

THE
STATE OF
FUN
IS BORN

The State of Fun.
the celebration.

THE STATE OF **FUN** live The State of Fun.
live the celebration.

THE STATE OF **FUN**

sentosa

THE STATE OF **FUN**

2014/15 ANNUAL REPORT

Sentosa Development Corporation
39 Artillery Avenue, Sentosa Singapore 099958

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VISION & MISSION



Vision

To be the world's favourite leisure and lifestyle resort destination



Mission

To create the Sentosa Experience through outstanding service and unique offerings





TABLE OF CONTENTS

MESSAGE FROM THE CAPTAINS OF FUN

Joint Chairman-CEO Message

Organisational Overview

Fun Engineers

Sentosa Star Values

THE STATE OF FUN IS BORN

BRING ON THE SMILES

What's New in the State

Significant Events and Programming Activities

Excitement Ahead

REWARDING FUN!

Organisational Excellence

Celebrating Our People

GRINS FOR GREEN

The State Of Fun Gives Back

Doing the Green Thing

Exploring Green Technologies

Remembering Our Heritage

GUEST ARRIVALS

3

5

7

8

12

13

17

19

22

29

31

33

35

41

43

44

45

46

47

MESSAGE FROM

THE CAPTAINS OF FUN



JOINT CHAIRMAN-CEO MESSAGE



A New State of Fun

Sentosa continued to enhance its proposition as an attractive island resort by offering a compelling mix of attractions, hotels, dining facilities and year-round calendar of events. We also built on the island's 'heart-ware' to strengthen the emotional connection with our guests, both local and foreign.

In June 2014, we launched a new brand campaign that repositioned the island as 'The State of Fun'. This new branding encapsulates the enjoyment and excitement that visitors to Sentosa can experience, regardless of their age or background. The campaign also served to bring our many island partners together, in a collective effort to offer Sentosa as an island destination with many unique and fun experiences for everyone.

Where Every Citizen has the Right to have Fun

To strengthen ties with our guests, we made a special effort to reach out to fellow Singaporeans, many of whom hold fond memories of time spent on the island with their friends and family. Today's Sentosa should remain as a

favourite place for Singaporeans to spend their leisure time with loved ones. So we made it free-of-charge for everyone to enter the island from the Sentosa Boardwalk on weekends and public holidays, as part of our celebration activities to launch the new 'The State of Fun'. In March 2015, we kicked-off our year-long SG50 celebration by waiving the island admission charge completely for guests entering Sentosa by the Boardwalk or driving in after 5pm on weekdays.

These initiatives were backed up by our "always on" commitment to have exciting programmes and events taking place on Sentosa every weekend. They included the *Great Egg-Venture*, which was jointly organised by members of the Sentosa HarbourFront Business Association (SHBA), the *Sentosa Buskers Festival*, the *Sentosa Spooktacular* and regular performances by local and foreign artistes. Sentosa also hosted many unique events like the *Dinner En Blanc*, *Illumi Nation* and *Hello Kitty Run*.

Where Fun is Always a Refreshing Experience

As part of our plans to constantly refresh and renew Sentosa's offerings, we replaced our popular *Songs of the Sea* show after a successful seven-year run. A brand new performance called the *Wings of Time* officially raised its curtains in July 2014 and continues to entertain our guests with a spectacular multi-media display of high-tech lighting, sound and water effects. In October, the world-renowned wax attraction, *Madame Tussauds*, was opened by our new island partner Merlin Entertainments at Sentosa's Imbiah Lookout. Following that, Merlin launched the refreshed *Images of Singapore LIVE!* attraction. Over at the Resorts World Sentosa, a new *Trick Eye Museum* attraction was opened to provide guests with even more to do at the integrated resort.

We want to encourage more visitors to stay on the island by providing a greater choice of hotel accommodation to meet different needs and budgets. The Sentosa Singapore, the first hotel on Sentosa, was acquired by the Royal Group Development in April 2015. It is being refurbished and rebranded as the Sofitel

Singapore Sentosa Resort and Spa. Two new hotels located within Sentosa's heritage belt along Artillery Avenue are being developed by the Far East Organisation and will collectively add another 850 guest rooms to Sentosa, with options to suit more budget-conscious visitors.

Where the Sanctuary of Fun can be Sustained

Sentosa Development Corporation continued to emphasise sustainable development to ensure that the island remains a preferred leisure destination and maintains its island charm for the long-term. Our annual *Sentosa Gives* community outreach initiative took place for the fourth year in a row to ensure that all segments of society have an opportunity to partake in 'The State of Fun'. Efforts were also made to promote recycling and litter-picking to safeguard Sentosa's clean and green environment.

Technology is an important enabler amid an increasingly competitive tourism landscape. In view of changes in the way our guests plan, book and enjoy their leisure time, 'The State of Fun' has to stay ahead of the game. We had progressively rolled out free wifi at key nodes across Sentosa, with the intention of expanding the coverage over the coming years so our guests can maximise their fun while continuing to stay in touch.

The Sentosa Express is one of

the most popular modes of entry to the island. We have taken steps to enhance the signalling system to operate more trains at higher frequency on peak days to cope with the increasing volume of guests. Guest-flow and ticketing processes at the Sentosa Station in VivoCity has also been improved to make it more convenient and hassle-free for guests using the Sentosa Express. When the road tunnel currently under construction is completed in the near term, outbound traffic flow on the Sentosa Causeway to Telok Blangah will be dramatically improved.

Most importantly, we kept our eye on the well-being and development of our staff as they form a critical part of our 'heart-ware'. Our focus on creating a balanced and nurturing environment for them to grow and fulfill their potential resulted in significant improvements in staff retention, productivity, innovation and output across the organisation.

Where Fun Keeps Moving Forward

Our guests on the island will be experiencing better on-island connectivity onboard the new cable car line on Sentosa, opening in July 2015, which runs from the Merlion Plaza to Siloso Point. Offering great views of the island's greenery and coastline, it also provides our guests with another way to access the attractions and hotels

located along Siloso Beach. Over at Palawan Beach, guests can expect more buzz and activities when *KidZania*, the new edutainment experience for children, opens in the later part of 2015.

