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Sentosa Leisure Group  
33 Allanbrooke Road, Sentosa  
Singapore 099981



**sentosa**  
10/11 ANNUAL REPORT

# REcognise the Commitment

## Joint Message



(Left) Mike Barclay, Chief Executive Officer (Right) Dr Loo Choon Yong, Chairman

It has been another year of profound change for Sentosa, as the ramping up of operations at Resorts World Sentosa has helped to drive up our annual island visitorship from 7.8 million guests last year to 19.1 million guests this year. It is pleasing to note that the various transport infrastructure improvement works we have initiated over the last three years have served us well during the busiest periods of the year. In the midst of this growth, our staff and partners on Sentosa have demonstrated remarkable commitment and enthusiasm to provide a positive experience for all of our guests. This has been reflected by a significant increase in our guest satisfaction ratings in the course of the year.

### Welcoming Visitors From Far and Wide

Given that we now have so many new and exciting attractions on Sentosa, we have sought to encourage locals to re-acquaint themselves with the island. It has been a pleasure for our whole team to reconnect with some former loyal fans, who have started returning to Sentosa after a break of a number of years. We have also seen a strong growth in arrivals from all of our key overseas markets, particularly from India, Malaysia, China and Indonesia. We have also welcomed to our island many more guests from emerging tourism markets, such as Vietnam and the Philippines.

We have seen a trend away from facilitated, group travel to free and independent travel, with more of our overseas guests making their own travel plans to give themselves more flexibility and choice. Sentosa has sought to meet the needs of this growing segment by

offering a wide range of products and services tailored for differing budgets and preferences. We have also introduced the Play Pass, which allows guests to visit multiple attractions with one admission ticket, and the Sentosa Rider, a convenient and dedicated bus service for visitors that connects key locations around Singapore to Sentosa and Mount Faber.

Our billing as a leisure resort destination has been enhanced by the opening of four new hotels at Resorts World Sentosa, as well as the upgrading of the Shangri-La's Rasa Sentosa Resort and the Movenpick Heritage Hotel. We now offer 2,800 rooms spread across the 11 hotels operating on Sentosa.

### Access All Areas

A key area of focus for the management team has been to ensure that our various modes of entry would have sufficient capacity to cope with the surge in island visitorship. In addition to adding two new trains to our Sentosa Express monorail, we completed the overhaul of the Mount Faber Cable Car service. We also worked very closely with the Land Transport Authority and other stakeholders to increase the road capacity serving Sentosa, as well as to improve the alignment along Telok Blangah Road.

The opening of the pedestrian Sentosa Boardwalk in January 2011 ensured that there was ample capacity to cope with crowds during peak periods such as the Lunar New Year. The Boardwalk not only serves as a transport connector between the mainland and Sentosa, it is the first garden-themed pedestrian gateway in Southeast Asia to feature tropical landscapes which are indigenous to Singapore. It has been a pleasure to see this public space being used by various interest groups, from line dancers to musicians. We will continue to encourage all Singaporeans to enjoy the unique venues and ambience afforded by this striking piece of architecture.

All of these efforts have served to more than double Sentosa's admission capacity over the last two years, from approximately 17,400 people per hour per direction in 2009 to 39,800 people per hour per direction by March 2011. In addition, we have taken steps to enhance the public spaces within Sentosa, including the upgrading of the Merlion Plaza which now offers a seamless link between Resorts World Sentosa and the other key activity zones across the island. Intra-island mobility has also been improved by revamping the bus routes on the island.

### Satisfaction Guaranteed

While such meteoric growth is welcomed, it does represent a challenge when seeking to achieve consistently high levels of service across Sentosa's businesses and guest touch points. Under the Customer Centric Initiative (CCI), spearheaded by various government agencies, Sentosa was chosen to be one of four locations that were identified to lead service transformation in Singapore. We initiated a simple strategy of seeking to reduce or eliminate points of inconvenience, while looking to multiply the opportunities to fascinate our guests. In line with this, we have intensified our engagement with our island partner businesses to encourage their participation in various guest experience initiatives such as service audits, subsidised training schemes, guided guest engagement activities and staff recognition schemes. The collaboration to enhance service and product offerings has borne fruit, with both our internal surveys and the external Customer Satisfaction Index of Singapore (CSISG) registering improvements in Sentosa's guest satisfaction ratings.

### Financial Performance Summary

The Sentosa Leisure Group recorded a net surplus of \$22.1 million. The Group's revenue was \$196.8 million, up 24.6% versus the previous year. The increase resulted mainly from increased sales of packages, and the reopening of the cable car operations during the year. The Group's operating expenditure was \$175.8 million, compared to \$307.9 million in the previous year. The substantial reduction in operating expenditure in the current financial year can be attributed to lower provisions for development charges arising from the construction of the Resorts World Sentosa integrated resort, and a slow-down in the infrastructure development costs at Sentosa Cove.

### The Future of Fun

This year has been about growth and opportunity for Sentosa. It has also been about creating even more exciting experiences for our guests. We aim to continue to meet or exceed our guests' expectations, so as to sustain Sentosa's reputation as Asia's Favourite Playground.

We sincerely thank our guests for their continued patronage, our island partners for working hard to provide best-in-class service and the various government agencies for their support. To our Board members, we are grateful for their guidance. We warmly welcome three new Board members – Ms Kwa Kim Li, Mr Keith Yu-Jene Magnus

and Mr Chaly Mah – into our SDC family in 2011, as we bid farewell to Mr Hiew Yoon Khong and Mr Grant Lewis Kelley who have been strong pillars of support for the organisation during their terms of office. And above all, we extend our thanks and appreciation to everyone working in the Sentosa Leisure Group for creating a fertile environment for guests to enjoy Sentosa and all it has to offer.

