

# sentosa

13/14 Annual Report

# Refresh!



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## **FINANCIAL REPORT**



# 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



# JOINT CHAIRMAN-CEO MESSAGE



*Each day, thousands of guests of all ages, from near and far, step onto Sentosa to enjoy our island resort's attractions, beaches and food offerings. While our guest satisfaction levels are at an all-time high, our focus never wavers from coming up with new ways to enhance the experience for everyone visiting Sentosa.*

*All our initiatives, which strive to deliver nothing less than quality and world-class experiences that are fun and memorable for our guests, can be grouped under three main pillars that form the cornerstones of our growth: Fun Sentosa, Smart Sentosa and Sustainable Sentosa.*



**Nir Moses Lee**  
Chairman

## Fun Sentosa

In the last year, Sentosa Development Corporation (SDC) has continued to ramp up the island's fun factor by introducing and developing new attractions, as well as refreshing existing ones.

In December 2013, we inked an agreement with Merlin Entertainment to bring in their world-renowned wax attraction, *Madame Tussauds*, to Sentosa. Merlin, one of the world's largest operators of attractions, will be opening *Madame Tussauds Sentosa* by end 2014. They will also be using their technical expertise to refresh the well-loved images of Singapore attraction, to imbue it with greater interactivity and excitement.

We are also pleased to share that the construction of our Family Entertainment Centre (FEC) located at Palawan is on track. *KidZania*, which is the popular International edutainment centre allowing kids to role play real-life professions, will be opening in 2016 at the FEC. *Madame Tussauds* and *KidZania* Singapore will add to Sentosa's expanding list of offerings.

To stay ahead of the curve, we have also refreshed other island attractions to remain relevant and appealing to our guests. In March 2014, we bid a fond farewell to our popular night show at Siloso Beach, the *Songs of the Sea*, in order to make way for a brand new night extravaganza. *Songs of the Sea* has had a successful seven-year run, with 8.5 million guests seeing the show. The set has now been transformed to welcome a brand new performance, the *Wings of Time*. The new show blends a live cast with world-class multimedia effects and a catchy music score that we are confident will continue to captivate audiences for many more years to come.

Investments have also been put in by several of our island partners to

upgrade their attractions. The *Skyline Luge Sentosa* embarked on a renovation of its facilities to be more guest friendly and accommodate the attraction's growing number of guests. On the beach-front, improvement works were also put in place at the C Side food and beverage outlets to enhance guest experience and introduce new aesthetic elements at the beach bars.

At the same time, Sentosa was kept abuzz with regular activities and promotions to ensure that our guests were always entertained and there was never a dull moment on the island. During the school holidays, our *Sentosa Kidz Fren*, *Sentosa Storytelling Comee Alive* and *Sentosa Buskers Festival* continued to draw in the crowds, especially families with young children. On festive seasons, we celebrated local culture with colourful performances and interactive activities. Major events, such as the *Sentosa Spookboulder* and *Siloso Beach Party* continue to be perennial favourites which have guests coming back for more each year. This programming added energy and vibrancy of the island throughout the year.

With more things to do on the island, we continued to cater to the growth in demand for accommodation on Sentosa. In March 2014 we announced that the site of the former military parade square and the adjacent coach park had been awarded to the established developer, Far East Organization, to develop a new hotel. The 45,000sqm site includes six blocks of barracks which are gazetted for conservation and will be incorporated into the design of the 700 room hotel. This will bring the total supply of hotel rooms on Sentosa to 3,800.

### Smart Sentosa

In the last year, SDC also intensified efforts to leverage on technology to improve operational efficiency and connectivity. This will allow us to offer better value and a better experience to our guests, while enhancing safety and security on the island.

A key highlight of our smart initiatives was the launch of the *Sentosa Online Store*, which provides a one-stop shop for most of Sentosa's attractions, packages and event tickets. Guests can now enjoy the convenience of purchasing their tickets online or through their smartphones. Our popular *Sentosa PLAYPass*, which is a single ticket embedded with RFID technology, won us the 'Most Innovative RFID Implementation' award at the Smart Awards Asia 2014. With *Sentosa PLAYPass*, guests can purchase a single ticket and scan it for entry to multiple attractions across Sentosa.

Our plans to revamp the Sentosa Express station at VivoCity were also solidified during the year. When completed, the station will include self-help information and ticketing kiosks that will enhance efficiency and be more convenient for our guests. We also completed the installation of the Sentosa island-wide Fibre Ring network. Not only has it augmented our island-wide integrated surveillance system to enhance safety and security on the island, it will now allow us to roll out an island-wide wireless service for our guests.

### Sustainable Sentosa

Even as we seek to develop and build a fun and smart resort destination on Sentosa island, we strive to ensure sustainability because we firmly believe it is one of the critical factors for long term success.

SDC will stay true to its mandate and commitment to maintain the island's natural heritage and charm. We will continue to strike a balance between development and conservation by seeking to protect Sentosa's natural flora and fauna, conserving resources and leveraging on eco-friendly and sustainable business standards. We continue to expand the focus of our sustainable practices to include green partnerships with strategic partners. One such collaboration is the *Sentosa Boardwalk Tidal Turbine* project with the Nanyang Technological University. Other efforts include working with multinational companies such

as Bosch and Daimler to testbed electric vehicles on Sentosa as part of the National Electric Vehicles Testbed Programme. In addition, we supported the Public Hygiene Council's 'Keep Singapore Clean Movement' by launching a SELF (Sentosa Embraces Litter Free) programme in February 2014 to encourage staff involvement in keeping their workplace and public areas on Sentosa clean.

