

Human Capital Development Initiative

Sands Retail Academy – “Ticket To A Lifestyle Journey”

May 2023

Sands China Ltd.

Sands China Ltd. (HKEx: 1928), a subsidiary of Las Vegas Sands Corp. (NYSE: LVS), is the largest integrated resort operator in Macao. Its properties include Sands® Macao, The Venetian® Macao, The Plaza® Macao, The Parisian Macao, and The Londoner® Macao.

www.sandschina.com

PROJECT TITLE



Sands Retail Academy – “Ticket To A Lifestyle Journey”



Photo caption: Complete with serenading gondoliers and colourful Venetian streetscapes, Shoppes at Venetian is a one million square feet indoor lifestyle mall at The Venetian Macao, with more than 360 stores featuring world-renowned brands that vary from street fashion to couture. They include Muji, UNIQLO, Zara, Marks & Spencer, Aape by the Bathing Ape, Polo Ralph Lauren, Victoria's Secret, Atrium, DFA, Rimowa and Rolex, as well as a wide selection of lifestyle choices covering fashion, technology, jewellery and accessories, plus over 30 restaurants and an extensive food court.

SHORT SYNOPSIS



- Macao is positioned as a “World Centre of Tourism and Leisure.” Tourism has always been the pillar industry of Macao, attracting millions of visitors annually. Statistics shows that retail shopping is the major portion of the spending structure of visitors. In 2022 the total value of retail sales was MOP57.72 billion, accounting for 66% of visitors’ spending. Also, the retail industry is the second largest employer in Macao, ranking only after the gaming industry. It has over 36,000 employees accounting for 10% of the total workforce in Macao. These data highlight the significant role the retail industry plays in the development of the tourism industry in Macao.



- Sands China is a leading developer, owner and operator of large-scale integrated resorts in Macao. In the past years, we welcomed over 30 million leisure and business visits at our properties on Cotai and on the Macao Peninsula. Our integrated resorts are unique in Macao and differentiate us from our competitors due to their themes, size and scale, range of non-gaming amenities, and focus on leisure and business tourism. Hence, we operate some of the largest and most profitable retail malls in Asia, showcasing over 850 shops, which occupy over 2.1 million square feet of retail space. Our retail malls are home to many global luxury designer brands and leading Asian retail brands.

SHORT SYNOPSIS



- Based on the importance of the retail industry to Macao, as well as the distinctive competitive advantages of Sands China in retail business, we were inspired to establish the Sands Retail Academy in 2013 with the vision to nurture and develop Tourism professionals. Not only our own employees, but extending our training and development efforts to fellow allied workers in the retail industry, by offering complimentary training for retail professionals under Sands Shoppes Macao (more than 850 retailers). In 2018, we extended our efforts to all retail professionals in Macao by collaborating with Macao Government Tourism Office (MGTO), organizing mega training workshops in our property. In 2022, Sands Retail Academy made another big step forward by collaborating with Macao SAR Government Consumer Council, with the plan to organize mega training seminars in 2023 targeting the outstanding retailer group which operates more than 1200 shops in Macao.
- Our effort aligns with Macao Government’s direction through its “Macao Tourism Industry Development Master Plan” delivered in 2017. This formulates future goals and strategies for the development of Macao’s tourism industry for the next 15 years, in line with the SAR Government’s overall development vision. It states that the tourism industry must focus on the continual improvement of tourism quality and services, hence the critical importance of industry professionals. Therefore, the objective of Sands Retail Academy is to support the development of Macao Tourism Industry to be the “World Centre of Tourism and Leisure”



OBJECTIVE



- Nurturing and developing hospitality professionals, not only amongst our own employees, but extended to fellow allied workers, especially in the Macao retail industry, with the ultimate goal to support the development of Macao Tourism Industry to be the “World Centre of Tourism and Leisure”



Photo caption: Sands China Ltd. (HKEx: 1928) is the leading developer, owner and operator of multi-use integrated resorts and casinos in Macao consists of Sands® Macao, The Venetian® Macao, The Plaza® Macao, The Parisian Macao, and The Londoner® Macao

EVOLUTION OF PROGRAMME WITH DATES OF EACH STAGE OF DEVELOPMENT / TARGET AUDIENCE



Sands China's success and the success of Macao Tourism go hand-in-hand. We have been investing into the community that we serve to help it thrive and grow, and by founding the Sands Retail Academy, we contribute to the development of the retail industry.

