



Sentosa
THE STATE OF **FUN**

ANNUAL
REPORT
2016/2017

The background image shows a cable car system in operation against a clear blue sky with scattered clouds. In the foreground, a large cable car gondola is suspended, containing three people: a man, a woman, and a young child. The gondola has large windows and a modern design. Another smaller gondola is visible further down the cable line. Below the cable cars, a large, lush green island resort is nestled along a coastline. The resort features numerous buildings with red-tiled roofs, swimming pools, and dense tropical vegetation. In the distance, more city buildings and a bridge are visible across the water.

CONTENTS



ORGANISATIONAL OVERVIEW

ABOUT SDC

• 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, marketing and promotion of the island of Sentosa as a resort destination for locals and tourists. Sentosa is a premier leisure and lifestyle destination with an exciting array of themed attractions, award-winning spa retreats, lush rainforests, golden sandy beaches, resort accommodations, world-renowned championship golf courses, waterfront residences and a deep-water yachting marina, making Sentosa a vibrant island resort with multi-faceted appeal catering to both leisure and business visitors. SDC also owns Singapore's only cable car sky network which connects mainland Singapore to Sentosa and across the island to its Western end at Siloso Point. Making Sentosa its home, too, is Singapore's first integrated resort, *Resorts World Sentosa*, which operates Southeast Asia's first *Universal Studios* theme park and the *S.E.A. Aquarium* – one of the largest aquariums in the world.

• Sentosa Golf Club

Sentosa Golf Club (SGC) manages two award-winning 18-hole, par 72 championship golf courses on the island – *The Serapong*, which is ranked 58th in the World's 100 Greatest Golf Courses by *Golf Digest*, and the newly-opened *The New Tanjong*. SGC hosts the *SMBC Singapore Open*, where international star players and world-class golf professionals from Asia, Europe and the USA descend on its championship course to play for the prize of Singapore's national tournament; as well as the *HSBC Women's Champions*, a marquee women's golf event that has been dubbed as 'Asia's Major'. It is also home to one of golf's world governing bodies – The R&A – and professional tours like The Asian Tour and The European Tour.



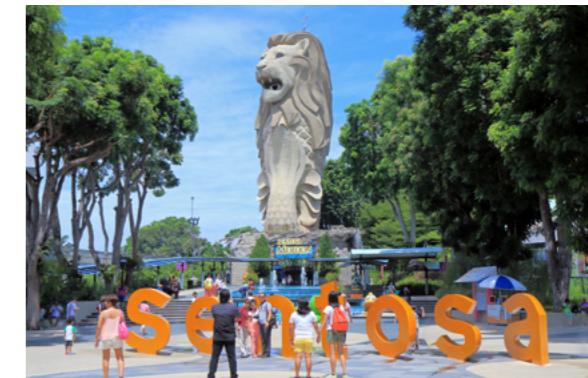
• Sentosa Cove Resort Management

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



• Sentosa Leisure Management

Sentosa Leisure Management (SLM) assists SDC in fulfilling the day-to-day operations of Sentosa Island. These include non-commercial functions such as transport, maintenance, safety and security, landscaping and corporate support.



• Mount Faber Leisure Group

Mount Faber Leisure Group (MFLG) has been rebranded as *One Faber Group (1FG)* since 1 April 2017. Operating as an autonomous entity reporting to its Board of Directors, 1FG offers a suite of leisure and lifestyle services including attractions, guided tour experiences, the management of event venues, souvenirs and lifestyle merchandise, as well as F&B operations. The company's portfolio of products and services includes the *Singapore Cable Car Sky Network*, *Wings of Time*, *Sentosa Merlion*, *Faber Peak Singapore*, *Spuds & Aprons*, *Good Old Days*, *Show Bites* and *Fun Shop*.



Spanning from the hilltop at Mount Faber to Sentosa Island, 1FG manages the *Singapore Cable Car Sky Network* that comprises two main lines and six stations – the Mount Faber Line connecting mainland Singapore to the resort island of Sentosa, and the Sentosa Line which takes passengers to the island's western end at Siloso Point.

VISION, MISSION & STAR VALUES

• Vision

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

• Mission

To create the Sentosa Experience through outstanding service and unique offerings.

• STAR Values

Sentosa continually strives to enhance its level of service to offer our guests a memorable experience at *The State of Fun*. The Sentosa STAR values reflect our commitment in providing service from the heart.

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, 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, who are always taught to go the extra mile for guests.



★ 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 & MANAGEMENT TEAM

• Board Members

*Completion of term on 31 March 2017.



Moses LEE
Chairman,
Sentosa Development
Corporation



QUEK Swee Kuan
Chief Executive
Officer, Sentosa
Development
Corporation



David HENG
Co-Head, Markets
Group, Head,
Consumer and Real
Estate, Head, South
East Asia, Temasek
International Pte Ltd



KOH-LIM Wen Gin
Board Member,
National Parks
Board/ Independent
Director,
Keppel Land Ltd



KWA Kim Li
Managing Partner,
Lee & Lee*



Eugene LEONG
Chief Executive
Officer,
Early Childhood
Development Agency



LIM Joo Boon
Chairman,
Singapore Turf Club



Keith MAGNUS
Chief Executive Officer
& Executive Director,
Evercore Asia
(Singapore) Pte Ltd



Chaly MAH
Chairman, Singapore
Accountancy
Commission*



NGIAM Shih Chun
Deputy Secretary
(Industry), Ministry of
Trade and Industry



Rita SOH
Director,
RDC Architects
Pte Ltd



Ronny TAN
Chairman,
Assisi Hospice



Lionel YEO
Chief Executive,
Singapore Tourism
Board

BOARD & MANAGEMENT TEAM

• Senior Executive Team (SET) Members

*As at 31 March 2017.



QUEK Swee Kuan
Chief Executive Officer



CHIN Sak Hin
Assistant Chief
Executive & Chief
Financial Officer



Jacqueline TAN
Assistant Chief
Executive &
Chief Financial Officer



Lynette ANG
Chief Marketing Officer



CHAN Mun Wei
Divisional Director,
Corporate Planning



Catherine CHEW
Divisional Director,
Property & General
Manager, Sentosa
Cove Resort
Management



KOH Piak Huat
Divisional Director,
Human Resources
and Administration



Cynthia LEE
Divisional Director,
Sentosa
Cove Resort
Management



LEE Siyou Kim
Divisional Director,
Project Development



Theresa LOW
General Counsel



SOH Keng Taan
Chief Information
Officer



**Andrew H
JOHNSTON**
General Manager,
Sentosa Golf Club



LIM Suat Jien
Managing Director,
Mount Faber
Leisure Group

JOINT CHAIRMAN-CEO MESSAGE

Taking FUN to new heights



2016 marked the consolidation of our efforts to propel Sentosa into the next phase of growth, with several initiatives coming together to strengthen and sustain the island's appeal in the years ahead.