### Vision

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

### Mission

We create the Sentosa Experience through outstanding service and best-in-class offerings

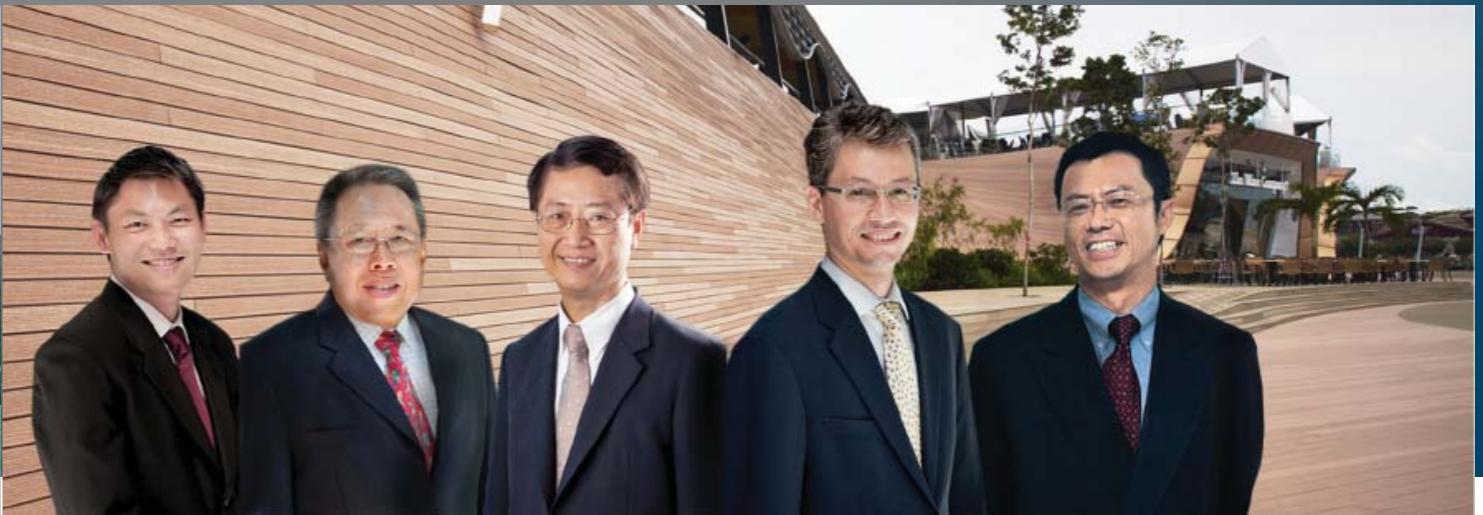


Service comes from the heart at Sentosa. Sentosa's frontline staff are known as the island's service ambassadors or service hosts, and are taught to always go the extra mile with guests. Sentosa continually strives to enhance its levels of service to offer guests a memorable experience from the time they step onto the island till they leave it. The Sentosa Star Values reflect that commitment we have made to our guests:

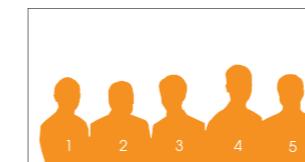
#### Sentosa STAR Values

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

## Board Members



- 1. Mike Barclay** – Chief Executive Officer, Sentosa Development Corporation
- 2. Dr Loo Choon Yong** – Chairman, Sentosa Development Corporation



- 1. Kwek Mean Luck** – Deputy Secretary (Industry), Ministry of Trade & Industry
- 2. Low Teo Ping** – Global Supervisory Director, ATC Group B.V. (Netherlands)
- 3. Soo Kok Leng** – Chairman, Singapore Technologies Electronics Limited/ST Electronics Info-Comm Systems Pte Ltd
- 4. Olivier Lim** – Group Chief Financial Officer, CapitaLand Limited
- 5. Lt-Gen Bey Soo Khiang** – Vice-Chairman, RGE Pte Ltd

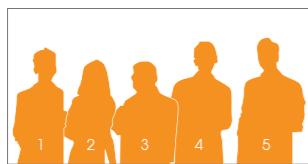


- 1. Aw Kah Peng** – Chief Executive, Singapore Tourism Board
- 2. Jennie Chua** – Chairman, Sentosa Cove, Chief Corporate Officer, CapitaLand Limited
- 3. Christopher Fossick** – Managing Director, Singapore and South East Asia, Jones Lang LaSalle
- 4. Allen Lew** – Chief Executive Officer, Singapore, Singapore Telecommunications Ltd
- 5. Kevin Shum** – Director (Social Programmes), Ministry of Finance

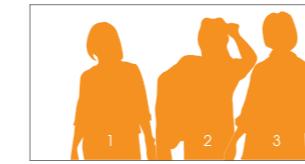


- 1. Chaly Mah** – Chief Executive Officer, Deloitte Asia Pacific
- 2. Kwa Kim Li** – Managing Partner, Lee & Lee (Advocates & Solicitors) Singapore
- 3. Keith Yu-Jene Magnus** – Chairman & Head of Investment Banking, Singapore and Malaysia, UBS AG

## Senior Executive Team



1. **David Goh** – Senior Divisional Director, Leisure Management
2. **Low Wai Peng** – Chief Financial Officer
3. **Low Tien Sio** – Executive Director, Special Projects
4. **Chan Mun Wei** – Divisional Director, Corporate Planning
5. **Mike Barclay** – Chief Executive Officer, Sentosa Development Corporation



1. **Lim Suu Kuan** – Divisional Director, Guest Experience
2. **Susan Ang** – Divisional Director, Commercial
3. **Cynthia Lee** – Divisional Director, Human Resources and Administration



1. **Colin Low** – Director, Internal Audit
2. **Lee Siyou Kim** – Divisional Director, Resorts Development
3. **Eu Kwang Chin** – Divisional Director, Information Technology