We are committed to nurturing hospitality talents by providing training and development opportunities to support the development of Macao's Tourism Industry to be the "World Centre of Tourism and Leisure"

Founding of Sands Retail Academy (2013)

- Founded in 2013, Sands Retail Academy was the first academy in town offering complimentary service skills training, e-learning and seminars for retail professionals, including the retailers under the Sands Shoppes Macao (the interconnected group of malls comprising Shoppes at Venetian, Shoppes at Four Seasons, Shoppes at Londoner, and Shoppes at Parisian, together with Shoppes at Sands Macao on the Macao peninsula, which together feature more than 850 retailers; covering over 90% of the brands in the integrated resort and shopping malls of Macao)

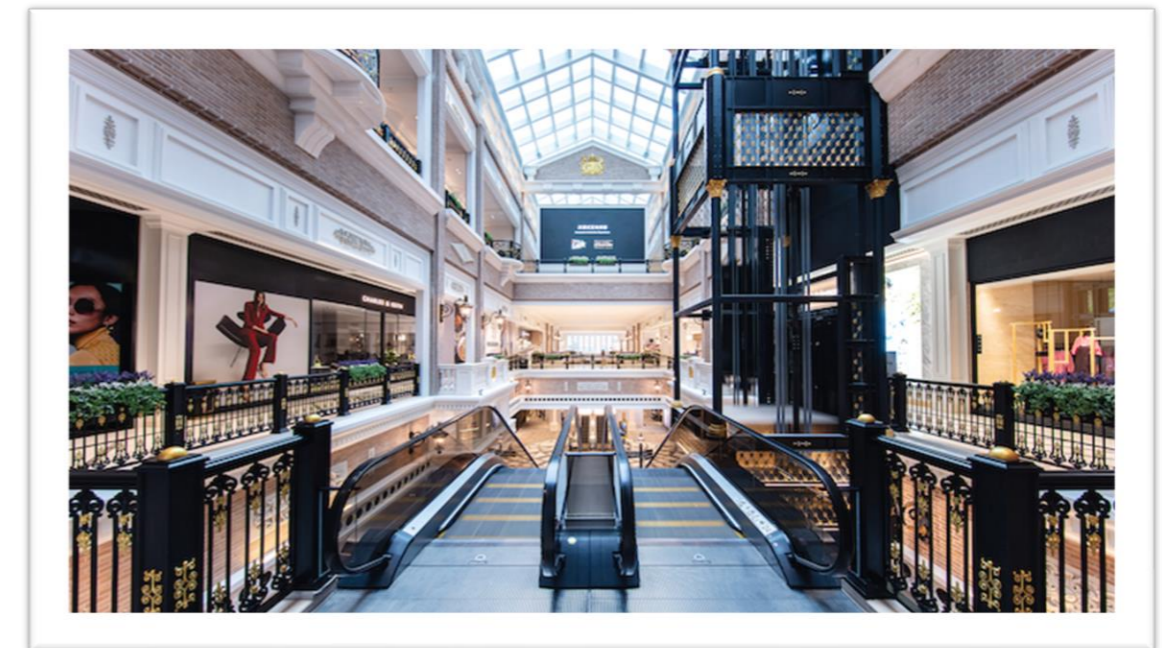


Photo caption: With over 150 boutiques, Shoppes at Londoner provides a unique ambiance to create a one-of-a-kind shopping experience. Akin to being transported to London's classic shopping districts and chic boutiques.

EVOLUTION OF PROGRAMME WITH DATES OF EACH STAGE OF DEVELOPMENT / TARGET AUDIENCE



Founding of Sands Retail Academy (2013) (continued)

- Sands Retail Academy is committed to support Macao as a world centre of tourism and leisure by improving and enriching the professional status of Macao's Retail Industry. We offer more than 40 different training course modules, ranging from service training, language training, to understanding fashion trends and communication and sales skills training. Through these we aim to provide a better shopping service experience for visitors.



Photo caption: Retail professionals from Sands Shoppes Macao attend the Sands Retail Academy graduation ceremony at the Four Seasons Hotel Macao, Cotai Strip, with Sands China management in attendance

Press release: <https://www.asgam.com/index.php/2017/11/27/sands-retail-academy-honors-sixth-graduating-class/>
<https://www.sandschina.com/the-company/company-information/press-release/2019-11-19/sands-retail-acad-grad.html>

EVOLUTION OF PROGRAMME WITH DATES OF EACH STAGE OF DEVELOPMENT / TARGET AUDIENCE



Sands China is committed to nurture hospitality talents in the retail industry by providing training and development opportunities, coordinated by our specialists and through continuous collaboration with various Macao government departments. They are our key, long-term advisors and strategic partners supporting Sands Retail Academy, helping us to develop Macao to be the “World Centre of Tourism and Leisure”

Sands Retail Academy Collaboration With Macao Government Tourism Office (MGTO) (2018)

- In 2018, Sands Retail Academy built collaboration with Macao Government Tourism Office (MGTO) – a government department which serves as the public entity responsible for implementing, analyzing and assisting in formulating the tourism policies of the Macao SAR to enhance Macao’s reputation as a quality destination. The Office also manages quality standards and fosters training opportunities within local sectors, especially hospitality, catering and business tourism areas through collaboration with training institutes and tourism entities, to upgrade service quality and ensure sustainable improvement.



