

— ANNUAL REVIEW 2023 —

# LUXURY REDEFINED





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The year ahead promises to be another exciting one for Marina Bay Sands, as we continue on our transformational path to strengthen our luxury hospitality offerings and our positioning as the leading business, leisure and entertainment destination in Asia. We are confident in the ambitious goals that we have set ourselves, and the strategies we are implementing to achieve them in our vibrant Singapore home.

Paul Town,  
Chief Operating Officer,  
Marina Bay Sands

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# PUSHING BOUNDARIES ON ALL FRONTS

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As global travel demand continued its recovery in 2023, Marina Bay Sands' transformation picked up pace, strengthening our status as a leading global destination for business and leisure tourism.

During the year we advanced our US\$1 billion reinvestment programme, encompassing extensive renovation and repositioning of all rooms and suites in Towers 1 and 2 of the hotel, and introduced new dining, retail and lifestyle offerings. The elevated products and services have delivered luxury lifestyle experiences not seen in the market before, as we reimagine the future of luxury hospitality and travel.

There were numerous achievements to celebrate. It was a record revenue year at Sands Expo & Convention Centre, with new-to-Singapore events and the return of internationally renowned major industry trade shows.

Globally recognised artists graced the stage at our entertainment venues, and exclusive partnerships with global brands and performers enabled us to continue curating world-class guest experiences.

Hotel occupancy was consistently in the mid 90-per cent levels as Marina Bay Sands continued to benefit from complementary travel patterns of strong leisure and business tourism. Gaming revenue, hotel ADR (average daily rate) and retail sales reached all-time records as the property continued to attract higher-yielding tourists.

Our Team Members worked tirelessly to deliver unparalleled product and service offerings – across casino, entertainment, food and beverage, hotel, MICE (meetings, incentives, conferences and exhibitions) and retail operations. Collectively, our efforts across the organisation translated to record EBITDA for the property.

We also led the plan to forge partnerships across the hospitality industry in the Marina Bay area to offer a more expansive and compelling ecosystem. Our Bay Precinct Strategy, which brings together hotels, attractions, retail and dining establishments from around Marina Bay to deliver enhanced experiences to visitors, was expanded during the year to encompass the entire Marina Bay area, and was increasingly praised by MICE customers.

## Accelerating our Transformation

Marina Bay Sands continued to push the boundaries of luxury hospitality in 2023, advancing in the journey to elevate our product and service offerings to meet the ever-changing desires of the high-value business and leisure traveller. The signs of progress were highly visible in the form of renovated hotel suites and refreshed VIP gaming spaces, complementing the renowned service provided by our frontline Team Members. As always, we invested heavily in talent and technology to drive our strategies.

For the next stage of our transformative journey, we have launched a further reinvestment programme, encompassing a US\$750 million elevation commitment. Focusing on Tower 3, the hotel lobby and Sands SkyPark over the next two years, it will include a reimagined VIP arrival experience, new premium dining and retail offerings, a lobby transformation as well as a renewed focus on wellness experiences. This demonstrates parent company Las Vegas Sands' confidence in Singapore and ongoing commitment to the country's tourism industry.

With the resort's physical makeover well on track, we are concurrently stepping up our focus on elevating service standards. This involves instilling an even more customer-centric culture among our more than 11,500 Team Members, to establish new benchmarks in service excellence.

In 2023, we completed a successful round of training programmes in partnership with Forbes Travel Guide – an esteemed global authority. Team Members enhanced their existing competencies under the guidance of highly experienced hospitality professionals, inspiring them to sharpen operational performance standards and better anticipate customer desires. This laser-sharp focus on service excellence, in partnership with international accreditation partners such as Forbes, will be expanded across service-facing roles throughout the integrated resort, including the casino.

As we continue to transform the business, Marina Bay Sands remains firmly committed to giving back to the community and Singapore, as both a responsible corporate citizen and a leading player in the country's vibrant tourism sector. Amid the transformation, our sense of purpose continues to anchor our mission.

Through our flagship Sands Cares community engagement programme, Team Members contributed over 14,000 volunteering hours in 2023, raising the total number of hours since our 2010 opening to more than 100,000. We also helped raise more than S\$3.8 million in 2023 through the signature Sands for Singapore Charity Festival. These efforts and many others to drive impact for the communities in which we operate touched the lives of more than 55,000 beneficiaries.

We also actively pursued our sustainability agenda during the year through the Sands ECO360 global sustainability programme, introducing new initiatives to reduce energy and water usage, while increasing our use of recyclable materials.

## Riding the Recovery

Singapore's rapid recovery from the challenges of recent years has positioned us at the forefront of global tourism and hospitality. As other destinations navigate their paths to recovery, Singapore, supported by investments in infrastructure and attractions, coupled with the Government's forward-looking approach, is going from strength to strength. This reaffirms our firmly held view that Singapore will remain a top destination of choice, supporting our US\$1.75 billion reinvestment as well as our planned multi-billion-dollar expansion.

The year ahead promises to be another exciting one for Marina Bay Sands, as we continue on our transformational path to strengthen our luxury hospitality offerings and our positioning as the leading business, leisure and entertainment destination in Asia. We are confident in the ambitious goals that we have set ourselves, and the strategies we are implementing to achieve them in our vibrant Singapore home. The future indeed looks bright for Singapore and Marina Bay Sands, and we look forward to having visitors enjoy our new and enhanced offerings.



Paul Town,  
Chief Operating Officer,  
Marina Bay Sands

# 2023 HIGHLIGHTS

Marina Bay Sands celebrated significant progress in 2023 as the resort continues to pursue new heights in global luxury hospitality.

Major investment, dazzling events and exclusive partnerships, together with the drive of the property's diverse workforce, combined to deliver stunning guest experiences, as well as positive community and economic impact.

Along the way, the record high of 122 awards illustrated the resort's progress and continued commitment to excellence.