1. **Jason Yeo** – General Manager, Sentosa Cove Resort Management (Until October 2011)
2. **Peter Downie** – General Manager, Sentosa Golf Club
3. **Chan Chee Chong** – General Manager, Mount Faber Leisure Group

## Committee Members

### Human Resource Committee

**Chairman**  
Dr Loo Choon Yong  
Executive Chairman  
Raffles Medical Group

**Members**  
Ms Jennie Chua  
Chief Corporate Officer  
CapitaLand Limited

Mr Kwan Chee Wei  
Executive Director  
Human Capital Leadership Institute (HCLI) Asia

Mr Low Teo Ping  
Global Supervisory Director  
ATC Group B.V. (Netherlands)

Ms Low Peck Kem  
Divisional Director  
National Human Resources Division  
Ministry of Manpower

Mr Mike Barclay  
Chief Executive Officer  
Sentosa Development Corporation

**Secretary**  
Ms Cynthia Lee  
Divisional Director, Human Resources and Administration  
Sentosa Leisure Group

### Audit Committee

**Chairman**  
Mr Allen Lew  
CEO Singapore  
Singapore Telecommunications Limited

**Members**  
Mr Aditya Bhugtiar  
Macallan Capital Pte Ltd

Mr Chong Kee Hiong  
Chief Executive Officer  
Ascott Residence Trust Management Ltd

Mr Lional Tseng  
Chief Financial Officer  
CPG Corporation Pte Ltd

Mr Chaly Mah  
Chief Executive Officer  
Deloitte Asia Pacific

Lt-Gen (Ret) Bey Soo Khiang  
Vice-Chairman  
RGE Pte Ltd

Mr Kevin Shum  
Director (Social Programmes)  
Ministry of Finance

**Secretary**  
Ms Patsy Tan  
Senior Internal Auditor  
Sentosa Leisure Group

### Finance and IT Committee

**Chairman**  
Mr Olivier Lim (until February 2011)  
Group Chief Financial Officer  
CapitaLand Limited

Mr Keith Magnus (from 1 March 2011)  
Chairman & Head of Investment Banking  
Singapore & Malaysia  
UBS AG

**Members**  
Mr Stephen Lim  
CEO & Managing Director  
SQL View Pte Ltd

Mr Kwek Mean Luck  
Deputy Secretary (Industry)  
Ministry of Trade & Industry

Mr Mike Barclay  
Chief Executive Officer  
Sentosa Development Corporation

Mr Chia Khong Shoong  
Chief Financial Officer  
Frasers Centrepoint Limited

**Secretary**  
Mr Lek Yong Kwang  
Deputy Director, Finance  
Sentosa Leisure Group

### Development Committee

**Chairman**  
Dr Loo Choon Yong  
Executive Chairman  
Raffles Medical Group

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

Mr Chia Boon Kuah  
Executive Director & Chief Operating Officer  
Far East Organization

Mr Mike Barclay  
Chief Executive Officer  
Sentosa Development Corporation

**Secretary**  
Ms Tan Lee Keow  
Deputy Director (Island Development and Investments)  
Sentosa Leisure Group



## Sentosa Development Corporation

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 went through a makeover to become a premier getaway 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 and commercial units – Sentosa Leisure Management Pte Ltd, Sentosa Golf Club, Sentosa Cove Resort Management Pte Ltd and Mount Faber Leisure Group (MFLG). Collectively, SDC & its subsidiaries are referred to by our stakeholders as the Sentosa Leisure Group.

- Sentosa Leisure Management handles the day-to-day operations on the island. This includes attractions development and management, marketing and sales, maintenance, safety and security, landscaping and retail.

- Sentosa Cove Resort Management is responsible for the management of Sentosa Cove, which has evolved into an internationally prestigious residential and commercial waterfront district.
- Sentosa Golf Club 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 Barclays Singapore Open, Asia's richest national Open that is co-sanctioned by the Asian and European Tours.
- Mount Faber Leisure Group operates Singapore's sole cableway system and encompasses other related businesses such as attractions management, food and beverage, retail and inbound tour services.

SDC also manages the day-to-day operations of a cluster of nine islands south of Sentosa, including the conservation of the islands' greenery and heritage.



## Corporate Social Responsibility Matters

### Giving Back

#### Sentosa's green plan revealed & more



Sentosa's green plan revealed & more  
SDC has been implementing a Sentosa Green Plan which will focus, in the long term, on minimising the island's carbon footprint, conserving flora and fauna and adopting global environmental standards and business practices. Sustainability will be key for Sentosa, given the expected increase in visitor numbers.

In fact, Sentosa's reforestation initiative has resulted in about 200 native coastal trees and dipterocarp trees being planted by schools and corporations in the Imbiah area. Environmentally sound practices have also been adopted around the island – installing more efficient and energy-saving T5 lamps and LEDs in the office, lower-voltage lamps and LEDs for island lighting features, and water-savings devices at water points, as well as participating in Earth Hour 2011. Guests are also encouraged to recycle through fun and engaging activities such as the Recycled Art exhibition that ran from November 2010 to January 2011 at Merlion Plaza. This showcased the work of 90 NAFA students who used bottles, plastics, tin cans, branches and old deck chairs to create impressive sculptures.

Another CSR initiative is partnering the APSN Tanglin School to offer educational and recreational opportunities to youth with mild intellectual disabilities. Sentosa has provided

training stints for students from APSN Tanglin School to be horticulturists and allowed them to apply textbook theories to an actual nursery environment. The students also spent a day on the island visiting and enjoying various attractions for their National Day Celebration-cum-Adventure Trail Day. To facilitate a two-way exchange, Sentosa's staff volunteered their time and expertise, during a sharing session on retail experiences at the school's assembly.