**澳門特別行政區政府旅遊局
DIRECÇÃO DOS SERVIÇOS DE TURISMO
MACAO GOVERNMENT TOURISM OFFICE**

EVOLUTION OF PROGRAMME WITH DATES OF EACH STAGE OF DEVELOPMENT / TARGET AUDIENCE

Sands Retail Academy's Collaboration With Macao Government Tourism Office (MGTO) (2018) (continued)



- Sands Retail Academy collaborated with MGTO to help nurture Macao's retail talent by organizing a mega training event, namely the Celebrity Mentor Workshop. The training workshop invites Hong Kong celebrity mentors to conduct customer service workshops for retail professionals. The workshop series welcomes all retail professionals in Macao to join and learn from experts in their respective fields, better equipping them to provide the best shopping experience for Macao visitors. Training workshop topics include brand development, communication skills, sales techniques and consumer behavior
- By attending these workshops, retail professionals are able to derive inspiration and gain practical skills from those celebrity lecturers. In return, they can provide customers with a better shopping service experience and enhance the professional competency standards of the industry, so as to enhance the professional status of Macao's retail industry



Photo caption: Sands China's management team with Ricky Hoi (forth from right), deputy director of the Macao Government Tourism Office (MGTO); Doris Leong (sixth from right), Head of Training and Quality Management Department of the Macao Government Tourism Office (MGTO); renowned artist from Hong Kong, Astrid Chan (second from right); at the Celebrity Mentor Workshop kick-off ceremony

Press release: <https://www.gov.mo/en/news/102419/> / <https://mtt.macaotourism.gov.mo/201905/en/contents/1/1079.html>

EVOLUTION OF PROGRAMME WITH DATES OF EACH STAGE OF DEVELOPMENT / TARGET AUDIENCE

Sands Retail Academy's Collaboration With Macao SAR Government Consumer Council (2022)

- Sands Retail Academy is actively strengthening its cooperation with the Macao Government Tourism Office (MGTO) by participating in the program for Macao's retail industry to enhance service standards and promote quality tourism services. This includes its collaboration with the Macao SAR Government Consumer Council's "Quality Tourism Services Accreditation Scheme" in 2019, where 166 local Macao retailers were selected and awarded the "Star Merchant Award" for outstanding service.
- Macao SAR Government Consumer Council – Its primary role is to protect consumers' interests and rights in the Macao SAR. It carries out a range of consumer related activities and serves as a key resource for consumers seeking information and assistance in resolving issues and disputes.



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DIRECÇÃO DOS SERVIÇOS DE TURISMO
MACAO GOVERNMENT TOURISM OFFICE



澳門特別行政區政府消費者委員會
Conselho de Consumidores do Governo da RAEM
Macao SAR Government Consumer Council

EVOLUTION OF PROGRAMME WITH DATES OF EACH STAGE OF DEVELOPMENT / TARGET AUDIENCE



Sands Retail Academy Collaboration with Macao SAR Government Consumer Council (2022) (Continued)

- Sands Retail Academy started the partnership with the Consumer Council in 2022. There are plans to organize professional retail seminars and workshops focused on service for 116 star merchants and over 1,157 certified shops in Macao in 2023. The successful concept of Celebrity Mentor Workshop from our previous collaboration with the MGTO will be applied to these seminars and workshops, which will cover four main topics:
 - *Topic 1: Integrity Service - Our Pride*
Objective: Strengthen the concept of service to present a high-quality image of businesses
 - *Topic 2: Quality Stability - Our Confidence*
Objective: Maintain reputation and customer trust through standardized service and product quality
 - *Topic 3: Winning Sales - Our Attitude*
Objective: Utilize sales skills to understand customer needs, gain trust, and increase sales
 - *Topic 4: Complaint Resolution - Our Trust*
Objective: Efficiently handle complaints to gain customer trust and confidence
- Through the professional talent development by Sands Retail Academy, we hope to enhance the overall service quality and standards of the Macao's retail industry, to support the key objectives of Macao's Tourism Industry Development Master Plan

RESULTS OF PROGRAMME

The ongoing success of Sands Retail Academy in helping nurture Macao's retail talent. We celebrate success by organizing a graduation ceremony to recognize participants' eagerness for continuous learning and development



Sands Retail Academy

- ✓ Over 1500 training sessions organized
- ✓ Over 11,000 retail professionals from over 400 brands participated in the training
- ✓ Over 43,000 training hours for retail professionals
- ✓ Over 2100 graduated retail professionals
- ✓ Over 500 retail professionals participated in the 3 sessions of Celebrity Mentor Workshop



Photo caption: Graduates of the Sands Retail Academy attend a graduation ceremony at the Four Seasons Hotel Macao, Cotai Strip, with Sands China management in attendance

SUCCESSFUL STORY

Interviewee: Ms. Ku Nga Teng, Tryan

Shop name: Duty Free Americas (DFA)

Position: Shop Manager

Interview date: 2023.04.21

Duty Free Americas (DFA) has established itself as the foremost travel retailer in the Western Hemisphere, providing a comprehensive selection of duty-free and tax-free products. With over 200 strategically located stores in airports and border crossings, customers can indulge in a premium shopping experience that includes an array of world-renowned brands such as perfumes, cosmetics, wines, spirits, tobacco, edibles, luxury leather goods, watches, jewelry, sunglasses, and travel-exclusive merchandise. In 2007, DFA opened its first and only flagship store in Macau, occupying an expansive 12,000 square feet at The Venetian Macao on the Cotai Strip.

