



Press Release

‘Sands China’s Community Revitalization Programme for Rua das Estalagens 2026’ Unveils 24 Selected Enterprises

Blending heritage with innovation

Advancing revitalization through joint community effort

In full support of Macao SAR government’s revitalization strategy

(Macao, Sept. 23, 2026) – Sands China has long supported the Macao SAR government’s district revitalization strategy, continuously leveraging its corporate resources and working alongside various sectors across the community to promote the sustainable development and cultural vitality of the historic neighbourhood. In 2024, the company launched the inaugural **Entrepreneurship Recruitment Programme for Rua das Estalagens**, successfully introducing seven new businesses on Rua das Estalagens. Over the past two years, the programme has achieved remarkable results, bringing fresh commercial momentum, elevating the area’s vibrancy, and rekindling community interest, with some participating enterprises emerging as viral hotspots.

To build on this success and further take the leading role as a large enterprise supporting local SMEs, the company launched **Sands China’s Community Revitalization Programme for Rua das Estalagens 2026** in April this year — comprising the **Entrepreneurship Recruitment Programme 2.0 for Rua das Estalagens** and the newly-introduced **Shop Rebranding Programme**. The two programmes have attracted enthusiastic response from aspiring entrepreneurs and local merchants alike. An award presentation ceremony at The Londoner® Macao Wednesday announced and recognised a total of 24 enterprises selected to participate in the revitalization programme.

With a history of over 470 years, Rua das Estalagens was once among Macao’s most vibrant commercial neighbourhoods, embodying the city’s rich cultural heritage and the perseverance of generations of residents and merchants. To preserve this unique legacy, Sands China’s Community Revitalization Programme for Rua das Estalagens 2026 was launched under the theme of “integrating the old with the new, bridging the past into future.” Building on the success of the first edition in 2024, the **Entrepreneurship Recruitment Programme 2.0 for Rua das Estalagens** continues to provide entrepreneurship subsidies to encourage a new

batch of SMEs to set up their businesses on Rua das Estalagens. In addition, the novel **Shop Rebranding Programme** supports existing businesses in upgrading their brand image and operational capabilities through initiatives such as brand repositioning, shopfront refurbishment, new product and service development, and system enhancements.

Through this year's revitalization programme, Sands China provides financial support to selected enterprises, while helping both newly established SMEs and existing merchants lower the barriers to business start-up and transformation, enabling them to seize market opportunities. By preserving the cultural heritage and distinctive community spirit of Rua das Estalagens, the programme aims to create a vibrant environment where heritage and innovation can thrive together, continuously injecting economic vitality and fresh momentum into the district.

This year's programme garnered a highly positive response, drawing a total of 69 applications. Together with the first edition, the programme has received a total of nearly 200 applications to date. Applications for the latest edition were evaluated through a rigorous three-round assessment process conducted by a cross-sector judging panel comprising representatives from government departments, the banking sector, the business sector and community organisations. Following the evaluation process, 24 projects were selected this year, comprising 11 entrepreneurship proposals and 13 rebranding plans, spanning a diverse range of businesses such as dine-in and takeaway, retail, cultural and creative, fashion, travel photography, and pet grooming. Together with the outcomes of the first edition, Sands China's Rua das Estalagens revitalization initiative will have benefited a total of 30 businesses, contributing to the renewal and upgrading of the district's business landscape.

To support the recruitment efforts for both editions of the programme, Sands China has organised 15 free public events to date, bringing together representatives from relevant government departments, industry experts, and academics to provide practical entrepreneurship and operational training alongside professional guidance. New participants were given the opportunity to visit selected shops on Rua das Estalagens, enabling them to gain first-hand insights into the district's unique character, business environment and the condition of available shop premises to help them better prepare for the development of their business proposals. The event series has drawn widespread interest, attracting 1,300 participants in total.

