---: |
|  | 2009 | 2008 |
| Las Vegas | \$ 217 | \$ 288 |
| Macau | 266 | 275 |
| Occupancy 260 |  |  |
| Las Vegas | 85.2\% | 91.8\% |
| Macau | 87.5\% | 87.3\% |
| REVPAR 8 |  |  |
| Las Vegas | \$ 185 | \$ 265 |
| Macau | 233 | 240 |

Other non-casino revenues for the year ended December 31, 2009 include food and beverage revenues of approximately $\$ 436.4$ million, retail revenues of approximately $\$ 165.1$ million, entertainment revenues of approximately $\$ 57.1$ million, and other revenues from outlets such as the spa and salon, of approximately $\$ 66.2$ million. Other non-gaming revenues for the year ended December 31,2008 include food and beverage revenues of approximately $\$ 358.7$ million, retail revenues of approximately $\$ 147.9$ million, entertainment revenues of approximately $\$ 66.2$ million, and other revenues from outlets, including the spa and salon, of approximately $\$ 56$ million. Food and beverage revenues at our Las Vegas Operations increased as a result of the additional 12 food and beverage outlets located in Encore at Wynn Las Vegas, including a new night club, which opened in December 2008, offset by a decrease of $\$ 2.4$ million at Wynn Macau, as compared to the prior year. Although we added new retail outlets at Encore at Wynn Las Vegas, overall retail revenues in Las Vegas were flat. Retail revenues at Wynn Macau increased approximately $\$ 16.9$ million due primarily to increased sales at several retail outlets and the opening of Wynn and Co. Watches and Jewelry, which sells Cartier, Jaeger Le Coultre, and Kwiat products. Entertainment revenues decreased over the prior year primarily due to the closure of the Spamalot production show at Wynn Las Vegas in July 2008. This decrease was offset in part by revenue from headliner acts that performed during 2009, including Garth Brooks, who began performing in the Encore Theater in December 2009.

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## Departmental, Administrative and Other Expenses

During the year ended December 31, 2009, departmental expenses include casino expense of $\$ 1,460.1$ million, rooms expense of $\$ 111.6$
million, food and beverage expense of $\$ 252.7$ million, and entertainment, retail and other expense of $\$ 166.6$ million. Also included are gencral and administrative expenses of approximately $\$ 365.1$ million and approximately $\$ 13.7$ million charged as a provision for doubtful accounts receivable. During the year ended December 31, 2008, departmental expenses include casino expenses of $\$ 1,490.9$ million. room expenses of $\$ 78.2$ million, tand beverage expenses of $\$ 207.3$ million, and entertainment and retail and other expenses of $\$ 161.9$ million. Also included are general and Cuminstrative expenses of approximately $\$ 319.3$ million and approximately $\$ 49.4$ million charged as a provision for doubtful accounts receivable.
Casino expenses have decreased during the year ended December 31, 2009, due to a decrease in casino revenues especially at Wynn Macau where a gaming tax of $39 \%$ is the significant driver of expense in that department. Room, food and beverage and general and administrative expenses increased as a result of the opening of Encore at Wynn Las Vegas in December 2008. Entertainment, retail and other expense increased primarily in the entertainment department due to headliner performances during the year. Our provision for doubfful accounts receivable declined during the year ended December 31, 2009, compared to the prior year due to recent strong collection trends on our casino accounts receivable. This strength has allowed us to reduce the additional reserves we recorded in the third quarter of 2008.

## Prc-opening costs

During the year ended December 31, 2009, we incurred pre-opening costs of $\$ 1.8$ million compared to $\$ 72.4$ million for the year ended December 31, 2008. Pre-opening costs incurred during the year ended December 31, 2009 were related to Encore at Wynn Macau. Pre-opening costs incurred during the year ended December 31, 2008 were related to Encore at Wynn Las Vegas which opened in December 2008.

## Depreciation and amortization

Depreciation and amortization for the year ended December 31,2009 , of $\$ 410.5$ million increased by $\$ 147.3$ million when compared to the year ended December 31, 2008, primarily due to depreciation of the assets of Encore at Wynn Las Vegas which were placed into service in December 2008.

During the construction of our resorts, costs incurred in the construction of the buildings, improvements to land and the purchases of assets for use in operations are capitalized. Once these resorts opencd, their asscts werc placed into service and we began recognizing the associated depreciation expense. Depreciation expenses will continue throughout the estimated useful lives of these assets. in addition, we continually evaluate the useful life of our property and equipment, intangibles and other assets and adjust them when warranted.

The maximum useful life of assets at Wynn Macau is the remaining life of the gaming concession or land concession, which currently expire in June 2022 and 2029, respectively. Consequently, depreciation related to Wynn Macau is charged on an accelerated basis when compared to our Las Vegas Operations.

## roperty charges and other

Property charges and other generally include costs related to the retirement of assets for remodels and asset abandonments. Property charges and other for the year ended December 31, 2009 were $\$ 28.5$ million compared to approximately $\$ 32.6$ million for the year ended December 31 , 2008. Property charges and other for the year ended December 31,2009 included a $\$ 16.7$ million charge for the abandonment of the front portecochere at Encore at Wynn Las Vegas to make way for the Encore Beach Club, a $\$ 6.8$ million charge for the write-off of 2 aircraft deposits and a $\$ 5$ million charge related to miscellaneous remodels, abandonments and loss on sale of equipment.

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Property charges and other for the year ended December 31, 2008 include $\$ 17.8$ million of costs associated with Spamaiot at Wynn Las Vegas which closed in July 2008. The costs included the production rights that were included in intangible assets, show production costs that were included in other assets and certain other property and equipment. In 2008. we also incurred a $\$ 3.6$ million charge at Wymn Macau related to the abandonment of certain existing floor space to begin construction of a new restaurant. The remaining property charges during 2008 were related to miscellaneous renovations and abandonments at both Wynn Las Vegas and Wynn Macau.

We expect to continue to remodel and make enhancements at our resorts.

## Other non-operating costs and expenses

Interest income was $\$ 1.7$ million for the year ended December 31, 2009, compared to $\$ 21.5$ million for the year ended December 31, 2008. Interest income decreased $\$ 19.8$ million primarily due to a significant decrease in the average interest rates earned on invested cash balances compared to the prior year. During 2009, our short-term investment strategy was primarily to preserve capital while retaining sufficient liquidity. Accordingly, our short-term investments were primarily in investments in U.S. Treasury Bills with a maturity of three months or less.

Interest expense was $\$ 211.4$ million, net of capitalized interest of $\$ 10.7$ million, for the year ended December 31,2009 , compared to $\$ 172.7$ $\ldots$....on, net of capitalized interest of $\$ 87.4$ million, for the year ended December 31, 2008. Our interest expense increased due to (i) $\$ 76.7$ million

## IN THE SUPREME COURT OF THE STATE OF NEVADA

MEI-GSR HOLDINGS, LLC, a Nevada limited liability company, d/b/a GRAND SIERRA RESORT,

Appellant,
VS.
PEPPERMILL CASINOS, INC., a Nevada corporation, d/b/a/ PEPPERMILL CASINO;

Respondent.

Electronically Filed May 152017 03:20 p.m. Supreme Coweternotharabreme Court

District Ct. Case No. CV13-01704

## RESPONDENT PEPPERMILL CASINOS, INC.'S ANSWERING BRIEF

## APPENDIX VOLUME 21

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RESPONDENT PEPPERMILL CASINOS, INC.'S ANSWERING BRIEF APPENDIX - CHRONOLOGICAL TABLE OF CONTENTS

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## RESPONDENT PEPPERMILL CASINOS, INC.'S ANSWERING BRIEF

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\(\left.$$
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| :---: | :---: | :---: | :---: |
| Plaintiff MEI-GSR Holdings, LLC, d/b/a Grand Sierra Resorts Motion to Strike and Dismiss Defendant Peppermill's Motion for Case Terminating Sanctions | 09/09/14 | 2 | $\begin{gathered} \text { RA } 00380- \\ 00500 \end{gathered}$ |
| Plaintiff MEI-GSR Holdings, LLC, d/b/a Grand Sierra Resorts Motion to Strike and Dismiss Defendant Peppermill's Motion for Case Terminating Sanctions (Continued) | 09/09/14 | 3 | $\begin{gathered} \text { RA } 00501- \\ 00688 \end{gathered}$ |
| Plaintiff, MEI-GSR Holdings, LLC d/b/a Grand Sierra Resort's Trial Statement | 01/04/16 | 13 | $\begin{gathered} \text { RA } 03201 \text { - } \\ 03218 \end{gathered}$ |
| Plaintiff's Opposition to <br> Defendant's Motion for Contempt | 01/02/15 | 6 | $\begin{gathered} \text { RA } 01418 \text { - } \\ 01451 \end{gathered}$ |
| Portions of the Deposition of Tracy Mimno |  | 22 | $\begin{gathered} \text { RA } 05444- \\ 05450 \end{gathered}$ |
| Recommendation for Order | 09/19/14 | 3 | $\begin{gathered} \text { RA } 00689 \text { - } \\ 00702 \end{gathered}$ |


| Recommendation for Order | 09/26/14 | 3 | $\begin{gathered} \text { RA } 00703- \\ 00712 \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| Recommendation for Order | 10/02/14 | 3 | $\begin{gathered} \text { RA } 00748- \\ 00750 \end{gathered}$ |
| Recommendation for Order (Continued) | 10/02/14 | 4 | $\begin{gathered} \text { RA } 00751 \text { - } \\ 00762 \end{gathered}$ |
| Reply in Opposition to Peppermill's <br> Renewed Motion for Summary Judgment Regarding "Trade Secret" renewed | 12/15/15 | 12 | $\begin{gathered} \text { RA } 02932 \text { - } \\ 02990 \end{gathered}$ |
| Request for Submission | 07/15/14 | 1 | $\begin{gathered} \text { RA } 00227- \\ 00229 \end{gathered}$ |
| Request for Submission | 09/26/14 | 3 | $\begin{gathered} \text { RA } 00713- \\ 00715 \end{gathered}$ |
| Request for Submission | 11/24/14 | 6 | $\begin{gathered} \text { RA } 01317 \text { - } \\ 01319 \end{gathered}$ |
| Request for Submission | 01/06/15 | 6 | $\begin{gathered} \text { RA } 01462 \text { - } \\ 01464 \end{gathered}$ |
| Request for Submission | 01/08/15 | 6 | $\begin{gathered} \text { RA } 01499- \\ 01500 \end{gathered}$ |
| Request for Submission (Continued) | 01/08/15 | 7 | $\begin{gathered} \text { RA } 01501 \text { - } \\ 01504 \end{gathered}$ |
| Request for Submission | 12/23/15 | 12 | $\begin{gathered} \text { RA } 02996 \text { - } \\ 02998 \end{gathered}$ |


| Trial Exhibit 10 - Diagnostic Screen | 01/11/16 | 14 | RA 03283 |
| :---: | :---: | :---: | :---: |
| Trial Exhibit 121 - GSR Slots and Video Poker Website | 01/22/16 | 17 | RA 04100 |
| Trial Exhibit 122-2010-2014 <br> Penny Video and Reels Net Win, Gross Theo Free-Play Summary | 01/22/16 | 17 | RA 04101 |
| Trial Exhibit 123-2009-2/2015 <br> NGC Monthly Gross Revenue <br> Reports (Highly Confidential) | 01/22/16 | 17 | $\begin{gathered} \text { RA } 04102- \\ 04249 \end{gathered}$ |
| Trial Exhibit 126-06/2015 Gaming Abstract Page | 01/22/16 | 17 | RA 04250 |
| Trial Exhibit 127 - GSR Buffalo Billboard . | 01/11/16 | 14 | RA 03288 |
| Trial Exhibit 149 - Friedman Rebuttal Report | 01/22/16 | 18 | $\begin{gathered} \text { RA } 04251- \\ 04292 \end{gathered}$ |
| Trial Exhibit 14A - 07/12/13 Handwritten Key Sheet by Tors (Legible Copy) | 01/13/16 | 14 | RA 03418 |
| Trial Exhibit $15-07 / 12 / 13$ Tors Transcript from GSR re: Interview by GCB | 01/14/16 | 15 | $\begin{gathered} \text { RA } 03597 \text { - } \\ 033622 \end{gathered}$ |


| Trial Exhibit 150 - Lucas Rebuttal Report | 01/22/16 | 18 | $\begin{gathered} \text { RA } 04293 \text { - } \\ 04329 \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| Trial Exhibit 151-Tom Sullivan Player Cards | 01/22/16 | 18 | RA 04330 |
| Trial Exhibit 153-GSR Billboards "Best" | 01/22/16 | 18 | $\begin{gathered} \text { RA } 04331 \text { - } \\ 04336 \end{gathered}$ |
| Trial Exhibit 154 - Casino Management Fee Information | 01/11/16 | 14 | $\begin{gathered} \text { RA } 03289- \\ 03296 \end{gathered}$ |
| Trial Exhibit 156-06/05/15 Errata to Plaintiff MEI-GSR Holdings, LLC, a Nevada Corporation, d/b/a Grand Sierra Resort's Amended Disclosure of Expert Witness | 01/22/16 | 18 | $\begin{gathered} \text { RA } 04337 \text { - } \\ 04369 \end{gathered}$ |
| Trial Exhibit 157A - 08/28/15 Plaintiff MEI-GSR Holdings, LLC, a Nevada Corporation, d/b/a Grand Sierra Resort's Supplemental Disclosure of Expert Witness REDACTED | 01/22/16 | 18 | $\begin{gathered} \text { RA } 04370- \\ 04405 \end{gathered}$ |
| Trial Exhibit 159 - Nevada Trade Secret Act | 01/22/16 | 18 | $\begin{gathered} \text { RA } 04406 \text { - } \\ 04409 \end{gathered}$ |
| Trial Exhibit 160-Aguero Charts - <br> No Correlation | 01/22/16 | 18 | $\begin{gathered} \text { RA } 04410- \\ 04418 \end{gathered}$ |
| Trial Exhibit 162 - Atlantis Advertisements | 01/15/16 | 15 | $\begin{gathered} \text { RA } 03701- \\ 03704 \end{gathered}$ |


| Trial Exhibit 164 - Advertisement from El Cortez | 01/15/16 | 15 | $\begin{gathered} \text { RA } 03705- \\ 03710 \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| Trial Exhibit 166 - Report Entitled, "Slot Market Assessment" by Applied Analysis | 01/11/16 | 14 | $\begin{gathered} \text { RA } 03297- \\ 03258 \end{gathered}$ |
| Trial Exhibit 169A - Expert <br> Rebuttal Report, Applied Analysis REDACTED | 01/22/16 | 18 | $\begin{gathered} \text { RA } 04419-1 \\ 04421 \end{gathered}$ |
| Trial Exhibit 16A-01/02/13 11:24a.m. Tors email re: New Year's Eve shop | 01/14/16 | 15 | $\begin{gathered} \text { RA } 03623- \\ 03624 \end{gathered}$ |
| Trial Exhibit 170 - Expert Rebuttal Report, Applied Analysis (with numbered paragraphs) |  | 22 | $\begin{gathered} \text { RA } 05351- \\ 05353 \end{gathered}$ |
| Trial Exhibit 172-03/01/15 Expert <br> Witness Report of Professor Anthony Lucas | 01/22/16 | 18 | $\begin{gathered} \text { RA } 04422 \text { - } \\ 04457 \end{gathered}$ |
| Trial Exhibit 186-11/03/15 <br> Defendant Peppermills Casino's <br> Supplement to Disclosure of <br> Rebuttal Expert Witnesses | 01/22/16 | 18 | $\begin{gathered} \text { RA } 04458- \\ 04487 \end{gathered}$ |


| Trial Exhibit 188-02/03/15 <br> Photocopy of Plaintiff MEI-GSR <br> Holdings, LLC a Nevada <br> Corporation d/b/a Grand Sierra <br> Resorts Disclosure of Expert <br> Witnesses | $01 / 11 / 16$ | 14 | RA 03259 - |
| :---: | :---: | :---: | :---: |
| 03361 |  |  |  |


| Trial Exhibit 220-(PM part three.pdf) Emails from Ryan Tors to other parties Re: PAR information dated 3/28/2010-11/2010 |  | 22 | $\begin{gathered} \text { RA } 05354- \\ 05360 \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| Trial Exhibit 220A - (PM part three.pdf) Emails from Ryan Tors to Other Parties Re: PAR Information Dated 03/28/2010-11/2010REDACTED | 01/25/16 | 22 | $\begin{gathered} \text { RA } 05349- \\ 05350 \end{gathered}$ |
| Trial Exhibit 221B - Emails (with notations) from Tors to various parties with PAR information dated $12 / 29 / 2011-06 / 13 / 2013$ | 01/14/16 | 15 | $\begin{gathered} \text { RA } 03625- \\ 03636 \end{gathered}$ |
| Trial Exhibit 229 - GSR Wells Market Share Monthly Report, Percentage of Player for Peppermill v. GSR 2012 - 2013 | 01/11/16 | 14 | $\begin{gathered} \text { RA } 03383 \text { - } \\ 03386 \end{gathered}$ |
| Trial Exhibit 232 - Aristocrat "NOTICE OF CONFIDENTIALITY OF PAR SHEETS" |  | 22 | RA 05361 |
| Trial Exhibit 239 A - Email from Ryan Tors to NB Partners and William Paganetti Dated 06/07/12 | 01/22/16 | 19 | RA 04557 |


| Trial Exhibit 240 - Correspondence from Gaming Control dated 7/31/2013 Re: Investigation of Ryan 01/11/16Tors activities; Peppermill Property Receipts | 01/11/16 | 14 | $\begin{gathered} \text { RA } 03387 \text { - } \\ 03391 \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| Trial Exhibit 241A - Emails dated 3/28/2010-11/2010 from Ryan Tors to other parties Re: PAR information (PM13272-13278) <br> (PM13277, email between Tors and Scott Bean Re: Rail City comp reinvestment) - REDACTED |  | 22 | $\begin{gathered} \text { RA } 05362- \\ 05368 \end{gathered}$ |
| Trial Exhibit 300-2/2015 CDC <br> Report | 01/22/16 | 19 | $\begin{gathered} \text { RA } 04558- \\ 04648 \end{gathered}$ |
| Trial Exhibit 301-3/2015 CDC <br> Report | 01/22/16 | 19 | $\begin{gathered} \text { RA } 04649- \\ 04695 \end{gathered}$ |
| Trial Exhibit 302-4/2015 CDC <br> Report | 01/22/16 | 19 | $\begin{gathered} \text { RA } 04696-1 \\ 04741 \end{gathered}$ |
| Trial Exhibit 303-5/2015 CDC Report | 01/22/16 | 19 | $\begin{gathered} \text { RA } 04742 \text { - } \\ 04750 \end{gathered}$ |
| Trial Exhibit 303-5/2015 CDC <br> Report <br> (Continued) | 01/22/16 | 20 | $\begin{gathered} \text { RA } 04751- \\ 04788 \end{gathered}$ |


| Trial Exhibit 304-6/2015 CDC <br> Report | 01/22/16 | 20 | $\begin{gathered} \text { RA } 04789- \\ 04384 \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| Trial Exhibit 305-12/31/10 State Gaming Control Board Gaming Revenue Report | 01/22/16 | 20 | $\begin{gathered} \text { RA } 04385 \text { - } \\ 04882 \end{gathered}$ |
| Trial Exhibit 306-12/31/11 State Gaming Control Board Gaming Revenue Report | 01/22/16 | 20 | $\begin{gathered} \text { RA } 04883 \text { - } \\ 04930 \end{gathered}$ |
| Trial Exhibit 307-12/31/12 State Gaming Control Board Gaming Revenue Report | 01/13/16 | 14 | $\begin{gathered} \text { RA } 03419-1 \\ 03466 \end{gathered}$ |
| Trial Exhibit 308-12/31/13 State Gaming Control Board Gaming Revenue Report | 01/22/16 | 20 | $\begin{gathered} \text { RA } 04931 \text { - } \\ 04978 \end{gathered}$ |
| Trial Exhibit 309-12/31/14 State Gaming Control Board Gaming Revenue Report | 01/22/16 | 20 | $\begin{gathered} \text { RA } 04979-1 \\ 05000 \end{gathered}$ |
| Trial Exhibit 309-12/31/14 State Gaming Control Board Gaming Revenue Report (Continued) | 01/22/16 | 21 | $\begin{gathered} \text { RA } 05001 \text { - } \\ 05026 \end{gathered}$ |


| Trial Exhibit 310-08/31/15 State Gaming Control Board Gaming Revenue Report | 01/22/16 | 21 | $\begin{gathered} \text { RA } 05027 \text { - } \\ 05074 \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| Trial Exhibit 311-2010 Partial Las Vegas Sands Corp | 01/22/16 | 21 | $\begin{gathered} \text { RA } 05075- \\ 05089 \end{gathered}$ |
| Trial Exhibit 312-2010 Partial Las Vegas Sands Corp 10K/A | 01/22/16 | 21 | $\begin{gathered} \text { RA } 05090- \\ 05101 \end{gathered}$ |
| Trial Exhibit 313-2011 Partial Las Vegas Sands Corp 10K | 01/22/16 | 21 | $\begin{gathered} \text { RA } 05102 \text { - } \\ 05115 \end{gathered}$ |
| Trial Exhibit 314-2012 Partial Las Vegas Sands Corp 10K | 01/22/16 | 21 | $\begin{gathered} \text { RA } 05116- \\ 05130 \end{gathered}$ |
| Trial Exhibit 315-2013 Partial Las Vegas Sands Corp 10K | 01/22/16 | 21 | $\begin{gathered} \text { RA } 05131- \\ 05146 \end{gathered}$ |
| Trial Exhibit 316-2014 Partial Las Vegas Sands Corp 10K | 01/22/16 | 21 | $\begin{gathered} \text { RA } 05147- \\ 05162 \end{gathered}$ |
| Trial Exhibit 317-03/31/15 Partial Las Vegas Sands Corp 10Q | 01/22/16 | 21 | $\begin{gathered} \text { RA } 05163- \\ 05172 \end{gathered}$ |
| Trial Exhibit 318-06/30/15 Partial Las Vegas Sands Corp 10Q | 01/22/16 | 21 | $\begin{gathered} \text { RA } 05173- \\ 05189 \end{gathered}$ |
| Trial Exhibit 319-2010 Partial Wynn Resorts, Limited 10K | 01/22/16 | 21 | $\begin{gathered} \text { RA } 05190- \\ 05203 \end{gathered}$ |
| Trial Exhibit 320-2011 Partial Wynn Resorts, Limited 10K | 01/22/16 | 21 | $\begin{gathered} \text { RA } 05204- \\ 05216 \end{gathered}$ |
| Trial Exhibit 321-2011 Partial Wynn Resorts Limited 10K/A | 01/22/16 | 21 | $\begin{gathered} \text { RA } 05217- \\ 05250 \end{gathered}$ |


| Trial Exhibit 321-2011 Partial Wynn Resorts Limited 10K/A (Continued) | 01/22/16 | 22 | $\begin{gathered} \text { RA } 05251 \text { - } \\ 05256 \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| Trial Exhibit 322-2012 Partial Wynn Resorts, Limited 10K | 01/22/16 | 22 | $\begin{gathered} \text { RA } 05257- \\ 05266 \end{gathered}$ |
| Trial Exhibit 323-2013 Partial Wynn Resorts, Limited 10K | 01/22/16 | 22 | $\begin{gathered} \text { RA } 05267 \text { - } \\ 05280 \end{gathered}$ |
| Trial Exhibit 324-2014 Partial Wynn Resorts, Limited 10K | 01/22/16 | 22 | $\begin{gathered} \text { RA } 05281- \\ 05293 \end{gathered}$ |
| Trial Exhibit 325-03/31/15 Partial Wynn Resorts, Limited 10Q | 01/22/16 | 22 | $\begin{gathered} \text { RA } 05294- \\ 05302 \\ \hline \end{gathered}$ |
| Trial Exhibit 326-06/30/15 Partial Wynn Resorts, Limited 10Q | 01/22/16 | 22 | $\begin{gathered} \text { RA } 05303 \text { - } \\ 05315 \\ \hline \end{gathered}$ |
| Trial Exhibit 327-2010 Peppermill Reno 1C Video and Reel Analysis (Highly Confidential) | 01/22/16 | 22 | $\begin{gathered} \text { RA } 05316- \\ 05317 \end{gathered}$ |
| Trial Exhibit 328-2011 Peppermill Reno 1C Video and Reel Analysis (Highly Confidential) | 01/22/16 | 22 | $\begin{gathered} \text { RA } 05318 \text { - } \\ 05319 \end{gathered}$ |
| Trial Exhibit 329-2012 Peppermill Reno 1C Video and Reel Analysis (Highly Confidential) | 01/22/16 | 22 | $\begin{gathered} \text { RA } 05320- \\ 05321 \end{gathered}$ |
| Trial Exhibit 330-2013 Peppermill Reno 1C Video and Reel Analysis (Highly Confidential) | 01/22/16 | 22 | $\begin{gathered} \text { RA } 05322 \text { - } \\ 05323 \end{gathered}$ |


