

**EXHIBIT 3**

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## CORPORATE OVERVIEW

[ABOUT US](#)[LEADERSHIP](#)[DIVERSITY INITIATIVES](#)[SANDS BLOG](#)

## ABOUT US

Las Vegas Sands Corp. (NYSE: LVS) is the leading global developer of destination properties (integrated resorts) that feature premium accommodations, world-class gaming and entertainment, convention and exhibition facilities, celebrity chef restaurants, and many other amenities.

THE VENETIAN® and THE PALAZZO® Five-Diamond luxury resorts on the Las Vegas Strip, are among the company's properties in the United States. In Singapore, the iconic MARINA BAY SANDS® is the most recent addition to the company's portfolio.

Through its majority-owned subsidiary Sands China Ltd, the company also owns a collection of properties in Macau, including THE VENETIAN® Macao, Four Seasons Hotel Macao and the Four Seasons-branded serviced-apartments at its COTAI STRIP™ development, as well as the SANDS® Macao on the Macau peninsula.

The company is currently constructing a 6,400-room complex at the COTAI STRIP, which will feature the Sheraton and St. Regis hotel brands.

Las Vegas Sands is also committed to global sustainability through its SANDS Eco 360° program and is an active community partner through its various charitable organizations.



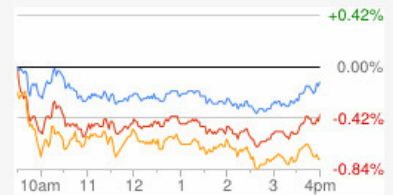
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### MARKET REVIEW



**Dow Jones** 13,115.54 +194.13 (1.50%)

**S&P 500** 1,390.78 +21.21 (1.55%)

**Nasdaq** 3,042.82 +54.42 (1.82%)

### Currencies

**EUR/USD** 1.3087 -0.0052 (-0.40%)

**USD/JPY** 81.4600 +0.6600 (0.82%)

**GBP/USD** 1.5976 +0.0027 (0.17%)

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## LEADERSHIP

### Sheldon G. Adelson

**Chairman of the Board and Chief Executive Officer**  
Las Vegas Sands Corp.

Sheldon G. Adelson is chairman of the board and chief executive officer of Las Vegas Sands Corp. The Las Vegas, Nevada-based company owns and operates The Venetian Resort-Hotel-Casino, The Palazzo Resort-Hotel-Casino, and the Sands Expo and Convention Center in Las Vegas and the Sands Casino Resort Bethlehem in Eastern Pennsylvania. The company also owns and operates The Venetian Macao Resort-Hotel and the Sands Macao in the People's Republic of China (PRC) Special Administrative Region of Macao. In addition, LVS owns the Four Seasons Hotel Macao and recently opened the Marina Bay Sands™ integrated resort in Singapore.

Mr. Adelson, one of the world's leading entrepreneurs, is widely credited for helping transform the city of Las Vegas from a gaming-centric regional location into an international business and leisure destination.

His business career spans more than six decades and has included creating and developing to maturity more than 50 different companies, including the COMDEX tradeshow he developed for the computer industry. At his direction, COMDEX became the world's largest trade show with a presence in many different countries.

In 1989, Mr. Adelson purchased the Sands Hotel & Casino in Las Vegas and subsequently constructed the Sands Expo and Convention Center, the only privately owned and operated convention center in the United States. In 1995, Mr. Adelson sold the COMDEX shows for more than \$860 million and proceeded with the implosion of the Sands Hotel & Casino and the construction of the \$1.5 billion Venetian Resort Hotel Casino.

In 1999, Mr. Adelson opened the doors to The Venetian Resort Hotel Casino and further changed the perception of Las Vegas by offering visitors an amazing collection of amenities and experiences - like celebrity chef restaurants, world-class entertainment, all-suite accommodations, expansive shopping, spa and fitness facilities and more - virtually creating a city under one roof.

Always challenging and changing the status quo, Mr. Adelson developed a resort destination that caters to a blend of tourist, gaming, and business travelers. Since its opening, the 4,027 suite resort has received recognition as revolutionizing the Las Vegas hotel industry and has been honored with numerous awards naming it one of the finest hotels in the world.