Chan Chou Weng, representing the Secretary for Economy and Finance and acting director of the Economic and Technological Development Bureau of the Macao SAR

Government, said: “On behalf of the Secretary for Economy and Finance, I would like to express our sincere appreciation for Sands China’s longstanding commitment to supporting the Macao SAR government’s direction of promoting economic diversification, as well as its unwavering commitment to investing resources and working closely with the community to foster shared growth and prosperity. Since Sands China first launched the ‘Entrepreneurship Recruitment Programme for Rua das Estalagens’ in 2024, the initiative has reaped remarkable results, fostering a group of creative, forward-thinking young entrepreneurs to carry out promising businesses. This year, Sands China has further upgraded the initiative with the launch of the ‘Entrepreneurship Recruitment Programme 2.0 for Rua das Estalagens’ and the ‘Shop Rebranding Programme.’ On the one hand, it integrates the old with the new, revitalizing the community and creating business opportunities; on the other, they build on the past for the future, supporting merchants in their transformation and continued development. Together, these efforts exemplify the powerful synergy of the ‘large enterprises leading SMEs’ approach, providing concrete support for SMEs to enhance their capabilities, and injecting sustainable momentum into the local economy. I extend my warmest congratulations to all the winning enterprises. I look forward to seeing your creative ideas and business proposals translated into tangible business outcomes, bringing renewed vitality to this culturally rich street, encouraging residents and visitors alike to explore the distinctive charm of Rua das Estalagens, and contributing to the revitalization of the community economy.”

Dr. Wilfred Wong, executive vice chairman of Sands China Ltd., said: “We would like to express our sincere gratitude to the Macao SAR government for their long-term guidance and support for the revitalization works, as well as to the various sectors of society, businesses, and entrepreneurs for their active participation. District revitalization is a long-term endeavour that requires sustained vision and commitment. Since the launch of the ‘Entrepreneurship Recruitment Programme for Rua das Estalagens’ in 2024, we are delighted to see the programme empowering creative and passionate young entrepreneurs and local SMEs to turn their aspirations into reality, while breathing new life into the district. The key to revitalizing historic districts lies in fostering a harmonious blend of cultural heritage and modern vitality. With this vision in mind, we launched the ‘Sands China’s Community Revitalization Programme for Rua das Estalagens 2026’ this year to further leverage our role in supporting local SMEs. Through the programme, we aim to encourage entrepreneurs to bring innovative concepts to historic districts, while supporting long-established local businesses in upgrading their operations and transforming their business models. We are pleased by the enthusiastic response the programme has received, attracting a diverse range of businesses. This not only reflects the public’s recognition of Sands China’s revitalization efforts on Rua das Estalagens, but also demonstrates the entrepreneurial spirit of a new generation eager to establish

businesses in the district, alongside the determination of existing businesses to evolve and embrace new opportunities.

“To translate this enthusiasm into tangible outcomes for district development, Sands China will continue to leverage its corporate strengths, working hand in hand with stakeholders across the community to shape an even brighter future for Rua das Estalagens and contribute to Macao’s diversified economic development.”

Lam In Nie, vice president of the board of directors and chief of the Ladies’ Committee of the Macao Chamber of Commerce, said: “Since the Macao SAR government launched its revitalization initiative in 2023, Sands China has taken the leading role as a large enterprise to support local SMEs. In 2024, the company launched the inaugural ‘Entrepreneurship Recruitment Programme for Rua das Estalagens,’ ushering in a sustainable path for the area. This year, the initiative has been further elevated, bringing new entrepreneurs into the neighbourhood while supporting existing merchants in transforming their businesses. Together, these efforts foster the coordinated development of traditional and emerging business models. I would like to thank the Macao SAR government and the wider community for their invaluable support. My sincere appreciation also goes to Sands China for its enduring commitment to sustainable community development, leveraging the district’s cultural heritage and commercial innovation to strengthen the community economy, support the transformation of established merchants, and foster the long-term integration of traditional and emerging businesses in the district.”