Among the key developments was our transition to a new organisational structure whereby we established stronger synergies across SDC's different corporate and business functions to sharpen our focus on corporate strategies, enhance guest experiences and welcome more visitors to Sentosa.

The re-organisation saw the formation of a new Corporate and Marketing Group (CMG) comprising our Finance, Corporate Planning, Legal, Human Resources and Administration, and Information Technology Divisions. Importantly, the CMG also includes a new integrated Marketing Division that brings together SDC's branding and communications, business promotion, guest services, sales & marketing, as well as events & programming functions, collaborating with our Island Partners to provide a more streamlined, guest-centric approach in promoting the various offerings across Sentosa.

Besides the CMG, our Island Investment, Property & Projects Development, as well as Island Operations Divisions, have also been grouped together under the new Infrastructure, Investment and Island Operations Group (III). Its formation paves the way for SDC to achieve higher planning and operational efficiencies, to bring greater value to our guests and partners.

SDC's commercial operations have meanwhile been consolidated under the *One Faber Group (1FG)*, which operates as an autonomous entity reporting to its Board of Directors. 1FG now manages *Faber Peak Singapore*, the *Singapore Cable Car Sky Network*, *Sentosa Merlion*, *Wings of Time*, as well as retail and F&B businesses at Mount Faber and Sentosa.

Again, at the heart of it all is our motivation to create even better experiences for locals and tourists alike. From continuously refreshing our array of offerings with new attractions, dining experiences and events, to even a new golf course, the developments over the past year have been immensely fulfilling, and entrench Sentosa's position as a leading leisure and lifestyle destination.



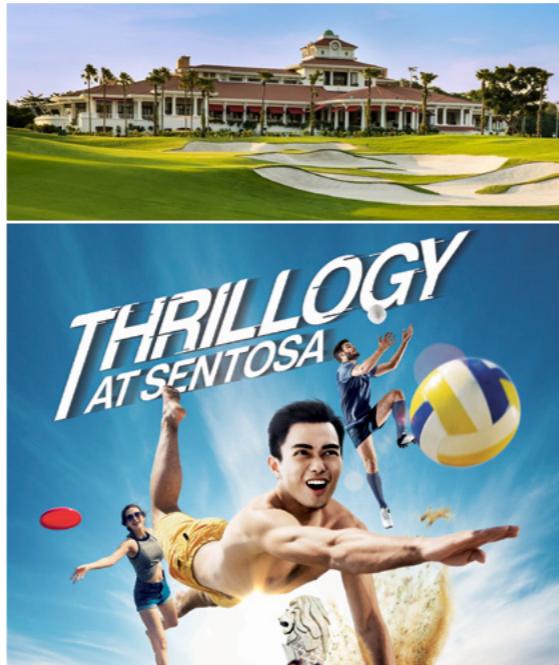
JOINT CHAIRMAN-CEO MESSAGE

FUN Happenings

The Fun we had over the year included the official opening of the popular kids' edutainment park *KidZania Singapore* in April 2016, which strengthened our range of family-friendly offerings. Thrill seekers were also excited by the commencement of construction for *AJ Hackett Sentosa* along Siloso Beach as they can look forward to more adrenaline pumping action with its bungy jumps, duo giant swings and commercial vertical skywalk.

Not to be left out was the nation's favourite past time – eating. We heralded the arrival of award-winning Spanish restaurant *FOC Sentosa* at Tanjong Beach, and a refreshing Hawaiian-themed lifestyle and dining venue, *Ola Beach Club*, along Siloso Beach. *Resorts World Sentosa* also garnered seven Michelin Stars across four celebrity chef restaurants in the inaugural edition of Singapore's Michelin Guide, strengthening Sentosa's position as Singapore's key dining destination.

Beyond constantly refreshing *The State of Fun*'s 'hardware', we continued to place great emphasis on the island's 'software', curating a calendar of thematic events all year round to give locals and tourists more reasons to visit Sentosa.



The slew of exciting events in the past year included the inaugural *Merlion Music Festival* and annual *Sentosa Ukelele Festival*, as well as the popular *Sentosa FunFest*, *Silos Beach Party* and *ZoukOut*. We also launched a series of campaigns from *90 Days of Fun* to *Thrillogy at Sentosa* to encourage locals to rediscover Sentosa not just by day, but by night as well. The campaigns featured special deals and themed programming such as night tours at *Fort Siloso* and movies by the beach.

On the other end of the island, we introduced our first *Sentosa Cove Holiday Market* during the year-end festive season and welcomed the sixth edition of the *Singapore Yacht Show*. Over at *Faber Peak Singapore*, Singapore's first car-free event in a park, *Let's Lepak at Mount Faber*, gave guests the opportunity to enjoy sports and wellness activities while taking in scenic views surrounded by rich flora and fauna. On the greens, Sentosa Golf Club celebrated a new milestone with its opening of *The New Tanjong* course. We are heartened that the Club continued to be the choice venue for *The R&A*, and world-class tournaments such as the *SMBC Singapore Open*, which we hosted on *The Serapong course*, and *HSBC Women's Champions*, staged for the first time on *The New Tanjong* course.

Developing a Smart and Sustainable Island

Building a smart and sustainable Sentosa also continues to be an integral part of our strategic development plans for the island. Through partnerships with both the public and private sectors, we continued to test-bed new technologies on the island.

For instance, as part of our ongoing collaboration with the Info-communications Media Development Authority, we invited local technology companies to propose innovative solutions to strengthen guest experiences and back-end operations. These will be incorporated into our upcoming One Sentosa Platform (OSP), an initiative that will transform guest experience through digital solutions that integrate various touch points.

The OSP encompasses backend systems as well as an enhanced mobile app with a new user interface. Using data analytics to provide personalised information and services, the app will allow guests to view real-time information on Sentosa's transport modes, and



receive location-based notifications on attractions, events, and ongoing promotions, among various guest-centric features, thereby enhancing visitor experience and enjoyment on the island.

In addition, to boost connectivity across Sentosa while adopting a car-lite approach, we are also partnering with the Ministry of Transport and ST Engineering to study the possibility of providing on-demand autonomous shuttle services for guests. At the same time, we gave intra-island accessibility a boost with the launch of our new cycling tracks and walking trails, allowing guests to explore hidden gems and the idyllic side of the island that can be reached only on foot or bicycles.

Beyond these efforts, we remained firmly committed to being socially responsible. Sentosa's staff, also known as Sentosians, brought fun to the less-fortunate through the sixth edition of our annual community outreach initiative, *Sentosa Gives*. Through this initiative, more than 2,000 beneficiaries from various voluntary welfare organisations (VWOs) had the opportunity to experience a day of fun in Sentosa. Our staff also continued to take part in various environmental efforts in maintaining Sentosa's clean and green environment, such as litter-picking and recycling initiatives.