DFA is dedicated to delivering exceptional service to its customers, which is facilitated by its team of dedicated professionals who undergo regular training to augment and refine their skillsets. In the past, the staff based in Macau received training from the training office located in Hong Kong. Nonetheless, the COVID-19 pandemic in 2020 necessitated travel restrictions and consequently, caused the suspension of the training office's operations. Subsequently, Sands Retail Academy emerged as the preferred training provider for DFA's Macau-based staff.

We recently interviewed Ms. Ku Nga Teng, Tryan, a seasoned DFA staff member with over a decade of experience in the company, who has been attending training sessions at Sands Retail Academy since 2014. Among the various trainings she has received, Tryan singled out the Leadership training series as being particularly valuable.

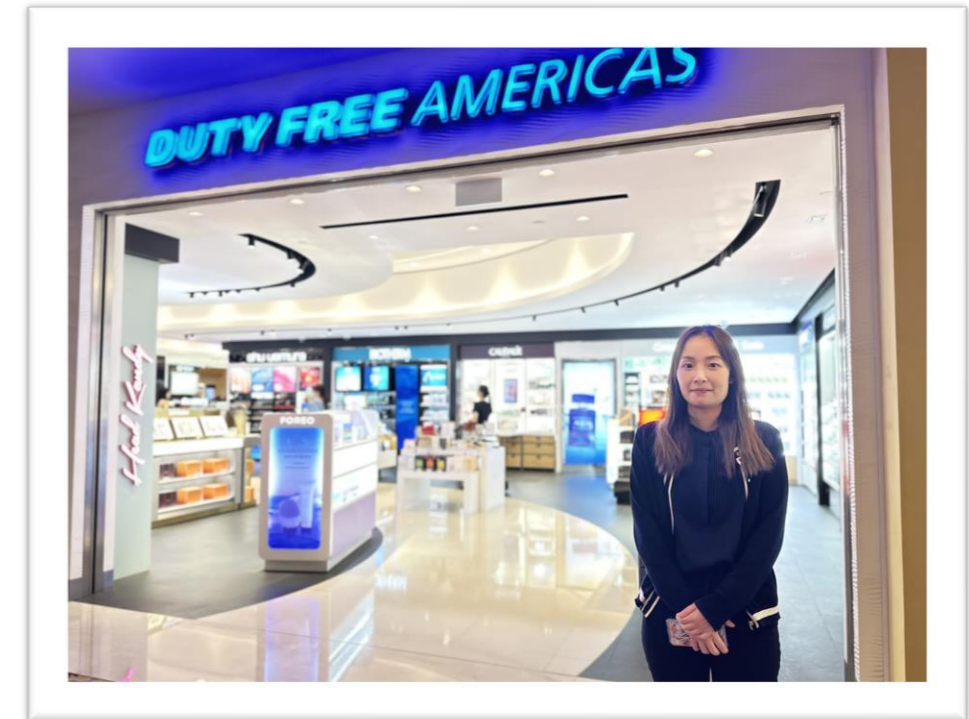


Photo caption: Ms. Ku Nga Teng, Tryan, shop manager of Duty Free Americas (DFA) at The Venetian Macao

SUCCESSFUL STORY

(continued)

Interviewee: Ms. Ku Nga Teng, Tryan

Shop name: Duty Free Americas (DFA)

Position: Shop Manager

Interview date: 2023.04.21

With the knowledge and skills acquired in the Leadership course, Tryan was able to confidently handle an unsettling incident wherein a DFA staff member was nearly physically assaulted by a customer. The incident occurred due to the customer's insistence on shopping independently, while the staff member persisted in recommending and showcasing products. Nonetheless, Tryan expertly managed the situation and satisfactorily resolved the customer's complaint. Furthermore, during her feedback session with the concerned staff member, Tryan provided positive reinforcement for areas in which they excelled and utilized questioning techniques to identify areas that needed improvement.

Initially, providing feedback to staff members posed a challenge for Tryan. However, after completing the Leadership course, she feels more confident in her ability to provide constructive feedback without fear of causing negative reactions among team members. She recognizes that effective feedback encourages staff to acknowledge their mistakes, develop better solutions, and ultimately perform better in their roles. As a result of Tryan's improved feedback skills, communication and morale among her team have significantly improved, leading to better performance and service. This has resulted in a more satisfied and productive workforce, capable of enhancing the quality of their service.

After completing training at Sands Retail Academy, Tryan is now well-equipped to assume her new position as Shop Manager and assist her team in becoming exceptional "Service Ambassadors" who deliver outstanding customer service to all DFA and Macau visitors.