Applications for the **Entrepreneurship Recruitment Programme 2.0 for Rua das Estalagens** were assessed through a comprehensive evaluation of factors, including innovativeness, market potential and business model, as well as the capabilities and experience of the operating team. Selected applicants must commit to a self-invested initial operating capital of no less than MOP 300,000 and each receive subsidies equivalent to one to two times the amount of the self-invested capital, with a capped amount of MOP 1 million.

Meanwhile, applications for the **Shop Rebranding Programme** were evaluated on the basis of the proposed rebranding ideas, their contribution to the district’s renewal efforts, and the soundness of the financial planning. Selected merchants need to commit to a minimum self-invested capital of MOP 50,000. Selected applicants can receive subsidies equivalent to one to three times the amount of the self-invested capital, capped at MOP 500,000 per applicant.

To further take initiative to support local SMEs, Sands China has introduced a phased funding mechanism, under which selected enterprises will receive 60 percent of their total funding as start-up capital ahead of the launch of new ventures and the implementation of shop rebranding plans. This arrangement demonstrates Sands China's confidence in the potential of the selected projects, while helping to ease the financial pressure of the initial stages of business development — enabling the selected enterprises to focus on preparation and execution, laying a solid foundation for their long-term growth.

At Wednesday's awards ceremony, selected enterprises of Sands China's Community Revitalization Programme for Rua das Estalagens 2026 were presented with trophies, recognising their innovative vision, entrepreneurial spirit and contribution to the revitalization of Rua das Estalagens.

The winning enterprises under the **Entrepreneurship Recruitment Programme 2.0 for Rua das Estalagens** are as follows:

Selected Project	Business Concept
Ho's Coffee	A trendy café combining immersive magical experiences, specialty coffee and holistic wellness
COINERY	Macao's first workshop offering a hands-on experience in crafting rings from coins
Gengfu Chenpi Queen Wellness Centre	A wellness tea shop specialising in chenpi-infused beverages, chenpi products and gift sets
BO LO BO LO MEOW	A lifestyle store offering seasonal specialty beverages, handmade pineapple cakes, butter cookies and cultural and creative accessories
VAYNE	A California-style fast-casual takeaway eatery
Fong's Faction	An innovative tailor shop combining 55 years of traditional craftsmanship with AI technology and 3D body scanning
VALUN	A contemporary Chinese tea culture space newly created by a renowned heritage brand, combining tea retail, creative tea-infused desserts, traditional and innovative tea beverages, and immersive tea ceremony experiences
Woop Woop Cafe	A brunch café specialising in açai and healthy light bites
Haul	A takeaway shop specialising in premium hand-brewed teas and specialty light bites
MONO STUDIO	A one-stop travel photography studio offering styling and costume changes, on-location shoots and same-day photo

	delivery, allowing visitors to capture their memories of Macao's Historic Centre
KII KII	A Japanese-inspired lifestyle store combining curated vintage fashion, original-label apparel, light bites and coffee, collaborations with local IPs, and retro instant photography experiences

The winning enterprises under the **Shop Rebranding Programme** are as follows:

Selected Project	Shop Profile
Ngan Kong Hap Kei Cong Si	A traditional fabric shop established in the early 1950s, with over 70 years of history
Carimbos Gravações Wan Chai	A local stamp and stationery shop whose brand was established around 1960 and has a history spanning over six decades, with its Rua das Estalagens store opening in 1974
Artigos de Viagem Iat Seng	A local menswear retailer specialising in business attire, with over 30 years of history
Ieng Seng Boutique	A local luggage and backpack retailer established in 2003, with over 23 years of history
PANPAN	One of the selected projects of the 2024 “Entrepreneurship Recruitment Programme for Rua das Estalagens,” specialising in sourdough baked goods
Macau Spirit	A brand established in 2016, with its Rua das Estalagens store opening in 2025, specialising in tanghulu ice cream desserts
PS-Together Pet Salon	A pet grooming and retail shop established in 2020
UK CASTLE	A British-style takeaway eatery established in 2024
FUWA FUWA CAKES	A local dessert and cake shop established in 2023
Café Fantart	One of the selected projects of the 2024 “Entrepreneurship Recruitment Programme for Rua das Estalagens,” offering an innovative take on the traditional cha chaan teng with premium house-made pastries, a variety of baked goods and savoury main dishes
Ravina Limitada	A rock tea beverage shop established in 2023
COME TRUE	A three-storey retail concept established in 2025, bringing together artisanal ice cream, tea beverages, desserts and locally designed apparel and lifestyle products
Glow Gelato	A gelato shop and one of the selected projects of the 2024 “Entrepreneurship Recruitment Programme for Rua das Estalagens”