Besides protecting the environment, sustainability for Sentosa also means supporting our local community. Together with our island partners, we held our *Sentosa Gives* programme in support of underprivileged children for the third year running during the 2013 September school holidays. SDC also ensures that it has a financially sustainable operating model that will allow us to maintain and enhance the island for the convenience, safety and comfort of every guest. This has included renewing the traffic and pedestrian signage across Sentosa for easier way finding, as well as reviewing schemes to improve cycling experiences on the island.

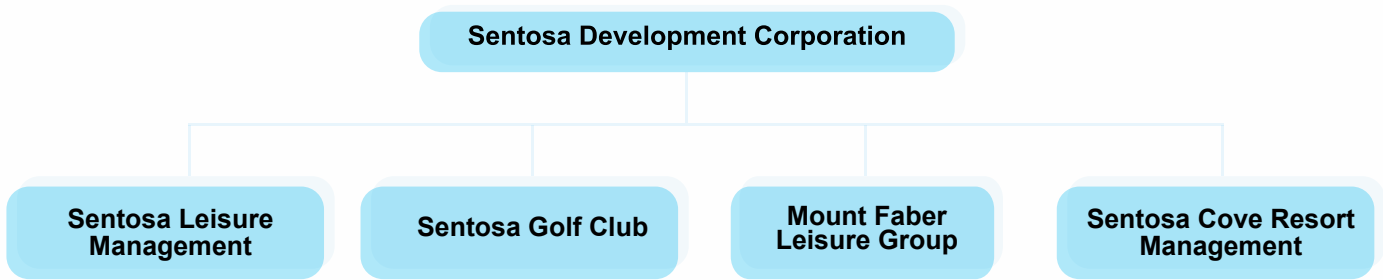
We are also committed to sustainable staff practices, providing our colleagues with opportunities for growth and training to ensure skills competency and long-term employability. During the year, we continued to work with industry partners, such as the Singapore Human Resource Institute (SHRI) and Workforce Development Authority (WDA), to promote best practices in human capital management and people development. As a result of our commitment to skills training and service quality excellence, SDC continued to garner local and international awards in the field during the year.

As we continue to refresh Sentosa, a committed and passionate board at the helm ensures that SDC makes the right choices to heighten our resort island's appeal and be an asset to the Singapore tourism industry. On that note, we would like express our heartfelt thanks to our outgoing Board members Jennie Chua, Oliver Lim, Allen Low and Low Teo Ping for their valuable contributions.

Mr Mike Barclay  
Chief Executive Officer  
Sentosa Development Corporation



# ORGANISATIONAL OVERVIEW



## 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 has gone through a makeover to become a premier resort destination with multi-faceted appeal. From business conventions to beach parties, Sentosa caters to an extensive range of needs and interests.

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

## Sentosa Leisure Management

**Sentosa Leisure Management (SLM)** handles the day-to-day operations of Sentosa Island. This includes attractions development and management, marketing and sales, maintenance, safety and

security, landscaping and retail. It also organises major events which have over the years, built a strong following of local and foreign guests. These include Sentosa Spooktacular, one of Asia's largest Asian horror fests, Sentosa Buskers Festival which features an international lineup of performers and the Siloso Beach Party, Asia's biggest beach countdown party.

## Sentosa Golf Club

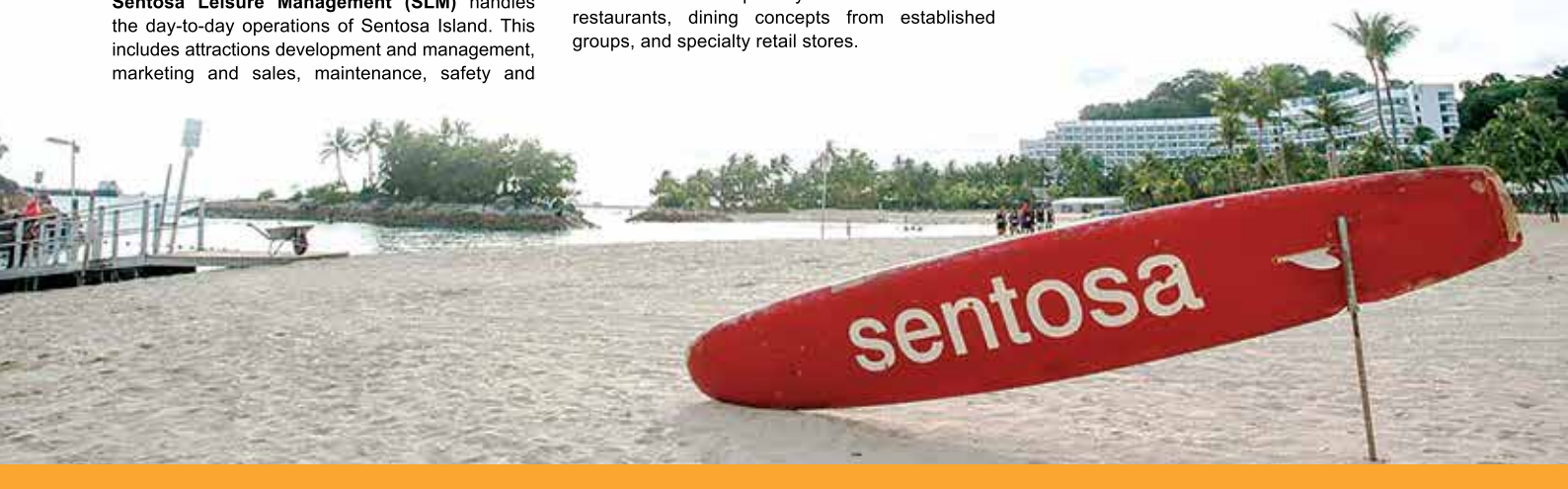
**Sentosa Golf Club (SGC)** manages two award-winning 18-hole, 71-par championship golf courses on the island. It is responsible for the organisation and coordination of golf tournaments, including the HSBC Women's Champions which features some of the world's best female golf professionals.