Note of Appreciation

On behalf of the Board and Management, we would like to take this opportunity to express our heartfelt appreciation to our former board members, Ms Kwa Kim Li and Mr Chaly Mah, as well as our former Deputy Chief Executive, Mr Low Tien Sio, for their valuable contributions in shaping *The State of Fun* during their stint with SDC.

Our gratitude also goes out to all Sentosians who have worked hard towards delivering a world-class guest experience, and we look forward to taking the FUN to greater heights!



YEAR IN REVIEW

SIGNIFICANT MILESTONES

With a myriad of exciting developments and activities in Sentosa, the resort island welcomed 19.3 million guests in FY2016/17, creating memorable and fun experiences for local and foreign visitors. Since end-2016, SDC has also been focusing on efforts to deepen and reconnect with the local community through a series of signature events and brand campaigns, and will continue to refresh our offerings to keep guests returning for even more FUN!

• Engaging Singaporeans to Show Their Fun Side

As *The State of Fun*, Sentosa advocates the importance of leading a balanced lifestyle and continued to encourage the locals to find time for fun and relaxation, amid hectic schedules.

A campaign was launched in August 2016, calling for Singaporeans to take a break from their daily routine and 'Show Your Fun Side' at Sentosa. Guests were encouraged to engage in simple activities, such as doing the limbo rock for free admission to the island, or groove and dance their way to a free cable car ride into Sentosa!

On the mainland, Singaporeans also got a taste of what *The State of Fun* could bring to them. In the spirit of breaking away from one's regular routine for some fun, diners at a restaurant were challenged to sing a song to earn a free meal, on top of an Islander membership to visit Sentosa all year round. Those working in the heart of Singapore's central business district at Raffles Place were also given an opportunity to step out of their work routine by jumping on a bouncy castle, and received a cuppa coffee courtesy of Sentosa for their coffee break.



Show Your Fun Side – As part of a social experiment, we invited the working crowd in Singapore's CBD to take a break from their routine.



Show Your Fun Side – Having a bouncy start to the work day!



Show Your Fun Side – As part of a social experiment, we invited Singaporeans to sing for their supper!



Show Your Fun Side – Dancing for a free cable car ride!

• Sentosa Cable Car Line Voted Amongst Singapore Top Engineering Feats

The *Singapore Cable Car Sky Network's* Sentosa Line was named one of Singapore's Top 50 Engineering Achievements by the Institution of Engineers, Singapore at its Engineering Feats @ IES-SG50 Awards in July 2016. The award recognised the cableway as one of the projects that have made the greatest impact on Singapore since 1965, in terms of economic, infrastructural or societal contributions.

Launched in 2015 as part of Sentosa's SG50 celebrations, the *Sentosa Cable Car Line* has been a significant part of the island's transport infrastructure, providing added connectivity for guests accessing the Western end of Sentosa at Siloso Point.



Singapore Cable Car Sky Network – Sentosa Line

• The New Tanjong Course Opens

The New Tanjong course at SGC opened after a year-long redevelopment, creating another world-class championship golf course on par with *The Serapong*. The grand opening of *The New Tanjong* course was held on Sunday 19 February 2017, with Emeritus Senior Minister Mr Goh Chok Tong gracing the event as the Guest-of-Honour.

Featuring an iconic experience set against the Singapore Straits with panoramic views of metropolitan Singapore, *The New Tanjong* asserts a unique personality with large sand bunkers rarely seen in Asia, offering players the challenge of playing on a course with modern hints of inspiration resembling the style of renowned golf course architect Alister MacKenzie.

Apart from the enhanced golfing experience, environmental sustainability is a hallmark of *The New Tanjong*, with several green initiatives implemented to conserve and re-use resources. These include the relocation and replanting of more than 300 trees during the redevelopment, installing six reservoirs-cum-water features to ensure that *The New Tanjong* course is self-sufficient in irrigation, and re-using the fairways' sand cap and greens mix.



Emeritus Senior Minister Mr Goh Chok Tong teed off at *The New Tanjong* course

SIGNIFICANT MILESTONES

• Customer Satisfaction Index of Singapore 2016

The Customer Satisfaction Index of Singapore is a national barometer of customer satisfaction in the Singapore economy, serving as an objective gauge of service competitiveness between sectors and sub-sectors in the services industry in Singapore. In the 2016 index, Sentosa achieved the top score in the attractions sub-sector that was above the overall Tourism sector score, marking a significant improvement in guest satisfaction levels for Sentosa.

• Rejuvenation of Amara Sanctuary Resort and Launch of Deloitte University

In June 2016, *Amara Sanctuary Resort Sentosa* completed its enhancement exercise which included improvement works to its lobby, guestrooms and MICE facilities, for a rejuvenated guest experience. More spaces were also added to encourage social networking, such as the extended Tier Bar, a new lounge, as well as the newly renovated rooftop infinity poolside which now comes with increased seating capacity.

This was done in conjunction with the launch of Deloitte University's first Asia-Pacific campus, situated within *Amara Sanctuary Resort Sentosa*, which will serve as the platform for Deloitte employees to receive enriching learning experiences.



Launch of Deloitte University's first Asia-Pacific campus at *Amara Sanctuary Resort Sentosa*



Amara Sanctuary Resort Sentosa was refurbished in 2016

• Expansion of Skyline Luge Sentosa

Skyline Luge Sentosa is set to bring even more thrills and fun with the development of two new tracks well underway. Slated for completion in 2017, the new tracks will add to the hairpin corners, long straights and exciting slopes on the existing 628-metre Jungle trail and 688-metre Dragon trail.



Skyline Luge Sentosa is expanding, with two new tracks coming soon!

• Resorts World Sentosa

Resorts World Sentosa (RWS) was named 'Best Integrated Resort in Asia Pacific' for the sixth consecutive year at the 27th Travel Trade Gazette (TTG) Awards in 2016. *Universal Studios Singapore* reigned as the top amusement park in Asia for the third year running in the TripAdvisor Travellers' Choice awards, while the park's *Halloween Horror Nights* clinched its second consecutive win for 'Best Leisure Event' at the Singapore Tourism Awards 2016. The theme park also scooped two Guinness World Records with the 'Most people playing Monopoly at a single venue' and the 'Largest light bulb display in an indoor venue' for its *Universal Journey* festive light display.

