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# The Venetian Resort: Frontline Engagement as Value Driver

*"If you take care of your people, they'll take care of the guests, and the rest will take care of itself."*

— Patrick Nichols, CEO, The Venetian Resort

## Context

In February 2022, funds managed by Apollo Global Management completed a \$6.25 billion acquisition of The Venetian Resort in Las Vegas, purchasing the iconic property from Las Vegas Sands at a time when the business had not yet come back from the devastating impact of the pandemic. To bring Apollo's investment thesis to life, The Venetian's board of directors made three decisions. First, they appointed Patrick Nichols, a former executive of Las Vegas resort The Cosmopolitan, to lead the transformation. Second, they committed over \$1 billion in capital to enhance the guest experience, from room renovations to convention center upgrades. And third, they implemented a broad-based, equity-like program called The Venetian Las Vegas Appreciation Award (VAA), grounded in the belief that employee ownership could drive both cultural and operational change.

Three years later, the results were strong. Employee engagement had increased materially above historic levels (**Exhibit 1**), signaling that cultural change was taking root. Guest satisfaction scores rebounded from pandemic lows of 56% to 61% (**Exhibit 2**). And the EBITDAR<sup>a</sup> of the property had increased from \$487 million pre-pandemic to \$777 million in 2024 (**Exhibit 3**).

As Nichols sat in his office above the casino floor, he reflected on the journey so far. To what extent had employee engagement driven financial performance? What role had the VAA played in this overall transformation and in the non-financial elements like culture, recognition, and empowerment? With

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<sup>a</sup> EBITDAR stands for Earnings Before Interest, Taxes, Depreciation, Amortization, and Rent. It is commonly used to assess a company's operating profitability – especially in industries like hospitality or retail, where rent or lease obligations represent a significant portion of expenses.

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momentum building, Nichols was excited about the next set of value creation opportunities that included renovation of the resort's core towers, increased gaming capacity, and new food and beverage venues. And his investors at Apollo were reflecting on the role that employee ownership could play beyond The Venetian in their investment strategy.

## The Venetian Resort: An Icon in Need of Renewal

The Venetian Resort opened in 1999 on the site of the former Sands Hotel and Casino. Las Vegas Sands constructed the property as a grand homage to Venice, Italy, complete with replica canals, gondolas, and Italianate architecture. Over the following two decades, the resort attracted millions of leisure travelers, high-stakes gamblers, and convention attendees. It became one of the most heavily trafficked destinations on the Las Vegas Strip.

The Venetian Resort was the largest single hotel complex in America and occupied prime Las Vegas Strip real estate.<sup>1</sup> The Resort, staffed by more than 7,000 employees, boasted 7,000 rooms, almost a quarter-million square feet of casino space, and roughly 2.3 million square feet of convention space.<sup>2</sup>

In February 2022, Las Vegas Sands Corp. completed the sale of The Venetian and its operations to funds managed by Apollo Global Management and VICI Properties Inc, a real estate investment trust that also owned Caesars Palace Las Vegas, a property in which other Apollo funds had previously invested.<sup>3</sup> Under the terms of the deal, VICI acquired the land and real estate assets of The Venetian for \$4.0 billion, while Apollo funds and co-investors, which contributed \$1.1 billion to the \$6.3 billion deal and secured \$1.2 billion in seller financing from Las Vegas Sands, took over the resort's operations. Apollo's investment thesis was underpinned by a data-driven belief in a cyclical, post-pandemic recovery of the business, and was focused on several long-term value creation levers, including a \$1 billion-plus investment plan and a range of performance improvements from revenue optimization to operational efficiencies (**Exhibit 4**).

The deal's unusual structure derived, in part, from the circumstances under which it was made. Apollo Funds' investment began to take shape in the fall of 2020, before the release of any COVID-19 vaccines. For much of 2020, The Venetian, which never furloughed its team members during the pandemic, operated at restricted capacity, generating negative cash flows. To mitigate risk, Apollo structured the transaction in partnership with Las Vegas Sands and VICI Properties. VICI acquired the real estate, while Apollo funds acquired the operating company. Initially, Las Vegas Sands assumed a significant share of the operating risk by providing \$1.2 billion in seller financing and guaranteeing The Venetian's lease payments for approximately the first two years if earnings fell short. This structure effectively ensured a minimum of approximately \$500 million in EBITDAR during that period, offering The Venetian critical downside protection as it navigated an uncertain operating environment.<sup>4</sup> Still, Apollo funds ultimately bore the long-term risk of the business if the resort failed to recover. Even with the protections in place, the success of the investment depended on Apollo's ability to help the company drive performance at the operating level.

## Apollo Global Management

Apollo Global Management, founded in 1990, is a "high-growth, global alternative asset manager and a retirement services provider."<sup>5</sup> During his tenure as CEO, which began in 2021, Marc Rowan balanced traditional private equity deals with investment in credit; the company became "the dominant nonbank credit manager on Wall Street."<sup>6</sup> In early 2022, Apollo further diversified its

holdings by completing a merger with insurance company Athene, which Apollo originally helped found in 2009.<sup>7</sup> Apollo had roughly \$751b Assets Under Management at the end of 2024.<sup>8</sup>

Historically, private equity earned money primarily through cost cutting and financial engineering. However, as a 2024 Bloomberg article explained, by the 2020s “Financial engineering just [wasn’t] working as well as it once did for private equity shops,” and so firms had re-emphasized investments to “consistently improve profitability with better operations.”<sup>9</sup> While financial optimization remained part of the private equity playbook, firms like Apollo were increasingly motivated to pull other value creation levers. Under Apollo fund ownership, The Venetian invested in capital expenditures like equipment upgrades and room renovations, and the company considered such measures as hiring more people, recommitting to training, and increasing employee benefits.

Apollo believed that it could simultaneously serve its funds’ portfolio companies and its investors, building value through culture, engagement, and organic growth. Apollo advocated for sharing equity with employees and believed that employee equity was a win-win-win proposition that fostered engagement, rewarded hard work, and contributed to greater performance and value creation.

### *Apollo Empower*

Apollo Empower, officially launched in October 2024, was an initiative to formalize and bring together the many employee ownership and empowerment projects that Apollo had helped institute in its funds’ portfolio companies. The mission of Apollo Empower is to help portfolio companies provide economic mobility for portfolio company workers, through strengthening job quality and career advancement opportunities, supporting their financial wellness journey, and empowering them to share in the value that they help create. While Apollo Empower formally launched after Apollo Funds’ acquired The Venetian, the building blocks of Empower’s mission were already informally in place.

Apollo Empower is designed to address three essential needs (**Exhibit 5**): economic empowerment, financial wellness and retirement planning, and job mobility and upskilling. Economic empowerment promotes the implementation of broad-based equity plans and a “culture of ownership.” Financial wellness programs focus on long-term financial preparedness and could help put workers who live paycheck to paycheck on a path to a brighter future. Finally, mobility is focused on helping portfolio companies create opportunities for workers to upskill and reskill and to facilitate talent retention across the ecosystem of Apollo fund portfolio companies.

### **Patrick Nichols**

As Patrick Nichols told colleagues, “I more or less grew up in the hospitality industry.” When he was growing up, his parents ran an AmericInn franchise in Minnesota’s Mississippi River Valley. Nichols explained, “I found myself kind of doing everything from a very young age.” He staffed the front desk, swept parking lots, set up Wi-Fi networks, changed pool filters, and cleaned guest rooms, gradually learning the rhythms, routines, and responsibilities of both the front and back of the house.