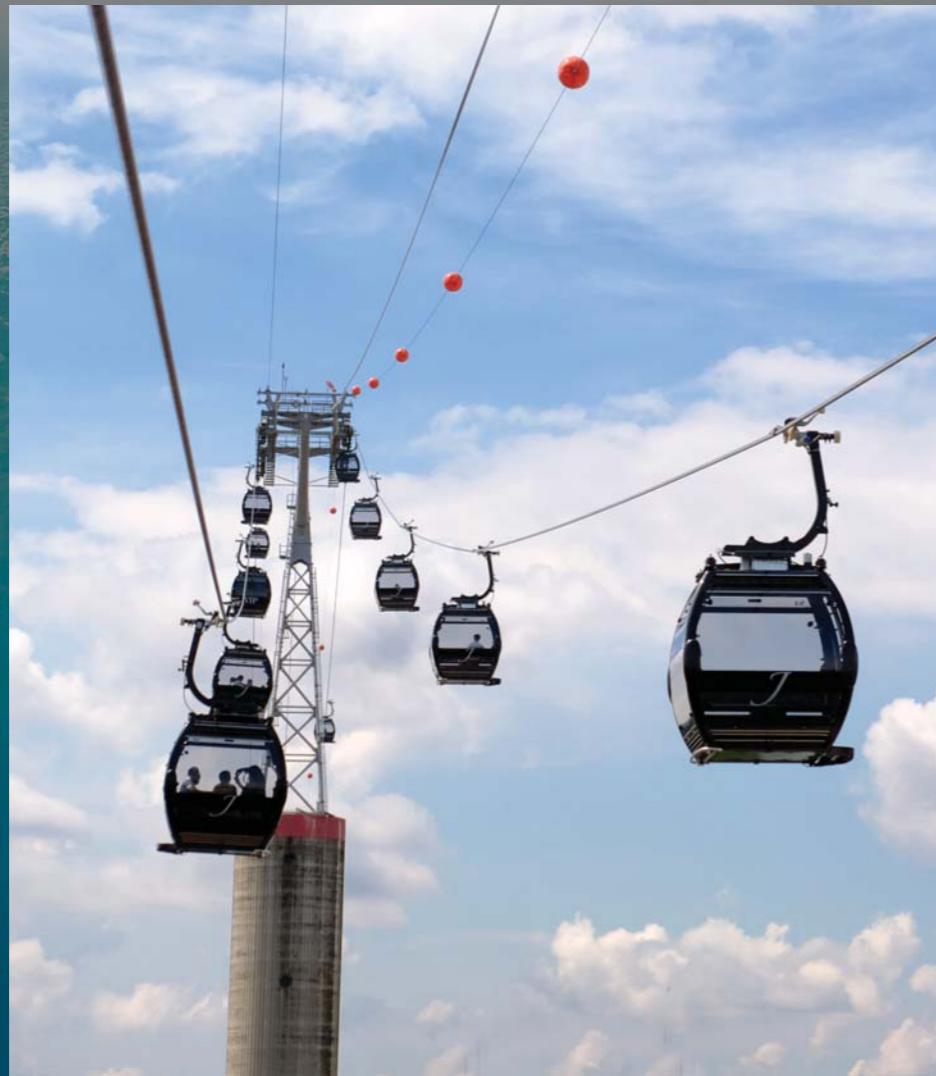
### Beach Life for Beginners

#### Sentosa's Beach Safety team getting out and about in Singapore



In September 2010, after four years of conducting beach safety workshops on the island, Sentosa's Beach Patrol team widened its outreach to include schools. The Beach Safety First programme was led by Buddy Cool, a popular mascot used to engage both local and international students. Through fun and interactive sessions, the programme aims to instil in them essential knowledge about swimming in open-water conditions and safe practices at the beach. Currently, more than 40,000 students have learnt more about how to deal with marine stings, the varying gradients in the sea bed and the international flag system for swim safe zones.

# REdefine Play



## Enhanced Connectivity

### Up, Up and Away

#### The Revamp of the Cable Car Attraction

Following a S\$36-million revamp in 2010, Singapore Cable Car was officially launched on 15 October in a ceremony that was attended by Senior Minister of State, Ministry of Trade and Industry, and Ministry of Education, Mr S Iswaran. The 36-year old national icon now comprises 67 LED-illuminated, sparkling metallic black and chrome cabins on a mono-cable ropeway linking Mount Faber to Harbourfront Towers and Sentosa Island. The launch concludes the third and final phase of Mount Faber Leisure Group's master plan since the inception of The Jewel Box in 2005.



### An Easy Ride New Sentosa Rider coach service

Travelling to Sentosa from the city became more convenient in August 2010 with the commencement of the new Sentosa Rider – a dedicated tour coach service that connects key locations around Singapore, including Changi Airport, to Sentosa, Resorts World Sentosa and Mount Faber. As part of the ongoing initiative to enhance transportation to Sentosa, the six-coach service offers visitors a direct and hassle-free transfer option. It also provides added value to the various hotels and resorts on Sentosa, by strengthening their reach in the lucrative Free and Independent Travellers (FIT) tourism market. The Sentosa Rider runs hourly through Orchard Road, Suntec City, Marina Bay, Chinatown and Changi Airport, picking up guests at 11 locations.



### Step Out to Play Launch of Sentosa Boardwalk provides instant access to the island

As the first garden-themed boardwalk in Southeast Asia, the Sentosa Boardwalk was opened to the public on 29 January 2011. The 700-metre-long pedestrian bridge connects Sentosa directly to mainland Singapore and offers an exciting, relaxed way to travel to the island because of its 10 canopy-covered travellators, panoramic views of the harbour, tropical landscaping, and retail and food and beverage outlets. Built with environment-friendly timber boards, the boardwalk can be conveniently accessed at VivoCity and leads guests directly to the Sentosa Visitor Centre in just 10 minutes and at a minimal cost of \$1. The Sentosa Boardwalk has also won building awards such as the 2011 Design and Engineering Safety Excellence Awards organised by the Building and Construction Authority.