## US\$1 BILLION REINVESTED

into the property across 2022 and 2023 to refurbish the hotel and introduce new luxury lifestyle and dining offerings

## SINGAPORE'S FIRST AND LARGEST HOTEL

to achieve Global Sustainable Tourism Council (GSTC) Industry Criteria for Hotels & Accommodations

24.2% reduction in carbon emissions since 2014



Record high of 122 AWARDS in 2023

942 AWARDS since opening

Credit: AmCham Singapore





## 2,441 MICE EVENTS

hosted at Sands Expo & Convention Centre in 2023

Expansion of the Bay Precinct Strategy brought together

## 11 HOTELS WITH OVER 8,000 ROOMS, 10 ATTRACTIONS

and more nearby offerings, enriching the business visitor experience



## Over 11,500 TEAM MEMBERS

to date, across over 50 different nationalities



## \$S\$3.8 MILLION

raised through Sands for Singapore Charity Festival

OVER \$S\$35 MILLION raised since Festival inception in 2013



## 5 VIBRANT FESTIVALS

for arts, dining, music, retail and wellness in 2023

NEARLY 90 CONCERTS, EVENTS AND PERFORMANCES staged in 2023



# FINANCIAL HIGHLIGHTS

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**US\$1.861  
BILLION**

Adjusted Property EBITDA

**US\$1.168  
BILLION**

Non-gaming revenue (Rooms, Food & Beverage, Mall, Convention, Retail and Others)

**96.3%  
HOTEL  
OCCUPANCY**

**US\$3.849  
BILLION**

Net revenue

**US\$2.681  
BILLION**

Casino revenue

**US\$631  
AVERAGE  
DAILY RATE**



“In Singapore, Marina Bay Sands once again delivered outstanding levels of financial and operating performance. Our new suite product and elevated service offerings position us well as airlift capacity continues to improve and the recovery in travel and tourism spending from China and the wider region continues to advance.”

Robert G. Goldstein, Chairman and Chief Executive Officer,  
Las Vegas Sands







# TIMELESS LUXURY

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Every last detail of the reimagined Marina Bay Sands transcends expectations. Imbued across the resort, all touchpoints breathe 'luxury'. An upscaled transformation enhances the sheer elegance of the hotel and casino, along with many compelling offerings within entertainment, food, retail and guest attractions.

# OUR PROGRESS

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Three years ago, Marina Bay Sands embarked on a transformative journey to elevate its positioning to new heights of luxury. This multi-year strategy, focused on enhancing the customer experience and staying ahead in the competitive hospitality market, made significant strides in 2023.

## Staying on the Right Track

The integrated resort is well on track in its journey to elevate product offerings, with key milestones passed during the year. Notably, the renovation of hotel rooms and suites in Towers 1 and 2 is nearly completed, with 390 suites introduced as a result. New VIP gaming spaces and fine dining experiences were also unveiled in addition to enhancements to service delivery.

The result of US\$1 billion invested in the resort's transformation, these changes have already garnered positive feedback from customers as global travel roared back to life over the past year.

"We're attracting very high-level customers from all over the world, particularly Asia, and the feedback to the changes has been overwhelmingly positive," says Paul Town, Chief Operating Officer. "Customers are coming more often and staying longer. They're also spending more with us, and they're happier with the overall experience."

In particular, customers have been delighted with the aesthetic appeal, the thoughtful interiors and the detailed accessorising of the newly renovated hotel rooms. The revamped gaming spaces have also led to increased engagement and satisfaction. Meanwhile, the dining experience has also undergone a notable transformation, with more innovative concepts coming to Singapore. This pivot was in line with customer preferences and has been similarly well received.

In the next phase of its transformation, the integrated resort is set to invest an additional US\$750 million to renovate Tower 3 and enhance guest experiences in shared spaces such as the hotel lobby and Sands SkyPark, as it seeks to complete the seamless luxury journey for customers.

To stay relevant amid fiercer competition over the long term, Marina Bay Sands adopts a strategic approach that involves both industry benchmarking and innovative thinking.





### Moving Beyond the Physical

Enhancing the service aspect of Marina Bay Sands' offerings is perhaps the most challenging element of its journey. This extends beyond physical renovations to encompass significant improvements in service and technology.

"The transformation is not just the physical change but also the service element. We're investing in people, in service and in technology to elevate the product," adds Town.

To this end, the integrated resort has expanded its butler training programme to ensure there are a sufficient number of trained Team Members to service the larger number of suites at the hotel. It has also employed technology to further smooth the check-in process at the lobby, a traditional pain point of the customer journey among hospitality providers.

Guests can now check in via their mobile phones while travelling from the airport using facial scan technology and use their devices to access their rooms upon arrival. This allows them to skip the front desk should they wish to. As part of the enhanced experience, select guests will also be checked in at their suites or at a dedicated VIP arrival point, further reducing the number of customers checking in at the front desk.

"This doesn't mean we intend to scale back on hospitality touchpoints; personal interaction is still very important. However, we will be focusing on more meaningful engagement points for customers," explains Yoshua Rubinstein, Senior Vice President, Development and Strategic Planning.

On the people front, the priority now is to instil a customer-centric mindset among all Team Members that cuts across departmental boundaries.

"The goal is to put the customer at the centre, both in terms of physical and digital guest journeys, of everything we do. If we can achieve that, then it makes it a lot easier for departments to collaborate and think holistically," adds Rubinstein.

Three years on and Marina Bay Sands remains well on track with its transformational strategy as it continues to adapt to stay ahead in the luxury hospitality market.

## US\$1.75B

reinvestment in the property's transformation

The team dedicates considerable effort to analysing market trends and developments in luxury hospitality and entertainment globally, observing competitors and even non-traditional players in locations such as Macao, Dubai, Paris and the United States. This approach ensures that Marina Bay Sands not only matches global standards, but also introduces novel, reimagined experiences in its offerings, setting new standards of excellence in the luxury sector.

# THE SKY IS THE LIMIT

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At Marina Bay Sands, a world of endless possibilities awaits the modern luxury traveller. With a multi-year transformation underway, the resort has taken the luxury experience to the highest levels, pulling out all stops to ensure that guests' evolving expectations and demands are met in every way.

Luxury hospitality has been redefined, with significant investment dedicated to marrying best-in-class product offerings with elevated service standards.