After he completed high school, Nichols attended Cornell University’s School of Hotel Administration. On summer breaks, he put theory into practice at home: “I never had a formal internship. It was always ‘apply what I learned in the last two semesters to my parents’ businesses.’ Reporting, revenue management, you name it. It was great.” His parents empowered him to learn and to grow his skills; interactions with staff and guests alike fostered a sense of meaning.

Despite his success applying management principles to his parents' hotels, Nichols didn't want to take over the family business. When he graduated in 2008, he moved to Nevada to work as a financial analyst at The Venetian, at that time a Las Vegas Sands property. Nichols narrated:

I had a blast working at The Venetian, doing all sorts of analysis: I got to work on the opening of The Palazzo, the opening of Sands Bethlehem, in Pennsylvania, setting up financial reports. Then I helped open the Marina Bay Sands in Singapore. I was supposed to be there for a month, but it turned into a year. I absolutely loved the experience of opening that resort, which is now the most profitable casino in the world.

When he returned to Las Vegas, Nichols joined The Cosmopolitan, a soon-to-open hotel, as their Director of Strategic Planning. Nichols joked that The Cosmopolitan, with its 3,000 rooms, was "small by Vegas standards."

At The Cosmopolitan, Nichols had a unique opportunity to shape a new organization's culture: "When you're building something from scratch, you have a lot more flexibility creating that culture from day one. When we interviewed prospective employees, we interviewed for human fit. We can teach you how to do the job. Let's make sure you're the right person to be working here."

This culture-first leadership philosophy, Nichols believed, could contribute to remarkable results. Nichols ultimately stayed at The Cosmopolitan for over a decade, eventually reaching the role of General Manager and Chief Strategy Officer. In June 2022, he accepted The Venetian's offer to return as CEO, starting in August of that year.

He used the time between June and August to assess the lay of the land and benchmark The Venetian's performance against its peers on the Strip, identifying a material gap in profitability. His diagnosis was that The Venetian was under-performing with high end gamers and that this was due to the siloed operations of its business. Casino operations, hotel, and the conventions part of the business operated largely in isolation, pursuing their own agendas with limited collaboration. The integrated nature of the business—where a single guest experience might involve touchpoints from hotel, transportation, food and beverage, and casino operations—required greater coordination. "To get that high-end casino experience right," Nichols explained, "requires everybody working together."

## Building the Formula for Sustainable Success

Nichols quickly worked with his team to articulate a new, focused strategy, called the "Four Pillars" (**Exhibit 6**), which served as both a communications tool and an operational roadmap. "Those were the four fundamentals," he said. "If something didn't come down to those four pillars, it was either delegated way down in the organization, or it was just taken off the list entirely." The general idea was to maximize value across the property by growing the most profitable segments and optimizing customer mix across convention, leisure, and casino, while driving improved operating efficiency. Each objective aligned with Apollo's investment thesis and represented a distinct lever for driving sustainable EBITDAR growth.

### *Grow Gaming Revenue*

Under Las Vegas Sands, The Venetian had notably focused on the MICE business—large-scale meetings, incentive trips, conferences, and exhibitions—which drove high occupancy but often delivered lower profitability, especially compared to casino guests. This group-heavy strategy deprioritized gaming, limiting the property's ability to cultivate and retain high-value players. Under

the new strategy, Nichols and his team shifted the focus toward the gaming customer, aiming to become the most profitable casino in Las Vegas. Management restructured marketing efforts to attract and retain premium players, launched targeted loyalty programs, and enhanced data capabilities to improve customer segmentation and personalization.

### *Optimize Hotel*

Nichols viewed room revenue as a core driver of the resort's overall performance. "When you have 7,000-plus rooms a night to sell, selling them to the right person on the right night at the right rate is the name of the game," he said. With The Venetian operating at approximately 96 percent occupancy annually, the strategy centered on optimizing the mix across three primary segments: casino, leisure, and MICE. Casino and leisure guests typically generated higher profitability, as they tended to remain within The Venetian's ecosystem and spend across gaming, dining, and retail, unlike convention guests, who were less likely to engage in ancillary spending. This focus on maximizing EBITDA per room marked a shift from the legacy emphasis on average daily rate (ADR) and other top-line metrics.

### *Drive Operational Efficiency*

The third pillar focused on building a performance-driven culture that emphasized empowerment and accountability (**Exhibit 6**). Nichols pushed for a unified focus on EBITDAR, reduced management layers, and empowered frontline teams to make decisions. "When you have managers managing managers, it's just too much," he noted. The result was a leaner, more responsive organization.

### *Improve Customer Experience*

The final pillar entailed deploying capital to enhance the guest experience, modernize physical assets, and activate unproductive assets. At the time of Apollo funds' acquisition, The Venetian had approximately 300,000 square feet of vacant space that was not generating revenue and needed to be developed. Apollo funds committed over \$1 billion in capital to allow the company to upgrade hotel rooms, casino floors, convention spaces, and entertainment venues. Over the past three years, "we called it an evolution, not a revolution," Nichols said. "People know The Venetian brand. They love it. Let's just modernize it." The strategy also emphasized acting on guest feedback to continuously refine offerings. The goal was to improve guest loyalty, attract higher-quality customers, and increase both trip frequency and non-lodging revenue. Ultimately, management determined increasing employee engagement was the key lever to improve customer service and enhance the guest experience.

## **The Role of Frontline Team Members: Reactive to Responsive**

As part of the broader transformation, leadership at The Venetian worked to leverage the role of the frontline team members in delivering a differentiated guest experience.

Management moved to define clear expectations around frontline engagement. "It's not about handholding," Nichols explained. "It's about setting the guardrails, giving people the tools and resources to be successful, and letting them be and do their best." To help enable team members, the resort gave them "Unexpected Joy Tools" (**Exhibit 7**)—a collection of simple, department-specific resources designed to help team members create small, memorable moments for guests and act independently within clear boundaries.

Nichols emphasized that empowerment came with structure. “We created clarity,” he said. “Everyone understands the strategy, and they know how their role contributes to it.” Internal surveys conducted by third-party firms later reflected high levels of alignment across the organization. “They told me,” Nichols said, “We’ve never seen such strategic alignment at any company we’ve worked with before.”

The VAA reinforced this connection between frontline roles and company strategy.

## Venetian Las Vegas Appreciation Award (VAA)

The VAA was a broad-based equity sharing initiative that aimed to recognize employee contributions, provide an incentive for employees to stay, and align the resort’s success with the financial well-being of its employees.

### *Launch*

Shortly after Apollo Funds completed the acquisition in March 2022, the deal team and management announced the Venetian Las Vegas Appreciation Award (VAA) at a resort-wide town hall event, explaining the mechanics of the award (**Exhibit 8**). Traditionally, private equity transactions include equity ownership opportunities for senior management to align incentives with investors. Executives typically acquire shares—either by purchasing them or receiving them through performance-based grants. What made the VAA unusual was its broad reach: all full-time employees would be eligible to participate, with equity-like awards granted outright, without requiring employee investment, and everybody would receive the same payouts under the VAA, from managers to bellhops.