## Enhanced Convenience

### Playtime All Round

#### Attraction-hopping with the new Sentosa Play Pass

On 14 February 2011, a new bundled ticket for Sentosa's guests was launched – the Sentosa Play Pass. Providing guests with the option to experience 13 of the island's attractions, from the Segway FUN Ride and Sentosa Nature Discovery Guided Tour to the Cineblast and Sentosa Luge, the Play Pass offers up to 60 per cent in cost savings and reduces potential queuing time at attractions. For added convenience, Play Pass holders can also buy an All-You-Can-Eat Pass, entitling them to dine at Tastes of Singapore and Tastes of Asia. There are three different Play Passes designed to offer guests time flexibility and value for money – this includes the Day Play Pass, Noon Play Pass and Premium Play Pass.

### Fingertips at the Ready

#### MySentosa Mobile App – the perfect guide to Sentosa, anytime and anywhere

Where to go, what to eat, how to get there, where to park – these questions and more can be answered via the MySentosa Mobile App. Designed for smartphones running various popular operating systems, MySentosa is a free download. It includes a useful compass function to help visitors find their way around the island, a weather forecast option, traffic updates and push notifications so users can learn more about new promotions and ongoing events. The app also helps with itinerary planning, providing extensive information about the island, its attractions, the array of restaurants and bars and, of course, the best beach for them to take a break and catch up with friends.

## New Attractions and Accommodations

### Marvellous Merlion

#### Merlion Plaza gets a face lift

After eight months of extensive renovations, Merlion Plaza reopened to the public in October 2010. The \$3-million project has transformed the attraction into a gateway for guests coming from Resorts World Sentosa to Imbiah, and onto the southern beaches. The Plaza has also been extended to serve as a pleasant holding area, event space, and a prime day and night attraction for visitors. New features of Merlion Plaza include: dedicated photo points, a water veil and fountains with night lighting, a new food and beverage outlet with seating for up to 120 diners including a garden al fresco area, a visitor and ticketing counter, a retail shop and eight new souvenir kiosks. The Merlion theme has been extended to the paving, walkway canopy and garden furniture.

### Walk Down Memory Lane

#### The Cable Car Museum Opens its Doors

As part of its ongoing efforts to transform Mount Faber into a distinctive Singapore icon, Mount Faber Leisure Group has created an attractive Cable Car Museum at Imbiah Lookout. The museum features more than 2,000 square feet of exhibits and is home to the world's only life-size Lego® cable car cabin – a key attraction for many visitors. As well as providing a comprehensive account of the history of Singapore's cable cars and in-depth information about the technology behind the cable car system, the museum also houses three generations of cable car cabins that have been in operation since they were first introduced in 1974. The Gold (painted) Cable Car Cabin, which was launched in 1995 for the sole purpose of transporting VIP guests and celebrities, is also on display.



### Rasa Sentosa Resort Undergoes Makeover and Rebranding

#### Reopens as Shangri-La's Rasa Sentosa Resort

Singapore's first beachfront resort reopened as Shangri-La's Rasa Sentosa Resort on 18 January 2011 after a 10-month facelift, just in time for the Lunar New Year. The complete S\$80-million makeover, the resort's most extensive to date, transforms the former Rasa Sentosa into the ultimate venue for business functions, family outings and romantic sunset weddings. The newly renovated 454 rooms and suites have been specially redesigned to meet the varying needs of hotel guests. Additionally, seven dining and entertainment options, fully refurbished corporate function rooms and the 100-square-metre Cool Zone (the largest hotel-based children's club in Singapore) are some of the prominent highlights of the rebranded resort.





### **Take Flight at Night Resorts World Sentosa's resident love birds at Crane Dance**

The world's largest dancing animatronics show landed at Resorts World Sentosa's waterfront on Christmas Day 2010, just 36 months after conception. Crane Dance has been specially created for RWS by Entertainment Design Corporation and their Emmy Award-winning Creative Director, Jeremy Railton. A permanent, free and nightly show that caters to up to 800 guests at a time, Crane Dance is a breathtaking spectacle with its two steel bird structures rising to a height of 30 metres and weighing 80 tonnes each. Via digital art, LED displays, light and water effects and pyrotechnics, the show tells a magical love story between two cranes as they perform their courtship dance ritual.



## **Signature Events**



**Global Game On  
Barclays Singapore Open**

Sentosa Golf Club played host to the Barclays Singapore Open 2010, which was extended to a field of 204 players, competing on both The Serapong and The Tanjong Courses. Adam Scott from Australia clinched his third title win of what has become known as "Asia's Major". Jointly sanctioned by the European and Asian Tours and staged from 11 to 15 November 2010, this annual event once again attracted a throng of spectators to watch internationally renowned players such as Anders Hansen, Graeme McDowell and Prayad Marksang. Singapore is fast becoming a prime destination for golf enthusiasts, and Sentosa Golf Club's award-winning greens and world-class facilities are major attractions.



**Making a Song  
and Dance of It!  
Sentosa Buskers Festival**

A new event, the Sentosa Buskers Festival, was launched on 27 November 2010 and ran over nine days. Featuring 10 acts from six different countries, this innovative festival showcased exciting performing arts talents and a range of exhilarating displays, bringing greater vibrancy to the island. Festival-goers immersed themselves in music, comedy, martial arts, magic, street theatre and puppetry; the event also welcomed Guinness World Record holder, Victor Rubilar from Argentina, who amazed his audience with some very unique football skills. The Sentosa Buskers Festival joins the stable of signature events that will continue to run each year.





### The Hottest Ticket in Town Siloso Beach Party

Every year, New Year revellers flock to the legendary Siloso Beach Party – and 2010 was no different. On 1.2 kilometres of Singapore’s hippest beach, over 15,000 party-goers were treated to five different club zones, featuring different music genres from international DJs and live bands. The party atmosphere was complemented with fairground rides, a foam pool, choreographed dancers and performers. The Siloso Beach Party continues to attract visitors from all over Asia because of its cool location, excellent DJ line up, access to an entire host of dining and drinking options and, most importantly, its unique party atmosphere.