| Trial Exhibit 339 - Machine Performance Statistics | 01/22/16 | 22 | RA 05324 |
| :---: | :---: | :---: | :---: |
| Trial Exhibit 340.1 - Buffalo | 01/11/16 | 14 | $\begin{gathered} \text { RA } 03392- \\ 03405 \end{gathered}$ |
| Trial Exhibit 340.10-Texas Tea | 01/11/16 | 14 | RA 03416 |
| Trial Exhibit 340.11 - Wolf Run | 01/11/16 | 14 | RA 03417 |
| Trial Exhibit 340.2 - Cats | 01/11/16 | 14 | $\begin{gathered} \text { RA } 03406 \text { - } \\ 03407 \\ \hline \end{gathered}$ |
| Trial Exhibit 340.2A - Cleopatra | 01/11/16 | 14 | RA 03408 |
| Trial Exhibit 340.3 - Ducks in a Row | 01/11/16 | 14 | RA 03409 |
| Trial Exhibit 340.4 - Double Diamond 2000 | 01/11/16 | 14 | RA 03410 |
| Trial Exhibit 340.5 - Enchanted Unicorn | 01/11/16 | 14 | RA 03411 |
| Trial Exhibit 340.6 - Horoscope | 01/11/16 | 14 | RA 03412 |
| Trial Exhibit 340.7 - Lil Lady | 01/11/16 | 14 | RA 03413 |
| Trial Exhibit 340.8-Money Storm | 01/11/16 | 14 | RA 03414 |
| Trial Exhibit 340.9 - Munsters | 01/11/16 | 14 | RA 03415 |


| Trial Exhibit 358 - Portions of the Deposition Transcript of Craig Robinson |  | 22 | $\begin{gathered} \text { RA } 05369- \\ 05375 \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| Trial Exhibit 359 - Portions of the Deposition Transcript of Terry Vavra |  | 22 | $\begin{gathered} \text { RA } 05376- \\ 05384 \end{gathered}$ |
| Trial Exhibit 35A - 11/03/14 GSR Answers to $2^{\text {nd }}$ Set of Interrogatories <br> - REDACTED Interrogatory No. 14 and Response Only | 01/21/16 | 16 | $\begin{gathered} \text { RA } 03761 \text { - } \\ 03762 \end{gathered}$ |
| Trial Exhibit 360 - Portions of the Deposition Transcript of Ralph Burdick |  | 22 | $\begin{gathered} \text { RA } 05385-1 \\ 05398 \end{gathered}$ |
| Trial Exhibit 361 - Portions of the Deposition Transcript of Toby Taylor |  | 22 | $\begin{gathered} \text { RA } 05399 \text { - } \\ 05406 \end{gathered}$ |
| Trial Exhibit 362 - Portions of the Deposition Transcript of Toby Taylor |  | 22 | $\begin{gathered} \text { RA } 05407 \text { - } \\ 05413 \end{gathered}$ |
| Trial Exhibit 363 - Portions of the Deposition Transcript of Michael Draeger |  | 22 | $\begin{gathered} \text { RA } 05414- \\ 05421 \end{gathered}$ |
| Trial Exhibit 364 - Portions of the Deposition Transcript of David Schwartz |  | 22 | $\begin{gathered} \text { RA } 05422 \text { - } \\ 05443 \end{gathered}$ |


| Trial Exhibit 38 - "Reno Loosest <br> Slots in the USA" Billboard by PM | 01/11/16 | 14 | RA 03284 |
| :---: | :---: | :---: | :---: |
| Trial Exhibit 4-GSR Billboard Photographs | 01/11/16 | 14 | $\begin{gathered} \text { RA } 03260- \\ 03266 \end{gathered}$ |
| Trial Exhibit 5 -GSR <br> Advertisements - "Loosest Buffalo" | 01/11/16 | 14 | RA 03267 |
| Trial Exhibit 50 - GSR Slot Add Worksheet re: machine location and setting (including par) for certain machines | 01/22/16 | 16 | $\begin{gathered} \text { RA } 03832- \\ 03850 \end{gathered}$ |
| Trial Exhibit 53-11/19/14 GSR <br> Website Slots and Video Poker (Loosest Buffalo) | 01/11/16 | 14 | RA 03285 |
| Trial Exhibit 54 - 11/07/14 \& 11/17/14 List of games with par settings | 01/11/16 | 14 | RA 03286 |
| Trial Exhibit 56 - Chart of GSR Earning Structure | 01/11/16 | 14 | RA 03287 |
| Trial Exhibit 6-2341 Key on EBay | 01/11/16 | 14 | $\begin{gathered} \text { RA } 03268 \text { - } \\ 03280 \end{gathered}$ |
| Trial Exhibit 73 - Custodian of Records Statement | 01/22/16 | 16 | $\begin{gathered} \text { RA } 03851- \\ 03852 \end{gathered}$ |
| Trial Exhibit 74 - CDC Invoices to GSR | 01/15/16 | 15 | $\begin{gathered} \text { RA } 03637 \text { - } \\ 03645 \end{gathered}$ |


| Trial Exhibit 75-05/07/10 CDC Report re: Slot Comp | 01/22/16 | 16 | $\begin{gathered} \text { RA } 03853- \\ 03858 \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| Trial Exhibit 76-05/12/10 CDC Report re: Direct Mail | 01/22/16 | 16 | $\begin{gathered} \text { RA } 03859- \\ 03864 \\ \hline \end{gathered}$ |
| Trial Exhibit 77-06/2014 CDC <br> Report re: Free Play \& Comp <br> Rewards | 01/15/16 | 15 | $\begin{gathered} \text { RA } 03646- \\ 03650 \end{gathered}$ |
| Trial Exhibit 78 - 07/2014 CDC Report re: Direct Mail | 01/15/16 | 15 | $\begin{gathered} \text { RA } 03651- \\ 03700 \end{gathered}$ |
| Trial Exhibit 79-08/2014 CDC Report re: Direct Mail | 01/22/16 | 16 | $\begin{gathered} \text { RA } 03865- \\ 03912 \end{gathered}$ |
| Trial Exhibit 8-8:51 a.m. Tors Email | 01/11/16 | 14 | $\begin{gathered} \text { RA } 03281- \\ 03282 \end{gathered}$ |
| Trial Exhibit 80-09/2014 CDC Report re: Direct Mail | 01/22/16 | 16 | $\begin{gathered} \text { RA } 03913 \text { - } \\ 03957 \\ \hline \end{gathered}$ |
| Trial Exhibit 81-10/2014 CDC Report re: Direct Mail | 01/22/16 | 16 | $\begin{gathered} \text { RA } 03958 \text { - } \\ 04000 \end{gathered}$ |
| Trial Exhibit 81-10/2014 CDC Report re: Direct Mail | 01/22/16 | 17 | $\begin{gathered} \text { RA } 04001- \\ 04006 \\ \hline \end{gathered}$ |
| Trial Exhibit 82 - 11/2014 CDC Report re: Direct Mail | 01/19/16 | 15 | $\begin{gathered} \text { RA } 03711- \\ 03750 \end{gathered}$ |


| Trial Exhibit 82-11/2014 CDC <br> Report re: Direct Mail <br> (Continued) | $01 / 19 / 16$ | 16 | RA 03751 - |
| :---: | :---: | :---: | :---: |
| 03757 |  |  |  |$|$| Trial Exhibit $83-12 / 2014$ CDC <br> Report re: Direct Mail | $01 / 22 / 16$ |
| :---: | :---: |
| Trial Exhibit $84-01 / 2015$ CDC <br> Report re: Direct Mail | $01 / 22 / 16$ |
| Trial Exhibit 85-05/14/14 CDC <br> Contract with GSR (signed by <br> Mimno) | $01 / 22 / 16$ |

NEVADA STATE GAMING CONTROL BOARD
CLARK COUNTY BOULDER STRTP AREA
ALI NONRESTRICTED LOCTIONS


[^8]PM 14418
nevada state gaming control board


PM 14419
nevada state gaving control board


[^9]PM 14420
NEVADA STATE GAMING CONTROL BOARD

## CLARK COUNTY BALANCE OF COUNTY \＄1，000，000 ANE OVER REVENUE RANGE Win Amounte are in Thousands（Add 000）

| unit description | CURRENT MONTH SUMMARY－DECEMBER， 2011 <br> －of reporting locations－－ 32 |  |  |  |  | THREE MONTH SUMMARY－10／01／14 TO 12／31／14 <br> －jf reporting hochtions－－ $\qquad$ |  |  |  |  |  <br> －of reporting locatrons－－ |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| cames and tables： | $\begin{aligned} & \begin{array}{l} \text { Of } \\ \text { toc's } \end{array} . \end{aligned}$ | $\mathrm{ONO}_{\mathrm{ONTS}}$ | $\begin{aligned} & \text { WIN } \\ & \text { AMOUNT } \end{aligned}$ |  | $\begin{gathered} \text { PEREENT } \\ \hline \end{gathered}$ |  | $\begin{aligned} & \text { or } \\ & \text { onits } \end{aligned}$ | $\begin{gathered} \text { WIN } \\ \text { WINー․ } \\ \text { AMOUST } \end{gathered}$ | $\stackrel{3}{\text { CHANGE }}$ | $\square$ | $\begin{aligned} & \text { Nox } \\ & \text { Loc' } \end{aligned}$ | $\begin{gathered} \text { :oven } \\ \text { ONITs } \end{gathered}$ |  |  |  |
| TWENTY－ONE CRAPS | 13 | 214 | 5．487 | ${ }^{23.00}$ | 15.93 | 113 | 213 | 13，478 | 5.71 |  |  |  |  |  |  |
| ROOLETtE | 12 | ${ }^{33}$ | 2，279 | 11.74 | 16.92 | 112 | 33 | 6，197 | 14.46 |  | 13 | 215 | 48，842 | －3．31 | ： 3 禹 |
| 3 －EARE Poker | 12 | 23 16 | 808 450 | －0．85 | 20．59 | $1 \quad 12$ | ${ }^{33}$ | 2，771 | 11.22 | 22.21 | 12 | 33 <br> 33 | 26,033 10,646 | 8.36 4.66 |  |
| mini－eaccarat | 5 | 16 | 821 | －21．24 | 11.12 |  | 16 | 1，428 | 4.29 | 24.59 | 9 | 15 | 5，547 | 1.19 | 25.64 |
| KENO | 4 | ？ | 340 | 41.92 | 30.55 | ， | 17 | 1，865 | -19.79 -29.35 | $\begin{array}{r}8.97 \\ \hline 14.21 \\ \hline\end{array}$ | 6 | 17 | 9，230 | 1：．02 | 12.96 |
| ${ }_{\text {chet }}^{\text {binco }}$ Let ride | 6 | 6 | 313 | －36．00 | 6.02 | $1 \quad 6$ | 6 | 912 | 75.08 |  | ${ }^{6}$ | ？ | 2，856 |  | 21.57 |
| ？AI GOW POKER | $1{ }^{3}$ | $3_{34}^{3}$ | ${ }_{6}^{62}$ | －41．54 | 19.68 | $13^{3}$ | 析 | 188 | －37．65 | 18.36 | 4 | 3 | 3．437 | －2． 72 | \％．92 |
| Race mook（1） | 8 | 8 | ＋595 | －3．19 | 17.45 | ${ }_{8}$ | 34 | ${ }_{2}^{2,927}$ | 16.78 | 20.12 | 13 | 35 | 10，354 | 4.25 | ¢¢．se |
|  | 10 | 10 | 5，109 | 8.07 | 8.24 | 10 | 10 | 15，002 | －1．42 | ${ }_{7}^{16.93}$ | $1{ }^{1}$ | 7 | 9，820 | －3．40 | ：6．67 |
|  |  | 31 | 986 | 13.99 | 22.39 |  | 31 | 2，451 | －2．12 | －8．04 | 10 | 31 | 39,130 $: 28.6$ | 9.74 9.29 | ${ }_{19.85}$ |
| total games | 14 | 41 | 18，363 | 9.56 | 12.82 | 14 | 410 | 50，9 | 4.41 | 11.45 |  |  |  |  |  |
| Card games（3） | 7 | 94 | 1，258 | －18．51 |  |  |  |  |  |  | 14 | 4 | 17.381 | 2.56 | ：2．99 |
|  |  |  |  |  |  | 7 | 94 | 4，027 | －19．63 |  | ， | 9 | 16．875 | －25．67 |  |
| SLOT MACHINES： | $\begin{aligned} & \text { OOF } \\ & \mathrm{LOC}^{\prime} \end{aligned}$ | $\begin{aligned} & \text { OF } \\ & \text { ONITS } \end{aligned}$ | $\begin{aligned} & \text { WIN } \\ & \text { AMOUNT } \end{aligned}$ | C:ANGE |  | $\begin{aligned} & \text { Lof } \mathrm{of} \\ & \hline \end{aligned}$ | $\begin{gathered} \text { OF } \\ \text { ONITS } \end{gathered}$ | $\underset{\text { GMOUNT }}{\text { WMN }}$ | change | $\operatorname{MERIM}_{\text {PERENT }}^{\text {min }}$ | $\mathrm{LOF}_{\mathrm{LOC}}$ | $\begin{aligned} & \text { UNF } \\ & \text { UNITS } \end{aligned}$ | $\begin{gathered} \text { ging } \\ \text { Novint } \end{gathered}$ | снакые | $\min _{\text {fERCENT }}$ |
| ${ }_{5}^{1} \mathrm{CENT}$ | 18 | 7．468 | 29， 653 | 13.41 | 13.15 | 18 | 7，445 | 86，876 |  |  |  |  |  |  |  |
| 25 cent | 14 | $\begin{array}{r}\text { 4，} \\ 1,093 \\ \hline 182\end{array}$ | － $\begin{array}{r}982 \\ 2,825\end{array}$ | -8.52 -7.35 | ${ }_{3}^{4.41}$ | 12 | 490 | 3，093 | －4．53 | 4.53 | 12 | －． 2895 | 346,530 13.088 | 6．47 | ${ }_{4}^{12.02}$ |
| 11 dollar | 12 | ${ }_{783}$ | 2， 204 | －24．17 | 3.13 | 14 | 1，088 | ¢，${ }_{8,886}$ | －4．02 | 3.92 | 15 | 1.123 | 38，2：5 | －5．49 | 4.10 |
| 5 Dotiar | 13 | 47 | 598 | 15.31 | 12.50 | 13 | 48 | 2,186 | 50．35 | 13．69 | 12 | －71 | 36．555 | ＜ 6.19 | ¢ 4.52 |
| 25 dollar | 3 | ${ }_{3}$ | ${ }_{-6}$ | － 22.63 | 5.33 -10.59 | 10 3 3 | ${ }_{68}^{68}$ | ${ }^{88}$ | 44.11 | 5.75 | 12 | 67 | 3． 394 | ${ }_{14.63}^{10.55}$ | －3．55 |
| multi denominaticn | 31 | 10.165 | 33，011 | 1.77 | －10．59 |  |  |  | －71．02 | 3.03 | 3 | 3 |  | －43．63 | 6．5： |
| otazr siot machines |  | 179 | 317 | $-21.81$ |  |  | 10， 179 | 9,665 1,255 | －0．50 | 3.92 | 31 | 10．468 | 504， 346 | －2．98 | 4．0： |
| total slot machines | 32 | 20，288 | 69，879 | 4.63 | ． 25 | 32 | 20，325 | 211，945 | 4.20 | 3.31 | 32 | 25.148 | 854，756 | 3.94 | 5.61 |
| total gaming win |  |  | 89，499 | 5.18 |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  | s．18 |  |  |  | 266，957 | 3.78 |  |  |  | 1．067．373 | 0.39 |  |
| （1）pace pari－mutuei | 8 | 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| （2）SPORTS POOL FOOTBRLL detail |  | ${ }^{8}$ | 593 | －4． | 17.65 | 8 | 8 | 2，176 | －2．91 | 36.98 | 3 | 8 | 9，726 | －3．32 | 16．？E |
|  | 10 10 | 10 | 2，913 1,472 | 3.01 3.55 | ${ }_{5.71}^{8.01}$ | 10 | 10 | 10，574 | 3.09 | 7.28 | 13 | 10 |  |  |  |
| basebali | 5 | 5 |  | 88.41 | （675．13 | 110 | ${ }_{10}^{10}$ | 2，616 | 13.36 | ${ }^{6.25}$ | 13 | 10 | 10，478 | －2．86 | 5.97 |
| OTRER |  |  | 165 | 110.69 | 7.55 |  |  | 2.6427 | － 94.87 | 41.65 6.53 | 12 | 10 | 4，384 | 14.83 | 44.87 |
| Columns may not foot due to rounding．Unit detail is shown separately only uhen there are 3 or nore locations reporting specific unit information．Otherwise，such information is included in＂OTHER＇categories． <br> Page 23 <br> fieuzes are curaent as cr：el／26／：s |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

nevada state gaming controt. roard
dOUGIAS COUNTY SOUTH SHORE LAKE TAHOE AREA
ALL NONRESTRICEED LOCATIONS


PM 14422
nevada state gaming control board

locations reporting specific unit information. Otherwise, such information is included in 'OrHER' categories.

nevada sfate gaming control boarj
ELKO COUNTY BALANCE DE COUNTY
ALL NONRFSTRTCTFD LOCATIONS
Win Amounts are in Tiousards (Add 000 )

locationa reporting specific unit infornation. otherwise, such information is included ill "OTHER' categories.

PM 14425
NEVADA statr gaming controi board


PM 14426
nevada state gaming controi. roard


PM 14427
$\ddagger$ ?


## PM 14428

NEVADA STATE GAMING CONTROL BOARD


PM 14429
nevada state caming control board
WASHOE COUNTY
\$1,000,000 AND OVER REVENUE RANGE
Win Amounts are in Thousands (Add $\mathbf{0 0 C}$

\begin{tabular}{|c|c|c|c|c|c|c|c|c|c|c|c|c|c|c|c|c|}
\hline \& \& \& \& \& \& \multicolumn{5}{|l|}{\multirow[t]{2}{*}{\[
\begin{aligned}
\& \text { THREE MONTH SUNMARY - 10/O1/14 TO 12/31/14 } \\
\& \text { C OF REPORTNG LOCATIONS -- } 32
\end{aligned}
\]}} \& \multicolumn{6}{|l|}{Gnarsi mevene mepas} \\
\hline \multirow[t]{2}{*}{\[
\begin{aligned}
\& \text { UNIT DESCRTPTION } \\
\& \text { CMMES AND TMBEESES: }
\end{aligned}
\]} \& \multicolumn{5}{|l|}{\begin{tabular}{l}
CURRENT MONTH SUMMARY - DECEMBER, 2014 \\
+ of reporting locations -- 32
\end{tabular}} \& \& \& \& \& \& \multicolumn{6}{|l|}{\begin{tabular}{l}
TWEEVE RoNit SUMARY - 31/0:/14 \(00: 2 / 31 ;: 4\) \\
I of repor:tig tocations -- 32
\end{tabular}} \\
\hline \& \[
\begin{aligned}
\& \pm \text { Oof } \\
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\underset{\substack{\text { xik } \\ \text { Alown }}}{ }
\] \&  \&  \& \\
\hline \begin{tabular}{l}
ThEnty-On \\
CRAPS
\end{tabular} \& \({ }^{21}\) \& 280 \& 4,498 \& 4.68 \& 16.57 \& 21 \& 279 \& 10,532 \& \& \& \& \& \& \& \& \\
\hline ROULETTE \& 18
18 \& \(\begin{array}{r}33 \\ 36 \\ \hline\end{array}\) \& 1,154
804

1 \& -5.06 \& 14.15 \& 18 \& 33 \& 3,984 \& 12.4A \& 16.03 \& 21
18 \& 275
33 \& \$9.668 \& -3.39 \& :4.7: \& <br>
\hline 3 -CARD POKER \& 12 \& 23 \& ${ }_{515}$ \& -9.29 \& ${ }_{26.76}^{21.10}$ \& 16
12 \& 36
23 \& 2,224 \& 5. 63 \& 21.16 \& 16 \& 36 \& 9,050 \& -5.:9 \& 25:84 \& <br>
\hline MINI-baccarat \& \& 8 \& 492 \& 165.09 \& 13.67 \& 12 \& \% \& -1,673 \& -2.68
211.50 \& 27.57 \& 12 \& 23 \& 7,89\% \& -2.95 \& 28.:2 \& <br>
\hline KENO \& 12 \& 18 \& 598 \& -0.71 \& 32.86 \& \& 18 \& 1,976 \& ${ }_{-8.53}$ \& \& ${ }^{5}$ \& \& 4.812 \& 35.31 \& -3. 19 \& 9 <br>
\hline Let it ride \& 10 \& 11 \& 24 \& 30.85 \& ${ }^{6.68}$ \& 4 \& 4 \& +159 \& -19.47 \& 13.02 \& 4 \& 4 \& 1,892 \& -6.52 \& 29.32 \& <br>
\hline pai gion \& 5 \& ${ }_{6}^{11}$ \& $\begin{array}{r}\text { 298 } \\ \hline 17\end{array}$ \& 6.11
37.54 \& 25.90
25.54
20 \& 10 \& 11 \& 549 \& 37.30 \& 24.94 \& 10 \& $1:$ \& 2,827 \& -2.49 \& 19.25
20.76 \& <br>
\hline PAI GOW POKER \& 12 \& 53 \& 1,223 \& 31.97 \& ${ }_{20.72}^{25.72}$ \& 12 \& 53 \& 807
3.310 \& 80.31
4.33 \& 20.77 \& 6 \& ${ }^{6}$ \& 2,043 \& 2.94 \& : $: 5.56$ \& <br>
\hline RRCE
SPORTS POOK (
(1) \& 10 \& 88888 \& 205
1.142 \& $\begin{array}{r}-9.15 \\ \hline 1.00\end{array}$ \& 16.92 \& \& 8 \& ${ }_{8} 823$ \& 3.79 \& ${ }_{16.51}^{21.49}$ \& ${ }_{9}^{12}$ \& 53 \& -3,215
$-3,678$ \& -0.7: \& 2:.28 \& <br>
\hline other games \& \& 25 \& 1, 635 \& ${ }_{61.60}$ \& 6.21
19.93 \& 10 \& ${ }_{25}^{20}$ \& 4,877
2,040 \& 17.12 \& 8.05 \& 20 \& 13 \& -1,675 \& 15.99 \& 17.16 \& <br>
\hline total gmes \& 21 \& 515 \& 11,768 \& \& \& \& \& \& \& \& \& 27 \& 7.238 \& 1:.8c \& 17.75 \& <br>
\hline \& \& \& \& 10.62 \& 15.21 \& 21 \& 14 \& 34,477 \& 5.36 \& 14.83 \& 21 \& 512 \& 138,591 \& :. 25 \& 15.27 \& <br>
\hline CARD CAMES (3) \& 10 \& ${ }^{63}$ \& 591 \& 2.44 \& \& 11 \& 63 \& 1,713 \& 1.92 \& \& 11 \& 65 \& 7,079 \& \& \& <br>

\hline SLOT MACHINES: \& \multicolumn{2}{|l|}{} \& $$
\underset{\text { NIN }}{\substack{\text { MOUNT }}}
$$ \& Change \& \[

\underset{PERCENT}{Win}

\] \& \[

$$
\begin{aligned}
& \text { Oof } \\
& \text { LOC's }
\end{aligned}
$$

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$$
\begin{aligned}
& \text { of } \\
& \text { UNITS }
\end{aligned}
$$

\] \& \multirow[t]{2}{*}{$\square$} \& \multirow[t]{2}{*}{CHANSE} \& \multirow[t]{2}{*}{\[

\underset{PERCENT}{HIN}

\]} \& \multirow[t]{2}{*}{\[

$$
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\]} \& \multirow[t]{2}{*}{\[

\underset{antount}{AHis}
\]} \& \multirow[t]{2}{*}{change} \& \multicolumn{2}{|l|}{\multirow[t]{2}{*}{KIN

アERCE:ル}} <br>
\hline 1 Cent \& \& \& \& \& \& \& \& \& \& \& \& \& \& \& \& <br>
\hline 5 CENT \& 20 \& 191 \& ${ }_{262}$ \& ${ }_{8.00}$ \& 7.27 \& ${ }_{22}^{29}$ \& $\begin{array}{r}5,742 \\ \hline 211\end{array}$ \& 51.792 \& 13.45 \& \& ----29 \& 5,639 \& 212,789 \& \multicolumn{3}{|l|}{3.73} <br>
\hline ${ }_{1}^{25}$ CEENT \& 28
29 \& 594
939 \& 1.466 \& 16.72 \& 6.56 \& 28 \& 600 \& 4,390 \& -3.67 \& 5.00
6.30 \& ${ }_{29}^{26}$ \& ${ }_{614} 21$ \& 3.124 \& -. 70 \& 4.90 \& \multirow[t]{2}{*}{} <br>
\hline megabucks \& 87 \& 939
43 \& - ${ }^{\text {256 }}$ \& 24.16
44.50 \& 4.44
12.80 \& 29 \& 936 \& 8,639 \& 20.54 \& 4.37 \& 30 \& ${ }_{956}$ \& 20,520
35.870 \& -7.62 \& ¢. 3. \& <br>
\hline 5 dollar \& -8 \& 159 \& 598 \& 90.16 \& 5 \& 18 \& 158 \& \& ${ }^{42.12}$ \& 14.17 \& $: 7$ \& 42 \& 2,725 \& 6.97 \& 11.25 \& <br>
\hline 100 Dolilar \& ${ }_{5}^{8}$ \& ${ }_{13} 1$ \& 50 \& ${ }^{-62.70}$ \& 1.75 \& \& 30 \& 1,544
253 \& -5.46 \& 4.97
3.33 \& 18898980 \& ${ }^{163}$ \& 6,234 \& - 5.45 \& 4.65 \& \multirow[t]{2}{*}{} <br>
\hline multi denomination \& 32 \& 9,949 \& 24.475 \& -112.26
0.68 \& -1.22
4.28 \& $3{ }^{5}$ \& \& 103 \& -51.50 \& 4.39 \& ${ }_{6}$ \& 14 \& 1.038 \& - ${ }_{\text {-20.99 }}$ \& -3.5: \& <br>
\hline other slot machines \& \& 46 \& 383 \& 35.37 \& \& \& \& 75,161 \& -1.07

