

1 **IN THE SUPREME COURT OF THE STATE OF NEVADA**

2 *****

3 SANDS CHINA LTD., A Cayman
4 Islands corporation,

5 Petitioner,

6 v.

7 CLARK COUNTY DISTRICT
8 COURT, THE HONORABLE
9 ELIZABETH GONZALEZ,
10 DISTRICT JUDGE, DEPT. 11,

11 Respondents,

12 and

13 STEVEN C. JACOBS,

14 Real Party in Interest.

Case No.: 68265 Electronically Filed
Jul 23 2015 03:37 p.m.
(Consolidated with Case Numbers
68275 and 68305) Tracie K. Lindeman
Clerk of Supreme Court

**REAL PARTY IN INTEREST
STEVEN C. JACOBS'
SUPPLEMENTAL APPENDIX**

VOLUME VIII OF XI

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CERTIFICATE OF SERVICE

I HEREBY CERTIFY that I am an employee of PISANELLI BICE PLLC and that, on this 21st day of July 2015, I electronically filed and served a true and correct copy of the above and foregoing **REAL PARTY IN INTEREST STEVEN C. JACOBS' SUPPLEMENTAL APPENDIX VOLUME VIII OF XI** properly addressed to the following:

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SERVED VIA HAND-DELIVERY ON 07/22/2015
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Eighth Judicial District court, Dept. XI
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/s/ Shannon Thomas
An employee of PISANELLI BICE PLLC

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19	Transcript of Telephone Conference on 9/10/2014	III	SA0840 – SA0854
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21	Transcript of Telephone Conference on 9/9/2014	III	SA0823 – SA0839
22			
23	Writ of Mandamus, dated 8/26/2011	II	SA0281 – SA0282
24			
25			
26			
27			
28			

RE: Board of Director Meeting Information Request

From:

'Personal' <@venetian.com.mo>

To:

'Personal' <@venetian.com.mo>

Date:

Tue, 07 Apr 2009 13:50:44 +0800

Pers

Thanks. I think this is a little rich. I doubt if I can't get the completion bonus. SGA is now reviewing every single HR decision including retention bonuses. I am not going to put a case to SGA that this guy is a critical person and must go onto our retention plan. BTW his daughter is now running HR!!!!
I have no problem compensating in line with the policy, if school, discretionary bonus, notice period, relocation, etc are in line with policy then agreed. I need to look at the salary against the others.
I think that puts him above the other managers. Is he better than them or are we paying a premium?
Thanks

From: Personal

Sent: Tuesday, April 07, 2009 1:40 PM

To: Personal

Subject: RE: Board of Director Meeting Information Request

Personal

I spoke to Pers last night and he has said he will come back to me tomorrow. He seems to be torn between the benefits of having a stable relatively comfortable family life but somewhat boring work life in Australia as opposed to the cut and thrust of work in Hong Kong and a transient lifestyle. Let's see if he comes back tomorrow as promised and what his decision and ask is.

As regards Personal the terms he would accept are :

Salary SG\$27,500

School Fees SG\$750 x 10 months (per policy)

Discretionary Bonus 20% (currently on 15%)


Completion Bonus TBC (Would we be prepared to agree to 3 months)

Notice Period – assume 3 months (currently on 1 month)

Relocation – TBC (Would we be prepared to pay at cost – 3 quotations ?)

If the above is acceptable to you. Then on a pro-rata basis this would put Con up to ±SG\$34,000 + 25% bonus which is still pretty close to Personal. Per is already on a terminal bonus which I assume would transfer to MBS ? I have attached the spreadsheet I worked out last week in case you don't have the hard copy with you.

Personal Redaction

 Please consider the environment before printing this email

From: Personal

Sent: 07 April 2009 13:20

To: Personal Redaction

Subject: RE: Board of Director Meeting Information Request

Per

Thanks. In the absence of any better information we will use the previous figures for staff, risks, etc. I don't want to paint a worse picture than we have already at the moment. The target date is and remains 9 January. That is the target. When you talk about the contractors claims I think they are significantly inflated, we need to carry reasonable provisions. I met with the hotel team (I think you were there) last time I was down and will follow up on this. My biggest concern on the commercial side is that costs are still not being managed. We talked about allocating costs to each section and monitoring against this. I see no progress on this. The team cannot continue to be leaderless. I will talk to Per; if he doesn't want the job then we need to recruit a senior person down here. Can you send me Personal's info I will follow up with him. I will also ask Person to get onto possible recruiters. It is not a role we can leave vacant and the part time arrangement, as you pointed out, is not working. Let's go through the details on Thursday.


Personal

From: Personal
Sent: Tuesday, April 07, 2009 12:57 PM
To: Personal
Subject: RE: Board of Director Meeting Information Request

Personal
Redaction

Not significantly further forward than we were a couple or so weeks ago I fear in terms of the claims and risk assessment. If you recall we went through the summary in Singapore and you made some comments on it. I subsequently had a go at Per and Person - 2 weeks ago when I was in Singapore about the Claims and Risks. The three biggest uncertainties were claims, risk and staff. I will get Person first thing tomorrow to go through the claims and risks. I will work on the staff costs for the remainder of today / tomorrow as I have just had the final session with Personal (hopefully). So we can go through it Thursday before you leave. What are we going to represent in terms of programme for MBS as that has a bearing on some of the out-turn costs and they are looking for confirmation on the Jan. 9, 2010 date no doubt. My concern is that we are carrying nothing like the money Personal and Person are claiming. We can review this also Thursday when you are back.

Personal Redaction

 Please consider the environment before printing this email

From: Personal
Sent: 07 April 2009 11:58
To: Personal
Subject: RE: Board of Director Meeting Information Request

Pers

Vegas are all over me on costs for MBS. Where are we with the review? The guys have had long enough on it, I need information.

Regards Personal

From: Personal [mailto:Person@venetian.com]
Sent: Tuesday, April 07, 2009 11:19 AM
To: Personal Redaction
Cc: Personal Redaction
Subject: Board of Director Meeting Information Request
Importance: High

Hi Per

I hope everything is going well with you in Asia! We are going to have board of directors' meeting again on April 28th, so

CONFIDENTIAL

SCL00173082

SA1649

we'd like to start collecting the documentations in order to be prepared. Could you provide the following documentations/information for Marina Bay Sands, Four Seasons Residential Tower, Parcel 5&6, Parcel 7&8 and Macao infrastructure (if still applicable):

1. Construction cost:
 - Spent to date
 - How much in addition we need to spend to complete the project
 - How much we need to spend in the next 6 month
 - Total estimated construction cost for the entire project.

I attached an old template we used in the past for the BOD meetings reporting.

2. Most current construction progress photos (it will be great if we have both exterior and interior)
3. Estimated opening date for applicable projects (if phased opening - for each phase if possible)
4. Not sure whether you could assist with this, we also like to update project program: I attached the data I have, MBS is current, but Parcel 5&6 and 7&8 are quite old, Parcel 5&6 data was provided by you back in July 2008. I haven't received much information for Four Seasons Residential Tower in the past.

Please feel free to let us know if you have any question and thank you very much for your help!

Person
↓

Personal Redaction

Las Vegas Sands Corp.
3355 Las Vegas Boulevard South
Las Vegas, Nevada 89109
Phone: Personal ↓ Cell: Personal ↓
Fax: Personal ↓
Email: Personal@venetian.com

CdS

From:

Personal Redaction

To:

Personal Redaction @venetian.com.mo>

Date:

Tue, 15 Dec 2009 20:23:37 +0800

Dear Pers,

May we ask your assistance to help Mr. Perso, who would like to pull out all contracts/agreements regarding Cirque & put together in a file for his meeting w/ Cirque in the US.

Mr. Perso is planning to depart to the US on the 20th Dec. so we will need the file for his review before the 20th.

Your kind assistance is appreciated.

Thanks,
Persona
i

CONFIDENTIAL

SCL00101583

SA1651

Conference Call re: Venetian / Cirque relationship (Mr. Personal Redaction , Mr. Personal Redaction)

From:

"Personal " </o=first organization/ou=first administrative group/cn=recipients/cn=Personal ">

To:

Personal " <Personal @cirquedusoleil.com>, Personal @cirquedusoleil.com

Date:

Tue, 07 Jul 2009 13:19:32 +0800

When: Wednesday, July 08, 2009 7:00 AM-7:30 AM (GMT+08:00) Beijing, Chongqing, Hong Kong, Urumqi.

Where: Mr. Personal cell # Personal ** Mac time: Wed at 7 am / Montreal time: Tue at 7pm

~~*~*~*~*~*~*~*

Remark: Mr. Personal is in Montreal where is 12 hours behind Macau

RE: Personal Redaction #77256

From:

Personal Redaction

To:

Personal Redaction

Date:

Sat, 14 Aug 2010 19:19:51 +0800

Person
_

No problem, Here are the process Pers and his team will performance

- To review the request/credit history of the customer and to make sure that the customer is cleared around Macau, Australia, S'pore etc.
- Check the Financial backing
- To provide the recommendation based on the findings
- For the credit limit, the Credit team together with the EVP IM can only approved up to HK\$5M, CFO can only approve up to HK\$10M and then will need to go to Pers (this is case Mr Leven or Person)

For Pers, since the HK\$30M credit line has been approved previously thus only TTO need further approval from Mr Leven or Person after we approved it

Pls let me know if you have any further questions

Thanks

Per

-----Original Message-----

From: Personal
Sent: Sat 8/14/2010 5:42 PM
To: Personal
Subject: Personal Redaction

Sorry to be a pain, but what is the credit policy on this request? Does Pers review and make sure the customer is clear around Macau, Australia, Las Vegas and Singapore? Can you go to \$20,000k HKD? After \$20,000k HKD, who approves? At what point does Mr. Leven, Person or Mr. Goldstein get involved? \$50,000k HKD?

-----Original Message-----

From: Personal
Sent: Saturday, August 14, 2010 5:28 PM
To: Personal
Cc: Personal Redaction
Subject: Personal Redaction

Dear Perso

Person will be playing at Plaza this evening. Her credit line is HKD \$30 million. I would like to have pre-approval of TTO of HKD \$20 million when it is needed.

Please advice!

Regards,

Personal Redaction

CONFIDENTIAL

SCL00206713

SA1653

Re: Temp TTO HKD20mil Request - Personal Redaction JUNKET PROMOTER LIMITED#1557787

From:
Personal Redaction

To:
Personal Redaction @venetian.com.mo>

Date:
Sat, 18 Sep 2010 15:56:24 +0800

Approved

Regards
Pers

From: Personal Redaction
To: Personal Redaction
Cc:
Sent: Sat Sep 18 14:41:28 2010
Subject: RE: Temp TTO HKD20mil Request - JIN YING JUNKET PROMOTER LIMITED#1557787

Dear Personal

Sorry for disturb you again.

May I Seek your approval for the below request?

Approval obtained from Robert Goldstein, Personal Redaction and Personal

Best regards,

Personal Redaction

Venetian Macao Limited | www.venetianmacao.com |
Email: Personal @ventian.com.mo
DID: Personal Fax: Personal

From: Personal Redaction
Sent: Friday, September 17, 2010 4:32 PM
To: Personal Redaction
Cc:
Subject: Temp TTO HKD20mil Request - JIN YING JUNKET PROMOTER LIMITED#1557787
Importance: High

Dear Personal

JIN YING JUNKET PROMOTER LIMITED#1557787 --- Requests additional Temp TTO Credit line HKD20mil

CONFIDENTIAL

SCL00210953

SA1654

(Referred by Personal

Approval obtained from Personal Redaction

and Personal

This Junket currently has HKD50mil credit line. Therefore, the total exposure for this junket should be HKD70mil.

Jin Ying Junket is requesting a Temp TTO credit line HKD20mil for their new business at Venetian. Complete Company Registration #33958(SO) obtained and DICJ Junket License obtained. Personal is the proposed Director and guarantor.

Junket Background

- Local Junket at Sands
- Established credit line of HKD10mil since Nov 9, 2009. Permanent increase to HKD20mil on 1/4/10. Permanent increase to HKD30mil on 4/1/10. Permanent increase to HKD30mil on 6/3/10.
- Temp TTO Increased up to HKD80mil with several occasions with no payment problem.
- Always settle in the month end on time.

The junket has no payment problem since we granted a credit line to them. This amount of Temporary Temp TTO was increased to HKD75mil last month with no payment problem.

Rolling and Earned commission

	Total Rolling (HKD)	Commission (HKD)
Sep, 2010 (Up to Date)	673,000,000	8,008,700
Aug, 2010	1,000,000,000	11,900,000
July, 2010	1,270,000,000	15,113,000
June, 2010	2,956,000,000	35,767,600
May, 2010	4,265,000,000	52,459,500
April, 2010	2,210,000,000	26,962,000
March, 2010	2,985,000,000	36,417,000
Feb, 2010	1,351,000,000	16,212,000
Jan, 2010	1,407,500,000	17,171,500

FYI - 200% of the 3 last months average earned commission is approximately HKD41.8mil up to today.

Credit history of Guarantor and Director at other clubs

Personal Redaction had junket credit line up to 80M with full outstanding 80M with no payment problem so far.

Director and Guarantor — Personal

Before starting Jin Ying Junket, Personal had business dealings with Personal Redaction as his customers were rolled under IJP. Personal also has a sub-junket business at Altria averaging around HKD3mil rolling commission from April to August in 2009. As business started to grow, Personal does not want to rely heavily on one property (Altria) for business, therefore they started Jin Ying Junket at Sands in October so he can build up his own brand name. Now, Personal would like to request a new credit line HKD20mil for Venetian Business use.

Credit department would recommend this Temp TTO credit line request HKD20mil due to their good rolling records, good payment history.

Best regards,

Personal Redaction

Venetian Macao Limited | www.venetianmacao.com |
Email: Personal personal@ventian.com.mo
DID: Personal Fax: Personal

CONFIDENTIAL

SCL00210955

SA1656

RE: P5&6 casino and paiza

From:

Personal Redaction @venetian.com>

To:

Personal Redaction @venetian.com.mo>

Cc:

Personal Redaction

Personal @venetian.com.mo>, Personal Redaction @venetian.com>

Date:

Wed, 20 May 2009 04:48:38 +0800

Personal and Team:

I delayed my response to my meetings because I had a meeting with Mike Leven yesterday and I wanted his opinion on my meetings with SGA. Mr. Leven basically felt it was premature to address any issues for P5/6 at this time. Based on that I believe that this will not come up when they are there this week but if it does the following are the notes from our meeting with SGA (note Personal attended the Thursday meeting and we did not see SGA on Friday)

MAIN GAMING

1. SGA is not happy with the current gaming layouts for both 5 & 6; his comments:
 - The gaming layouts are disorienting.
 - Very concerned that there are a limited number of pits.
 - With the exception of columns in aisles he preferred the older plan that was last shown to BS. He preferred the way the table / pits and the slots were organized.
 - Wanted to know why the circulation aisles are so wide; all circulation should be no more that 10'-0". He went on to state; take the purple aisles from 15'-0" to 10'-0" peach aisles from 12'-0" to 10'-0" and so on.
 - Many times he would reference the MBS gaming layout and how that gaming layout meets his requirements. The key rules are:
 - All pits are to be perpendicular to the circulating aisles
 - No columns in aisles
 - 6 pair for slot banks max
 - 8 table pits
 - Between the pits is to be a different aisle carpet
 - He did not like the colonnade as it related to the gaming layout; was not totally against the design but felt it was poorly executed as currently laid out.
 - He wants the casino gaming layouts totally redone.
2. SGA asked who the designer was and I mentioned Pet. We did not get into how we will approach the redesign and I wanted to have that conversation with ML and as I stated above it did not happen.
3. SGA stated that the gaming numbers cannot go below 370 tables and 1,780 slots.
4. We went through the current status of these areas based on the pictures and documents and his comments were:
 - He understands that the ceilings are just about complete and felt that that should not affect the gaming layout redesign as referred to.

PAIZA

5. In regards to Paiza his comments were very critical and that is why I had requested additional information. I did not get to review the latest information that Pers sent he did not have time for us on Friday. I would recommend that we be prepared to give both SGA and ML a full presentation of Paiza walking them through all the areas and it should not be Pers and I giving this presentation. It should be the designer or someone that is intimate with the design; his comments are as follows:
 - He felt that the Paiza planning was disorienting. Pers and I walked him through the plan but he did not have anything good to say. He kept asking how do you know where you are going or how do you get to here, pointing to one of the rooms. I believe that if we had a plan that was colored; rooms different than the circulation the review would has gone better.

- He stated that the Paiza entrance looked to small; he was looking at the plan and was referring to the double doors behind the escalators. At this time we had just the documentation that was sent day one so we did not go thru what Pers sent day two.
- We went thru the base elevations and the current status (Pers in place) and he stated that he wanted to redo all of Paiza; that is why I asked for additional information.

GENERAL

6. There is no clear direction that I can share with you at this time other than the notes above. I will keep this as an agenda item the next time I meet with SGA and ML and will let you know what their direction is.

Thanks again for all you assistance, let me know if you require additional information,

Pers

Personal Redaction

Personal Design


P: Personal

M: Redaction

E: Personal @venetian.com

The Venetian Resort Hotel Casino

Las Vegas Sands Corp.

 Please consider the environment before printing this email

From: Personal [mailto:Personal @venetian.com.mo]

Sent: Monday, May 18, 2009 7:11 PM

To: Personal

Cc: Personal Redaction

Subject: P5&6 casino and paiza

Per

We understand that SGA will be in Macau later this week. There is a possibility that he might ask more about the casino and paiza layouts. Do you have any feedback from your meetings with him last week ? Please advise. Thanks

Personal - any feedback ?

Redaction

Personal Redaction

Personal Redaction Construction

Venetian Macau Ltd. |

Email: Personal @venetian.com.mo |

DID: Personal

Cell Phone: Personal

Fax: Personal

RE: Termination Notices

From: Personal Redaction @venetian.com.mo>
To: Personal Redaction @venetian.com.mo>
Date: Tue, 05 May 2009 10:40:17 +0800

You wait until you hear about the shit that is going on down here; more SGA changes, government not accepting the progressive opening, Person blaming the ID team for not approving FF&E which is stopping her from placing an order (which apparently is now late and will delay the opening!!), dear Personal confusing everything, etc. It is so much fun. Need to retain ones sense of humour.

From: Personal Redaction
Sent: Tuesday, May 05, 2009 10:25 AM
To: Personal Redaction
Subject: Fw: Termination Notices

FYI another ambulance chaser !

Regards

Personal
Redaction

Sent from my BlackBerry® handheld device.

From: Personal Redaction @venetian.com>
To: Personal Redaction
Cc: Personal Redaction
Sent: Tue May 05 10:15:12 2009
Subject: RE: Termination Notices
Perso

I will follow-up with Perso (hopefully tomorrow) on this issue and confirm that there is no change in the decision to issue the Notices of Termination with respect to the remaining trade contracts.

Best Regards

Person
.

Personal Redaction

Las Vegas Sands Corp.

CONFIDENTIAL

SCL00173842

SA1659


Direct: Personal
Redaction
Mobile:
Fax:
Email: Personal personal@venetian.com

From: Personal Redaction personal@venetian.com
Sent: Monday, May 04, 2009 5:28 PM
To: Personal
Cc: Personal Redaction
Subject: RE: Termination Notices

Personal
Redaction

As long as this is still the current decision then fine we will proceed on that basis.

Personal Redaction

 Please consider the environment before printing this email

From: Personal Redaction personal@venetian.com
Sent: 05 May 2009 08:26
To: Personal
Cc: Personal Redaction
Subject: RE: Termination Notices

Pers

Pers went thru this with SGA back in March when we terminated the two contracts with Gammon and the decision to proceed with the Notices of Termination was approved. We waited on all the others since they had a 180 day suspension period while the two Gammon contracts only had a 120 day suspension period.

Does this issue need to be revisited, or can the Macao team move forward with delivering the Notices of Termination next Monday?