With the official launch of the Michelin Guide Singapore 2016, *RWS* became the single dining destination in Singapore to be awarded the most number of Michelin stars, receiving a total of seven coveted stars across four of its celebrity chef restaurants: the three-star *Joël Robuchon Restaurant*, two-star *L'Atelier de Joël Robuchon*, one-star *Osia Steak and Seafood Grill*, as well as one-star *Forest森*. As part of its transformation into a premium lifestyle destination targeting Asia's affluent, *RWS* ran four successful series of 'Art at Curate' at Asia's first Michelin Chef showcase restaurant, *CURATE*, featuring different Michelin-starred chefs from around the world. *RWS* also launched a new upscale Italian restaurant, *Fratelli – Trattoria • Pizzeria*, helmed by three Michelin-starred chefs, brothers Enrico and Roberto Cerea, featuring signature family recipes of Northern Italy passed down through generations.



Resorts World Sentosa's celebrity chef restaurants claimed seven Michelin stars in the inaugural *Michelin Guide Singapore*.



605 participants gathered at *Universal Studios Singapore* on World MONOPOLY Day to set a new Guinness World Record (Photo Credit: *Universal Studios Singapore*)



CURATE at *Resorts World Sentosa*



Universal Studios Singapore was certified by the Guinness World Records for the 'Largest light bulb display in an indoor venue' at its *Universal Journey* festive light display (Photo Credit: *Universal Studios Singapore*)

NEW OFFERINGS IN THE STATE

• Official Opening of KidZania Singapore

KidZania Singapore officially opened its doors on 12 April 2016 at Palawan Kidz City, strengthening the Palawan Beach area as a family-friendly destination. Designed to best suit children aged four and above, the 7,600 square metre park works closely with real-world partners, including the Singapore Civil Defence Force, Singapore Police Force and radio station Kiss92FM to create a realistic city and authentic role-play experience that is close to real-life scenarios. Children can choose from over 60 occupations and activities for role-play, and learn about key values and life skills in a unique out-of-classroom environment.



KidZania Singapore opened on 12 April 2016, with Ms Low Yen Ling, Parliamentary Secretary, Ministry for Trade & Industry, Ministry of Education, and Mayor, South West District (centre) as the Guest of Honour

• Le Méridien Singapore, Sentosa Opening

In June 2016, Le Méridien Hotels & Resorts announced its revolutionary comeback to Singapore with *Mövenpick Heritage Hotel Sentosa* being rebranded as *Le Méridien Singapore, Sentosa*. With the new brand promise of 'Destination Unlocked', the hotel's infrastructure offers a good blend of both Singapore's past and present, while providing five-star comfort for guests. The hotel features 191 guestrooms including suites with a private *onsen* pool and a duplex penthouse with its own rooftop garden and infinity pool.



Mövenpick Heritage Hotel Sentosa was rebranded as *Le Méridien Singapore, Sentosa* in 2016

• Palawan Pirate Ship

In January 2017, the *Port of Lost Wonder* was converted to a free water-play area for guests and renamed *Palawan Pirate Ship*. Designed for children aged 3-10 years old, the *Palawan Pirate Ship* continues to allow guests to splash around and have fun as a family.



The *Palawan Pirate Ship* now offers free water-play for children aged 3-10 years old

• Extraordinary Dining Experiences

○ FOC Sentosa

Award-winning Spanish restaurant, *FOC*, arrived in Sentosa's shores at Tanjong Beach in October 2016. With an all-new restaurant and bar-lounge concept inspired by Barcelona's world-famous beach culture, *FOC Sentosa* serves up a combination of tapas, paellas, and large-format grilled meats, seafood and summery drinks in a sophisticated yet laid-back atmosphere. The striking two-storey locale presents guests with a stylish, beachside dining experience.



FOC Sentosa - serving up cuisine inspired by Barcelona's beach culture

FOC Sentosa - Interior

○ Ola Beach Club

Ola Beach Club, an all-encompassing Hawaiian-themed lifestyle venue, opened its doors at Siloso Beach to fun- and sun-loving guests of all ages in November 2016. Water sports lovers can enjoy Singapore's first and only water-propelled Jet Pack and Jet Blade at the club, along with a myriad of water activities. Guests seeking a beachfront dining experience can also enjoy Ola's enticing menu of Hawaiian-inspired specialities that will satiate everyone's taste buds.



Ola Beach Club – offering an enticing menu of Hawaiian-inspired specialities

Ola Beach Club – An all-encompassing Hawaiian-themed lifestyle venue

SIGNIFICANT EVENTS AND PROGRAMMES

The fun never stops, with the bustling array of activities happening on *The State of Fun* throughout the year, delighting guests with more reasons to return to Sentosa.

• Singapore Yacht Show 2016

A world-class line-up of super yachts and luxury boats, presented by some of the largest dealers and brokers in the regional boating industry, helped cement the *Singapore Yacht Show* (SYS) as Asia's undisputed premier leisure marine lifestyle event.

Held from 7 to 10 April 2016, Sentosa Cove welcomed some of the world's most prestigious vessels, marking the sixth edition of the exclusive annual yachting and boating event. Amidst several dazzling world debuts such as Sunreef's impressive *Supreme 68* catamarans, the event hosted more than 13,600 visitors and had over 80 vessels on display, including super yachts, jet skis and even a personal submarine.

The *Singapore Yacht Show 2016* boasted a lively social programme which included the *Black Tie Gala Dinner*, – a “cook-off” between MasterChef Asia star Audra Morrice and Chef Larry Koh from *W Singapore - Sentosa Cove* – a series of supercar parades, fine art auctions and fashion shows. The event provided a first-class platform for regional guests to meet yachting professionals, boat owners and supercar aficionados.



Singapore Yacht Show 2016 at Sentosa Cove.

• Sentosa FunFest 2016

The mid-year school holidays in June were jammed packed with special activities at *The State of Fun*.

Singapore's biggest beach festival, *Sentosa FunFest*, returned for its second edition, from 28 May to 5 June 2016 at the Palawan Green. Children and their families were treated to a variety of snacks and beverage kiosks as they frolicked on larger-than-life inflatables and had fun with water-based adventures.

Right after the conclusion of *Sentosa FunFest*, Palawan Green was transformed into the magical world of Equestria for the iconic '*Storytelling Comes Alive!*'. From 11 June to 17 July 2016, guests strolled through the world of *MY LITTLE PONY* featuring 3-D artistic illusions and digital interactive features. *Sentosa FunFest* and '*Storytelling Comes Alive!*' gave families the opportunity to indulge in countless entertaining activities to wrap-up their June school holidays and create fond memories for years to come.



Bouncy fun at Sentosa FunFest 2016!

• Pets Picnic Party 2016

Sentosa Cove was the proud venue sponsor for the *Pets Picnic Party 2016*, Singapore's largest picnic for pets. The inaugural event, held on 4 June 2016, fostered a strong bond between “paw-rents” and their fur kids, as well as within the canine-loving community. It saw a successful turnout of more than 500 people and 250 dogs at Sentosa Cove, against a backdrop of luxury yachts and quayside developments.

