

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 October 14, 2022)

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. In designing the Board’s composition, Board diversity has been considered from 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. 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 Board 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 and this Policy in carrying out this responsibility.

3. Measurable Objectives

- 3.1 A range of diversity perspectives, including but not limited to business and professional experience, geography, age, gender, race, ethnicity, cultural and educational background, nationality and country of origin, will be considered on selection of individuals to become members of the Board. All Board appointments will also be made based on merit and contribution that the selected individuals will bring to the Board.
- 3.2 The Company will take opportunities to improve the gender ratio on the Board over time when selecting suitable candidates for Board appointments in order to ensure that an appropriate balance of gender diversity is achieved, with the objective that the gender ratio of Board members shall be no less than 1 to 10 with immediate effect, and 1 to 5 by 2025, with the ultimate goal of bringing the Board to gender parity.

4. Reporting

- 4.1 The Company will disclose a summary of this Policy, including any measurable objectives that the Company has set for implementing this Policy and progress on achieving those objectives, in its Corporate Governance Report.

5. Review of this Policy

- 5.1 The Board will review this Policy on an annual basis to ensure its implementation and effectiveness.

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.