### Petal Power Sentosa Flowers

From 3 February 2011, and running for 11 consecutive days, Sentosa Flowers 2011 showcased some of the world’s most beautiful species of flowers, plants and trees. Stretching from the new Sentosa Boardwalk and onto the island’s Beach Plaza, the seven hectares of blooms and foliage dazzled a record number of 690,000 guests to the event, almost double the year before, as they celebrated Lunar New Year. As the largest extravaganza since Sentosa staged this inspirational floral festival, the 2011 event was visually stunning and engaged guests in the interactive nature trail.



### Calling All Ghost Hunters Sentosa Spooktacular

In the lead-up to Halloween, Sentosa’s Spooktacular event, developed in conjunction with Temasek Polytechnic, offered five evenings of ghoulish fun with fictional spooky venues, ghostly characters, supernatural forces, special lighting and digital sound effects to create that authentic haunted ambience. The event ran from 22 to 31 October 2010 with a cast of 100 performers on hand to meet, greet and terrify visitors at Images of Singapore, Tiger Sky Tower and The Merlion – some of the designated spooky locations. In its second year, Sentosa Spooktacular is an impressive and popular event that brings the Asian Halloween experience to life.



## Co-branded Events

### Keep On Running

#### Standard Chartered Marathon Singapore

The Standard Chartered Marathon 2010 took place on 5 December 2010 with Sentosa designated as the starting point of the half marathon race. About 15,000 runners set off at 6.30 am and made their way through various scenic spots in Sentosa, including our beaches and Universal Studios Singapore, and onwards to the finish line at St Andrew's Road, Padang. As the choice venue for large-scale sports events, Sentosa partnered with Standard Chartered to ensure runners and spectators could enjoy the half marathon experience safely against the backdrop of scenic beaches.

### Anniversary Dance Extravaganza

#### Zoukout



On 11 December 2010, a record-breaking 27,000 people joined in the super-sized party that is Zoukout. In its tenth year, and one of Asia's biggest dance festivals, Zoukout brings big-name DJs to the region and sets

the standard for the live dance experience. The brain-child of the people at Zouk Singapore, the event took place at Sentosa's Siloso Beach, welcoming DJ legends, David Guetta, Tiesto and Midnight Juggernauts to the decks, to name a few. The elaborate firework display from three islets off the beach and outlandish lighting displays were just some highlights of this truly explosive event.

## Luxury Waterfront Living

### Building a marina-lifestyle community at Sentosa Cove



Sentosa Cove, a multibillion-dollar development spanning 117 hectares on the eastern side of Sentosa, continues to rise as the most coveted residential enclave in Asia. Complementing Sentosa Cove's lofty status is its proximity to the busy financial district, upcoming vibrant retail boutiques, quaint cafes and restaurants, as well as a marina hotel. And being the only place in Singapore that allows foreign ownership of landed properties, Sentosa Cove is poised to emerge as an iconic cosmopolitan community in the region.

Located in the heart of Sentosa Cove is ONE°15 Marina Club, which boasts state-of-the-art marina facilities including 270 berths. This positions the club as an ideal host of international boat show events such as the inaugural Singapore Yacht Show in 2011, which is set to return to Sentosa Cove in the next two editions. SDC's support to such marine events resonates with Sentosa Cove's vision to be a leading waterfront community. And with this premier club at their doorstep, residents gain privileged access to prestigious marine events that gather the world's most luxurious superyachts.

# REFuel the Passion



In FY10/11, four condominiums – The Turquoise, W Residences, Seascape and The Marina Collection – obtained their temporary occupancy permits. Presently, the construction of the 13-villa Kasara – The Lake is on track and is expected to be completed by the end of 2011. Scheduled for completion in 2012 is Quayside Isle, which will feature an integrated hotel, as well as retail and commercial spaces undertaken by City Developments Limited and operated by Starwood Hotels and Resorts under its W Hotel brand. Additionally, the development of the residences in the South Cove is also making good progress.

As these residential precincts take shape, Sentosa Cove focuses on building and growing a vibrant community. And with the full completion of some 2,000 residential units in 2014, Sentosa Cove will be the pinnacle of the marina lifestyle dream.

## Service Culture

### Keeping It Guest Centric

**Driving service excellence and enhanced experiences for all our guests**



With a clear objective to raise fascination and reduce dissatisfaction, Sentosa's Learning Journey under the Customer Centric Initiative (CCI), was showcased on 29 March 2011 to set the standard for all staff, products, services and processes island-wide. Launching the Sentosa Experience and Sentosa's refreshed service journey, Guest-of-Honour Minister Lim Swee Say from the Prime Minister's Office made a dramatic entrance by zipping down Asia's most scenic 450-metre-long flying fox.

Through a PI<sup>3</sup> formula (Invigorate People, Innovate Products and Services, Improve Processes), the initiative will drive change and further transform Sentosa's guest experience, to ensure that healthy doses of leisure and pleasure are constantly served up for its growing guest segments.

**A Rewarding Experience**  
**Sentosa celebrates win at Singapore Experience Awards 2010**



(4<sup>th</sup> from the left) Kasturi d/o Haridas

For the second time, Sentosa Leisure Group was recognised in the finals of the Singapore Experience Awards. Kasturi d/o Haridas, Lead Attractions Host, Attractions Management, was presented with a "Customer Service – Visitor Attraction" award to celebrate her guest-centric performance. Presented by the Singapore Tourism Board, the Singapore Experience Awards recognise organisations and individuals that have made outstanding contributions to enhance Singapore's image as a premier tourist destination. Award categories include Hospitality, Dining, Entertainment, Attractions, Business Travel, Education and Healthcare. Kasturi has worked on Sentosa since 2004 and has carved her niche as a leader, coach and mentor to her group of guides in the Attractions team.