Our golf enthusiasts can look forward to the redeveloped Tanjong Course at the Sentosa Golf Club, which will be ready by the end of 2016. The new Tanjong promises an outstanding golfing experience for weekend social players as well as the most seasoned professionals.

In addition, cyclists and pedestrians will be able to get around the island through dedicated pedestrian walkways and cycling tracks which are currently under construction. Apart from improving connectivity, we want to make walking and cycling an experience in itself, as our guests experience the charm and idyllic setting of our beaches and greenery.

Finally, on behalf of the Board and management, we would like to extend our heartfelt thanks to four of our board members who stood down last year. Ms Jennie Chua, Mr Allen Lew, Mr Olivier Lim and Mr Low Teo Ping, thank you for your stewardship and many contributions that have undoubtedly added to the Sentosa Experience. At the same time, we would like to warmly welcome our new 'citizens' Mr David Heng, Mrs Koh-Lim Wen Gin, Mr Lim Joo Boon and Mr Ronny Tan to 'The State of Fun', and are confident that they will enjoy their stint and raise the fun level in Sentosa.

ORGANISATIONAL OVERVIEW

Sentosa Development Corporation

Sentosa Leisure Management

Sentosa Development Corporation (SDC) was established on 1 September 1972 as a Statutory Board under the Ministry of Trade and Industry. Its charter since inception has been to oversee the development, management and promotion of the island as a resort destination for locals and tourists. Under the care of SDC, the island has gone through a makeover to become a premier resort destination with multi-faceted appeal. From business conventions to beach parties, Sentosa caters to an extensive range of needs and interests.

SDC has evolved and grown over the years. It currently oversees the following business units – Sentosa Leisure Management Pte Ltd, Sentosa Cove Resort Management Pte Ltd and Mount Faber Leisure Group Pte Ltd. SDC also owns and manages the Sentosa Golf Club. In addition to Sentosa, SDC also manages the day-to-day operations of a cluster of nine islands south of Singapore, including the conservation of the islands' greenery and heritage.

Sentosa Golf Club

Sentosa Leisure Management (SLM) handles the day-to-day operations of Sentosa Island. This includes attractions development and management, marketing and sales, maintenance, safety and security, landscaping and retail. It also organises major events which have over the years, built a strong following of local and foreign guests. These include the *Sentosa Buskers Festival* which features an international lineup of performers and the *Siloso Beach Party*, Asia's biggest beach countdown party.

Sentosa Golf Club (SGC) manages two award-winning 18-hole, 71-par championship golf courses on the island. It is responsible for the organisation and coordination of golf tournaments, including the *HSBC Women's Champions* which features some of the world's best female golf professionals.

Sentosa Cove Resort Management (SCRM) is responsible for the management

Sentosa Cove Resort Management

of Sentosa Cove, which has evolved into an internationally prestigious residential and commercial waterfront district, including the ONE°15 Marina Club, W Singapore-Sentosa Cove and Quayside Isle, which offers a selection of specially-curated new-to-market restaurants, dining concepts from established groups, and specialty retail stores.

Mount Faber Leisure Group (MFLG) manages Faber Peak Singapore which includes the Singapore Cable Car Sky Network of six stations that connect mainland Singapore to Sentosa and across the island resort to its western end at the Siloso Point. Its key businesses comprise attractions and event management, guided tour experiences, coach services, souvenirs and lifestyle merchandise as well as alfresco dining. Mount Faber Leisure Group strives to create happy experiences for all its guests with friendly and thoughtful service from its passionate team of ambassadors.

BOARD MEMBERS



Mr Moses Lee
Chairman
Sentosa Development Corporation



Mr Mike Barclay
Chief Executive Officer
Sentosa Development Corporation



Mr Christopher Fossick *
Managing Director
Singapore & South East Asia,
Jones Lang LaSalle



Mr David Heng
Co-Head, Markets Group, Senior
Managing Director, Investment Head,
South East Asia,
Temasek International Pte Ltd



Ms Kwa Kim Li
Managing Partner
Lee & Lee



Mr Keith Magnus
Chief Executive Officer & Executive
Director
Evercore Asia (Singapore) Pte Ltd



Mr Chaly Mah
Chief Executive Officer
Deloitte Southeast Asia Ltd



Mr Ngiam Shih Chun
Deputy Secretary (Industry)
Ministry of Trade and Industry



Mr Kevin Shum *
Deputy Secretary (International)
Ministry of Transport



Mr Lionel Yeo
Chief Executive
Singapore Tourism Board

*Completion of term on 31 March 2015

SENIOR EXECUTIVE TEAM MEMBERS



From Left to Right:

Ms Lim Suat Jien
General Manager
Sentosa Leisure Management

Ms Lee Siyou Kim
Divisional Director
Project Development

Mr Chin Sak Hin
Chief Financial Officer

Ms Lim Suu Kuan
Divisional Director
Guest Experience

Mr Eu Kwang Chin
Divisional Director
Information Technology

Mr Mike Barclay
Chief Executive Officer

Mr Andy Johnston
General Manager
Sentosa Golf Club

Ms Catherine Chew
General Manager
Sentosa Cove Resort Management

Mr Chan Mun Wei
Divisional Director
Corporate Planning

Ms Susan Ang
Divisional Director
Island Investment and Branding

Ms Cynthia Lee
Divisional Director
Human Resources and Administration

Mr Koh Piak Huat
Divisional Director
Island Operations

Ms Theresa Low
General Counsel

Ms Suzanne Ho
General Manager
Mount Faber Leisure Group

Mr Low Tien So
Deputy Chief Executive Officer
(absent with apologies)