Over the past year, this guest service transformation has been taking place across the property. Team Members are trained to provide intuitive and exceptional service, surpassing industry standards. They are also empowered to be innovative and explore ideas to delight guests, above and beyond their expectations. Traditional boundaries between departments are broken down, giving rise to a collaborative culture to ensure a seamless guest experience.

Complementing the world-class service is a digital engagement strategy, which includes the flagship Sands Mobile App. Through the app's comprehensive digital footprint, the property has enhanced guest interaction, driving a higher degree of engagement and convenience. In recent years, the app's range of uses has blossomed, allowing the consolidation of guests' Sands LifeStyle accounts in a single interface and introducing a loyalty booking engine for guests to book stays via the app.

"We've relooked the entire customer journey to reimagine the experience, from their point of view. A lot of thought and planning is done to ensure that as these guests transition through their experience on property, it's done seamlessly," says Town.

"Using technology, we've also made sure that the information about customers that's required to service them at the right level is disseminated across the property. A lot of it is just about good old-fashioned collaboration. The hallmark of the last two years has been departments working together a lot more closely. We're no longer thinking departmentally, but rather aligning well because we're putting the high-value customers at our core."





The dedication to creating a perfect customer journey starts even before the guest arrives. In the lead-up to the stay, a detailed database – shared across various departments – ensures that the guests' preferences, down to the firmness of their pillows, are logged and prepared. Upon landing, the guest will be greeted by a team at the airport and escorted in limousines directly to the hotel via a private, below-ground street entrance, ensuring the utmost privacy. En route, the guest can opt to check in and download a digital key via the app, all with a few taps on a mobile device.

Once on property, a dedicated butler, already apprised of the guest's preferences, will be the key liaison for the duration of his or her stay, facilitating restaurant bookings, attraction visits and other needs. This elevated service extends all the way to the guest's departure, ensuring the same exclusive experience from start to finish.

"Every luxury hotel around the world is trying to build bigger and better. There's always something new coming up," says Tane Picken, Senior Vice President, Hospitality. "The most meaningful difference we can make is to drive that personalisation of the customer journey, recognising that every guest is unique and has different preferences."

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Specialised teams create bespoke journeys for guests, ensuring their seamless arrival at and departure from the resort.





### World of Paiza

Throughout the stay, the VIP guest will encounter luxury at an unprecedented scale across the property, made possible through the ultimate in Paiza experiences. The programme, exclusive to top customers, provides access to curated experiences at Sands' properties across the world. It was further enhanced in 2023, with new and refreshed products for the most discerning guests.

At the hotel, the Paiza Collection features ultra-luxurious residential-style suites located on the highest floors. The experience includes private VIP arrival and dedicated lifts, butler services and exclusive access to a new multi-concept executive club lounge that will feature a tea vault, bespoke whisky bar, private liquor locker, garden conservatory and buffet spreads served from open kitchens helmed by top chefs.

At the casino, the same attention to detail has gone into transforming the customer journey, from arrival at the basement carpark, to relaxing in the Paiza Lounge and gaming in new private VIP salons.

Paiza members seeking an even more exclusive experience can charter the Paiza One, a 44.5-metre superyacht from the Italian shipbuilder Sanlorenzo, to host their own memorable events.

Paiza members can also gain access to premium curated experiences, such as wine auctions where they are given an opportunity to sample rare spirits from around the world. Members can also take advantage of off-property experiences, from the fairway to the waters off Singapore. For example, golf enthusiasts can take advantage of the new Paiza Golf Programme, created in collaboration with premier Singapore golf courses such as Laguna National Golf Resort Club and Sentosa Golf Club. For those who cannot make it to the greens, they can still practice their swing at the hotel's Presidential Suite, which houses a golf simulator loaded with world-renowned courses.

"By reimagining the World of Paiza through such signature experiences and world-class service, we are extending guests' stays and encouraging even more visits," says Jeremy Bach, Senior Vice President and Chief Customer Officer. "As a primary strategy, we are customer obsessed. As an execution strategy, we are perfection obsessed. The focus going forward is to stay true to those strategies of customer obsession and execution perfection."

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VIP guests will encounter the highest standards of luxury on- and off-property, from the hotel and casino to the superyacht and golf programme.

## DRIVING PERSONALISATION

With the renovation of Tower 1 and Tower 2 complete, and Tower 3's transformation now underway, the journey to elevate the product is well on track. The next critical mission on this transformation journey is to elevate already world-class service offerings to even higher levels, to deliver highly personalised experiences which clearly differentiate Marina Bay Sands from the intensifying global competition, says Picken.

Among a multitude of initiatives, this involves creating spaces and services attuned to the requirements of different guest profiles under one roof. At the iconic rooftop pool, for example, there are secluded spaces where those seeking privacy can enjoy a glass of champagne without unnecessary distraction, as well as open family-friendly areas that feature balloon sculpting, sand art and caricature drawing.

### Empowering Team Members

Implementing personalisation at such a scale comes with its own set of sizeable challenges. One is the need to train all hotel Team Members to intuitively respond to a wide range of guest expectations, whether it involves a swift check-in or engaging more deeply with guests who desire human interaction.

As such, a key aspect of the hotel's elevation strategy involves transforming the culture and mindset of its workforce. In this regard, leadership plays a crucial role in setting an example and fostering an environment where Team Members feel involved and empowered to make customer-focused decisions.

This shift in culture also emphasises making the workplace a highly enjoyable one, as a contented team is more likely to deliver exceptional service.

"We've built a system that enables the team to deliver an extraordinary level of service. The focus now is to change the culture so that Team Members themselves actually want to deliver that service, and not be driven by management," adds Picken.

Recognising the importance of its people, Marina Bay Sands is also actively building a robust hospitality pipeline to meet its ambitious goals. Young talent are being nurtured through collaborations with hotel schools, universities and high schools globally and locally. Unlike many of its competitors, the integrated resort through its scale and multiple business units is able to offer a rewarding career path in a diverse range of roles within a single organisation. A food & beverage (F&B) server, for example, is not limited to working in a particular restaurant, but can move across different outlets or even into behind-the-scenes planning work, as his or her career progresses. This approach not only helps to retain talent, but fosters a more dynamic and adaptable workforce.