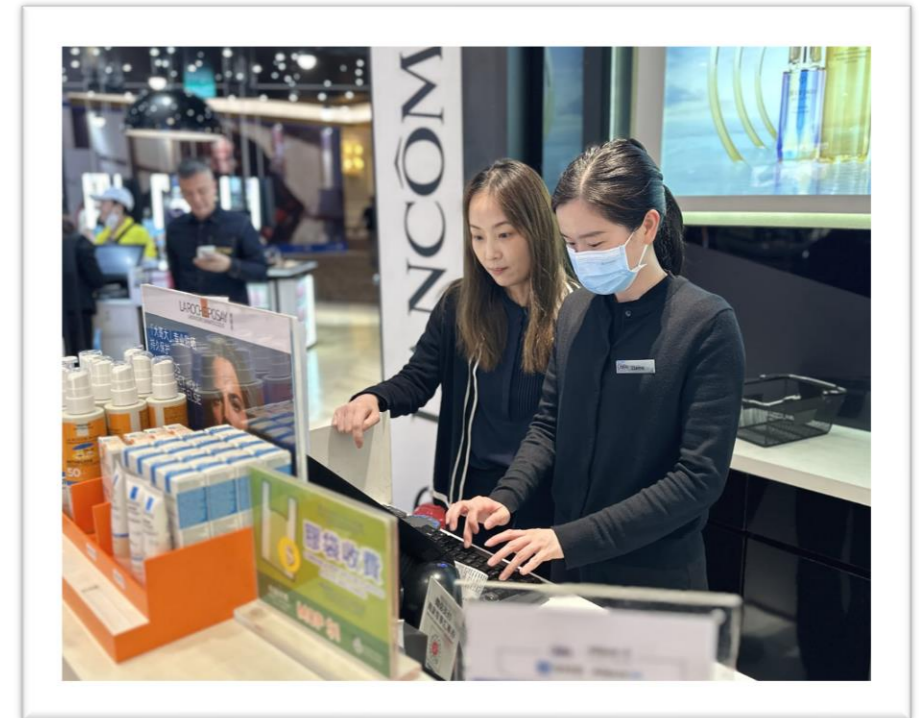


Photo caption: On-the-job training provided by Tryan at Duty Free Americas (DFA) at The Venetian Macao

SUCCESSFUL STORY

Interviewee: Ms. Chou Mei Chun, MeiMei

Shop name: Guess

Position: Shop Manager

Interview date: 2023.04.28

Guess is a publicly traded American company that operates in the retail and lifestyle industry, specializing in accessories and apparel. The company engages in various business functions, including distribution, marketing, design, and licensing. Founded in 1981 by Maurice Marciano and Paul Marciano, Guess has become a prominent brand in the fashion industry.

As a brand that values exceptional customer service, Guess is committed to enhancing customer experience. The management team in Macau recognizes the importance of investing in continuous training for their staff to achieve this goal. They have found that the training courses offered at the Sands Retail Academy are diverse and effective, leading to impressive results.

Ms. Chou Mei Chun, Mei Mei, has been a dedicated employee of the brand for eight years and recently participated in training at the Sands Retail Academy. She found the Leadership training series to be particularly beneficial, specifically the module on Motivating Teams. The training activities and video clips were engaging and easy to understand, with realistic and interactive examples used during sharing and role-playing activities, making learning enjoyable. Mei Mei not only motivated herself but also learned effective techniques to motivate and engage her team, which were particularly useful during the pandemic when team engagement was low due to slow business. By applying the feedback technique, Mei Mei was able to create a more positive and efficient team.



Photo caption: Ms. Chou Mei Chun, MeiMei, shop manager of Guess at The Venetian Macao

SUCCESSFUL STORY



(continued)

Interviewee: Ms. Chou Mei Chun, MeiMei

Shop name: Guess

Position: Shop Manager

Interview date: 2023.04.28

Other team members also gained valuable insights from the Styling and Collocation workshop, which covered topics ranging from makeup application to understanding color, image, and outfit matching. The knowledge gained from the training courses at the Sands Retail Academy has enabled the team to offer more professional advice to their customers.

In conclusion, the training has been instrumental in enhancing MeiMei's leadership skills and boosting team morale. Effective communication within the team and with customers has improved the overall customer experience. MeiMei and her team are now better equipped to provide top-notch and professional services and eagerly anticipate welcoming visitors and customers from all over the world. The training provided at Sands Retail Academy is a valuable investment that has proven to be beneficial for both the team and the company's customers, according to MeiMei.