Pers
onal

Personal Redaction
Personal Redaction

Las Vegas Sands Corp.
Direct: Personal
Mobile: Redaction
Fax:
Email: Personal personal@venetian.com

From: Personal Redaction personal@venetian.com
Sent: Monday, May 04, 2009 5:13 PM

CONFIDENTIAL

SCL00173843


SA1660

To: Personal
Cc: Personal Redaction
Subject: RE: Termination Notices

Personal

Something which would be useful is to have confirmation that we are indeed to terminate the Contracts. I have sent several emails affirming that we are intending to terminate on or before May 11, 2009 but have not had any response to this.

Personal
Redaction

 Please consider the environment before printing this email

From: Personal Redaction @venetian.com]
Sent: 05 May 2009 07:46
To: Personal
Cc: Personal Redaction
Subject: Termination Notices

Perso

I hope all is well. I am just checking in to confirm that you are in the process of generating the termination notices for all of the other trade contracts for work on Parcels 5 and 6, as I believe the end of the suspension period is coming up next week.

Please let us know if you need any assistance on our side to move this process forward.

Best Regards

Pers

Personal Redaction

Personal Redaction

Las Vegas Sands Corp.
3355 Las Vegas Blvd. South
Las Vegas NV 89109
Direct: Personal
Mobile: Redaction
Fax:
Email: Personal Redaction @venetian.com

CONFIDENTIAL

SCL00173844

SA1661

Re: For your information (see attachment from Mike Leven)

From:

Personal Redaction @venetian.com.mo>

To:

Personal Redaction @venetian.com.mo>

Date:

Wed, 23 Dec 2009 21:45:32 +0800

Thanks for the support Pers, we have a similar opportunity to work with Aspect gaming, a company out of Shanghai. The truth is all this Vegas finance red tape has slowed us down. I return on the 6th and would like your help with strategy.

Happy Holidays,

Personal
Personal Redaction
Sands Macao
Venetian Macao Limited
Office Personal
Mob | Redaction

From: Personal

To: Personal Redaction

Sent: Wed Dec 23 20:01:57 2009

Subject: RE: For your information (see attachment from Mike Leven)

- 1.) We need to identify more of them. I saw the article and this was a topic during my meetings with 3 of our manufacturers (Star Games, Bally, and IGT) over the past 3 weeks. Sadly, aside from translating screen menus and options, they are not doing enough to develop Chinese themed content and visuals (e.g., Chinese-looking virtual dealers). I have told them that in addition to better Chinese slot signage, this is high on our wish list. Will work with Pers to continue to press the issue and identify game development/partnership/launch opportunities.
- 2.) Exclusive deals are not legal in Macau, so we should be able to get these games. Will need the slot/marketing teams to monitor game popularity and explore free trial opportunities.

Personal
Redactio

From: Personal

Sent: Wednesday, December 23, 2009 7:48 PM

To: Personal Redaction

Subject: FW: For your information (see attachment from Mike Leven)

Thoughts?

From: Personal Redaction

@venetian.com]

Sent: Wed 12/23/2009 8:00 AM

To: Personal Redaction Goldstein, Robert
Subject: For your information (see attachment from Mike Leven)

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CONFIDENTIAL

SCL00186996

SA1663

P5/6 Suspension

From:

Personal Redaction @venetian.com.mo>

To:

Personal Redaction @venetian.com.mo>

Date:

Fri, 06 Mar 2009 13:38:23 +0800

Per

Can you send the information I requested to Per at Tishman. Hold the report if you are not comfortable sending this. I need to get something to him without any further delay. SGA is all over me on this.

Please have a look at his list and identify what we can pull together quickly for them without spending a lot of time on it.

Thanks Personal

From: Personal

Sent: Friday, March 06, 2009 10:52 AM

To: Personal

Subject: Fw: Draft communication pending your endorsement to send

This relates to the SA also. ELV was not in the figures which I sent to you last night.

Regards

Personal

Sent from my BlackBerry® handheld device.

From: Personal

To: Personal

Cc: Personal Redaction

Sent: Fri Mar 06 10:44:43 2009

Subject: RE: Draft communication pending your endorsement to send

Just to confirm,

I have spoken to Personal who has confirmed that Personal is aware of the latest budget for ELV (US \$ 28.5m), and as far as Per is aware this has been approved (albeit not signed off under CR), and conveyed to Ops, to carry in their budget. Per has confirmed that we can include the "wish list" version of the ELV schedule in this inventory.

Thanks

Personal Redaction

Venetian Macau Ltd. |

Email: Personal @venetian.com.mo |

DID: Personal | Cell Phone: Personal

Fax: Personal

From: Personal

Sent: Friday, March 06, 2009 10:03 AM

CONFIDENTIAL

SCL00172747

SA1664

To: Personal
Cc: Personal Redaction
Subject: RE: Draft communication pending your endorsement to send

Looks good. Thanks

Personal Redaction

Venetian Macau Ltd. |
Email: Personal @venetian.com.mo |
DID: Personal | Cell Phone: Personal
Fax: Redaction |

From: Personal
Sent: Friday, March 06, 2009 9:56 AM
To: Personal
Cc: Personal Redaction
Subject: Draft communication pending your endorsement to send

All:

Please see below link to information requested for Four Seasons Apartments. Included in Link;

- **FF&E Schedule for all room types;**

- Minimalist Scheme "Cool"
- Minimalist Scheme "Warm"
- Traditional Scheme "Cool"
- Traditional Scheme "Warm"

*** Remarks on Minimal Scheme:**

1. Folding Luggage Rack – this item will be provided to each unit in the Master Bedroom
2. Bed skirts – Will be provided to all beds where required
3. Balconies – Each Balcony will be provided with x 2 outdoor chair + x 1 coffee table
4. Bedroom 2 & Bedroom 3 will have Bed Heads
5. Living Rooms – All will have freestanding Console

*** Remarks on Traditional Scheme:**

1. Folding Luggage Rack – This item will be provided to each unit in the Master Bedroom
2. Bed Skirts – will be provided to all beds where required
3. Balconies – Each Balcony will be provided with x 2 outdoor chair + x 1 coffee table

- **Kitchen Appliances** – Same across all unit types
- **Kitchen Cabinet System** – same across all unit types
- **Bidet Information** – competition system located in all Master Bedroom ensuites only.
- **AV Equipment Lists**

In reviewing the above detail please note for reference;

- Zone V & VI (L37 – L40) are excluded from lists.
- Artwork Recommendations are yet to be approved.
- No details of floor finish specifications are included in information. TBA if required.
- Above list does not include OS&C items. Example; Flatware, Cutlery, Loose Kitchen Equipment – Pots / Pans etc
- All items listed across all area may be subject to variation or substituted for similar or equivalent quality.

CONFIDENTIAL

SCL00172748


SA1665

Personal Redaction

Venetian Macau Limited |

Email: Personal @venetian.com.mo |

DID: Personal Mobile: Personal

 Please consider the environment before printing this email

CONFIDENTIAL

SCL00172749

SA1666

Announcement

From:

Personal Redaction

To:

Personal Redaction @venetian.com.mo>

Cc:

Personal Redaction @venetian.com.mo>

Date:

Wed, 11 Mar 2009 08:55:09 +0800

SGA did say the two Contractors they are talking to are interested in completing the Construction of P5/6 – brilliant. Just wait for the phone calls !

Personal

Personal



Construction

Venetian Macau Limited

www.sands.com.mo

www.venetianmacao.com

Email: Personal @venetian.com.mo

DID: Personal

Mob: Redaction

Fax:

 Please consider the environment before printing this email

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RE: P5&6 "stats"

From:

Personal Redaction

To:

Personal Redaction @venetian.com.mo>

Cc:

Personal Redaction @venetian.com.mo>

Date:

Mon, 16 Mar 2009 17:12:47 +0800


Attachments:

LVS Board Data - Parcel 5 & 6 - 170708.xls (64.51 kB)

Personal

The last thing I sent to LV of this nature was the spreadsheet analysis July 21, 2009 when I was on holiday. I have attached a copy for your information.

Personal Redaction

 Please consider the environment before printing this email

From: Personal
Sent: 16 March 2009 16:51
To: Personal
Cc: Redaction
Subject: FW: P5&6 "stats"

Pers

I am assuming that Personal is referring to the Project Data booklet but this has never been updated to reflect the WTP CFA figures. Is there another document that has been prepared for or by LVS that would address Personal request.

Personal
al

From: Personal
Sent: Monday, March 16, 2009 4:46 PM
To: Personal Redaction
Cc:
Subject: RE: P5&6 "stats"

Can we get this to an executive format, I don't want to put this much detail in front of SGA. I am sure Aedas have something.

Thanks Personal

From: Personal
Sent: Monday, March 16, 2009 4:36 PM
To: Personal Redaction
Cc:

Subject: RE: P5&6 "stats"

Personal Redaction

I attached the file containing the latest P56 figures (CFA 13,278,339 ft2 WTP approved) sent to LVS in July 2008 which addresses your queries on general areas, F&B count and guestroom key mix. Let me know if you have any follow up questions.

Regards,

Perso
nel

From: Personal
Sent: Monday, March 16, 2009 4:01 PM
To: Personal Redaction
Subject: RE: P5&6 "stats"

Room matrix as well, i.e. number of different keys (2 bays suites, 4 bay, etc).
Thanks

From: Personal
Sent: Monday, March 16, 2009 3:58 PM
To: Personal
Cc: Redaction
Subject: P5&6 "stats"

Can you provide directly to Personal the principle facts and figures for P5&6, asap

Areas, broken down by uses (retail, congresss, etc)
F&B count
Room count by brand
etc

You should be able to use Aedas' data booklet.

Thanks

Personal Redaction

Construction
Venetian Macau Ltd. |
Email: Personal @venetian.com.mo |
DID: Personal Redaction
Cell Phone: Personal
Fax: Personal
Redaction

CONFIDENTIAL

SCL00172810

SA1669

Audit committee approval

From:

Personal Redaction

To:

Personal Redaction

Cc:

Personal Redaction

Personal Redaction

@hk.pwc.com,

Personal Redaction

@us.pwc.com

Date:

Sat, 21 Nov 2009 11:21:13 +0800

Attachments:

ATT3474524.htm (803 bytes)

Personal

Redaction

I have further reconfirmed with Personal Redaction just now and that the IPO related services were approved by Personal Redaction in May and then ratified by the full audit committee in July. The arrangement letter has previously been reviewed by Personal Redaction and the underwriters' lawyers and the terms agreed there on. This letter will also be countersigned by the underwriters. Hope that helps.

Regards

Personal
Redaction

RE: Bella Proj Financing: Sites 5&6 Development Plan

From:

Personal Redaction <"</o=first organization/ou=first administrative group/cn=recipients/cn=Personal Redaction">

To:

Personal Redaction @gs.com>, Personal Redaction @venetian.com.mo>

Cc:

Personal Redaction @gs.com>, Personal Redaction @gs.com>

Date:

Wed, 02 Sep 2009 20:11:55 +0800

Personal Redaction,

Personal Redaction still has not signed off the numbers. We will have a call with him tomorrow morning to go thru the financial forecast, hopefully he will sign off tomorrow.

Thanks

Personal Redaction

From: Personal Redaction @gs.com]

Sent: Wednesday, September 02, 2009 6:48 PM

To: Personal Redaction

Cc: Personal Redaction

Subject: Bella Proj Financing: Sites 5&6 Development Plan

Personal Redaction, we really need the above soon for the lender's pres. Have you looked at the shell we sent you and has it been populated? Are your development plans ready to be circulated to us? Thanks.

Regards,

Personal Redaction

Personal Redaction

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HIGHLY CONFIDENTIAL

SCL00105246

SA1672

Re: P56 - night clubs

From:

Personal Redaction @venetian.com>

To:

Personal Redaction @venetian.com.mo>

Cc:

Personal Redaction
Personal Redaction @venetian.com.mo>, Personal Redaction @pasands.com>, Personal Redaction @venetian.com>

Date:

Wed, 02 Dec 2009 19:54:40 +0800

Pers
In my view - Personal, Personal please give your unput here?) - providing access and circulation at Level 1 and up through the subsequent floors is the biggest problem - now or later. Do you want us to plan this in now - space/shaft/service routes/FandB MEP etc?
Thanks
Personal
Redaction

----- Original Message -----

From: Personal Redaction @venetian.com.mo>
To: Personal
Cc: Personal, Personal, Personal, Personal, Personal, Personal
Sent: Wed Dec 02 03:42:31 2009
Subject: RE: P56 - night clubs

Thx. We can play with access and circulation later... I am most worried about the L5 location.

Personal Redaction

-----Original Message-----

From: Personal [mailto:Personal@venetian.com]
Sent: Wednesday, December 02, 2009 7:41 PM
To: Personal
Cc: Personal, Personal, Personal, Personal
Personal, Personal
Subject: Re: P56 - night clubs

Thanks

We will include them in the plan layouts. If they are in the Per and Pers corners they will need independant access and circulation from Level 1 - as the retail circulation above does not now even reach those extremes.

Per corner - old Barneys - is easier - self contained.
Pers corner - more difficult to get Level one presence without significant impact on Dynasty 8 and/or lobby areas.

I will add them to the plan studies for inclusion in cost/time analysis.

Thanks
Personal Redaction

----- Original Message -----

From: Personal Redaction <[mailto:Personal Redaction@venetian.com.mo]>
To: Personal Redaction
Cc: Personal Redaction; Personal Redaction; Personal Redaction; Personal Redaction
Personal Redaction; Personal Redaction
Sent: Wed Dec 02 03:34:36 2009
Subject: RE: P56 - night clubs
Per
son

They are planned, but we have no real idea of when the deals will be completed, and when they will come on line.

We are definitely looking at a minimum of 2 nightclubs. I will amend the program tomorrow. In the meantime, please include them as follows:

Club #1: P5 - L3&4 corner - estimate 30,000 sf gross

Club #2: P6 - L3&4 corner - estimate 20,000 sf gross

Both will have food and beverage requirements on both levels.

-----Original Message-----

From: Personal Redaction [mailto:Personal Redaction@venetian.com]
Sent: Wednesday, December 02, 2009 7:27 PM
To: Personal Redaction
Cc: Personal Redaction; Personal Redaction; Personal Redaction; Personal Redaction
Personal Redaction; Personal Redaction
Subject: P56 - night clubs

Pers

People keep mentioning the 2 or 3 big nightclubs planned. I understand that they are not in the program you issued. Are they a later phase? Just need to know if we should be showing them - and all access issues worked thru etc?

Let us know?

Thanks

Personal Redaction

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Meeting with Personal Redaction

Personal Redaction

From:

Personal <"/o=first organization/ou=first administrative group/cn=recipients/cn=Personal >

To:

Personal @gmail.com

Cc:

Personal Redaction @venetian.com.mo>

Date:

Tue, 07 Jul 2009 16:42:57 +0800

CONFIDENTIAL

SCL00108481

SA1676

Goldman tour

From:

Personal Redaction

Date:

Thu, 25 Feb 2010 09:44:06 +0800

From: Personal Redaction <[redacted]@gs.com>

Sent: Tuesday, March 02, 2010 11:46 AM

To: Personal <[redacted]>

Cc: Personal <[redacted]>; Personal <[redacted]>; Personal <[redacted]>

Subject: RE: Investor dinner Thursday 4th March

Hi Perso

There will be a total of 10 people joining the tour & dinner, attendance list as below.

The group will arrive at Cotal Ferry Pier at around 3:30pm and return to HK by taking 10:30pm ferry. Would it be possible to arrange car pickup at the pier to construction site and car transfer to pier after dinner?

I tried to call you but you are on the phone, please give me a call at 852 2978 6619 at your convenience so we can discuss the logistics.

Appreciate your help! Thanks, Perso

Name	Company
1	Indus Capital
2	Personal
3	JF Asset Mgmt
4	Redactio
5	Perry Capital
6	Tree Line Advisors (HK)
7	Ziff Brothers
8	n
9	Ward Ferry
10	Goldman Sachs
11	Goldman Sachs
12	Goldman Sachs
13	Goldman Sachs
14	Goldman Sachs

From: Personal <[redacted]>

Sent: Wednesday, February 24, 2010 5:41 PM

To: Personal <[redacted]>; Personal <[redacted]>; Personal <[redacted]>

Cc: Personal <[redacted]>; Personal <[redacted]>; Personal <[redacted]>

Subject: RE: Investor dinner Thursday 4th March

Dear all,

Please kindly note that I have reserved a private room at the Portofino under the name of Sands China Ltd. for the dinner with Goldman investors on the 4th March.

Here is the proposed schedule for your kind review and confirmation:-

4:00pm -Guests depart to Construction site ** pls. advise guests arrival details & if transportation services is required, etc.

4:15pm -Tour of site 5 & 6

5:15pm -End of tour > Return to Four Seasons

5:15pm -Tour of Four Seasons Services Apt (if guests are interested in this area) ** or pre-dinner drinks at Portofino

6:30pm-Dinner starts

8:00pm-End of dinner

I look forward to hearing from you.

Best regards,

Perso

From: Personal <[redacted]@gs.com>

Sent: Wednesday, February 24, 2010 1:01 PM

To: Personal <[redacted]>

Cc: Personal <[redacted]>; Personal <[redacted]>

Subject: RE: Investor dinner Thursday 4th March

Thanks Fiona! Talk to you later :)

From: Personal <[redacted]@venetian.com.mo>

Sent: Wednesday, February 24, 2010 12:52 PM

To: Personal <[redacted]>

Cc: Personal <[redacted]>; Personal <[redacted]>

Subject: RE: Investor dinner Thursday 4th March

Hi Perso

Kung Hei Fat Choy! I am sorry for have missed Perso call.... Certainly, please call at 4pm today.

Best,

Po

From: Personal <[redacted]@gs.com>

Sent: Wednesday, February 24, 2010 12:26 PM

To: Personal <[redacted]>

Cc: Personal <[redacted]>; Personal <[redacted]>

Subject: RE: Investor dinner Thursday 4th March

Importance: High

Hi Perso

Kung Hei Fat! Choy! Understand Personal called you earlier today. We wanted to touch base on the itinerary and logistics for the investor dinner and Parcel 53& site visit next Thursday, March 4. Are you free say at 4pm today to discuss? We can call your line directly. Thanks.

Regards,

Perso

From: Personal <[redacted]@venetian.com.mo>

To: Personal <[redacted]>

CONFIDENTIAL

SCL00108505

SA1677

Sent: Tue Feb 23 23:26:22 2010
Subject: Re: Investor dinner Thursday 4th March

My pleasure.

Thanks for continuing to keep investors involved... And on site!

From: Personal Redaction [mailto:]<@gs.com>
To: Personal Redaction
Sent: Tue Feb 23 13:24:07 2010
Subject: Investor dinner Thursday 4th March

Persø

Understand from our equities division that we are taking you on a post results roadshow on Wed 3rd March. We were hoping to extend this to an investor dinner at the Venetian Macau on Thursday 4th for 10-20 of our primary accounts.

Was thinking of a 5pm tour of Parcels 5 and 6 followed by a 7pm dinner at say Portofino's (similar to the dinner we had the night before the IPO).

If you are available, we will start sending out invites to accounts.

Many thanks

Persø

CONFIDENTIAL

SCL00108506

SA1678

Re: Parcel 5/6

From: Personal Redaction
To: Personal Redaction @venetian.com>, Personal Redaction @venetian.com.mo>
Cc: Personal Redaction
Personal Redaction @venetian.com.mo>
Date: Thu, 01 Oct 2009 08:24:07 +0800

Personal
Redaction

We have a top down target for US\$160M for the FF&E budget. I will update you next week

Thanks
Person
al

From: Personal Redaction @venetian.com>
To: Personal Redaction
Cc:
Sent: Thu Oct 01 08:18:52 2009
Subject: RE: Parcel 5/6

Pers has been very helpful and has provided us with the 'old' budget, but that does not consider the changes that took place when you were in Vegas. I thought there was some updates made, but maybe I am mistaken.