## Sentosa Cove Resort Management

**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.

## Mount Faber Leisure Group

**Mount Faber Leisure Group (MFLG)** operates the Singapore Cable Car, which spans Mount Faber Park, the HarbourFront cruise bay and the island resort of Sentosa. Established in 1974, its key businesses encompass attraction management, guided tours for Sentosa attractions, coach services, lifestyle merchandise as well as F&B dining on the hill at Faber Peak (formerly the Jewel Box). Mount Faber Leisure Group strives to create happy experiences for all its guests with friendly and thoughtful service from its passionate team of ambassadors.



# 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



**Mr Moses Lee**  
Chairman  
*Sentosa Development Corporation*



**Mr Mike Barclay**  
Chief Executive Officer  
*Sentosa Development Corporation*



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



**Ms Jennie Chua\***  
Director  
*GuocoLand Limited*



**Ms Kwa Kim Li**  
Managing Partner  
*Lee & Lee*

\*Completion of term on 31 March 2014





**Mr Allen Law\***  
CEO (Group Digital Life)  
*Singapore Telecommunications Limited*



**Mr Olivier Lim\***  
Group Deputy CEO  
*CapitaLand Limited*



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



**Mr Lionel Yeo**  
Chief Executive  
*Singapore Tourism Board*



**Mr Keith Magnus**  
Chief Executive Officer and  
Executive Director  
*Espresso Asia (Singapore) Pte Ltd*



**Mr Chaly Mah**  
Chief Executive Officer  
*Deloitte Asia Pacific*



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



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



# SENIOR EXECUTIVE TEAM



## Front row (L to R):

**Cynthia Lee**  
Divisional Director  
*Human Resources and Administration*

**Benjamin Chia**  
Divisional Director  
*Property*

**Mike Barclay**  
Chief Executive Officer  
*Sentosa Development Corporation*

**Chan Mun Wei**  
Divisional Director  
*Corporate Planning*

**Suzanne Ho**  
General Manager  
*Mount Faber Leisure Group*

## Middle row (L to R):

**Koh Piak Huat**  
Divisional Director  
*Island Operations*

**Lee Siyou Kim**  
Divisional Director  
*Project Development*

**Low Tien Sio**  
Deputy Chief  
Executive Officer  
*Sentosa Development Corporation*

**Lim Suu Kuan**  
Divisional Director  
*Guest Experience*

**Catherine Chew**  
General Manager  
*Sentosa Cove Resort Management*

## Back row (L to R):

**Andy Johnston**  
General Manager  
*Sentosa Golf Club*

**Theresa Low**  
General Counsel  
*Legal*

**Susan Ang**  
Divisional Director  
*Island Investment and Branding*

**Chin Sak Hin**  
Chief Financial Officer  
*Finance*

**Eu Kwang Chin**  
Divisional Director  
*Information Technology*

**Lim Suat Jien**  
General Manager  
*Sentosa Leisure Management*

# COMMITTEE MEMBERS

## HUMAN RESOURCE COMMITTEE

### CHAIRMAN

**Mr Moses Lee**  
Chairman  
Sentosa Development Corporation

### MEMBERS

**Mrs Theresa Saldkell**  
Chief Human Resource Officer  
NTUC Enterprise

**Mr Mike Barclay**  
Chief Executive Officer  
Sentosa Development Corporation

### SECRETARY

**Cynthia Lee**  
Divisional Director  
Human Resources  
Sentosa Development Corporation

## AUDIT COMMITTEE

### CHAIRMAN

**Mr Allan Law**  
CEO (Group Digital Life)  
Singapore Telecommunications  
Limited

### MEMBERS

**Ms Kwee Kim Li**  
Managing Partner  
Lee & Lee

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

**Mr Chong Kee Hiong**  
CEO  
QUE Group Hotels and  
Resorts Division  
Overseas Union Enterprise Limited  
(Up to 31 December 2013)

### SECRETARY

**Ms Patsy Tan**  
Senior Internal Auditor  
Sentosa Development Corporation

## FINANCE AND IT COMMITTEE

### CHAIRMAN

**Mr Keith Magruss**  
Chief Executive Officer and  
Executive Director  
Espresso Asia (Singapore) Pte Ltd

### MEMBERS

**Mr Chia Khong Shiong**  
Chief Financial Officer  
Frasers Centrepoint Limited

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

**Mr Mike Barclay**  
Chief Executive Officer  
Sentosa Development Corporation

### SECRETARY

**Ms Patsy Tan**  
Senior Internal Auditor  
Sentosa Development Corporation

## DEVELOPMENT COMMITTEE

### CHAIRMAN

**Mr Moses Lee**  
Chairman  
Sentosa Development Corporation

### MEMBERS

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

**Mr Chia Boon Kuan**  
Executive Director &  
Chief Operating Officer  
Far East Organization  
(Up to 1 February 2014)

**Ms Rita Soh**  
Director  
RDC Architects Pte Ltd

**Mr Lionel Yeo**  
Chief Executive  
Singapore Tourism Board

**Mrs Koh-Lian Wen Gin**  
Former Chief Planner and  
Deputy Chief Executive Officer  
Urban Redevelopment Authority

**Mr Mike Barclay**  
Chief Executive Officer  
Sentosa Development Corporation

### SECRETARY

**Ms Tan Lee Keow**  
Deputy Director  
Island Development and Investments  
Sentosa Development Corporation



# RELISH OUR NEW LINE-UP

All-new ways to make merry





# NEW ATTRACTIONS & DINING OPTIONS

## 4D Adventureland – an immersive movie experience!

On 22 May 2013, Sentosa 4D Adventureland unveiled its new 4-D Movie Experience: Journey 2: The Mysterious Island. The interactive experience was developed by SimExteriors under license from Warner Bros. Consumer Products and opened at Southeast Asia's first four dimensional theatre located at Sentosa's Imbiah Lookout. Featuring the all-star Hollywood cast from the 2012 Warner Bros. blockbuster: Dwayne Johnson, Michael Caine, Luis Guzman, Josh Hutcherson and Vanessa Hudgens, the new movie experience replaces the long-running 4D movie Pirates.