Beyond supporting the district’s economic revitalization, Sands China is dedicated to preserving and promoting the cultural heritage of Rua das Estalagens. In 2025, the company

produced the bilingual publication **“In Search of Its Roots – An Illustrated History of Rua das Estalagens”** in collaboration with the Macau Artist Society and local arts and cultural practitioners. Featuring oral histories, archival images and historical narratives, the publication documents the street’s evolution and rich cultural legacy. It was honoured with the PATA Gold Awards 2025 in the Best Printed Marketing Campaign (Industry) category. To recognise the Macau Artist Society’s contribution to preserving the area’s cultural heritage, Sands China presented their publication team with certificates of appreciation at Wednesday’s awards ceremony.

Sands China’s Community Revitalization Programme for Rua das Estalagens 2026 is organised by Sands China Ltd. and co-organised by the Macao Chamber of Commerce. The Secretariat for Economy and Finance of the Macao SAR Government is the advisory body, with the following serving as supporting units: Economic and Technological Development Bureau, Macao Government Tourism Office, Commerce and Investment Promotion Institute, Cultural Affairs Bureau, Municipal Affairs Bureau, General Union of Neighbourhood Associations of Macao, Macau Artist Society, CEM, The Macao Water Supply Company Limited, Bank of China Macau Branch, Industrial and Commercial Bank of China (Macau), and Banco Nacional Ultramarino (BNU). The Programme operates under Sands China’s F.I.T. local SME support programme and the Sands Resorts Incubation Center.

The officiating guests at Wednesday’s awards ceremony were: Chan Chou Weng, representing the Secretary for Economy and Finance and acting director of the Economic and Technological Development Bureau of the Macao SAR Government; Jennifer Si Tou, deputy director of the Macao Government Tourism Office; Zhao Su, assistant to the Economic Affairs Department of the Liaison Office of the Central People’s Government in the Macao SAR; Sou Kin Meng, head of the department of Cultural Heritage of the Cultural Affairs Bureau; Pong Sio Wan, head of the Department of Cultural and Recreational Affairs and Civic Education of the Municipal Affairs Bureau; Lam In Nie, vice president of board of directors and chief of the Ladies’ Committee of Macao Chamber of Commerce; Ng Siu Lai, chairwoman of the General Union of Neighbourhood Associations of Macau; Lau Pak Hung, executive director of the Macau Association of Banks; Lok Hei, president of the Macau Artists Society; Nacky Kuan, executive director of the Macao Water Supply Company Limited; Cecilia Nip, director of the CEM Regulatory Affairs and Corporate Communications Office; Carlos Cid Álvares, chief executive officer of BNU Macau; Nicolas U, general manager of the Corporate Banking Department of ICBC Macau; Ngan Iek Hang, assistant general manager of BOC MACAU; Dr. Wilfred Wong; Hubert Wang, chief operating officer of Sands China Ltd.; Dave Sun, executive vice president and chief financial officer of Sands China Ltd. and managing director of

Venetian Macau Limited; and DeVonne Iao, senior vice president and chief marketing officer of resort marketing of Sands China Ltd.



Photo caption: Officiating guests and representatives from 24 enterprises selected to participate in ‘Sands China’s Community Revitalization Programme for Rua das Estalagens 2026’ gather at the programme’s award ceremony at The Londoner Macao Wednesday.