Personal

From: Personal Redaction @venetian.com.mo]
Sent: Wednesday, September 30, 2009 3:26 PM
To: Personal Redaction
Cc:
Subject: Re: Parcel 5/6

Personal
Redaction

I will be in Singapore at that time unfortunately but notwithstanding, the person you should be speaking to us is Person SVP Finance. The FF&E budget is not prepared by me or Construction Dept. Out of courtesy I have copied Pers with this email as I do not know his travel arrangements at that time.

Regards

Personal Redaction

Sent from my BlackBerry® handheld device.

CONFIDENTIAL

SCL00110438

SA1679

From: Personal Redaction <[REDACTED]@venetian.com>
To: Personal Redaction
Cc:
Sent: Thu Oct 01 02:40:38 2009
Subject: Parcel 5/6

Personal Redaction
I will be back in Macau on October 12/13. Can you and I sit down and review the entire FF&E budget based on the meetings you guys had in Vegas?

Personal
Redaction

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RE: P56 - night clubs

From:

Personal <"/o=first organization/ou=first administrative group/cn=recipients/cn=Personal >

To:

Personal Redaction @venetian.com>

Cc:

Personal Redaction

Personal Redaction @venetian.com.mo>, Personal Redaction @pasands.com>, Personal Redaction @venetian.com>

Date:

Wed, 02 Dec 2009 19:55:51 +0800

Yes, understanding that in the end it may be unadvisable... But I need to see what the options are...

Person
al

-----Original Message-----

From: Personal [mailto:Personal @venetian.com]

Sent: Wednesday, December 02, 2009 7:55 PM

To: Personal

Cc: Personal, Personal, Personal, Personal, Personal, Personal

Subject: Re: P56 - night clubs

Pe

In my view - Person (please give your unput here?) - providing access and circulation at Level 1 and up through the subsequent floors is the biggest problem - now or later. Do you want us to plan this in now - space/shaft/service routes/FandB MEP etc?

Thanks

Personal
Redaction

----- Original Message -----

From: Personal Redaction @venetian.com.mo>

To: Personal

Cc: Personal, Personal, Personal, Personal, Personal, Personal

Sent: Wed Dec 02 03:42:31 2009

Subject: RE: P56 - night clubs

Thx. We can play with access and circulation later... I am most worried about the L5 location.

Personal Redaction

-----Original Message-----

From: Personal [mailto:Personal@venetian.com]
Sent: Wednesday, December 02, 2009 7:41 PM
To: Personal
Cc: Personal, Personal, Personal, Personal
Personal, Personal
Subject: Re: P56 - night clubs

Thanks

We will include them in the plan layouts. If they are in the Per and Pers corners they will need independant access and circulation from Level 1 - as the retail circulation above does not now even reach those extremes. Per corner - old Barneys - is easier - self contained. Per corner - more difficult to get Level one presence without significant impact on Dynasty 8 and/or lobby areas.

I will add them to the plan studies for inclusion in cost/time analysis.

Thanks
Personal Redaction

----- Original Message -----

From: Personal Redaction @venetian.com.mo>
To: Personal
Cc: Personal, Personal, Personal, Personal
Personal, Personal
Sent: Wed Dec 02 03:34:36 2009
Subject: RE: P56 - night clubs

Person
al

They are planned, but we have no real idea of when the deals will be completed, and when they will come on line.

We are definitely looking at a minimum of 2 nightclubs. I will amend the program tomorrow. In the meantime, please include them as follows:

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Club #2: P6 - L3&4 corner - estimate 20,000 sf gross

Both will have food and beverage requirements on both levels.

-----Original Message-----

From: Personal [mailto:Personal@venetian.com]
Sent: Wednesday, December 02, 2009 7:27 PM
To: Personal
Cc: Personal, Personal, Personal, Personal
Personal, Personal
Subject: P56 - night clubs

Person
People keep mentioning the 2 or 3 big nightclubs planned. I understand

CONFIDENTIAL

SCL00111488

SA1682

that they are not in the program you issued. Are they a later phase?
Just need to know if we should be showing them - and all access issues
worked thru etc?

Let us know?

Thanks

Personal Redaction

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SCL00111489

SA1683

RE: New Time Proposed: Block for - Conf call with Mr. Personal Redaction (Fri 8:30am HK time/ Thu 8:30pm Eastern Time)

From:

Personal Redaction

To:

Personal @harrahs.com>

Date:

Fri, 21 May 2010 08:47:07 +0800

Dear Perso,

Regret to inform you that Mr. Perso is not available after 9 am today, hence, he could only do the call between now and 9 am, likewise, we could reschedule the call to early June.

Thx,

Perso

-----Original Appointment-----

From: Personal Redaction @harrahs.com]

Sent: Friday, May 21, 2010 8:32 AM

To: Personal

Subject: New Time Proposed: Block for - Conf call with Mr. Personal (Fri 8:30am HK time/ Thu 8:30pm Eastern Time)

When: Friday, May 21, 2010 8:30 AM-9:00 AM (GMT+08:00) Beijing, Chongqing, Hong Kong, Urumqi.

Where: Mr. Person cell: Personal

Person
^ -

Per my other email – ok if Perso call Mr. Person at 9am HK?

Thank you,

Personal
Redaction

New Meeting Time Proposed:

Thursday, May 20, 2010 6:00 PM-6:30 PM (GMT-08:00) Pacific Time (US & Canada).

RE: An Additional Meeting

From:

Personal <"/o=first organization/ou=first administrative group/cn=recipients/cn=Personal >

To:

Personal Redaction @cirquedusoleil.com>

Date:

Fri, 30 Apr 2010 18:38:26 +0800

HiPers

Can we do this at 11:00am on 5th May in Venetian Mac?
Look forward to hearing from you.

Thanks & regards,

Personal

From: Personal Redaction @cirquedusoleil.com]

Sent: Friday, April 30, 2010 2:14 PM

To: (Personal

Subject: An Additional Meeting

Importance: High

Hello again!

I just received another email from Perso asking for a separate meeting arranged with Personal and Personal to discuss the revised creative work on ZAIA. Person is arriving in Macau late evening May 4th and is free until 3:00pm May 5th. He would still like the meeting scheduled with Personal the morning of May 6th. Apparently Personal have been corresponding and Person stated he was in the office all week.

If you would be so kind as to respond as soon as you can as Perso leaves for Tokyo Saturday morning (Montreal time). I'd like to confirm these meetings before he leaves. Thank you again for all your help!

Personal Redaction

RE: Personal Redaction

From: Personal Redaction <@cirquedusoleil.com>
To: Personal Redaction <@venetian.com.mo>
Cc: Personal Redaction <@cirquedusoleil.com>
Date: Tue, 09 Mar 2010 02:08:36 +0800

Hi Persona

If I could speak to him before the 15th that would be ideal.

Many thanks,
Personal Redaction

From: Personal Redaction <@venetian.com.mo>
Sent: Sunday, March 07, 2010 11:49 PM
To: Personal Redaction
Cc: Personal Redaction
Subject: Re: Phone Call w/Personal Redaction

Dear Mr Persona

Thanks for your kind message and it was a pleasure to meet you in Venetian last week.

Personal Redaction is currently in Japan, shall we have the call when he returned to office on 15th March, or I will try to contact him if it is urgent.

I look forward to hearing from you.

Best regards,
Person

From: Personal Redaction <@cirquedusoleil.com>
To: Personal Redaction

CONFIDENTIAL

SCL00114299

SA1686

Cc: Personal Redaction <[REDACTED]>@cirquedusoleil.com>

Sent: Mon Mar 08 13:50:18 2010

Subject: Personal Redaction

Hi Personal Redaction,

It was a pleasure to finally meet you in person last week.

I would like to book a 15 minute phone call with Personal Redaction at his earliest convenience, I would like to follow-up on my e-mail of Friday regarding a 2nd show in Macau and I need to discuss Personal Redaction and marketing.

I am back in Las Vegas this week.

Many thanks as always,

Personal Redaction

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Re: Please give me a call

From:

Personal <"/o=first organization/ou=first administrative group/cn=recipients/cn=Personal >

To:

Personal Redaction @lasvegassands.com>

Date:

Fri, 02 Jul 2010 09:35:34 +0800

Hi Perso

I'm in a meet at the moment. Will call you shortly.

Personal Redaction

From: Personal Redaction @lasvegassands.com>

To: Personal

Sent: Fri Jul 02 09:22:56 2010

Subject: Please give me a call

Hi Perso

I have tried to call your office but no answer.

I have discussed with Perso and I will be coming to Macao to review with you some of the marketing efforts and see how can we help each other. If you don't mind please give me a call at my office or my cell (Personal) so we can discuss dates and agenda as well as I want to have a quick chat about the Marketing Platform for Macao.

Regards.

Personal Redaction

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RE: Updated roadshow

From: Personal Redaction
To: Personal Redaction
Cc: Personal Redaction
Date: Sat, 07 Nov 2009 00:20:33 +0800
Attachments: Project Bella_Roadshow Schedule_06112009.pdf (227.46 kB)

As attached.

From: Personal Redaction [mailto:Personal Redaction@venetian.com.mo]
Sent: Saturday, November 07, 2009 12:19 AM
To: Personal Redaction
Subject: RE: Updated roadshow

Persona
↓

Could you pls send me a roadshow schedule. Thanks

From: Personal Redaction
Sent: Friday, November 06, 2009 11:27 AM
To: Personal Redaction
Cc: Personal Redaction
Subject: RE: Updated roadshow

Dear Pers
↓

We have checked the numbers on the pro forma calculations and we agree with the net debt numbers used.

One change is that the net debt/EBITDAR ratio for Sept 30, 2009 is 4.80x and not 3.80x (based on \$3,506mm net debt / \$731mm LTM EBITDAR).

Please see revised version attached.

Thanks.
Personal
Redaction

<<Personal Redaction [mailto:Personal Redaction@venetian.com.mo] with Notes.pdf>>

From: Personal Redaction [mailto:Personal Redaction@venetian.com.mo]

Sent: Friday, November 06, 2009 3:57 AM
To: Personal Redaction
Cc: Personal Redaction
Subject: Updated roadshow

Personal
Redaction

Attached is the updated roadshow, incorporating the latest comments. In particular, this draft includes a revised slide 30, which now has the interco notes payable amount of \$757.5 tie to page 199 of the Prospectus. Otherwise, the math is the same; if you will notice, the PF net debt is almost the same, except for an \$18 difference (attributable to \$582 versus \$600 pre-IPO).

We should make sure that Personal Redaction look at this page and agree with the math.

<< File: 31PersonalRoadshow Presentation_with Notes.pdf >>

.....
Goldman, Sachs & Co.
85 Broad Street | New York, NY 10004
Tel: 212-902-1346 | Fax: 212-902-3000
E-mail: Personal @gs.com

Goldman

Personal Redaction Sachs

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SCL00119173

SA1690

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FW: Friday, November 13, 2009 Update for OSR (afternoon)

From:

Personal Redaction @venetian.com.mo>

To:

Personal Redaction

Cc:

Personal Redaction

Date:

Sat, 14 Nov 2009 13:28:30 +0800

FYI.. Would you like to receive this regularly?

From: Personal Redaction

@venetian.com]

Sent: Sat 11/14/2009 8:16 AM

To: Personal Redaction

Cc: Personal Redaction

Subject: FW: Friday, November 13, 2009 Update for OSR (afternoon)

Good Afternoon Everyone!

This is the status update for the afternoon of Friday, November 13, 2009 with regard to the OSR RFP:

NDA's sent to Vendors:

Satyam

Patni

Blue Star InfoTech

WiPro — *no response as of 11/13*

PRTech (MyRez)

Interglobe Technologies (IGT)

NDA's received and processed:

Blue Star Infotech

NDA's received, pending review (should be through internal review by Monday):

Satyam

PRtech LLC (MyRez)

Patni

Interglobe Technologies (IGT)

RFP's distributed this morning (all vendors have NDA on File):

Agilysis (NDA on File)

Blue Star Infotech

Level Studios (NDA on File)

TravelTripper (NDA on File)

Infusion (NDA on File)

I will provide a final status update at the end of the day.

Schedule of Events Reference:

Event	Date
1. RFP Distribution to Vendors (NDA sent prior to RFP) – RFP only to be delivered to Vendors who have returned the signed NDA Prior to November 13, 2009	November 13, 2009
2. Written Confirmation of Vendors with Bid Intention	November 18, 2009
3. Questions from Vendors about scope or approach due	November 20, 2009
4. Responses to Vendors about scope or approach due	November 25, 2009
5. Proposal Due Date	December 4, 2009
6. Target Date for Review of Proposals	December 10, 2009
7. Final Vendor Selection Discussion(s)--Week of	December 14, 2009
8. Anticipated decision and selection of Vendor(s)	December 18, 2009
9. Anticipated commencement date of work	January 11, 2010
10. Anticipated completion date of work	March 31, 2010

Have a wonderful weekend! I will be sending out a single daily status report starting Monday afternoon until all RFPs are sent. At that point, status updates will be sent when there is movement. I will be contacting everyone to schedule a review session to ascertain more in-depth questions prior to receiving RFPs back. Once we have them back we will have numerous reviews of the responses, select the top "x" vendors to come in and present their solution/ideas to us and will make a decision from there.

Thank you!

Best Regards,
Personal Redaction

Personal Redaction

Personal j@venetian.com

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Las Vegas, Nevada 89109

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SCL00182393

SA1693

PROMPTLY DELETE THE MESSAGE. THANK YOU.]

CONFIDENTIAL

SCL00182394

SA1694

FW: MEMO-006954: Updated Design Status Schedule

From: Personal Redaction @venetian.com>
To: Personal Redaction @pasands.com>
Cc: Personal Redaction @venetian.com>
Date: Fri, 13 Nov 2009 07:56:22 +0800
Attachments: P5&6 Design Status Schedule (updated as of 10 Nov 09).pdf (825.12 kB)

Personal Redaction

Personal Redaction ask me to forward this on to you. It should be good bedtime reading.

Personal Redaction

Personal Redaction - Architecture and Planning Center of Expertise
Personal Redaction - Back of House

The Venetian Resort Hotel Casino

T Personal Redaction
M

From: Personal Redaction
Sent: Tuesday, November 10, 2009 12:12 PM
To: Personal Redaction
Cc: Personal Redaction
Subject: FW: MEMO-006954: Updated Design Status Schedule

Attached please find the design Status Schedule sent on behalf of Personal Redaction via Aconex.

Thanks, Personal Redaction

Personal Redaction

Personal Redaction - Architecture and Planning Center of Expertise
Personal Redaction - Back of House

The Venetian Resort Hotel Casino

T Personal Redaction
M

SA1696

If you need assistance please feel free to contact the help desk at the following numbers :
: 1 888 5 ACONEX
Int: +852 3793 2888

Regards,
The Aconex Team

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CONFIDENTIAL

SCL00182134

SA1697

RE: P56 Gensler conference call with Aedas

From: Personal Redaction @venetian.com.mo>
To: Personal Redaction @venetian.com>, Personal Redaction @gensler.com>
Cc: Personal Redaction @gensler.com>, Personal Redaction @venetian.com>, Personal Redaction @pasands.com>, Personal Redaction @aedas.com>, Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>
Date: Fri, 13 Nov 2009 08:31:21 +0800

Personal Redaction (planning) and Person should attend if they are in Macau.

Regards

Personal Redaction

From: Personal Redaction @venetian.com]
Sent: Friday, November 13, 2009 4:27 AM
To: Personal Redaction
Cc: Personal Redaction
Subject: P56 Gensler conference call with Aedas

Personal Redaction
To follow up on our conversation on the Tuesday about coordinating the schedule of handover dates and deliverables with Aedas, I recommend that we have a conference call/See and Share on Monday 4:30 (Tuesday 8:30 am Macau) with the team in Macau copied on this email. Please get all the relevant material to the Macau team before Monday their time.

Personal Redaction

Personal Redaction please let us know if anyone else needs to attend.
Thanks, Personal Redaction

Personal Redaction

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3355 Las Vegas Blvd. South
Las Vegas, NV 89109

SCL00182383

SA1698

T Personal Redaction

M

F

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SCL00182384

SA1699

FW: Macau SAP Launch

From:

Personal Redaction @venetian.com>

To:

Personal Redaction

Personal Redaction

@venetian.com>, Personal Redaction

Personal Redaction

@venetian.com.mo>

Date:

Wed, 18 Nov 2009 07:24:18 +0800

FYI

Personal
Redaction

From: Personal

Sent: Wednesday, November 18, 2009 7:22 AM

To: Leven, Michael

Cc: Personal Redaction

Subject: Macau SAP Launch

Mike, unfortunately we had to put the SAP launch in Macau on hold late last night and revert back to MMS. There was a misunderstanding starting in February of this year during the blueprint session between Finance and SAP. Basically the system is set up to do purchase order line item posting to the Finance system general ledger whereas Finance requires purchase order summary posting. The fear is that the Finance system could get overloaded, and because of a change in posting PwC might take longer to audit the financial results. Given the upcoming IPO and the need to report financial results to both the parent company and the Hong Kong exchange promptly, Pers_o did not feel comfortable moving ahead with this which I fully support.

As for the rest of it, the system is stable and all other functions worked fine. We have agreed to fix this posting issue and re-launch the system in Macau in January/February of next year. Pers_o and I will jointly see this through. There is no real operational impact other than a lot of sweat and tears wasted.

Pers_o for Singapore we can still implement the email approval sometime next week.

I am heading back to Vegas today, and can brief you in more detail when I get there. Thanks.

Personal
Redaction

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SCL00182472

SA1700

all drawings from LC now in following folder....

From:

Personal Redaction @venetian.com>

To:

Personal Redaction @venetian.com>, Personal Redaction @pasands.com>, Personal Redaction @venetian.com>

Date:

Thu, 19 Nov 2009 06:16:50 +0800

PROJECTS\COTAI - PARCEL 5 & 6\C. DRAWINGS & SPECIFICATIONS\2. Architectural\Aedas\2009-11-18_AED_design studies issue
Personal Redaction

*Venetian Resort Hotel Casino
3355 Las Vegas Boulevard South
Las Vegas, Nevada. 89109
USA*

Personal Redaction

SCL00182538

SA1701

P56 Gensler conference call with Aedas

From:

Personal Redaction @venetian.com>

To:

Personal Redaction @gensler.com>

Cc:

Personal @gensler.com>, Personal Redaction @venetian.com>, Personal
Personal @venetian.com>, Personal Redaction @pasands.com>, Personal Redaction @aedas.com>,
Personal Redaction @aedas.com>, Personal Redaction @venetian.com.mo>, Personal
Personal @venetian.com.mo>

Date:

Fri, 13 Nov 2009 04:26:32 +0800

Personal

To follow up on our conversation on the Tuesday about coordinating the schedule of handover dates and deliverables with Aedas, I recommend that we have a conference call/See and Share on Monday 4:30 (Tuesday 8:30 am Macau) with the team in Macau copied on this email. Please get all the relevant material to the Macau team before Monday their time.

Personal - Aedas, Personal

Personal - Aedas, Personal

Personal - Venetian Macau, Personal Redaction

Personal - Venetian Macau, Personal Redaction

Personal please let us know if anyone else needs to attend.

Thanks, Personal

Personal Redaction

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Las Vegas, NV 89109

T Personal

M Personal

F Personal

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SCL00182221

SA1702

P56 VE Register

From: Personal Redaction @venetian.com.mo>
To: Personal Redaction @venetian.com>
Cc: Personal Redaction @venetian.com>, Personal Redaction @venetian.com>, Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>, Personal Redaction @cotai.venetian.com.mo>, Personal Redaction @cotai.venetian.com.mo>, Personal Redaction @pasands.com>
Date: Wed, 18 Nov 2009 16:54:49 +0800
Attachments: Value Engineering Register_20091118.xls (49.66 kB)

Person
~1

Points to note:

1. The attached schedule is still subject to formal input by the consultants. As of today they are now formally engaged.
2. Items Prioritised as "1" (shaded) are per the shortlist reviewed with Personal Pryor. "2" for in-progress items and "3" for items that are likely to fall-away.
3. Completion dates refer to the assembly of the information package only.