4D Adventureland

## C Side by the Sea Shore

Launched in July 2013, C Side was created to deliver an authentic beachside experience for guests at Sentosa. Located just a stone's throw away from the Sentosa Express Beach Station, C Side has five unique food and beverage outlets in its sandy belt: Flame, Makar2, Coosies, Blind Bar and Sand Bar; the first two of which are new outlets while the latter three have been refurbished with a host of events such as Jazz by the Beach at Coosies.



C Side by the Sea Shore



SeaBreeze

## SeaBreeze: a whale of a time!

Hawaiian franchisee SeaBreeze Watersports has made its home at Wave House Sentosa, along trendy Silosa beach in May 2013. It offers a wide range of ways to make a splash in the crystal-clear Sentosa waves: Banana boats, bumper tubing, stand-up paddle boarding, kayaking, wakeboarding/surfing and fun boating. SeaBreeze upped the adrenaline factor for watersport enthusiasts in the second half of 2013 with its Jetty Water-Propelled JetPack; guests are now offered the opportunity of personal flights, with controlled water pressure and certified instructors to ensure safety at all times.

## RWS ups its offerings

### Marine Life Park – Ultimate Marine Encounters

In May 2013, the Ultimate Marine Encounters was launched at S.E.A. Aquarium in the Marine Life Park of RWS, one of the world's largest Oceanariums. Visitors will be able to enjoy the Open Ocean Dive, Sea Trek Adventure, and Shark Encounter. Certified divers can explore the 18.2 million litre Open Ocean habitat – the star attraction of S.E.A. Aquarium and home to 50,000 fish of more than 80 species, while visitors without diving certification can opt for Sea Trek Adventure, another underwater dive experience in Open Ocean habitat. Visitors can also go for the Shark Encounter, an immersive experience in the Shark Seas beyond the Open Ocean habitat.



Marine Life Park

### Dolphin Island

Dolphin Island at Marine Life Park opened on 30 September 2013. The island now offers a range of interactive programmes for guests to meet the in-house Indo-Pacific bottlenose dolphins. Visitors can engage in "Dolphin Discovery", a programme for all ages, while the more adventurous can now experience animal husbandry first-hand with Marine Mammal Trainers in the "Trainer for a Day" programme. Other programmes where participants can interact with the dolphins up close include the "Dolphin Trek", "Dolphin Adventure", "Dolphin VIP" and "Dolphin Observer" programmes.



ESPA at RWS

**ESPA at RWS**

Adding to its impressive array of attractions, the award-winning ESPA at Resorts World Sentosa unveiled its series of Spa Holidays, the first of its kind in Singapore. Guests are treated to programmes consisting of ESPA's signature spa treatments, fitness and wellness activities, as well as healthy spa cuisine.



Royal Albatross

**Royal Albatross**

In February 2014, the 47-metre long Royal Albatross ship anchored at the luxurious Resorts World Sentosa. The first of its kind in Asia, it is available for both corporate and private charter, as well as dockside events. Its traditionally-rigged sails and 80,000 LED lights for evening occasions add to the mélange of bright lights at RWS.

**Quayside Isle at Sentosa Cove**

Sentosa Cove cements its position as a premium and lively waterfront residence, with the official opening of the Quayside Isle, a new dining and lifestyle destination, on 16 April 2013. A development by City Developments Limited, Quayside Isle features a string of restaurants including Blue Lotus, Mykonos on the Bay, and Paradise Restaurant & Bar, which offer Asian, European and other international cuisine. Next to W Singapore and The Residences at W Singapore, Quayside Isle also offers an eclectic range of specialty stores and services.

**High on Happiness at Spuds & Aprons**

Reach the top of Mount Faber and get high on happiness at Faber Peak, where picturesque dining is served up at its casual diner, Spuds and Aprons, which opened in early 2014. Food and drinks enjoyed amidst rising forest greenery and alluring views from 100 metres above the sea make for a comforting experience at Spuds and Aprons, which features the humble potato in its menu of surprises. Happy Hour gets jollier, too, in the company of friends, family and the fun-loving Spuddies service crew with their signature blue and yellow aprons.



Spuds & Aprons



Quayside Isle at Sentosa Cove

# SIGNIFICANT EVENTS



## Sentosa KidZ Flea

KidZ Flea returned for the third year running in March 2014, providing the unique platform for children aged seven to 12 to develop their "Play-preneurship" skills in a common marketplace for kids. Participants sold items ranging from toys to books and provided services such as manicures and face painting. They also learned how to manage finances, put up product displays, engage in customer service, honing their negotiation skills in a special two-hour training session. At the end of the event, a portion of the sales proceeds went to the event's adopted charity: Hospice Care Association.

## Sentosa Buskers Festival

Sentosa Buskers Festival returned for a fourth time in September 2013 with fun, laughter and plenty of good music. An average daily visitation of close to 11,000 guests was treated to a slew of acts by over 17 buskers from Singapore and around the world. A food street and beer garden was set up to satisfy the appetite of those looking for gastronomic entertainment. Stretching from the Merlion Plaza to Siloso Beach, the festival also featured an art and design flea market with quirky handcraft, and an interactive corner run by local circus school Circus In Motion – targeted at aspiring entertainers! There was positive feedback that the event was enjoyable, with Titan the Robot a clear favourite, and nine in 10 saying that they would recommend others to attend in the future.