-6.93 \& 4.24 \& 32 \& $$
=0,0.033
$$ \& 311, 515 \& -2.51 \& 4.22 \& <br>

\hline total slot machines \& 32 \& 17.732 \& 16,932 \& 8.62 \& 5.15 \& 32 \& 17,757 \& 144,122 \& 5.35 \& 5.09 \& 32 \& $\cdots$ \& 596.5:7 \& $\xrightarrow[-2.31]{-0.64}$ \& 5.55 \& , <br>

\hline fotal caming min \& \multicolumn{3}{|l|}{\multirow[t]{2}{*}{50,290}} \& \multicolumn{2}{|l|}{\multirow[t]{2}{*}{8.94}} \& \multicolumn{3}{|l|}{\multirow[t]{2}{*}{182,313}} \& \multicolumn{2}{|l|}{\multirow[t]{2}{*}{5.32}} \& \multicolumn{6}{|l|}{\multirow[t]{2}{*}{|  |  |
| :--- | :--- | :--- | :--- | :--- |
| 42.031 | -2.35 |}} <br>

\hline \& \& \& \& \& \& \& \& \& \& \& \& \& \& \& \& <br>
\hline (1) mace pari-mltuel \& 7 \& 7 \& 297 \& \multirow[t]{2}{*}{-14.10} \& \multirow[t]{2}{*}{6.4} \& \multirow[t]{2}{*}{7} \& \multirow[t]{2}{*}{${ }^{7}$} \& \multirow[t]{2}{*}{805} \& \multirow[t]{2}{*}{1.92} \& \multirow[t]{2}{*}{16.36} \& \multicolumn{6}{|l|}{742.037 $\quad-2.35$} <br>
\hline $\underset{\text { cootbil }}{\text { (2) SPORTS POOL detail }}$ \& \& \& \& \& \& \& \& \& \& \& 7 \& 7 \& 3.536 \& 6.46 \& \multicolumn{2}{|l|}{16.62} <br>
\hline saskertall \& 10 \& 10 \& ${ }_{517}$ \& \multirow[t]{2}{*}{21.08
10.06} \& \multirow[t]{2}{*}{3.67

9.44} \& 10 \& 10 \& \multirow[t]{2}{*}{$$
\begin{array}{r}
2,837 \\
788
\end{array}
$$} \& \multirow[t]{2}{*}{79.79

-2.96} \& 7.05 \& \& \& 5.491 \& \multirow[t]{2}{*}{30.64} \& \& \multirow[t]{2}{*}{!} <br>
\hline baseball \& \& \& \& \& \& 10
10 \& 10 \& \& \& 7.13 \& 13 \& 10 \& 2,077 \& \& 4.93 \& <br>

\hline Sports parlay cards \& 10 \& 10 \& 330 \& \multirow[t]{2}{*}{$$
\begin{array}{r}
-30.18 \\
23.13
\end{array}
$$} \& \multirow[t]{2}{*}{\[

$$
\begin{array}{r}
26.60 \\
-24.59
\end{array}
$$

\]} \& 10 \& 10 \& \multirow[t]{2}{*}{1,583 ${ }_{4}^{\text {-377 }}$} \& \multirow[t]{2}{*}{\[

$$
\begin{array}{r}
-1242.71 \\
-3.16 \\
-56.74
\end{array}
$$

\]} \& - 30.90 \& \multirow[t]{2}{*}{\[

$$
\begin{aligned}
& 10 \\
& 10
\end{aligned}
$$

\]} \& \multirow[t]{2}{*}{10} \& - 934 \& \multirow[t]{2}{*}{\[

$$
\begin{gathered}
9.79 \\
-4.69 \\
3.34
\end{gathered}
$$
\]} \& 3.54 \& \multirow[t]{2}{*}{3.94

31.39
6.59} <br>
\hline \& \& \& -116 \& \& \& \multicolumn{3}{|l|}{$\begin{array}{llr}\text { 46 } & -56.74 & 2.07\end{array}$} \& \& \& \& \& 2,532 6 \& \& 31.79
6.55 \& <br>
\hline
\end{tabular}

[^10]PM 14430
NEVADA STATE GAMING CONTROL BOARD
WASHOE COUNTY RENO AREA
\$2, 000, 000 AND OVER REVENUE RANGE
 Columas may not foot due to rounding. Unit detail is shown separately only when there are 3 or more
Locations reporting speci inc unit information. otherwise, such information is included in 'orHER' categories.
Page 34

PM 14432

PM 14433

## UASHOE COUNTY RENO RREA $\$ 12,000,000$ TO $\$ 36,000,000$ REVENUE RANGE Win Amounts axe in Thousands (Add 000)



[^11]PM 14434


[^12]PM 14435


PM 14436
NEVADA STATE GAMING CONTROL BOARD

washoe county north shore lame tahoe area


WASHOE COUNTY BALANCE OF COUNTY
ALL NONRESTRICEEJ LCEATIONS

| Amounts are in thousands (Add 000) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\begin{aligned} & \text { UNIT DESCRIPPION } \\ & \text { GMMES AND TABLESE: } \end{aligned}$ | - |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | - of reporting locarions -- |  |  |  |  | Thire month summary - 10/C1/14 to $12 / 31 / 14$ <br> Of Reporting locations -- 11 |  |  |  |  | TKELVE MONE: SUMMARY - $81 / 01 / 14$ T0 :2/31/ia <br> - OF REPORTING LOCAITOKS -- 21 |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | $\begin{aligned} & \text { OF } \\ & \text { Loc's } \end{aligned}$ | OfFOnTIS | $\begin{gathered} \text { NTN } \\ \text { NYown } \end{gathered}$ |  | $\begin{gathered} ===-20 \\ \text { WIN } \\ \text { PBRCENT } \end{gathered}$ | $\begin{aligned} & \text { Low } \\ & \text { Loc's } \end{aligned}$ | $\begin{aligned} & \text { Oof } \\ & \text { ONITS } \end{aligned}$ |  | $-$ |  | $\begin{gathered} \text { OF } \\ \text { Loc's } \end{gathered}$ | $\begin{aligned} & \text { Oof } \\ & \text { UN:IS } \end{aligned}$ |  | CعAKGZ |  |  |
|  |  |  |  |  | $\begin{aligned} & 14.23 \\ & 19.19 \end{aligned}$ |  |  |  |  |  |  |  |  |  |  |  |
| STHER GAMES |  | ${ }_{12}^{5}$ | - $\begin{array}{r}311 \\ 184 \\ ----49\end{array}$ | $\begin{aligned} & -12.43 \\ & -15.74 \end{aligned}$ |  | 5 |  | $\begin{array}{r}1,157 \\ \hline 729\end{array}$ | $\begin{array}{r} -10.74 \\ \quad 4.86 \end{array}$ | $\begin{aligned} & 13.90 \\ & 23.23 \end{aligned}$ | 5 | ---> $\begin{array}{r}5 \\ 24\end{array}$ | $\begin{aligned} & 2,683 \\ & 2.839 \end{aligned}$ |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 11.97 |  |
| total gamss |  | 17 | 495 | -13.69 | 15.74 |  | 19 |  |  |  |  |  |  |  |  |  |
| card games (3) |  |  |  |  |  |  | 19 | 1,886 | -5.30 | 16.45 |  | 19 | 5.522 | 2.75 | 15.18 |  |
|  |  |  | 11 | 0.18 |  |  |  | 32 | -11.84 |  |  |  | 134 | -2i.19 |  |  |
| szot machines |  | $\begin{aligned} & \text { \%or } \\ & \text { CNITTS } \end{aligned}$ | $\underset{\text { AMINOUNT }}{\substack{\text { WIN }}}$ | $\stackrel{8}{\text { Chance }}$ | $\begin{gathered} \text { WIN } \\ \text { PERCENT } \end{gathered}$ | $\begin{aligned} & \text { op } \\ & \text { ioc } \end{aligned}$ | $\begin{aligned} & \text { OF } \\ & \text { UNITS } \end{aligned}$ | $\begin{aligned} & \text { WIN } \\ & \text { AMONT } \end{aligned}$ | chinse | PERINTR | $\begin{aligned} & \text { Loc's } \\ & \hline \end{aligned}$ | $\begin{aligned} & \text { OF } \\ & \text { CNITS } \end{aligned}$ |  | chance | $\begin{gathered} \mathrm{N}: \mathrm{n} \\ \text { PEREST: } \end{gathered}$ |  |
| ${ }_{5} 1 \mathrm{CENT}$ |  | 676 | 1,532 | 17.91 |  |  | ----774 | 4,735 | 21.32 | 6.97 |  | CNTP | -8, 330 |  |  |  |  |
| 5 CENT | 4 | 31 |  |  | 4.41 | 4 |  |  |  |  | 5 |  |  | -7.78 --1.0.7.- |  |  |
| 25 CENT | 5 | 3 | 104 | 44.01 | 8.82 | 5 | 75 | ${ }_{340}$ | 23.92 25.44 2 | 5.47 | 5 | 32 | 744 | 25. $=2$ | 5.56 |  |
| $1{ }^{\text {d d }}$ dollar | 6 | 58 | 113 | -2.96 | 8.18 |  | 58 | 355 | -10.36 | 8.60 | 5 | 71 | - 348 | -5.54 | 9.15 |  |
| megabucks | 3 |  | 29 | 48.40 | 4.34 | ${ }_{3}$ | ${ }_{7}$ | ${ }^{355}$ |  | 7.79 | ${ }^{6}$ | ${ }_{58}^{88}$ | 1.550 | -14. 73 | ?.: |  |
| Multi denomination | $\begin{array}{r} 1,006 \\ 11 \end{array}$ |  | 2,154 | $\begin{array}{r} 44.40 \\ 130.31 \\ 130.84 \end{array}$ |  | 1 c | $\begin{gathered} 1.010 \\ 11 \end{gathered}$ | 6,489 | 10.12 -9.70 | 14.76 4.42 | ${ }^{3}$ |  | 412 | --. 33 | :4.3: |  |
| other slot machines |  |  | 138 |  |  |  |  | 6,489 112 | :221.61 | 4.42 | 10 | 1,646 | 26,983 | - 3 3. 23 | 4.65 |  |
| total slot machines | 9 | 1,861 | 4,113 | 15.25 | 5.43 | 16 | 1,867 | 12,305 | 2.58 | 5.37 |  | 1,873 | 49,588 | $3 . .35$ | 5.45 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  | -2.75 |  |  |  |
| total gaming win | - $\quad$ 4, 618 |  |  | 11.22 |  | 1 |  | 14.223 | 1.43 |  | i |  | 55.245 | -2.32 |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| basketbal | 5 | 555 | 161 55 | $\begin{aligned} & -10.85 \\ & 269.47 \end{aligned}$ | $\begin{aligned} & 12.56 \\ & 10.92 \end{aligned}$ | 5555 | 5555 | $\begin{array}{r}488 \\ 192 \\ 2 \\ 443 \\ \hline 32\end{array}$ | $\begin{aligned} & -19.77 \\ & 19.61 \\ & -8.61 \\ & -819.14 \\ & -44.71 \\ & -4.4 .7 \end{aligned}$ | $\begin{gathered} 9.21 \\ 28.23 \\ 28.23 \\ 02.62 \\ 11.14 \\ 11.14 \end{gathered}$ | 5555 | 5 | 1,013540293671267 | $\begin{array}{r} 29.03 \\ 12.19 \\ 67.28 \\ -3.38 \\ -29.45 \end{array}$ |  |  |
| Staserall ${ }_{\text {SpRrs }}$ |  |  |  |  |  |  |  |  |  |  |  | 5 5 |  |  |  |  |  |
| ${ }_{\text {OTHER }}^{\text {Sterts Parlay cards }}$ |  |  | ${ }_{3}^{92}$ | - $\begin{aligned} & -39.18 \\ & -62.92\end{aligned}$ | 27.93 4.11 |  |  |  |  |  |  | 5 |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

Columns may nor foot due to rounding. Unit detail is shown separately only when there are 3 or more
locations reporting specific urit information, Otherwise, such infornation ic included in 'OTHER. categories

PM 14439
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nevada state gaming conmrot. board

|  |  |  |  |  | Win Anour | are in | housands | (Add 000) |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| unit description | CURREN: $+0 \mathrm{Rr}$ | момтн s porting | mary - dece <br> cations -- | MBER, 201 |  | THREE <br> - 0 : | nonth sum porting | ARY - $10 / 01$ <br> ochtions -- | 14 то 12 |  | $\begin{aligned} & \text { enelve } \\ & 1 \text { of } \end{aligned}$ | MON: H SU Por:ING | ary - 01/c1 <br> cantons .- |  | $3 \div 4$ |
| GAMES AND thails : | $\begin{aligned} & \text { \#OF } \\ & \text { LOC' } \end{aligned}$ | $\begin{gathered} \text { of } \\ \text { ONITS } \end{gathered}$ | $\begin{aligned} & \text { WIN } \\ & \text { WMOUNT } \end{aligned}$ |  | $\underset{\text { PERCENT }}{\text { WIN }}$ | $\begin{aligned} & 10 \mathrm{OF} \\ & \text { Loc's } \end{aligned}$ | $\begin{aligned} & \text { OF } \\ & \text { UNITS } \end{aligned}$ | $\begin{aligned} & \text { WIN } \\ & \text { AMOONT } \end{aligned}$ | change | $\operatorname{PEREENT}_{\text {NIN }}$ | $\begin{aligned} & \text { OF } \\ & \text { Loc's } \end{aligned}$ | $\begin{aligned} & \text { OF } \\ & \text { ON:TS } \end{aligned}$ |  | chavge |  |
| other games |  | 5 | 31 | 22.62 | 22.18 |  | 6 | 71 | -1.78 | 16.45 |  | ---.-- |  |  |  |
| total gams |  |  | 31 | 22.63 | 22.18 |  |  |  |  |  |  |  | 205 | 6.70 | .77 |
| CARD GAmES (3) |  |  | 31 | 22.62 | 22.18 |  | 6 | 71 | -1.78 | 16.45 | , | 5 | 295 | 0.76 | . 1 |
|  |  |  | 4 | 57.82 |  |  |  | 9 | 6.35 |  | , |  | 35 | -1.07 |  |
| slot machines: | $\begin{aligned} & \text { Oo } \\ & \text { LOC's } \end{aligned}$ | $\begin{aligned} & \text { HOF } \\ & \text { UNITS } \end{aligned}$ | $\begin{aligned} & \text { WIN } \\ & \text { WMOUNT } \end{aligned}$ | CHANGE | $\begin{gathered} \text { RERCENT } \\ \hline \end{gathered}$ | $\begin{aligned} & \text { For } \\ & \text { Loc } \end{aligned}$ | $\begin{aligned} & \text { OF } \\ & \text { UNITS } \end{aligned}$ | $\underset{\text { WMOUNT }}{\text { WMN }}$ | $\stackrel{\vdots}{\text { CHANGE }}$ | $\underset{\text { PERCENT }}{\text { WIN }}$ | $\begin{aligned} & \text { OF } \\ & \text { Loc's } \end{aligned}$ |  | AN: MIST | $\text { C.3 }{ }^{3} \cdot \operatorname{sez}$ | $\underset{\text { Pancer }}{\text { Pint }}$ |
| ${ }_{5}^{1}$ CEENT | 5 | 285 | 376 | 8.97 | 7.56 | 5 | 289 | 1,327 | 14.98 | 7.53 |  |  |  |  |  |
| 25 CENT | 5 |  | $1{ }_{16}$ | 32.93 14.68 | 5.19 6.19 | 4 | 19 | ${ }_{49}$ | -19.49 | 4.30 | 4 | 22 22 | 5.118 | -15.98 | - 3.26 ! |
| 1 dollar | 3 |  |  | -51.86 | 12.34 | 4 | 19 9 | ${ }_{40}^{49}$ | -27.63 | 5.54 | 5 | ${ }^{22}$ | 243 | -14.9: | 5.44 |
| muliti denomination | 5 | 159 | 195 | ${ }_{-1.49}$ | 12.34 5.91 | 5 | 157 | $\begin{array}{r}40 \\ 502 \\ \hline\end{array}$ | -16.00 -20.90 | 12.98 4.83 | 5 | 15 | 152 | -29:15 | 5.72 |
| other slot machines |  | 3 | 4 | - 32.00 |  |  | 15 | 14 | -19.52 |  | 5 | 157 | ${ }_{\text {2, }}^{168}$ | -7. -24.52 | 5.88 |
| total slot machines | 5 | 493 | 610 | 3.47 | 6.91 | 5 | 496 | 1,958 | 0.21 | 6.53 | 5 | 490 | 7.894 | 6.97 | 6.48 |
| tctal gmins win |  |  | 645 | 4.37 |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | 6 | 4.3- |  |  |  | 2,038 | 0.15 |  |  |  | 8.134 | 0.96 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

figures are ctrren: as cte: $31 / 26 / 15$
columns may not foot due to rounding. Unit detail is shown separately only when there are 3 or more
locations reporting specitic unit information.
Otherwise, such information is included in
Page
BALANCE OF COUNTIES
NEVADA STATE GAMING CONTROL BOARD

NEVADA STATE GAMING CONTROL BOARD
BALANCE OF COUNTTIES
S1, O00, OOO AND OVER REVENUE RANGE
Win Amounts are in Thousands (Add 000 )

fictires are ctrasur as of: 0:/26/35


PM 14442

RA 05025
NEVADA STATE GAMING CONTROL BOARD



Taxable Revenue Amounss are in Thousards (Add 000)



PM 14444
INTRODUCTION \& INFORMATION
This report is a summary of information provided by nonrestricted garming licensees who file Monthly Gross Revenue Statistical Reports (Form
NGC-31). Results are provided in a current one-month, three month, and twelve month format. Gaming results from restricted licensees are not
included in this report. The data provided is subject to change due to late filings of reports, audits, and other adjustments occurring subsequent to
the release date of ftis publication. All locations included in revenue range groups are based on the cumulative gaming win reported in the current
twelve months covered by this report. Gaming win for locations that have changed ownership during the current twelve months is combined in
order to establish proper placement for such locations in appropriate revenue range groups. Locations newly licensed during the current twelve
months are included in revenue range groups based on each location's gaming win, beginning with the month in which gaming operations
commenced and based on cumulative totals thereafter. Locations included in revenue range groups in the current periods are also included in the
comparative year-ago groups regardless of the revenue produced in the year-ago periods. The minimum number of locations in any revenue
range or area group is four. Additionally, if there are fewer than three locations reporting revenue for a specific gaming unit, the information for that
gaming unit will be included in the "other" revenue categories. The "Win Percent" for games provides a ratio which has been adjusted for effects
of credit play. The "Win Percent" for slot devices provides a ratio which represents the reported win amount divided by the total dollar amount
played by patrons. "Taxable" gaming revenue data is provided in an appendix summary located at the end of this report (page A-01).
Questions concerning the content of this report should be directed to the Nevada Gaming Control Board, Tax and License Division, Economic
Research Section (775) $684-7770$.
NEVADA GAMING CONTROL BOARD


PM 14446
RA 05029

ALL NONRESTRICTED LOCATIONS
Win Anounts are in Thousands (Add 000)

PM 14447
figures are zuraent as of: 09/23/:5
ere are 3 or more
uded in 'OrHER' categories.
age 2