Along with the *Pets Picnic Party* was a specially curated weekend market, featuring specialty merchandise such as handcrafted pet accessories, animal-themed jewellery and pet portraits. Save Our Street Dogs (SOS) also tugged at the crowd's heartstrings by putting seven rescued puppies up for adoption, furthering the efforts to find safe, suitable and loving homes for non-pedigree dogs. Dogs of all shapes and sizes also took part in furry competitions, a “pup-tor” matchmaking booth, and even a Best-Dressed Contest!



Pets Picnic Party at Sentosa Cove

SIGNIFICANT EVENTS AND PROGRAMMES

• Celebrating the nation's 51st birthday

In the months leading up to National Day, *The State of Fun* lined up multiple back-to-back events as Singapore celebrated 51 years of independence. These included numerous musical performances, dining bundles, attractive staycation packages and many more, as the nation proudly commemorated its achievements.

This memorable affair comprised the *International Band Festival*'s outreach programme held on 30 July 2016 at Palawan Beach, and *Yeo-Ah-Yeo* mass line dancing on 13 August 2016. Adding to the lustre and exhilaration of the festivities, the iconic *Sentosa Merlion* boasted patriotic-themed light displays and projections from 30 July – 28 August 2016. Families and their friends were also treated to a night of BBQ under the stars at Palawan Beach's *Port of Lost Wonder*, while watching a live screening of the National Day Parade.

MFLG joined in the celebrations with its first car-free event atop *Faber Peak Singapore*, where *Let's Lepak at Mount Faber* offered Singaporeans the chance to rest, relax and have fun.



The Sentosa Merlion took on a colourful shine to celebrate the nation's 51st birthday.



Gotta catch'em all at Sentosa!

• Children's Day Out at Sentosa

From 7 to 9 October 2016, *The State of Fun* celebrated Children's Day with complimentary admission for kids aged 12 and below, and special F&B promotions at *Port Belly* and *Good Old Days*. These provided families with the perfect opportunity to escape the hustle and bustle of city life to enjoy a day of fun-filled thrills and activities at Sentosa. Riding on the global interest in the augmented reality *Pokémon GO!* mobile game, the very first *Sentosa Poké Race* was organised, gathering families and youths to complete the assigned tasks to win attractive prizes.

• Singapore Rhapsodies Concert 2016

Held on 27 August 2016, the Singapore Rhapsodies concert was an exciting showcase of local musicians. An initiative by the Sing50 Fund to promote and preserve Singapore's musical heritage, the event also featured an art market with various F&B stalls.

The concert was a highlight for 1,000 children and their families who visited the island for free on that special day. This event kicked off SDC's annual charity initiative, *Sentosa Gives*, and involved children from Singapore's primary schools, the Singapore Children Society, and beneficiaries of The Business Times Budding Artists Fund (BT BAF). The children and families were also each presented with a Sentosa FUN pass, granting them complimentary admission to various attractions on the island. To top it off, SDC also contributed a cash donation of \$30,000 to the BT BAF in support of the Singapore Rhapsodies Concert 2016.



Singapore Rhapsodies Concert 2016



Mr Tan Chuan Jin, Minister for Social and Family Development (centre) was the Guest of Honour at Singapore Rhapsodies Concert 2016.

SIGNIFICANT EVENTS AND PROGRAMMES

• Trollific Playcation & Festive Cheers

Between 19 November 2016 and 2 January 2017, guests indulged in the festivities of the year-end holiday season in Sentosa. The resort island came alive with colourful displays featuring characters from DreamWorks' hit movie – *Trolls*. From the Merlion Plaza to Merlion Walk and the Beach Station, guests were delighted by "trollific" light displays and meet & greet sessions with characters from the show. They also got to enjoy a *Trolls* edition of the *Merlion Magic Lights!* in the evenings.

Over at Sentosa Cove, the inaugural *Sentosa Cove Holiday Market* was launched on 25 and 26 November 2016 as a prelude to year-end celebrations on the island. The public event, which was specially curated by Fleawhere, featured unique artisanal stalls. From the fashionably chic to the hip and cutting-edge, shoppers browsed a variety of original gifts. In the holiday spirit of giving, Food from the Heart (FFTH), one of Singapore's foremost charitable food distributors combating hunger and food wastage, was the designated charity for the *Sentosa Cove Holiday Market*. A food donation drive was held where non-perishable food items were collected for donation to the needy.

Quayside Isle at Sentosa Cove was also transformed into a Christmas wonderland. The festive season saw it embellished with interactive bubble-themed installations and festive lights by the marina boardwalk. The medley of entertainment which accompanied it, including nightly light displays from a giant snow globe, weekend train rides, game stalls and a holiday market, ensured that *Quayside Isle* was abuzz with 'Bubblicious Fun' activities for everyone.



The *Trolls* spread festive cheer at Sentosa!



Guests enjoyed a 'trollific' good time on the island during the festive period.

• 90 Days of Fun

Adding to Sentosa's year-end festive treats, SDC collaborated with its island partners to put together a list of weekly deals for guests to visit, play and create memorable moments with their loved ones in Sentosa. Across a period of 90 days from November 2016 to February 2017, the combination of tantalising promotions, year-end Playcation deals, seasonal treats and more were specially created for Singaporeans and local residents to enjoy.



SIGNIFICANT EVENTS AND PROGRAMMES

• An “X”-ceptional End to the Year

The annual colossal dance music festival, *ZoukOut*, and *Silos Beach Party* were held at *The State of Fun* as part of the island's year-end festivities.

ZoukOut raved on for two days from 9 to 10 December 2016, attracting some 40,000 revellers. The 16th edition of the event saw its guests grooving the night away to an impressive line-up of famous international DJs, along with street stilt-performers and *CyberJapan* dancers, with stellar light displays boosting the festive ambience.

Just days later, more than 12,000 party-goers ushered in the New Year at Singapore's only countdown party by the beach, the *Silos Beach Party*. The event featured the theme of 'Are You Ready for X?' signifying limitless possibilities in celebration of its 10th anniversary. Local and international DJs, including Dutch DJ and producer Quintino, Kat DJ, and DJ Kaylova, electrified the stage for 12 straight hours.



Silos Beach Party 2016 – Celebrating its 10th anniversary.



Silos Beach Party 2016 – Celebrating its 10th anniversary.

ZoukOut 2016 at Siloso Beach

• SMBC Singapore Open 2017

The *SMBC Singapore Open* returned to the SGC on 19 – 22 January 2017, which saw Thailand's Prayad Marksaeng eclipse his younger rivals with a final round four-under-par 67 to lift the prestigious trophy – his 10th Asian Tour win. The tournament's field of 40 players included three-time Singapore Open champion and then-world number seven Adam Scott, as well as Ryder Cup star Sergio Garcia, who went on to win The Masters in April 2017. Singapore's Quincy Quek also emerged as the best placed Singaporean in tied-26th place.