## Sentosa Spooktacular

With its unique Asian-only theme, Spooktacular has enjoyed years of distinctly regional scares since its conceptualisation in 2008. For 2013, Sentosa partnered renowned Thai movie production studio GMM Tai Hub Co Ltd. The collaboration culminated in a delightfully eerie treat for fans of classic Thai horror films: Coming Soon, Shutter, Pee Mak, Body and Doll. In five elaborately-themed haunted trails recreated at Fort Siloso – each one re-enacting scenes from the featured films. Spooktacular is recognised as one of the largest Halloween events in Asia, with a steadily growing visitation that peaked at over 15,000 at the latest edition in October 2013.



## Sentosa Playcation

Sentosa Playcation returned during the school holiday period from 29 November 2013 to 1 January 2014, offering guests and their families a plethora of fun events such as creative handcraft, pizza-making for kids, band performances and the unconventional Christmas trees designed by Temasek Polytechnic students along the Sentosa Boardwalk. The iconic Sentosa Merlion also came alive with 3D video mapping on its facade.



## O'Tropical Christmas on Sentosa Boardwalk

2013 came to a festive close with 'The Christmas Tree Project', presented by staff and students from Temasek Polytechnic. Christmas trees made from unconventional materials such as tables and chairs were featured on Sentosa Boardwalk, enlivening the promontory. After the exhibition, the trees were put up for adoption, from which proceeds went to Canoville Children's Home for socially disadvantaged children. SDC continues the practice of supporting local talent in this collaboration with Temasek Polytechnic, marking a milestone in SDC's philanthropy and community efforts.







### Siloso Beach Party

Revelers at Asia's favourite playground ushered in the New Year at Sentosa's iconic countdown party. The countdown party began at 8pm on 31 December 2013 and continued for 12 hours – each hour a colourful emorgasbord of sound-shuffling, great music, great food and great company. Partygoers moving to the beats of techno, trance and mashups were showered with waves upon waves of PaintGlow UV neon paint. Taking place over five distinct party zones and featuring a giant foam pool, fireworks and iridescent jets of paint, Asia's most colourful countdown party was a big hit, as partygoers danced the night away to the beats from over 20 international guest DJs.

### Chinese New Year Celebrations

From 31 January to 2 February 2014, two renowned Chinese performing troupes, the Zhengzhou Star Acrobatics Troupe (郑州星光杂技团) and the Baoding Flower Lion Dance Team (河北保定青城百花狮舞艺术团), ushered in an auspicious Chinese New Year by delighting audiences with their breathtaking acrobatics at the Merlion Plaza. Displaying extraordinary flexibility and impossible balancing skills, the Chinese troupes formed immaculate shapes with aerial cubes and performed a heart-thumping yet graceful routine of the "Flying Ropes". The festival also introduced the adorable northern lion family of four dancing spiritedly to the rhythm of Chinese drums.



### Reel Run

The annual Home Team NS Reel (Regular Exercise, Active Lifestyle) Run returned to Sentosa on 25 May 2013 with 8,000 runners braving the island's unique terrain. Started in 1998 to promote an active and healthy lifestyle amongst Home Team NSmen, the run has grown over the years to include local and international running enthusiasts, earning itself the formidable title of the "toughest 10km race in 2013" with its varied terrain of road, trail and sand. The race was not just for adults; a 600m Kids Dash gave the kids a chance to show their mettle and a Race Day Carnival brought families together with fun-filled activities.

### Color Run™

On the weekend of 17 August 2013, The Color Run™ presented by CMB Bank Singapore was held on the sunny shores of Sentosa. The single largest event series in the United States exploded onto the Singapore running scene in bursts of red, yellow, pink and blue. The "happiest 5k" race sold out its first edition in Singapore, with 18,000 runners beginning their race in white shirts and receiving generous douses of colour with each kilometre run. In line with its tenet of giving back, \$1 from every registration was donated to Project Happy Feet, a charity for underprivileged youth and children supported by main sponsor CMB Bank.



### ZoukOut

ZoukOut, one of Asia's biggest dance festivals, ramped up the party scene on Sentosa from 13 – 14 December 2013. The annual party attracted an impressive 41,000 attendees over the two days, making the latest edition the most visited ZoukOut ever. Partygoers were entertained by the likes of American electro trio Krewella, Dutch DJ Afrojack, and up-and-coming Swedish DJ Alesso.

### HSBC Women's Champions

From 27 February to 2 March 2014, the HSBC Women's Champions Tournament returned to the verdant green of the Sentosa Golf Club for a second time. The world's best women golfers competed on The Serapong for a prize purse of US\$1.4 million. The four-day golfing action was capped with a sensational 75-foot putt by Paula Creamer, who took home the title of "Champion of Champions".



### Standard Chartered Marathon Singapore

Having established itself as the marquee running event in Singapore's sporting calendar, the Standard Chartered Marathon Singapore (SCMS) retained its Gold Label status accorded by the International Association of Athletics Federations (IAAF) in 2013. It returned on 1 December 2013 with a 54,000 runner-strong race, with a leg of the race run on Sentosa's unique terrain. Aside from the marathon, participants had the choice of the half marathon and 10km run. SCMS also offered the Kids Dash to little runners; and the Ekiden, which provided the option of completing the marathon by relay teams of six runners.



### Singapore Yacht Show

ONE\*16 Marina Club in Sentosa Cove hosted the Singapore Yacht Show in April 2013, Asia's largest yachting, boating and luxury lifestyle event. Boasting Asia's largest exhibition of boats and superyachts, the show also drew exhibitors from the private jets, jewellery, art and high-end properties industries, together offering an unsurpassed showcase of the world of luxury.