Photo caption: Chan Chou Weng (front row, left), representing the Secretary for Economy and Finance and acting director of the Economic and Technological Development Bureau of the Macao SAR Government, and Dr. Wilfred Wong (front row, right), executive vice chairman of Sands China Ltd., present awards to representatives of the enterprises selected to participate in the “Entrepreneurship Recruitment Programme 2.0 for Rua das Estalagens.”



Photo caption: Lam In Nie (front row, first on left), vice president of the board of directors and chief of the Ladies' Committee of the Macao Chamber of Commerce; Jennifer Si Tou (front row, second from left), deputy director of the Macao Government Tourism Office; Hubert Wang (front row, second from right), chief operating officer of Sands China Ltd.; and Dave Sun (front row, first on right), executive vice president and chief financial officer of Sands China Ltd. and managing director of Venetian Macau Limited, present awards to representatives of the enterprises selected to participate in the Shop Rebranding Programme.



Photo caption: Chan Chou Weng, representing the Secretary for Economy and Finance and acting director of the Economic and Technological Development Bureau of the Macao SAR Government, delivers a speech at the awards ceremony for 'Sands China's Community Revitalization Programme for Rua das Estalagens 2026' at The Londoner Macao Wednesday.



Photo caption: Lam In Nie, vice president of the board of directors and chief of the Ladies' Committee of the Macao Chamber of Commerce, delivered her remarks at the awards ceremony for 'Sands China's Community Revitalization Programme for Rua das Estalagens 2026' at The Londoner Macao Wednesday.



Photo caption: Dr. Wilfred Wong, executive vice chairman of Sands China Ltd., speaks at the awards ceremony for 'Sands China's Community Revitalization Programme for Rua das Estalagens 2026' at The Londoner Macao Wednesday.



Photo caption: Dr. Wilfred Wong, executive vice chairman of Sands China Ltd., presents certificates of appreciation to the judging panel at the awards ceremony for 'Sands China's Community Revitalization Programme for Rua das Estalagens 2026' at The Londoner Macao Wednesday.



Photo caption: DeVonne Iao (right), senior vice president and chief marketing officer of resort marketing of Sands China Ltd., presents a certificate of appreciation to a representative (left) of the Macau Artist Society for its role in creating the bilingual publication “**In Search of Its Roots – An Illustrated History of Rua das Estalagens.**”



Photo caption: A professional, cross-sectoral review committee composed of representatives from government departments, the banking sector, the business sector and community organizations go through three rounds of rigorous evaluation in order to select the participants for ‘Sands China’s Community Revitalization Programme for Rua das Estalagens 2026.’



Photo caption: Sands China has held a total of 15 free public events, working with relevant departments of the Macao government, experts and scholars to provide the public with practical training and professional guidance on entrepreneurship and operation.

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About Sands China Ltd.

Sands China Ltd. (Sands China or the Company) is incorporated in the Cayman Islands with limited liability and is listed on The Stock Exchange of Hong Kong Limited (HKEx: 1928). Sands China is the largest operator of integrated resorts in Macao. The Company's integrated resorts on the Cotai Strip comprise The Venetian® Macao, The Plaza® Macao, The Parisian® Macao and The Londoner® Macao. The Company also owns and operates Sands® Macao on the Macao peninsula. The Company's portfolio features a diversified mix of leisure and business attractions and transportation operations, including large meeting and convention facilities; a wide range of restaurants; shopping malls; world-class entertainment at The Venetian Arena, The Londoner Arena, The Venetian Theatre, The Parisian Theatre, The Londoner Theatre and Sands Theatre; and a high-speed Cotai Water Jet ferry service between Hong Kong and Macao. The Company's Cotai Strip portfolio has the goal of contributing to Macao's transformation into a world centre of tourism and leisure. Sands China is a subsidiary of global resort developer Las Vegas Sands Corp. (NYSE: LVS).

For more information, please visit www.sandschina.com.

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