BOARD COMMITTEE MEMBERS

Human Resource Committee

Chairman

Mr Moses Lee
Chairman
Sentosa Development Corporation

Members

Mr Ronny Tan
Former Vice-Chairman
Deutsche Bank Singapore

Secretary

Ms Cynthia Lee
Divisional Director
Human Resources and Administration
Sentosa Development Corporation

Mrs Theresa Soikkeli
Chief Human Resource Officer
NTUC Enterprise

Ms Samantha Mark
Spencer Stuart

Mr Mike Barclay
Chief Executive Officer
Sentosa Development Corporation

Audit Committee

Chairman

Mr Lim Joo Boon
Adjunct Associate Professor
National University of Singapore

Members

Ms Kwa Kim Li
Managing Partner
Lee & Lee

Secretary

Mr Colin Low Chee Choong
Director
Internal Audit
Sentosa Development Corporation

Mr Kevin Shum
Deputy Secretary (International)
Ministry of Transport

Mr Yee Chen Fah
Partner
PricewaterhouseCoopers LLP

Finance and IT Committee

Chairman

Mr Keith Magnus
Chief Executive Officer &
Executive Director
Evercore Asia (Singapore) Pte Ltd

Members

Mr Chia Khong Shoong
Chief Financial Officer
Frasers Centrepoint Limited

Secretary

Mr Lek Yong Kwang
Deputy Director
Finance
Sentosa Development Corporation

Mr David Heng
Co-Head, Markets Group,
Senior Managing Director,
Investment Head, South East Asia,
Temasek International Pte Ltd

Mr Seah Chin Siong
Deputy Chief Executive Officer
Singapore Pools (Private) Limited

Mr Mike Barclay
Chief Executive Officer
Sentosa Development Corporation

SENTOSA STAR VALUES

Development Committee

Chairman

Mr Moses Lee

Chairman
Sentosa Development Corporation

Members

Mr Christopher Fossick

Managing Director
Singapore & South East Asia,
Jones Lang LaSalle

Mr Lionel Yeo

Chief Executive
Singapore Tourism Board

Ms Rita Soh

Director
RDC Architects Pte Ltd

Mrs Koh-Lim Wen Gin

Board Member
National Parks Board

Mr Mike Barclay

Chief Executive Officer
Sentosa Development Corporation

Secretary

Ms Tan Lee Keow

Deputy Director
Island Development and Investments,
Sentosa Development Corporation

**Service**

Serve from the heart & enjoy it!

Teamwork

Care for one another & build trust and respect

Acting with Integrity

Be professional & honest

Results Oriented

Be innovative & decisive to make things happen

We recognise that in order for an island resort like ours to be successful, every component in the service chain is crucial. Be it the need to invigorate our people in providing the best service, or to constantly innovate our products in the face of increasing competition both locally and regionally, or the need to improve our processes both internally and for guests. The Sentosa STAR Values reflect that commitment we have made to our guests and our frontline staff, known as the island's service ambassadors or service hosts, are always taught to go the extra mile for guests.

THE STATE OF FUN IS
BORN



REBRANDING OF SENTOSA

**“ This is the Neverland.
The Dreamland.
The Wonderland.
The land without rules, strangers or stereotypes.
Here, the borders are open to everyone but shut to boredom.
And the freedom to be you is the most fundamental right of all.
In this land, the air is thick with music and skipped heartbeats,
And the ground always shakes under happy feet.
This is the land where Mondays come with more hues than blue.
Where days are well spent and wild nights are hard earned.
Where parties don’t wait till the weekends.
Where people live like there’s no tomorrow.
This is the land of eternal sunshine.
This is Sentosa. The State of Fun. ”**



Sentosa's New Brand Manifesto

Sentosa has always been close to the hearts of Singaporeans, with many having childhood memories of fun day-outs to the island via the ferry or cable car, riding on the old monorail system and watching the Musical Fountain. Thus, when we launched the new brand campaign that repositioned Sentosa as ‘The State of Fun’ in June 2014, we ensured that the focus was on strengthening this emotional connection with Singaporeans by making the island more accessible and appealing for them to visit.

‘The State of Fun’ also represented a refreshed image of Sentosa as a leisure destination to better reflect the vibrancy of the island and its many offerings. A new brand logo was unveiled with bubbles

in bright colours to represent the fun, energy and excitement that is associated with Sentosa. This has since been adopted across the island’s marketing communication collaterals and livery, including those of our island partners. Above all, ‘The State of Fun’ now forms the ethos of our service to all guests, with our colleagues at the frontline serving as our main Brand Ambassadors.

With the evolution of digital technology, we also saw the necessity to integrate the use of new media tools in our campaign outreach efforts. In the weeks leading up to the brand launch event on 7 June, the public was encouraged to share about ‘The State of Fun’ campaign on their social media sites. Each time a social media post was shared, ‘The State of Fun’ flag was raised digitally

on our campaign website, with prizes given out to lucky winners.

On the day of the brand launch, a flurry of activities took place on the island, providing guests with lots to do, together with their friends and family. Street performers and a flash mob entertained the crowds, giving out sweet treats as the air filled with music and sounds of joy and celebration. The launch also brought many of Sentosa’s island operators together, in a grand showcase of the myriad of fun to be had on the island. As the sun set upon ‘the State’, a dazzling display of fireworks synchronised to the strains of a live orchestra lit up the skies. In all, the launch celebrations reflected the energy and vibrancy of the new brand, marking a great start to a successful campaign.

BRING ON THE
SMILES

Long live
The State of Fun.
Long live
the celebration.

Sentosa



WHAT'S NEW IN THE STATE

Sofitel brings a new hotel experience on Sentosa

The Sentosa Resort & Spa was acquired in April 2014 by The Royal Group and has been undergoing a \$20 million refurbishment phased over 18 months. Upon completion of works, the hotel will be rebranded under Accor's Sofitel brand. In the interim, the hotel was renamed as the Singapore Resort and Spa Sentosa, managed by Accor. The refreshed and upgraded hotel facility will be unveiled as the Sofitel Singapore Sentosa Resort & Spa and positioned as a luxury property and wellness enclave, targeted at the high-end and MICE market. The Sofitel Singapore Sentosa Resort and Spa will cater to all markets as a must-visit destination hotel and complements the differentiated hospitality experiences on Sentosa.