Mr. Adelson's penchant for challenging the status quo has been the foundation of his success and has led governments in places like Macao and Singapore to select Las Vegas Sands to develop economy-changing tourism developments in their countries.

In May 2004, Las Vegas Sands Corp. opened the Sands Macao, located on China's southeastern coast. The Sands Macao was the first U.S. operated casino in the region and set the stage for the next phase of development in Macao.

On August 28, 2007, The Venetian Macao opened to massive crowds and, similar to what Mr. Adelson helped accomplish in Las Vegas, Macao began its transformation from a gaming-centric

### BOARD OF DIRECTORS

**Sheldon G. Adelson**  
Chairman and Chief Executive Officer

**Irwin Chafetz**  
Director

**Charles D. Forman**  
Director

**George P. Koo**  
Director

**Jason Ader**  
Director

**Jeffery A. Schwartz**  
Director

**Irwin A. Siegel**  
Director

**Michael A. Leven**  
President and Chief Operating Officer

location into an international leisure and business destination. The Venetian Macao and adjoined Four Seasons Hotel Macao are the initial steps in the completion of the Cotai Strip<sup>®</sup>, a master-planned collection of hotel-resort properties which will include other renowned hotel brands such as St. Regis, Sheraton, Hilton, Conrad, Fairmont, and Raffles.

When the final work on Mr. Adelson's vision of the Cotai Strip is complete, it will combine to feature more than 20,000 guest rooms, millions of square feet of retail and meeting and convention space, and nearly 30,000 seats of live entertainment. The massive development will occupy more than 53 million square feet of total space, less than two percent of which is casino, and will directly and indirectly employ more than 180,000 people.

Under Mr. Adelson's leadership, the company recently opened the Marina Bay Sands in Singapore. This iconic integrated resort facility features the type of business and leisure facilities that have become the hallmarks of Las Vegas Sands-developed properties and will be the bar by which all future integrated resort facilities are judged.

Mr. Adelson has been granted honorary degrees and other awards, and has been a guest lecturer at various colleges and universities, including the University of New Haven, Harvard Business School, Columbia Business School, Tel Aviv University and Babson College. In 2008, he was appointed to the Advisory Committee for Trade Policy and Negotiations, providing overall policy advice on trade matters to the Office of the U.S. Trade Representative.

Mr. Adelson and his wife, Dr. Miriam Adelson, are noted philanthropists who donate to a variety of causes. They have three grown daughters, two young sons, and four grandchildren.

### **Michael A. Leven**

**President and Chief Operating Officer  
Las Vegas Sands Corp.**

Mr. Leven has served on the Las Vegas Sands Corp. Board of Directors since 2004. On March 11, 2009 he became the company's president and chief operating officer and assumed responsibility for the overall operations of the company's U.S. and international locations.

Mr. Leven is a veteran hospitality executive with 48 years of experience in the business and a distinguished and well-recognized record of success. He was formerly president and chief executive officer of US Franchise Systems, Inc., the company he founded in 1995, which developed and franchised the Microtel Inns & Suites and Hawthorn Suites hotel brands. He was previously the president and COO of Holiday Inn Worldwide, president of Days Inn of America, and president of Americana Hotels. He has also served on the board of directors of Starwood Hotels and Resorts and Hersha Hospitality Trust.

In addition to being a hotel industry icon and one of franchising's most innovative leaders, Mr. Leven has served many industry organizations throughout his career. He co-founded the Asian American Hotel Owners Association, which started with 12 members in 1989 and now has more than 10,000 members, who combined own more than 20,000 hotels representing approximately \$120 billion in property value. He is also the former international president of the Hotel Sales & Marketing Association International (HSMAI).

Mr. Leven is a recipient of the American Association of Franchisees and Dealers Lifetime Achievement Award and was previously named to HSMAI's Hot List of 25 Most Extraordinary Sales & Marketing Minds in Hospitality & Travel. He has also received the American Jewish Committee Selig Distinguished Service Award, UJA Federation of New York Hotel and Hospitality Award, and the Georgia Hospitality & Travel Association Spirit of Hospitality Award.