# PARTNERSHIPS

**SENTOSA**  
**HARBOURFRONT**  
BUSINESS ASSOCIATION

## Sentosa HarbourFront Business Association

SDC has joined businesses from the Sentosa and HarbourFront precinct to form the Sentosa HarbourFront Business Association (SHBA), a partnership collectively leveraging on and promoting all the tourism and leisure assets of all 14 members as one. Members of the SHBA can now create synergies in partnership with one another, positioning the precinct as the choice lifestyle and MICE destination in the region. The Minister from the Prime Minister's Office and Second Minister for Home Affairs and Trade and Industry Mr S Iswaran officially launched the SHBA on 26 December 2013.



# UPCOMING DEVELOPMENTS & ATTRACTIONS



Madame Tussauds

## Madame Tussauds and Images of Singapore LIVE!

The second half of 2014 will see the grand opening of Madame Tussauds Singapore at Imbleh Lookout. It will be the only Madame Tussauds outside of the flagship attraction in London to incorporate a "Spirit of Singapore" boat ride into the experience. This unique ride will feature icons of Singapore's fascinating culture and history. The launch of this world-famous attraction will also enhance visitors' experiences at the popular Images of Singapore (IOS) attraction, which will also be made over as part of the launch.

## New hotel

In March 2014, SDC awarded the tender to develop a hotel at the former Tourism Academy site to Far East Organisation (FEO). This is the latest addition to the cluster of conserved buildings that have been repurposed as hotels on Sentosa. The buildings in the site, which were formerly a military parade square and six blocks of barracks, have been gazetted for conservation. FEO and the developers will have to adhere to heritage and conservation requirements in its development of the hotel site. The hotel, which will be named The Outpost, will integrate two hotels, one catered to families and MICE groups, and the other positioned as a premium vintage hotel, with a total of 700 rooms. Upon completion in 2016, guests to the hotel will have easy access to the beach, Sentosa's myriad attractions and F&B outlets. The Outpost will also be designed to minimise the environmental impact on the site's existing forested surroundings, in line with SDC's Sustainability Plan.

## Intra-Island Cableway

Construction of Sentosa's second cable car line or the Intra-Island Cableway (IIC) is steadily progressing and will be ready for guests come Q1 2015. Combining the existing Mount Faber cable car line and Sentosa's new cableway will create a sky network of joyrides covering a distance of over 2.4km that strategically connects Sentosa and Faber Peak. The new Sentosa cable car line will connect Imbleh Lookout to Siloso Point and add to the Intra-Island transport options for guests, while easing road congestion arising from the increasing number of visitors to the island. With sea views to be enjoyed from the new cabins at up to 88 metres above mean sea level, the IIC is set to become an attraction in its own right.



New Hotel

## Family Entertainment Centre/ KidZania

KidZania, the world's fastest-growing family entertainment phenomenon, will be launching the first edutainment theme park of its kind in Singapore, to be housed in the Family Entertainment Centre on Palawan Beach. This new Immersive edutainment centre which is fashioned after a real city with real-world establishments such as a bank, a university and even a fire station, will be unveiled in early 2015. Together with six partners: Maybank, Discovery Networks Asia-Pacific, Yakult, Canon, The Soup Spoon and Killiney Kopitiam, KidZania will present a new, exciting approach to family fun – a combination of role-play with real life experiences in a kid-sized city. This development is a crown jewel addition to SDC's plans for the Palawan zone as a family destination.



KidZania

# REALISING DREAMS





# ORGANISATIONAL EXCELLENCE



*SDC is committed to providing its employees with constant opportunities for growth and training. In 2013, the Human Resource and Guest Experience Divisions revisited, reflected and revitalised the training infrastructure to strengthen what was already established. Beyond just fulfilling training hours, the infrastructure was enhanced to provide employees with the right learning support, while empowering them to take ownership of their pursuit of relevant skills for long-term employability.*

*Our people development efforts also involve working closely with industry partners such as the Singapore Human Resource Institute (SHRI) and Workforce Development Authority (WDA) to set best practices in human capital management. As a result of our commitment to skills training and service quality excellence, SDC continued to garner local and international awards in this field during the year.*

## Awards from the SHRI

### The Singapore HR Awards 2013 The Corporate HR Awards

*Learning & Human Capital Development Award (Leading)*  
*Employee Relations & People Management Award (Leading)*  
*HR Communications & Branding Award (Leading)*  
*Quality Work-Life, Physical & Mental Well-Being Award (Leading)*

Organised yearly by the Singapore Human Resources Institute (SHRI), the Singapore HR Awards celebrates leading organisations and HR practitioners in their drive for impactful human capital strategies. SDC was once again a recipient of the prestigious Singapore HR Award in 2013, a distinctive recognition by Singapore's HR professional body to mark the successes and accomplishments of people managers.

The Corporate HR Awards are bestowed upon organisations that have achieved overall effectiveness in their HR and people management practices. While organisations would have to be conferred at least one Leading Award each in both the Leading HR Practices and Special Category Awards to be eligible for this honour, SDC received the Leading HR Practices Award in four categories, an enviable feat by most standards.

## May Day Awards

The May Day Awards, presented during the May Day Dinner annually, are bestowed on persons and companies that have made significant contributions to the Labour Movement. SDC received this award again in 2013, for upholding good industrial relations, ensuring welfare for workers, as well as focus on training and skills upgrading.

## Awards from the WDA

### Most Supportive Employer (Attractions)

This award is given to reward the efforts of companies supporting Workforce Skills Qualifications (WSQ) through the hiring of WSQ graduates, sending staff for WSQ training and adoption of WSQ schemes.