World's largest So SPA by Sofitel opens on Sentosa

Under the management of Accor, the Singapore Resort & Spa launched the largest So SPA in the world on Sentosa. The So SPA was opened in July 2014 offering rejuvenating world traditions and the latest in French cosmetology. Guests get to enjoy the unique spa garden concept with a mud pool and float pool with cascading waterfall, or spend time to quieten their minds in the meditative labyrinth. They can also explore a new kind of spa journey with a wide range of poetic treatments in a menu inspired by gastronomy. Reminiscent of a gourmet French restaurant, treatments are sectioned into starters, mains, specials and desserts for guests to customise their very own therapy. So SPA caters to both the outgoing and the quiet, offering private rooms and a socialising patio for guests to relax and unwind.

Coastes' transformation enhances customer experience

Coastes underwent an intensive transformation to enhance its customer service experience

and operations in 2014. It introduced a digital menu application, which uses an integrated self-ordering and payment concept that allows customers to browse the menu, place orders and pay through their mobile devices from the comfort of their seats or sun beds. With the introduction of this application, the ordering process has been greatly simplified, and queuing and waiting time has been reduced. The Digital Menu mobile application arose from a series of brainstorming sessions, with staff and customers actively engaged in its development.



Sentosa partners with Merlin Entertainments to bring Madame Tussauds to Singapore

SDC and Merlin Entertainments officially celebrated their new partnership on 23 October 2014 with the opening of *Madame Tussauds Singapore*.

The world-renowned 'celebrity' wax attraction at the Imbiah Lookout allows visitors to 'meet' and 'interact' with their idols by bringing the best and most lifelike wax figures in the world to Sentosa. The attraction has a combination of historical and contemporary figures from the region, as well as global celebrities. It is also the only *Madame Tussauds* outside of the London

flagship attraction to incorporate a ride for visitors to experience Singapore's fascinating and colourful culture and history. Merlin also took on the management of Sentosa's well-known *Images of Singapore* (IOS) attraction and refreshed it with new interactive elements. The refreshed *Images of Singapore LIVE!* operates alongside *Madame Tussauds Singapore* and brings to life Singapore's rich history with spellbinding figures and audio-visual technology.



Mount Faber gets 'high on happiness' with the launch of Faber Peak Singapore

On 6 May 2014, the Mount Faber Leisure Group unveiled the Faber Peak as a new destination brand to strengthen the positioning of its leisure offerings on Mount Faber. The new brand concept sports a casual and vibrant style that is welcoming and inclusive. Together with the launch of the Faber Peak, was the opening of the new *Spuds & Aprons* dining experience at the top of the hill. The unveiling of the new brand concept also marked the start of more buzz with exciting programming activities that complement Mount Faber's cluster of experiences. They include joyrides on the Singapore Cable Car, as well as dining and shopping, served up by a happy team of service ambassadors.

New façade and streamlined facilities for Sentosa Skyline Luge



Skyline Luge Sentosa embarked on its most extensive upgrade ever in May 2014 to enhance its attraction for a better guest experience. Besides increasing the number of ticketing counters, overall seating and standing capacities, as well as creating a more handicap-friendly layout, *Skyline Luge* also launched its first food and beverage (F&B) initiative with the new kiosk operated by the Mondos group. In addition, luge fans were greeted with an upgraded jungle track with the addition of thematic RGB LED lighting fixtures. *Skyline Luge* also increased the arrival lanes at the end of the ride, from two to three tracks for more efficient rider turnover.



SIGNIFICANT EVENTS AND PROGRAMMING ACTIVITIES

Wings of Time Dazzles the sea and skies



The *Wings of Time*, Sentosa's popular night attraction and the world's only permanent night extravaganza set in the sea, officially opened on 16 July 2014. In its first month of operation, the *Wings of Time* captivated over 75,000 local and international guests, bringing poetic story-telling into the heart of the island. Combining state-of-the-art effects with contemporary story-telling and live audience engagement, the *Wings of Time* is a creative and technical marvel where guests are brought into a futuristic world spellbound by the creative interplay of light, water, music and magic. The *Wings of Time* was conceptualised and developed over two years by a team of 150 professionals. This unique multi-sensory experience right on Sentosa's Siloso Beach, replaces the *Songs of The Sea* show which had a successful seven-year run.

Trick Eye Museum adds to the many offerings in Resorts World Sentosa



In June 2014, Resorts World Sentosa (RWS) scored a coup with the opening of the first *Trick Eye Museum* outside of South Korea, further bolstering its attractions line-up. The museum opened to snaking queues of guests eager to be a part of the optical illusions created by 3D artworks.

Singapore Yacht Show

Widely recognised as the iconic gateway to Asia's premier boating industry, the fourth run of the *Singapore Yacht Show* was held at Sentosa Cove on 10 April 2014. Showcasing Asia's largest display of boats and superyachts, supercars, fashion shows and fine art, the *Singapore Yacht Show* 2014 was a key platform for high net-worth businesses both within and outside the yachting industry.



Storytelling Comes Alive! with Playmobil

The annual Sentosa's *Storytelling Comes Alive!* event allows children to enter the magical world of whimsical fairytales with larger-than-life characters from Playmobil. The award-winning interactive story-telling event returned for the fourth year from 31 May to 29 June 2014 at the Palawan Beach, with a new and exciting format, combining reading, listening and role-playing in a make-believe setting

with animated characters. Participants were also wowed by other forms of story-telling such as dance, sing-a-long and rhythmic percussions. It was definitely an experience to remember!



Skyline Luge Sentosa Receives its 10 Millionth Rider

Skyline Luge was excited to reward its ten millionth rider with a grand gesture - an exhilarating eight-day trip for two to New Zealand worth \$13,000. The lucky winner was taken on an exciting tour, which began with a flight on Air New Zealand from Singapore to Auckland, then on to Rotorua, a popular tourist destination in the North Island, as well as Queenstown, the tourism mecca of New Zealand.