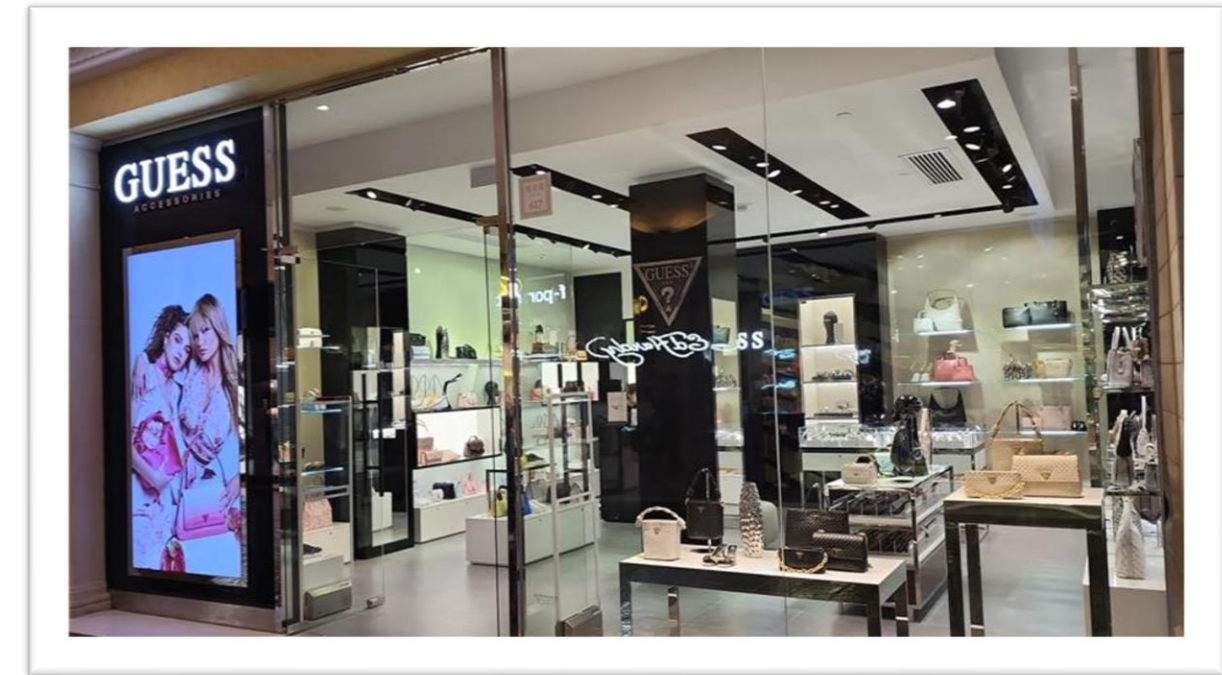


Photo caption: Guess at The Venetian Macao

SUCCESSFUL STORY



Interviewee: Ms. Tang Si Un, Uehy

Shop name: Lush

Position: In-Store Trainer

Interview date: 2023.05.02

Lush Retail Ltd. is a renowned cosmetics retailer based in the UK that specializes in vegetarian and mostly vegan ingredients for their products. With 951 stores in 49 countries, Lush has established two successful stores in Macau, one near Senado Square and the other in The Venetian Macao. Despite being smaller in size, the store at The Venetian Macao remains competitive and attracts a significant number of customers.



Photo caption: Ms. Tang Si Un, Uehy, in-store trainer of Lush at The Venetian Macao

We spoke with Ms. Tang Si Un, Uehy, the Store Manager at Lush Venetian, who is also an internal trainer for the company in Macau. Uehy is committed to providing exceptional service to customers and always greets them with a cheerful smile. Following her attendance at the "On-the-job" trainer course at Sands Retail Academy, Uehy implemented the practical skills she learned in her training to benefit her team.

Uehy was impressed by the practicality and applicability of the training provided at Sands Retail Academy. She introduced her team to the tools and worksheets provided during the training, which helped to monitor store standards and improve team performance. Previously, the team would provide product knowledge training to members whenever a new product was launched. However, they realized that team members did not always read or understand the information provided, resulting in confusion and incorrect information shared with customers.

SUCCESSFUL STORY

(continued)

Interviewee: Ms. Tang Si Un, Uehy

Shop name: Lush

Position: In-Store Trainer

Interview date: 2023.05.02

To address this issue, Uehy recently conducted a refreshment training session on shampoo handling processes that had not been done in over two years. Instead of redoing the entire training, Uehy first identified areas where the team members were lacking and focused on those specific areas during the training. After implementing the steps and techniques acquired during the Sands Retail Academy training, the employee noticed a significant improvement in efficiency, time management, and team performance during customer interactions.

The user-friendly tools and techniques obtained from the Sands Retail Academy training facilitated the staff's acquisition of knowledge, resulting in exceptional service being provided to customers. As a result, customers have begun to appreciate the service and develop brand loyalty.

Uehy and her team consistently exceed customer expectations by providing exceptional service, resulting in unforgettable shopping experiences for customers. She highly recommends the comprehensive training provided by Sands Retail Academy to any brand looking to improve their efficiency, service quality, and ultimately increase customer loyalty.