## STATEWIDE S1, 000,009 AND OVER REVENUE RANGE Win Amounts are in Thousands (Add 000

| NEVADA GAMENG CONTROL BOARE |  |  |  |  | NEVADA GAM-NG CONTROL BOARE |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | CURRENT MONTH SUMMARY - august, 2015 <br> \# of reporting locations |  |  |  |  |  | THREE MONTH SUMMARY - 06/01/15 TO 08/31/15 |  |  |  |  |  | 1 =welve moña sumary - 09/0:124 to 03/シ1/1s ! |  |  |  |  |  |
| UNIT DESCRIPTION |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | cations | 250 |  |  | - Of reporting locations -- |  |  | 252 |  |  |  |  |  |  |  |  |
| games and tables: | \# 0 F Loc's | ( or UNTTS | $\begin{aligned} & \text { WMIN } \\ & \text { AMCUNT } \end{aligned}$ | $\stackrel{\%}{\text { CIIANGE }}$ | $\underset{\text { PSRCENT }}{\text { WIN }}$ |  |  |  |  |  |  |  | OF REPORING |  | LOCATIONS -- | 234 . |  |  |
|  |  |  |  |  |  |  | \# Of | $\stackrel{\circ}{0}$ | Hin | 1 |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  | UNITS | AMOUNT | chanse | percent |  | 10c's | ckits |  | $\stackrel{1}{ }$ | W:U |  |
| TWENTY-ONE | 145 | 2,724 | 86,976 | -15.53 | 12.12 |  |  |  |  |  |  |  |  |  |  |  | PERCE: - |  |
| CRAPS | 125 | 380 | 28,064 | -10.79 | 12.05 |  | 246 | 2,706 | 249,853 | -12.45 | 11.52 |  | 148 | 2,694 | 1.068 .806 |  |  |  |
| ROULETTE | 120 | 456 | 25,546 | -17.72 | 14.05 |  | 126 | 378 | 83.717 | -13.05 | 12.84 |  | 128 | 375 | - 369.429 | -3.26 | 11.77 |  |
| 3-CARD POKERBACCARAT | 103 | 240 | 11,244 | -7.97 | 31.12 | 1 | 121 | 453 | 86, 467 | -0.14 | 17.44 |  | 124 | 447 | 348,097 | -1.31 | 13.46 |  |
|  | 27 | 335 | 127,022 | -75.10 | 31.12 |  | 103 | 239 | 34,110 | 1.91 | 31.20 |  | 105 | 237 | 348,097 | 6.24 | 17.98 |  |
|  | 45 | 135 | 8,214 | 304.64 | 14.30 11.80 |  | 46 | 32 t | 289,554 | -33.85 | 12.44 |  | 28 | 329 | 1.284,043 | 6.57 | 31.15 |  |
| MENO | 52 | 78 | 2,279 | 35.64 -6.97 | 12.46 | , | 46 52 | 129 | 26,885 | 133.67 | -1.88 |  | 53 | 133 | $1.284,192$ 96,977 | -23.71 -5.06 | -2.0\% |  |
| 3 SNGO | 41 | 41 | -216 | -448.48 | -1.25 | 1 | 42 | 78 | 7.140 | - 0.75 | 28.61 |  | 55 | 73 | 27,019 | -5.06 | -6.85 |  |
| ```LET IT RIDE pAI GOw``` | 60 | 80 | 2,977 | -5.5? | 26.81 | , | 62 | 82 | -7,76 | -90.25 | 0.14 |  | 43 | 43 | 7.441 | 59.76 | 25.42 |  |
| PAI GOW POKER | 18 | 22 264 | 2.243 | 33.40 | 21.86 | I | 19 | 23 | 8,986 3.276 | 1.50 18.57 | 26.06 |  | 66 | 85 | 38,70: | -6. 25 | 25.56 |  |
| RACE BOOK (1) | 80 | 264 | 7,520 | -22.74 | 19.41 | 1 | 93 | 263 | 26,177 | -6.37 | 17.22 |  | 23 | 27 | 15.276 | -4.36 | 15.57 |  |
| SPORTS POOL (2) | 90 | 91 | 3,953 | -11.33 | 13.84 | 1 | 81 | 81 | 11,909 | -6.03 | -3.95 |  | 94 | 257 | 156. 553 | -9.98 | $3: .59$ |  |
| CARD GAMES | ${ }_{88}$ | 667 | 8, 810 | -58.26 | 2.44 |  | 90 | 91 | 18,287 | 16.96 | -3.95 3.30 |  | 82 | 82 | 48,608 | -4. 02 | 14.89 |  |
| other games \% tables |  | 314 | 14,410 | -5.510 | 26.07 |  | 72 | 720 | 35,807 | 0.70 |  |  | 77 | 695 | 218, 356 | 5.16 | 5.55 |  |
| total games \& tables |  |  |  |  |  |  |  | 394 | 44,461 | 14.23 | 25.24 |  |  | 291 | 170,603 | -3.64 -2.95 | 25.14 |  |
|  | 160 | 5,907 | 331,840 | -16.19 | 13.79 |  | 161 | 5,915 | 927,306 | -25.83 | 13.07 |  |  |  |  | ------ |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  | 16 | 5,861 | 4, c55,856 | -9.3: | 2.?4 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| SLOT MACHIMES: | \# OF | * OF |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | LOC's | units | AMOUNT | Change | PERCENT |  |  | 1 OF | WIN | ! | win | , | 40 | - Or |  |  |  |  |
|  |  |  |  |  |  |  |  |  | amotint | CHANGE | percent |  | Loc's | units | AMOENT | crames | $\begin{aligned} & \text { Min } \\ & \text { PERGER: } \end{aligned}$ |  |
| 5 CENT | 143 | 54,181 | 236,001 | 15.46 | 10.06 |  | 207 | 53,950 | 708.047 |  |  |  |  |  |  |  |  |  |
| 25 CENT | 181 | 2,706 | 7.140 | 10.88 | 5.95 |  | 145 | 2,710 | 20,939 | 4.61 | 10.16 | I | 212 | 53,693 | 2,789,705 | $9 .: 6$ | :0.:9 | 1 |
| 1 dollar | 170 | 7.882 | 27,854 43,609 | 9.81 | 6.36 |  | 183 | 7,237 | 83, 935 | 2.39 | 5.86 6.40 | I | 158 | 2,886 | 84.723 | 2.83 | 5.78 |  |
| megabucks | 129 | \% 565 | 43, 5, 429 | 16.62 -9.47 | 5.77 |  | 173 | 7,821 | 129,587 | 11.23 | 5.79 |  | 193 | 7.673 | 338,482 | -C. 88 | 5.15 | 1 |
| 5 dollar | 102 | 1,148 | 6,947 | -9.47 2.73 | 12.99 |  | 231 | 489 | 16,364 | -8.04 | 13.62 | , | -37 | 7.991 | 566, 614 | 3.55 | 5.54 |  |
| 25 Dollar | 49 | 209 | 2,079 | 31.57 |  |  | 101 | 1.163 | 23, 242 | 4.65 | 4.97 |  | 108 |  | 58, 998 | -3.98 | : 5 , 7 |  |
| multi denomination | 32 | 145 | ${ }^{2} 809$ | 31.57 -73.56 | 1.51 1.92 |  | 50 | 205 | 6,843 | -8.43 | 5.07 | , | + 52 | 1,193 209 | 99,923 29.474 | ¿.Cs | 5.22 |  |
|  | 244 | 70,544 | 233,664 | $\begin{array}{r}3.80 \\ -73.56 \\ \hline\end{array}$ | 1.92 5.96 |  | 32 247 | 71, 145 | 3, 355 | -43.44 | 3.51 |  | 32 | 142 | 29.478 23,384 | E.co | 5.15 |  |
| OTHEZ SLOT MACHINES |  | 1,099 | 8,668 | 121.27 | 5.96 |  |  | 71,108 1,099 | 707, 798 $2: 754$ | -0.40 | 5.11 |  | 250 | 72,759 | 2,903.164 | -c. 27 | 4.77 |  |
| total slot machines | 250 | . 15 |  |  |  |  |  |  | 2-r,74 | 39.61 |  |  |  | 1,286 | 69.160 | 15.23 |  |  |
|  |  | 5,810 | 572,193 | 10. | 6.50 |  | 251 | 145,927 | 1, 722,365 | 9.75 | 6.64 |  |  |  |  |  | ------ |  |
| total caming win |  |  |  |  |  |  |  |  |  |  |  |  | 254 | -48,103 | 5,988, 326 | 3.63 | 6.53 |  |
|  |  |  | 904,033 | -1.32 |  |  |  |  |  |  |  |  |  |  |  |  |  | , |
|  |  |  |  |  |  |  |  |  | 2,649,570 | -3.51 |  |  |  |  | 10, 364,192 | -2.45 |  |  |
| (1) race parj-mutuel | 75 | 75 |  |  |  |  |  |  |  |  |  |  |  |  | - |  |  | ; |
| (2) SPORTS POOL DETAILFOOTEALL |  | 75 | 4,277 | -3.87 | 16.25 |  | 75 | 75 | 12,450 | -5.82 | 15.98 |  |  |  |  |  |  |  |
|  | 88 | 88 | 1,260 | -85.80 |  |  |  |  |  |  |  |  | 78 | 78 | 49.226 | -4.54 | 15.2: |  |
|  | 85 | 85 | 1,260 -525 |  | 8.55 -7.71 |  | 38 | 88 | 1.023 | -67.74 |  |  |  |  |  |  |  |  |
| BASEEBALIL | 88 | 88 | -525 3 3 | 42.43 11.56 | -7.71 2.45 |  | 39 | 89 | 1.221 | 122.71 | 2.23 |  | 89 89 | 89 | 80,804 | -9.72 | 5.95 |  |
| Sports fartay cardsOTHER | 66 | 66 | - 20 | -95.98 | 2.45 10.50 |  | 88 | 88 | 16,727 | 121.62 | 3.89 |  | 89 | 89 | 62.409 | 29.:4 | 5.55 | ; |
|  |  |  | -16 | 99.32 | -0.18 |  | 69 | 69 | 244 | -58.22 | 60.36 |  | 87 | 87 | 17.688 | 32.18 | 3.92 | 1 |
|  |  |  |  |  |  |  |  |  | -923 | -120.47 | -1.75 |  |  |  | 16,719 | -7.64 | 38.47 5.83 |  |

Colurans may not foot due to rounding, Unit detail is shown separately only when there are 3 or more
locations reporting specific unit information. Otherwise, such information is included in

PM 14448
NEVADA GAMING CONTROL BOARD


[^13]PM 14449
NFVADA GAMING CCNTROL BOARD
 locations reporting specifis unit information. Otherwise, such information is included in 'OTHER' categories.
carson valley area includes Carson City, Gardnerville, Minden and all other axeas of Douglas County exiept the south shore Lake tahoe A-ea Page 4 County exzept the South Shore Lake Tahoe A:ea

PM 14450
(
()
NEVADA GAM-NG CONTROL BOARD

locations reforting specific unit information. Otherwise, such infornation is included in ore or mere categories.

PM 14452
Columns may not foot due to rounding. Unit detail is shown separately only when there are 3 or more
locations reporting specisic unit information. Otherwise, such informatior is included in 'OTHER' categories.

PM 14453
CLARK COUNTY DOWNTOWN LAS VEGAS AZEA Win Ar.ounts are in Thousands (Add 000 )


PM 14454

| NEvada gaming control bo |  |  |  |  |  | win Amoun |  | and in | R REVENUE housards | RANGE <br> (Add 00C) |  |  |  |  |  |  | SM.Ne at |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | CURREN | MONTH | MARY - AUGU | UST, 2025 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | 1 |  |  |  |  |  |  | ThREE | ONTII SUM | RY - 06/01, |  |  |  | TNELVE | Movit ${ }^{\text {SU }}$ | Pray - 301 | 124 | 513:/15 |  |
| Unit description | 1 | \# OF R | PPozting | Cations -- | 15 |  | 1 | - OR R | PORITNG | cations -- | 15 |  |  |  | SRivg | -0 |  |  |  |
| games and tables: | 1 | * OF |  |  |  |  |  |  |  |  |  |  |  | = =awe | =****土 | -merve | 13 |  |  |
|  | , | Loc's | units | aMOUNT | change | $\begin{gathered} \text { WIN } \\ \text { PERCENT } \end{gathered}$ | I | $\begin{aligned} & \text { \% OF } \\ & \text { LOC'S } \end{aligned}$ | * OF | $\stackrel{\text { WIN }}{\text { avout }}$ | ${ }^{3}$ | NIN |  | - OF | - of | wix | 3 | H: i |  |
|  |  |  |  |  |  |  |  |  |  | amount | CHange | PERCENT |  | LOC'S | CN:TS | AMOEN: | ceakge | PEREETT |  |
| TWENTY-ONS |  | 13 | 212 | 3,240 | -5.31 | 11.97 |  | 13 |  |  |  |  |  |  |  |  |  |  |  |
| CRAPS |  | 13 | 35 | 2,174 | -17.78 | 12.48 |  | 13 | 217 | 10,364 | 2.74 | 12.63 |  | 13 | 220 | 46,501 | 2.73 | 12.26 |  |
| Roulette |  | 13 | 35 | 1,013 | -6.53 | 18.61 | I | 13 | 35 |  | 3.03 | 12.34 |  | 13 | 35 | 29,445 | 0.33 | 12.50 |  |
| 3-CARD POKER | I | 12 | 19 | 735 | 22.00 | 28.51 |  | 12 | 18 | 3,096 2,181 | 0.75 20.43 | 18.60 28.25 | 1 | 13 | 34 | :3.498 | 5.33 | 19.51 |  |
| KENO | 1 | 6 | 6 | 212 | -37.66 | 18.40 |  | 6 | 1 | $\begin{array}{r}2,181 \\ \hline 903\end{array}$ | 20.43 | 28.25 28.23 |  | 12 | 18 | 9,674 | $8 .: 0$ | 26.66 |  |
| LET IT RIDE | ! | 9 | 20 | 278 | -30.10 | 19.11 | I | 9 | 10 | 946 | -3.83 | 28.23 |  | ${ }_{10}^{6}$ | $: 6$ | 3. 666 | 0.29 -3.38 | 25.43 |  |
|  |  | 10 | 15 | 353 | 14.06 | 24.13 |  | 10 | 15 | 1,025 | 5.80 | 21.62 | 1 | 10 | $\frac{1}{15}$ | 4,756 | -3.38 $-\quad .36$ | 22.43 20.85 |  |
| SPORTS POOL (2) | । | 5 | 5 | 108 | 34.73 -86.46 | 25.69 0.48 |  | 5 | 5 | 316 | 46.02 | 16.83 |  | 5 | 5 | 1.158 | 5.16 | -6.57 |  |
| card games | 1 | 4 | 47 | 268 | -86.46 | 0.48 |  | 5 | 5 | 1,363 | -28.52 | 2.00 |  | 5 | 5 | 14.988 | 37.68 | 4.21 |  |
| other games \& thbles | I |  | 38 | 1,781 | -152.67 | 19.27 |  | 4 | 45 37 | 1,026 | -5.92 |  |  | 4 | 46 | 3,94: | -9.83 |  | 1 |
|  | 1 |  |  |  | 252.6 ? | 19.27 |  |  | 37 | 4,228 | 147.54 | 16.65 |  |  | 36 | 13,836 | 40.68 | 15.33 |  |
| total games a tables | 1 | 13 | 427 | 10,277 | -2.65 | 11.33 |  | 13 | 428 | 32,008 |  |  |  |  |  |  |  |  |  |
|  | 1 |  |  |  |  |  |  |  | 42 | 32,008 | 10.30 | 11.92 |  | 1.3 | 431 | 145.635 | $? .10$ | :2.:9 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| SLOT MACHINES: | $i$ | $\begin{aligned} & \text { OF' } \\ & \text { LOC'S } \end{aligned}$ | - OR UNITS | $\begin{aligned} & \text { NIN } \\ & \text { A.YOUNT } \end{aligned}$ | CHANGE | WIN |  |  | 1 Of | WIN | 4 |  |  |  |  |  |  |  |  |
|  |  |  |  |  | Change | percent |  | LOC's | UnITS | AMOUNT | change | percent |  | Loc's | SNITS | AMcins: |  | $\begin{aligned} & \text { KIS } \\ & \text { ERENH: } \end{aligned}$ |  |
| 1 Cent | 1 | 15 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 CENT | i | 15 | +259 | 14.401 | 21.76 -34.99 | 1.03 6.58 | I | 15 | 4,603 | 43,006 | 12.18 | 11.22 |  | 15 | 4,473 | 1:6,524 | 10.33 | 11.35 |  |
| 25 CENT | I | 15 | 1,101 | 3.366 | -31.99 20.48 | 5.58 | 1 | 15 15 | 253 1,100 | 1.304 10,198 | -33.85 | 7.02 |  | -5 | 292 | 5.548 | -21.77 | 7.48 |  |
| 1 dollar | I | 14 | 795 | 2,903 | 30.05 | 4.74 | 1 | 14 | 1, 795 | 10,198 | 1.56 | 5.64 |  | 15 | 1,569 | 52.932 | -5.43 | 5.42 |  |
| MEGABCCKS | 1 | 13 | 44 | 491 | -20.65 | 13.09 | I | 13 | 46 | 9,634 1,585 | 1.56 -10.48 | 5.18 |  | $\pm 4$ | 813 | 41,195 | $1 .: 8$ | 4.89 |  |
| 5 dollar | 1 | 11 | 72 | 531 | 788.05 | 5.87 |  | 12 | 46 | 1,585 1,557 | -10.58 3.16 |  | 1 | 13 | 47 | 6,569 | 2.72 | :1.77 |  |
| MULTI DENOMINATION | ! | 15 | 3,298 | 7,132 | 17.82 | 4.60 | 1 | 15 | 3. 329 | 21,500 | 3.16 2.83 | 6.35 4.71 |  | 13 15 |  | 6,870 | 0.50 | 5.43 |  |
| OTHER SLO: MAzhiNES | I |  | 118 | 525 | 5352.79 |  | I | 15 | $\begin{array}{r}3.329 \\ \hline 116\end{array}$ | 1,486 | 2.83 29.60 | 4.72 | I | 15 | $\begin{array}{r}2,356 \\ \hline 118\end{array}$ | 92,234 5.922 | -i.66 | 4.79 |  |
| total slot machines | , | 15 | 10, |  | ------- |  | 1 |  |  |  |  | ------- |  |  |  |  | 5.33 | ----- |  |
|  | 1 |  | 10,316 | 29,528 | 23.32 | 6.80 |  | 15 | 10,315 | 90.271 | 6.65 | 7.01 |  | 15 | 12.345 | 378.58 L | 2.:8 | $6 .{ }^{\text {e }}$ |  |
|  | 1 |  |  |  |  |  | , |  |  |  |  |  |  |  |  |  |  |  |  |
| total gaming win | 1 |  |  | 39,805 | 15.37 |  | , |  |  | 122,278 | 7.59 |  |  |  |  |  |  |  |  |
|  | ! |  |  |  |  |  | 1 |  |  |  |  |  |  |  |  | 524,176 | 4.32 |  |  |
| (1) race pari-mutuel | , | 1 | 4 | 109 |  |  | I |  |  |  |  |  | 1 |  |  |  |  |  |  |
| (2) SPORTS POOL detail | 1 |  |  | 109 | 36.61 | 16.02 |  | 4 | 4 | 274 | 13.29 | 16.39 |  | ; | 4 | 1,095 | 4.30 | 16.65 |  |
| footanll | 1 | 5 | 5 | -168 | -154.44 | -3.19 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| basketbalh | ! | 5 | 5 | 18 |  |  |  | 5 | 5 | -161 | -154.51 | -8.c0 |  | 5 | 5 | 4,846 | 25.01 | 4.47 |  |
| baseball | । | 5 | 5 | 136 | -78.07 | 2.69 |  | 5 | 5 |  | 2.4 .20 | 6.14 | 1 | 5 | 5 | 5.576 | 76.12 | 4.56 |  |
| sporte farlay cards | । | 4 | 4 | 9 | -60.55 | 83.36 |  | 5 | 4 | 1.081 | -32.75 -53.25 | 1.95 | I | 5 |  | 2.345 | -4.02 | 2.42 | , |
| OTHER | । |  |  | 121 | 338.32 | 7.35 | , |  |  | 145 | -53.25 9.10 | 79.56 | I | 4 | 4 | 761 | 23.21 | 45. 38 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | -.458 | 36.:4 | 5.49 |  | Columns may not foot due to rouncing. Unit detail is shown separately only when there are 3 or more

locations reporting specific unit information. Otherwise, such information is included in 'OrHER' categories
Page 10

## CLARK COUNTY DOWNTOWN LAS VEGAS AREA $\$ 1,000,000$ TO $\$ 12,000,000$ REVENUE RANGE



PM 14456
NEVADA GAMING CCNTROL BOARD
Clark coonty dountown las vegas area

locations reporting specific unit information, otherwise, such informa=ion is included in or or more categories.

PM 14457
CLARK COUWTY las vegas strip aren
ALI NOURESTRICTED LOCATIONS

| nevada gaming control board |  |  |  |  |  | Win Amounts aze in Thousands (Add 000) |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| UNIT DESCRIPTION | CURRENT MONTH SUMMARY - AUGUST, 2015 |  |  |  |  |  | 1 TIIREE MONTH SUMMARY - 06/01/15 to 08/31/15 |  |  |  |  |  | 1 |  |  |  | SAhing reiteve revor |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  | scmit 50 |  |  | 8/3:125 |  |
|  |  |  |  |  |  |  |  | * OF R | PORTIN3 | cations -- | 40 |  |  |  | - or R | epcrting | Cat:ons | 42 |  | ; |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| TWENTY-ONE  37 1,388 65,693 -16.43 11.57 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| craps |  | 36 | 192 | 18,222 | -15.68 | 13.50 |  | 36 | 1,381 | 188,198 | -13. 66 | 11.01 |  | 38 | 1,379 | 818.128 | -3.29 | 21.19 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 29:,795 | 6.32 | 17.49 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| KENO |  | 7 | 13 | 378 | -4.55 | 26.71 |  | 7 | 23 |  | 9.92 |  |  |  | 92 | 76,350 | -9.70 | 3.94 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| PAL GOW POKER |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 102 | 13.002 | -5.74 | 23.56 |  |
| RACE BOGK (1) |  | 33 | 33 | 1,575 | -8.55 | 16.04 | , | 35 | 35 | 4,992 | -2.69 | 20.71 15.42 |  | 32 <br> 36 | 102 36 | 65, 620 | $\because .57$ | 22.3: | I |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| other games \& tables |  |  | 183 | 11,104 | 13.75 | 27.64 | 1 |  | 176 | 34.356 | 18.63 | 26.08 |  | 23 | -173 | 77.289 | C. 15 |  |  |
| gotal games \& tables |  | 37 | 3,112 | 272,155 | -16.37 | 13.90 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  | , | 3 | 3.144 | 750.614 | -17.87 | 13.0 |  | 33 | 3,105 | 3.266.759 | -:2. 36 | 22.55 |  |
|  |  |  |  |  |  |  | 1 |  |  |  |  |  |  |  |  |  |  |  |  |
| SLOT MACHINES: |  | $\begin{aligned} & \text { OF } \\ & \text { LDC's } \end{aligned}$ | - OF UNITS | $\begin{aligned} & \text { WIN } \\ & \text { AMOUNT } \end{aligned}$ | $\stackrel{q}{\text { CHANGE }}$ | $\begin{gathered} \text { WIN } \\ \text { PFRCFNT } \end{gathered}$ | $1$ | $40 F$ Loc's | $\begin{aligned} & \text { of } \\ & \text { iNNTS } \end{aligned}$ |  |  |  | , |  |  |  |  |  |  |
|  |  |  |  |  | Change. | PFRCFEVT | $1$ | Loc's | UNIES | AMOUNT | Chtinge | PERCEN: |  | zoc's | units |  | гна: $:$ ee | feacen: |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| MEGABUCKS5 DOLLAR |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| MUlti denomination |  | 39 | 18,462 | 96,985 | 2.27 | 6.48 | 1 | 39 | 18.627 | 284,902 | -2.19 | 6.21 | I | 42 | 19,634 |  | 4.30 | 4.49 |  |
|  |  |  | 596 | 6,895 | 173.34 |  | 1 |  | 593 | 15.486 | 49.36 |  |  |  | $\begin{array}{r}19,634 \\ \hline 76\end{array}$ | -191,036 47.077 | -1.39 20.39 | 5.65 |  |
| total slot machines |  | 40 | 41,922 | 255,228 | 12.05 | 8.10 | 1 | 40 |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  | 2S5, 20 | 12.05 |  | 1 | 40 | 42,099 | 747.249 | 5.58 | 7.85 | I | 42 | 43.729 | 3,025,024 | 3.72 | 7.64 |  |
| total gaming win |  |  |  | 527,383 |  |  | 1 |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  | -4.66 |  |  |  |  | 1,497,863 | -7.64 |  |  |  |  | 5,29:, 783 | -4.70 |  | : |
|  |  |  |  |  |  |  |  |  |  | - | =--2 |  | , |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| (2)SPORTS POOL DETAILFOOTBALL |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| FOOTBALL |  | 35 | 35 | 376 | -93.21 | 6.51 | I |  |  |  |  |  |  |  |  |  |  |  |  |
| BASKETBALL <br> BASEbALL <br> SPORTS PARTAY CARDS OTHER |  | 35 | 35 | -444 | 43.33 | -8.50 | 1 | 36 | 36 |  |  | -1.20 |  | 37 | 37 | 46,765 | -29.71 | 4.29 | , |
|  |  | 35 | 35 | 2,386 | 271.18 | 3.58 | I | 35 | 35 | 10,829 | 500.28 |  | I | 37 37 | 37 | 33,453 | 33.60 | 5.43 | 1 |
|  |  | 23 | 23 | -61 | -130.97 | -162.09 | 1 | 23 | 23 | $\begin{array}{r}10,823 \\ \hline 53\end{array}$ | -74.01 | 4.66 62.87 | I | 37 37 | 37 37 | 16,239 3.218 | 99.44 | 4.32 |  |
|  | 1 |  |  | -104 | 92.71 | -1.95 |  |  |  | -917 | -126.68 | -2.54 | , | 37 | 37 | $3.2 ? 8$ 9.820 | $-12.82$ | 31.75 | . |

[^14]PM 14458
\$1,000, DOO AND OVER REVENOE RANGE
Win Aracunts are in Thousands (Add 000)


[^15]PM 14459


PM 14460
CLARK COUNTY LAS VEGAS STRIP AREA
SI2, 000,000 TO $\$ 36,000,000$ REvENOE RANGE
Win Amounts are in Thousands (Add 000 )


[^16]PM 14461
locations reporting specific unit information. Otherwise, such information is included in 'ortirn' categories.

## PM 14462

Columns may not foot due to rouncing, Unit detail is shown separately only when there are 3 or more
locations reporting specific unit inoormation. otherwise, such information is included in 'ormer categories

PM 14463
CIARK COUNTY NORTH las VEGAS apEA


PM 14464
NEVADA GMMING CONTROL BOARD


[^17]PM 14465
locations reporting specific unit information. Otherwise, such information is included in worner categories.
CLARK COUNTY BOULDER STRIP AREA


PM 14466
nevada gaming control board
 locations reporting specific unit information. veherwise, such information is included in 'OTHER' categories.