Commando Challenge

The *Commando Challenge* was organised by the *MegaZip Adventure Park* for the first time on 15 November 2014. The challenge is a 5km route with 17 natural and man-made obstacles located around Sentosa Island. Participants could choose from three levels of difficulty - Teen Commandos, Commandos, and Extreme Commandos. The route provided a variety of running conditions that challenged participants, including running through a jungle, military fortifications, the *MegaZip Adventure Park*, *Underwater World*, *Fort Siloso* and *Siloso Beach*.



Sentosa Golf Club TURNS 40!

The Sentosa Golf Club celebrated its 40th milestone year with a week-long pitching league, where members pit their skills against one another to get their names up on the leaderboard.

The Anniversary Birthday Bash kicked-off at the Sentosa Pavilion on 21 November 2014, where three worthy winners of the pitching competition and other lucky draw participants walked away with attractive prizes. Besides indulging in a week of pitching, participants were also able to contribute to a good cause as proceeds from the week-long league went to the event's beneficiary, The Assisi Hospice.



Zoukout

Zoukout, the annual outdoor ravefest ended with a big



bang last year as the two-day event at Siloso Beach attracted 50,000 party-goers, making it the largest turn-out in *Zoukout*'s 14-year history. This year's edition saw the delivery of top-notch production with show-stopping pyrotechnics, visuals and confetti blasts to keep the energy levels high. The party saw a stellar line-up of renowned international and local DJs who delivered such memorable performances that dance music lovers and party-goers could not stop raving about the experience.

HSBC Women's Champions 2015

On 8 March 2015, record crowds at Sentosa witnessed world number 2 Inbee Park crowned as the 'Champion of Champions' following a flawless victory in the *HSBC Women's Champions 2015*. The South Korean shot a round of 2-under par 70 to

win the title, two shots clear of second-placed Lydia Ko. The *HSBC Women Champions* is a 72-hole stroke play event with no cut. It made its debut in Singapore in 2008, and has since distinguished itself as a prestigious golf tournament on the golfing calendar.



Chinese New Year

The Year of the Sheep was ushered in with a myriad of fun activities and performances for the entire family from 19 to 22 February 2015 on the island. Our guests enjoyed the festive atmosphere brought about by stunning performances from the Northern Lion Dance, award-winning acrobatic troupe, Hu Bei Xi Shui, LED dragon dance troupe and Guinness World Record

Holder Wei Wei with his famous palm suction powers. They also participated in activities such as caricature drawing, photo sessions with the Giant God of Fortune and fortune-telling.



Resorts World Sentosa Highlights

RWS continued to refresh its plethora of offerings



throughout the year, enhancing guest experiences and building signature events at its attractions to drive both new and repeat visitorship. It maintained high levels of visitorship to its gated attractions such as the *Universal Studios Singapore*, *S.E.A Aquarium*, *Adventure Cove Waterpark* and *Dolphin Island*. A key highlight was its *Halloween Horror Nights* signature event at the *Universal Studios Singapore*, which drew over 140,000 visitors over 13 nights in October.

RWS also welcomed its 20 millionth visitor to its gated attractions in July 2014 with fanfare and a bagful of goodies. In addition, the integrated resort staged the enthralling theatrical production, *Peter Pan – The Never Ending Story*, which

delighted theatre audiences with chart-topping hits, a breathtaking stage set and high flying action stunts.

RWS' consistent focus on excellent service delivery and contribution towards revitalising Singapore's tourism sector earned it numerous accolades during the year. *Universal Studios Singapore* was ranked the Top Amusement Park in Asia by TripAdvisor, *S.E.A. Aquarium* was ranked among the Top 10 Aquariums in Asia, and RWS was – for the fourth consecutive year – lauded as the Best Integrated Resort at the 25th Annual TTG Travel Awards 2014, as voted by the travel trade industry.

Singapore's Biggest Easter Fiesta

From 18 April to 11 May 2014, the Sentosa HarbourFront Business Association (SHBA) held Singapore's biggest Easter fiesta. The *Great Egg-venture* was an inaugural precinct-wide event featuring a giant egg hunt competition which attracted 1,600 egg hunters who searched across Sentosa island, Resorts World Sentosa, Mount Faber, the Harbourfront

Centre and VivoCity for 100 giant eggs. These were no ordinary eggs in a basket, but creative artwork designed



by local artists from various associations, charity groups and schools.

Besides the giant egg hunt, the precinct was also abuzz with many other Easter-themed activities. At the *Universal Studios Singapore* in RWS, guests were able to feast on a special Easter breakfast and enjoy a park-wide Easter egg hunt. The fun extended into the night with an 'egg-citing' sleepover at the *S.E.A. Aquarium*. On Sentosa's Siloso Beach, an array of fun-filled activities like walking on egg shells and ukulele performances were held. The response to the Easter celebrations was overwhelming with

the Sentosa HarbourFront precinct welcoming 200,000 visitors in the first two weeks of the month-long festivities.

Sentosa Buskers Festival 2014



Jaw dropping sword swallowing acts, a grumpy Queen Victoria, highly-entertaining clown jugglers and a sizzling hot fire tribal performance were just some of the captivating performances that arrived on 'The State of Fun' last

September. Back for the fifth year, *Sentosa Buskers Festival* entertained guests of all ages with an exciting line up of international acts, including some returning favourites. From 6 to 14 September 2014, weekends on the island were bustling with entertainment by buskers hailing from countries like Australia, the United Kingdom, Canada, and some of our very own local talents!

