

A Design-Driven Company

An Interview with Patrick Dumont, Chairman and Chief Executive Officer, Las Vegas Sands, and Owner, Dallas Mavericks



Patrick Dumont

EDITORS' NOTE Patrick Dumont is chairman of the board and chief executive officer of Las Vegas Sands. After serving as Sands' president and chief operating officer since January 2021, Dumont became chairman and CEO on March 1, 2026. He has been a member of the company's board of directors since 2017. He also serves as the chairman of Sands China Ltd. Dumont joined Sands in 2010 and has focused on creating long-term growth for the business and its stakeholders in roles with responsibility for operations, corporate strategy and capital allocation. He has more than 25 years of experience in management, development, operations and corporate finance. Under his leadership, Sands has undertaken transformative investment programs in Macao and Singapore to elevate its product offerings, enhance customer experience, and increase long-term earnings potential. He is responsible for the company's new development in Singapore, an \$8 billion ultra-luxury project that broke ground in July 2025. Dumont has worked across multiple jurisdictions in pursuit of new business development opportunities for Sands and is pursuing innovation in the hospitality and gaming industry through investment in gaming and resort operation technologies. He leads the company's environmental, social and governance programs and its commitment to the pillars of helping its people thrive, keeping its communities strong and protecting the planet. He has held senior strategy and finance roles at Sands, including serving as the company's chief financial officer beginning

in 2016. As CFO, Dumont was responsible for the company's commitment to having industry-leading balance sheet strength, investment returns and financial controls. He was instrumental in successfully orchestrating key financial and business initiatives and negotiating strategic transactions to maximize shareholder value. Dumont also led Sands' efforts to reposition its property portfolio to focus on high-growth markets, executing the sales of both Sands Bethlehem and The Venetian Las Vegas. He and members of his family are majority owners of the National Basketball Association's Dallas Mavericks. Dumont serves as the team's governor and representative on the NBA's Board of Governors. He is a trustee of the Mavs Foundation, the team's charitable entity dedicated to building a stronger community by empowering youth, women and families in need. Dumont received his MBA from Columbia Business School and earned a Bachelor of Science in mechanical engineering from Johns Hopkins University.

COMPANY BRIEF Sands (sands.com) is a leading global developer and operator of integrated resorts. The company's iconic properties drive valuable leisure and business tourism and deliver significant economic benefits, sustained job creation, financial opportunities for local businesses and community investment to help make its host regions ideal places to live, work and visit. Sands' portfolio of properties includes Marina Bay Sands in Singapore and The Venetian Macao, The Londoner Macao, The Parisian Macao, The Plaza Macao and Four Seasons Hotel Macao, and Sands Macao in Macao SAR, China, through majority ownership in Sands China Ltd. Dedicated to being a leader in corporate responsibility, Sands is anchored by the core tenets of serving people, communities and the planet. The company's ESG leadership has led to inclusion on the Dow Jones Sustainability Indices for World and North America, as well as Fortune's list of the World's Most Admired Companies.



The Londoner Macao



Marina Bay Sands in Singapore

Will you describe your career journey?

It's very interesting. I did not start my career in the hospitality and gaming industry. After college, I did some things that were sort of entrepreneurial and then went to business school. Following business school, I was able to spend some time in investment banking, and then 16 years ago joined Las Vegas Sands. I joined Sands at an exciting time for the company and the industry. There was a lot of growth and innovation taking place and Sands was developing multiple hospitality projects across the globe.

I also was given the opportunity to work for two of the industry greats, Sheldon Adelson and Rob Goldstein. I was mentored by a lot of people along the way who all contributed to my career, but certainly getting to learn and observe from Sheldon and Rob was invaluable.

I've been very fortunate to work for some of the industry's best and learn about our industry by seeing it evolve. And so, for me, my career has been about working for the right people, embracing different opportunities that they provided for me and, really just paying attention to the details.

How would you describe Sands' culture and values?

Our values center around our commitment to being a dedicated employer, committed community partner and sustainability leader in each of our regions. On a daily basis, our team is connected by our dedication to providing world-class service across everything we do and trying to establish market leadership through entrepreneurship and innovation. We operate in a very competitive industry, so innovation and design

excellence are critical to our success. Our industry is also heavily regulated, so we take pride in being a collaborative partner with the various government and regulatory entities we interact with. We have a strong overall commitment to compliance and a high ethical bar. These have really been our core values since the company was founded more than 35 years ago – and we continue to hold them today.

What have been the keys to Sands' strength and leadership?

It really started with the vision of our founder, Sheldon G. Adelson, and how he always looked to change the status quo regardless of industry. There is no better example of that than his impact on the casino gaming industry. His expertise was actually in the trade show business. Las Vegas as a destination had many of the attributes he was looking for to expand his trade show and meeting business, but the market wasn't ready to embrace anything more than its gaming-centric model.

Sheldon understood that leisure visitors would still come to Las Vegas on the weekends, but the city could reach a whole new level if there was demand during the weekdays. So, he built room product and a whole host of amenities to attract business travelers and meeting and convention attendees. His approach changed the face of Las Vegas. Before Sheldon came to Las Vegas, no one was building meeting space in their properties. After his amazing success with The Venetian and Palazzo, there wasn't a property built after that in which meeting space wasn't an important component.

The strength of the company really came from a strong leader – in our case our founder – his entrepreneurial vision for the company, and his drive to create the largest company in our industry.

What do you see as the greatest opportunities for growth for Sands?