Mr. Leven is a native of Boston, Massachusetts and holds a Bachelor of Arts from Tufts University and Master of Science from Boston University. He and his wife, Andrea, have three sons and five grandchildren.

### **Robert G. Goldstein**

**President - Global Gaming Operations  
Las Vegas Sands Corp.**

As president of global gaming operations, Mr. Goldstein has a wide variety of responsibilities, but his primary focus is overseeing the company's gaming operations in the United States, Macau, and Singapore.

An industry veteran, he was instrumental in launching The Venetian and The Palazzo—the company's two integrated resorts located on the Las Vegas Strip.

As president and chief operating officer of The Venetian and The Palazzo, Mr. Goldstein helped lure celebrity chefs like Wolfgang Puck, Emeril Lagasse, and Pierre Selvaggio to open new restaurants at the properties. He signed deals with premium retailers to open stores in the Grand Canal Shoppes, and convinced the renowned Canyon Ranch SpaClub<sup>®</sup> to open a massive 69,000 square foot spa and fitness facility.

With his leadership, The Venetian has become internationally recognized as a leading destination resort and has received numerous awards and accolades, including the prestigious Five-Diamond



rating from AAA. The property is also the largest resort in the world to be recognized with a Four-Star rating from Exxon/Mobil-Travel-Guide.

Even with the tremendous success of The Venetian, Mr. Goldstein did not rest on his laurels. In recent years, he has added powerhouse entertainment offerings like Phantom—The Las Vegas Spectacular and the Blue Man Group, opened new restaurants from Thomas Keller and Mario Batali, as well as the popular TAO nightclub, and spent \$100 million renovating the property's 3,000 all-suite rooms with stylish new furniture and finishes.

In January 2008, LVS opened The Palazzo Las Vegas and again Mr. Goldstein displayed his ability to provide top-tier amenities for the company's discerning guests. Among its many attractions, The Palazzo features new restaurants from Puck, Lagasse and Batali. Las Vegas' first Barneys New York, and the blockbuster hit show Jersey Boys.

At a global level, Mr. Goldstein is most actively involved in helping plan the company's gaming, entertainment, restaurant, and retail offerings in Asia.

Before joining Las Vegas Sands in 1995, Mr. Goldstein spent 15 years developing casino-hotels in both the United States and the Caribbean. He is a 1977 graduate of the University of Pittsburgh and a 1980 graduate of the Temple University School of Law. Mr. Goldstein and his wife, Sheryl, have two children, Scott and Courtney.

### **Kenneth J. Kay**

**Executive Vice President and Chief Financial Officer  
Las Vegas Sands Corp.**

As executive vice president and chief financial officer of Las Vegas Sands Corp. (NYSE:LVS) Mr. Kay is responsible for managing the financial and information technology affairs of the company, including capital formation and allocation, accounting and financial reporting, internal audit, financial planning, taxes, procurement, risk management and information systems.

A seasoned and versatile top-level executive with a successful track record in financial and operational management, Mr. Kay has worked within services, manufacturing, distribution and entertainment companies, including Big 4 public accounting experience. His background encompasses proven leadership skills in multi-divisional, international operations with complex business structures.

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Mr. Kay is a certified public accountant in the State of California and holds a B.S. and an M.B.A. from the University of Southern California (USC). He is also affiliated with the American Institute of CPAs, California Society of CPAs, Financial Executives International, the Leventhal School of Accounting at USC and the American Management Association. Mr. Kay is also on the Board of Governors of Cedars-Sinai Medical Center.