Regards,

Personal
Redaction

Parcel 5 & 6 and Parcel 7 & 8

Venetian Macau Limited

Email: Personal Redaction @venetian.com.mo
DID: Personal Redaction | Cell Phone: Personal Redaction
Fax: Redaction

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CONFIDENTIAL

SCL00182539

SA1703

Location for the LC aconex issues

From:

"Personal Redaction" <[REDACTED]@venetian.com>

To:

"Personal Redaction" <[REDACTED]@venetian.com>, "Personal Redaction" <[REDACTED]@venetian.com>, "Personal Redaction" <[REDACTED]@pasands.com>

Date:

Fri, 20 Nov 2009 02:51:10 +0800

All are organized in the following folder:

N:\PROJECTS\COTAL - PARCEL 5 & 6\C. DRAWINGS & SPECIFICATIONS\2. Architectural\Aedas\2009-11-19_AEDAS - LC ACONEX ISSUES TO DESIGN STUDIES

Personal Redaction

Personal <[REDACTED]>


P: Personal

M: Redaction

E: Personal <[REDACTED]@venetian.com>

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Las Vegas Sands Corp.

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SCL00182559

SA1704

See & Share - Thurs 26 @ 8.30am

From: Personal Redaction @venetian.com.mo>
To: Personal Redaction @venetian.com>, Personal Redaction
Personal Redaction @venetian.com.mo>, Personal Redaction
Personal Redaction @marinabaysands.com>, Personal Redaction @pasands.com>, Personal
Personal Redaction @venetian.com>, Personal Redaction @aedas.com>, Personal
Personal Redaction
Personal Redaction @venetian.com.mo>, Personal Redaction
Personal @aedas.com> Personal Redaction @venetian.com>, Personal
Redaction @aedas.com>, Personal Redaction
Personal Redaction
Personal @venetian.com.mo>
Date: Mon, 23 Nov 2009 11:57:16 +0800

Perso
nal

We are obviously keen for feedback from the SGA presentation on the 24 Nov. However, bearing in mind the impact of Thanksgiving this week in the US, are we still on for Thursday ?

Personal
Redaction

Personal Redaction

Venetian Macau Limited

Email: Personal @venetian.com.mo
DID: Personal Cell Phone: Personal
Fax: Redaction Redaction

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SCL00182591

SA1705

P5&6 Traffic Study

From:

Personal Redaction @venetian.com>

To:

Personal Redaction @venetian.com>, Personal Redaction @venetian.com>, Personal Redaction @pasands.com>

Cc:

Personal Redaction @venetian.com>

Date:

Wed, 25 Nov 2009 03:22:54 +0800

Attachments:

P5 & 6 Traffic Flow - Revised 231109.ppt (3.3 MB)

Please see attached file

Personal Redaction

The Venetian Resort Hotel Casino

Personal Redaction

Email: Personal @venetian.com

L a s V e g a s S a n d s C o r p .



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SCL00182664

SA1706

P5&6 Consultants

From:

Personal Redaction

To:

Personal Redaction @venetian.com.mo>

Cc:

Personal Redaction @venetian.com.mo>

Date:

Wed, 25 Nov 2009 15:44:57 +0800

Attachments:

img-Y25141100 (2).pdf - Adobe Acrobat Standard.pdf (61.73 kB)

Personal

See attached the endorsed memorandum for Pre-Con appointments as requested. I have had to edit it (a) because it included reference to RLB Fees and (b) because there is a reference in the final para. about the overall budget we are carrying for Consultants.

Just give it a quick once over to make sure I have not inadvertently missed something.

Person
al

RE: P5&6 Cashflow

From:

Personal Redaction

To:

Personal Redaction <[redacted]@venetian.com.mo>

Date:

Wed, 25 Nov 2009 08:53:11 +0800

Personal

I am tied up all day on MBS matters and will not be able to update the cashflow for P5/6. The best I can suggest is that you use the cashflow that was prepared Sept. 21, 2009 in Las Vegas which Pers has a copy of. This is what has been used for the IPO also. If anything that cashflow is optimistic. If you don't have that cashflow (which you should have) and cannot get it from Pers come back to me. I am sure Person must have it.

Regards,

Personal

P Please consider the environment before printing this email

-----Original Message-----

From: Personal

Sent: 25 November 2009 08:43

To: Personal

Subject: P5&6 Cashflow

Perso

I am preparing a Sands China Ltd FX Plan to review with Per later today whereby we may sell a portion of IPO HKD proceeds to buy USD which can be internally swapped with VML Casino HKD each month as the latter requires USD for loan repayments.

Hence how much USD SCL buys depends not only on how much 'surplus' HKD VML has each month but also on how much and when VOL needs HKD to pay P5&6 project costs next year as we don't want to overbuy USD and end up selling it again due to mis-timing.

Can you send me the latest P5&6 cashflow to ensure I am using the right version?

Thanks!

Personal

T5A and T6A Material Procurement Status

From: Personal Redaction @venetian.com.mo>
To: Personal Redaction @venetian.com>
Cc: Personal Redaction @venetian.com>, Personal Redaction @venetian.com>,
Personal Redaction @pasands.com>, Personal Redaction @venetian.com.mo>,
Personal Redaction @marinabaysands.com>
Date: Thu, 26 Nov 2009 11:11:56 +0800
Attachments: 11.26.09.pdf (250.1 kB)

Person

Detailed material procurement status reports for Traders, Shangri La and Sheraton attached.

Rgds,

Personal
Redaction

Parcel 5 & 6 and Parcel 7 & 8

Venetian Macau Limited

Email: Personal @venetian.com.mo

DID: Personal Cell Phone: Personal

Fax: Redaction Redaction

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SCL00182817

SA1709

Fw: SGA's Media Interviews

From:

Personal Redaction @venetian.com.mo>

To:

Personal Redaction @venetian.com.mo>

Date:

Sun, 29 Nov 2009 14:16:27 +0800

Attachments:

Media interviews.doc (31.74 kB)

This is for information.

I couldn't get a hold of Personal by phone but the Vegas office and also Personal's team have been dealing with Four Seasons and spoke to everyone already and still can't get a place for this interview; but SGA is happy to do it in his suite.

P.

Personal
Redaction sent via BlackBerry

From: Personal

To: Personal

Sent: Sun Nov 29 14:10:34 2009

Subject: SGA's Media Interviews

Personal

For your information, attached please find the media interviews that SGA will be having on Monday. Right now we are looking at doing these interviews in his suite and he's okay with it.

Regards, Per

Macao CER for Corporate Approval

From:

Personal Redaction <[REDACTED]@venetian.com.mo>

To:

Personal Redaction <[REDACTED]@venetian.com>

Cc:

Personal Redaction <[REDACTED]@venetian.com.mo>

Date:

Mon, 30 Nov 2009 14:21:47 +0800

Attachments:

CER-2009-039 VMR Slot 8 x AGT Ambassador SL Electronic Gaming Machines (Bank 1) - Trial.xls (393.73 kB); CER-2009-040 VMR Slot 8 x AGT Ambassador SL Electronic Gaming Machines (Bank 2) - Trial.xls (392.19 kB); RE: Macao CER for Corporate Approval (88.06 kB)

Hi Persq,

For Corporate review and approval purpose, attached please find 2 trial requests from VMR Slot team:-

1. **VMR Slot – 8 units of AGT Ambassador SL Electronic Gaming Machines (Bank 1) – Trial (CER-2009-039)**
 - * Capex: \$119K
 - * Vendor: Ainsworth Gaming Technology (AGT), offered 10% Corporate discount (P&SC team involved and confirmed)
 - * Trial Period: 90-day free trial with conditional purchase commitment if performance at 25% above the floor average
 - * Payment term: To be settled in 12 equal monthly installments, first payment will be due 30 days after trial completion (April 2010)
 - * Project Description: To trial and/or purchase 8 Ambassador SL Electronic Gaming Machines with 4 Double Hit Premium Games, 2 machines for each game
 - * Justifications: To provide variety products to customers and be competitive in the market. These games also feature in other Slot operations around Macau. ROI analysis based on expected performance at average of \$294 WPU and to replace current low-performed Atronic games at average of \$69 WPU, payback takes within 5 months.
2. **VMR Slot – 8 units of AGT Ambassador SL Electronic Gaming Machines (Bank 2) – Trial (CER-2009-040)**
 - * Capex: \$115K
 - * Vendor: Ainsworth Gaming Technology (AGT), offered 10% Corporate discount (P&SC team involved and confirmed)
 - * Trial Period: 90-day free trial with conditional purchase commitment if performance at 25% above the floor average
 - * Payment term: To be settled in 12 equal monthly installments, first payment will be due 30 days after trial completion (April 2010)
 - * Project Description: To trial and/or purchase 8 Ambassador SL Electronic Gaming Machines with 4 SAP games and 4 standard games on reverse of bank
 - * Justifications: To provide variety products to customers and be competitive in the market. These games also feature in other Slot operations around Macau. ROI analysis based on expected performance at average of \$225 WPU and to replace current low-performed Aristocrat games at average of \$63 WPU, payback takes within 7 months.

Regarding the 3 pending slot CER of Sands with the vendor "Aruze" (CER-2009-036, 037 and 038), having involved by our P&SC team (see attached email), they confirmed that the various discount % given by the vendor is correct and consistent to our prior purchase.

Regards,
Persq,

FW: Contracts

From:

Personal Redaction

To:

Personal Redaction @venetian.com.mo>

Cc:

Personal Redaction @venetian.com>, Personal Redaction @venetian.com.mo>

Date:

Tue, 01 Dec 2009 18:21:42 +0800

Personal

This came out of a discussion with Personal yesterday which I can fill you in about. The US based Consultants need to be engaged by a Sands China Limited subsidiary (VOL) whereas the plan we were operating under was for the US based Consultants to be engaged by LVSC and then LVSC bill the SCL entity. Since the listing all that has to change. Can you send the Tim the standard form of Consultant Agreement for Macau which we intend to use for Parcel 5 & 6.

Personal

P Please consider the environment before printing this email

-----Original Message-----

From: Personal Redaction @venetian.com]
Sent: 01 December 2009 17:59
To: Personal Redaction
Subject: Contracts

Personal

Not sure we finished the discussion about what contracts the US consults should be under now?
Do you have a blank standard form that I can issue - and we can then transfer the specifics from the US ones we have nearly finished.

Is there some documentation or a summary that I can issue to KNA about the need for a Macau entity etc?

Thanks

Per

Personal Redaction

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CONFIDENTIAL

SCL00184583

SA1713

FW: Bella: Roadshow Daily Update (Nov-17)

From:

Personal Redaction @venetian.com.mo>

To:

Personal Redaction @venetian.com.mo>

Date:

Wed, 18 Nov 2009 13:38:05 +0800

Attachments:

Project Bella Roadshow Daily Update Nov-17.pdf (115.55 kB)

Some updates regarding the market. Pe

Personal Redaction

Venetian Macau Ltd. | www.sands.com.mo | www.venetianmacao.com |

Email: Personal @venetian.com.mo |

DID: Personal Redaction

From: Personal Redaction @gs.com]

Sent: Tuesday, November 17, 2009 8:38 PM

To: Leven, Michael; Kay, Kenneth; Personal Redaction
Personal Redaction

Personal @barclayscapital.com; Person @asia.bnpparibas.com

Cc: Personal Redaction @citi.com; Personal @ubs.com

Subject: Bella: Roadshow Daily Update (Nov-17)

Dear all,

Please find attached the daily update pack with market update, and investor profiles for today's 1-on-1 meetings. Thanks.

Regards,

Personal

<<Project Bella Roadshow Daily Update Nov-17.pdf>>

Goldman Sachs (Asia) L.L.C.
68th Floor | Cheung Kong Center
2 Queen's Road Central | Hong Kong
Tel: Personal Redaction
Email: Personal @gs.com

Personal
Redaction

CONFIDENTIAL

SCL00182486

SA1714

.....

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FW: P5/6: Ultra paiza pipe duct relocation (P6)

From: Personal Redaction @venetian.com>
To: Personal Redaction @gensler.com>
Cc: Personal @gensler.com>, Personal Redaction @dougalldesign.com>, Personal
Personal @venetian.com>, Personal Redaction @venetian.com>, Personal
Personal @pasands.com>
Date: Tue, 17 Nov 2009 02:28:51 +0800
Attachments: tower6.pdf (3.1 MB)

FYI 2 of 2

Personal Redaction

The Venetian Resort Hotel Casino

T Personal
M Redaction

From: Personal Redaction @venetian.com.mo]
Sent: Sunday, November 15, 2009 6:51 PM
To: Personal
Cc: Personal Redaction
Subject: FW: P5/6: Ultra paiza pipe duct relocation (P6)

From: Personal
Sent: Friday, November 13, 2009 5:39 PM
To: Personal
Cc: Personal Redaction
Subject: P5/6: Ultra paiza pipe duct relocation (P6)

Refer to P5 e-mail for narrative.
Personal Redaction

Venetian Orient Limited | www.venetianmacao.com |

Email: Personal @venetian.com.mo |

DID: Personal Mob: Personal Fax: Personal

SCL00182431

SA1716

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SCL00182432

SA1717

P56 - priority items for us

From:

Personal Redaction @venetian.com>

To:

Personal Redaction

Personal @pasands.com>

@venetian.com>, Personal Redaction

Date:

Fri, 20 Nov 2009 03:56:15 +0800

Guys

A quick brain dump on items that are out there. Some stuff is already ongoing I know. Please confirm who is dealing with each item?

REVIEW OF PERSONAL SKETCHES ISSUED IN LAST 36 HOURS – URGENT

GET PERSONAL TO UPDATE THE LEVEL 2,3,4 PLANS IN LINE WITH DISCUSSIONS AND PERSONAL INPUT.

ADDITIONAL DESIGN SCOPES – RFP'S INC BACKGROUND DRAWINGS (WITH PERSONAL REVISIONS) FOR SPAS/FITNESS/LOUNGES – 7 ITEMS

ISSUE OPTION ONE GENSLER RCP'S FOR P5 AND 6 TO MACAU FOR GENERAL REVIEW TODAY

GET PERSONAL TO UPDATE THE LEVEL 2,3,4 PLANS IN LINE WITH DISCUSSIONS AND PERSONAL INPUT.

FINALIZE NEW ROOM/STACKING MIX SPREADSHEETS AND DIAGRAMS – TO PERSONAL, PERSONAL AND PERSONAL ONLY – SUBJECT TO REVIEW AND DIRECTION BY ML AND SGA – AFTER PRESENTATION

DETAILED LIST OF OTHER AREAS FOR DESIGN SCOPES – IE. SHERATON GROUP CHECK IN, PAIZA PORTE COCHERE CANOPY/FAÇADE, NEW POOL DECK RESTAURANT TO REPLACE ST REGIS TOWER PROVISION

DUCT COORDINATION OF PAIZA FLOORS – GENSLER AND KNA – SEND MARK-UPS

DETAILED DESIGN SKETCH OF 2 BAYS OF OPTION 3 CEILING

REVIEW OF VE SCHEDULE – IDENTIFY LAS VEGAS ITEMS - ALLOCATE OWNERSHIP/TIMELINE/INFO NEEDED

CONTRACTS FOR GENSLER AND KNA

ISSUE CONFIRMED AEDAS DELIVERABLES AND DATES FROM KNA AND GENSLER TO MACAU TEAM TODAY.
ISSUE SEPARATE CONF CALL INVITES FOR MONDAY AFTERNOON.

ASSEMBLE GUESTROOM DESIGN PACKAGE INFO FOR POTENTIAL PRESENTATION – PERSONAL PHOTOS ON SERVER.
INCLUDE CONSTRUCTION/PROCUREMENT STATUS INFO

DITTO FOR F&B DESIGNS, POOL DECKS/CABANAS.

SUBMIT TRF'S FOR DECEMBER WORKSHOPS – SUBJECT TO PERSONAL DISCUSSION WITH ML. ASSUME PG AND PERSONAL ONLY FOR NOW - PLUS 2 FROM EACH CONSULTANT GROUP.

Personal Redaction

*Venetian Resort Hotel Casino
3355 Las Vegas Boulevard South*

SCL00182553

SA1718

Las Vegas, Nevada. 89109
USA

Cell Personal
Office Redaction

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SCL00182554

SA1719

RE: Parcel 5 & 6

From:

Personal Redaction

To:

Personal Redaction @venetian.com.mo>

Date:

Mon, 23 Nov 2009 10:01:45 +0800

You didn't mention bonus - mind you, you won't be getting any from Macau - will you ?

Personal

P Please consider the environment before printing this email

-----Original Message-----

From: Personal

Sent: 23 November 2009 10:00

To: Personal

Cc: Redaction

Subject: RE: Parcel 5 & 6

Hence my question

Regards

Perso

nal

-----Original Message-----

From: Personal

Sent: 23 November 2009 09:58

To: Personal

Cc: Redaction

Subject: Parcel 5 & 6

Perso

Errr, no because what does it say that would cause us to communicate.

In any event we do not communicate corporate information to Contractors without Exec. approval.

My interpretation of this is we are not out of the woods by any means. Someone needs to lay out how much money is available from the IPO to support a re-start of construction considering it was sold at the bottom of the range. I don't know the answer. All I do know is we do not have Project Financing available as of today to complete P5/6. The IPO does not provide the funds we need to complete. That much has been communicated to me from an internal source.

I wonder where the bonus money is ?

Personal

P Please consider the environment before printing this email

-----Original Message-----

From: Personal

Sent: 23 November 2009 09:52

To: Personal Redaction

Cc:

Subject: FW: From Personal -- Re: IPO Announcement

Per -- are we going to prepare some formal notification of this for release to P5&6 contractors?

Regards

Person
~'

-----Original Message-----

From: Personal

Sent: 22 November 2009 13:15

To: VML

Cc: Personal

Subject: From Personal -- Re: IPO Announcement

Dear team,

It is done.....

.....And together we start writing the first chapter of Sands China Ltd.

It is my great pleasure to inform you that last Friday we closed our books and completed pricing. On Monday we will issue an 8K and on November 30th, Sands China Limited will trade on the Hong Kong Exchange (code 1928).

Our IPO is a transformational event. For SCL it gives us critical mass to transform the Cotai Strip and do our part in helping Macau diversify its economy. For the parent, it cleans up the balance sheet and removes liquidity concerns.

The IPO raises approximately 2.8 billion us dollars. In addition, we have raised 1.75 billion usd in project financing to start -- and complete -- sites 5 and 6.

The journey has not been without its challenges but thanks to you, the government of Macau and LVS... We have clear skies ahead. Our future is ours to make... And from where I sit, given your talent and dedication, it should be one very very enjoyable ride.

Personal

Personal Redaction

Sands China Ltd.

Re: See & Share - Thurs 26 @ 8.30am

From:

Personal Redaction @venetian.com>

To:

Personal Redaction @venetian.com.mo>, "Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>, 'Personal Redaction @marinabaysands.com>, Personal Redaction @pasands.com>, Personal Redaction @venetian.com>, Personal @aedas.com, "Personal Redaction @venetian.com.mo>, 'Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>, "Liu, Sing Kin" @venetian.com.mo>, Personal @aedas.com, "Personal Redaction @venetian.com>, Personal @aedas.com, 'Personal Redaction @venetian.com.mo>, Personal @venetian.com.mo>, 'Personal Redaction @venetian.com.mo>, "Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>

Date:

Mon, 23 Nov 2009 12:54:00 +0800

Pers

Assume yes.

Right now we are scheduled to meet with SGA on Tuesday afternoon. Assuming we can upload information thereafter - the call should take place to ensure we make progress.