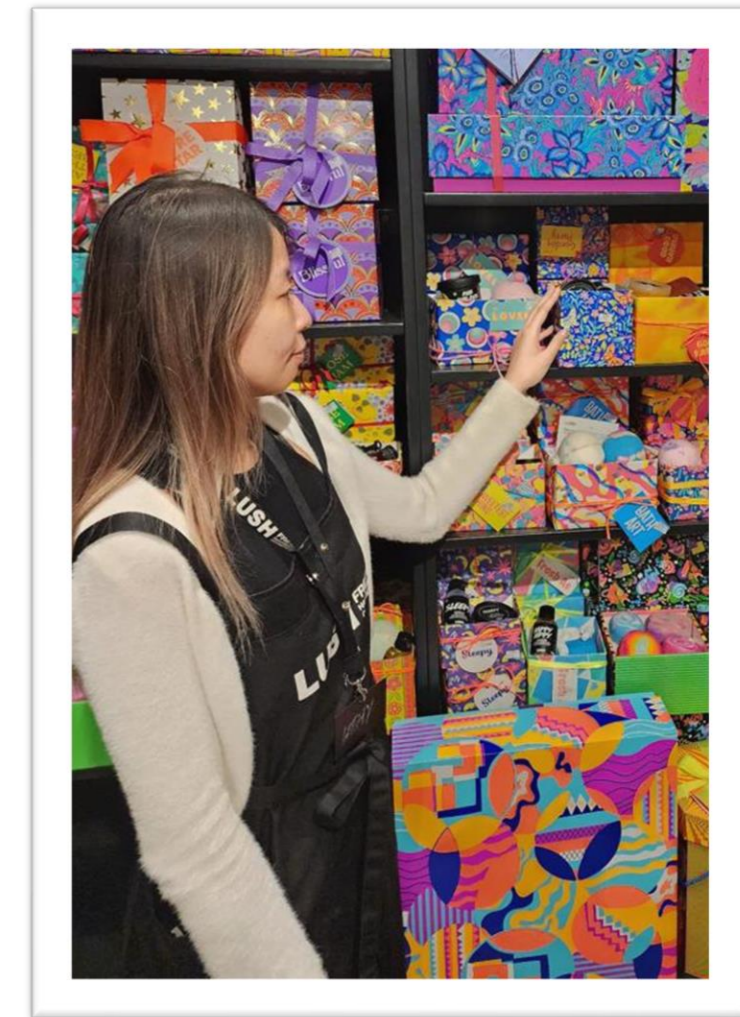


Photo caption: Uehy introducing the product at Lush Store

SUCCESSFUL STORY

Interviewee: Ms. Liu Ji Fang, Fanny

Shop name: Vilebrequin

Position: Shop In Charge

Interview date: 2023.04.26

Vilebrequin, a luxurious French brand, has specialized in swimwear and ready-to-wear for men and women since its inception in 1971. Co-founders Fred Prysquel and Yvette established the brand in Saint Tropez, inspired by the Prysquels' passion for automobiles, which led to the selection of the brand name Vilebrequin, meaning "crankshaft" in French. With stores in several cities, including Paris, Las Vegas, and New York. Vilebrequin has firmly established itself as a leading fashion brand.

Sands Retail Academy offers tailored training courses designed to enhance service excellence for retailers, providing practical and effective solutions. Ms. Liu Ji Fang, Fanny, has been an employee of Vilebrequin at The Venetian Macao for more than four years and bears witness to the effectiveness of the training courses offered by Sands Retail Academy. As a result, the management has scheduled all members of her team to attend as well.

Among the various courses Fanny attended, the DiSC workshop and Sales Technique course left a lasting impression. The DiSC workshop enabled her to comprehend different personality types, including her own, which increased her self-awareness and enhanced her interactions with customers and colleagues. It also facilitated the identification of customers' personality types, enabling her to adapt her sales approach accordingly.