Sentosa Spooktacular

Sentosa Spooktacular returned in 2014 with a renewed and even more immersive experience for spook-lovers. This was the result of a renewed partnership



between Sentosa Leisure Management Pte Ltd and Thai film production studio, GMM Tai Hub Co. Ltd (GTH), as both organisations combine their expertise in destination and production capabilities to deliver the experience of being enveloped in a bone-chilling walkthrough for horror fans. The transformation of Fort Siloso into *Laddaland* in *Sentosa Spooktacular* 2014 was based on GTH's well-received movie, *Laddaland*. Visitors to *Sentosa Spooktacular's Laddaland* ventured through haunted basements and houses and were faced with heart-stopping scares as they discovered the horrors of *Laddaland*.



Sentosa PLAYcation

Festive activities and promotions abound on Sentosa from 15 November 2014 till the end of year. Guests to 'The State of Fun' got into the year-end celebratory mood by walking into fantasy land with three magical zones – Candyland, Toyland and Christmas

A Wickedly Delicious and Colourful Year-End Celebration at Mount Faber

Faber Peak Singapore ended the year offering guests a deliciously colourful celebration during the holiday season. Guests enjoyed festive-inspired lunch and dinner menus at its new dining spots - *Spuds & Aprons* and *Faber Bistro*. Guests who chose *Festive Sky Dining* or reserved their own private cable car *Celebration Cabin*, were treated to a wonderful view of the skyline and a dazzling display of fireworks, surrounded by hearty food and wine.



Launch of Asia's First-Ever DC Comics Super Heroes Cable Car Experience

On 31 May 2014, Asia's first-ever 'DC Comics Super Heroes' themed cable car cabins with augmented reality (AR) were launched as part of the Singapore Cable Car 40th Anniversary celebrations. In partnership with Pacific Licensing Studio (PLS) and Warner Bros. Consumer Products, and on behalf of DC Entertainment, the Singapore Cable Car brought yet another innovative cable car 'joyride' experience to locals and foreign visitors.

The exciting line-up featured 45 cable car cabins decked out in 'DC Comics Super Hero' graphic wraps in and around the cabins. The cable cars offered a one-of-a-kind experience where everyone can 'fly' with the 'DC Comics Super Heroes' onboard with in-cabin AR technology to bring the characters to life.

Siloso Beach Party

The first dawn of 2015 peeked over the horizon as 15,000 party-goers welcomed the new year at Asia's largest beach countdown party, the *Siloso Beach Party*. With more than 20 international and local DJs taking to the decks across five party zones for 12 straight hours, it was a spectacular celebration of life at Sentosa's iconic annual



countdown party set by the sea. Headlining the stellar line-up of DJs, was one of DJ Mag's Top 100 DJs, DJ Mike Candys, together with a list of notable international and local DJs. Across the beach, seven stages and a continuous line-up of DJs kept the energy at an all time high.



KidZ Flea

The little bosses at Sentosa's KidZ Flea concluded their sales on 22 March 2015 after nine days of business at the Beach Plaza. All 45 stalls were taken up daily by children selling merchandise which ranged from pre-loved items such as

toys and books. The young 'playtrepreneurs' also sold handmade accessories and clothes, and provided services such as manicures, face painting and good old funfair games. To cultivate a sense of social responsibility among the little bosses, the stall-holders were also encouraged to give part of their earnings to charity. SDC was happy to report that over \$4,000 was raised for the event's beneficiary, the Rare Disorders Society (Singapore).

Mass Runs

Sentosa played host to some of Singapore's most exciting running events in the past year. The *HomeTeamNS REAL (Regular Exercise, Active Lifestyle) Run*, which had a unique and challenging combination of road, trail and sand routes for running enthusiasts, was held on 18 May 2014. With the aim of promoting a healthy lifestyle among the Singapore Police Force's National Servicemen, the *REAL Run* has gained exponential popularity among the public over the years. In the same month, the *Foam Run* held on 24 and 25 May, made a splash on the island, giving runners the time of their lives with numerous obstacles consisting of inflatable slides and water-based obstacle courses. This was followed by the *Colour Run* held in August, where local and international runners who took on a 5km



route, and were happily doused with colours at every kilometre point, and ended the run with an unforgettable colourful finish. Last but not least, marathon enthusiasts

were treated to one of the most highly anticipated events in the running calendar, the Standard Chartered Marathon in December.



EXCITEMENT AHEAD



KidZania Singapore

KidZania will soon be launching the first edutainment theme park of its kind in Singapore, to be housed in the Family Entertainment Centre at the Palawan Beach. It is brought to Singapore by Themed Attractions and Resorts, a wholly-owned subsidiary of Malaysia's Khazanah Nasional Berhad. The new immersive edutainment centre, which will be fashioned after a real city with real-world establishments such as a bank, a university and even a fire station, is expected to be unveiled at the end of 2015. *KidZania Singapore* will present a new, exciting approach to family fun – a combination of role-play with real life experiences in a kid-sized city. This development will be yet another crown jewel addition to Sentosa's Palawan zone and enhance the area as a family destination.



Singapore Cable Car Sky Network

SDC will officially launch the new Sentosa Line, an extension of the Mount Faber cable car line, on 14 July 2015. Together, the two lines form the *Singapore Cable Car Sky Network*. The new Sentosa Line will now allow guests to connect from Merlion Plaza to Siloso Point, the western end of the island.

The new line is one of several infrastructural enhancements that SDC has embarked on to enhance connectivity and accessibility on the island. There will be three cable car stations servicing the new Sentosa line – the Merlion Plaza, Imbiah Lookout and Siloso Point Stations. Guests riding on this new line can conveniently make their way between the island's many attractions and Food and Beverage (F&B) offerings, while enjoying scenic views of the jungle, sand and sea.

REWARDING FUN



ORGANISATIONAL EXCELLENCE

Singapore HR Awards



It was another year of achievement for SDC's Human Resource team as they walked away with six awards on 11 July 2015 at the Ritz-Carlton Millenia, where the Singapore HR Awards gala dinner was held. A total of 27 organisations participated this year. The Singapore HR Awards is organised yearly by the Singapore Human Resources Institute (SHRI) and showcases leading organisations' human resource practitioners in their drive for impactful human capital strategies.

