SANDS CHINA LTD.

金沙中國有限公司

(Incorporated in the Cayman Islands with limited liability)

(Stock Code: 1928)

Board Diversity Policy ("Policy")

(Adopted by the Board on January 23, 2026)

1. Principle

1.1 Sands China Ltd. (the "**Company**") values the benefits diversity can bring to its board of directors (the "**Board**"). Diversity promotes the inclusion of different perspectives and ideas and ensures the Company has the opportunity to benefit from all available talent. The promotion of a diverse Board makes prudent business sense and makes for better corporate governance.

1.2 The aim of this Policy is to provide a framework to achieve diversity on the Board.

2. General Policy

2.1 The Company is committed to the continuous improvement of its corporate governance practices to support the performance of the business and enable effective oversight. The Company sees the benefits and importance of Board diversity in driving this improvement. The Board seeks members from diverse professional and personal backgrounds who combine a broad spectrum of experience and expertise with a reputation for integrity, taking into account an individual's independence, as well as consideration of diversity, skills and experience in the context of the needs of the Board. The Company will also take into account its own business model and specific needs from time to time.

2.2 The Nomination Committee of the Company is primarily responsible for identifying suitably qualified and diversified individuals to become members of the Board, and will give adequate consideration to the Nomination Policy (as defined in the terms of reference of the Nomination Committee) and this Policy in carrying out this responsibility.

3. Measurable Objectives

3.1 For purposes of Board composition, diversity can be achieved through consideration of a number of factors including, but not limited to, business and professional experience, geography, age, gender, race, ethnicity, cultural and educational background, nationality and country of origin, and other factors that may be relevant from time to time towards achieving a diversified Board. All Board appointments will also be made based on merit and contribution that the selected individuals will bring to the Board.

The Company will maintain gender diversity on the Board with a minimum ratio whereby the underrepresented gender shall comprise no less than one fifth of Board members, or such ratio as may be required under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (as amended from time to time) (the "**Listing Rules**"). When selecting Board candidates, the Company will consider gender alongside other diversity factors to ensure balanced Board composition.

4. Reporting

4.1 The Company will disclose a summary of this Policy in its Corporate Governance Report in accordance with the requirements of the Listing Rules.

5. Review and Amendments

5.1 The Nomination Committee will review this Policy on an annual basis to ensure its implementation and effectiveness, and shall recommend any changes to this Policy which it considers necessary or appropriate to the Board for approval.

This Board Diversity Policy is available for viewing in English and Chinese. In case of any inconsistency between the English and Chinese versions, the English version shall prevail.