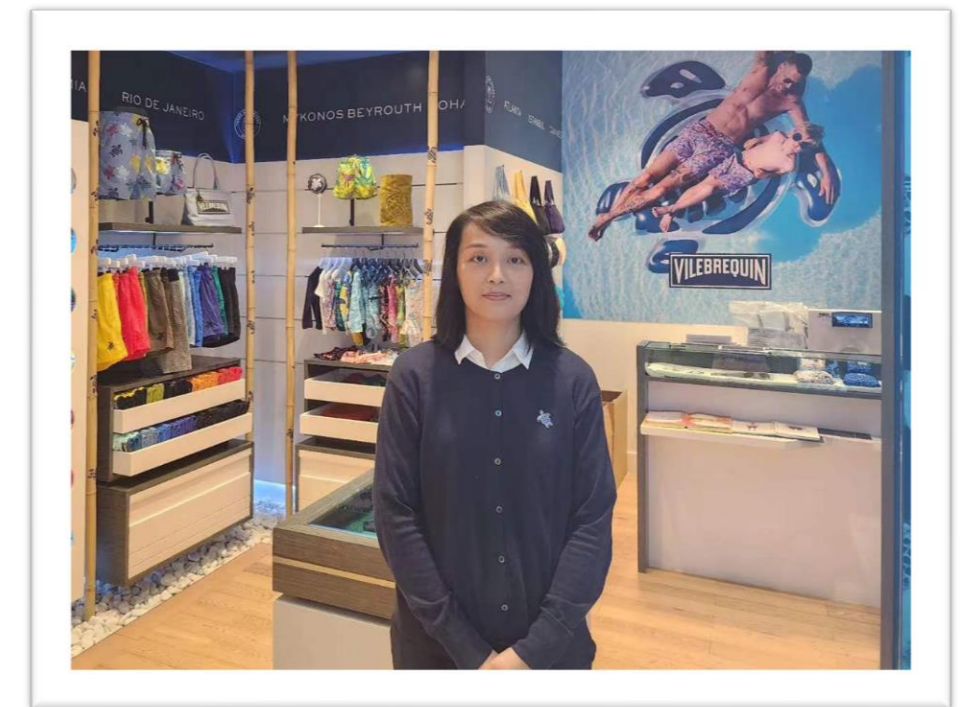


Photo caption: Ms. Liu Ji Fang, Fanny, shop in charge of Vilebrequin at The Venetian Macao

SUCCESSFUL STORY

(continued)

Interviewee: Ms. Liu Ji Fang, Fanny

Shop name: Vilebrequin

Position: Shop In Charge

Interview date: 2023.04.26

During a recent visit to the shop, a mother and son entered seeking swimming pants. While the son quickly found a suitable option, the mother expressed hesitation, being unfamiliar with the Vilebrequin brand. Applying the sales techniques she learned from the course, Fanny observed the conversation and body language of the mother, concluding that she was a "Conservative homebody" who valued family over image and trends. To appeal to this type of consumer, Fanny introduced the Vilebrequin brand by emphasizing its emphasis on personal well-being and the importance of quality time spent with family and friends. Additionally, she highlighted the benefits of their unique fiber technology to the son. By aligning with the mother's priorities, Fanny successfully closed the sale and gained the customer's loyalty in the process.

The techniques and skills acquired by Fanny through the Sands Retail Academy have not only resulted in increased sales but also a higher degree of job satisfaction, as she is now better equipped to understand and fulfill the needs of her customers. Fanny's enhanced comprehension of customer needs has cultivated a loyal customer base that recommends the brand to their friends, thereby enhancing the company's reputation and boosting her level of job engagement. Fanny's passion for leveraging the knowledge gained from the training to provide exceptional service and create unforgettable shopping experiences for all customers remains unwavering.

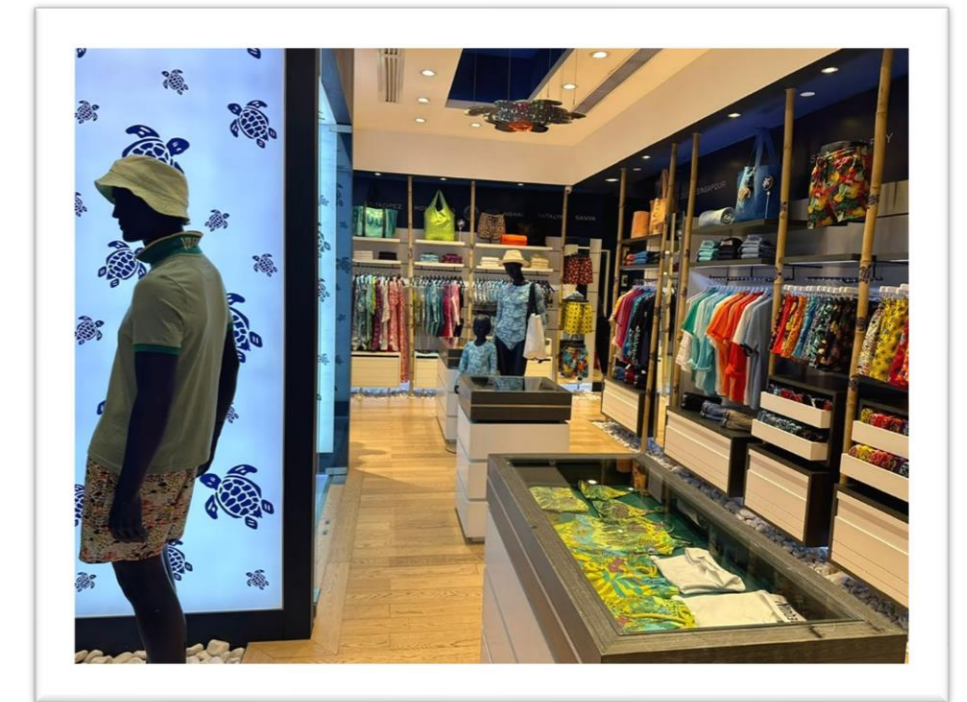


Photo caption: Vilebrequin at The Venetian Macao