SANDS CHINA LTD.
金沙中國有限公司

(Incorporated in the Cayman Islands with limited liability)
(Stock Code: 1928)

CHANGE IN INDEPENDENT NON-EXECUTIVE DIRECTOR AND COMPOSITION OF THE BOARD COMMITTEES

The board of directors (the "**Board**") of Sands China Ltd. (the "**Company**") announces the below changes in the composition of the Board and the Board Committees of the Company, in each case, effective from September 23, 2026:

(1) The resignation of Mr. Steven Zygmunt Strasser ("**Mr. Strasser**") as an Independent Non-Executive Director of the Company, the Chairman and a member of the Remuneration Committee of the Company and a member of the Audit Committee of the Company;

(2) The appointment of Ms. Siu Hera Kitwan ("**Ms. Siu**") as an Independent Non-Executive Director of the Company and a member of the Audit Committee of the Company; and

(3) The appointment of Ms. Chung Kit Yi Kitty ("**Ms. Chung**"), an Independent Non-Executive Director of the Company and a member of the Audit Committee of the Company, as the Chairlady of the Remuneration Committee of the Company.

Mr. Strasser has been an Independent Non-Executive Director of the Company since May 31, 2013. After serving on the Board for more than 13 years, Mr. Strasser has decided to retire and to devote more time to his other personal engagements. He will be engaged by the Company as a consultant from September 23, 2026. Mr. Strasser will continue to work with the senior management team during the consultancy.

Mr. Strasser has confirmed that he has no disagreement with the Board and there are no matters that need to be brought to the attention of the holders of securities of the Company in relation to his resignation.

Biographical information of Ms. Siu includes the following:

Ms. Siu, aged 67, is currently an independent non-executive director of ASMPT Limited (Stock code: 0522), listed on The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**"). She is also a non-executive director of The Goodyear Tire & Rubber Company (Stock code: GT), listed on the Nasdaq, and an independent director of Vallourec S.A. (Stock code: VK), listed on the Euronext in Paris. Ms. Siu was a supervisory board member of TeamViewer SE (Stock code: TMV), listed on the Frankfurt Stock Exchange, until June 2025. She was previously the chief executive officer, Greater China, for Cisco Systems, Inc., until her retirement in 2020. Ms. Siu holds a Master of Business Administration in Marketing and a Bachelor of Science in Finance from the University of Nevada, Reno.

Ms. Siu will serve as an Independent Non-Executive Director of the Company with no specific term of appointment, but is subject to retirement by rotation and re-election at the annual general meeting at least once every three years in accordance with the articles of association of the Company.

As at the date of this announcement, Ms. Siu did not have any interest or short position in the shares, underlying shares or debentures of the Company or Las Vegas Sands Corp. ("**LVS**") (an associated corporation of the Company) within the meaning of Part XV of the Securities and Futures Ordinance (the "**SFO**") as recorded in the register required to be kept under Section 352 of Part XV of the SFO or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix C3 of the Rules Governing the Listing of Securities on the Stock Exchange (the "**Listing Rules**").

Ms. Siu will receive director's fees amounting to approximately US$270,000 per annum as an Independent Non-Executive Director. Ms. Siu will not receive any director's fee as a member of the Audit Committee of the Company. The emoluments of Ms. Siu are determined by the Board with reference to her duties and responsibilities with the Company and the Company's remuneration policy and are subject to review by the Remuneration Committee of the Company from time to time. Her emoluments are covered by the letter of appointment issued by the Company and any subsequent revision approved by the Board.

Ms. Siu has confirmed (i) her independence as regards to each of the factors referred to in Rule 3.13(1) to (8) of the Listing Rules; (ii) she does not have any past or present financial or other interest in the business of the Company or its subsidiaries nor any connection with any core connected persons (as defined under the Listing Rules) of the Company; and (iii) that there are no other factors that may affect her independence at the time of her appointment.

Save as disclosed above, Ms. Siu (i) does not hold any other position with the Company and other members of the Group; (ii) does not have any relationship with any other directors, senior management, or substantial or controlling shareholders of the Company; (iii) has not held any directorship in the last three years in any public companies the securities of which are listed on any securities market in Hong Kong or overseas; and (iv) does not have other major appointments and professional qualifications.

Save for the information disclosed above, there is no information regarding Ms. Siu that is disclosable pursuant to any of the requirements under Rules 13.51(2)(h) to 13.51(2)(v) of the Listing Rules, and there are no other matters concerning the appointment of Ms. Siu that need to be brought to the holders of securities of the Company.

The Board would like to welcome Ms. Siu as a member of the Board, congratulate Ms. Chung on her appointment and would like to express its gratitude to Mr. Strasser for his service to the Board, the Company and the holders of Company's securities during his tenure.

By order of the Board
SANDS CHINA LTD.
Dylan James Williams
Company Secretary

Macao, September 23, 2026

As at the date of this announcement, the directors of the Company are:

Executive Directors:
Wong Ying Wai
Chum Kwan Lock Grant

Non-Executive Directors:
Patrick Sydney Dumont
Charles Daniel Forman

Independent Non-Executive Directors:
Chiang Yun
Victor Patrick Hoog Antink
Kenneth Patrick Chung
Chung Kit Yi Kitty
Siu Hera Kitwan

In case of any inconsistency between the English version and the Chinese version of this announcement, the English version shall prevail.