Thanks
Personal
Redaction

From: Personal Redaction @venetian.com.mo>

To: Personal Redaction

Personal @aedas.com>, Personal Redaction

Personal @aedas.com>; Personal Redaction @aedas.com>; Personal Redaction

Personal Redaction

Sent: Sun Nov 22 19:57:16 2009

Subject: See & Share - Thurs 26 @ 8.30am

Pers
~~~~~

We are obviously keen for feedback from the SGA presentation on the 24 Nov. However, bearing in mind the impact of Thanksgiving this week in the US, are we still on for Thursday ?

Personal  
Redaction

Parcel 5 & 6 and Parcel 7 & 8

**Venetian Macau Limited**

Email: Personal @venetian.com.mo

DID: Personal | Cell Phone: Personal

Fax: Personal

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SCL00182589

**SA1722**

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SCL00182590

SA1723

## FW: P5&6 Room Mix Study

---

**From:**

Personal Redaction @venetian.com>

**To:**

Personal Redaction @venetian.com.mo>

**Cc:**

Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>, Person  
Personal Redaction @venetian.com>, Personal Redaction @venetian.com>, Personal  
Personal @venetian.com>, Personal Redaction @pasands.com>, Personal  
Personal @venetian.com.mo>

**Date:**

Tue, 24 Nov 2009 04:07:55 +0800

**Attachments:**

11.23.2009 P5&6 Room Mix Study Package.pdf (759.36 kB)

---

Personal

Sorry for the delay on getting you a copy of this room mix, we were cleaning up both options. Per is planning on reviewing this with Mr. Leven on Wednesday to get direction on which option to move forward with. If you have any questions or comments we can review them on the operations SnS on Wednesday morning.

Thanks, Pers

Personal Redaction

The Venetian Resort Hotel Casino

Personal  
Redaction

---

**From:** Personal

**Sent:** Monday, November 23, 2009 12:00 PM

**To:** Personal Redaction

**Subject:** P5&6 Room Mix Study

Personal Redaction

Personal  
Redaction

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SCL00182592

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SCL00182593

**SA1725**

RE: Could u please ask Personal Redaction to send me the summary spreadsheet by mix by country in Excel instead of Adobe.

---

**From:**

Personal Redaction @venetian.com.mo>

**To:**

Personal Redaction @venetian.com>

**Cc:**

Personal Redaction @venetian.com.mo>

**Date:**

Tue, 24 Nov 2009 14:40:25 +0800

**Attachments:**

Game mix thru Oct 2009 v4.xls (56.32 kB)

---

Hi Personal

Attached please find the summary spreadsheet in Excel. Thanks.

Best regards,

Personal Redaction

Venetian Macau Ltd | [www.venetianmacao.com](http://www.venetianmacao.com)

Direct: Personal Mobile: Personal

-----Original Message-----

From: Personal

Sent: Tuesday, November 24, 2009 2:22 PM

To: Personal Redaction

Subject: Fw: Could u please ask Personal to send me the summary spreadsheet by mix by country in Excel instead of Adobe.

Please send in excel.

Personal Redaction

Venetian Macau Limited

Mobile: Personal

Mobile: Redaction

----- Original Message -----

From: Personal Redaction @venetian.com>

To: Personal

Sent: Tue Nov 24 14:12:42 2009

Subject: Could u please ask Personal to send me the summary spreadsheet by mix by country in Excel instead of Adobe.

Thanks

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CONFIDENTIAL

SCL00182627

**SA1727**

## RE: parcel 5&6 draft traffic analysis

---

From: Personal Redaction @venetian.com>  
To: Personal Redaction @venetian.com.mo> Personal Redaction @venetian.com>,  
Personal Redaction  
Personal Redaction @pasands.com>  
Date: Wed, 25 Nov 2009 00:39:13 +0800

---

Can someone please download this and send it to us separately?

Many thanks

Pers  
anal ↓

---

**From:** Personal Redaction @venetian.com.mo]  
**Sent:** Monday, November 23, 2009 8:19 PM  
**To:** Personal Redaction  
**Subject:** FW: parcel 5&6 draft traffic analysis

Pls click on the below link for the revised *draft traffic analysis*.

---

**From:** Personal Redaction ↓  
**Sent:** Monday, November 23, 2009 6:35 PM  
**To:** Personal Redaction  
**Subject:** parcel 5&6 draft traffic analysis

Dear All,

Please find the link below to access our *draft Traffic Analysis* for Parcels 5&6. We have reviewed the overall traffic strategy, and the design of the transportation portals at Parcels 5&6 to accommodate traffic similar in volume to parcel 2. We provide this analysis as an illustration of the challenge at hand with recommendations for the way forward.

The best time to address changes to the traffic design is in the construction phase; so time is of the essence in working through these issues with the design and construction team to arrive at efficient and effective solutions. Please be aware that some recommendations require further feasibility, financial and licensing review.

I look forward to receiving any comments you have in deciding how to address these issues.

Regards,

Persona  
↓

P:\Everyone\Cotal Services\P5 & 6 Traffic Flow\P5 & 6 Traffic Flow - Revised 231109.ppt

SCL00182659

**SA1728**

Personal Redaction

Sands China Ltd. | Parcels 5 & 6

Personal  
Email Redaction @venetian.com.mo |  
Personal  
DID Redaction Mobile: Personal  
Redaction

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SCL00182660

**SA1729**



## Fw: CS in Macao

---

**From:**

Personal Redaction <"/o=first organization/ou=first administrative group/cn=recipients/cn=Personal Redaction >

**To:**

Personal Redaction @venetian.com>, Personal Redaction @venetian.com.mo>

**Date:**

Wed, 25 Nov 2009 08:17:21 +0800

**Attachments:**

Theo Win by Game Types.ppt (78.85 kB)

---

FYI

Personal Redaction

Venetian Macau Limited  
Personal Redaction

---

**From:** Personal

**To:** Personal

**Cc:** Personal, Personal

**Sent:** Tue Nov 24 17:41:18 2009

**Subject:** RE: CS in Macao

HiPers

As of today we have 40 Caribbean Stud (CS) tables across our 3 properties, the breakdown is shown below:

|            | Sands | Venetian | Plaza | Total |
|------------|-------|----------|-------|-------|
| Mass       | 11    | 25       | 1     | 37    |
| High Limit | 1     | 2        | n/a   | 3     |
| Total      | 12    | 27       | 1     | 40    |

The win per table per floor day and the win per table per open day of CS for the first ten months of the year are summarized below:

| (USD)      | Win per table per floor day |          |       | Win per table per open day |          |       |
|------------|-----------------------------|----------|-------|----------------------------|----------|-------|
|            | Sands                       | Venetian | Plaza | Sands                      | Venetian | Plaza |
| Mass       | 4,594                       | 4,704    | 1,199 | 6,043                      | 5,556    | 1,909 |
| High Limit | 3,921                       | 10,046   | n/a   | 4,433                      | 10,249   | n/a   |

The house edge of CS is 5.22%. Hence, on every \$1 bet the casino keeps 0.0522 cent. On average CS could be dealt 25 hands per hour, by assuming a patron's average bet is \$1,000, the theoretical win would have been \$1,305.

Please find attached for a comparison of the theoretical win by game types (offer in Macao properties) for a patron playing 1 hour with average bet of \$1,000.

Thanks,

Personal Redaction

Venetian Macau Limited  
Personal Redaction

-----Original Message-----

From: Personal  
Sent: Tuesday, November 24, 2009 2:54 PM  
To: Personal  
Cc: Redaction  
Subject: CS in Macao

Hi Personal,  
al

Below please find what Personal sent me. Please reply to it, and compare it to other games. You can use the PPT slide in me presentation that shows how much each game makes per hour with the same average bet.

Do you still have Caribbean Stud Personal? We are not getting it here. Do we have any analysis on the ROI for the \$1 bet? We may produce our own game and buy a jackpot system for \$180 k, and call it Singapore Stud.

Persq

Personal Redaction

Venetian Macau Limited  
Personal Redaction

## RE: Recommendations

---

**From:**

Personal Redaction

**To:**

Personal Redaction

@venetian.com.mo>

**Date:**

Wed, 25 Nov 2009 10:40:02 +0800

---

Correct – I have asked several times and they said on Monday that they would deal with these items and others yesterday in LV now the IPO was done but I have heard nothing.

Regards,

Personal  
Redaction

 Please consider the environment before printing this email

---

**From:** Personal

**Sent:** 25 November 2009 10:39

**To:** Personal Redaction

**Cc:**

**Subject:** RE: Recommendations

Per – I assume that we did not receive any feedback from LVS on these recommendations.

Please advise

Person

---

**From:** Personal

**Sent:** Tuesday, October 27, 2009 4:51 PM

**To:** Personal Redaction

**Cc:**

**Subject:** Recommendations

Per – Please see a draft email to Per concerning four recommendations (options), for which we will seek executive approval before proceeding. Before this is issued to Per, can you please advise whether Per were asked, at some prior date, to re-stock the FRP material, and if so, what their reply was.

Person – please hold the recommendations

Thanks

Person

Pers

*There are four recommendations, where it is considered prudent to expend additional funds to complete manufacturing or to “re-procure” materials that have expired, as set out below.*

***Fire protection material for steelwork. (Jing Gong)***

*The material stock (33,600 kg) has a shelf life that will expire in December 2009; the cost of that material is MOP 2,814,063 [ US \$ 350,269.23].*

*The contractor has offered to provide the same quantity of new material, but that would have a shelf life until Dec 2010, at a cost of MOP 3,415,745 [US \$ 425,161.19].*

*We recommend that the new material is procured. Whilst this represents a 21% uplift, the funds will not be wasted. This fire protection material would be required for resumption of the works.*

**Steel supports for Building Maintenance Unit (Gondola) ( E W Cox) – Towers 5A and 6A**

*The steel brackets are partially manufactured. If we take the materials "as is", there is a cost of MOP 178,556.09 [US\$ 22,225.05]. We can direct the supplier to re-stock at a cost of MOP 120,876.09 [US\$ 15,045.57]. Alternatively, we could direct the supplier to complete the manufacture of those brackets that he has commenced, at a cost of MOP 241,798.09 [US\$ 30,096.85].*

*We recommend the latter option, as these brackets will be required, upon resumption of the works.*

**Stone work to Traders Hotel guest rooms. (Sundart)**

*Stonework for bathrooms and for window sills in the bedroom has been partially manufactured. We can direct the supplier to deliver the goods "as is", for a cost of MOP 812,357.12 [US \$ 101,114.90]. The supplier has offered to complete the manufacture of the product that is partially manufactured at the original rates, at a cost of MOP 1,414,354.52 [US \$ 176,046.12]*

*We recommend the latter course of action; to the best of our knowledge these items will not be revised/changed when works resume.*

**Tower 5B Cladding (Fullwyn)**

*The cladding materials for T5B are partially manufactured. We can retain the goods that have been manufactured "as is", with storage for 6 months (free of charge for the first 3 months), at a cost of MOP 11,574,732 [US \$ 1,440,718.45]. Alternatively we can direct the manufacturer to take the materials back in to stock. We would still incur a cost of MOP 8,052,246 [US \$ 1,002,271.10]*


*We recommend retaining the materials "as is".*


*Please can you seek approval to our recommendations as set out above.*

Thanks


Personal Redaction

**Venetian Macau Ltd. |**

**Email:** Personal @venetian.com.mo |

**DID:** Personal 

**Cell Phone:** Personal 

**Fax:** Personal 

## State of the Nation - kind of.....

---

**From:**

Personal Redaction @venetian.com>

**To:**

Personal Redaction

Personal Redaction

Personal Redaction

Personal Redaction

Personal Redaction

Personal Redaction

Personal Redaction

@pasands.com>

@venetian.com>,

**Date:**

Thu, 26 Nov 2009 04:58:03 +0800

---

All

Persj just gave me an update on what has been happening with the IPO and project funding and what it means for all of us.

To paraphrase Persj (probably badly but here goes) –

*Obviously big changes have happened here in the past 12 to 18 months – in the summer of 2008 the company was in severe financial crisis caused by a changing economic climate and our own decisions to over-extend our fiscal resources. To be blunt - everyone expected the company to fail. Grim times.*

*After much cost/operations cutting – both here and Asia – and the new regimes, protocols and management now in charge the outlook had at least stabilized thru to this summer. The recent huge efforts on the Sands China Ltd IPO, and raising project financing for restarting parcel 5&6, have put us in the best financial position of the last 4 years. In total over \$5 billion has been raised in the last few months and this will allow MBS to be completed and open 'soon', P56 to restart and be open in 18 months, debt levels to be reduced in Macau, debt covenants to be protected in both Asia and the US and for us to have substantial cash in bank. In this continuing difficult financial environment – this is miraculous. Really.*

*We will still need to be rigorous in our efforts to minimize our own ongoing costs (travel etc) and in our project design work to ensure we truly get value for money and appropriate products relative to the local market, investment and returns. Otherwise all this will have been wasted.*

*He was very complimentary of the efforts and resilience of the group – we should obviously all see this as very positive.*

Thanks

Happy Thanksgiving.

Persj

Personal Redaction

Venetian Resort Hotel Casino  
3355 Las Vegas Boulevard South  
Las Vegas, Nevada. 89109  
USA

Cell Personal  
Office Redaction

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SCL00182759

SA1734

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SCL00182760

**SA1735**



# Memo

To: Mr. Michael A. Leven

From: Personal  
Redaction

Date: November 16, 2009

Re: Parcel 5 & 6  
Resumption of Works  
Design & Cost Consultants

CC:

Mike,

Further to our brief discussion in Singapore last week, we are seeking your consent and approval to enter into interim commitments with the Lead Design Consultant, Aedas Macau Limited (**Aedas**) and Cost Consultant, Rider Levett Bucknall (**RLB**).

Both commitments are short term i.e. < 3 months duration as a forerunner to entering into full commitments to deliver the ongoing design and cost consultant services for a full resumption of work on the project.

## Aedas

Aedas were the Lead Consultant in Asia for Parcel 5 & 6 prior to the suspension of the project in Q4 of 2008. We have solicited a proposal from Aedas to undertake whatever is necessary to assist with putting the project back to work in early 2010 on the basis of a defined scope of service, agreed head-count of staff and hourly rates. This is the basis of a not to exceed budget. The actual cost we pay will be on the basis of approved timesheets for staff at the agreed rates.

In addition to the services of Aedas, under this commitment, we will also be securing the services of the former sub-consultants incl. ARUP Structures, ARUP Façade, ARUP Fire, Aedas Interiors, Aedas Landscaping, Parsons Brinckerhoff & Materialab.

|                   |                |
|-------------------|----------------|
| AEDAS Architects  | HK\$ 9,617,516 |
| AEDAS Interiors   | HK\$ 870,566   |
| AEDAS Landscaping | HK\$ 1,137,009 |
| PBA               | HK\$ 6,400,660 |
| ARUP Structure    | HK\$ 1,837,190 |
| ARUP Facades      | HK\$ 517,452   |
| ARUP Fire         | HK\$ 539,708   |
| Material Lab      | HK\$ 435,700   |
| Misc Consultants  | HK\$ 300,000   |

Total HK\$21,655,801 (US\$2.776MM)

The above also includes allowance for reimbursable expenses likely to be incurred in connection with the appointment.

The weekly rates proposed for the various disciplines are as follows:

|                    | HKD    | USD   | USD P/A |
|--------------------|--------|-------|---------|
| Senior Associate   | 53,350 | 6,840 | 355,000 |
| Associate (Design) | 41,225 | 5,285 | 275,000 |
| Senior Architect   | 27,281 | 3,500 | 182,000 |
| Architect (Design) | 24,250 | 3,110 | 162,000 |
| Draughtsman (CAD)  | 13,944 | 1,790 | 93,000  |

The above rates are inclusive of all overheads, profit, etc.

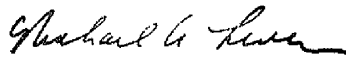


Budget Source

Within the forecast cost to complete budget for Phases I & II of the project, an allowance of US\$... was allowed for all Consultants. The amounts set out above totaling US\$... forms part of the overall budget.

Personal Redaction

Approved by



Michael A. Leven  
President & COO - LVSC

## FW: Time Spent on Parcel 2, 5/6, MBS\_Nov

---

**From:**

Personal Redaction

**To:**

Personal Redaction @venetian.com.mo>

**Date:**

Wed, 25 Nov 2009 17:49:11 +0800

**Attachments:**

TG\_Working Hours for Pre Opening\_Nov.xls (66.05 kB)

---

Person

Not sure what is happening with 'Regional' people like Person and Personal Redaction Or what will happen after the IPO?

Thanks

Pers

---

**From:** Person

**Sent:** Tuesday, November 24, 2009 12:09 PM

**To:** Personal

**Cc:** Personal Redaction

**Subject:** FW: Time Spent on Parcel 2, 5/6, MBS\_Nov

Hi Pers,

Kindly update Nov information and provide forecast numbers by **EOD 27 Nov (Fri)**.

Please be reminded to include supporting documents for any reclass to MBS. Thanks for your assistance in advance.

Personal Redaction

**Venetian Macau Limited** | [www.venetianmacao.com](http://www.venetianmacao.com) |

Email: [Person@venetian.com.mo](mailto:Person@venetian.com.mo) |

Personal Redaction

---

**From:** Person

**Sent:** Tuesday, November 24, 2009 12:07 PM

**To:** Personal Redaction

Personal Redaction

**Cc:** Personal Redaction

Personal Redaction

**Subject:** Time Spent on Parcel 2, 5/6, MBS\_Nov

Dear All,

Many of our team members not only work for Venetian operation, but also play a key role in the development of the Cotai Strip as well as the Marina Bay Sands in Singapore. As such, we need to make sure payroll costs are charged to the appropriate property to reflect the true picture of the financials.

A follow-up email with an attachment will be sent to the contact person as usual. Appreciate your help to revert with the

below information in the attached file by 27 Nov 2009 (Fri).

#### **Actions/Guidelines**

1. Identify your TEAM members who is under **Venetian** Property (not Regional or not yet transferred to Four Seasons);
2. Determine **actual** % of the time spent in this month for
  1. Four Seasons (P2). (Team members who are devoted to P2 full time should be transfer to P2 through PAF.);
  2. Parcel 5 & 6 (if any);
  3. Marina Bay Sands (if any) with supporting document or emails/ jobs description / MBS contact points;
3. Estimate how much % of time spent in the following 3 months.
4. Please also inform us if there is no reclass needed for the month.
5. Based on new guideline from GL department and previous records, below situations won't be processed due to the total chargeable amount is less than US\$100k. If your department has significant efforts spend for those properties, we highly recommended to PAF the staff to related properties.
  1. VMR or PCM staff who work for Sands
  2. PCM staff who work for VMR

Responsible areas:

| Area                                     |                    |
|------------------------------------------|--------------------|
| Table Games, Casino Admin                | Personal Redaction |
| Slots                                    |                    |
| International Marketing                  |                    |
| Casino Finance                           |                    |
| Casino Marketing                         |                    |
| Hotel Operations                         |                    |
| Sales                                    |                    |
| F&B                                      |                    |
| C&E                                      |                    |
| Mall                                     |                    |
| Entertainment - Box Office               |                    |
| AV                                       |                    |
| HR - Venetian Gaming & Cotai Development |                    |
| IT                                       |                    |
| Security                                 |                    |
| Brand Marketing                          |                    |
| Facilities                               |                    |
| Paiza Operation                          |                    |
| MEP                                      |                    |

Cut off date for payroll allocation:

|          |   |             |
|----------|---|-------------|
| Nov 2009 | : | 27 Nov 2009 |
| Dec 2009 | : | 24 Dec 2009 |
| Jan 2010 | : | 22 Jan 2010 |

Many thanks for your advice and support!

Personal

Personal

Pers

Venetian Macau Limited | [www.venetianmacao.com](http://www.venetianmacao.com) |

Email: [Personal@venetian.com.mo](mailto:Personal@venetian.com.mo) |

| DID: Personal

## RE: Our Bonus Discussion From Yesterday

---

**From:**

Personal Redaction

@venetian.com.mo>

**To:**

Personal Redaction

@venetian.com.mo>

**Cc:**

Personal Redaction

@venetian.com.mo>

**Date:**

Tue, 01 Dec 2009 20:58:52 +0800

**Attachments:**

Discretionary & Guaranteed Bonus Estimation 2009 (as of Nov-19, 2009) v2.zip (2.06 MB)

---

Hi Person

Attached please find the revised file which a 13-month discretionary bonus for D-F grade TMs has been added.

Regards,

Personal

---