"The amount of investment in quality and customer focus is probably unparalleled in any hotel that I've seen anywhere in the world," says Picken. "We are unrelenting in our goal to be the best hospitality integrated resort in the world. Everything we do is focused on delivering the best luxury hospitality experience in the industry." ♦



# CHECK IN TO UNRIVALLED LUXURY

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Journeying from the lift lobby, down the corridor and into the suite, guests find themselves surrounded by luxury furnishings, materials and colour palette all contributing to the sense that something truly extraordinary is unfolding.

Guests are greeted by a grand foyer with elegant fabric-lined wall panels enlivening the space with a metallic quality and reflecting light. Marble marquetry flooring represents a modern take on the shapes and forms of Peranakan tiles.

The space is separated from the living area by metal screens inspired by traditional Chinese screens, adding a sense of anticipation and formal procession. A dramatic, metallic sculpture in the corner of the space transcribes the number eight, deemed as good luck in Asian culture.

Launched in 2023 as part of Marina Bay Sands' US\$1 billion reinvestment programme, the Paiza Royal Collection, part of the Paiza Collection, is the resort's crown jewel. All of the suites occupy the uppermost floors of the landmark address and have been designed to seamlessly blend with the lifestyle of the most discerning guests.

Within it are the Horizon, Marina, Presidential and Chairman suites, each varying in size and offerings. There are spaces to game, entertain and, most importantly, rest and recharge. All this is done in a setting individually curated to be the pinnacle of sophisticated living.

Visual touchstones include details inspired by regional flora and fauna, layered with modern elements derived from traditional Southeast Asian craftsmanship. The colour palette has a sophisticated tonality and richness with accents of crimson red. Dramatic ceiling heights are a signature in the suites, adorned with pearlescent accents and architectural frieze details.

Also featured are stunning contemporary style pendant lights, hand-embroidered wallpaper, fluted glass panels and cushions wrapped with plush fabrics. Adding that personal touch is a remarkable collection of commissioned art, spanning sculptures

*"Guests can look forward to one-of-a-kind stays at Marina Bay Sands. The Paiza Royal Collection, housed within The Paiza Collection, reinvents the hotel experience. Whether guests prefer to indulge in spa treatments, practice their swing on the golf simulator, or play the grand piano, there is a suite for every need."*

Tane Picken, Senior Vice President, Hospitality



## MAJOR ACCOLADES



**Forbes Travel Guide 2023  
Four-Star Hotel**



**LA LISTE  
Top 1,000 World's  
Best Hotels 2023**

**Best Suite and Best  
Typical Guestroom  
at NEWH Las Vegas'  
HOSPITY Awards 2023**

**Destination: Best Leisure  
Vacation at Travel +  
Leisure China's World  
Leisure Awards 2023**



Guests can unwind over cocktails at the Social Bar, while marvelling over the stunning city view and watching the sun set over the Marina Bay precinct.

and paintings by local and regional artists who have been inspired by the property's proximity to surrounding waters in the South China Sea and the Marina Bay area.

Dedicated spaces for the Social Bar, private gym and ensuite bedrooms are crafted into the design of the suites as havens of blissful rest, in addition to lavish living and dining areas.

The Social Bar, located beside the dining area, is characterised by highly figured Italian Arabescato Corchia marble. Lehmann Glass handblown stemware stands poised to be filled with the rarest of Grand Cru wines, while cocktails by Avantgarde can be served in Schott Zwiesel Hommage Carat glassware.

Other features include warming drawers that ensure porcelain cups are kept at the ideal temperature for brewing tea, as well as an integrated ice well and an undercounter island chiller to keep food and beverages chilled. A beautifully crafted, free-standing humidor stands to one side, calibrated for rare cigars that aficionados will appreciate.

Private gyms feature state-of-the-art equipment from the Technogym Personal series – the Kinesis, Elliptical and Treadmill – as well as stunning wood-crafted accessories, such as dumbbells, a skipping rope and push-up bars.

In the bedrooms, the pièce de résistance must be the Savoir mattress, constructed by hand using centuries-old techniques and layers of hand-teased horse tail, Mongolian yak wool and pure cashmere. Each is matched with pillows, a mattress topper and duvet in white goose down from homegrown luxury bedding brand Ploh – encased in 600-thread-count sheets from Frette for a blissful night of rest.

Custom built-in joinery with intricate fluted drawer panels reveal a night fridge, glassware and kettle. Regardless of the hour, guests can choose from a selection of premium still and sparkling mineral water offerings. There are also teas to calm and relax from Singapore brand Ette Tea Company.

Thoughtful consideration is given to the bath and wardrobe experience. Shower with the Dornbracht oversized double shower head and full-body spray jets. Then, get enveloped in the Garnier-Thiebaut terry robe before heading next door to the generously sized walk-in wardrobe. This has a dedicated dressing table and an Orient Crown safe that comes with watch winders.

### Suites to Cater to Every Need

There are also unique hallmarks that distinguish the four suite types in the Paiza Royal Collection.

The intimate one-bedroom Marina Suite offers a relaxing sea view with its walkout balcony. Two layouts are available to suit guests' preferences. Between the Social Bar, where a dedicated butler has prepared shelves of wines, liquors and other beverages, and a media room fitted with a pool table and karaoke system, there are endless options for guests looking to have a fun time in the comfort of their suite.

Appealing to guests with a penchant for wellness is the Horizon Suite. Named in honour of its views – the city skyline as well as the South China Sea and Gardens by the Bay – it is a one-bedroom sanctuary where centuries-old rituals combine with state-of-the-art facilities to inspire deep rejuvenation and pure serenity.

At the entrance, a pair of custom-designed metal screens with etched patterns frame the view into the living and dining room. Beyond them are the treatment areas, loosely divided into the facilitated and self-guided.

The former comprises a massage room with two tables, traditional hammam, dry sauna, ice well and steam shower. While taking in the surroundings, guests can pause to admire the book-matched Cortecchia Marble feature wall above the bathtub that adds a subtle, soothing touch to the space.