While most of the award would be distributed upon a future sale event, employees were also entitled to receive a share of interim cash distributions—akin to dividends—made to investors before exit. This initial presentation of the program also emphasized its connection to individual contribution, tying long-term financial outcomes to tangible actions employees could take, such as improving the guest experience.

In December 2022, The Venetian distributed approximately \$10.5 million to 6,950 full-time and full-time flex team members, along with 70 eligible team members from the Expo operation, with each receiving \$1,500 regardless of role or seniority. The distribution came just 10 months after the Apollo funds’ acquisition and reflected strong business momentum and earnings growth.

“We brought about 4,000 team members into a ballroom,” Nichols recalled. “We had all of our restaurant partners cater it, gave away trips to Disney, and handed out prizes like free VIP parking—which people really love. The final award was \$1,500. Everyone thought we were giving it to one person. Then we announced that every single team member would receive it. The room went wild. It was one of those moments you never forget.”

### *Evolution*

However, the timing of this award caused confusion among employees. Employees misinterpreted the December timing as an end-of-year bonus that they would receive every year (versus mostly at the time of dividends and at the ultimate sale of the asset). Furthermore, part-time and on call employees were disappointed that despite their contributions to the hotel, they would not be eligible to participate in the VAA. As of March 2025, the workforce was composed of approximately 75 percent full-time and 25 percent part-time employees.

In August 2023, Venetian leadership announced changes to iterate on the design based on feedback received during townhalls. “We made a couple of important changes,” Nichols said. “The first was expanding eligibility to include part-time and on-call team members, with a prorated award based on hours worked. One person said, ‘I’m just on-call, but I work 40 hours a week.’ I said, ‘You’re right, we’re going to change that.’”

The second major change was shifting the program from shareholder distribution dependent payouts to an annual award model. “We figured out a way to deliver it every year, with a smaller award at exit,” said Nichols. “This money really matters to our team members, especially around the holidays.”

Leadership also introduced performance-based criteria to strengthen alignment across the organization. While company financial results remained one factor, 50 percent of the payout became tied to service benchmarks. “There’s a service element now, which every single person can control,” Nichols explained. “You can’t walk around back-of-house without seeing service scores or reading guest feedback. It’s everywhere.”

A front desk agent reflected, “It’s not just a bonus for me, it’s to show I am valued as an employee for my hard work.” A concierge admitted he was initially skeptical but ultimately concluded that employees now had “the empowerment to feel like we are owners.” A housekeeper considered that the program “helps me, personally, be a better team member on a daily basis.”

### *Empowering Team Members Beyond the Dollars*

The leadership team integrated the Venetian Las Vegas Appreciation Award into a broader framework of employee support. One core component of this effort was a dedicated financial literacy initiative designed to help team members build lasting financial resilience.

Partnering with Operation HOPE, a non-profit organization dedicated to financial literacy and economic education, the Venetian provided on-site access to financial coaches in back-of-house areas to employees across the organization. Services included assistance with opening retirement and brokerage accounts, creating savings plans, reducing credit card debt, improving credit scores, and accessing community resources for food security, housing, and education. These offerings aimed to ensure that team members not only received financial rewards, but also had the tools and support needed to manage and grow their earnings over time.

One employee summarized the financial literacy program’s impact on her life and work: “When you have an opportunity to learn how to manage money, you work with less stress, more confidence and happiness.” Another employee took advantage of the financial coaching assistance when he saw that his credit score was 550 and decided he needed to get out of debt. After the course, he said, “Now I know where every cent is going and prioritize where my money needs to go.” With financial coaching guidance and his new habits, he paid off his debt and raised his credit score by more than 100 points.

More broadly, the leadership team viewed the program as a reflection of a deeper belief: that equity must be paired with education, support, and the right leadership behaviors to truly unlock its potential. Research has shown that highly engaged business units outperform their peers, with 23 percent higher profitability<sup>10</sup> and 18 percent higher sales.<sup>11</sup> The Venetian embraced this insight, emphasizing that inclusive value creation required more than capital—it required investing in people’s capacity to use that capital well, and in the conditions that enabled them to thrive.

## Nichols's Leadership Philosophy

As part of the broader transformation, Nichols identified purpose and values as critical to sustaining long-term success. Early in his tenure, Nichols observed that while the resort's core values were visible in back-of-house areas, they were not fully integrated into daily operations. At new hire orientation, they were not discussed, and when he asked senior leaders to name them, few could. "It was a clear signal," he recalled. "Values don't matter unless you live and breathe them."

In response, the leadership team worked to embed the resort's core values—being engaged, thoughtful, generous, and inclusive—into hiring, recognition, and communication practices. Over time, these values became part of how teams operated day to day.

Nichols prioritized open, honest communication with employees—sharing what was working, what was not, and what needed to change. Four times a year, he and his leadership team hosted all-hands town halls across shifts—multi-day events that required extensive preparation. "They're a lot of work," he said. "We want them to feel polished. It's not just me up there—we bring in executives, sometimes even guest speakers like Shin Lim, our resident magician, to keep it fresh." The sessions covered everything from service performance to financials. "We don't sugarcoat it. If there's work to do, we talk about it."

Outside the town halls, Nichols stayed close to the operation. He spent time on the floor, speaking with team members in the flow of their day-to-day work. Employees could also share feedback through follow-up surveys, weekly "Lattes with Leadership," and direct outreach to the GM or Nichols himself. "If someone asks to meet with me, I always say yes," he said. The focus was open communication, visible leadership, and acting on what employees said they needed to succeed.

## HR Policies and Practices

When Matt Krystofiak joined as Chief Human Resources Officer, he moved quickly to position the function as a strategic partner, able to help drive cultural and operational success.

One of the major initiatives under his leadership was the September 2024 launch of Maestro, a reinvention of service standards and team member experience at The Venetian. Built around the idea that every team member is a Maestro in their own right, the program included structured training modules, leadership commitments, and daily feedback tools designed to create consistency and elevate service delivery. It also reinforced key behaviors linked to the broader transformation—listening, anticipating needs, and creating unexpected joy.

The HR team also helped operationalize a new leadership model centered on what Nichols and the executive team referred to as the "Three A's": accountability, advocacy, and alignment. To avoid diffused ownership, each customer segment and major business function was assigned a clear leader. He cited the resort's CRM system as an early example: "We had three people leading one thing. You can't hold anyone accountable when no one owns the outcome." This emphasis on ownership extended across the organization. "People want to know what the expectations are," Nichols said. "They get the pat on the back when they crush it, and a conversation when there's room to improve."

In addition to the initiatives launched by Venetian management, after a multi-year organizing and negotiation process, The Venetian and three separate unions signed collective bargaining agreements, effective between September 2024 and January 2025.

## Measuring Progress

By early 2025, The Venetian Resort had demonstrated measurable progress across financial performance, market competitiveness, and customer experience. Just as importantly, management viewed employee engagement—not simply capital investment or operational redesign—as a foundational driver of these results.