**From:** Personal

**Sent:** Tuesday, December 01, 2009 2:55 PM

**To:** Personal

**Subject:** FW: Our Bonus Discussion From Yesterday

---

**From:** Personal

**Sent:** Tuesday, December 01, 2009 2:44 PM

**To:** Personal

**Subject:** FW: Our Bonus Discussion From Yesterday

Person

I

Person

Could you pls help me to break out 13 months. Here is the file I sent to al

Redaction

Thanks

Person

al

---

**From:** Personal Redaction @venetian.com]

**Sent:** Tuesday, December 01, 2009 12:27 PM

**To:** Personal

**Subject:** RE: Our Bonus Discussion From Yesterday

Per - Thank you for this analysis. I've reviewed it with Per and he has only one follow-up request. Can you break out into a separate column the "13 month" bonuses so that we would show them separately from the other discretionary bonuses and guaranteed bonuses? Thanks.

Person

I

CONFIDENTIAL

SCL00182938

SA1742

---

**From:** Personal Redaction @venetian.com.mo]  
**Sent:** Monday, November 23, 2009 3:36 AM  
**To:** Personal  
**Subject:** RE: Our Bonus Discussion From Yesterday

Person

Pls find the attached as requested.

Thanks  
Perso

---

**From:** Personal Redaction @venetian.com]  
**Sent:** Friday, November 20, 2009 6:22 AM  
**To:** Personal  
**Subject:** Our Bonus Discussion From Yesterday

Perso - Per and I had an email exchange last night where I got clarity on a couple of things related to the 2009 bonus request we discussed, namely: 1) can we get the bonus list by employee name and amount in addition to by division and property? And 2) can you provide a list of employees who have contractual rights to a cost of living increase / salary adjustment (with their respective increase amounts)? Thanks.

Personal Redaction

Las Vegas Sands Corp.  
Direct: Personal  
Mobile: Redaction  
Fax:  
Email: Personal@venetian.com  
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Las Vegas, Nevada 89109

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CONFIDENTIAL

SCL00182939

SA1743

## RE: P56 Design Workshop - Monday November 30 - HK

---

**From:**

Personal Redaction <[REDACTED]@venetian.com.mo>

**To:**

Personal Redaction <[REDACTED]@venetian.com.mo>

**Cc:**

Personal Redaction <[REDACTED]@venetian.com>, Personal Redaction <[REDACTED]@pasands.com>, Personal Redaction <[REDACTED]@venetian.com>, Personal Redaction <[REDACTED]@venetian.com>, Personal Redaction <[REDACTED]@venetian.com>

**Date:**

Fri, 27 Nov 2009 13:36:12 +0800

---

Personal Redaction

I have not replied to Pers,

We could work out of Aedas' offices for the day. That would give us a chance to work with Pers on any matters, pending a call to meet with SGA, at fairly short notice. That way if there is any design information that we want access to, we can recover the information quickly.

Alternatively, we can base ourselves out of Venetian's offices in Shun Tak Centre.

Please advise

Personal Redaction

Venetian Macau Ltd. |

Email: Personal Redaction <[REDACTED]@venetian.com.mo |  
DID: Personal Redaction | Cell Phone: Personal Redaction |  
Fax: Personal Redaction |

-----Original Message-----

From: Personal Redaction <[REDACTED]@venetian.com>  
Sent: Friday, November 27, 2009 2:48 AM  
To: Adelson, Sheldon; Leven, Michael; Personal Redaction  
Cc: Personal Redaction  
Subject: P56 Design Workshop - Monday November 30 - HK

Gents

I believe that Mr Adelson is now doing media interviews on Monday in the early afternoon. I suggest we try and meet at 4pm to review the current design direction on P56? We may need to continue on Tuesday morning - but I'm unsure of Mr Adelson's travel plans. If there is a suitable sized conference room (with projection/TV etc) at the HK offices of Pers, - then we could have the meeting there. Alternatively we could try and secure a room at the Four Seasons? Please let me know your thoughts? Many thanks

SCL00182867

SA1744

Regards  
Per<sub>q</sub>

Personal  
Redaction

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SCL00182868

SA1745



## FW: Budget Endorsement

---

**From:**

Personal Redaction

**To:**

Personal Redaction <@venetian.com.mo>

**Cc:**

Personal Redaction <@venetian.com.mo>, Personal Redaction <@venetian.com.mo>

**Date:**

Thu, 26 Nov 2009 18:20:34 +0800

**Attachments:**

budgets.pdf (506.23 kB)

---

Personal Redaction

*Please find below an email from Ken Kay which purports to be the formal budget approval for the various budgets except P5/6. We are proceeding that this email constitutes endorsement for the purposes of applying the Policies and Procedures. If anyone believes this is incorrect please advise soonest.*

Personal Redaction

 Please consider the environment before printing this email

---

**From:** Kay, Kenneth [mailto:Ken.Kay@Venetian.com]

**Sent:** 22 October 2009 13:07

**To:** Personal Redaction

**Cc:** Personal Redaction

**Subject:** FW: Budget Endorsement

This email provides acknowledgement that the amounts reflected in the budgets for P1, P2, P3, P7/8, Masterplan and Sands Podium & Tower are consistent with the amounts utilized in the corporate sources & uses model.

For P1, P2, Masterplan and Sands Podium & Tower you are authorized to release payments against these budgets below US\$10 million. Amounts in excess of this threshold should be forwarded to me for additional approval.

For P3 and P7/8, to the extent that the payments that need to be released are critical to the restart of Sites 5&6 (i.e., consultants or contractors that want to be repaid before re-engaging discussions on Sites 5&6) then you are authorized to release payments against these budgets below \$10 million, with amounts in excess of that threshold sent to me for additional approval. If the amounts are not critical to the restart of Sites 5&6 we would like to have specific detail on amounts owed for these before providing authorization for you to release further payments against these budgets.

The attached documents reflect those budgets that were utilized to reconcile to the corporate sources & uses model.  
Thanks.

---

**From:** Personal Redaction <@venetian.com.mo>

**Sent:** Tuesday, June 16, 2009 3:33 AM

**To:** Kay, Kenneth

**Cc:** Personal Redaction

**Subject:** Budget Endorsement

CONFIDENTIAL

SCL00182779

SA1746

**Importance:** High

Ken,

Per our conversation approaching some two weeks ago now and to give effect to the revised Policies & Procedures, I attach copies of the current forecast budgets for Parcel 3, 5/6, 7/8 in Macau and for Marina Bay Sands in Singapore.

To give a little more background. The budgets for Parcel 3 and 7 & 8 are updates (reductions) to those given to Finance Dept. Personal & Personal in Macau back in August 2008 at the time of these projects being suspended/terminated. I believe these figures were also circulated to Personal in Las Vegas at that time.

For Parcel 5 & 6, this is a consolidated budget comprising information provided to Las Vegas via email from Personal on June 30, 2008 together with the April 21, 2009 update on the Suspension & Termination costs in terms of the "Throw Away Costs". The "Throw Away Costs" exclude items such as materials off site, loss of profit, loss of opportunity, etc. because these would be deemed to be part of the Construction budget. US\$10MM has however been deducted from the information sent June 30, 2008 as this was the allowance at that time for Retail Tenant Improvements which is excluded now and most probably needs a complete re-look in terms of adequacy by the Retail Dept.

For Marina Bay Sands, the budget is in line with the information provided to you by Personal in his email dated April 13, 2009.

If you have any questions in connection with these budgets, please feel free to contact me at your convenience. Once you have endorsed these budgets, we would be grateful to receive a copy for our records.

Personal Redaction

## **Venetian Macau Limited**

[www.sands.com.mo](http://www.sands.com.mo)

[www.venetianmacao.com](http://www.venetianmacao.com)

Email: Personal, @venetian.com.mo

**DID (Macau):** Personal

**Mob:** Redaction

**Fax:**

**DID (MBS):**

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## RE: RE: Bloomberg TV Interview Request – Mr. Pete Wu

---

**From:**

Personal  
"Redaction" /o=first organization/ou=first administrative group/cn=recipients/cn=Persona>  
|

**To:**

„Personal Redaction Personal Redaction  
i@venetian.com.mo>,' @venetian.com.mo>

**Date:**

Wed, 25 Nov 2009 20:39:17 +0800

Probably best to reschedule this directly with Perso. I am comfortable answering the questions according to our IPO script, but the interview would take place just days after the IPO and the downside risk outweighs the upside if the stock happens to go in the wrong direction.

You could tell her that my schedule during that week is fully committed with the conference and other meetings and that you will try to schedule something directly with Perso.

Perso  
nal

-----Original Message-----

From: Personal  
Sent: Redaction, November 25, 2009 8:13 PM  
To: Personal Redaction  
Subject: Fwd: RE: Bloomberg TV Interview Request Personal

Hi Personal  
Redaction

Below are the topics that Bloomberg would like to discuss in the format of an interview, which could easily open us up to some of the issues that we might not want to discuss. Let me know what you think and if I should turn down this opportunity?

Many thanks.

Regards, Per  
sonal

-----Original Message-----

From: Personal BLOOMBERG/ NEWSROOM: Personal Redaction @bloomberg.net]  
Sent: Monday, November 23, 2009 5:31 PM  
To: Personal  
Subject: Fwd: RE: Bloomberg TV Interview Request -- Mr. Persona

Hi Person

Thanks for the reply. Sorry for the delay in getting back to you as we were firming up coverage. There are two options:

1) Live interview in our studio (preferred option) We run our programmes daily from 7am to 12noon and have interview chances every hour. It would be a 10 min interview with Pers. We can send for a car pick up. For him to the studio.

This is the preferred option as live interviews usually make for the most visually appealing way to showcase the guest.

Also, it allows the guest to have more airtime.

2) Pre record an interview at the conference It would be a 10 min interview as well onsite.

Topics are likely to be on Sands upcoming IPO, its plans for restarting construction, also, an update on the business

and the outlook for the gaming industry as the economy recovers.

Please do let me know if it would be possible. Thank you!

Best Person

----- al

From: Personal Redaction @venetian.com.mo>

At: 11/20 8:37:09

Hello Perso

nal

I checked with Personal and he is indeed going to attend the gaming conference in Singapore.

Can you please let me know what questions that you are likely to ask during this interview? There are some internal approvals that I will have to get before we can confirm with you this interview opportunity.

And would appreciate if you can send me any further information in regards to this interview (formats and etc).

Thanks in advance.

Regards, Per

Personal Redaction

| Venetian Macau Ltd. | www.sands.com.mo | www.venetianmacao.com |

Email: Personal@venetian.com.mo |

DID: Personal | Mob: Personal | Fax: Personal | 7 |

-----Original Message-----

From: Personal Redaction @bloomberg.net]

Sent: Thursday, November 19, 2009 4:47 PM

To: Personal

Subject: Bloomberg TV Interview Request -- Mr. Personal Redaction

Hi Buddy,

How are you? I hope this email finds you well. I am Personal from Bloomberg TV. I was wondering if you would be able to help me out with a request. I understand Mr. Personal Pers, Sands Macao would be attending a gaming conference in Singapore this December and I was wondering if he would be open to a television interview with us then. It would be a live 10 minute television interview in our studio at Capital Square along Church Street. We run shows between 7 a.m. to 12 noon and would really appreciate it if he could spare the time to discuss the plans for Sands Macau and his outlook for the gaming industry as the economy recovers. Please do let me know if this would be possible. We'd really appreciate it if he could spare the time. Alternatively, I am open to discussing other formats of interviewing as well. Thank you!

-----  
Best Regards,

Personal

Bloomberg News

Email: Personal@bloomberg.net

Direct: Personal

Mobile Redaction

Fax: Personal

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---

Sent From Bloomberg Mobile MSG

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SCL00182685

**SA1750**

## RE: Parcel 5 & 6

---

**From:**

Personal <Personal@venetian.com.mo>

**To:**

Personal <Personal@venetian.com.mo>

**Date:**

Wed, 25 Nov 2009 17:05:16 +0800

---

Personal

Redaction

See below. All amounts in USD.

| Parcel | Consultant    | Paid      | Assessed Amount | Overpayment |
|--------|---------------|-----------|-----------------|-------------|
| 3      | Hassell       | 820,000   | 740,000         | 80,000      |
| 3      | Lifescapes    | 580,000   | 405,000         | 175,000     |
| 3      | Munge Leung   | 1,627,000 | 1,607,000       | 20,000      |
| 5/6    | Duncan Miller | 6,070,000 | 5,410,000       | 660,000     |
| 5/6    | Dutton Bray   | 465,000   | 425,000         | 40,000      |
| 7/8    | HBA           | 2,980,000 | 2,580,000       | 400,000     |
| 7/8    | Lifescapes    | 1,025,000 | 585,000         | 440,000     |

Regards,

Personal  
Redaction

 Please consider the environment before printing this email

---

**From:** Personal

**Sent:** 25 November 2009 14:01

**To:** Personal

**Subject:** RE: Parcel 5 & 6

Person  
Redaction

Thanks, what would help would be to frame this against the value of the work. If you can therefore lay out total fees paid, value of work assessed by VML and amount overpaid. If, for example Munge Leung have been over paid by US\$20,000 against a fee of US\$500,000 it is not that bad.

Thanks.

---

**From:** Personal

**Sent:** Wednesday, November 25, 2009 1:36 PM

**To:** Personal

**Subject:** FW: Parcel 5 & 6

Personal  
Redaction

The info on the overpayments is at the end of this email.


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SCL00182670



SA1751


Regards,

Personal Redaction

 Please consider the environment before printing this email

---

**From:** Personal   
**Sent:** 04 November 2009 15:08  
**To:** Personal   
**Subject:** Parcel 5 & 6



Personal  
Redaction 

Apologies for the length of the email but in response to your request for an estimate of the costs we may (are likely) to incur prior to a resumption of works tentatively targeted at Mar. 01, 2010 attached is the first draft as I see it.

There are a number of things that need to be recognized in representing these numbers up to the LV Executive which you mentioned was your intention next week when Mike Leven is in Singapore.

### **Resumption of Work**

Firstly, and most important relates to the discussions and negotiations with the 51 Contractors identified as preferred to be re-engaged on a negotiated basis. The responses to our questionnaire have now been received from all but a handful of contractors. Generally, the Contractors have not answered a good number of the commercial questions raised to them. Instead they have said "to be confirmed", "we are not in a position to answer the question", we need to consider our position", etc. etc. all of which was to be expected I suppose.

What this is doing however is likely to prolong the process of reaching a conclusion and we will not meet the timeline of mid November to conclude any negotiations, indeed no negotiation meetings have been held to date. This is partly due to (a) a lack of resources (b) time availability with the normal day to day issues that arise (c) responding to IPO related matters, etc. Indeed it would be a brave person to say it could be concluded before the end of February 2010 given the number of Contractors involved. Even if we were able to conclude 3 negotiated settlements per week from now onwards, which is very ambitious, we would not complete the exercise until the end of March 2010. That is not to say nothing is being done, Personal  and Personal  on their respective areas are meeting with Contractors, site inspections are taking place and the like, but there is no real "commercial" discussions taking place.

This brings us to the real concern I have. In the response to the questions, the majority of contractors have simply said "this is what I have claimed", "this is what you have certified" and left it at that. In other words, they are waiting for Venetian to make the running. Only 2 or 3 contractors have indicated what they would "settle" commercially for and they have not discounted their ask by any appreciable amount.

Clearly as we would expect, their enthusiasm to engage with us with a view to resuming work is tempered by the harsh commercial reality which is that they know we are in a fix and

are going to exploit it to its fullest advantage. If we are going to make real progress, we need to (a) firstly explain the situation to the LV Corporate Executives (b) agree how we should deal with this potential blackmail situation and (c) obtain approval and authority to implement the agreed strategy. By this I mean, if we are serious in wanting to resume by Mar. 01, 2010 and thereafter deliver by the timelines given, we are going to pay a premium, if we still intend to negotiate with these 51 Contractors. This is one occasion which the Contractors have been waiting for a year now to materialize and they will take full advantage. As I would in their position.

Presently we have no budget provision and certainly no authority to "deal" these historical liabilities' away beyond what we have forecasted. Our forecasts were not based upon a negotiated settlement basis. I have therefore tried to "guess" as best as I can, what our exposure could be if we have to "deal out" the 51 Contractors. In very broad terms, the difference between what the Contractors are asking for and what we estimate our true liability to be comes to around US\$115m for the 51 Contractors. This covers essentially the valuation of work completed, materials delivered and claim entitlements up to Nov. 11, 2008. For the materials which were not delivered as at Nov. 11, 2008 and the cost of suspension and termination we have separate provisions for those and I am still confident those budget are robust, but not overly stated. Therefore, the question is, how much of the US\$115m will we have to concede to get these Contractors back on board. Of course the worst case scenario could be US\$115m however I have assumed that a degree of common sense will prevail and the Contractors will genuinely want to make progress, resume work and complete what they started. I do not however think we should under-estimate the magnitude of the problem and have therefore allowed a sum of US\$77m as being our risk exposure, basically 2/3rds of the worst case scenario. This of course is not necessarily the end of the matter even if we could achieve or better this, because as part of the cost of negotiating a resumption of works, we then have to deal with the cost of completing the remaining works. A number of contractors are already saying they will expect an increase to the previous rates and prices, again a negotiating tactic. Could we realistically tender the work competitively and get better prices ?, would the contractors collectively work against us ?, both valid concerns and issues. Clearly the delivery timeline would suffer.

If we factor in this potential additional cost, I have assumed that it largely will need to be concluded and paid through Dec. 2009 and Jan. 2010 as the Contractors will demand it is resolved ahead of or at best in parallel with negotiations for the resumption of work.

There is also no doubt in my mind that the attitude of the Contractors may harden as time goes on. If the success of the IPO figured in their planning as being a readily available source of funds with which to settle matters, they will not reduce their expectations easily.

Correspondingly if the IPO did not go well or did not release sufficient cash surpluses to resolve matters, the Contractors attitude will harden as they have nothing to lose. They will by then have waited a year for their money and a further year of waiting will not encourage them to settle quickly in my view.

I have not considered the other Contractors beyond the 51 as these packages are intended to be tendered on a limited tender list basis but here again we may face budget pressures. Only time will tell but that is not today's immediate issue.

### **Consultant Overpayments**



Basically there are ten Consultants where we have an overpayment situation these are:

- Aedas on Parcel 5 & 6
- ARUP Façade on Parcel 5 & 6
- ARUP Traffic on Parcel 3
- Parsons Brinckerhoff on Parcel 3
- Munge Leung on Parcel 3
- Hassell on Parcel 3
- Duncan Miller Design on Parcel 5 & 6
- Dutton Bray on Parcel 5 & 6
- Hirsch Bedner & Associates on Parcel 7 & 8
- Lifescapes

The top four issues can be resolved and full recovery made as a result of monies owed to each of these Consultants on other projects with the appropriate Venetian company e.g. VOL/VCL and so can be discounted.

The bottom six largely all fall into the same category save for one, Hirsch Bedner & Associates which I will come back to later.

You asked for a reason as to how we have arrived at this situation such that you can explain this to Mike Leven and get agreement or direction on they way forward.