SDC has a host of human capital programmes that promote talent development and retention. Among them is the WSQ Diploma in Tourism under the Sentosa Train and Release (STAR) programme. This programme, which is a collaboration between Sentosa and the Workforce Development Authority (WDA), equips staff with extensive tourism and hospitality skill sets and aims to cultivate a competent workforce that possesses the relevant technical and industry knowledge to assume larger portfolios.

Since its launch in May 2011, the STAR programme has assisted 43 staff on their learning journey. The course has also served to foster collaboration between the SDC's various departments, thereby improving work efficiency.

### Service Excellence WSQ Award (Non-SMEs)

SDC was recognised as one of the top 20 companies in Singapore, which includes both Small & Medium Enterprises (SMEs) and non-SMEs, to have sent their staff for the Service Excellence Workforce Skills Qualifications (SE WSQ) training. SDC was selected as a non-SME based on training commitment for at least 300 staff in SE WSQ over the last three years (2011 - 2013).

## Community Chest Awards 2013

### Special Events Gold Award

This award is a tribute and endorsement of SDC's support to the Community Chest, in recognition of SDC's pledge towards community giving and social responsibility.

## SINGAPORE HR AWARDS 2013

AWARDS GALA

Ms Grace Fu

Minister's Office,  
Environment and Water  
Foreign Affairs

13



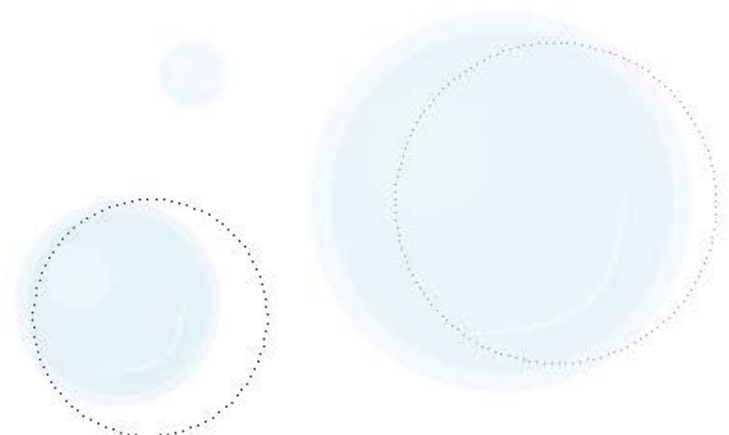
## MHA's Home Team National Service Awards 2013

### Meritorious Home Team Partner Award

The Meritorious Home Team Partner Award, given by the Ministry of Home Affairs (MHA), acknowledges the employees of our Home Team National Servicemen for their significant contributions and support towards the safety and security of Singapore. The awards are intended as a broad based recognition scheme for employers such as SDC, who have shown exemplary support for the operational readiness and defence of the nation.

## Singapore's best golf courses

In a ranking published by Golf Digest in February 2014 of the best golf courses in the world, The Sentosa emerged as the number one teeing ground in Singapore. To create the rankings, Golf Digest compiled a large ballot of the world's best layouts and sought opinions from expert American and international course ranking panels, before consulting their colleagues at international editions and affiliate magazines to supplement research on golf associations and opinions of well-travelled golfers. Along with The Sentosa, The Tanjong was also shortlisted as one of the top five local golf courses, claiming fourth spot in the rankings.



# CELEBRATING OUR PEOPLE

## Singapore Tourism Board (STB)

Singapore Experience Awards 2013



Recipient, Customer Service, Food & Beverage

### Mark Alvarez Lim

Assistant Food Service Manager  
Food & Beverage  
Sentosa Leisure Management



Finalist, Customer Service, Food & Beverage

### Eden Ilagan Perez

Assistant Restaurant Manager  
Food & Beverage  
Mount Faber Leisure Group



## Association of Singapore Attractions (ASA)

Excellence Service Awards 2013



Attractions Superstar

### Nor Hashiqin bte Mohamed Salfizam

Senior Supervisor,  
Creative Development  
Attractions  
Management Unit  
Sentosa Leisure Management



In addition, 42 of our staff received the Star Award, 80 received the Gold Award, and 83 received the Silver Award from the ASA.



## CEO STAR Award Recipients – Service Award



### Distinction Award

**Gurusamy Nagarajan  
(Kannan)**

Senior Technician  
4D Adventureland



**Fatma Anthony  
(Josephine)**

Lead Ticketing Host  
SLM/Sales Ticketing



**Zulkefry Ahmad**

Lead Course Marshal  
SGC



### Team Award

**Nur Adillah Johari**

SLM/Service Ambassador

**R Kalarani**

SLM/Sales Ticketing



**Wong Woong Heng,  
William Ng Boon Ping,  
Mohammad Ruzaini**

Hassan  
SLM/Sentosa Rangers



### Merit Award

**Zainal Abidin Bin Ahmad**

Building Maintenance Technician  
SLM/C&S



**Chris Ong**

Security Manager  
Amara Sanctuary Resort Sentosa



**Xu Chun Rong Vivian**

F&B Captain  
M5venjak Heritage Hotel  
Sentosa



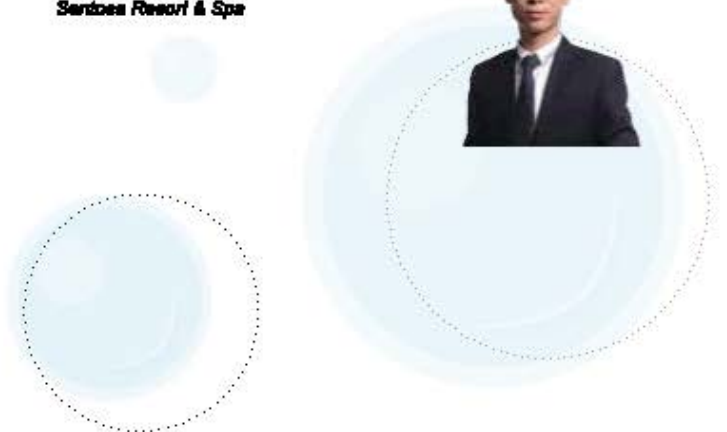
**Liu Shuangyin Mark**

Senior Room Attendant  
Shangri-La's Rasa  
Sentosa Resort & Spa



**Abigail Alcantara**

F&B Captain  
Tanjong Beach Club



# CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY



NTU Tidal Turbine

*Sustainable development continues to be a critical pillar in our island management strategy. As the custodian of the island, our work in biodiversity conservation and sustainable practices is ongoing.*