Those staying at the resort can book a body treatment and let expert therapists knead away tension while lying on the Gharieni table, followed by a restorative hammam ceremony that cleanses and revitalises both body and spirit.

In another wing of the suite is the self-guided area. One is a room where a Himalayan salt wall has been erected, built from bricks made of the mineral. Relax on heated ceramic lounge chairs and induce a meditative state of mind.

Beyond this is the private gym with panoramic views of Gardens by the Bay. Train on the Technogym equipment or use the provided mats for a guided yoga or Pilates class. Or keep the space free from items and get ready for a tai chi session – the possibilities are endless.

For those who enjoy gaming and entertaining, the Presidential Suite is where stately splendour meets refined revelry. Designed with two bedrooms, it comes in four configurations, one of which bears a state-of-the-art full swing golf simulator.

Challenge friends to a game at one of the many renowned courses pre-loaded into the system. From St Andrews to Pebble Beach and Torrey Pines, there is no need to travel to a golf course with these beautiful courses just a tap away. For an added touch of reality, golf sets from Titleist and TaylorMade are available, as well as Paiza-branded golf balls, gloves and other accessories.

Other Presidential Suite configurations include one with a Vismara pool table and media room with a 95-inch Samsung television that can stream blockbusters or be converted into a karaoke system with over 100,000 songs to croon along to.

A fourth layout incorporates a full-scale entertainment show kitchen with high-quality cooking equipment, allowing the resort's culinary team to create extraordinary in-suite experiences for guests. Hire an award-winning chef to do the cooking or indulge your inner gastronomic maestro; regardless of the decision, the suite stands ready to cater to all tastes.

Those travelling with multiple generations or with a yearning for hosting will appreciate the Chairman Suite, the most palatial of all the residences in Marina Bay Sands. Featuring three or four bedrooms, it has two living rooms and a media room with the 146-inch Samsung 'The Wall All-in-One' television spanning floor to ceiling.

Hire a musician to play the in-room grand piano and provide a soundtrack to the evening. With the fully stocked kitchen and bar, merrymakers will want for nothing.

From day to night, the suites have clearly been conceptualised to embody timeless Asian grandeur, without compromising on comfort. Truly, no detail has been overlooked. In fact, guests often find it difficult to leave – but given that these are designed as ultimate residences, who can really blame them?

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The Presidential Suite comes in various configurations, one of which is equipped with a state-of-the-art golf simulator.





# WELLNESS SOJOURN

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Move, recharge, heal. These three pillars make up Marina Bay Sands' wellness offerings for hotel guests and public visitors. The resort offers a host of experiences waiting to be discovered, including guided running trails around the Marina Bay area, in-room workouts, sound bath meditation sessions at SkyPark Observation Deck and mineral water to enhance sleep.

Wellness transcends dimensions at Marina Bay Sands, with the resort offering a wellness programme that targets both mental and physical wellbeing. The experience begins right in the hotel room, and as guests explore the rest of the property, they are able to partake in fitness classes at Sands SkyPark or relax between meetings at Sands Expo & Convention Centre.

Every room and suite has wellness incorporated into its design. Guests can check in, and after a good night's rest on their selected pillow from the carefully curated menu, turn on the IPTV and select their choice workout from the comprehensive list of wellness programmes. Using this function, they can follow an in-room yoga routine

or scan the QR code to download an app that has a 10km route, from the resort to Chinatown, to walk or run along.

In the suites, a dedicated water menu has been introduced with the help of a certified Water Sommelier, listing three still and three sparkling types. Whether it is with a meal, to enhance sleep or to hydrate after a fitness session, there is a complementary drink for all occasions.

The Horizon Suite is the integrated resort's ultimate wellness experience. Designed like a mini wellness retreat, the one-bedroom sanctuary has a spa zone complete with a traditional hammam and Himalayan salt wall. A massage room adjoins a steam shower and dry sauna with a spectacular view of Gardens by the Bay. A third space is reserved for the private gym, with top-notch exercise equipment that can easily be moved to make way for a private yoga or Pilates class, as well as beautifully designed wood-crafted accessories for simple workouts.

Guests visiting Singapore for business events will soon be able to enjoy a spread of wellness experiences between keynote addresses and networking sessions. A conference could be preceded by an intentional breathing exercise, or a meeting could end with a short group meditation. These are all part of a plan to integrate wellness offerings with MICE for a more deliberate mind-body connection.◆

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In 2024, spaces like SkyPark Observation Deck and the iconic rooftop Infinity Pool will play host to a suite of wellness activities including yoga and tai chi for both hotel guests and the public, offering them the opportunity to soak up the spectacular Singapore skyline as they embrace wellness.



# SERVING HIGH STANDARDS AT THE GAMING TABLE

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Marina Bay Sands continued to elevate the premium gaming experience in 2023 while building on its industry-leading responsible gambling and compliance programmes.

Refurbishment works have been carried out across the casino, complementing the transformation taking place across the rest of the property. As part of its service transformation, Marina Bay Sands is working to instil a mindset and culture shift among its 3,000 table games Team Members. This involves enhancing standard operating procedures while encouraging staff to embrace a service approach akin to that of high-end restaurants or hotels.

“Our players are here for the experience, and with changing customer expectations, the face of gaming needs to transform,” says Cetin Tanisman, Chief Casino Officer, Asia.

“As such, we are training our Team Members to help them better understand which parts of their roles are most important from a customer’s perspective. For instance, we want our managers on the floor to be less focused on administrative tasks, and more service oriented,” he adds.





### Adopting Internationally Recognised Standards

A key objective for the gaming operations customer service team in the coming year is to obtain a rating from the Forbes Travel Guide, the recognised global authority on luxury travel. Traditionally reserved for hotels, restaurants, spas and cruises, the Guide uses up to 900 objective criteria to evaluate businesses. The property’s hotel, restaurants and spa are already recognised in the Forbes Travel Guide annually.

The intention is not merely to meet the Guide’s exacting standards, but to tailor them for the unique casino environment while satisfying gaming regulations and responsible gambling guidelines. The certification process – a rigorous undertaking involving multiple audits – is expected to be completed before the end of 2024.