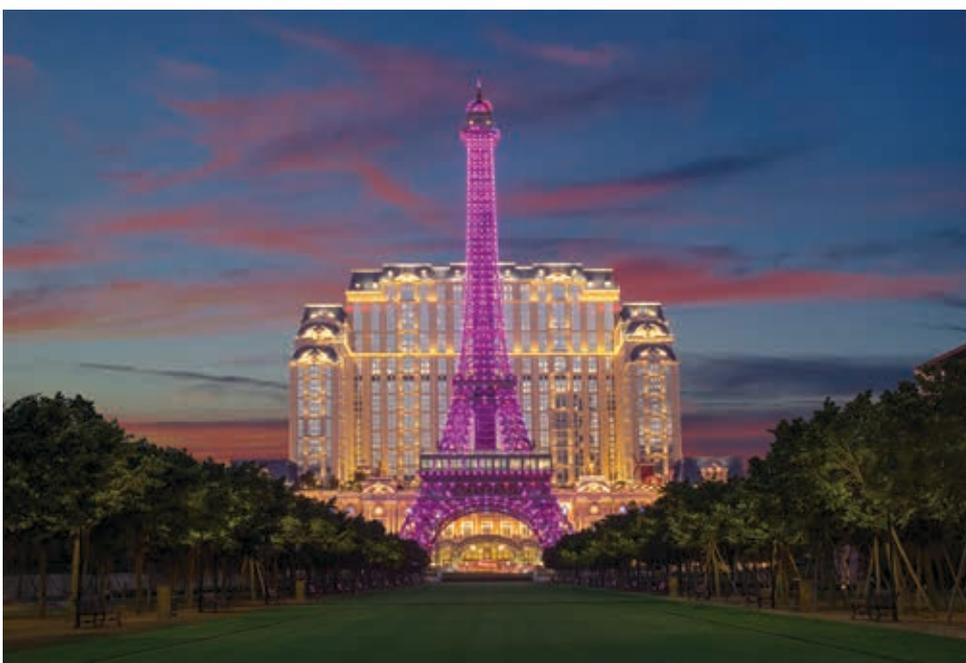
I think it's investment in our existing assets and our existing markets, which are some of the best markets in the world for what we do, along with investment in our people. We just



The Londoner Macao check-in lobby



The Venetian Macao (above); The Parisian Macao (below)



embarked on an \$8 billion project in Singapore that we're very excited about. That will open in about five years. And we're also looking for development opportunities in new jurisdictions. That's where we think we can provide the most value and create returns for our shareholders.

When you look at the future of the global gaming industry, what excites you the most, and what concerns you the most?

I think the most exciting thing is the ever-increasing, high-quality level of hospitality and amenities that create really exceptional experiences on the leisure tourism side. I'm also excited by the investments we're making in innovation on the business tourism side.

Tourism is a wonderful industry. It's about bringing people together, making connections, facilitating commerce, and creating great experiences. So, we're very excited about innovation in our industry, so that we can continue to invest and grow on that front.

This is another area where commitment to design excellence and world-class service is critical to the kind of product we want to offer in our markets. We are a design-driven company. If you look at our success, it's based on great buildings, great design, and the experiences they allow us to create,

combined with excellent service. We're really focused on pushing the limits of design: How do we create the designs of tomorrow that really inspire people and cause them to want to return to our properties and have great experiences?

Any concerns we have are really based on what we've seen, particularly in international tourism, as it relates to geopolitical events and things that are out of the control of the industry and its participants. Look, a stable market is better for everyone in tourism and hospitality. People still want to visit other cultures and see other places and a stable geopolitical environment only helps our industry in that regard.

What interested you and your family to become involved in ownership of a professional sports team?

A love of basketball. I grew up playing basketball. It's a sport that I always played with my friends. It's what we followed when I was growing up. Now, my kids love the sport. My family loves the sport – so it's an absolute thrill to be part of the NBA family.

We looked at team ownership for many, many years. It was always a dream. Then it was beyond a dream to be in a position to purchase the Dallas Mavericks. Dallas is an incredible

city with an unbelievable fan base. We love the team. We love the city. And we couldn't be more excited about the future.

How important is the Mavericks commitment to community and the work of the Mavs Foundation?

I think it's a core function of the team. If you look at the original founding of the team by Don Carter, and you look at the values that he had and how important it was for the community there, that is something you never want to see slip away. We will always prioritize engagement and giving back to this wonderful community, not only through the shared pride of winning championships, but through our charitable efforts and volunteer work.

Each city across the country has different needs and priorities. Through the Mavs Foundation we are able to stay close to the community and understand local issues as they arise. We have a deep connection with the Dallas community and that's important to all of us, from ownership and our staff to our players. It is critical that the people understand we are going to be a steady presence in the community and an organization they can count on in good times and bad.

What are the keys to effective leadership?

Communication. Setting clear objectives, enabling collaboration, and being authentic. I believe in helping people understand how they can contribute to our shared objectives and make their voices heard and creating the environment that allows them to do so.

It's also about realizing that great ideas can come from a lot of different sources, and things often take very challenging turns. So having a team that's able to communicate effectively and come up with new ideas is essential.

You also have to encourage risk taking. I think risk taking is crucial for innovation and for ensuring that your company continues to grow.

What advice do you offer to young people beginning their careers?

Some of the advice is obvious – work really hard, be kind, get advice from as many people as possible. You also need to have a willingness to put yourself out there and be able to communicate effectively. It's harder for young people, or even for people who have a natural aversion to it, but you should be willing to embrace some risk taking. You also need to deal with change. None of us are immune to change, so it's important to embrace it early in your professional journey. ●



The Skypark Infinity Pool on the rooftop of Marina Bay Sands in Singapore