PM 14467
Clark county balance of county

| Win Amounts arc in Thousands (Add 000, |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| UNIT DESCR:PTION |  | CURRENT MONTH SUMMARY - AUGUST, 2015 <br> - of reporting locations -- |  |  |  |  | $\begin{aligned} & 1 \\ & 1 \\ & 1 \end{aligned}$ | $\begin{aligned} & \text { THREE MONTH SUMMARY - 06/01/15 TO 08/31/15 } \\ & \text { OF REPORTING LOCATIONS -- } 51 \end{aligned}$ |  |  |  |  |  | TNELVE MONTH SUMPARY - 09/0!/:14 T0 c8/jli:a <br> - of repurting lncations -- 53 |  |  |  |  |  |
| games and tables: |  | $\begin{aligned} & \mathrm{OF} \\ & \mathrm{LOC} \mathrm{~S} \end{aligned}$ | $\begin{aligned} & \text { AOF OF } \\ & \text { UNITS } \end{aligned}$ | WIN AMCUNT | $\stackrel{7}{\substack{\text { Change }}}$ | $\underset{\text { PERCENT }}{\text { WIN }}$ | $1$ | $\begin{aligned} & \text { OF } \\ & \text { LoC's } \end{aligned}$ | OFF |  | CHANGE | $\stackrel{\text { NIN }}{\text { PERCENT }}$ |  | $\begin{aligned} & =0 \mathrm{OF} \\ & \text { LOC'S } \end{aligned}$ | $105$ UN:TS |  | ? CBANS: | $\begin{gathered} \text { RINi } \\ \text { PERESNT } \end{gathered}$ |  |
| IWENTY-ONECRAPSROULETTE |  | 13 | 219 | 4,303 | 5.03 | 13.74 | 1 | 13 | 217 |  |  |  |  |  |  |  |  |  |  |
|  |  | $\therefore 1$ | 32 | 2,233 | 28.66 | 17.56 | , | 11 | 23 | 12,949 5,910 | 9.80 -5.19 | 14.16 14.98 | I | 14 | 212 32 | 50,222 | 8.86 | -3.29 | 1 |
|  | I | -2 | 34 | 1,036 | 25.63 | 23.12 | , | 12 | 33 | 3,082 | -5.19 | 14.98 22.67 |  | 12 | 32 | 25,271 | 12.22 | 15.60 | . |
| 3-CARD POKERMINI-BACCARAT | I | 9 | 16 | 492 | 13.63 | 27.03 | 1 | 9 | 16 | 1,419 | 13.06 | 22.67 26.66 |  | 12 | 33 | :1,697 | 13.37 | 22.C: |  |
|  | I | 7 | 20 | 923 | -8.97 | 13.30 | ; | ? | 17 | 1.425 | 11.06 -10.68 | 12.66 11.00 |  | 9 | 16 | 6,090 | -.2\% | 26.66 |  |
| MINI-BACCARAT |  | 4 | 7 | 278 | 0.35 | 27.97 | 1 | 4 | 7 | 918 | 19.08 | 29.02 |  | 4 | 16 | 9,484 | -1.3: | -. 20 | 0 1 |
| KENO | 1 | 6 | 6 | 205 | 115.37 | 4.23 | 1 | 6 | 6 | 636 | $-40.07$ | 4.09 |  | 6 | 6 | 3,727 | -1.78 | 22.20 | 1 |
| LET IT RIDE | I | 3 | 3 | 84 | 13.62 | 27.58 | I | 3 | 3 | 242 | 10.89 | 25.06 |  | 3 | 3 | 3,926 | -15.98 | 22.77 | ! |
|  |  | 11 | 11 | 426 | -36.61 | 10.17 | 1 | 10 | 34 | 2,046 | -15.83 | 12.48 |  | 10 | 33 | 9,545 | --. 71 | -6.83 | 3 |
| 3PORTS POOL (2) |  | 15 | 15 | 1,424 | -47.44 | 16.40 | , | 14 | 14 | 2,597 | -0.33 | 16.71 |  | 14 | 14 | 9,632 | -3.74 | 15.77 |  |
| SPORTS POOLCARD (GMMES |  | 7 | 94 | 1,307 | -7.18 |  |  | 8 | 95 | 4,491 | 4.40 | 4.31 | I | 15 | 15 | 40,999 | 5.3) | 6.26 |  |
| CARD GaMesOTHER GAMES \& tables |  |  | 30 | 735 | -24.46 | 15.76 | , | 8 | 95 29 | 4,188 $\mathbf{2 , 4 2 7}$ | -1.03 -16.22 |  |  | 8 | 95 | :6,1:8 | -17.74 |  |  |
| total ghmes a tables |  |  |  |  |  |  | 1 |  |  | 2,427 | -16.22 | 16.78 |  |  | 29 | 3,855 | -2.23 | 19.:6 | 6 |
|  | , | 14 | 521 | 14,330 | -5.84 | 12.63 | 1 | 14 | 518 | 43,331 | 0.66 | 12.51 | , | 15 | 511 | 197.554 | ----203 | $12 .: 8$ | $!$ |
|  |  |  |  |  |  |  | , |  |  |  |  |  |  |  |  |  |  |  | 1 |
| Slot machines: |  | $\begin{aligned} & \text { "OF } \\ & \text { LOC's } \end{aligned}$ | $1 \mathrm{OF}$ UNITS | $\begin{aligned} & \text { WIN } \\ & \text { WMOUNT } \end{aligned}$ |  | $\begin{aligned} & \text { WIN } \\ & \text { PERCENTT } \end{aligned}$ |  | $10 \mathrm{O}$ Loc's | - OE INITS | WIN AMOUNT |  | WIN | 1 | ${ }^{10 \%}$ | - ${ }^{\text {OF }}$ | Wis | : | n-: |  |
|  |  | 23 | 7,403 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ${ }_{5} 1$ CENT |  | 12 | . 364 | 1,092 | -12.94 | 10.01 | , | 23 | 7,469 | 93,033 | 9.98 | $\bigcirc 0.30$ | 1 | 24 | 2,435 | 365.372 | 9.14 | 1:.:9 |  |
| 25 CENT |  | 15 | 929 | 2,842 | -10.01 | 3.97 |  | 13 | 378 925 | 3.026 | -10.58 | 4.02 |  | 16 | 442 | :2,258 | -9.80 | 4.48 | : |
| 1 dollar |  | 13 | 724 | 3,454 | 14.03 | 5.09 | , | 14 | 725 | 8,671 | -9.36 -6.27 | 4.01 |  | 17 | 1,02\% | 37.117 | $-5.03$ | 4.13 | 1 |
| megabucks |  | 13 | 42 | 613 | -14.25 | 13.05 | ; | 13 | 41 | 9,347 | -6.27 -20.18 | 4.57 -3.33 | I | 14 | 764 | 36,677 | -2.73 | 4.63 | I |
| 5 dollar |  | 9 | 50 | 185 | -19.89 | 4.45 |  | 9 | 50 | 617 | -7.64 | -3.38 | , | 14 | 44 | 6,314 | $-17.89$ | $\because 8.34$ |  |
| 25 dollar |  | 3 | 3 | 17 | 17.21 | 19.73 | । |  | 3 | 617 | -77.64 | 4.88 12.87 |  | 18 | 61 | 3. 639 | - 0.00 | 5.35 | 1 |
| multi denomination OTHER SLOT MACHINES |  | 49 | 10,627 | 31, 369 | 2.91 | 3.78 | 1 | 49 | 10,614 | 101,433 | 1.69 | 4.04 | I | 51 | -0,65 |  | -15.92 | E.34 |  |
|  |  |  | 195 | 422 | -17.99 |  | 1 |  | 195 | 1,516 | 6.92 |  |  | 51 | $\begin{aligned} -66 i \\ : 83 \\ : 83 \end{aligned}$ | 4:3,252 | $\begin{array}{r} -0.83 \\ ? .08 \end{array}$ | - 51 |  |
| total slot machines |  | 50 | 20,427 | 70, 006 | 6.10 | 5.33 |  | 50 |  |  |  | 5.53 |  |  |  |  |  |  |  |
|  |  |  | 20,427 | 70, 06 | 6.10 | 5.33 |  | 50 | 20,430 | 219,464 | 3.42 | 5.53 | i | 52 | 26,629 | 853,04t | 2.68 | 5.46 | ; |
| total ghming win |  |  |  | 84,336 |  |  | I |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  | 84,336 | 3.85 |  | 1 |  |  | 262,795 | 2.96 |  | 1 |  |  | 1.0:7.602 | 2.75 |  | ! |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 1 |
| (1) RACE PARI-MUTUEL <br> (2) SPORTS POOL DEETAIL |  | 10 | 10 | 868 | -3.71 | 16.34 | , |  |  |  |  |  |  |  |  |  |  |  | : |
|  |  |  |  |  | -3.71 | 16.34 | I | 10 | 10 | 2,556 | -0.82 | 16.71 | 1 | 13 | 10 | 9.533 | -3.90 | 16.?9 | , |
| FOJTBALL |  | 15 | 15 | 635 | -63.05 | 15.12 | 1 | 15 | 15 | 887 |  |  |  |  |  |  |  |  | 1 |
|  |  | 15 | 15 | -13 | 61.20 | -2.39 | I | 15 | 15 | 280 | - 170.43 | 18.47 3.69 | , | 15 | 15 | 16.025 | -6.:5 | 6.33 | 1 |
| 3ASKETBALL3AEEBALLSHOTS |  | 15 | 15 | 739 | -22.16 | 2.58 | I | 15 | 15 | 3,293 | 170.43 38.80 | 3.69 | I | 15 15 | 15 15 | 12,146 | :5.43 | 5.81 | ! |
| SYRRTS PARLAX CardsOTAER |  | 13 | 13 | 30 | -77.08 | 69.24 | I | 15 | 15 | 72 | -55.41 | 77.37 | 1 | 15 | 15 | 5.754 4.455 | 7.34 16.46 | ${ }_{45}^{3.56}$ | ' |
|  |  |  |  | 32 | 153.92 | 2.73 | । |  |  | -41 | -117.12 | -0.69 | 1 |  |  | 4.455 | 16.66 | 45.69 | 1 |

[^18][^19]PM 14469
1
1
dOUGLAS COUNTY SCUTH SHORE LAKE TAHOE AREA
ALI, NONRESTRICTED LOCATIONS



PM 14470
NEUADA GAMING CONTROL BOARD
ALL NONRESTRICTED LOCAEIONS
Win Amounts are in Thousards (Add 000)


PM 14471
3


PM 14472

## U

ELKO COUNTY BALANCE OF COUNEY
ALE nONRESTRICTED LOCATIONS



PM 14474
Columns may not foot due to rounding. Unit detall is shown separately only when there are 3 or more
locations zeporting specific unit information. otherwise, such information is included in 'ormer' categories.

PM 14475
Columas may not foot due to rouncing. Unit detail is shown separately only mhen there are 3 or more
locations feporting speci¥ic unit information. OLherwlse, such infomatior is included in 'OTMER' categorles.

PM 14476

| WASHOE COUNTYNEVADA GAMING CONTROL BOARDALL NONRESTRICTED LOCATIONS |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| unit description | $\begin{aligned} & \text { CURRENT MONTH SUMMARY - AUGUST, } 2015 \\ & \text { I OF REPORTINC LOCATIONS -- } \\ & \hline \end{aligned}$ |  |  |  |  |  | 1 | THREE MONTH SUNMARY - 06/01/15 TO C8/31/15 |  |  |  |  |  | THELVE MONTH SUMPARY - J9/Cij14 TO 03/31;15 |  |  |  |  |  |
|  |  |  |  |  |  |  | 1 |  |  |  |  |  |  |  |  |  |  |  |  |
| GMMES AND TABLES: |  |  |  |  |  | $\underset{\text { PERCENT }}{\text { WIN }}$ | 1 | OF R | Porting | Cations -- | 46 |  |  | * Of R | troreting | cations -- | 47 |  | : |
|  | ! |  | $\begin{aligned} & \text { OF } \\ & \text { UNITS } \end{aligned}$ | WIN AMOUNT | $\stackrel{?}{\text { CHANGE }}$ |  | 1 | $\begin{aligned} & \text { OF } \\ & \text { LOC'S } \end{aligned}$ | $\begin{aligned} & \neq \mathrm{oF} \\ & \text { UNITS } \end{aligned}$ | $\begin{aligned} & \text { WIN } \\ & \text { AMOUNT } \end{aligned}$ | $\stackrel{\mathrm{t}}{\text { CHANGE }}$ | $\begin{gathered} \text { WIn } \\ \text { PESCENT } \end{gathered}$ | $1$ | $\begin{aligned} & \text { OF } \\ & \text { OC'S } \end{aligned}$ | $0 \mathrm{OF}$uN:Ts | $\begin{gathered} \text { u:! } \\ \text { AROUNT } \end{gathered}$ | CHANGE | $\underset{\substack{\text { NER: } \\ P E \sum E K T T}}{ }$ |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ThENTX-ONE | I | 20 | 266 | 4,152 | -9.05 | 12.72 | \| | 21 | 266 | 12,029 | -12.85 |  |  |  |  |  |  |  |  |
| CRAPS | 1 | 17 | 31 | 1,733 | -9.16 | 13.38 | , | 18 | 268 32 | 4,443 | -12.85 | 13.86 | I | 21 18 | 269 32 | 47.724 $: 7.698$ | -8.66 7.28 | 14.32 15.70 | ; |
| ROULETTE | 1 | 15 | 34 | 892 | $-14.68$ | 19.75 | , | 15 | 34 | 4,443 $\mathbf{2 , 6 0 9}$ | -11.38 | 13.86 21.01 | I | 18 | 32 35 | 17.638 9.549 | 4.28 5.37 | 15.70 $2: 35$ | ! |
| 3-CARD POKER | 1 | 12 | 22 | 787 | 13.23 | 27.93 | 1 | 12 | 25 | 2,312 | 6.98 | 27.67 |  | 12 | 22 | 9.549 7.816 | 5.37 -2.36 | $2: .95$ | - |
| mini-baccarat | I | 4 | 9 | 245 | -64.80 | 10.57 | 1 | , | 9 | 1,178 | -24.29 | 12.71 |  | 5 | 8 | 4,816 | -2.36 | 21. $=6$ |  |
| Keno | 1 | 11 | 17 | 789 | 3.51 | 29.80 | , | 11 | 17 | 2,201 | -24.20 2.70 | 12.71 29.75 |  | 12 | 88888 | 4.793 7.927 | 6.-4 | ${ }_{29} 3.33$ | 1 |
| BINGO | ! |  | 4 | 67 | 14.30 | 13.39 | 1 | 4 | 4 | 2, 266 | 7.11 | 18.82 |  | 12 5 | 18 5 | 1.927 1.233 | -3.5: | 28.72 21.75 |  |
| Let it rije | ' | 8 | 9 | 298 | 4.92 | 35.24 | 1 | 10 | 11 | 824 | -3.89 |  |  |  |  | 1.238 2.598 | - 3.70 | 21.17 |  |
| ear gow | ! | 5 | 6 | 55 | -80.74 | 10.06 | 1 | 5 | ${ }^{1}$ | ${ }_{4} 12$ | -26.37 | 33.48 14.20 |  | 10 | 11 | 2.598 2.18 : | - 15.70 | 2. 33 | ! |
| PAI GOW POKER | । | 11 | 51 | 1,215 | -19.08 | 22.81 | 1 | 12 | 51 | 3, 6C1 | -1.35 | 22.49 |  | 12 | 50 | 2,18: | 15.78 | 18.87 | ! |
| RACE BOOK (1) | I | 17 | 17 | 340 | 3.17 | 16.79 | 1 | 27 | 27 | 309 | -16.24 | 22.49 16.60 |  | 12 | 50 | $-2,994$ $-3,535$ | -2.45 | 2:.32 | 1 |
| SPORTS POOL (2) |  | 28 | 28 | 261 | -73.75 | 1.72 | 1 | 29 | 29 | 911 | -16.24 -55.68 | 16.60 2.10 |  | 28 30 | 28 30 | 3,535 $-8,250$ | -5.35 | :6.57 | 1 |
| CARD GAMES | I | 10 | 65 | 629 | -8.26 |  | 1 | 10 | 65 |  | -55.66 | 2.00 |  | 30 | 30 | -0,250 | :1.53 | -.90 | 1 |
| Other games \& tables | 1 |  | 28 | 640 | 13.68 | 15.52 | 1 |  | 27 | +1,485 | -6.48 | 12.66 | , | 11 | ${ }_{26}$ | 6,799 | -1.23 |  |  |
| total games g tables |  |  |  |  |  |  | 1 |  |  |  |  |  |  |  |  | 6.383 | -0. | .5.3. |  |
|  | 1 | 20 | 587 | 12,101 | -15.79 | 13.92 | 1 | 21 | 601 | 34,805 | -11.48 | 14.38 | 1 | 21 | 635 | 149.485 | -1.44 | $1 \pm .46$ | ! |
|  | 1 |  |  |  |  |  | , |  |  |  |  |  |  |  |  |  |  |  | ! |
| SJOT MaChines: | I | 1 Of | - OF | IN | 8 |  | 1 |  |  |  |  |  |  |  |  |  |  |  |  |
|  | 1 | Loc's | UNITS | amount | CHANGE | PERCENT | 1 | Loc's | UnITS | amount | Chante |  | 1 | $10 E$ | $\begin{aligned} & \text { of } \\ & \hline \text { cNits } \end{aligned}$ | ${ }^{W} 1 \mathrm{H}$ | * | ${ }^{1} 18$ |  |
| 1 Cent | I | 29 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 cent |  | 18 | 172 | , 225 | 2.66 | 7.21 |  | 3 | 5,841 | 64,557 | 7.12 | 7.33 |  | 31 | 5,801 | 229,403 | 1. . 31 | $\bigcirc .28$ | 1 |
| 25 CENT | 1 | 29 | 565 | 1,78.3 | -30.69 -19.35 | 5.09 6.27 | , | 19 31 | 177 566 | 716 | -27.40 | 5.59 | 1 | 27 | 211 | 3,126 | -4.54 | S.4: |  |
| 1 dollar | , | 31 | 905 | 3,660 | -8.10 | 4.25 | 1 | 32 | 566 | 5,184 | -10.97 | 6.50 | 1 | 33 | 603 | 20.020 | -3.30 | 6.55 | ! |
| Megabucks |  | 18 | 4 | 291 | -1.93 | 13.01 | , | 19 | 93 | 10.104 | 1.31 -4.85 | 1.21 |  | 34 | 923 | 35.737 | 4.51 | 4.:5 | 1 |
| 5 dolimar | , | 17 | 152 | 510 | -6.31 | 3.64 | 1 | 18 | 152 | + 836 | -4.85 | 14.07 | I | 19 | 42 | 2.537 | $-9.38$ | 12.22 | ! |
| 25 coliar | I | 6 | 25 | 103 | -30.76 | 3.14 | 1 | 7 | +26 | 1,344 | -5.92 -29.12 | 4.39 3.99 |  | 18 | 132 | 5.654 | -2.04 | 4.53 | ! |
| 100 DOILAR | 1 | 6 | 24 | 215 | 192.70 | 5.51 | I | 6 | 14 | 344 | 1219.28 |  |  | 8 | 29 | 1.576 | 75.74 | $\pm .35$ | 1 |
| MULTI dENOMINATION | I | 36 | 9,294 | 28,269 | -3.92 | 4.22 | 1 | 37 | 9.416 | 82,741 | -0.18 | 3.81 4.30 | 1 | ${ }^{6} 9$ | 9,807 | 313.741 | 1420.15 | 6.23 | ! |
| OThER SLOT Machines | I |  | 43 | 376 | 2.24 |  | 1 |  | 45 | 1,335 | 63.76 | 4.30 | 1 | 39 | 9.85 | 313.742 2.918 | -3.63 9.08 | 4.26 | ! |
| total slot machines | I | 38 | 17,203 | 57,748 | -1.79 | 5.11 | 1 | 39 |  |  |  |  |  |  |  |  | - |  | 1 |
|  | 1 |  |  |  |  |  | 1 |  | 17.189 | 168,035 | 2.40 | 5.22 | , | 42 | 17,63: | 5:5,436 | 3.95 | 5.13 | : |
|  | 1 |  |  |  |  |  | 1 |  |  |  |  |  | 1 |  |  |  |  |  |  |
| rotal gaming wia |  |  |  | 69,849 | -4.54 |  | I |  |  | 202,840 | -0.28 |  |  |  |  | 764,922 | 2.85 |  | 1 |
|  | , |  |  |  | --m- |  | 1 |  |  |  | ---x- |  | 1 |  |  | -m=*=- | 2.8 |  | 1 |
| (1) Race pari-mutuel | 1 | 7 | 7 | 337 | 5.44 |  | , |  |  |  |  |  |  |  |  |  |  |  |  |
| (2) SPORTS POOL DETAIL |  |  |  |  | 5.44 | 16.82 | , | 7 | 7 | 896 | -3.17 | 26.83 | 1 | 7 | 7 | 3,312 | -4.64 | 2e.5: | ; |
| football | 1 | 28 | 28 | 221 | -69.41 | 13.90 | 1 | 29 |  |  |  |  | , |  |  |  |  |  | ! |
| BASKETBALL | 1 | 28 | 28 | -63 | -199.54 | -38.41 | 1 | 29 | 29 | 160 | -166.79 |  | , | 33 | 30 | 5,875 | 24.32 | 3.8 : | : |
| BASEBALL | , | 28 | 28 | 36 | -84.38 | 0.29 | । | 29 | 29 | 312 | -61.76 | 1.05 | , | 33 | 30 30 | 4.233 | 25.35 | €. 61 | 1 |
| Sports parlay cards |  | 24 | 24 | 10 | -90.50 | 29.54 | ! | 25 | 25 | 17 | -84.25 | 29.91 | 1 | 35 | 30 | 4.349 | -42.4. | 2.54 | 1 |
| OTHER | 1 |  |  | 56 | 218.22 | 5.13 | I |  |  | 120 | -73.47 | 29.05 3.05 | 1 | 3 | 30 | 1,349 1,533 | 10.99 | 35.54 0.69 | 1 |

[^20]PM 14477
WASHOE COUNTY
\$1, 000, 000 AND OVER REVENUE RANCE
Win Amonnts are in Thousands (Add 000)


PM 14478
locations reporting speciEic unit information. Otherwise, such infornation is included in ore or more . Page 33 . categories.

PM 14479
columns may not foot due to rounding, Unit detail is shown separately only when there are 3 or more
locations reporting specific unit information, otherwise, such information is included in 'orHER' categories.

PM 14480


PM 14481

RA 05064

[^21]PM 14482
 Columns may not foot due to rounding. Unit detall is shown separately only when there are 3 or moze
locations reporting specific unit information. Otherwise, such information is included in 'OTHER' categories.

PM 14483
nevata gaming control board

| ninaia gaming control boar | Win Amounts are in thonsands (Add 0001 |  |  |  |  |  |  |  |  |  | gavine revante pepors |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| unit description | CURRENT MONTH SUMMARY - AUGUST, 2015 <br> i of reporting locitions -- |  |  |  |  | THREE MONTH SUMMARY - 06/01;15 TO 08/31/15 <br> - of reporting locations -- <br> 10 |  |  |  |  |  <br> - of reporitng locheions -- 10 |  |  |  |  |
| cimes and taeles: | $\begin{aligned} & 10 \mathrm{~F} \\ & \mathrm{LOC} \end{aligned}$ | $\begin{aligned} & \text { OF } \\ & \text { ONITS } \end{aligned}$ | $\begin{aligned} & \text { WIN } \\ & \text { AMOUNT } \end{aligned}$ |  | $\underset{\text { PZRCENT }}{\text { WIN }}$ | $\begin{aligned} & \text { OF } \\ & \text { LOC'S } \end{aligned}$ | $\begin{gathered} \text { OF } \\ \text { UNTS } \\ \hdashline \end{gathered}$ | $\begin{aligned} & \text { WIN } \\ & \text { NMOUNT } \end{aligned}$ | CHANSE | $\underset{\text { PERCENT }}{\text { WIN }}$ |  | $\begin{aligned} & \text { of } \\ & \text { ontis } \end{aligned}$ | $\begin{aligned} & \text { HII } \\ & \text { Ahtovx: } \end{aligned}$ |  |  |
| IWENTY-ONE | 5 | 34 | 454 | 39.55 | 17.29 |  | 33 | 1,087 | 7.32 |  |  | $3:$ |  |  |  |
| graps | 3 | 4 | 167 | -8.96 | 21.24 | 3 | 4 | ${ }_{120}$ | 14.61 | 21.84 | 3 | 4 | 4,339 | 2.87 26.57 | :6.65 |
| ${ }_{\text {KENO }}^{\text {KPORTS }}$ | 3 | 4 | 147 | 28.24 | 26.08 | 3 | 4 | 466 | 8.44 | 26.29 | 3 | 4 | !',306 | ${ }_{-0.12}$ | 26.23 |
| Sports pool (2) | 7 |  | 132 | -20.81 | 12.87 | 7 | 7 | 356 | 23.77 | 12.23 | 8 | 9 | 2,444 | -2.92 | 12.43 |
| Other games a tables |  | 22 | 333 | -24.66 | 28.78 |  | 25 | 1,108 | -7.74 | 32.01 |  | 21 | 3.996 | -1.37 | 32.56 |
| total games 6 tables | 5 | 71 | 1,233 | 0.08 | 20.02 | 5 | 73 | 3,438 | 4.23 | . 1 | 5 | 74 | 14,110 | 1.19 | 19.69 |
| SLor machines: | $\begin{aligned} & \text { OF } \\ & \text { LOC's } \end{aligned}$ | $\begin{aligned} & \text { OF } \\ & \text { ONITS } \end{aligned}$ | $\begin{gathered} \text { WIN } \\ \text { AMOUNT } \end{gathered}$ |  | WIN PERCENT | $\begin{aligned} & \text { HoF } \\ & \text { LOC's } \end{aligned}$ | $\begin{gathered} \text { OOF } \\ \text { ONIS } \end{gathered}$ | $\begin{aligned} & \text { WIN } \\ & \text { MMOUNT } \end{aligned}$ | $\begin{gathered} \text { chanses } \end{gathered}$ | $\begin{gathered} \text { PINN } \\ \text { PERCENT } \end{gathered}$ | $\begin{aligned} & \text { nof } \\ & \text { Loce } \end{aligned}$ | $\begin{aligned} & \text { OF } \\ & \text { UN:TS } \end{aligned}$ | $\begin{gathered} \text { Min } \\ \text { Ahocert } \end{gathered}$ | cernge |  |
| ${ }_{1}^{1}$ CEENT | 4 | 1,172 | 3. 405 | -8.19 -4048 | ${ }^{6.68}$ | 5 | 1,075 | 9,917 | -0.37 | 6.73 | 6 | 1,129 | 37,537 | 5.94 | 6.58 |
| \% ${ }^{5}$ CENT | 4 |  | 19 | -40.48 | 2.11 | 4 | ${ }_{4}^{41}$ | 90 | -33.87 | 2.96 | 5 | 43 | 476 | -23.35 | 3.36 |
| 1 dollar | 6 | 141 | 300 482 | -12.74 6.49 | 4.96 | 5 | 104 141 | ${ }_{1}^{1.155}$ | -15.14 | 4.93 | ${ }_{7}$ | 112 | 3,295 | -5. 31 | 4.63 |
| yegabicks | 3 | 5 | 33 | -11.36 | 12.34 | ${ }_{3}^{6}$ | 14 | 109 | -6.68 | 4.23 15.63 | 7 | 146 5 | 4,054 | -6.78 | ¢ 4.00 |
| 5 dollar | 3 | 20 |  | -12.17 | 3.70 | 3 |  | 124 | -37.37 | 3.25 | 3 |  |  |  |  |
| MULTI DENOMINATION | 8 | 1,986 | 5,227 | -4.99 15.78 | 4.37 | 8 | 2,074 | 15,045 | -0.18 | 4.34 | 9 | 2.226 | 6\%,446 | - 3.86 | : 2 \% |
| other slot machines |  | 12 | 40 | 156.78 |  |  | 12 | 120 | 37.58 |  |  | ${ }_{14}$ | 6, 362 | 65.69 | -.2 |
| rotal slot machines | 8 | 3,481 | 9.561 | -5.03 | 5.03 | ${ }^{8}$ | 3,472 | 27.438 | -1.38 | 4.99 | 9 | 3,666 | 107,:23 | 2.99 | 1 ¢ |
| total gaming min |  |  | 1C.797 | -4.47 |  |  |  | 30,876 | -0.78 |  |  |  |  |  |  |
| ! |  |  |  |  |  |  |  |  |  |  |  |  | 121,232 | 2.33 |  |
| (2) Sports pool detail |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | 7 | 7 | 29 | -64.00 | 27.32 |  |  | 30 | -57.81 | 27.58 | 8 | 8 | 570 | -22.36 |  |
| ${ }_{\text {basker }}^{\text {baskerbal }}$ | 7 | 7 | ${ }_{84}{ }^{\circ}$ | $\begin{array}{r}-92.61 \\ \hline 6.41\end{array}$ | 2.96 10.31 | $?$ | 7 | 27 | 723.34 6.78 | 10.54 | 8 | 3 | 569 | -3.36 | 5.79 |
| Sporis pazlay cards | 7 | 7 | - | -101.53 | ${ }_{-6.55}^{10.31}$ | 7 | , | 258 | 62.78 -92.59 | 21.61 | ${ }_{8}^{8}$ | ${ }^{3}$ | 389 <br> 73 | 5.19 | 99 |
| OTher |  |  | 20 | 194.70 | 22.27 |  |  | 39 | 16.77 | :3.74 |  |  | 185 | -:6.52 | 12.9: |



PM 14484


[^22]PM 14485
WASHOE COUNTY NORTH SHORE LAKE TAHOE area


PM 14486
WASHCE COUNTY BALANCE OF COUNTY



PM 14488

PM 14489
")


PM 14490
nevada gaming controi board



"
 S.
Taxable Revenue Amounts are in Theusands (Add 000)



PM 14491

## ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended December 31, 2010
or

## TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from $\qquad$ to $\qquad$
Commission file number 001-32373

## LAS VEGAS SANDS CORP. <br> (Exact name of registrant as specified in its charter)

| Nevada | $\mathbf{2 7 - 0 0 9 9 9 2 0}$ |
| :---: | :---: |
| (State or other jurisdiction of | (IRS Employer |
| incorporation or organization) | Identification No.) |
| $\mathbf{3 3 5 5}$ Las Vegas Boulevard South |  |
| Las Vegas, Nevada | $\mathbf{8 9 1 0 9}$ |
| (Address of principal executive offices) | (Zip Code) |

Registrant's telephone number, including area code:
(702) 414-1000

Securities registered pursuant to Section 12(b) of the Act:
Title of Each Class
Name of Each Exchange on Which Registered
New York Stock Exchange
Common Stock ( $\$ 0.001$ par value)
Securities registered pursuant to Section 12(g) of the Act: None

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes $\square$ No
Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes

No | $\square$ |
| :--- |

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15 (d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports); and (2) has been subject to such filing requirements for the past 90 days. Yes $\square$ No

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes $\square$ No $\square$

## ITEM 7. - MANAGEMENT'S dISCUSSION AND ANALYSIS of FINANCIAL CONDITION AND RESULTS of OPERATIONS

The following discussion should be read in conjunction with, and is qualified in is entirety by, the audited consolidated financial statements, and the notes thereto and other financial information included in this Form 10.K. Certain statements in this "Management's Discussion and Analysis of Financial Condition and Results of Operations" are forward-looking statements. See "- Special Note Regarding Forward-Looking Statements."