As you are aware, when we appoint design consultants, part of the terms of the executed agreement is that they get paid monthly against a pre-agreed schedule of payments (Fee Draw Schedule or FDS) against a planned delivery of certain aspects of design work. The agreement permits amendments to the FDS but to my knowledge only once has this FDS been amended which related to spreading the fees over the Defect Liability Period at my instigation, there has not to my knowledge ever been any amendment to reflect actual progress of work done. Rather the approach taken was to simply not pay invoices on the due date if an when such concerns arose.

This is where the problem arises. As would be expected, the FDS to some extent will be “front end loaded” this is because the Consultant will always want to minimize their cash outlay exposure to the minimum and ideally always be in a cash positive position.

Generally as long as work proceeds and the project is completed that would not present a problem as long as the Consultant did not go out of business. When however work is suspended on a project and subsequently terminated there is a risk of an overpayment situation. As you can see from the details above, the projects where we have a problem were all suspended.

It has taken over a year to come to a conclusion, even in our own mind, as to the extent of the problem with many man hours spent arriving at the conclusion. With some of the Consultants there is agreement, with others there is disagreement.

In terms of the next step and taking each one in turn, my thoughts and proposals are as follows.

### Parcel 3

Munge Leung is a US\$20,000 problem. I believe we should simply write that off without admittance of concession it is simply not worth pursuing this amount through arbitration or litigation.

Hassell is a US\$80,000 problem. In reality, this also is likely to consume a disproportionate amount of time and cost in pursuing recovery however we should hold our position on this for the time being holding Aedas liable but ultimately I believe we will concede on the basis of the cost of time and effort to effect recovery.

Lifescapes International (LSI) is a US\$175,000 issue. Whilst there is still disagreement on the amount with LSI, VCL still owe LSI a similar amount on Parcel 1 and therefore irrespective of agreement or otherwise, we intend to trade off Parcel 3 overpayment against Parcel 1 liabilities.

### Parcel 5 & 6

Duncan Miller Design is a US\$660,000 problem. Currently we are holding Aedas (and the sum) liable for this on the grounds that they knowingly submitted invoices for work done when it was evident that no work had in fact been carried out on certain aspects of the design. The problem we face is that under the Lead Consultant Agreement (LCA) (note DMD are a sub-consultant to Aedas) Venetian are the only party that can amend the FDS under the LCA. Aedas nor the Sub-Consultant under their agreement with Aedas can amend the FDS. This is where there is a weakness in our argument and strength in Aedas' argument as Venetian ought contractually or commercially to have monitored the design deliverables and amended the FDS because of a change in the planned versus the actual design materials delivered which we did not do. For the time being we should however hold our position with Aedas holding them liable. Ultimately we may have to concede though for the reasons outlined above.

Dutton Bray is a US\$40,000 issue. We have the opportunity, by agreement to offset this amount from sums owed to Dutton Bray on Parcel 1 & 2. This will however have to be done by mutual agreement as we are prevented from automatically setting off debts owed to one Venetian company (VOL) against payables on another Venetian company (VCL). If we cannot secure agreement then we should write this off as ultimately in my view it is not worth pursuing legally.

### Parcel 7 & 8

Hirsch Bender Associates (HBA) is a US\$400,000 issue. This issue is complicated in so far that there was no executed agreement between VOL and Aedas nor was there any executed agreement between Aedas and HBA. The agreement between Aedas and VOL was drafted and all terms agreed but execution was halted due to the imminent suspension of the project in July 2008. All payment up to that point had been done following the by-pass procedure and endorsed by Personal <sup>0</sup>. The overpayment essentially comes down to the value of the initial down-payment against the quoted fees which was approved by Pers<sub>0</sub> Person<sub>1</sub> at the time. Privileged  
Privileged

Privileged

There remains a possibility to offset the debt against monies owed on MBSIR project to HBA but similar to the Dutton Bray scenario above, would need to be by agreement between the parties (MBSIR/VOL/HBA).

Lifescapes International (LSI) is a US\$440,000 issue. There is no agreement between LSI and VOL on the amount of the overpayment and we have no corresponding agreement with LSI on Parcel 5 & 6 for possible set-off. This is a direct appointment between LSI and VOL and the recommended action is that we pursue recovery initially via the UHCG from the HK based parent and review the matter in 6 months.

If there is any "good news" to give, associated with the above consultant payment issues, it is that all forecasts of liability have assumed nil recovery of these overpayments. Therefore anything we recover is a positive. Equally however we have not budgeted for litigation costs that would be incurred for pursuing these overpayments if that is the way we decide we wish to go.

#### Personal Redaction

##### **Venetian Macau Limited**

[www.sands.com.mo](http://www.sands.com.mo)

[www.venetianmacao.com](http://www.venetianmacao.com)

Email: **Personal** \_\_\_\_\_@venetian.com.mo

DID (Macau): **Personal**

Mob: **Redaction**

Fax:

DID (MBS):

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SCL00182675

**SA1756**

## Fw: COURSES IN MACAU

---

From: Personal Redaction  
To: Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>, Personal Redaction@venetian.com.mo>, Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>  
Cc: Personal @ogilvy.com  
Date: Mon, 23 Nov 2009 14:55:41 +0800  
Attachments: NARRATIVE FOR GRAD CERT PROGRAM 11-09.doc (53.76 kB)

---

Thoughts - beneficial to any of your team ?

---

**From:** Personal  
**To:** Personal Redaction  
Personal Redaction  
**Cc:** Personal  
**Sent:** Mon Nov 23 14:31:57 2009  
**Subject:** FW: COURSES IN MACAU

Dear All,

Attached please find a program that will be delivered by Institute for the Study of Gambling & Commercial Gaming, College of Business, University of Nevada, Reno.

Professor Personal is a pioneer for academic studies for the gaming industry and usually these programs are very good. The disadvantage is the cost USD 3,000 per student (around MOP 24,000), please take a look on the program and let me know your thoughts in order to see what will be the advantages for the company and the team.

The way that Venetian may support the TM will depend on several points.

Regards,  
Personal

Personal Redaction

Venetian Macau Limited

The Venetian Macao Resort Hotel Executive Offices - L2 Estrada da Bala de N. Senhora da Esperança s/n,  
Taipa, Macao SAR, P.R. China

Tel: Personal Redaction Mobile: Personal Redaction Fax: Personal Redaction  
e-mail: Personal @venetian.com.mo

---

**From:** Personal Redaction @prodigy.net]  
**Sent:** Monday, November 23, 2009 12:59 PM  
**To:** Personal  
**Cc:** Personal  
**Subject:** RE: COURSES IN MACAU

Hello Personal

Attached is a description of the Certificate Program, with the costs and other details.

For your information, we have gotten strong buy-in so far from MGM and are talking with the other casino companies in Macau. Our hope is that we will get a number of the casino companies to support the concept of high quality and relevant gaming courses taught in Macau so that we can bring specialized courses in once every four to six months. Our position is to go to where the demand is, and we hope we can generate enough demand within Macau to allow us to offer courses there every four to six months for the next couple of years at least.

We will also be using Cantonese speaking facilitators in the courses to explain some of the concepts (when necessary) and to field questions and answers. Thus, we are expecting proficiency in English, but are aware that allowing students to ask questions in Cantonese and discuss the issues in their first language may enhance the value of these courses.

Please let me know if you get any positive response.

Best regards,

Pers  
-----

---

**From:** Personal Redaction @prodigy.net]

**Sent:** Sunday, November 22, 2009 3:29 AM

**To:** Personal Redaction @Perso,harrahs.com; Personal @siga.sk.ca;

Personal @siga.sk.ca; Persona@gatewaycasinos.com; Person@olg.ca; Person@hollandcasino.nl;  
Person@sycuan.com; Personal@harrahs.com; Persona@olg.ca; Personal@olg.ca; Personal @yahoo.com;  
Personal@hyattgaming.com; Pers @newpagcor.com; Pers@bcl.com; Person@Perso.com; Persona@bcl.com;  
Personal @aim.com; Personal @hotmail.com; Perso@olg.ca; Persona@barona.com; Pers @hyattgaming.com;  
Personal@oneidanation.org; Personal @theriviera.com; Perso@sycuan.com; Perso@ilitchholdings.com;  
Perso@Personal,harrahs.com; Personal @chukchansigold.com; Person@hollandcasino.nl;  
Perso@gbhcasino.com; Person@ggb.org.za; Personal @hit.si; Pers@paysbig.com; Persona@ggb.org.za;  
Pers@hyatt.com; Personal @hotmail.com; Person@mohegansun.com; Personal @olg.ca;  
Personal @gbhcasino.com; Persona@mlc.mb.ca; Pers@little-creek.com; Personal @grandvictoria.com;  
Perso@gatewaycasinos.com; Personal @hit.si; Personal @chukchansigold.com;  
Personal @yahoo.com; Personal Redaction @mlc.mb.ca; Personal @tabcorp.com.au;  
Perso@themillcasino.com; Personal @olg.ca; Persona@gvcelgin.com; Person@chukchansigold.com;  
Perso@grcasinos.com; Personal @chukchansigold.com; Personal @grcasinos.com; Personal @luckyeagle.com;  
Personal@hollandcasino.nl; Perso@little-creek.com; Pers @mlc.mb.ca; Pers@umac.mo;  
Personal @Personal,regencycasinos.com; Personal @ocg.eg; Person@hyatt.com; Personal@Personal,harrahs.com;  
Pers@chukchansigold.com; Personal@Andamanclub.com

**Subject:** COURSES IN MACAU

Hello,

I hope this note finds you healthy and in good professional status.

Now that we have completed another successful Executive Development Program (Case 2009: The Other Side of the Strip), and have returned from the rigors of the Global Gaming Expo in Las Vegas, we are turning our attention to another important educational offering from the Institute for the Study of Gambling and Commercial Gaming. I want to make you aware of another program that our Institute at the University of Nevada, Reno is developing.

For years, we have been asked by our Executive Development Program graduates, "What Next?" We finally have a very good answer for that.

With the cooperation of universities in Asia and Europe, we have developed course offerings under the general umbrella of THE GRADUATE EXECUTIVE CERTIFICATE PROGRAM IN GAMING MANAGEMENT. This is a program that will be offering high-level and sophisticated courses on a variety of casino industry related topics geared at senior-level gaming industry executives, as well as at other professionals, graduate students and MBA candidates, and others who can meet the program's qualifications. It is our intention to bring the best experts available on gaming-related topics to teach the equivalent of graduate MBA level university courses in various parts of the world. These courses can be taken in pursuit of the GRADUATE EXECUTIVE CERTIFICATE IN GAMING MANAGEMENT (after successful completion of four courses), for Graduate Credit at UNR (transferable to other universities), or just for the knowledge and insight provided. I expect we will have students following each of these three pathways.

We had our first set of course offerings in May and June of this year at Lake Tahoe and Reno. I taught a course in GAMBLING AND PUBLIC POLICY, and Personal a superb mathematician with a strong interest in gambling, taught a course in MATHEMATICS OF GAMBLING AND CASINOS.

In January, we will offer two more courses in Macau. They will be CASINO MANAGEMENT, taught by Personal and GAMBLING AND THE LAW, taught by Professor Personal. I have enclosed course descriptions for each of these courses.

You probably remember Personal from EDP for his many talents and extensive gaming industry experience. Personal is also someone of significant talent, and is considered and recognized as one of the premier Law Professors specializing in gambling issues in the world. For more information on Personal go to <http://gamblingandthelaw.com/>

It is our intention to offer the Certificate Program courses wherever there is a demand for their offering. We also hope that interested individuals such as yourself will consider taking these courses in Macau, or in other locales such as Slovenia or Las Vegas or wherever, when they are offered. If you have ever considered going to Macau to see and understand the world's largest casino industry, these courses in January provide a great opportunity to do so. We also encourage you to consider putting together a critical mass of interested individuals in some location, such as Toronto, Cape Town, Sydney or London, where we could bring a specific course (or courses) to you.

If you would like more information on these courses, on the entire Certificate Program, or on possible course offerings in your part of the world, please let me know.

Please contact me if you are interested in Macau in January. If not, I will look forward to hearing from you again from time to time, and to seeing you again soon.

Best regards,

Personal Redaction

Personal Redaction

Reno, Nevada 89557  
775-784-6887  
eadington@prodigy.net  
[www.unr.edu/gaming](http://www.unr.edu/gaming)

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SCL00182572

SA1760

## Re: P5&6 - Resumption of Works - Design and Cost Consultants

---

Personal Redaction  
From: @venetian.com.mo>  
To: Personal Redaction @venetian.com.mo>  
Date: Thu, 19 Nov 2009 10:07:05 +0800

---

Thanks. I am okay with what you are proposing in terms of rates for HC, try and close them out so they can recruit. We clearly need to move a few of our packages up, increase the salary range, and move a few people up accordingly but I think, generally, we can make it work. It is mostly the junior posts.

I will lay out this in detail and it will form part of an overall report to Leven that will also include promotions, etc.

Regards  
Personal Redaction

---


**From:** Personal Redaction  
**To:** Personal  
**Sent:** Thu Nov 19 09:54:53 2009  
**Subject:** RE: P5&6 - Resumption of Works - Design and Cost Consultants

*Pretty dangerous if you ask me. I banned this sort of thing on my last job and also in the UK. It is just a rubber stamp with Leven's signature. Get hold of that and you could have a field day! It will do for our purposes though – I guess.*

*Did you give any more thought to the staff comparison? I met Perso yesterday and said we would publish our thoughts on the way forward on this, rates, terms, etc. I also met with Personal yesterday to talk him through my thoughts. He said in principle the MBS model was ok but no need to call it anything eg Cotai Project Services, simply everyone one works for VOL with Hsin Chong seconding staff to us. I am going to play that back to him, with a structure chart and ask him to confirm and what are the next steps to give effect to it then i.e. who if anyone has to approve that.*

Personal Redaction

---

 Please consider the environment before printing this email

---

**From:** Personal  
**Sent:** 19 November 2009 09:49  
**To:** Personal  
**Subject:** Fw: P5&6 - Resumption of Works - Design and Cost Consultants

Perso  
Can see attachmt very well as on bb but think it should do the trick.  
Thanks

---

**From:** Personal Redaction @venetian.com>  
**To:** Personal Redaction

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SCL00182544

SA1761



**Cc:** Leven, Michael  
**Sent:** Thu Nov 19 07:34:29 2009  
**Subject:** FW: P5&6 - Resumption of Works - Design and Cost Consultants

Dear Personal  
Redaction

Please find attached the stamped approval from Mike regarding the above subject matter.

Thanks,  
Personal  
Redaction

---

**From:** Leven, Michael  
**Sent:** Tuesday, November 17, 2009 8:47 AM  
**To:** Personal Redaction  
**Subject:** Re: P5&6 - Resumption of Works - Design and Cost Consultants

I am on the road. This will be my approval I will ask Per to stamp it and send it to you  
Mike Leven  
President and Chief Operating Officer  
Las Vegas Sands Corp.

---

**From:** Personal Redaction @venetian.com.mo>  
**To:** Leven, Michael  
**Sent:** Tue Nov 17 08:41:35 2009  
**Subject:** Fw: P5&6 - Resumption of Works - Design and Cost Consultants

Resend memo.

---

**From:** Personal  
**To:** Leven, Michael  
**Cc:** Kay, Kenneth; Personal  
**Sent:** Tue Nov 17 10:46:53 2009  
**Subject:** FW: P5&6 - Resumption of Works - Design and Cost Consultants

Mike

We need to engage the Asian based consultants (architects, engineers, cost consultants, etc) to commence the condition surveys (to establish what needs to be replaced and hence "home in" on the scope of works), to prepare bid documents, undertake various technical studies, start putting together contract documents (drawings, specifications, etc), etc. In essence we need to get going.

Please find a memo that lay's out the details of an interim arrangement which secures us critical resources while we finalize the formal appointments.

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SCL00182545

SA1762

If we appoint today we will not get the first invoice until the end of December (payable) in January. At which point I believe the cash position of the company should be better.

Please let me know if you need anything else.

Regards Personal  
Redaction

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## RE: P56 Operations SnS (8:30 am Wednesday morning Macau time)

---

From: Personal Redaction @venetian.com>  
To: Personal Redaction @venetian.com.mo>Personal Redaction @venetian.com>,  
Personal Redaction @pasands.com>  
Date: Thu, 19 Nov 2009 01:18:50 +0800

---

Personal Redaction

Thanks for input. We will update the plan to capture this and Personal Redaction comments.

The earlier we get this input the better – I have been pushing Personal Redaction to comment on costing for a planned area which now is 'obviously' wrong.....!

Personal Redaction

---

**From:** Personal Redaction @venetian.com.mo]  
**Sent:** Tuesday, November 17, 2009 7:57 PM  
**To:** Personal Redaction  
**Subject:** FW: P56 Operations SnS (8:30 am Wednesday morning Macau time)

Can I sit down the back of the room when we tell the operators we are making them share a business centre.

Absolutely priceless. I will bring the pop corn.

Personal Redaction will fight very hard for wedding and vip staging rooms ( its their core meeting room business ) and Sheraton launched their " Link " business centre world wide last year and its one of their brand equity points.

Cant wait till we try and merge these 2 functions into one.

Just a heads up for when we finally talk to operators.

Personal Redaction

Personal Redaction

**Venetian Macau Limited |**

Email: Personal Redaction @venetian.com.mo |

DID: Personal Redaction Mobile: Personal Redaction

---

**From:** Personal Redaction @aedas.com]  
**Sent:** Wednesday, November 18, 2009 11:51 AM  
**To:** Personal Redaction  
**Cc:** Personal Redaction  
**Subject:** RE: P56 Operations SnS (8:30 am Wednesday morning Macau time)

Personal Redaction

CONFIDENTIAL

SCL00182526

SA1764

You will need to add access to the Means of Escape staircase in the South East corner.  
Per<sub>q</sub>

Personal Redaction

Aedas

31/F, One Island East, 18 Westlands Road, Quarry Bay, HK

Personal Personal Personal Personal @aedas.com

[www.aedas.com](http://www.aedas.com)

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---

**From:** Personal Redaction @venetian.com]  
**Sent:** 18 November 2009 06:48  
**To:** Personal Redaction  
**Cc:** Personal Redaction  
**Subject:** RE: P56 Operations SnS (8:30 am Wednesday morning Macau time)

All

Please see attached an updated version of the MICE drawing showing the 25% allocation -- but mirrored to capture appropriate kitchen provision on the east of both the junior ballroom groups.

We are also amending these plans to show an area allocation for the kids club.

Thanks

Per<sub>q</sub>

---

**From:** Personal  
**Sent:** Tuesday, November 17, 2009 1:21 PM  
**To:** Personal Redaction  
**Cc:** Personal Redaction  
Personal Redaction  
**Subject:** RE: P56 Operations SnS (8:30 am Wednesday morning Macau time)

Person<sub>q</sub>

Below is the agenda/list of the outstanding operational issues for the operations See and Share (8:30 am Wednesday morning Macau time).

Priority 1

- P2 Bridge + Escalator
- Bus Strategy Generally
- Sheraton Check in
- Luggage rooms / handling / storage (T6A) + Sheraton check in
- Licensing for each hotel / "shared services"
- F+B Outlets - Casino Noodle restaurants
- Laundry
- Scope of MICE; L4 and L5 Ballrooms.
- Hotel Stacking diagrams - Hotel Facilities Locations
- Scope of Retail; L2 and L3.
- Relocation of Casino Escalators.
- Parcel 6 Casino - Family Friendly Route
- Parcel 5&6 MGF Casino

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SA1765

- Parcel 5 Casino - Family Friendly Route
- Theaters

Priority 2

- Hotel Rooms & Suites ID General Review
- Kids Clubs / Play Areas
- Pool-decks - F&B Requirements
- Pool-decks – Cabanas
- F+B Outlets ID Review
- VE General Review
- Hotel Stacking diagrams - Room Mix
- Paradise Gardens
- Signage

Thanks, Perso  
nal

Personal Redaction

The Venetian Resort Hotel Casino  
3355 Las Vegas Blvd. South  
Las Vegas, NV 89109  
T Personal  
MRedaction  
F

The Venetian Resort~Hotel~Casino  