**A Tick for Training**  
**Workforce Development Agency recognition**



In March 2010, Sentosa Development Corporation was recognised by the Workforce Development Agency as an Approved Training Organisation. Through our comprehensive programme of training, service skills certifications are awarded to Sentosa staff and island partners. In addition, Service STAR rewards are given via a dedicated system that acknowledges staff members when they go that

extra mile to make a guest's time on the island more enjoyable. Sentosa's training and development framework encourages visitors to give their feedback on the service levels they receive to achieve a more robust service culture.

**Measuring Success**  
**Guest Satisfaction scores boosted**



According to the Customer Satisfaction Index of Singapore (CSISG), Sentosa's score rose from 67.5 in 2009 to 70.3 in 2010. This satisfying result is testament to our commitment to enhance fascination and keep inconvenience at bay, thereby positively impacting the guest experience on Sentosa. Internal research has shown that monthly Guest Satisfaction scores have improved from 83 per cent to 88 per cent and the ratio of compliments to complaints has nearly doubled since the start of the Customer Centric Initiative project in early 2010.

## Our Most Important Resources

### Providing a Platform for Greater Communication Island Partner Unit



The Island Partner Unit (IPU) was revamped and launched in August 2010. The Unit facilitates regular dialogue sessions and, more importantly, provides an opportunity for our Island Partners to voice concerns on new and current policies.

After the revamp, Island Partners now have access to trade specialists within IPU – be it hotels, attractions, food and beverage or retail.

Under the auspices of the Leisure Management division, IPU will also look into matters that will help our Island Partners achieve best-in-class service levels and efficiencies in their operations.

### Integration for Success Alignment exercise

The alignment exercise, integrating Mount Faber Leisure Group's HR policies and processes with those of Sentosa Leisure Group, has been completed. Through informative road shows and one-on-one employee discussions, the staff of Sentosa and MFLG shared and agreed on the motivation behind the integration process. Together, Sentosa and MFLG are now working hand in hand to provide a more holistic experience for guests who wish to visit both destinations.

### Working Together, Working Stronger New collective agreements cement fair employment practices

A new agreement between Sentosa Leisure Management and Singapore Industrial and Services Employees' Union (SISEU) has been signed this year. Mount Faber Leisure Group also signed their very first Collective Agreement with SISEU. The Memoranda of Understanding – on the Limited Representation of Executives and Re-employment Practices and the Employer's Pledge of Fair Employment Practices – reflect commitment to fair employment practices in the workplace. In recognition of our efforts in forging a good tripartite alliance with SISEU, Sentosa was awarded the Plaque of Commendation.

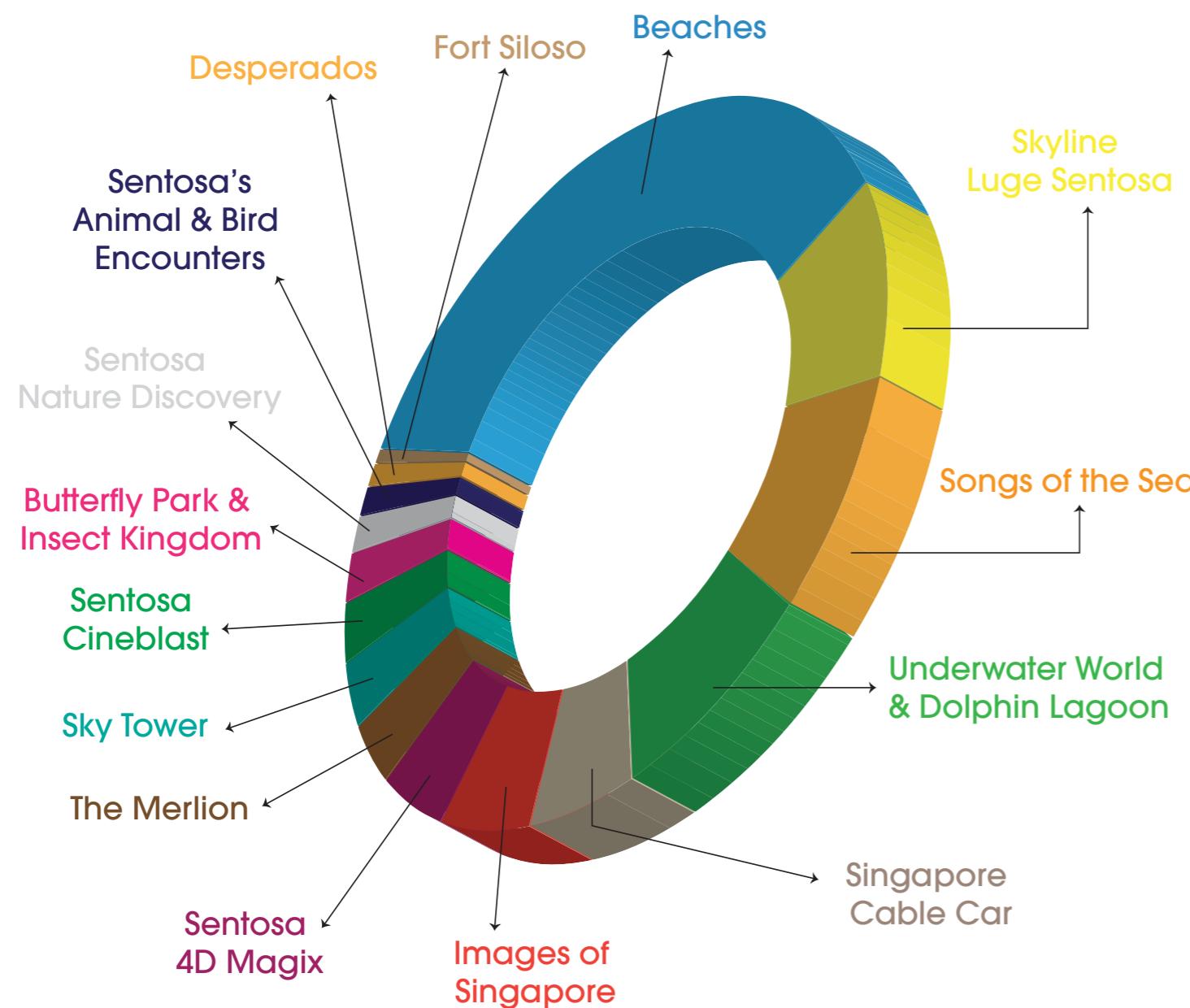
### Creating a Vibrant, High-performance Culture Employee training a two-pronged strategy