## Leadership

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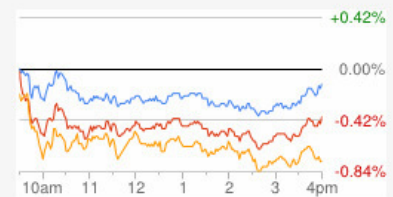
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## OUR PROPERTIES

### LAS VEGAS

THE VENETIAN

THE PALAZZO LAS VEGAS

SANDS EXPO AND CONVENTION CENTER

### MACAU

SANDS MACAO

THE VENETIAN MACAO

FOUR SEASONS HOTEL MACAO

### BETHLEHEM

SANDS CASINO RESORT BETHLEHEM

### SINGAPORE

MARINA BAY SANDS

## THE VENETIAN

The Venetian® Resort-Hotel-Casino, the largest property in the country to receive AAA's Five Diamond Award and Mobil Four-Star, is one of the world's most luxurious resort and convention destinations. Re-creating Venice's legendary landmarks, the resort offers unmatched service and quality for leisure and corporate guests. Located in the heart of the Las Vegas Strip, The Venetian features The Grand Canal Shoppes, an indoor streetscape complete with gondolas and singing gondoliers, the Canyon Ranch SpaClub, world-class gaming, exquisite restaurants, and a wide variety of entertainment such as Phantom-The Las Vegas Spectacular, Blue Man Group, as well as extensive convention and corporate services.

[Visit The Venetian website](#)

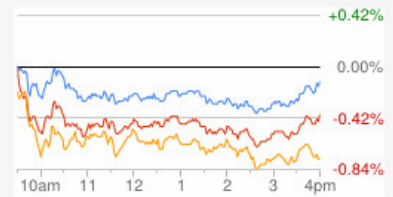
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## The Venetian

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THE PALAZZO  
Las Vegas



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THE VENETIAN

THE PALAZZO LAS VEGAS

SANDS EXPO AND CONVENTION CENTER

### MACAU

SANDS MACAO

THE VENETIAN MACAO

FOUR SEASONS HOTEL MACAO

### BETHLEHEM

SANDS CASINO RESORT BETHLEHEM

### SINGAPORE

MARINA BAY SANDS

## THE PALAZZO LAS VEGAS

With over 3,000 expansive suites, luxury shopping and world-class dining and entertainment, the \$1.9 billion, 50-story Palazzo® literally takes luxury to new heights. Highlighted by a flagship, 85,000-square-foot Barneys New York, The Shoppes at The Palazzo features more than 60 luxury boutiques. In addition, 20 remarkable stores and luxury brands made their Las Vegas debuts at The Palazzo, including Chloe, Tory Burch, Christian Louboutin, Diane Von Furstenberg, Van Cleef & Arpels, Catherine Malandrino, Anya Hindmarch, and Michael Kors. Additionally, The Palazzo offers a variety of cuisines from a collection of award-winning chefs such as CarneVino by Mario Batali, CUT by Wolfgang Puck and Table 10 by Emeril Lagasse. Other one-of-a-kind offerings include, Tony Award winning Broadway musical, JERSEY BOYS and the chic dining and nightlife LAVO, the world's largest Canyon Ranch SpaClub.

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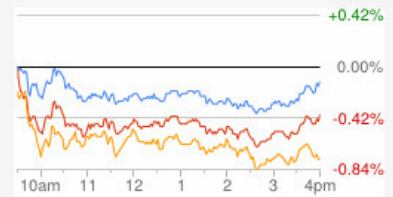
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## The Pallazo Las Vegas

With over 3,000 expansive suites, luxury shopping and world-class dining and entertainment, the \$1.9 billion, 50-story Palazzo® literally takes luxury to new heights. Highlighted by a flagship, 85,000-square-foot Barneys New York, The Shoppes at The Palazzo features more than 60 luxury boutiques. In addition, 20 remarkable stores and luxury brands made their Las Vegas debuts at The Palazzo, including Chloe, Tory Burch, Christian Louboutin, Diane Von Furstenberg, Van Cleef & Arpels, Catherine Malandrino, Anya Hindmarch, and Michael Kors. Additionally, The Palazzo offers a variety of cuisines from a collection of award-winning chefs such as CarneVino by Mario Batali, CUT by Wolfgang Puck and Table 10 by Emeril Lagasse. Other one-of-a-kind offerings include, Tony Award winning Broadway musical, JERSEY BOYS and the chic dining and nightlife LAVO, the world's largest Canyon Ranch SpaClub.

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