Thailand's Prayad Marksaeng reigned at the *SMBC Singapore Open 2017* (Photo Credit: SMBC Singapore Open)

• HSBC Women's Champions 2017

On the heels of the *SMBC Singapore Open*, the who's who of female golf faced off in the 10th edition of the *HSBC Women's Champions*, which was staged on *The New Tanjong* course at SGC for the very first time, from 2 – 5 March 2017. The event was headlined by then-world no. 1 Lydia Ko of New Zealand; world no. 2 Ariya Jutanugarn of Thailand; and world no. 3 – and 2016 Rookie of the Year – In Gee Chun of South Korea. The trio led a star-studded cast of 63 players in one of the most competitive fields of the LPGA Tour's 2017 schedule. South Korea's Park In Bee emerged victorious by one stroke, finishing on 19-under 269.

Popular South Korean actor-singer, Lee Joon Gi also featured as the headline act of the Festival of Golf and Music at SGC's driving range, which was attended by well over 3,000 fans.



South Korea's Park In Bee emerged victorious at the *HSBC Women's Champions 2017* (Photo Credit: Getty Images)

SIGNIFICANT EVENTS AND PROGRAMMES

• Love in Springtime

The *State of Fun* ushered in the Year of the Rooster with a celebration of love and prosperity from 21 January – 26 February 2017. *Love in Springtime* was a refreshing way of bringing together two iconic occasions in Chinese and Western cultures – Lunar New Year and Valentine's Day, through a series of exciting festivities, promotions and fun activities. Guests born in the Year of the Rooster also enjoyed an extra special treat-free island admission and cable car rides during the first three days of the Lunar New Year.

Highlights of *Love in Springtime* included an exclusive edition of *Merlion Magic Lights!*, a concert featuring Chinese folk songs, as well as an enthralling display of 12 life-sized Chinese zodiac lanterns at Palawan Green, each embodying a unique love story. It was a great blend of activities for guests of all ages, complementing their own celebrations for Lunar New Year and Valentine's Day.



Zodiac decorations welcomed guests at Palawan Green.



Festive decorations lighted up Imbiah Lookout.



Guests got to pen their festive wishes for the Lunar New Year.

• Thrillology at Sentosa

As part of efforts to encourage youths to rediscover and connect with *The State of Fun*, a special campaign was launched in March 2017, where thrills took centre stage and a slew of outdoor activities was curated for youths to enjoy during the March school holidays. Students residing in Singapore enjoyed free admission via the Sentosa Express, as well as enticing deals and discounts across the island.

Besides a diverse array of attractive activities that included sport events during the day, a series of evening events were also introduced in a concerted effort to position the island as a day-to-night destination. These highlights included guided night tours at Fort Siloso, overnight camping and movie screenings by the beach, as well as working with our island partner, *Mega Adventure*, to introduce the inaugural Night Zip – where guests had the opportunity to experience the *MegaZip* after sunset, soaking in the scenic evening views of Sentosa. *Thrillology at Sentosa* provided a wonderful opportunity for guests to rediscover and experience the island after dark.

• Highlights at Resorts World Sentosa

Universal Studios Singapore introduced a new marquee event in July 2016 – *Soak Out Water Party* – in addition to an already action-packed calendar with *Easter Eggstravaganza*; the sixth and biggest *Halloween Horror Nights*; as well as *Santa's All-Star Christmas*. The theme park also hosted its first movie premiere and red carpet, *The Huntsman: Winter's War*, on 3 April 2016, graced by Hollywood stars – Chris Hemsworth, Charlize Theron and Jessica Chastain.

The *S.E.A. Aquarium* meanwhile directed its focus to new educational programming such as *Imagine|Native - A Creative Fest for Kids!*, Singapore's first ever marine-themed book fiesta to nurture the love for reading; as well as new conservation-themed festivals, *Tropical Seafest* and *World Oceans Day*.



Universal Studios Singapore hosted its first movie premiere and red carpet for *The Huntsman: Winter's War* (Photo Credit: Universal Studios Singapore)



'Soak Out Water Party' made debut at *Universal Studios Singapore* (Photo Credit: Universal Studios Singapore)



Imagine|Native at Resorts World Sentosa's *S.E.A. Aquarium*

ISLAND MANAGEMENT & DEVELOPMENT

• Enhancing Connectivity for Greater Experiences

○ New Network of Cycling Tracks and Walking Trails

Enhancing connectivity to and within the island continues to be SDC's key priority in improving guest experiences. Launched in December 2016, the new network of cycling tracks and walking trails allows guests to easily access and discover Sentosa's pristine and natural environment. Island admission fees have also been waived for admission via the Sentosa Boardwalk, from which guests can embark on a leisurely walking trail through the island.

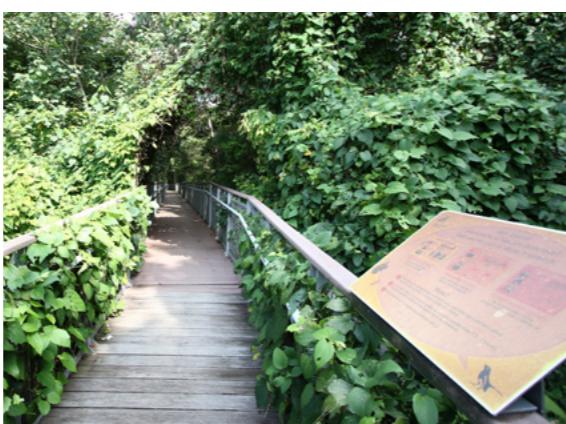
Together with existing free intra-island transport such as Sentosa buses and beach trams, these multi-modal connectivity options now link the island's popular array of attractions, hotels, beaches and dining outlets with various gems such as the lush rainforests, natural coastlines, historic military bunkers and even a natural spring, providing guests with even more unique experiences.

○ Seamless Travel through Self-Driving Shuttles

Further to the collaboration announced in October 2015, the front-end engineering studies between SDC, the Ministry of Transport and ST Engineering were completed. The consortium is now working towards launching four "Mobility on Demand Vehicles" (MODVs) in a pilot public trial by early-2019. The trial is part of SDC's efforts to deliver greater guest experiences through strengthening connectivity, with the on-demand service serving visitor needs for intra-island travel in Sentosa.