“Having the Forbes standards in place means that every time a customer has a gaming interaction, we ensure the experience will be at the same high standard regardless of who is delivering it,” says Tanisman. “Combined with the ongoing reinvestment in elevated gaming spaces, we will be delivering unmatched guest experiences.”

### Impressive Refurbishments

Over the year, refurbishments have been carried out at Level 3, including a new Grand Lobby with a water feature, Paiza Lounge and communal gaming areas. No details were spared in this transformation – from the time VIP guests arrive at the casino, they are welcomed at a brand-new basement carpark before being ushered into a new private salon. Even the Paiza Bridge connecting guests to their hotel suites has been radically transformed with a new aesthetic feel and elevated finishings.

The elevation in the casino experience, across both service and hardware aspects, helped support the record revenue performance seen in 2023, amid the ongoing strong recovery in tourism.

Marina Bay Sands made headway in efforts to elevate service standards and processes across the casino.

## MAJOR ACCOLADES

**Integrated Resort of the Year at Global Gaming Awards Asia-Pacific 2023**

**Best Integrated Resort at Asia Gaming Awards 2023**

### Committed to Responsible Gambling

Marina Bay Sands is dedicated to the highest standards of professional and business conduct under its industry-leading compliance programmes. Its Responsible Gambling (RG) Programme also remains a cornerstone of its gaming operations. A significant enhancement in 2023 was the training of nearly 100 Team Members as RG Ambassadors in September, bringing the total number to 700.

Comprised of Team Members who work in the casino, the RG Ambassador network acts as the first line of defence in identifying observable signs of problematic gambling behaviour. Specialists are also on hand to step in when further assistance is required. Marina Bay Sands aims to train 80–100 new ambassadors in 2024.

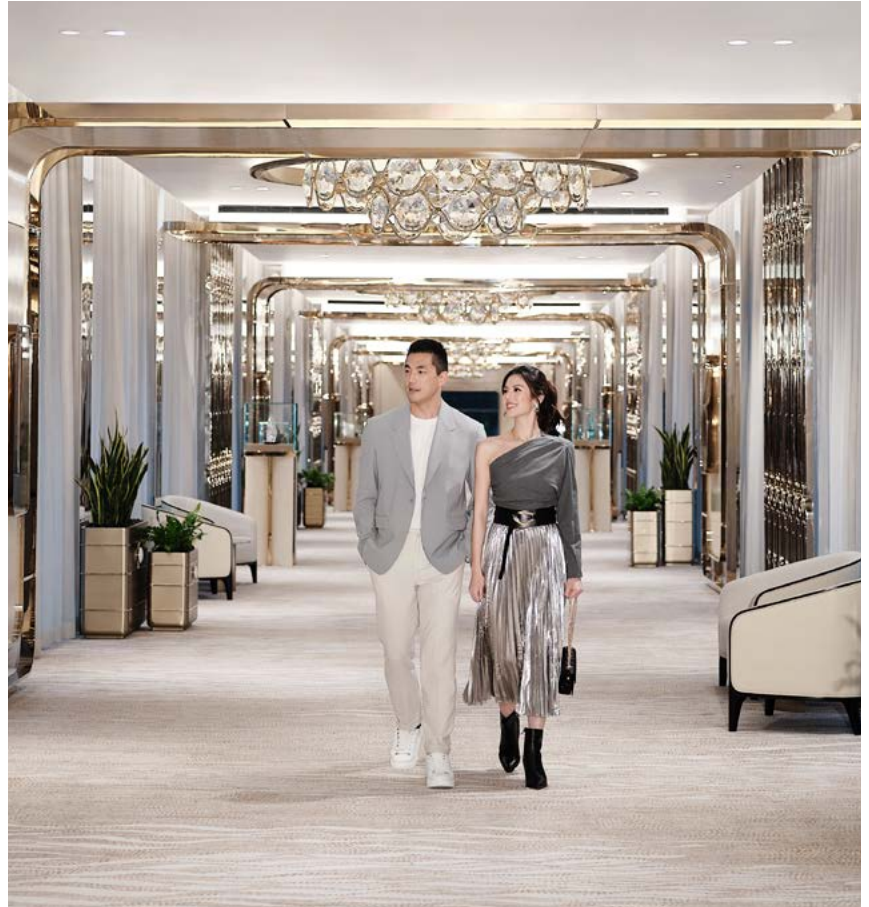
Throughout the year, NotifyMyPlay – a technology-powered RG solution to establish limits on the amount of time, money or both spent playing at electronic gaming machines and electronic table games throughout the entire casino gaming floor – continued to be popular among patrons.

Despite the increase in casino patronage as global travel resumed, there was no corresponding rise in problematic gambling behaviour that the RG Team observed. This was due to the integrated resort's robust RG framework, greater awareness of problem gambling in the broader community and social safeguards by the Singapore Government – including the entry levy system and casino exclusion orders.

### Strengthening Collaborative Efforts

Collaboration with government agencies and external support services continued to be a key aspect of Marina Bay Sands' RG efforts in 2023. One key milestone was the triennial renewal of the integrated resort's RG accreditation by the RG Council based in Ontario, Canada.

According to the Council's report, Marina Bay Sands had made notable improvements across the board since the last accreditation in 2020. These improvements, in areas such as overall RG policy, implementation plan and training, underscore a significant enhancement in the awareness and execution of RG practices.



By increasing awareness, providing comprehensive training and collaborating with key stakeholders, Marina Bay Sands has solidified its commitment to responsible gambling, making it not just a policy but a principle embedded in the resort's culture. ♦

“Looking ahead, we will continue efforts to demystify our Responsible Gambling tools and make them accessible to all patrons, thereby normalising the act of seeking help.”

Joseph Bufalino, Executive Director of Responsible Gambling

Marina Bay Sands remains committed to responsible gambling.

## 700

Team Members trained as Responsible Gambling Ambassadors

# TRANSITIONING TO A NEW ERA OF LUXURY HOSPITALITY

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Marina Bay Sands has embarked on a mission to enhance its position as the region's premier luxury destination. This ambitious rebranding is both a response to the post-pandemic travel and hospitality landscape, and an ambitious stride towards its goal of setting new standards of excellence in luxury hospitality.