## Operations

We view each of our casino properties as an operating segment. Our operating segments in the U.S. consist of The Venctian Las Vegas, The Palazzo and Sands Bethlehem. The Venetian Las Vegas and The Palazzo operating segments are managed as a single integrated resort and have been aggregated into our Las Vegas Operating Properties, considering their similar economic characteristics, types of customers, types of services and products, the regulatory business environment of the operations within each segment and the Company's organizational and management reporting structure. Approximately $63.8 \%$ and $62.9 \%$ of gross revenue at our Las Vegas Operating Propertics for the ycars ended December 31, 2010 and 2009, respectively, was derived from room revenues, food and beverage services, and other non-gaming sources, and $36.2 \%$ and $37.1 \%$, respectively, was derived from gaming activities. The percentage of non-gaming revenue reflects the integrated resort's emphasis on the group convention and trade show business and the resulting high occupancy and room rates throughout the weck, including during mid-weck periods. Approximately $92.1 \%$ and $89.9 \%$ of gross revenue at Sands Bethlehem for the year ended December 31, 2010 and the period ended December 31, 2009, respectively, was derived from gaming activities, with the remainder derived from food and beverage services, and other non-gaming sources.

Our Macau operating segments consist of Sands Macao, The Venetian Macao, Four Seasons Macao and other ancillary operations that support these properties and will support our remaining Cotai Strip development projects. Approximately $94.2 \%$ and $93.6 \%$ of the gross revenue at the Sands Macao for the years ended December 31, 2010 and 2009, respectively, was derived from gaming activities, with the remainder primarily derived from room revenues and food and beverage services. Approximately $82.7 \%$ and $81.3 \%$ of the gross revenue at The Venetian Macao for years ended December 31, 2010 and 2009, respectively, was derived from gaming activities, with the remainder derived from room revenues, food and beverage services, and other non-gaming sources. Approximately $82.0 \%$ and $73.8 \%$ of the gross revenue at the Four Seasons Macao for the years ended December 31, 2010 and 2009, respectively, was derived from gaming activities, with the remainder derived from retail and other non-gaming sources.

Our Singapore operating segment consists of the Marina Bay Sands, which partially opened on April 27, 2010, with additional portions opened progressively throughout 2010. Approximately $79.8 \%$ of the gross revenue at the Marina Bay Sands for the period ended December 31, 2010, was derived from gaming activities, with the remainder derived from room revenues, food and beverage services, and other non-gaming sources.

## Development Projects

We have suspended portions of our development projects to focus our efforts on those projects with the highest expected rates of return on invested capital. Should general economic conditions fail to improve, if we are unable to obtain sufficient funding or applicable government approvals such that completion of our suspended projects is not probable, or should management decide to abandon certain projects, all or a portion of our investment to date on our suspended projects could be lost and would result in an impairment charge. In addition, we may be subject to penalties under the termination clauses in our construction contracts or termination rights under our management contracts with certain hotel management companies.

## Table of Contents

## United States

We were constructing the Las Vegas Condo Tower, which is located on the Las Vegas Strip between The Palazzo and The Venetian Las Vegas. We suspended our construction activities for the project due to reduced demand for Las Vegas Strip condominiums and the overall decline in general economic conditions. We intend to recommence construction when demand and conditions improve and expect that it will take approximately 18 months thereafter to complete construction of the project. As of December 31, 2010, we have capitalized construction costs of $\$ 176.4$ million for this project.

## Macau

We submitted plans to the Macau government for our other Cotai Strip developments, which represent itree integrated resort developments, in addition to The Venetian Macao and Four Seasons Macao, on an area of approximately 200 acres (which we refer to as parcels 3, 5 and 6, and 7 and 8). Subject to the approval from the Macau government, as discussed further below, the developments are expected to include hotels, exhibition and conference facilities, gaming areas, showrooms, spas, dining, retail and entertainment facilities and other amenities. We commenced construction or pre-construction activities on these developments and plan to operate the related gaming areas under our Macau gaming subconcession.

We are staging the construction of the integrated resort on parcels 5 and 6. Phases I and II of the integrated resort are expected to feature approximately 6,000 Shangri-La-, Traders- and Sheraton-branded hotel rooms, approximately 300,000 square feet of gaming space, approximately 1.2 million square feet of retail, entertainment and dining facilities, exhibition and conference facilities and a multipurpose theater. Phase III of the project is expected to include a fourt St. Regis-branded hotel and mixed-use lower. In connection with entering into the $\$ 1.75$ billion VOL credit facility to be used together with $\$ 500.0$ million of proceeds from the SCL Offering, we have recommenced construction activities. We are currently working with the Macau government to obtain sufficient construction labor for the project. Until adequate labor quotas are received, the timing of the completion of phases I and II is currently not determinable; however, we are progressing on altemative scenarios for completion of selected portions of phases I and II with the construction labor currently onsite. We intend to commence construction of phase Ill of the project as demand and market conditions warrant it. As of December 31, 2010, we have capitalized construction costs of $\$ 2.01$ billion for the entire project (including $\$ 135.1$ million in outstanding construction payables).

We had commenced pre-construction activities on parcels 7 and 8 and 3 , and intend to commence construction after the integrated resort on parcels 5 and 6 is complete, necessary government approvals are obtained (including the land concession for parcels 7 and 8), regional and global economic conditions improve, future demand warrants it and additional financing is obtained. As of December 31, 2010, we have capitalized construction costs of $\$ 102.1$ million and $\$ 34.3$ million for parcels 7 and 8 and 3 , respectively. During December 2010, we received notice from the Macau government that our application for a land concession for parcels 7 and 8 was not approved and we applied to the Chief Executive of Macau for a review of the decision. Subsequent to December 31, 2010, we filed an appeal with the Court of Second Instance in Macau, which has yet to issue a decision. Should we win our appeal, it is still possible for the Chief Executive of Macau to again deny the land concession based upon public policy considerations. If we do not obtain the land concession or do not receive full reimbursement of our capitalized investment in this project, we would record a charge for all or some portion of the $\$ 102.1$ million in capitalized construction costs, as of December 31,2010 , related to our development on parcels 7 and 8.

## Other

When the current economic environment and access to capital improve, we may continue exploring the possibility of developing and operating additional properties, including integrated resorts, in additional Asian and U.S. jurisdictions, and in Europe.

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## Summary Financial Results

The following table summarizes our results of operations:


|  | 2010 | 2009 | 2008 |
| :---: | :---: | :---: | :---: |
| Operating expenses | 82.8\% | 100.6\% | 96.3\% |
| Operating income (loss) | 17.2\% | (0.6)\% | 3.7\% |
| Income (loss) before income taxes | 12.5\% | (8.2)\% | (5.2)\% |
| Net income (loss) | 11.4\% | (8.1)\% | (3.8)\% |
| Net income (loss) attributable to Las Vegas Sands Corp | 8.7\% | (7.8)\% | (3.7)\% |

Our historical financial results will not be indicative of our future results as we continue to develop and open new properties, including our Cotai Strip integrated resort on parcels 5 and 6.

## Key Operating Revenue Measurements

Operating revenucs at our Las Vcgas Operating Properties, The Venetian Macao, Four Scasons Macao and Marina Bay Sands are dependent upon the volume of customers who stay at the hotel, which affects the price that can be charged for hotel rooms and the volume of table games and slot machine play. Operating revenues at Sands Macao and Sands Bethlehem are principally driven by casino customers who visit the properties on a daily basis.

The following are the key measurements we use to evaluate operating revenues:
Casino revenue measurements for the U.S.: Table games drop ("drop") and slot handle ("handle") are volume measurements. Win or hold percentage represents the percentage of drop or handle that is won by the casino and recorded as casino revenue. Table games drop represents the sum of markers issued (credit instruments) less markers paid at the table, plus cash deposited in the table drop box. Slot handle is the gross amount wagered for the period cited. We view table games win as a percentage of drop and slot hold as a percentage of slot handle. Based upon our mix of table games, our table games in Las Vegas have produced a trailing 12-month win percentage (calculated beforc discounts) of $18.1 \%$. Slot machines in Las Vegas and Pennsylvania have produced a trailing 12 -month win percentage (calculated before slot club cash incentives) of $7.8 \%$ and $6.8 \%$, respectively. Actual win may vary from the trailing 12 -month win percentage. Generally, slot machine play is conducted on a cash basis. In Las Vegas, approximately $64.2 \%$ of our table games play, for the year ended December 31, 2010, was conducted on a credit basis. In Pennsylvania, our table games play, which commenced in July 2010, is primarily conducted on a cash basis. We expect to increase the credit extended to our players as operations ramp up at Sands Bethlehem.

Casino revenue measurements for Macau and Singapore: Macau and Singapore table games are segregated into two groups, consistent with the Macau and Singapore market's convention: Rolling Chip play (all VIP players) and Non-Rolling Chip play (mostly non-VIP players). The volume measurement for Rolling Chip play is non-negotiable gaming chips wagered and lost. The volume measurement for Non-Rolling Chip play is table games drop as previously described. Rolling Chip and Non-Rolling Chip volume measurements are not comparable as the amounts wagered and lost are substantially higher than the amounts dropped. Slot handle is the gross amount wagered for the period cited.

We view Rolling Chip win as a percentage of Rolling Chip volume, Non-Rolling Chip win as a percentage of drop and slot hold as a percentage of slot handle. Win or hold percentage represents the percentage of Rolling Chip volume, Non-Rolling Chip drop or slot handle that is won by the casino and recorded as casino revenue. Based upon our mix of table games, our Rolling Chip win percentage (calculated before discounts and commissions) is expected to be $2.7 \%$ to $3.0 \%$ and our Non-Rolling Chip table games have produced a trailing 12 -month win percentage of $25.3 \%, 20.5 \%$ and $26.5 \%$ at The Venetian Macao, Sands Macao and Four Seasons Macao, respectively. Our Macau slot machines produced a trailing 12 -month win percentage of $7.0 \%, 5.9 \%$ and $5.7 \%$, at The Venetian Macao, Sands Macao and Four Seasons Macao, respectively. In Macau, $36.9 \%$ of our table games play was conducted on a credit basis for the year ended December 31, 2010. This percentage is expected to increase as we continue to extend credit to our premium players and junket operators for table games play. In Singapore, $35.2 \%$ of table games play was conducted on a credit basis for the period ended December 31, 2010. This percentage is expected to increase as we increase the credit extended to our premium players and as our operations ramp up at Marina Bay Sands.

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Hotel revenue measurements: Hotel occupancy rate, which is the average percentage of availabie hotel rooms occupied during a period, and average daily room rate, which is the average price of occupied rooms per day, are used as performance indicators. Revenue per available room represents a summary of hotel average daily room rates and occupancy. Because not all available rooms are occupied, average daily room rates are normally higher than revenue per available room. Reserved rooms where the guests do not show up for their
stay and lose their deposit may be re-soid to walk-in guests. These rooms are considered to be occupied twice for statistical purposes due to obtaining the original deposit and the walk-in guest revenue. In cases where a significant number of rooms are resold, occupancy rates may be in excess of $100 \%$ and revenue per available room may be higher than the average daily room rate.

## Year Ended December 31, 2010 compared to the Year Ended December 31, 2009

## Operating Revenues

Our net revenues consisted of the following:

|  |  | ear Ended Dece |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 2010 |  | 2009 |  | Percent Change |  |
|  |  | (Dollars in thousands) |  |  |  |  |  |
| Casino |  | \$ | 5,533,088 |  | 3,524,798 |  | 57.0\% |
| Rooms |  |  | 797,499 |  | 657,783 |  | 21.2\% |
| Food and beverage | - |  | 446,558 |  | 327,699 |  | 36.3\% |
| Convention, retail and other |  |  | 540,792 |  | 419,164 |  | 29.0\% |
|  |  |  | 7,317,937 |  | 4,929,444 |  | 48.5\% |
| Less - promotional allowances |  |  | (464,755) |  | $(366,339)$ |  | 26.9\% |
| Total net revenues |  | \$ | 6,853,182 | \$ | 4,563,105 |  | 50.2\% |

Consolidated net revenues were $\$ 6.85$ billion for the year ended December 31,2010 , an increase of $\$ 2.29$ billion compared to $\$ 4.56$ billion for the year ended December 31, 2009. The increase in net revenues was driven by $\$ 1.26$ billion of net revenues at Marina Bay Sands, which opened in April 2010, as well an increase of $\$ 849.5$ million across all of our Macau properties and $\$ 106.8$ million at our Las Vegas Operating Properties.

Casino revenues increased $\$ 2.01$ billion as compared to the year ended December 31, 2009. Of the increase, $\$ 1.06$ billion was attributable to Marina Bay Sands and $\$ 778.4$ million was due to our Macau properties, primarily driven by an increase in Rolling Chip activity. The following table summarizes the results of our casino activity:


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Four Seasons Macao
Total casino revenues
Non-Rolling Chip drop
Non-Rolling Chip win percentage
Rolling Chip volume
Rolling Chip win percentage
Slot handle
Slot hold percentage
U.S. Operations:

Las Vegas Operating Propertles
Total casino revenues
Table games drop
Table games win percentage
Slot handle
Slot hold percentage
Sands Bethlehem
Total casino revenues
Table games drop
Table games win percentage
Slot handle
Slot hold percentage
Singapore Operations:
Marina Bay Sands
Total casino revenues
Non-Rolling Chip drop
Non-Rolling Chip win percentage
Rolling Chip volume
Rolling Chip win percentage
Slot handle
Slot hold percentage


In our experience, average win percentages remain steady when measured over extended periods of time, but can vary considerably within shorter time periods as a result of the statistical variances that are associated with games of chance in which large amounts are wagered.

Room revenues increased $\$ 139.7$ million as compared to the year ended December 31, 2009. The increase in room revenues was attributable to $\$ 98.6$ million at Marina Bay Sands, as well as increases at The Venetian Macao, Four Seasons Macao and at our Las Vegas Operating Properties driven by increased visitation, as well as an increase in average daily room rates at The Venetian Macao and Four Seasons Macao. The suites at Sands Macao are primarily provided to casino patrons on a complimentary basis. The following table summarizes the results of our room activity:

|  | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2010 |  | 2009 |  | Change |
|  | (Room revenues in thousands) |  |  |  |  |
| The Venetian Macao |  |  |  |  |
| Total room revenues |  |  |  |  |  | \$ | 199,277 | \$ | 173,319 | 15.0\% |
| Average daily room rate | \$ | 213 | \$ | 205 | 3.9\% |
| Occupancy rate |  | 90.9\% |  | 83.6\% | 7.3pts |
| Revenue per available room | \$ | 194 | \$ | 171 | 13.5\% |
| Sands Macao |  |  |  |  |  |
| Total room revenues | \$ | 24,495 | \$ | 26,558 | (7.8)\% |
| Average daily room rate | \$ | 251 | \$ | 260 | (3.5)\% |
| Occupancy rate |  | 93.2\% |  | 97.7\% | (4.5)pts |
| Four Seasons Macao (1.9)\% |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
| Total room revenues | \$ | 29,675 | \$ | 20,276 | 46.4\% |
| Average daily room rate |  | 309 | \$ | 295 | 4.7\% |
| Occupancy rate |  | 70.8\% |  | 52.3\% | 18.5 pts |

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## U.S. Operations:

Las Vegas Operating Properties
Total room revenues

| 2010 |  | 2009 |  | Change |
| :---: | :---: | :---: | :---: | :---: |
|  |  | (Room revenues in thousands) |  |  |
| \$ | 445,458 | \$ | 437,630 | 1.8\% |
| \$ | 191 | \$ | 195 | (2.1)\% |
|  | 90.7\% |  | 87.4\% | 3.3pts |
| \$ | 173 | \$ | 170 | 1.8\% |
| \$ | 98,594 | \$ | - | -\% |
| \$ | 250 | \$ | - | -\% |
|  | 73.4\% |  | -\% | -pts |
| \$ | 184 | \$ | - | -\% |

Average daily room rate
Occupancy rate
Revenue per available room
Singapore Operations:
Marina Bay Sands
Total room revenues
Average daily room rate
Occupancy rate
Revenue per available room

Food and beverage revenues increased $\$ 18.8$ million as compared to the year ended December 31,2009 . The increase was primarily attributable to $\$ 83.6$ million in revenues at Marina Bay Sands and $\$ 19.6$ million at our Macau properties.

Convention, retail and other revenues increased $\$ 121.6$ million as compared to the year ended December 31,2009 . The increase .... was primarily attributable to $\$ 87.5$ million in revenues at Marina Bay Sands.

New Operating Expenses
The breakdown of operating expenses is as follows:


Operating expenses were $\$ 5.67$ billion for the year ended December 31, 2010, an increase of $\$ 1.08$ billion as compared to $\$ 4.59$ billion for the year ended December 31, 2009. The increase in operating expenses was primarily attributable to the opening of Marina Bay Sands, increased casino activity across all properties and an increase in general and administrative expenses and depreciation and amortization expense, partially offset by decreases due to a $\$ 169.5$ million impairment charge and a $\$ 42.5$ million legal settlement included in corporate expense that were recorded during the year ended December 31, 2009.

Casino expenses increased $\$ 899.8$ million as compared to the year ended December 31, 2009. Of the increase, $\$ 408.2$ million was due to the $39.0 \%$ gross win tax on increased easino revenues across our Macau properties, $\$ 359.0$ million was attributable to Marina Bay Sands, which opened on April 27, 2010, as well as an increase of $\$ 93.5$ million at Sands Bethlehem, which was only open for part of 2009.
mer
Rooms expense increased $\$ 22.2$ million and food and beverage expense increased $\$ 42.0$ million as compared to the year ended December 31, 2009. These increases were driven by the associated increases in the related revenues described above.

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Convention, retail and other expense increased $\$ 34.3$ million, as compared to the year ended December 31, 2009. The increase is primarily attributable to $\$ 26.8$ million in expenses at Marina Bay Sands.

The provision for doubtful accounts was $\$ 97.8$ million for the year ended December 31, 2010, compared to $\$ 103.8$ million for the year ended December 31, 2009. The decrease was attributable to an overall decrease in provision for receivables across all properties as a result of a higher provision during the year ended December 31, 2009, due to the economic conditions during 2009, partially offset by a $\$ 27.5$ million provision for casino receivables at Marina Bay Sands. The amount of this provision can vary over short periods of time because of factors specific to the customers who owe us money at any given time. We believe that the amount of our provision for doubtful accounts in the future will depend upon the state of the economy, our credit standards, our risk assessments and the judgment of our employees responsible for granting credit.

General and administrative expenses increased $\$ 157.1$ million as compared to the year ended December 31,2009 . The increase was primarily attributable to $\$ 157.9$ million in expenses at Marina Bay Sands.

Corporate expense decreased $\$ 23.3$ million as compared to the year ended December 31, 2009. The decrease was attributable to a $\$ 42.5$ million legal settlement that was recorded during the year ended December 31, 2009, partially offset by an increase of $\$ 22.4$ million in corporate payroll-related expenses.

Pre-opening expenses were $\$ 114.8$ million for the year ended December 31,2010 , as compared to $\$ 157.7$ million for the year ended December 31, 2009. Pre-opening expense represents personnel and other costs incurred prior to the opening of new ventures, which are expensed as incurred. Pre-opening expenses for the year ended December 31, 2010, were primarily related to activities at Marina Bay Sands and at the Cotai Strip parcels 5 and 6. Development expenses, which were not material for the years ended December 31, 2010 and 2009, include the costs associated with the Company's evaluation and pursuit of new business opportunities, which are also expensed as incurred.

Depreciation and amortization expense increased $\$ 108.9$ million as compared to the year ended December 31, 2009. The increase was primarily a result of the opening of Marina Bay Sands and a full year of depreciation expense at Sands Bethlehem, which contributed $\$ 119.1$ million and $\$ 10.6$ million, respectively.

Impairment loss was $\$ 16.1$ million for the year ended December 31, 2010, compared to $\$ 169.5$ million for the year ended December 31, 2009. The impairment loss for the year ended December 31, 2010, related to equipment in Macau that is expected to be disposed of.

Loss on disposal of assets was $\$ 38.6$ million for the year ended December 31,2010 , as compared to $\$ 9.2$ million for the year ended December 31, 2009. The loss for the year ended December 31, 2010, related to the disposition of construction materials in Macau and Las Vegas.

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## Adjusted Property EBITDA

Adjusted property EBITDA is used by management as the primary measure of the operating performance of our segments. Adjusted property EBITDA is net income (loss) attributable to Las Vegas Sands Corp. before stock-based compensation expense, corporate expense, rental expense, pre-opening expense. development expense. depreciation and amortization, impairment loss, loss on disposal of assets, intercst, other expense, loss on modification or early retirement of debt, income taxes and net (income) loss atributable to noncontrolling interests. The following table summarizes information related to our segments (see "Item 8 - Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 18 - Segment Information" for discussion of our operating segments and a reconciliation of adjusted property EBITDA to net income (loss) attributable to Las Vegas Sands Corp.):

|  | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2010 |  | 2009 |  | Percent Change |
|  | (Dollars in thousands) |  |  |  |  |
|  |  |  |  |  |  |
| The Venctian Macao | \$ | 809,798 | \$ | 556,547 | 45.5\% |
| Sands Macao |  | 318,519 |  | 244,925 | 30.0\% |
| Four Seasons Macao |  | 113,692 |  | 40,527 | 180.5\% |
| Other Asia |  | $(24,429)$ |  | $(32,610)$ | 25.1\% |
| United States: |  |  |  |  |  |
| Las Vegas Operating Properties |  | 310,113 |  | 259,206 | 19.6\% |
| Sands Bethlehem |  | 58,982 |  | 17,566 | 235.8\% |
| Marina Bay Sands |  | 641,898 |  | - | -\% |
| Total adjusted property EBITDA | \$ | 2,228,573 |  | 1,086,161 | 105.2\% |

Adjusted property EBITDA from our Macau operations increased $\$ 408.2$ million as compared to the year ended December 31, 2009 , led by an increase of $\$ 253.3$ million at The Venetian Macao. As previously described, the increase across the properties was primarily attributable to a combined increase in net revenues of $\$ 849.5$ million, partially offset by an increase or $\$ 408.2$ million in gross win tax on increased casino revenues, as well as increases in the associated operating expenses.