SDC put in eight submissions and was conferred five awards in the following categories for best HR Practices:

- 1) Employee Relations and People Management (Leading)
- 2) HR Communications and Branding (Leading)
- 3) Corporate Social Responsibility (Leading)
- 4) Strategic HR (Special Mention)
- 5) Talent Management, Retention and Succession Planning (Special Mention)

The sixth award, the HR Advocate Award, was conferred to SDC for having won the HR Communications and Branding category three times in 2012, 2013 and 2014.

Innovation Champion Category (Bronze) for PS21 ExCEL Awards 2014

Elvis Yip, Senior Manager from Sentosa Leisure Management's Environmental Control department won the 'Innovation Champion Category (Bronze)' at the PS21 ExCEL Awards 2014 for improving cost, creating civic-consciousness and reducing carbon footprint via the programmes below that were rolled out in Sentosa:

- Integrated Pest Management
- S.E.L.F (Sentosa Embraces Litter Free)
- Recycling for Island Partners and Stakeholders

ELVIS YIP
Recipient Senior Manager
Environment Control
SLM
Bronze Award
Innovation Champion

PS21
ExCEL CONVENTION
AWARDS CEREMONY
today's ideas.
TOMORROW'S
PRIDE

A composite image featuring a portrait of Elvis Yip holding his award, the official logo for the PS21 ExCEL Convention Awards Ceremony, and a brief bio of him as the recipient.

Serapong is No. 1!



The Serapong Course was awarded the 'Best Golf Course in Singapore' title at the 2014 Asia Pacific Golf Summit held from 14 to 15 November 2014 at the Marina Bay Sands. Into its 15th year, the Asian Golf Awards is the region's premier and most comprehensive poll of golfing facilities in Asia Pacific. The 24-strong panel includes industry stalwarts, prominent golf course architects and representatives of golf course management companies located around the region, with comprehensive knowledge of the golfing facilities within their respective geographic areas.

CELEBRATING OUR PEOPLE



In 2014, while revitalising the image of Sentosa with a new brand position for the island as 'The State of Fun', we were also hard at work at rejuvenating Sentosa's service charter so as to adapt to the current realities of a fast changing and increasingly competitive tourism industry.

The Sentosa WAVE, launched in 2010, epitomised our goal of making every guest feel Welcomed, Assured, Valued and Energised. WAVE 2 was launched in 2012 with the tagline "Show You Care" to create guest delight and to

enhance cross-departmental collaboration and understanding. Having made much in-roads with the Sentosa WAVE and WAVE 2, we launched WAVE 3 in August 2014 with the tagline "Winning Service Winning Sales". In WAVE 3, we wanted all Sentosians to be aware that sustainable sales can only be brought about through stellar service. And it is through this belief that we will continue to better ourselves in our service offerings so as to meet the external challenges head-on and emerge triumphant.

CEO STAR Awards

The Sentosa CEO STAR Awards is held annually to recognise staff of businesses on Sentosa and Faber Peak Singapore for their outstanding service, and for contributing or playing an integral part in creating a safe and secure environment for Sentosa guests. Staff who have displayed outstanding qualities, or have performed service acts which brought smiles to Sentosa guests are recognised in the Service STAR category, while those who have contributed and committed to ensuring Sentosa's resilience are recognised in the Safety & Security category.

DISTINCTION AWARD

Mazlin Bte Mazlan
Sentosa 4D Adventureland



Nanna Ervinna Soh
Sentosa Leisure Management



Nur'Ain Bte Md Razali
Amara Sanctuary Resort Sentosa



MERIT AWARD

Gina Ong Hui Fen
Shangri-La's Rasa Sentosa Resort & Spa, Singapore



Mohamed Nazri Jaafar
Sentosa Leisure Management



Rose Tay
Sentosa Leisure Management



Subramaniam Chandran
Sentosa Leisure Management



TEAM AWARD



Sentosa Development Corporation
Sentosa Leisure Management

(From Left)
Jito Channoo
Jenny Lin
Charlotte Wong



Sentosa Leisure Management

(From Left)
Chua Hong Yi
Aaron Tan Chin Wei
Sukhbir Singh
Muhammad Nasri Bin Jamal
Muhammad Afif Bin Mustafa

(Recipients not in photo)
Muhammad Kamarul Hanafi Bin Kamarruddin
Quek Hui Min
Noor Adlina Sainal
Muhammad Affendy Bin Rafiee
Nurra Safirah Bte Sadali
Emilia Feryna Aisyah Bte Jubri
Muhammad Farhan Bin Daud



Sentosa Leisure Management

(From Left)
Ismail Bin Dawood
Ken Lim Meng Hiong
K Balakrishnan Kuran
Sean Teo Chin Yong

(Recipients not in photo)
Mohamed Jati Bin Mozerin
Azmi Bin Abdul Rahim



Sentosa Leisure Management

(From Left)
Lai Wen Loong
Mazrita Bte Mohamed Minsawi
Rahmat Sufi Mohamed Ali
Mohd Shah Bin Abdulah
Nanna Ervinna Soh
Mohammad Ruzaini Hassan

(Recipients not in photo)
Muhammad Redhwan
Mohamed Majid

EXSA Awards

Launched in 1994, the Excellent Service Award (EXSA) is a national award that recognises individuals who have delivered quality service.

Thanks to our guests' support and recognition of our service efforts, Sentosa continued to earn the distinction of having the most number of EXSA recipients amongst all the attractions in Singapore. In total, there were 245 recipients from Sentosa out of 620 within the Attractions industry (1 Superstar finalist, 61 Star, 56 Gold, 127 Silver). The Sentosa Golf Club also received a service award at the 2014 EXSA.

In addition, Elfy Suzana Binte Asman, Assistant Guest Relations Manager from Mount Faber Leisure Group was a shortlisted finalist for the Attractions Superstar Award.