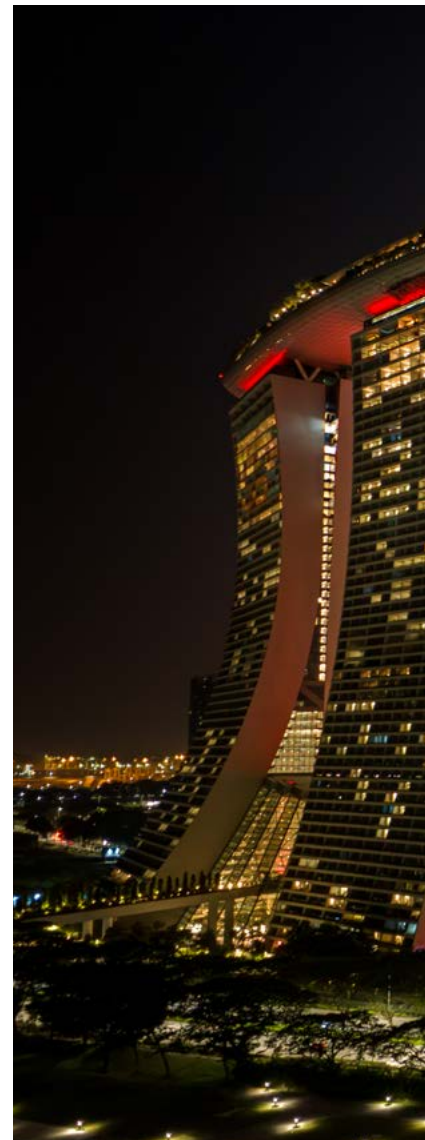
This elevation is a comprehensive exercise that will impact the entire organisation, as it seeks to ensure a consistent delivery of products and services tied together by one cohesive and compelling brand message. At its most tangible, the rebranding will feature an updated design philosophy that will dictate the brand's aesthetics, from a refreshed logo to new uniforms for front-office Team Members.

These changes aim to create a sophisticated visual narrative that resonates deeply with the integrated resort's target clientele, echoing at every touchpoint of the brand, from digital screens to retail outlets. The rebrand is expected to be fully unveiled by 2024.

"Our new brand mission is to 'Draw the world to a new land of luxury,'" says Irene Lin, Senior Vice President and Chief Marketing Officer. "This mission amplifies the goal of Marina Bay Sands to not merely provide luxury, but to redefine it by setting a new benchmark in high-end hospitality."

Beyond enhancing Marina Bay Sands' external appearance, the rebranding will manifest itself in service execution – in particular, meticulous attention to detail by Team Members when interacting with customers. This will involve the ambitious task of educating Marina Bay Sands' more than 11,500 Team Members to enable a coherent delivery of the new brand ethos across all aspects of the integrated resort.

As Jeremy Bach, Senior Vice President and Chief Customer Officer, explains, "Elevating our service to create this feeling of luxury for the customer is extremely complex. It will require enhancing the EQ, or emotional intelligence, of our Team Members so that they can anticipate the customer's specific needs. However, we are heading in the right direction to execute this strategy, ensuring that we are able to achieve everything we promise to deliver."



### Aligning with Like-Minded Brands

Marina Bay Sands' brand elevation is not an isolated endeavour, but is intertwined with key strategic partnerships and collaborations. One notable example is a multi-year partnership with the Scuderia Ferrari Formula 1 team, starting in 2023. In September, throughout the duration of the Singapore Night Race, the iconic hotel towers lit up with Ferrari's signature blazing red. The property also hosted a by-invite-only cocktail reception with team drivers Charles Leclerc and Carlos Sainz.

A replica of Ferrari's 2019 F1 World Championship car, SF90, was also displayed in the hotel lobby. Such collaborations are an avenue for Marina Bay Sands to align with high-calibre brands and personalities that resonate with the luxury positioning the property continually builds.

"The alignment with brands such as Ferrari is critical in delivering on our new brand mission. We need to find the right partners that bring us to the level that we want to be at. We were particularly blessed in our first year working with the Scuderia Ferrari F1 team because they won here in Singapore," explains Lin.

2024 will see another exciting collaboration, as Marina Bay Sands becomes the Official Presenting Sponsor for Taylor Swift's groundbreaking The Eras Tour during her only Southeast Asian stop. The integrated resort will curate activations and exclusive packages in celebration of arguably the world's biggest pop star, who will hold a series of sold-out concerts here in Singapore in March 2024.

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Marina Bay Sands was lit up in red during the Singapore Night Race as part of a multi-year partnership with the Scuderia Ferrari Formula 1 team inked in 2023.



### Presenting as One Master Brand

One key aspect of Marina Bay Sands' mission to redefine luxury hospitality is its 'Festivalisation' strategy that was rolled out at the start of 2023. Under this initiative, the integrated resort organised a series of festivals throughout the year – celebrating themes such as food, wellness, music and fashion – that are held in conjunction with related events taking place in Singapore.

The inaugural festival, 'Where Art Takes Shape', was a 10-day celebration held in tandem with Singapore Art Week in January 2023. More than 40,000 people visited the property during that period for ART SG, Southeast Asia's leading international art fair, and went on to enjoy other experiences, whether eating at Marina Bay Sands' Michelin-starred restaurants or attending related events at ArtScience Museum. The event presented an expansive canvas for Marina Bay Sands to showcase its multifaceted offerings. By crafting luxury experiences surrounding the anchor ART SG event, Marina Bay Sands was able to reach a wider audience.

Encouraged by the success of 'Where Art Takes Shape', the resort subsequently held additional festivals, including 'Where Your Senses Feast' themed around Vinexpo Asia, one of the largest exhibitions for wine and spirits professionals, and 'Where Mind and Body Connect' in conjunction with Wellness Festival Singapore.

Significantly, the Festivalisation exercise showcased the property's enterprising approach towards successfully implementing the rebranding strategy.