The resort's EBITDAR had increased by 60 percent compared to 2019 (**Exhibit 2**), an achievement made possible by a strategic shift toward higher-margin business. Management rebalanced room inventory to prioritize casino room nights and premium leisure guests, resulting in higher average daily rates and improved customer value (**Exhibit 8**). Simultaneously, the casino team expanded slot and table market share (**Exhibit 10**), outpacing their peers. From 2019 to 2024, The Venetian's gross revenue grew by 39 percent (**Exhibit 3**), compared to 30 percent statewide growth during the same period—from \$28 billion to \$36 billion—across all Nevada casinos reporting over \$1 million in annual gaming revenue.<sup>12</sup>

These gains coincided with a dramatic shift in how the organization operated. Departments that had previously worked in isolation were now collaborating cross-functionally, supported by new structures, cultural norms, and a shared understanding of strategy. The resort's 2023 employee engagement survey reflected these changes: overall team member engagement rose from 81% in 2018 to 86% (**Exhibit 1**), and the proportion of employees reporting timely and helpful feedback from their managers increased by 11 percentage points (**Exhibit 11**).

Turnover also improved meaningfully. "At our highest mark shortly after the acquisition, we were at 29 percent," said Chief Human Resources Officer Matt Krystofiak. "We got that down to 24 quickly, and we're on track to be under 20 percent this year [2025]." He added, "The average cost of turnover is around \$10,000. That adds up quickly, so there's a real financial impact behind these improvements. Anecdotally, The Venetian's turnover has trended 2 to 4 percentage points lower than other major Las Vegas resorts — despite the scale of organization change underway."

Customer satisfaction data reflected both progress and ongoing challenges (**Exhibit 2**). While The Venetian's Net Promoter Score (NPS) improved following Apollo Funds' investment, it remained below historical highs. In late 2023, NPS declined, driven in part by inflationary pressures that resulted in higher pricing, and lingering post-COVID operational pain points such as long check-in lines. Management identified these as areas within their control and began implementing targeted actions to address them. Despite this volatility, guest satisfaction levels remained relatively stable during a period of significant EBITADR growth (**Exhibit 12**), suggesting that financial performance gains were not achieved at the expense of the customer experience.

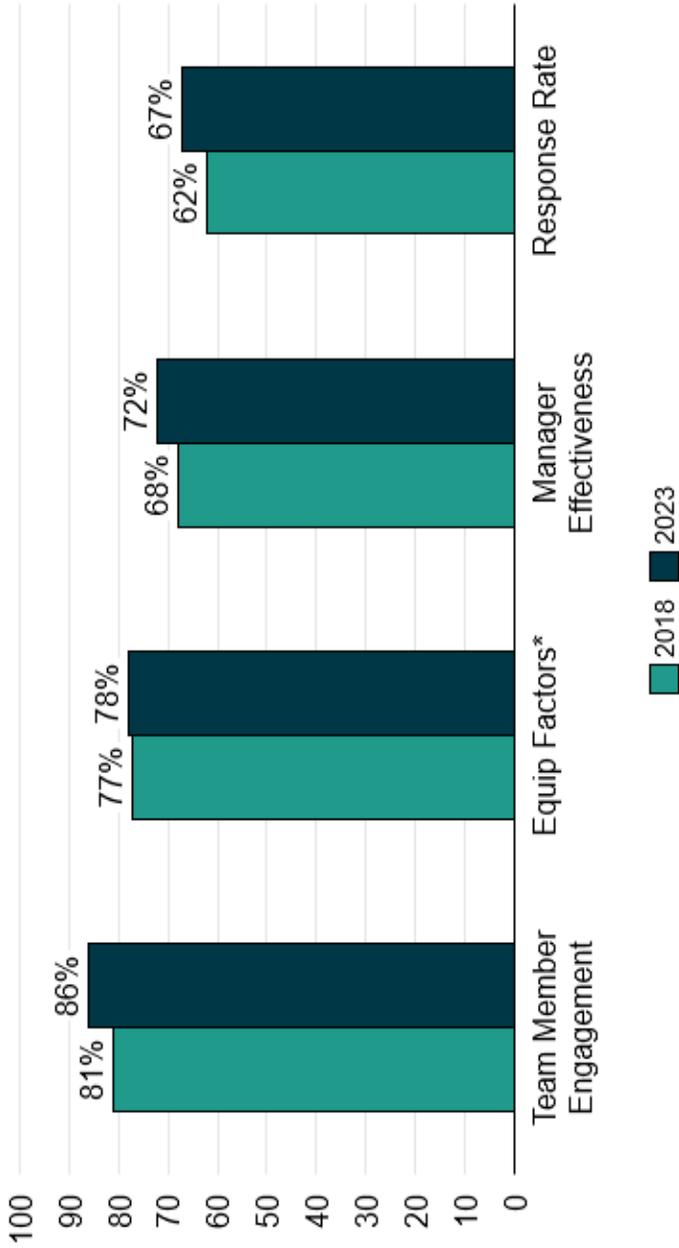
While the transformation remained ongoing, the alignment between financial results, guest experience, and frontline engagement suggested that The Venetian was building not just momentum—but a replicable model of performance.

## Looking Ahead

As Nichols looked ahead, the focus was now on a full renovation of the resort's core towers — upgrading over 4,000 rooms across the Venetian South, Venetian North, and Palazzo's premium suites. Strong performance throughout the past three years had enabled additional capital to flow into the reinvigoration of the property. Beyond the physical transformation, Nichols was focused on keeping the culture, alignment, and performance systems that had driven the turnaround.

For Apollo, the success of their funds' investment in The Venetian fueled a range of questions: What could they learn from this experience and the role of frontline team members in driving superior returns? What percentage of the equity did it make sense to allocate to frontline team members? How broadly applicable could employee ownership be? What might be key variables to consider? Under what conditions could models like the VAA be effective in unleashing frontline magic?

**Exhibit 1** The Venetian Employee Engagement Scores



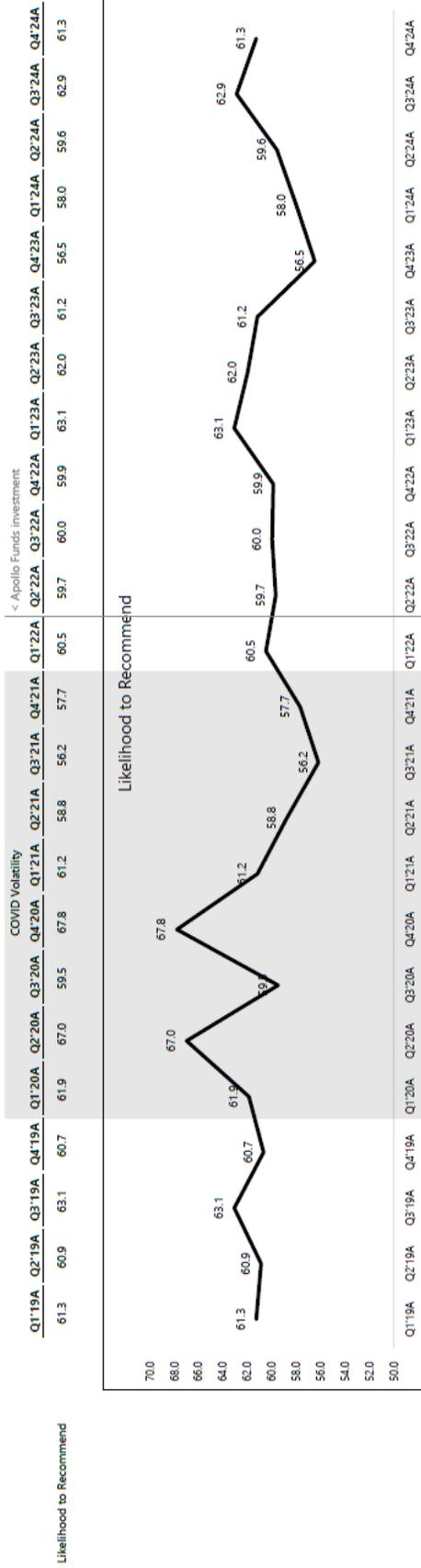
Source: Venetian company documents.