Adjusted property EBITDA at our Las Vegas Operating Properties increased $\$ 51.0$ million as compared to the year ended December 31, 2009. The increase was primarily attributable to an increase in net revenues of $\$ 106.8$ million, partially offset by increases in the associated operating expenses.

Adjusted property EBITDA at Sands Bethlehem, which opened in May 2009, and Marina Bay Sands, which opened in April 2010, do not have a comparable prior-year period. Results of the operations of Sands Bethlehem and Marina Bay Sands are as previously described.

## Interest Expense

The following table summarizes information related to interest expense on long-term debt:

|  | Year Ended December 31, |  |
| :---: | :---: | :---: |
|  | 2010 | 2009 |
|  | (Dollars in thousands) |  |
| Interest cost (which includes the amortization of deferred financing costs and original issue discounts) |  |  |
| Less - capitalized interest | $(106,066)$ | $(65,449)$ |
| Interest expense, net | \$ 306,813 | \$ 321,870 |
| Cash paid for interest | \$ 343,298 | \$ 353,002 |
| Weighted average total debt balance | \$ 10,608,335 | \$ 10,994,928 |
| Weighted average interest rate | - $3.9 \%$ | 3.5\% |

Interest cost increased $\$ 25.6$ million as compared to the year ended December 31, 2009. The increase was primarily attributable to an increase in our weighted average interest rate driven by our new VOL credit facility and the amendment to our U.S. credit facility, partially offset by a decrease in our weighted average debt balance as a result of repayments on our U.S. and VML credit facilities. The increase in capitalized interest was driven by the recommencement of activities at our Cotai Strip parcels 5 and 6 in Macau during 2010.

## Other Factors Effecting Earnings

Other expense was $\$ 8.3$ million for the year ended December 31, 2010, as compared to $\$ 9.9$ million for the year ended December 31, 2009. The expense during the year ended December 31, 2010, was primarily attributable to foreign exchange losses and decreases in the fair value of our interest rate cap agreements in Macau and Singapore.

## Form 10-K

The loss on modification or early retirement of debt was $\$ 18.6$ million for the year ended December 31, 2010, and primarily related to a $\$ 21.1$ million loss related to the amendment of our U.S. credit facility in August 2010, partially offset by a gain on early retirement of debt of $\$ 3.4$ million, which related to the repurchase of $\$ 60.3$ million of the outstanding principal of our senior notes (see "Item 8 Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 9 - Long-Term Debl"). tome

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Our effective income tax rate was $8.7 \%$ for the year ended December 31, 2010, as compared to a beneficial rate of $1.0 \%$ for the year ended December 31, 2009. The effective income tax rate for the year ended December 31, 2010, reflects a $17 \%$ statutory tax rate on our Singapore operations; a zero percent tax rate from our Macau gaming operations duc to our income tax exemption in Macau, which is set to expire in 2013; and non-realizable deferred tax assets in the U.S. and certain foreign jurisdictions, which unfavorably impacted our effective income tax rate. The effective income tax rate for the year ended December 31, 2009, includes the recording of a valuation allowance on the net deferred tax assets of our U.S. operations. Management does not anticipate recording an income tax benefit related to deferred tax assets generated by operations in the U.S. and certain foreign jurisdictions; however, to the extent that the financial results of these operations improve and it becomes more likely than not that these deferred tax assets are realizable, we will be able to reduce the valuation allowances.

The net income attributable to our noncontrolling interests was $\$ 182.2$ million for the year ended December 31,2010 , compared to a net loss of $\$ 14.3$ million for the year ended December 31. 2009. These amounts are primarily related to the noncontrolling interest of SCL.

## Year Ended December 31, 2009 compared to the Year Ended December 31, 2008

## Operating Revenues

Our net revenues consisted of the following:


Consolidated net revenues were $\$ 4.56$ billion for the year ended December 31,2009 , an increase of $\$ 173.2$ million compared to $\$ 4.39$ billion for the year ended December 31, 2008. The increase in net revenues was due primarily to a full year of operations of Four Seasons Macao, which opened in August 2008, and the opening of Sands Bethlehem in May 2009.

Casino revenues increased $\$ 332.7$ million as compared to the year ended December 31, 2008. Of the increase, $\$ 161.1$ million was attributable to a full year of operations of Four Seasons Macao, $\$ 141.8$ million was attributable to the opening of Sands Bethlehem and $\$ 89.1$ million at The Venetian Macao was primarily due to the increase in Non-Rolling Chip win percentage. These increases were partially offset by decreases at our Las Vegas Operating Properties and Sands Macao. The following table summarizes the results of our casino activity:

|  | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2009 |  | 2008 |  | Change |
| Macau Operations: | (Dollars in thousands) |  |  |  |  |
| The Venetian Macao |  |  |  |  |  |
| Total casino revenues | S | 1,699,599 | \$ | 1,610,505 | \% |
| Non-Rolling Chip drop | \$ | 3,362,780 | \$ | 3,530,065 | (4.7)\% |

Form 10-K

| Non-Rolling Chip win percentage |  | 23.6\% |  | 19.9\% | 3.7pts |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Rolling Chip volume | \$ 37,701,027 |  | S 36,893,831 |  | 2.2\% |
| Rolling Chip win percentage |  | 2.80\% |  | 2.97\% | (0.17)pts |
| Slot handle | \$ | 2,362,680 | \$ | 1,941,895 | 21.7\% |
| Slot hold percentage |  | 7.4\% |  | 8.0\% | (0.6)pts |
| Sands Macao |  |  |  |  |  |
| Total casino revenues | \$ | 1,003,042 | \$ | 1,013,063 | (1.0)\% |
| Non-Rolling Chip drop | \$ | 2,413,446 | S | 2,626,877 | (8.1)\% |
| Non-Rolling Chip win percentage |  | 19.5\% |  | 18.9\% | 0.6pts |
| Rolling Chip volume |  | 21,920,186 |  | 25,182,225 | (13.0) \% |
| Rolling Chip win percentage |  | 3.01\% |  | 2.64\% | 0.37 pts |
| Slot handle | \$ | 1,256,857 | \$ | 1,039,430 | 20.9\% |
| Slot hold percentage |  | 6.6\% |  | 7.8\% | (1.2)pts |

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|  |  | Year Ended December 31, |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 2009 |  | 2008 |  | Change |
|  |  | (Dollars in thousands) |  |  |  |  |
| Four Seasons Macuo . |  |  |  |  |  |  |
| Total casino revenues |  | \$ | 207,191 | \$ | 46,094 | 349.5\% |
| Non-Rolling Chip drop |  | \$ | 335,655 | \$ | 99,849 | 236.2\% |
| Non-Rolling Chip win percentage |  |  | 23.7\% |  | 21.1\% | 2.6pts |
| Rolling Chip volume |  | \$ | 7,059,450 | \$ | 630,088 | 1,020.4\% |
| Rolling Chip win percentage |  |  | 2.35\% |  | 4.45\% | (2.1)pts |
| Slot handle |  | \$ | 240,358 | \$ | 38,238 | 528.6\% |
| Slot hold percentage |  |  | 5.9\% |  | 5.6\% | 0.3pts |
| U.S. Operations: |  |  |  |  |  |  |
| Las Vegas Operating Properties |  |  |  |  |  |  |
| Total casino revenues |  | \$ | 473,176 | \$ | 522,437 | (9.4)\% |
| Table games drop |  | \$ | 1,769,130 | \$ | 1,846,394 | (4.2)\% |
| Table games win percentage |  |  | 17.3\% |  | 19.8\% | (2.5)pts |
| Slot handle | \% | \$ | 2,705,309 | \$ | 3,666,072 | - (26.2)\% |
| Slot hold percentage |  |  | 7.5\% |  | 5.7\% | 1.8 pts |
| Sands Bethlehem \% |  |  |  |  |  |  |
| Total casino revenues |  | \$ | 141,790 | \$ | - | -\% |
| Slot handle |  | \$ | 2,030,529 | \$ | - | -\% |
| Slot hold percentage |  |  | 7.0\% |  | -\% | -pts |

In our experience, average win percentages remain steady when measured over extended periods of time but can vary considerably within shorter time periods as a result of the statistical variances that are associated with games of chance in which large amounts are wagered.

Room revenues decreased $\$ 109.3$ million as compared to the year ended December 31, 2008. Room revenues decreased as room rates were reduced to maintain occupancy at our Las Vegas Operating Properties and at The Venetian Macao. This decrease was partially offset by a $\$ 16.6$ million increase in revenues attributable to a full year of operations of Four Seasons Macao. The suites at Sands Macao are primarily provided to casino patrons on a complimentary basis. The following table summarizes the results of our room activity:

| Total room revenues | \$ | 173,319 | \$ | 200,594 | (13.6)\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Average daily room rate | \$ | 205 | \$ | 226 | (9.3)\% |
| Occupancy rate |  | 83.6\% |  | 85.3\% | (1.7)pts |
| Revenue per available room | \$ | 171 | \$ | 193 | (11.4)\% |
| SandsMacan (1).4)\% |  |  |  |  |  |
| Total room revenues | \$ | 26,558 | \$ | 27,074 | (1.9)\% |
| Average daily room rate | \$ | 260 | \$ | 266 | (2.3)\% |
| Occupancy rate |  | 97.7\% |  | 98.4\% | (0.7)pts |
| Revenue per available roum | \$ | 254 | \$ | 261 | (2.7)\% |
| Four Seasons Mucas |  |  |  |  |  |
| Total room revenues | \$ | 20,276 | \$ | 3,664 | 453.4\% |
| Average daily room rate | \$ | 295 | S | 344 | (14.2)\% |
| Occupancy rate |  | 52.3\% |  | 32.0\% | 20.3pts |
| Revenue per available room | \$ | 154 | \$ | 110 | 40.0\% |
| U.S. Operations: |  |  |  |  |  |
| Las Vegas Operating Properties |  |  |  |  |  |
| Total room revenues | \$ | 437,630 | \$ | 535,797 | (18.3)\% |
| Average daily room rate | \$ | 195 | \$ | 232 | (15.9)\% |
| Occupancy rate |  | 87.4\% |  | 91.3\% | (3.9)pts |
| Revenue per available room | \$ | 170 | \$ | 212 | (19.8)\% |

Food and beverage revenues decreased $\$ 41.4$ million as compared to the year ended December 31, 2008. The decrease is due to a $\$ 66.2$ million decrease across our operating properties driven by a decrease in banquet and in-suite dining operations resulting from lower occupancy at our properties, as noted above, and a lower proportion of group and corporate businesses. This decrease was offset by $\$ 13.3$ million atributable to Sands Bethlehem and an increase of $\$ 11.5$ million atributable to a full year of operations of Four Seasons Macao.
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Convention, retail and other revenues increased $\$ 12.3$ million as compared to the year ended December 31, 2008. The increase is primarily due to an increase of $\$ 24.2$ million attributable to the mall at Four Seasons Macao due to a full year of operations and $\$ 21.1$ million in our Other Asia segment driven by our passenger ferry service operations in Macau as we increased the frequency of sailings and commenced night sailings in the summer of 2008. These increases were partially offset by a decrease of $\$ 27.0$ million at our Las Vegas Operating Properties and $\$ 7.9$ million at The Venetian Macao, primarily driven by the decrease in our convention operations resulting from the decline in global economic conditions.

## Operating Expenses

The breakdown of operating expenses is as follows:
Casino
Rooms
Food and beverage
Convention, retail and other
Provision for doubtful accounts
General and administrative
Corporate expense
Rental expense
Pre-opening expense
Development expense
Depreciation and amortization
Impairment loss

| Year Ended December 31, |  |  |  |
| :---: | :---: | :---: | :---: |
|  | 2009 | 2008 | Percent Change |
| (Dollars in thousands) |  |  |  |
| \$ | 2,349,422 | \$ 2,214,235 | 6.1\% |
|  | 121,097 | 154,615 | (21.7)\% |
|  | 165,977 | 186,551 | (11.0)\% |
|  | 240,377 | 213,351 | 12.7\% |
|  | 103,802 | 41,865 | 147.9\% |
|  | 526,199 | 550,529 | (4.4)\% |
|  | 132,098 | 104,355 | 26.6\% |
|  | 29,899 | 33.540 | (10.9)\% |
|  | 157,731 | 162,322 | (2.8)\% |
|  | 533 | 12,789 | (95.8)\% |
|  | 586,041 | 506,986 | 15.6\% |
|  | 169,468 | 37,568 | 351.1\% |


| Loss on disposal of assets | 9,201 | 7.577 | 21.4\% |
| :---: | :---: | :---: | :---: |
| Total operating expenses | \$ 4,591,845 | \$ 4,226,283 | 8.6\% |

Operating expenses were $\$ 4.59$ billion for the year ended December 31,2009 , an increase of $\$ 365.6$ million as compared to $\$ 4.23$ billion for the year ended December 31, 2008. The increase in operating expenses was primarily attributable to a full ycar of operations of Four Seasons Macao, the opening of Sands Bethlehem, recognizing impairment losses and a legal settlement included in corporate expense, and increases in our provision for doubtful accounts, and depreciation and amorization, partially offsel by a decrease in operating expenses driven by decreased revenues as well as our cost-cutting measures.

Casino expenses increased $\$ 135.2$ million as compared to the year ended December 31, 2008. Of the increase, $\$ 103.2$ million was attributable to Sands Bethlehem and $\$ 95.1$ million was due to the $39.0 \%$ gross win tax on our casino revenues at our Macau properties, driven primarily by increases at Four Seasons Macao and The Venetian Macao, as previously described, as well as a $\$ 36.5$ million (exclusive of the $39.0 \%$ gross win tax on casino revenues) attributable to a full year of operations of Four Seasons Macao. These increases were partially offset by a combined decrease of $\$ 99.6$ million at our operating properties driven by our cost-cutting measures.

Rooms expense decreased $\$ 33.5$ million and food and beverage expense decreased $\$ 20.6$ million as compared to the year ended December 31, 2008. These decreases were driven by the associated decreases in the related revenues described above, as well as our cost-cutting measures.

Convention, retail and other expense increased $\$ 27.0$ million, as compared to the year ended December 31,2008 . The increase was primarily attributable to a $\$ 43.4$ million increase in our passenger ferry service operations in Macau, partially offset by a $\$ 15.3$ million decrease at our Las Vegas Operating Properties driven by the associated decrease in the related revenucs, as well as our cost-cutting measures.

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The provision for doubtful accounts was $\$ 103.8$ million for the year ended December 31, 2009, compared to $\$ 41.9$ million for the
4wnear ended December 31, 2008. Of the increase, $\$ 39.0$ million related to our casino operations as we granted more credit to our premium players in Macau in response to the opening of new properties and $\$ 16.6$ million related to our mall operations as some of our tenants experienced difficulties driven by reduced visitation and consumer spending as a result of the economic downtum. The amount of this provision can vary over short periods of time because of factors specific to the customers who owe us money from gaming activities at any given time. We believe that the amount of our provision for doubtful accounts in the future will depend upon the state of the economy, our credit standards, our risk assessments and the judgment of our employees responsible for granting credit.

General and administrative expenses decreased $\$ 24.3$ million as compared to the year ended December 31, 2008. The decrease was primarily attributable to a $\$ 55.8$ million decrease across our operating properties driven by our cost-cutting measures, with $\$ 25.6$ million, $\$ 19.3$ million and $\$ 10.9$ million at our Las Vegas Operating Properties, The Venetian Macao, and Sands Macao, respectively, as well as a $\$ 17.7$ million decrease in Other Asia. The decrease was partially offset by expenses of $\$ 25.0$ million and $\$ 24.2$ million attributable to Sands Bethlehem and Four Season Macao, respectively.

Corporate expense increased $\$ 27.7$ million as compared to the year ended December 31, 2008. The increase was attributable to a $\$ 42.5$ million legal settlement, partially offset by a decrease $\$ 14.8$ million of other corporate costs driven by our cost-cutting measures.

Pre-opening expenses were $\$ 157.7$ million for the year ended December 31, 2009, as compared to $\$ 162.3$ million for the year ended December 31, 2008. Pre-opening expense represents personnel and other costs incurred prior to the opening of new ventures, which are expensed as incurred. Pre-opening expenses for the year ended December 31, 2009, were primarily related to activities at Marina Bay Sands and Sands Bethlehem, as well as costs associated with suspension activities at our Cotai Strip developments. Development expenses, which were not material for the years ended December 31, 2009 and 2008, include the costs associated with the Company's evaluation and pursuit of new business opportunities, which are also expensed as incurred.

Depreciation and amortization expense increased $\$ 79.1$ million as compared to the year ended December 31,2008. The increase was primarily attributable to a full year of depreciation expense related to the Four Seasons Macao and the opening of Sands Bethiehem, which contributed $\$ 37.6$ million and $\$ 17.5$ million, respectively. Additionally, increases of $\$ 11.8$ million and $\$ 7.9$ million were attributable to The Venetian Macao and The Palazzo, respectively, as both properties had unopened areas during the entire year ended
$\cdots$ December 31, 2008.

Impairment loss was $\$ 169.5$ million for the year ended December 31,2009 , consisting primarily of $\$ 94.0$ million related to a reduction in the expected proceeds to be reccived from the sale of The Shoppes at The Palazzo, $\$ 57.2$ million related to our indefinite suspension of plans to expand the Sands Expo Center and $\$ 15.0$ million related to certain real estate that was previously utilized in connection with marketing activitics in Asia.

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## Adjusted Property EBITDA

Adjusted property EBITDA is used by management as the primary measure of the operating performance of our segments. Adjusted properly EBITDA is net loss attributable to Las Vegas Sands Corp. before interest, income taxes, depreciation and amortization, preopening expense, development expense, other income (expense), loss on modification or carly retirement of debt, impairment loss, loss on disposal of assets, rental expense, corporate expense, stock-based compensation expense and net loss attributable to noncontrolling interests. The following table summarizes information related to our segments (see "Item 8 - Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 18 - Segment Information" for discussion of our operating segments and a reconciliation of adjusted property EBITDA to net loss attributable to Las Vegas Sands Corp.):

|  | Year Ended December 31, |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2009 |  | 2008 |  | Percent Change |  |
| Macau: | (Dollars in thousands) |  |  |  |  |  |
| The Venetian Macao |  | 556,547 | \$ | 499,025 |  | 11.5\% |
| Sands Macao |  | 244,925 |  | 214,573 |  | 14.1\% |
| Four Seasons Macao |  | 40,527 |  | 7,567 |  | 435.6\% |
| Other Asia |  | $(32,610)$ |  | $(49,465)$ |  | (34.1)\% |
| -ime. United States: |  |  |  |  |  |  |
| Las Vegas Operating Properties |  | 259,206 |  | 392,139 |  | (33.9)\% |
| Sands Bethlehem |  | 17,566 |  | - |  | -\% |
| Total adjusted property EBITDA |  | 1,086,161 | \$ | 1,063,839 |  | 2.1\% |

Adjusted property EBITDA at The Venetian Macao increased $\$ 57.5$ million as compared to the year ended December 31, 2008. The increase was primarily due to an increase in net revenues of $\$ 47.4$ million as well as reduced expenses driven by our cost-cutting measures, as previously described.

Adjusted property EBITDA at Sands Macao increased $\$ 30.4$ million as compared to the year ended December 31, 2008. The increase was primarily due to a decrease in operating expenses driven by our cost-cutting measures, with a $\$ 31.7$ million decrease in casino expenses (exclusive of the $39 \%$ gross win tax on casino revenues) and a $\$ 10.9$ million decrease in general and administrative expenses. These decreases in expenses were partially offset by an increase of $\$ 17.7$ million in the provision for doubtful accounts.

Adjusted property EBITDA in our Other Asia segment increased $\$ 16.9$ million as compared to the year ended December 31, 2008. As previously described, our passenger ferry service operations increased due to the increased number of sailings.

Adjusted property EBITDA at our Las Vegas Operating Properties decreased $\$ 132.9$ million as compared to the year ended December 31, 2008. The decrease was primarily due to a decrease in net revenues of $\$ 234.7$ million, partially offset by decreases in the associated operating expenses and a decrease of $\$ 25.6$ million in general and administrative expenses driven by our cost-cutting measures, of which $\$ 10.8$ million were payroll-related expenses.

Adjusted property EBITDA at Four Seasons Macao and Sands Bethlehem do not have a comparable prior-year period. Results of the operations of Four Seasons Macao and Sands Bethlehem are as previously described.

## Interest Expense

The following table summarizes information related to interest expense on long-term debt:

| Year Ended December 31, |
| :---: |
| $2009 \quad 2008$ |

Interest cost (which includes the amortization of deferred financing costs and original issue discounts)
Less - capitalized interest
"mermerest expense, net
Cash paid for interest
Weighted average total debt balance
Weighted average interest rate
(Dollars in thousuuds)

| \$ | $\begin{aligned} & 387,319 \\ & (65,449) \\ & \hline \end{aligned}$ | \$ | $\begin{gathered} 553,040 \\ (131,215) \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| S | 321,870 | \$ | 421,825 |
| \$ | 353,002 | \$ | 516,912 |
|  | 10,994,928 | \$ | 9,081,135 |
|  | 3.5\% |  | 6.1\% |

Interest cost decreased $\$ 165.7$ million as compared to the year ended December 31, 2008, resulting from a decrease in the weighted average interest rate, partially offset by an increase in our weighted average long-term debt balances. Capitalized interest decreased $\$ 65.8$ million as compared to the year ended December 31, 2008, primarily due to the suspension of our Cotai Strip developments, the completion of Four Seasons Macao and Sands Bethlehem, and the decrease in the weighted average interest rate.

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## Other Factors Effecting Earnings

Other expense was $\$ 9.9$ million for the year ended December 31, 2009, as compared to other income of $\$ 19.5$ million for the year ended December 31, 2008. The expense during the year ended December 31, 2009, was primarily attributable to a decrease in the fair value of our interest rate cap agreements held in Singapore.

The loss on modification or early retirement of debt was $\$ 23.2$ million for the year ended December 31, 2009, as compared to $\$ 9.1$ million for the year ended December 31, 2008. During the year ended December 31, 2009, a $\$ 17.1$ million loss resulted from the early retirement of the $\$ 600.0$ million exchangeable bonds (see "Item 8 - Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 9 - Long-Term Debt - Macau Related Debt - Exchangeable Bonds") and a $\$ 6.0$ million loss resulted from the write-off of deferred financing costs related to a $\$ 500.0$ million required pay down of the VML credit facility in
connection with the SCL Offering (see "Item 8 - Financial Statements and Supplementary Data - Notes to Consolidated Financial Statements - Note 9 - Long-Term Debt - Macau Related Debt - VML Credit Facility").

Our effective income tax rate was a beneficial rate of $1.0 \%$ for the year ended December 31, 2009, as compared to a beneficial rate of $26.2 \%$ for the year ended December 31, 2008. The effective income tax rate for the year ended December 31, 2009, includes the recording of a valuation allowance on the net deferred tax assets of our U.S. operations and a zero percent tax rate from our Macau gaming operations due to our income tax exemption in Macau, which is set to expire in 2013. The non-deductible pre-opening expenses of foreign subsidiaries and the non-realizable deferred tax assets in the U.S. and foreign jurisdictions unfavorably impacted our effective income tax rate. Management does not anticipate recording an income tax benefit related to deferred tax assets generated by our U.S. operations; however, to the extent that the financial results of our U.S. operations improve and it becomes more likely than not that the deferred tax assets are realizable, we will be able to reduce the valuation allowance through earnings.

## Liquidity and Capital Resources

Cash Flows - Summary
Our cash flows consisted of the following:

Net cash generated from operating activities
Cash flows from investing activities:
Change in restricted cash and cash equivalents
Capital expenditures
Proceeds from disposal of property and equipment
Purchases of investments
Proceeds from investments

| 2010 | 2009 | 2008 |
| :---: | :---: | :---: |
|  | (n thousands) |  |
| 1,870,151 | \$ 638,613 | \$ 124,872 |
| $(688,266)$ | 78,630 | 218,044 |
| (2,023,981) | $(2,092,896)$ | $(3,789,008)$ |
| 49,735 | 4,203 | $\bigcirc \quad-$ |
| $(173,774)$ | - | - |
| 173,774 | - | - |
| $(45,303)$ | - | - |

# UNITED STATES SECURITIES AND EXCHANGE COMMISSION <br> Washington, D.C. 20549 

Form 10-K/A
Amendment No. 1
$\square$ ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended December 31, 2010
or

## TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from $\qquad$ to $\qquad$
Commission file number 001-32373

## LAS VEGAS SANDS CORP.

(Exact name of registrant as specified in its charter)
Nevada
(State or other jurisdiction of incorporation or organization)

3355 Las Vegas Boulevard South
Las Vegas, Nevada 89109
(Address of principal executive offices)
Registrant's telephone number, including area code:
(702) 414-1000

Securities registered pursuant to Section 12(b) of the Act:

Title of Each Class
Common Stock ( $\mathbf{\$ 0 . 0 0 1}$ par value)

27-0099920
(IRS Employer Identification No.)