Our people are our most important asset. It is their interactions with visitors that deliver the unique "Sentosa Experience" we aim to maintain for all our guests - via a cohesive, fun and high-performance working culture. To enhance high performance among staff members, we conduct regular training courses, which are an integral part of our HR development processes. Additionally, to show Management's appreciation for staff who are responsible for maintaining and delivering a "Sentosa Experience" to all guests, our management team gets hands-on in creating a fun working environment for our personnel.

Through the Management-In-Action Day programme, the CEO and senior management officers spend four hours within one selected day working alongside our frontline staff. This creates greater awareness for Management of the daily operational procedures and challenges that staff typically face, and serves to strengthen bonds between senior management and frontline staff.



# RElive the Successes



## Visitor Arrival Figures



### Island Visitorship

**19,100,000**

Tourists – 9,550,000	The Merlion 369,000
Locals – 9,550,000	Sky Tower 336,000
Beaches 5,706,000	Sentosa Cineblast 313,000
Skyline Luge Sentosa 1,323,000	Butterfly Park & Insect Kingdom 291,000
Songs of the Sea 1,287,000	Sentosa Nature Discovery 163,000
Underwater World & Dolphin Lagoon 1,244,000	Sentosa's Animal & Bird Encounters 132,000
Singapore Cable Car 612,000	Desperados 102,000
Images of Singapore 510,000	Fort Siloso 56,000
Sentosa 4D Magix 418,000	

## Sentosa Awards

### Recognised Industry Awards and Ratings by Sentosa

(including Mount Faber Leisure Group & Island Partners )

#### Product Category

2010 Awards/Ratings	Awarding Body Background
<b>IAAPA Voter's Choice for Most Popular Asian Attraction</b> • Resorts World Sentosa – Large Attraction Category • Sentosa 4D Magix – Small Attraction Category	Founded 90 years ago, International Association of Amusement Parks and Attractions is the largest international amusement parks and attractions association committed to the preservation and prosperity of the industry.
<b>Sentosa Boardwalk</b>	
<b>Active, Beautiful, Clean Waters (ABC) Certificate</b> by PUB	The ABC Waters Programme aims to harness the full potential of our water bodies and brings people closer to water through new lifestyle activities and attractions.
<b>SIA Annual Design Award</b> – Honourable Mention	The aim of the award is to promote and encourage excellence in architectural design, emphasising originality/innovation, sensitivity to context, sustainability, response to climate, response to users' needs and elegance of construction and detail.
<b>Universal Design Award</b> (Silver) – Outdoor Spaces & Structures Category	The award aims to honour the industry's exemplary role models that actively contribute to a friendly built environment.
<b>Design &amp; Engineering Safety Excellence Awards 2011</b>	The award aims to inculcate a strong safety culture in the development of infrastructures, recognising projects that overcome various challenges and achieve safety and excellence in design and engineering works.
<b>2010 IFEA/Haas &amp; Wilkerson Pinnacle Award</b> • Siloso Beach Party/Sentosa Development Corporation o Silver – Best Event Website o Silver – Best Event (within an existing festival) • Storytelling Comes Alive!/Sentosa Development Corporation o Gold – Best Children's Programming	This prestigious award aims to raise the standards of festivals and events by honouring the highest degree of excellence in festival and event promotions and operations.



#### Service Category

2010 Awards/Ratings	Awarding Body Background
<b>Customer Service Index (CSISG)</b> Increased from 67.5 pts in 2009 to 70.3 pts in 2010	CSISG is a landmark measure of customer satisfaction cutting across a wide range of sectors and subsectors in the services industry of Singapore.
<b>Singapore Experience Award</b> Customer Service – Visitor Attraction (Kasturi Haridas, Images of Singapore)	The award, organised by the Singapore Tourism Board, recognises the best organisations and individuals in the tourism sector.
<b>SPRING EXSA</b> • Sentosa Development Corporation o 1 Super Service Champion Award Finalist o 11 Star, 40 Gold, 93 Silver • Sentosa Luge o 6 Gold, 7 Silver • Sentosa 4D Magix o 3 Silver	Launched in 1994, the Excellent Service Award (EXSA) is a national award that aims to create service champions by recognising individuals who have delivered quality service.

#### Marketing Category

2010 Awards/Ratings	Awarding Body Background
<b>The EFFIES Singapore Awards 2011</b> (Bronze) for Sentosa Spooktacular campaign	The EFFIES is a global award recognising creative works that generate results. It was judged from a total of 65 submissions by a panel of 45 senior marketers, advertisers, and creative, digital and media agency executives.
<b>Digital Media Awards 2010</b> (Bronze) – Travel/Leisure Category, won by BLUE agency for the Sentosa website	The award honours the best in creativity, innovation and effectiveness across the industry.

#### Corporate Category

2010 Awards/Ratings	Awarding Body Background
<b>Meritorious Defence Partner Award</b> (Total Defence Awards 2010)	This is presented to companies that have shown commendable support for Total Defence and to the country's national directives.