Note: The Team Member Engagement Index is the average level of agreement for these survey statements: 1. I am proud to work for this Company 2. I plan to be working at my Company one year from now 3. Overall, I am extremely satisfied with this Company as a place to work.

Equip Factors are defined areas that predict business performance (e.g. productivity, guest satisfaction, profitability) and is the average level of agreement for these survey statements: 4. I have access to the resources (e.g., materials, equipment, technology) I need to do my job effectively. 5. The work I work with deliver excellent quality and service.

The Manager Effectiveness Index is the average level of agreement for these survey statements: 9. My immediate supervisor / manager provides me timely and helpful feedback 11. My immediate supervisor / manager has made a personal investment in my growth and development 14. My immediate supervisor / manager really cares about my well-being.

**Exhibit 2** The Venetian Customer Satisfaction



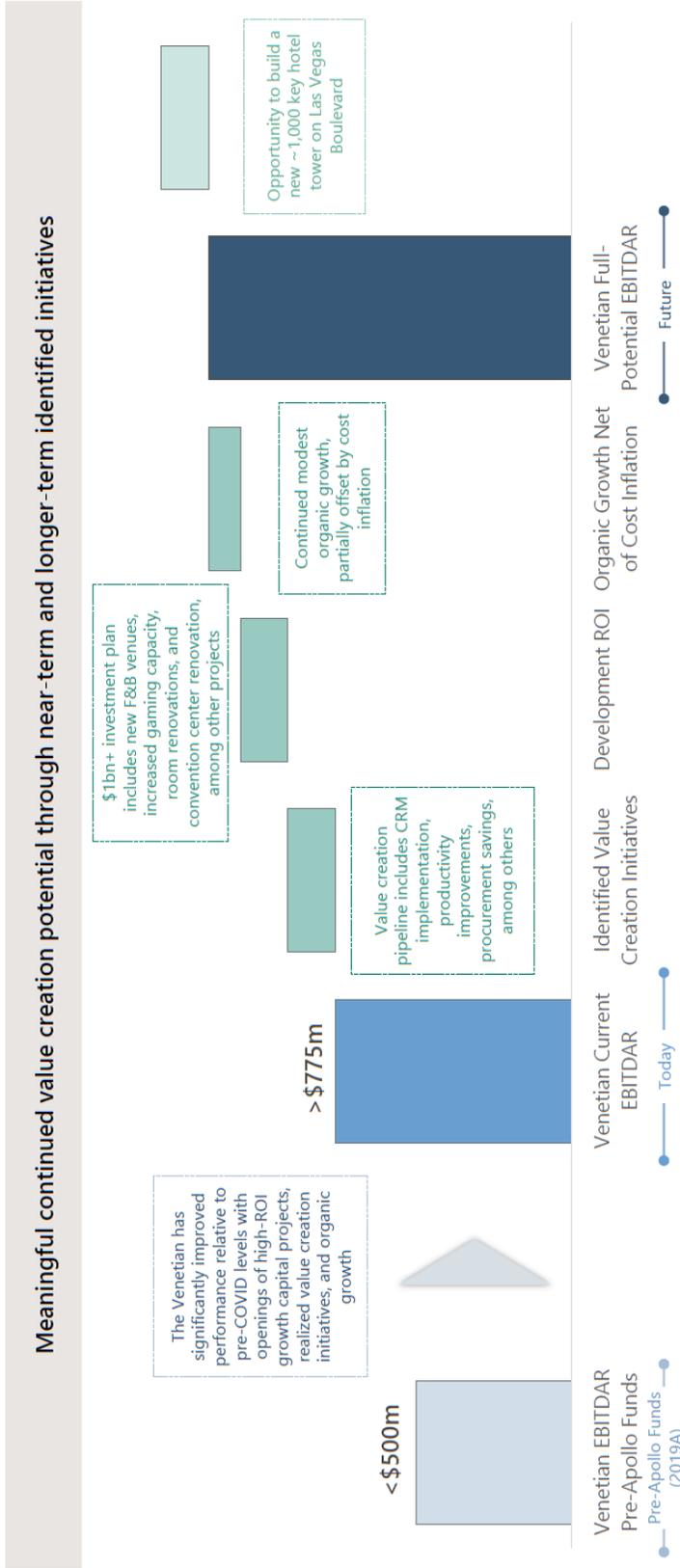
Source: Venetian company documents.

## Exhibit 3 2019-2024 Venetian Financial Performance

	COVID Volatility < 2/23/22 Apollo Funds investment					CAGR		
	2019A	2020A	2021A	2022A	2023A	2024A	'19-'24A	'22-'24A
<i>(\$ in millions unless otherwise noted)</i>								
<b>P&amp;L</b>								
<b>Gross Revenue</b>	<b>\$1,730</b>	<b>\$744</b>	<b>\$1,425</b>	<b>\$2,081</b>	<b>\$2,289</b>	<b>\$2,411</b>	<b>6.9%</b>	<b>7.6%</b>
(-) Promotional Allowances	(114)	(70)	(152)	(201)	(235)	(234)	15.4%	7.7%
<b>Net Revenue</b>	<b>\$1,616</b>	<b>\$674</b>	<b>\$1,273</b>	<b>\$1,880</b>	<b>\$2,054</b>	<b>\$2,177</b>	<b>6.1%</b>	<b>7.6%</b>
<b>Adj. EBITDAR</b>	<b>\$487</b>	<b>(\$124)</b>	<b>\$291</b>	<b>\$638</b>	<b>\$742</b>	<b>\$777</b>	<b>9.8%</b>	<b>10.4%</b>
% Margin	30%	(18%)	23%	34%	36%	36%	552bps	175bps
<b>KPIs</b>								
<b>Hotel</b>								
Net Revenue PAR	\$251	\$90	\$193	\$280	\$324	\$335	6.0%	9.4%
Adj. EBITDAR PAR	\$76	(\$16)	\$44	\$95	\$117	\$120	9.6%	12.2%
<b>Table Games</b>								
Drop (\$mm)	\$1,940	\$1,257	\$1,627	\$1,725	\$1,681	\$1,652	(3.2%)	(2.2%)
Net WPUPD (Actual)	\$3,617	\$2,227	\$3,141	\$3,803	\$3,543	\$3,182	(2.5%)	(8.5%)
<b>Slots</b>								
Handle (\$mm)	\$2,961	\$1,962	\$3,828	\$4,504	\$4,819	\$5,415	12.8%	9.6%
Net WPUPD (Actual)	\$347	\$219	\$510	\$530	\$523	\$522	8.5%	(0.8%)
<b>Productivity</b>								
Team Members	8,827	8,310	7,877	8,316	8,261	8,589	(0.5%)	1.6%
Revenue / TM (\$k)	\$183	\$81	\$162	\$226	\$249	\$253	6.7%	5.9%
Adj. EBITDAR / TM (\$k)	\$55	(\$15)	\$37	\$77	\$90	\$90	10.4%	8.6%

Source: Venetian company documents.