3355 Las Vegas Boulevard South  
Las Vegas, Nevada 89109

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**SA1766**

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Las Vegas, Nevada 89109

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## RE: Venetian Dollars for Cash Chips Vs Promo / Non Net Chips

---

**From:**

"Personal Redaction @venetian.com.mo>

**To:**

"Personal Redaction @venetian.com.mo>

**Cc:**

"Personal Redaction @venetian.com.mo>, 'Personal Redaction @venetian.com.mo>, "Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>

**Date:**

Thu, 22 Oct 2009 11:00:11 +0800

---

Sorry Personal did not mention the issue of large denominations only in Sands. Let's just have the package for Plaza and The Venetian to start and if it works well we can also include Sands later.

---

**From:** Personal

**Sent:** Thursday, October 22, 2009 10:47 AM

**To:** Personal

**Cc:** Personal Redaction

**Subject:** RE: Venetian Dollars for Cash Chips Vs Promo / Non Net Chips

Hi Pers – will this be rolled out in Sands too? Sands do not have denominations lower than HKD1000....  
Production time is 8 weeks, + 2 weeks for shipment and verification....  
Our order was only raised for Venetian, with some buffer for Plaza....TY

---

**From:** Personal

**Sent:** Thursday, October 22, 2009 10:45 AM

**To:** Personal Redaction

**Cc:** Personal Redaction

**Subject:** RE: Venetian Dollars for Cash Chips Vs Promo / Non Net Chips

Hi Perso

We are planning to launch this in early December – whenever you have NN chips available in all three properties.

Cheers

Perso

---

**From:** Personal

**Sent:** Thursday, October 22, 2009 10:36 AM

**To:** Personal Redaction

**Cc:** Personal Redaction

**Subject:** RE: Venetian Dollars for Cash Chips Vs Promo / Non Net Chips

Hi Person

Thanks. Is the MOP500 more or less confirmed (our chips are in HKD denom, fyi)? Reason that we need to know is that we increased our order for HKD100 denom chips at the cage considering the hotel package too as I may have read somewhere that the plan is 300, or 3x100 denom. If 500 it is, then I may need to reassess the quantities. Also – may I know when the hotel is planning to launch this?

TY  
Personal  
Redaction

---

**From:** Personal  
**Sent:** Thursday, October 22, 2009 10:27 AM  
**To:** Personal Redaction  
**Cc:** Personal  
**Subject:** RE: Venetian Dollars for Cash Chips Vs Promo / Non Net Chips

Hi Perso

It is difficult to estimate the materialization on this package at this stage as it is the first time we are doing a package of this type in any market. It's a trial to see whether it works and whether we should then try and extend it to other markets.

Maybe you would work this backwards where the expected ROI is say 10%, 15% and 25% so we can see how many packages we need to sell? We will then be able to let you know whether it is at all possible by just eye balling the numbers...

Per package, we are looking at MOP 500 chips. Each package is a 2 night package and we are looking to run this for a 6 month period to start with.

Thanks

Person  
,

---

**From:** Personal  
**Sent:** Wednesday, October 21, 2009 5:10 PM  
**To:** Personal Redaction  
**Subject:** RE: Venetian Dollars for Cash Chips Vs Promo / Non Net Chips  
**Importance:** High

Hi Perso

In regards to below program, do you have estimates at this stage for below information? I hope to include this for the promo chips ROI.

Thanks  
Perso

| HOTEL                            |  |
|----------------------------------|--|
| Hotel Package with Promo Chips   |  |
| Expected # of Packages per month |  |
| # of Promo Months                |  |
| Promo Chips per package (HKD300) |  |

---

**From:** Personal  
**Sent:** Monday, September 28, 2009 7:06 PM  
**To:** Personal  
**Cc:** Personal Redaction  
**Subject:** RE: Venetian Dollars for Cash Chips Vs Promo / Non Net Chips

Person



I attach a sample of the Venetian Passport that we would use for redemption at the cage in exchange for the gaming chips proposed to be included in the package for the Indian market.

Please note that this would be printed exclusively for the value of the chips to be redeemed and the attached is only a sample that we use for a different package. The passport can be left with Cage as proof of exchange and would include a serial number, guest name etc. It would be printed by Front Office upon guest check in.

Also as mentioned, the value of the chips would be priced into the package and therefore there is no discount element to their value.

Let me know if this works for everyone.


Persong appreciate that this is the first you have heard of this, but I think you will get the general idea if you review the email trail.

Persong

---

Personal g  
Personal Redaction |  
The Venetian Macau-Resort-Hotel | [www.venetianmacao.com](http://www.venetianmacao.com) |  
Email: Personal g@venetian.com.mo |  
DID: Personal Redaction  
Fax: -

---

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**2008 TTG China Travel Awards:** Best Meetings & Conventions Hotel in Macao, Best New Hotel in Macao, Best Integrated Resort in Asia Pacific

---

**From:** Personal g  
**Sent:** Friday, September 25, 2009 10:07 AM  
**To:** Personal g  
**Cc:** Personal Redaction  
**Subject:** RE: Venetian Dollars for Cash Chips Vs Promo / Non Net Chips

Dear Persong,

Do we have a pro forma P&L to see the viability of this program? If yes, we could sit down and discuss how best to handle the various related customer service issues. Kindly also note that the cash chips suggested would also need to be charged to the program or someone has to pay for this vis-à-vis the financial returns/incremental revenue(s) expected.

Please consider and kind regards.

Personal g

---

**From:** Personal g  
**Sent:** Thursday, September 24, 2009 8:22 PM  
**To:** Personal Redaction  
**Cc:** Personal Redaction  
**Subject:** RE: Venetian Dollars for Cash Chips Vs Promo / Non Net Chips

I will have to see what other ideas we can come up with. The problem is that the passport is the single item we print and provide to the guest upon check in. In order to get a voucher to redeem for a one for one exchange, the guest will then have to go to a 2<sup>nd</sup> counter..... concierge, CRC to get the vouchers and then in turn come to the cage and that is obviously not going to work from a guest service perspective.

I have copied everyone on this in case someone has a bright idea out there that would work!

From what you say on the Rupee exchange question, I would only see the potential need if this package really picks up. Am I correct in my assumption that while you do not display the FOREX rate you can still exchange upon request by virtue of you receiving the rate from the bank on a daily basis?


Perso  
al

---

#### Personal Redaction

The Venetian Macau-Resort-Hotel | [www.venetianmacao.com](http://www.venetianmacao.com) |  
Email: Personal [q@venetian.com.mo](mailto:q@venetian.com.mo) |  
DID: Personal Redaction  
Fax:

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---

**From:** Personal  
**Sent:** Thursday, September 24, 2009 7:55 PM  
**To:** Personal Redaction  
**Cc:** Personal Redaction  
**Subject:** RE: Venetian Dollars for Cash Chips Vs Promo / Non Net Chips

Hi Perso

Perso did accept Indian Rupee from the second until the last week of June during the IIFA season (attached is the stats). We still receive the rate from the bank on a daily basis, thus, we could easily restart accepting the currency if business so requires. We removed the rate from our forex board as it has been observed that most Indians bring USD to the counter for exchange during the IIFA season and currently too. Also, the challenge we have then is that our counting machines are not programmed to count and recognize Indian Rupee, thus, counterfeit detection all depends on manual scrutiny of the notes (we received 1pc of counterfeit INR500 in June); upgrading our machines to include such currency will involve some costs. We will look into the software upgrade if volume justifies the need for the same.

As for cash chips being part of the package ~ We need to have a proof of payout at the cage as supporting for the decrease in the cashier's fund. It will be good to have a claim voucher that bears certain feature (ink/embossed chop like the Venetian Dollar / authorized signature / etc) and which clearly indicates the amount of chips entitlement for cage's point of reference. We aim to cut the queues at the cage by processing transactions as efficient as possible. Completing a log may require more time and effort and may need to be maintained on a per cashier basis (having 1:1 accountability). By having a voucher, patron simply needs to present the voucher at any cage counter with his Vpassport and ID which the cashier then checks and verifies prior to paying out the chips. We also need to show proof of the even exchange to Surveillance (voucher to chips): value we receive (voucher) and chips we payout side by side on the counter as part of our standard cage operating procedures.

Feel free to invite me or the cage managers Personal if there are further discussions on this program. We will resume displaying the INR rate in the forex board from tomorrow morning.

Thanks  
Person

---

**From:** Personal  
**Sent:** Thursday, September 24, 2009 2:21 PM  
**To:** Personal Redaction  
**Cc:** Personal Redaction  
**Subject:** RE: Venetian Dollars for Cash Chips Vs Promo / Non Net Chips


Plus..... Perso, does cage now accept Indian Rupees?

Perso

---

Personal  
Personal Redaction  
The Venetian Macao-Resort-Hotel | [www.venetianmacao.com](http://www.venetianmacao.com) |  
Email: Personal@venetian.com.mo |  
DID: Personal Redaction  
Fax:

---

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**2008 TTG China Travel Awards:** Best Meetings & Conventions Hotel in Macao, Best New Hotel in Macao, Best Integrated Resort in Asia Pacific

---

**From:** Personal  
**Sent:** Thursday, September 24, 2009 1:36 PM  
**To:** Personal Redaction  
**Cc:** Personal Redaction  
**Subject:** Venetian Dollars for Cash Chips Vs Promo / Non Net Chips

Hi All

It was discussed in a revenue meeting today about offering gaming packages to the Indian market ( as the Sales team just came home from India) and to have "Venetian Dollars" offered with the additional option of exchanging them for cash chips or NN chips. Right now they can be exchanged for MPV and Slot Ebonus and a whole host of non gaming goodies.

The discussion leaned towards more cash chips as this would mean that we didn't have to have a special area to limit the floats to (taking into account the resources required and also that the Venetian dollar value is only between 500 – 1000 hkd) and that the customers would be able to play across the MGF and also in Plaza (as they desired a more quieter experience )

Perso and Perso - Please revert with your thoughts on the cash chip component vs NN Chips to see if you are have any other concerns.

Person mentioned that it will be on the Venetian Passport –Perso, can you clarify with Hotel operations on what you need to have on the V passport for your team to identify that these customers could exchange the V dollars for cash chips.

The idea is to have this roll out soon-ish ( maybe mid October ? –Perso to confirm) with the Autumn packages that are going out into the Indian market.

Regards

Personal Redaction

The Venetian Macao-Resort-Hotel | [www.venetianmacao.com](http://www.venetianmacao.com) |  
Email: Personal@venetian.com.mo |  
DID: Personal Redaction  
Fax:

## RE: Schedule of dates

---

**From:**

Personal @knadesign.com>

**To:**

Personal Redaction @venetian.com> Personal Redaction @knadesign.com> Personal Redaction @venetian.com>

**Cc:**

Personal @knadesign.com>, Personal Redaction @knadesign.com>, Personal Redaction @venetian.com> Redaction @pasands.com>

**Date:**

Tue, 17 Nov 2009 06:08:14 +0800

**Attachments:**

KNADeliverables111609.jpg (411.17 kB)

---

Pers,

Please find the list attached. We have highlighted the few items that are not in KNA scope. Everything else is included.

We are completing the detailed drawing register and will send to you tomorrow morning.

I will give you a call momentarily to discuss.

Thank you! Pers,

Personal | KNA INTERIOR DESIGN  
8255 Beverly Blvd. #225 | Los Angeles | CA | 90048  
T: Personal | F: Personal  
E: Pers@knadesign.com | www.knadesign.com

---

**From:** Personal Redaction @venetian.com]

**Sent:** Monday, November 16, 2009 11:04 AM

**To:** Personal Redaction

**Cc:** Personal Redaction

**Subject:** Re: Schedule of dates

Pers,

Regarding the Aedas scope definition for SD deliverables that Pers sent you Friday. I believe this was sent to KNA in the first few weeks of this process - Pers is out today so I don't know the exact date.

You appointment is indeed for 50pc DD currently - just for clarity can you confirm, by return, that as a MINIMUM you will fully complying the deliverables noted in the Aedas document? Can you also send a detailed drawing register of KNA deliverables today?

Many thanks

Personal  
Redaction

SCL00182459

**SA1773**

---

**From:** Personal <@knadesign.com>  
**To:** Personal  
**Cc:** Personal <@knadesign.com>; Personal <@knadesign.com>; Personal <@knadesign.com>; Personal Redaction <@knadesign.com>; Personal Redaction <@aedas.com>; Personal Redaction <@aedas.com>; Personal Redaction  
**Sent:** Fri Nov 13 13:53:15 2009  
**Subject:** RE: Schedule of dates

Dear Pers,

We have no such list, please forward a copy to us at your earliest convenience. There was no schematic phase in our agreement, we were hired for concept and then 50%DD.

Per,

Personal <@KNA INTERIOR DESIGN  
8255 Beverly Blvd. # 225 | Los Angeles | CA | 90048  
T Personal Redaction F Personal  
E Per@knadesign.com | www.knadesign.com

---

**From:** Personal Redaction <@venetian.com>  
**Sent:** Friday, November 13, 2009 11:42 AM  
**To:** Personal Redaction  
**Cc:** Personal  
**Subject:** RE: Schedule of dates

Pers,

Thanks for getting us those dates. Can you please confirm urgently that the SD deliverable as outlined in the Aedas list will be available at the end of November/first week of December.

As a follow up we would also like to set up a conference call between you and the team in Macau copied on this email to coordinate the handover dates and material on Monday afternoon at 4:00 (Tuesday 8:00 am Macau). Please let me know if this will work, and get any relevant material to the Macau team before Monday their time.

Personal <- Aedas, Personal  
Personal <- Aedas, Personal Redaction  
Personal <- Venetian Macau, Personal Redaction  
Personal <- Venetian Macau, Personal Redaction

Thanks, Pers,

Personal <, AIA  
Redaction <Personal Redaction  
Personal Redaction

The Venetian Resort Hotel Casino  
T Personal  
M Redaction

---

**From:** Personal Redaction <@knadesign.com>  
**Sent:** Friday, November 13, 2009 8:51 AM

SCL00182460

SA1774

**To:** Personal Redaction  
**Cc:**  
**Subject:** RE: Schedule of dates

Dear Perso

It was pointed out to me this morning that we are only contracted through 50% DD. Therefore the dates as stated yesterday will remain the same with the exception of the full drawing package on 1/29. Please excuse my mistake.

Pers

Personal KNA INTERIOR DESIGN  
3255 Beverly Blvd. # 225 | Los Angeles | CA | 90048  
T Personal Redaction F Personal  
E Per@knadesign.com | www.knadesign.com

---

**From:** Personal  
**Sent:** Thursday, November 12, 2009 5:24 PM  
**To:** Personal Redaction  
**Cc:**  
**Subject:** RE: Schedule of dates

Pers

Sorry but I didn't pick your e-mail up till after your cut-off. I've met with Pers and the dates/deliverables are as follows:

Dec. 7: 25% DD drawings - Paiza Suites and Paradise Garden

Dec. 24: 50% DD drawings - Paiza Suites and Paradise Garden

Jan. 29: Full drawing package - Paiza Suites and Paradise Garden, as well as complete FFE Spec's

Per

Personal KNA INTERIOR DESIGN  
3255 Beverly Blvd. # 225 | Los Angeles | CA | 90048  
T Personal Redaction F Personal  
E Per@knadesign.com | www.knadesign.com

---

**From:** Personal Redaction @venetian.com]  
**Sent:** Thursday, November 12, 2009 4:08 PM  
**To:** Personal Redaction  
**Subject:** Schedule of dates

I need to get the Schedule dates to Macau in the next 30 minutes. What is the status?

Thanks, Perso

Personal Redaction AIA  
Personal Redaction

The Venetian Resort Hotel Casino

SCL00182461

SA1775

3355 Las Vegas Blvd. South  
Las Vegas, NV 89109  
T Personal  
MRedaction  
F  
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SCL00182462

SA1776

## RE: A couple simple calculation questions regarding Rolling Play

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From: Personal Redaction @venetian.com>  
To: Personal Redaction @venetian.com.mo>  
Cc: Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>, Personal Redaction @venetian.com.mo>  
Date: Sat, 14 Nov 2009 01:39:50 +0800

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Hi Personal

Thanks, this is great information. One last thing; does non-rolling and rolling comp allowance include room? The reason why I am asking is; I am surprised to see that the comp % is low as 3-4%.

Thanks again for your prompt reply,

Best,

Personal Redaction

Personal Redaction International Marketing Strategy  
Phone: Personal Redaction Cell: Personal Redaction  
Personal Redaction @venetian.com

---

**From:** Personal Redaction @venetian.com.mo]  
**Sent:** Friday, November 13, 2009 2:01 AM  
**To:** Personal Redaction  
**Cc:** Personal Redaction  
**Subject:** RE: A couple simple calculation questions regarding Rolling Play

Hi Personal

- 1) Is the commission given out to players? And is the % generally 0.75%? What is the top limit?  
Yes, the cash commission is payable to the Premium players. The cash commission varies between 0.70% to 0.8% that is based on the minimum front money and the rolling amount the players achieve.
- 2) How is the comp available # calculated? Is there a set percentage?  
The comp percentage varies from 0.1% to 0.2% also depends on the minimum front money and the rolling amount the players achieve.
- 3) Is there a cap for commission + comp available?  
The maximum is 1% (0.8% cash commission + 0.2% comp). However, exceptional commission / comp rate might be offered and it is subject to management approval.



Regarding to question 1 to 3, please refer to the existing commission structure for more details.

- 4) What is the comp % for non-rolling play (Is it same as Vegas: 39% of Theo for table dominant players?)  
3% of the Theo while patrons play on the Mass and/or High Limit areas; 4% on the Paiza Cash area (tables locate in VIP but play with cash chip)

Thanks,

Personal

Redaction

Senior Strategic Marketing

Venetian Macau Limited

Tel: Personal

Mobile: Personal

Personal  
Redaction

↓

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**From:** Personal

Redaction ↓

**Sent:** Friday, November 13, 2009 10:24 AM

**To:** Personal Redaction

**Subject:** FW: A couple simple calculation questions regarding Rolling Play

Personal ↓

Personal Redaction

Personal

↓

Venetian Macau Ltd. | [www.venetianmacao.com](http://www.venetianmacao.com)

Direct: Personal

Fax: Personal

↓

↓

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**From:** Personal Redaction

@venetian.com]

**Sent:** Friday, November 13, 2009 9:50 AM

**To:** Personal Redaction

**Subject:** A couple simple calculation questions regarding Rolling Play

Hi Personal ↓

It's been a long time since we haven't talked, hope all is well. I am trying to understand some of the calculations/facts related to rolling play, I would appreciate if you could help me out:

- 5) Is the commission given out to players? And is the % generally 0.75%? What is the top limit?
- 6) How is the comp available # calculated? Is there a set percentage?
- 7) Is there a cap for commission + comp available?
- 8) What is the comp % for non-rolling play (Is it same as Vegas: 39% of Theo for table dominant players?)

Appreciate your time,

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SCL00182396

SA1778

Best,

Personal Redaction

Personal Redaction | International Marketing Strategy

The Venetian & The Palazzo

3355 Las Vegas Blvd South

Las Vegas, Nevada 89109

Phone: Personal Redaction | Cell: Personal Redaction  
Personal Redaction @venetian.com

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## FW: P56 Design Workshop - Monday November 30 - HK

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From: Personal Redaction  
To: Personal Redaction @venetian.com.mo>  
Date: Fri, 27 Nov 2009 17:39:43 +0800

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Like I said - no plan...

Personal Redaction

P Please consider the environment before printing this email

-----Original Message-----

From: Personal Redaction @venetian.com]

Sent: Friday, November 27, 2009 2:48 AM

To: Adelson, Sheldon; Leven, Michael; Personal Redaction

Personal

~ Personal Redaction

Cc: Personal Redaction  
Subject: P56 Design Workshop - Monday November 30 - HK

Gents

I believe that Mr Adelson is now doing media interviews on Monday in the early afternoon. I suggest we try and meet at 4pm to review the current design direction on P56? We may need to continue on Tuesday morning - but I'm unsure of Mr Adelson's travel plans. If there is a suitable sized conference room (with projection/TV etc) at the HK offices of SJ/SW - then we could have the meeting there. Alternatively we could try and secure a room at the Four Seasons? Please let me know your thoughts?

Many thanks

Regards

Person

al

Personal Redaction

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