Securities registered pursuant to Section 12(g) of the Act:
None
Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes $\square$ No $\square$
Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15 (d) of the Act. Yes $\square$ No $\square$

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15 (d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports); and (2) has been subject to such filing requirements for the past 90 days. Yes ${ }^{0}$ No $\square$

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes $\square$

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation $\mathrm{S}-\mathrm{K}$ ( $\$ 229.405$ of this chapter) is not contained herein, and will not be contained, to the best of registrant's knowiedge, in definitive proxy or information statements , anwe incorporated by reference in Part III of this Form 10-K or any amendinent to this Form 10-K.

* Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See the definitions of "large accelerated filer," "accelcrated filer" and "smaller reporting company" in Rule 12b-2 of the Exchange Act. (Check one):
I. arge accelerated filer $\square$

$$
\text { Accelerated filer } \square
$$

Non-Accelerated filer $\square \quad$ Smaller reporting company (Do not check if a smaller reporting company)

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Act). Yes $\square$ No $\square$
As of June 30, 2010, the last business day of the registrant's most recently completed second fiscal quarter, the aggregate market value of the registrani's common stock held by non-affiliates of the registrant was $\$ 7,009,236,556$ based on the closing sale price on that date as reported on the New York Stock Exchange.

The Company had 726,471.263 shares of common stock outstanding as of February 18, 2011.

## DOCUMENTS INCORPORATED BY REFERENCE

## Description of document

Portions of the definitive Proxy Statement to be used in connection with the registrant's 2011 Annual Meeting of Stockholders

Part of the Form 10-K
Part III (Item 10 through Item 14)

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## Explanatory Note

This Amendment No. 1 to our Annual Report on Form 10-K for the fiscal year ended December 31, 2010, filed with the Securities and Exchange Commission on March 1, 2011 (the "Original Filing"), is filed solely to furnish our XBRL interactive data files in Exhibit 101 as required by Rule 405 of Regulation S-T. No other changes have been made to the Original Filing and this amendment does not reflect events that have occurred subsequent to the Original Filing date.

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PARTIV<br>ITEM 15. - EXHIBITS AND EINANCIAL STATEMENT SCHEDULES SIGNATURES<br>EX-101 INSTANCE DOCUMENT<br>EX-101SCHEMA DOCUMENT<br>EX-101 CALCULATION LINKBASE DOCUMENT<br>EX-101 LABELS LINKBASE DOCUMENT<br>EX-101 PRESENTATION LINKBASE DOCUMENT<br>EX-101 DEFINITION LINKBASE DOCUMENT

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## PART IV

## ITEM 15. - EXHIBITS AND FINANCIAL STATEMENT SCHEDULES

(a) Documients filed as part of the Annual Reprort on Formi 10-K.
(1) List of Financial Statements

Report of Independent Registered Public Accounting Firm
Consolidated Balance Sheets
Consolidated Statements of Operations
Consolidated Statements of Equity and Comprehensive Income (Loss)
Consolidated Statements of Cash Flows
Notes to Consolidated Financial Statements
(2) List of Financial Statement Schedule

Schedule II — Valuation and Qualifying Accounts
(3) List of Exhibits

Exhibit No.

## Description of Document

Certificate of Amended and Restated Articles of Incorporation of Las Vegas Sands Corp. (incorporated by reference from Exhibit 3.1 to the Company's Amendment No. 2 to Registration Statement on Form S-1 (Reg. No. 333-118827) dated November 22, 2004).
3.2 Amended and Restated By-laws of Las Vegas Sands Corp. (incorporated by reference from Exhibit 3.2 to the Company's Quarterly Report on Form 10-Q for the quarter ended September 30, 2007 and filed on November 9, 2007).
3.3 Certificate of Designations for Series A $10 \%$ Cumulative Perpetual Preferred Stock (incorporated by reference from Exhibit 3.1 to the Company's Current Report on Form $8-\mathrm{K}$ filed on November 14, 2008).
3.4 Operating Agreement of Las Vegas Sands, LLC dated July 28, 2005 (incorporated by reference from Exhibit 3.1 to the Company's Current Report on Form S-3 filed on November 17, 2008).
3.5 First Amendment to the Operating Agreement of Las Vegas Sands, LLC dated May 23, 2007 (incorporated by reference from Exhibit 3.2 to the Company's Current Report on Form S-3 filed on November 17, 2008).
4.1 Form of Specimen Common Stock Certificate of Las Vegas Sands Corp. (incorporated by reference from Exhibit 4.1 to the Company's Amendment No. 2 to Registration Statement on Form S-1 (Reg. No. 333118827) dated November 22, 2004).
4.2 Indenture, dated as of February 10, 2005, by and between Las Vegas Sands Corp., as issuer, and U.S. Bank National Association, as trustee (the " $6.375 \%$ Notes Indenture) (incorporated by reference from Exhibit 4.2 to the Company's Current Report on Form 8-K filed on February 15, 2005).
4.3 Supplemental Indenture to the $6.375 \%$ Notes Indenture, dated as of February 22, 2005, by and among Las Vegas Sands, Inc. ( $\mathrm{n} / \mathrm{k} / \mathrm{a}$ Las Vegas Sands, LLC), Venetian Casino Resort, LLC, Mall Intermediate Holding Company, LLC, Lido Intermediate Holding Company, LLC, Lido Casino Resort, LLC, (which was merged into Venetian Casino Resort, LLC in March 2007), Venetian Venture Development, LLC, Venetian Operating Company, LLC (which was merged into Venetian Casino Resort, LLC in March 2006), Venetian Marketing, Inc. and Venetian Transport, LLC, as guarantors, Las Vegas Sands Corp., as issuer and U.S. Bank National Association, as trustee) (incorporated by reference from Exhibit 4.1 to the Company's Current Report on Form 8 -K filed on February 23, 2005).
4.4 Second Supplemental Indenture to the $6.375 \%$ Notes Indenture, dated as of May 23, 2007, by and among Interface Group Nevada, Inc., Lido Casino Resort Holding Company, LLC, Phase II Mall Holding, LLC,

Phase 11 Mall Subsidiary, LLC. Sands Peansylvania, Inc. and Palazco Condo Tuwer, LLC, as guaranteeing subsidiaries, the guarantors party to the first supplemental indenture, Las Vegas Sands Corp., as issuer, and U.S. Bank National Association, as trustee (incorporated by reference from Exhibit 4.1 to the Company's Quarerly Report on Form 10-Q for the quarter ended June 30, 2007 and filed on August 9, 2007).

Warrant Agreement, dated as of November 14. 2008, between Las Vegas Sands Corp. and U.S. Bank National Association, as warrant agent (incorporated by reference from Exhibit 10.1 to the Company's Current Report on Form 8-K filed on November 14, 2008).

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Exhibit No.
10.5 Deed of Trust, Leasehold Deed of Trust, Assignment of Rents and Leases, Security Agreement and Fixture Filing made by Las Vegas Sands, LLC, as trustor, as of May 23, 2007 in favor of First Aimerican Titie Insurance Company, as trustee, for the benefit of The Bank of Nova Scotia, in its capacity as collateral agent, as beneficiary (incorporated by reference from Exhibit 10.7 to the Company's Quarterly Report on Form 10-Q for the quarter ended June 30, 2007 and filed on August 9, 2007).
10.6 Deed of Trust, Leasehold Deed of Trust, Assignment of Rents and Leases, Security Agreement and Fixture Filing made by Venetian Casino Resort, LLC, as trustor, as of May 23, 2007 in favor of First American Title Insurance Company, as trustee, for the benefit of The Bank of Nova Scotia, in its capacity as collateral agent, as beneficiary (incorporated by reference from Exhibit 10.8 to the Company's Quarterly Report on Form $10-\mathrm{Q}$ for the quarter ended June 30, 2007 and filed on August 9, 2007).
10.7 Deed of Trust, Leasehold Deed of Trust, Assignment of Rents and Leases, Security Agreement and Fixture Filing made by Venetian Casino Resort, LLC and Las Vegas Sands, LLC, jointly and severally as trustors, as of May 23, 2007 in favor of First American Title Insurance Company, as trustee, for the benefit of The Bank of Nova Scotia, in its capacity as collateral agent, as beneficiary (incorporated by reference from Exhibit 10.9 to the Company's Quarterly Report on Form 10-Q for the quarter ended June 30, 2007 and filed on August 9 , 2007).
10.8 Deed of Trust, Leasehold Deed of Trust, Assignment of Rents and Leases, Security Agreement and Fixture Filing made by Interface Group-Nevada, Inc., as trustor, as of May 23, 2007 in favor of First American Title Insurance Company, as trustee, for the benefit of The Bank of Nova Scotia, in its capacity as collateral agent,
as beneficiary (incorporated by reference from Exhibit 10.10 to the Company's Quarterly Report on Form 10 Q for the quarter ended June 30, 2007 and filed on August 9, 2007).
10.9 Credit Agreement. dated as of May 17, 2010, by and among Venctian Orient Limited, the financial institutions listed as I.enders on the signature pages thereto, The Rank of Nova Scotia, as Administrative Agent, Goldman Sachs Lending Partners LLC, BNP Paribas, Hong Kong Branch, Citibank, N.A., Citigroup Financial Services Limited and Citibank, N.A., Hong Kong Branch, UBS AG Hong Kong Branch, Barclays Capital, The Investment Banking Division of Barclays PLC, Bank of China Limited, Macau Branch ("BOC"), and Industrial and Commercial Bank of China (Macau) Limited ("ICBC"), as Olobal Coordinators and Bookrunners, and, with the exception of BOC and ICBC, as co-syndication agents for the enders, and Banco Nacional Ultramarino, S.A., DBS Bank Ltd. and Oversea-Chinese Banking Corporation Limited, as Mandated Lead Arrangers and Bookrunners (incorporated by reference from Exhibit 10.1 to the Company's Quarterly Report on Form 10-Q for the quarter ended June 30, 2010 and filed on August 9, 2010).
10.10 Sponsor Agreement, dated as of May 17, 2010, by and between Sands China Lid., The Bank of Nova Scotia, as administrative agent, and Bank of China Limited, Macau Branch, as the collateral agent (incorporated by reference from Exhibit 10.2 to the Company's Quarterly Report on Form 10-Q for the quarter ended June 30, 2010 and filed on August 9, 2010).
10.11 Guaranty, dated as of May 17, 2010, is made by Sands China Ltd., and each Subsidiary of Sands China Ltd. Required from time to time to become party hereto pursuant to the Credit Agreement, in favor of and for the benefit of The Bank of Nova Scotia, as administrative agent (incorporated by reference from Exhibit 10.3 to the Company's Quarterly Report on Form 10-Q for the quarter ended June 30, 2010 and filed on August 9, 2010).
10.12 Credit Agreement, dated as of May 25, 2006, by and among VML US Finance LLC, Venetian Macau Limited, the financial institutions listed therein as lenders, The Bank of Nova Scotia, Banco Nacional Ultramarino, S.A., Sumitomo Mitsui Banking Corporation, Goldman Sachs Credit Partners L.P., Lehman Brothers Inc. and Citigroup Global Markets, Inc. (incorporated by reference from Exhibit 10.1 to the Company's Quarterly Report on Form 10-Q for the quarter ended June 30, 2006 and filed on August 9, 2006).

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## Exhibit No.

10.13

$$
10.14
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10.15
10.16 Second Amendment to Credit Agreement, dated as of August 12, 2009, by and annong VML US Finance LLC, Venetian Macau Limited and The Bank of Nova Scotia, as administrative agent for the Lenders and the Loan Parties party thereto (incorporated by reference from Exhibit 10.7 to the Company's Quarterly Report on Form 10-Q for the quarter ended September 30, 2009 and filed on November 9, 2009).

|  | 10.17 | Facility Agrecment, dated as of December 28, 2007, among Marina Bay Sands Pre. Lid., as borrower, Goldman Sachs Foreign Exchange (Singapore) Pte.,DBS Bank Lid., UOB Asia Limited, Oversea-Chinese Banking Corporation Limited, as coordinators, and DBS Bank Lid., as technical bank, agent and security trustee (incorporated by reference from Exhibit 10.59 to the Company's Annual Report on Form 10-K for ycar ended December 31, 2007 and filed on February 29, 2008). |
| :---: | :---: | :---: |
| * ${ }_{\text {bsemex }}$ | 10.18 | Sponsor Support Agreement, dated as of December 28, 2007, among Las Vegas Sands Corp., as sponsor, Sands Mauritius Holdings and MBS Holdings Pte. Itd., as holding company, Marina Bay Sands Pte. Ltd., as borrower and DBS Bank Ltd., as security trustee (incorporated by reference from Exhibit 10.60 to the Company's Annual Report on Form 10-K for year ended December 31, 2007 and filed on February 29, 2008). |
|  | 10.19 | Construction Agency Agreement, dated as of May 1, 1997, by and between Venetian Casino Resort, LLC and Atlantic Pacific Las Vegas, LIC (incorporated by reference from Exhibit 10.21 to Amendment No. 2 to Las Vegas Sands, Inc.'s Registration Statement on Form S-4 (File No. 333-42147) dated March 27, 1998). |
|  | 10.20 | Sands Resort Hotel and Casino Agreement, dated as of February 18, 1997, by and between Clark County and Las Vegas Sands, Inc. (incorporated by reference from Exhibit 10.27 to Amendment No. 1 to Las Vegas Sands, Inc.'s Registration Statement on Form S-4 (File No. 333-42147) dated February 12, 1998). |
|  | 10.21 | Addendum to Sands Resort Hotel and Casino Agreement, dated as of September 16, 1997, by and between Clark County and Las Vegas Sands, Inc. (incorporated by reference from Exhibit 10.20 to the Company's Amendment No. 1 to Registration Statement on Form S-1 (Reg. No. 333-118827) dated October 25, 2004). |
|  | 10.22 | Improvement Phasing Agreement by and between Clark County and Lido Casino Resort, LLC (incorporated by reference from Exhibit 10.21 to the Company's Amendment No. I to Registration Statement on Form S-1 (Reg. No. 333-118827) dated October 22, 2004). |
|  | 10.23 | Concession Contract for Operating Casino Games of Chance or Games of Other Forms in the Macao Special Administrative Region, June 26, 2002, by and among the Macao Special Administrative Region and Galaxy Casino Company Limited (incorporated by reference from Exhibit 10.40 to Las Vegas Sands, Inc.'s Form 10K for the year ended December 31, 2002 and filed on March 31, 2003). |
| - | $10.24 \dagger$ | Subconcession Contract for Operating Casino Games of Chance or Games of Other Forms in the Macao Special Administrative Region, dated December 19, 2002, between Galaxy Casino Company Limited, as concessionaire, and Venetian Macau S.A., as subconcessionaire (incorporated by reference from Exhibit 10.65 to the Company's Amendment No. 5 to Registration Statement on Form S-1 (Reg. No. 333-118827) dated December 10, 2004). |
|  | 10.25 | Land Concession Agreement, dated as of December 10, 2003, relating to the Sands Macao between the Macao Special Administrative Region and Venetian Macau Limited (incorporated by reference from Exhibit 10.39 to the Company's Amendment No. 1 to Registration Statement on Form S-1 (Reg. No. 333-118827) dated October 25, 2004). |

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| Exhibit No. | Description of Document |
| :---: | :--- |
| 10.26 | Amendment, published on April 22, 2008, to Land Concession Agreement, dated as of December 10, 2003, <br> relating to the Sands Macao between the Macau Special Administrative Region and Venetian Macau Limited <br> (incorporated by reference from Exhibit 10.3 to the Company's Quarterly Report on Form 10-Q for the quarter <br> ended March 31, 2008 and filed on May 9, 2008). |
| 10.27 | Land Concession Agreement, dated as of February 23, 2007, relating to the Venetian Macao, Four Seasons <br> Macao and Site 3 among the Macau Special Administrative Region, Venetian Cotai Limited and Venetian <br> Macau Limited (incorporated by reference from Exhibit 10.3 to the Company's Quarterly Report on Form 10- |


| Nown | 10.28 | Amendment published on October 28, 2008, to Land Concession Agreement between Macau Special Administrative Region and Venetian Cotai Limited (incorporated by reference from Exhibit 10.5 to the Company's Quarterly Report on Form 10-Q for the quarter ended September 30, 2008 and filed on November 10,2008 ). |
| :---: | :---: | :---: |
|  | 10.29 | Development Agreement, dated August 23, 2006, between the Singapore Tourism Board and Marina Bay Sands Pte. Lid. (incorporated by reference from Exhibit 10.3 to the Company's Quarterly Report on Form 10Q for the quarter ended Scpiember 30, 2006 and filed on November 9, 2006). |
|  | 10.30 | Supplement to Development Agreement, dated December 11, 2009, by and between Singapore Tourism Board and Marina Bay Sands PTE. LTD (incorporated by reference from Exhibit 10.76 to the Company's Annual Report on Form 10-K for the year ended December 31, 2009 and filed on March 1, 2010). |
|  | 10.31 | Energy Services Agreement, dated as of May 1, 1997, by and between Atlantic Pacific Las Vegas, LLC and Venetian Casino Resort, LLC (incorporated by reference from Exhibit 10.3 to Amendment No. 2 to Las Vegas Sands, Inc.'s Registration Statement on Form S-4 (File No. 333-42147) dated March 27, 1998). |
|  | 10.32 | Energy Services Agreement Amendment No. 1, dated as of July 1, 1999, by and between Atlantic Pacific Las Vegas, LLC and Venctian Casino Resort, LLC (incorporated by reference from Exhibit 10.8 to Las Vegas Sands. Inc.'s Annual Report on Form 10-K for the year ended December 31, 1999 and filed on March 30, 2000). |
|  | 10.33 | Energy Services Agreement Amendment No. 2, dated as of July 1, 2006, by and between Atlantic Pacific Las Vegas, LLC and Venetian Casino Resort, LLC (incorporated by reference from Exhibit 10.77 to the Company's Annual Report on Form 10-K for the year ended December 31, 2006 and filed on February 28, 2007). |
|  | 10.34* | Energy Services Agreement Amendment No. 3 dated as of February 10, 2009, by and between Trigen-Las Vegas Energy Company, LLC f/k/a Atlantic Pacific Las Vegas, LLC, Venetian Casino Resort, LLC Grand Canal Shops II, LLC and Interface Group-Nevada, Inc. |
| - | 10.35 | Energy Services Agreement, dated as of November 14, 1997, by and between Atlantic-Pacific Las Vegas, LLC and Interface Group-Nevada, Inc. (incorporated by reference from Exhibit 10.8 to Amendment No. 1 of the Company's Registration Statement on Form S-1 (Reg. No. 333-118827) dated October 25, 2004). |
|  | 10.36 | Energy Services Agreement Amendment No. 1, dated as of July 1, 1999, by and between Atlantic-Pacific Las Vegas, LLC and Interface Group-Nevada, Inc. (incorporated by reference from Exhibit 10.9 to the Company's Amendment No. 1 to Registration Statement on Form S-1 (Reg. No. 333-118827) dated October 25, 2004). |
|  | 10.37 | Amended and Restated Services Agreement, dated as of November 14, 1997, by and among Las Vegas Sands, Inc., Venetian Casino Resort, LLC, Interface Group Holding Company, Inc., Interface Group-Nevada, Inc., Lido Casino Resort MM, Inc., Grand Canal Shops Mall MM Subsidiary, Inc. and certain subsidiaries of Venetian Casino Resort, LLC named therein (incorporated by reference from Exhibit 10.15 to Amendment No. 1 to Las Vegas Sands, Inc.'s Registration Statement on Form S-4 (File No. 333-42147) dated February 12, 1998). |
|  | 10.38 | Assignment and Assumption Agreement, dated as of November 8, 2004, by and among Las Vegas Sands, Inc., Venetian Casino Resort, LLC, Interface Group Holding Company, Inc., Interface Group-Nevada, Inc., Interface Operations LLC, Lido Casino Resort MM, Inc., Grand Canal Shops Mall MM Subsidiary, Inc. and certain subsidiaries of Venetian Casino Resort, LLC named therein (incorporated by reference from Exhibit 10.52 to the Company's Amendment No. 2 to Registration Statement on Form S-1 (Reg. No. 333118827) dated November 22, 2004). |
|  | 10.39 | Fourth Amended and Restated Reciprocal Easement, Use and Operating Agreement, dated as of February 29, 2008, by and among Interface Group - Nevada, Inc., Grand Canal Shops II, LLC, Phase II Mall Subsidiary, LLC, Venetian Casino Resort, LLC, and Palazzo Condo Tower, LLC (incorporated by reference from Exhibit 10.1 to the Company's Quarterly Report on Form 10-Q for the quarter ended March 31, 2008 and filed on May 9,2008 ). |

## Form $10-\mathrm{K} / \mathrm{A}$

10.40 Amended and Restated Las Vegas Sands, Inc. 1997 Fixed Stock Option Plan (the "1997 Stock Option Plan") (incorporated by reference from Exhibit 10.10 to Las Vegas Sands. Inc. 's Quarterly Report on Form 10-Q for the quarter ended June 30, 2002 and filed on August 14, 2002).
10.41 First Amendment to the 1997 Stock Option Plan, dated June 4, 2002 (incorporated by reference from Exhibit 10.11 to Las Vegas Sands, Inc.'s Quarterly Report on Form 10-Q for the quarter ended Junc 30, 2002 and filed on August 14, 2002).

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Exhibit No.
10.43 Assumption Agreement, dated as of July 15, 2004, by Las Vegas Sands, Inc. with respect to the 1997 Stock Option Plan (incorporated by reference from Exhibit 10.25 to the Company's Registration Statement on Form S. 1 (Reg. No. 333-118827) dated September 3, 2004).
10.47 Form of Restricted Stock Award Agreements under the 2004 Equity Award Plan (incorporated by reference from Exhibit 10.70 to the Company's Amendment No. 4 to Registration Statement on Form S-1 (Reg. No. 333-118827) dated December 8, 2004).
10.48* Form of Restricted Stock Award Agreement under the 2004 Equity Award Plan.
10.49 Form of Nonqualified Stock Option Agreements under the 2004 Equity Award Plan (incorporated by reference from Exhibit 10.71 to the Company's Amendment No. 4 to Registration Statement on Form S-1 (Reg. No. 333-118827) dated December 8, 2004).
10.50 Form of Nonqualified Stock Option Agreement under the Company's 2004 Equity Award Plan (incorporated by reference from Exhibit 10.2 to the Company's Quarterly Report on Form 10-Q for the quarter ended June 30, 2009 and filed August 7, 2009).
10.51* Form of Nonqualified Stock Option Agreement under the 2004 Equity Award Plan.
10.52 Las Vegas Sands Corp. Executive Cash Incentive Plan (incorporated by reference from Exhibit 10.42 to the Company's Quarterly Report on Form 10-Q for the quarter ended March 31, 2005 and filed on May 16, 2005).
10.53 Las Vegas Sands Corp. Deferred Compensation Plan (incorporated by reference from Exhibit 10.63 to the Company's Amendment No. 2 to Registration Statement on Form S-1 (Reg. No. 333-118827) dated November 22, 2004).

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|  | 10.54 | Form of Restricted Stock Award Agreement (incorporated by reference from Exhibit 10.1 to the Company's Current Report on Form 8.K filed on February 9, 2007). |
| :---: | :---: | :---: |
| momm | 10.55 | Employment Agreement, dated as of November 18, 2004, by and among Las Vegas Sands Corp., Las Vegas Sands, Inc. and Sheldon G. Adelson (incorporated by reference from Exhibit 10.36 to the Company's Amendment No. 2 to Registration Statement on Form S-1 (Reg. No. 333-118827) dated November 22, 2004). |
|  | 10.56 | Amendment No. 1 to Employment Agreement, dated as of December 31, 2008, by and among Las Vegas Sands Corp., Las Vegas Sands. LLC (f/k/a Las Vegas Sands, Inc.) and Sheldon G. Adelson (incorporated by reference from Exhibit 10.35 to the Company's Annual Report on Form 10-K for the year ended December 31, 2008 and filed on March 2, 2009). |
|  | 10.57* | Employment Agreement, dated as of November 13, 2010, among Las Vegas Sands Corp., Las Vegas Sands, LI.C. and Michael A. Leven. |
|  | 10.58 | Employment Agreement, dated as of December 1, 2008 between Las Vegas Sands Corp. and Kenneth J. Kay (incorporated by reference from Exhibit 10.36 to the Company's Annual Report on Form 10-K for the year ended December 31, 2008 and filed on March 2, 2009). |
|  | 10.59 | Letter Agreement, dated January 18. 2010, between Las Vegas Sands Corp, and Kenneth J. Kay (incorporated by reference from Exhibit 10.33 to the Company's Annual Report on Form $10 . \mathrm{K}$ for the year ended December 31, 2009 and filed on March 1, 2010). |

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    Venetian Macao

[^3]:    The net income attributable to our noncontrolling interests was $\$ 357.7$ million for the year ended December 31, 2012, compared to 3.0 million for the year ended December 31, 2011. These amounts are primarily related to the noncontrolling interest of SCL

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    The Venetian Macao

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    ## *-Adjusted Property EBITDA

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