**Exhibit 4 Venetian Performance Evolution**



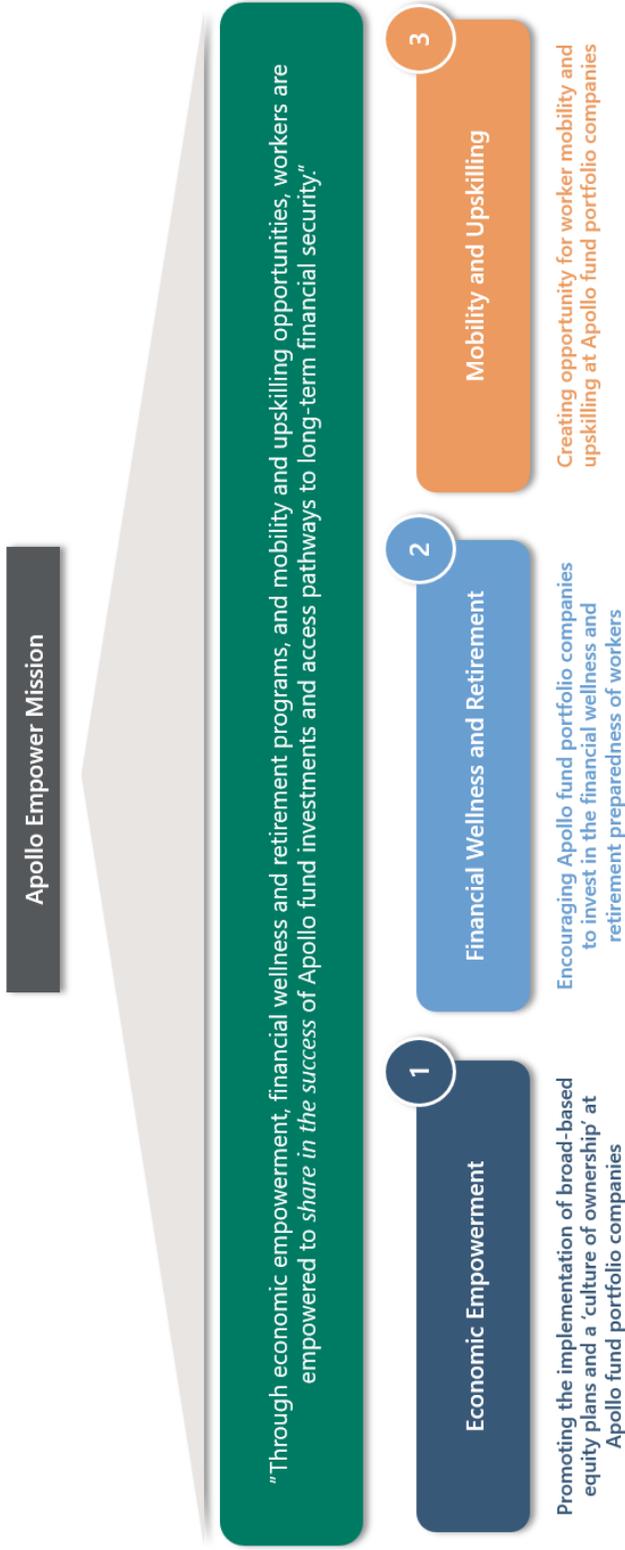
Source: Apollo company documents.

Note: The expected investment horizon was consistent with a standard deal at 4 to 6 years.

Exhibit 5 Apollo Empower

APOLLO

Apollo Empower reflects our commitment to leading responsibly & championing opportunity



Certain information reflect the views and opinions of Apollo Analysts. Subject to change at any time without notice

Private and Confidential 2

Source: Apollo company documents.

Exhibit 6 Four Pillar Strategy from Board Deck Materials

## Four Key Objectives Form the Basis to Grow EBITDAR and Close Performance Gap vs. Competition



- 1

**Grow Gaming Revenue**

  - Tremendous opportunity to grow GGR through a variety of strategies
    - Building best-in-class casino marketing team, gaming areas, etc.
    - Personalization, product adjustments, floor layout, etc
    - Customer level profitability after accounting for all related expenses
  - Result should drive increased gaming revenue fair share through expanding database, more trips, and higher share of wallet

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- 2

**Optimize Hotel**

  - Combination of disciplined resort positioning and more sophisticated yielding
    - Casino has never been a larger segment of hotel mix that it is today. New territory that needs to be attacked with known and proven strategies
    - Yield to maximize EBITDA per Room. Legacy strategy and incentives focused only on occupancy
  - Result should drive higher ADRs and maximize GGR + ancillary revenue by calibrating lodger mix based on time of year / day of week

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- 3

**Drive Efficiency**

  - Establish performance culture that embraces empowerment and accountability
    - Unified focus on company-wide EBITDAR
    - Eliminate waste
  - Result should drive labor efficiency through better aligning resources with demand, improved processes to increase business agility

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- 4

**Improve Customer Experience**

  - Deploy capital to enhance guest journey, modernize existing physical assets, and activate current unproductive assets
  - Listen to guest feedback and act on it
  - Result should drive improved loyalty and higher quality customer increasing trip frequency and spend per lodger as well drive additional non-lodger revenue

Source: Venetian company documents.

Exhibit 7 Unexpected Joy Tools

## Unexpected Joy Tools

Tools Available	Slots & Tables	Housekeeping	Prestige	Front Desk	Bar & Lounge	Resort Services	ISD	Cage	Venetian Rewards	Concierge
Thank You Cards	✓			✓				✓		✓
Celebration Sash	✓				✓				✓	✓
Postcards from Prestige			✓							
Jumbo Jackpot Frame	✓									
Gem Pen									✓	
Just in Case Bag		✓								
Cord Keeper		✓								
Purpose of Visit Cards		✓					✓			
Badge Card to Map	Available to all Team Members – Being distributed in Modules 5 & 6									
Get Well Mug & Card						✓				
Bubbles Card				✓						
Free drink tickets	✓			✓						

Delivered to department ✓      Coming soon ✓

Source: Venetian company documents.

Exhibit 8 The Venetian Las Vegas Award Initial Communications March 2022

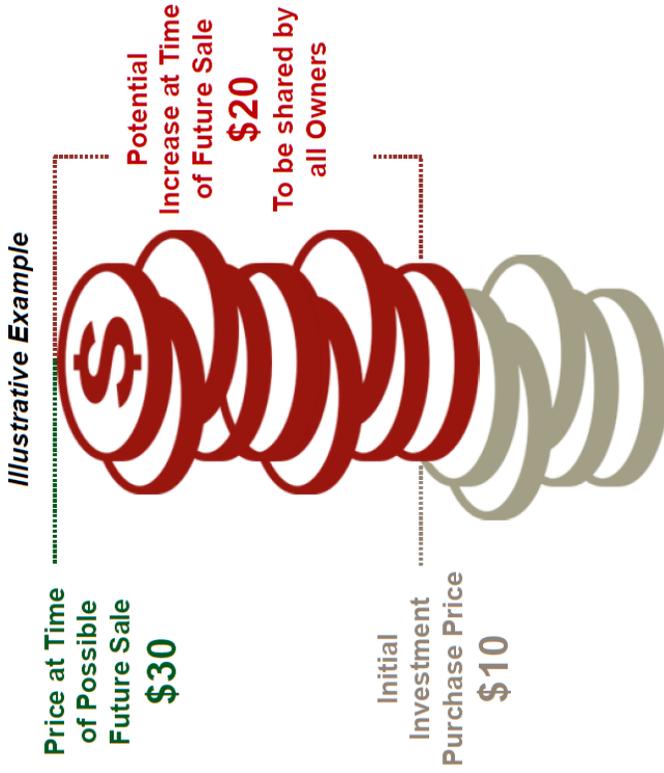
# HOW DOES THIS WORK?