Going-the-extra-mile (GEM) award and Commendation award

The Ministry of Trade and Industry (MTI) organises the Going the Extra Mile Service (GEMS) and Commendation Award annually to recognise officers within the MTI Family who have consistently delivered outstanding service to internal and external guests.

GEMS AWARD

Muhammad Saifullah Bin Kamaludin
Supervisor, Attractions Management Unit
Sentosa Leisure Management



COMMENDATION AWARD

Elfy Suzana Bte Asman
Assistant Guest Relations Manager
Mount Faber Leisure Group



Singapore Experience Award 2014

The Singapore Experience Award is regarded as the most prestigious awards platform in Singapore's tourism industry. Recipients of the award – individuals and organisations from sectors encompassing Attractions, Business Travel and MICE, Dining, Education, Entertainment, Healthcare, Hospitality and Retail – are judged to have shown they are the best in delivering an excellent holistic customer experience. They would have demonstrated

quality product and service delivery to create a distinctive and compelling experience. Up to 30 awards were given out at this annual platform, in the categories of 'Outstanding Contribution', 'Customer Service', 'Events', 'Experience' and 'Marketing & Media'.

We are proud that two of our staff emerged as finalists in the Customer Service award categories.



FINALIST - CUSTOMER SERVICE, VISITOR ATTRACTIONS, SEA 2014

Muhammad Saifullah Bin Kamaludin
(Photo above. 2nd from the left)
Supervisor, Attractions Management Unit
Sentosa Leisure Management

FINALIST - CUSTOMER SERVICE, RETAIL, SEA 2014

Jenny Lee
(Photo above. 5th from the right)
Retail Supervisor
Mount Faber Leisure Group

GRINS FOR **GREEN**



THE STATE OF FUN GIVES BACK



In the fourth edition of Sentosa Gives – Sentosa's annual island-wide community-giving initiative supported generously by many of our island partners – we welcomed close to 1,500 children and caregivers from various Voluntary Welfare Organisations and charities to have fun on the island during the September school holidays. Ninety-nine youths from four neighbourhood secondary schools were also invited to the island for a work exposure programme during which Sentosa staff volunteered as mentors. The programme provided the students with privileged access to the exciting jobs on Sentosa to inspire them to join the tourism industry in the future.

For the first time, in order to spread the joy and fun beyond Sentosa, staff volunteers took time to deliver meals to the frail and elderly, as well as to entertain and interact with the residents at a senior activity centre. In addition, SDC pledged a \$1 charity donation from every island admission fee collected from Sentosa visitors during the September school

holidays. In a single week, SDC raised a total of \$141,341 for the Community Chest.

Hair for Hope 2014

In support of the Children's Cancer Foundation (CCF)'s Hair for Hope event, the Sentosa Recreational Club (SRC) organised a satellite event at the SDC corporate office on 26 June 2014 to get staff involved in raising funds and increasing awareness of childhood cancer. A total of 34 staff made a 'bald' statement with a smile. With support from fellow colleagues, friends and family, SDC raised more than \$32,000 for the CCF.



ComChest Orange Day 2014

In support of the National Care & Share Movement, SDC was the main sponsor for Community Chest's 'Orange Day' beach picnic event at the Palawan Beach on 6 September 2014. The event entered the Singapore Book of Records for having the largest number of picnic mats forming the shape of a heart.



DOING THE GREEN THING

Recycling on the Island

SDC collaborated with the National Environment Agency (NEA) on a project to study the impact of good recycling bin designs on improving recycling rates and reducing contamination of recyclables. Internally, SDC staff were encouraged to increase recycling efforts. In addition to the usual paper, plastic and can recycling bins, an electronic-waste recycling bin was deployed as part of the RENEW (REcycling Nation's Electronic Waste) programme. The results were encouraging with more than 266kg of electronic waste collected in just six months.

International Coastal Cleanup Singapore 2014

For the second year running, SDC participated in the International Coastal Cleanup Day on 13 September 2014 by cleaning up Tanjong Rimau. We managed to collect 88kg of

trash from the area, which was recorded in the International Coastal Cleanup database for the tracking of long-term trends in marine trash.

Sentosa Embraces Litter Free (S.E.L.F) Programme Sentosa Embraces Litter Free (S.E.L.F) Programme

SDC continued into the second year of the S.E.L.F programme to show our continued support for the Keep Singapore Clean Movement and encourage



SDC staff to come together to embrace a civic-conscious culture of keeping our island litter-free. In addition to the usual bi-monthly litter-picking sessions, SDC staff ventured beyond Sentosa to participate in the Public Hygiene Council's 'Operation WE Clean Up!' event at Bedok South in July 2014. To spread the message beyond SDC staff, we invited 350 residents from Nee Soon South area in February 2015 for a fun-filled litter-picking event on Sentosa.

EXPLORING GREEN TECHNOLOGY



Test-bedding

Sentosa is well-positioned to be a 'living laboratory' for test-beds and green innovation. As such, SDC is always exploring collaboration opportunities with research institutes, universities and companies to test out suitable green ideas on the Island. In the past year, we have worked with various organisations to explore test-bedding for autonomous electric vehicles and technology which can achieve energy savings.



NTU Tidal Turbine

Following the successful trial of the first low-flow tidal turbine tested in a 'live' open sea environment in Singapore, the Energy Research Institute @ Nanyang Technological University (ERI@N) has extended its research activities on Sentosa by upscaling the turbine project.



REMEMBERING OUR HERITAGE



Mount Imbiah Battery Tour

To commemorate the 73rd Anniversary of the Battle for Singapore and the 70th Anniversary of the Liberation of Singapore, SDC worked with the National Heritage Board (NHB) to conduct four tours of the Mount Imbiah Battery for the *Battle for Singapore* programme. Participants were transported back in time through the walking tour of underground passages (usually closed to the public) and remains of the battery, which was accompanied by vivid explanations by SDC's guides and Mr Peter Stubbs, a military historian.



GUEST ARRIVALS



TOTAL ISLAND GUEST ARRIVALS:

19.4 Million



sentosa