On-road cycling tracks



Imbiah Walking Trail



Artist Impression of Mobility on Demand Vehicles

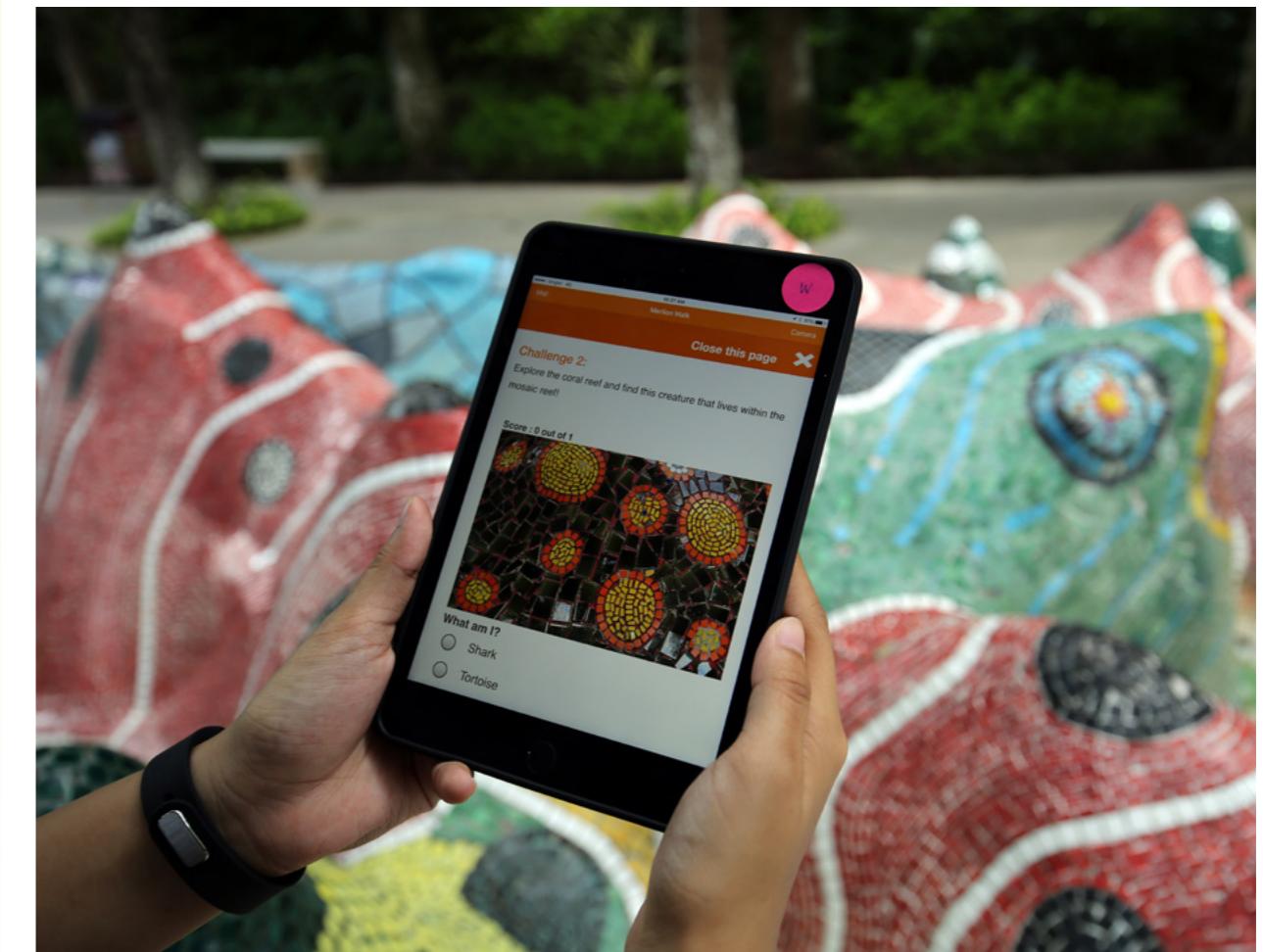
• Improving Operational Efficiencies and Productivity

As a continuation of the partnership between SDC and the Info-communications Media Development Authority of Singapore, the two agencies have collaborated to develop technologies that enhance backend operational efficiency and productivity, so as to deliver a seamless experience for all guests.

An Integrated Operations Challenge (iOps@Sentosa) was conducted for local technology companies to propose solutions that tap on digital analytics and technologies that could enable backend operations crew to better anticipate the needs of guests around the island. A total of four solutions were shortlisted for prototyping, including a dynamic itinerary planner, on-demand transport and fleet management, way finding and navigation, and queue and crowd management.

An earlier Integrated Guest Experience Challenge (iGX@Sentosa) was also successfully completed in July 2016, with six finalists who showcased solutions that range from voice-to-text digital assistant, pocket concierge, smart payment engine, emotion recognition, wearable technology and deep-learning analytics.

These features will be integrated into the One Sentosa Platform that is aimed at integrating and enhancing guest experience on an enhanced mobile app from pre-visit to post-arrival, allowing for seamless and personalised enjoyment on *The State of Fun*.



iGX at Sentosa is set to enhance guest experience on the island

ISLAND MANAGEMENT & DEVELOPMENT

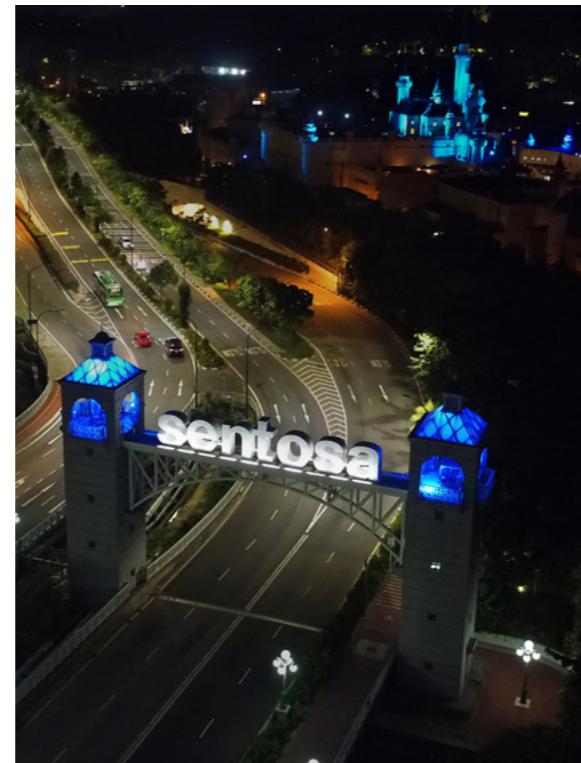
• Playing Our Part for the Environment

○ Earth Hour and Singapore World Water Day 2017

In the month of March, SDC, alongside its island partners joined global efforts to strengthen awareness of key environmental challenges.