- We already offer the best compensation packages in our industry
  - Including no Team Member contribution required for medical benefits, 401k match re-launch, and COLA for 2022
- But we want to do even more to reward you for the incredible results you will achieve. Therefore, as of today, all FT and FT Flex Venetian Team Members are receiving an award that makes you eligible to participate in a portion of the growth in value we achieve as a company over the coming years

**This award comes in addition to your current compensation package and requires absolutely no cash investment from you**



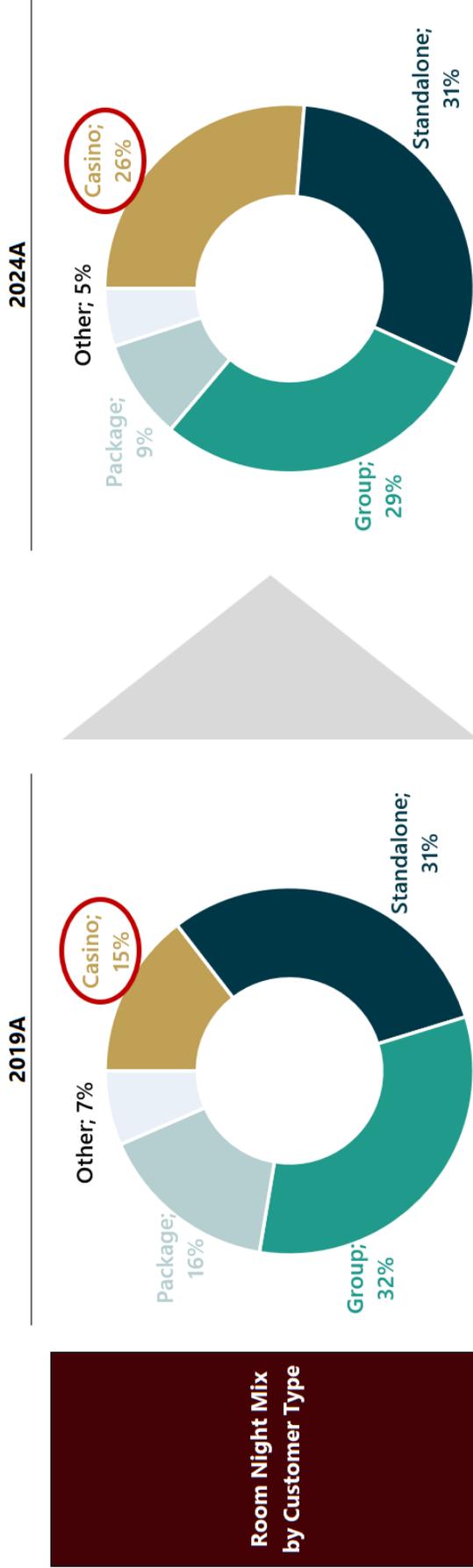
# HOW DOES THE NEW AWARD WORK?



- Grey coins represent the price at which investors recently purchased The Venetian
- Red coins represent the potential gain to be shared by all owners and participants in the incentive award program
- There is no guarantee that the grey coins will increase in value, but there is no risk of loss associated with your share of the coins
- There is **NO INVESTMENT REQUIRED** on your part, other than your hard work and dedication to the company – and **you are eligible to share in the potential gains**

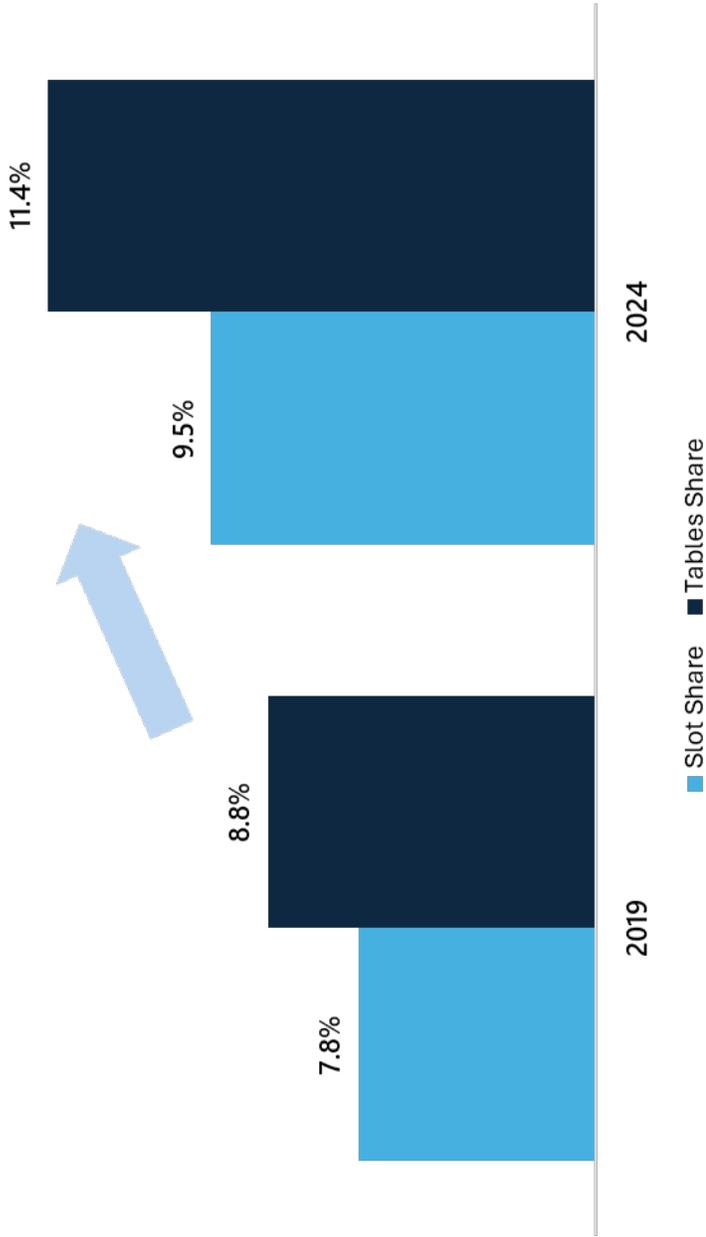
Source: Venetian company documents.

Exhibit 9 The Venetian Customer Mix



Source: Venetian company documents.

**Exhibit 10** The Venetian Casino Market Share



Source: Venetian company documents.