## Throwing the spotlight on green collaborations

### NTU Tidal Turbine

Several notable collaborations were made in the year. After almost three years of research and development by the Nanyang Technological University, the Sentosa Boardwalk Tidal Turbine was officially commissioned on 6 November 2013. The turbine is the first low-flow tidal turbine to be tested in a 'live' open sea environment in Singapore. Along with the turbine, an educational exhibit was erected on the Sentosa Boardwalk to educate visitors on renewable energy and the turbine mechanics.

### Singapore EV Testbed

We expanded our focus beyond the island shores and sought out national and international initiatives to incorporate into our sustainability practices. Sentosa is now home to three Electric Vehicle charging locations under the National Electric Vehicle Testbed Programme. They are located in the carpark at our Beach Station, Sentosa

Cove Village and Quayside lots. We also worked with other public agencies to encourage staff and visitors to embrace a self-cleaning culture, and as well as to increase their awareness on universal design features of our built environment such as the user-friendly Sentosa Boardwalk.



Singapore EV Testbed

### International Coastal Cleanup Singapore 2013

Caring for the environment went a step further when SDC staff adopted the remaining natural beach on the island and cleaned up the Tanjong Rhu beach on 21 September 2013. Trash collection data was provided to the International Coastal Cleanup database in which long-term trends in marine trash are being monitored by the US-based non-profit organisation The Ocean Conservancy. Fifty-two kilograms of trash was collected from the area.



International Coastal Cleanup Singapore 2013



S.E.L.F. Programme

### S.E.L.F. Programme

In 2013, the Sentosa Embraces Litter Free (S.E.L.F.) programme had SDC's employees come together to embrace a civic-conscious culture of keeping community spaces and office surroundings litter-free. A bi-monthly litter picking initiative which involves SDC staff including the CEO and the senior executive team, the S.E.L.F. programme also goes staff to clear their own rubbish in their office spaces at the end of every work day. The programme was launched as part of the Keep Singapore Clean Movement, led by the Public Hygiene Council together with the Singapore Kindness Movement, the Keep Singapore Beautiful Movement and the National Environment Agency.

### Do good as you come to Sentosa

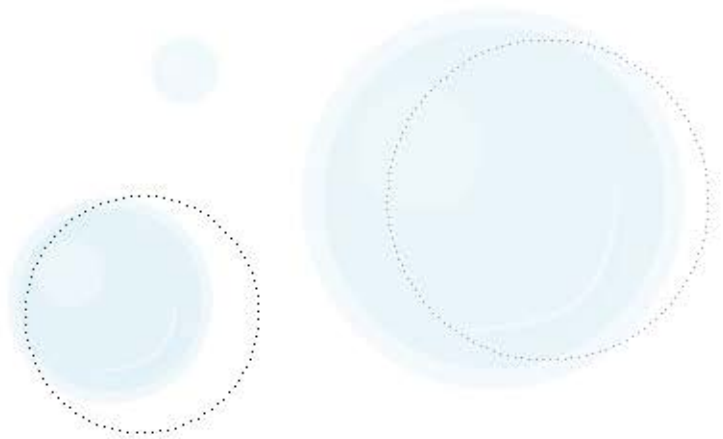
#### Sentosa Gives

In September 2013, we held the annual islandwide community-giving initiative, Sentosa Gives, for the third year running. Many of our Island Partners continued to give their generous support to welcome over close to 1,600 children and caregivers from charities and volunteer welfare organisations to the island attractions and outlets during the September school holiday. For the first time, SDC pledged a \$1 charity donation for every island admission fee collected from our visitors during the week. The 7-day collection saw a total of \$106,879 being donated to the Children's Charities Association.



#### BCA's UD Parade

On 9 November 2013, SDC collaborated with the Building and Construction Authority of Singapore (BCA) to launch "Unity to Udfly" – a social movement to raise public awareness of the importance of Universal Design (UD) in our built environment. Participants of the UD Parade came from all walks of life, including volunteers and support group members, user groups, as well as passers-by on the Sentosa Boardwalk. The event featured three experiential stations where participants could interact with UD features, as well as an Instagram contest, in which participants uploaded photographs taken at the stations to the hashtag #UnitytoUdfly.



# GUEST ARRIVALS

Total Island Guest Arrivals: **18.6 Million**

**6,385,405**

**List of gated attractions:**

- Butterfly Park & Insect Kingdom
- Combat Skirmish Live
- Fort Siloso
- Gogreen Cycle & Island Explorer
- Gogreen Segway® Eco Adventure
- IFly Singapore
- Images Of Singapore
- MegaZip Adventure Park
- Port Of Lost Wonder
- Sentosa 4D AdventureLand
- Skylne Luge Sentosa
- Singapore Cable Car
- Songs Of The Sea
- The Merlion
- Tiger Sky Tower
- Underwater World Singapore & Dolphin Lagoon
- Wave House Sentosa



**5,428,003**

**List of ungated attractions:**

- Sentosa Nature Discovery
- Animal & Bird Encounters
- Beaches





**sentosa**

**Sentosa Development Corporation**  
33 Allanbrooke Road, Sentosa  
Singapore 099981