On 22 March 2017, Sentosa lit up in various shades of blue as *The State of Fun* commemorated Singapore World Water Day 2017, a nation-wide effort focusing on the importance of water conservation. From the towers of Sentosa Gateway to the Sentosa Boardwalk, and extending to the iconic facades of Resorts World Sentosa's waterfront landmarks across the island turned blue to mark the occasion, presenting a significant sight from the harbour. The iconic *Sentosa Merlion* also took on shades of blue in the evening.

In solidarity with the World Wide Fund for Nature's (WWF) Earth Hour movement, Sentosa, along with our business units and island partners (*Sentosa Cove*, *Faber Peak Singapore*, *SGC*) also went "dark" by switching off all non-essential lights from 8.30pm to 9.30pm on 25 March 2017. Over at *W Singapore – Sentosa Cove*, the hotel organised a unique cycling event where guests were invited to power up the party by cycling on stationary bicycles to control the music.



Sentosa took on hues of blue to commemorate Singapore World Water Day.

○ Sentosa Cove Accredited as 'Fish Friendly'

In July 2016, Sentosa Cove was accredited the internationally-recognised "Fish Friendly" certification by the Marina Industries Association (MIA) for the first time. An oceanfront residence, Sentosa Cove has been known for its contributions to environmental protection and continuous efforts in conserving marine life. Through rigorous measures such as the implementation of guidelines on waste and chemical management, Sentosa Cove helps ensure a pest-free, clean marina and a thriving native fish habitat.



Sentosa Cove's pristine waters

○ Sentosa Embraces Litter Free Programme

As part of SDC's continuous support of the nationwide *Keep Singapore Clean Movement* campaign, five editions of the *Sentosa Embraces Litter Free (SELF)* programme were organised throughout the year, during which SDC staff and Island Partners came together for litter picking and tree planting sessions at various locations around the island.



SELF Programme 2016

○ Sentosa Gives 2016

SDC's annual island-wide community giving initiative, *Sentosa Gives*, returned for its sixth edition from 5-9 September 2016. Staff volunteers came together to host close to 2,000 beneficiaries from 31 VWOs, giving the less fortunate a day of fun on the island and a memorable Sentosa Experience. 119 students from a VWO and six secondary schools also had the opportunity to participate in the *Youth-in-Action* programme, where they had a taste of a career in the hospitality industry, with staff mentoring them at various attractions across the island.



Sentosa Gives 2016 – Painting a mural of the Singaporean Kopitiam



Sentosa Gives 2016 – A day of fun at Sentosa!

○ Hair for Hope 2016

In support of the Children's Cancer Foundation's (CCF) Hair for Hope initiative, the Sentosa Recreation Club organised a satellite event on 22 June 2016 at SDC where staff banded together to raise funds for and awareness of those with childhood cancer. Many also pledged their support for the cause by 'making a bald statement' – shaving their heads as a symbolic gesture of standing in solidarity with childhood cancer patients.



Shaved for a cause!

Through the generous support by colleagues, friends and family, the Hair for Hope event raised over \$16,000 for the CCF.



**ORGANISATIONAL
EXCELLENCE**



ORGANISATIONAL EXCELLENCE

• National Day Awards 2016

The National Day Awards are presented by the Singapore Government annually to recognise individuals for their service to Singapore. Brian Wong, Senior Assistant Director of SDC's Island Investment Division, was conferred the Commendation Medal for his commendable performance and conduct, significant efficiency, competence and devotion to his duties.

• 39th National Lifesaving Championship

A total of 24 athletes from SDC's Beach Patrol Team participated in the 39th National Lifesaving Championship held in August 2016. Although the team was up against strong competitors from various lifesaving teams in Singapore, the SDC team achieved remarkable results, clinching a total of seven Gold, eight Silver and 17 Bronze medals in the Open Water and Still Water categories.



• Golfing Excellence

2016 was a year of achievements for the SGC, which garnered a slew of accolades in the Asian Golf Awards. Seen as "The Oscars" in the golfing industry, the Asian Golf Awards recognises the best golfing facilities in the Asia-Pacific region.

SGC received six prestigious awards in various categories, including the 'Best Golf Courses in Singapore', 'Best Championship Course in Asia-Pacific', and 'Best Golf Club Experience in the Asia-Pacific Region' awards, as well as an honorary accolade – "The Gold Edge Award" for *The New Tanjong* course.

Not to be outdone, *The Serapong* course was also voted as the Best Golf Course in 2016 by players of the Asian Tour, illustrating the world-class quality of SGC's courses.

• LOO Awards 2016

Creating great experiences is of utmost priority in Sentosa and this commitment extends to all touch-points that guests come into constant contact with, including our washrooms.

In 2016, SDC was conferred the LOO (Let's Observe Ourselves) Award by the Restroom Association of Singapore, recognising our commitment to creating 'Happy Toilets' for our guests and adopting environmentally-friendly designs. SDC has also successfully test-bedded and deployed a new *Smart Toilet* system at multiple locations around the island. This system tracks the utilisation and odour intensity within the washrooms, enabling our maintenance team to monitor the condition of the toilets remotely, and to respond more swiftly and effectively.



ORGANISATIONAL EXCELLENCE

•Excellent Service Awards 2016

Organised by the Association of Singapore Attractions and SPRING Singapore, the Excellent Service Award is a national accolade that recognises individuals who have delivered quality service in their respective sectors, and to honour their commitment towards service excellence.

Of a total of 684 award winners, a hefty 213 were from SDC, including one Super Star finalist, 90 Silver, 64 Gold and 61 Star award recipients.

Teoh Lay Lee from the Food and Beverage Team at SGC was one of the Super Star award finalists.



•CEO STAR Awards

The annual *Sentosa CEO STAR Awards* recognise staff across all businesses in Sentosa and at Faber Peak Singapore for their outstanding service, and for contributing or playing an integral part in creating a safe and secure environment for our guests.

Apart from SDC staff, among those recognised in the Service Star category are island partners including *KidZania Singapore*, *The Coffee Bean & Tea Leaf*, *Shangri-La's Rasa Sentosa Resort & Spa* and *Sentosa 4D AdventureLand*. A total of 18 staff members were recognised for their excellent service in the Service Star Individual and Team categories. Under the Safety and Security category, two individuals from *Shangri-La's Rasa Sentosa Resort & Spa* and *One°15 Marina Club*, as well as three teams from SDC and *Shangri-La's Rasa Sentosa Resort & Spa* received awards for their outstanding performance.

•Going the Extra Mile Service (GEMS) Award and Commendation Award

The Ministry of Trade and Industry organises the GEMS and Commendation Awards annually, to recognise officers within the ministry and its statutory boards who have consistently achieved outstanding service standards in serving both internal and external guests.

Mark Anthony Canete, Food Services Executive, received the GEMS Award; and both Mohd Omar Shariff, a Tour Host Supervisor; and David Chua Soo Kim, Assistant Supervisor of the Service Ambassador and Transport team, received the Commendation Award.





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