**Exhibit 11** 2023 The Venetian Resort Employee Engagement Survey: Most Improved and Most Declined vs. 2018

THE VENETIAN RESORT  
LAS VEGAS



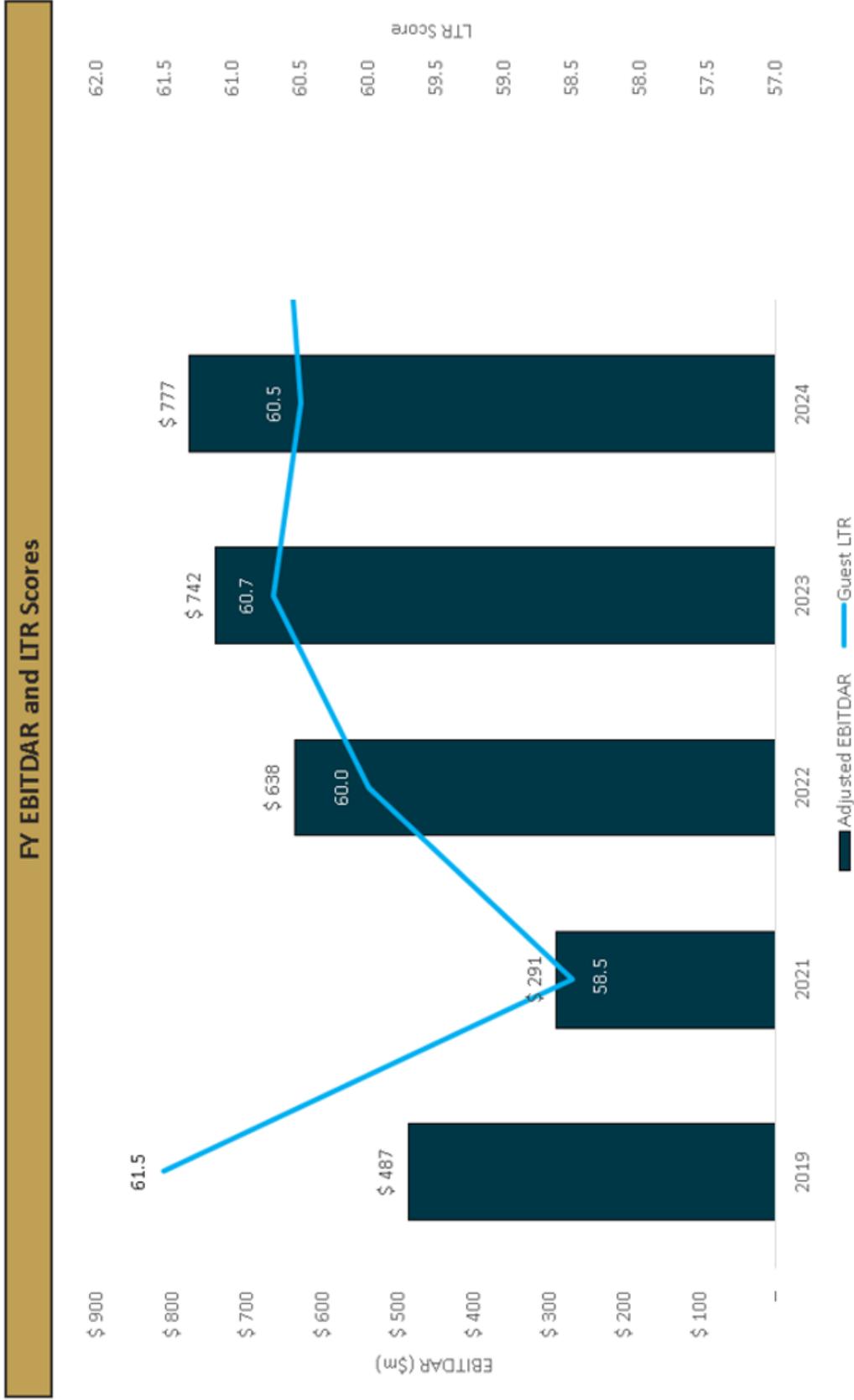
## Most Improved / Most Declined vs. 2018

Of eleven items with 2018 comparisons, scores are up on eight of them.

Legacy Survey Items	The Venetian Resort 2023	The Venetian Resort 2018	Difference
9. My immediate supervisor/manager [management in my department] provides me with timely and helpful feedback.	77%	66%	+11%
14. My immediate supervisor/manager [management in my department] really cares about my well-being.	74%	66%	+8%
6. My ideas and suggestions count.	63%	58%	+5%
13. I feel that I am part of a team.	80%	76%	+4%
4. I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	77%	74%	+3%
19. I am appropriately involved in decisions that affect my work.	66%	63%	+3%
21. I regularly receive appropriate recognition when I do a good job.	64%	61%	+3%
1. I am proud to work for this Company.	89%	87%	+2%
3. Overall, I am extremely satisfied with this Company as a place to work.	83%	84%	-1%
8. This Company provides me with the opportunity for learning and development.	77%	78%	-1%
7. The senior leadership of this Company has communicated a vision of the future that motivates me.	67%	73%	-6%

Source: Venetian company documents.

**Exhibit 12** 2019 – 2024 EBITDAR vs Guest Likelihood to Recommend (LTR) Scores



Source: Venetian company documents.

## Endnotes

<sup>1</sup> Internal company documents.

<sup>2</sup> Internal company documents.

<sup>3</sup> Las Vegas Sands company website. <https://www.sands.com/news/press/sands-completes-sale-of-the-venetian-resort-in-las-vegas/>. Accessed March 20, 2025.

<sup>4</sup> Internal company documents.

<sup>5</sup> Apollo 2024 10-K. <https://www.sec.gov/ix?doc=/Archives/edgar/data/1858681/000185868125000034/apo-20241231.htm>. Accessed March 21, 2025.

<sup>6</sup> Allison McNeely, "In Marc Rowan Era, Apollo Is Working to Shed Its Ruthless Image," *Bloomberg*, August 1, 2023. <https://www.bloomberg.com/news/articles/2023-08-01/apollo-tries-to-shed-ruthless-private-equity-image-in-marc-rowan-era>. Accessed March 21, 2025.

<sup>7</sup> Apollo Company website. <https://www.apollo.com/insights-news/pressreleases/2022/01/apollo-completes-merger-with-athene-and-finalizes-key-governance-enhancements-120051006>. Accessed March 21, 2025.

<sup>8</sup> Apollo company website. <https://ir.apollo.com/news-events/press-releases/detail/543/apollo-announces-2025-annual-meeting-of-stockholders>. Accessed April 21, 2025.

<sup>9</sup> Marion Halftermeyer and Layan Odeh, "Private Equity Calls in Experts to Fix Firms They Can't Sell," *Bloomberg*, September 25, 2024, <https://www.bloomberg.com/news/articles/2024-09-25/private-equity-calls-in-experts-to-fix-companies-they-can-t-sell>, accessed April 2025.

<sup>10</sup> Jim Harter, "Employee Engagement vs. Employee Satisfaction and Organizational Culture," Gallup, August 13, 2022, <https://www.gallup.com/workplace/236366/right-culture-not-employee-satisfaction.aspx>, accessed April 23, 2025.

<sup>11</sup> "Dynamic Skilling: Anticipating and Mitigating Current and Future Skill Gaps," The Josh Bersin Company, March 12, 2025. Cited in internal Apollo company documents.

<sup>12</sup> David G. Schwartz. *Nevada Casinos: Departmental Revenues, 1984-2024*. Las Vegas: Center for Gaming Research, University Libraries, University of Nevada Las Vegas, 2025.