"I would say this is the first year in which we've taken an entrepreneurial approach to execute a strategy. We knew our mission and what we wanted to do to get to our destination. We then had to decide what festivals to hold to have the greatest impact, whether it was art, or food and wine, and then execute that successfully," explains Lin. ♦





## FESTIVALISATION IN THE SPOTLIGHT

### Where Art Takes Shape

6 to 15 January 2023

A 10-day celebration organised in tandem with Singapore Art Week. Visitors were treated to a curated lineup of art-related activities, such as the debut of Southeast Asia's largest art fair, ART SG, and art-inspired menus.

### Where Your Senses Feast

15 to 28 May 2023

Themed around Vinexpo Asia, this gastronomic festival featured over 30 events across the integrated resort, including a first-ever Michelin-starred chef collaboration and an experiential dining affair set at nightclub MARQUEE Singapore.

### Where Mind and Body Connect

17 June to 9 July 2023

This festival, held in conjunction with Wellness Festival Singapore, offered immersive experiences for the public to recharge through a series of hour-long weekend morning classes, from high-impact Muay Thai boxing to therapeutic meditative sessions.

### Where Music Takes Over

15 July to 2 August 2023

Over 10 concerts and musical performances headlined by leading names in global entertainment, including Taiwanese Mandopop singer David Tao and Colombian singer-songwriter and music producer J Balvin.

"For a long time when you asked our customers 'What is Marina Bay Sands?', we would get different answers. Some think of us as the rooftop pool, others the mall. So we wanted to leverage signature events that pulled the whole property together to showcase the fact that we are actually one destination and one master brand that is more than the sum of its parts."

Irene Lin, Senior Vice President and Chief Marketing Officer

Guests were treated to experiential dining feasts across the property at 'Where Your Senses Feast', a gastronomic festival in May 2023.

# AN ENTERTAINMENT DYNAMO

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The entertainment spark shone bright at Marina Bay Sands in 2023, with a series of blockbuster concerts and celebrity-studded events that further solidified the integrated resort as a global entertainment hub.

Throughout the year, nearly 90 concerts, events and performances were staged across multiple venues. This was more than double the number of entertainment shows in 2022 and included A-list celebrities such as Joey Yung and The Wynners who performed at the property for the first time.

Marina Bay Sands also made history by staging the premiere of – and only Southeast Asian stop for – *Disney's Frozen: The Hit Broadway Musical* in February 2023. In addition, the resort hosted the Tony Award-nominated smash hit musical *& Juliet*, which made its Asian premiere at Sands Theatre in September 2023. Throughout the year, the venue boasted a robust calendar, with 23 ticketed performances by individual artists, global touring Broadway musicals and theatrical shows, collectively entertaining 323,888 guests.

With a renewed focus on premium entertainment, and recognising the surge in entertainment tourism in Singapore, the resort pulled out all the stops and shored up its repertoire with the relaunch of its *Sands Live* concert series in March. This included an expanded initiative, *Sands Live Season*, that brought in world-class Asian artists, including celebrated Cantopop icon Miriam Yeung and Taiwanese singer Richie Jen, as well as South Korean megastars PSY and Rain.

Momentum picked up in July, when the integrated resort rolled out its inaugural Music Festival – *Where Music Takes Over*. This event saw over 10 artists performing over three weeks, including American indie rockers The Strokes' first ever concert in Singapore and shows by American singer Sabrina Carpenter, and Colombian sensation J Balvin.





The iconic destination also served as a perfect backdrop for two key events in 2023. The world premiere of Hollywood blockbuster *Transformers: Rise of the Beasts*, where Marina Bay Sands welcomed the film's director Steven Caple Jr., long-time Transformers showrunners and producers Lorenzo di Bonaventura and Mark Vahradian, alongside cast members Anthony Ramos, Dominique Fishback and Tobe Nwigwe for one of the biggest red-carpet events in Singapore. Grammy-nominated American band OneRepublic also shot their latest music video *RUNAWAY* on site, casting a global lens on Marina Bay Sands. These events reinforce its reputation as a primary destination for entertainment.

In addition to the stellar lineup of concerts and star-studded events, the integrated resort broke new ground in entertainment with its inaugural *Sands Wellness Extravaganza – Golden Week Edition* in

October 2023. This was a 'day to night' event that blended wellness and live entertainment in a unique way, bringing together some of the biggest Chinese stars. These included fitness sensation Liu Geng Hong, better known as Will Liu, Chinese artist Wu Chun and Mandopop group Nan Quan Mama. More than 500 fitness enthusiasts and fans gathered for a free-to-the-public workout led by Will Liu and his wife Vivi Wang on the Event Plaza, followed by a riveting evening of entertainment at Sands Grand Ballroom featuring all three acts. Attended by 6,000 guests, the variety show-style event combined live music, dance choreography and audience interaction.

Marina Bay Sands hosted the world premiere of *Transformers: Rise of the Beasts* in May 2023, in one of the biggest local red-carpet events.

## MAJOR ACCOLADES



**Tripadvisor Travellers' Choice Awards 2023**  
**MARQUEE Singapore**



**Best Nightclub in Singapore at Honeycombers**  
**Love Local Awards 2023**  
**MARQUEE Singapore (Gold)**



### The Return of Sands Live

Marina Bay Sands' premier concert series *Sands Live* made a roaring comeback in 2023 with an expanded *Sands Live Season* programming of high-quality entertainment that catered to customers' interests and drove significant demand from key overseas visitor markets. With this objective in mind, the resort staged more than 10 concerts headlined by internationally acclaimed artists – March and April saw sold-out performances from multi-award-winning Hong Kong singers Joey Yung and Hacken Lee, and Taiwanese pop crooner Zhao Chuan.

The approach worked well, and on the back of the success seen in the first half of the year, *Sands Live Season* returned in December with an impressive lineup of Cantopop icons Miriam Yeung and The Wynners. The latest season rounded off in January 2024 with veteran Cantopop and Mandopop singer Leo Ku.

Says Qian Peilai, Senior Vice President of Marketing and Global Events, "The strategy was centred on curating a series of events that would pique interest from overseas, compelling guests to book longer stays and encourage repeat visitation. The key challenge was in trying to get the right combination of artists and act time that would also maximise the use of venues on-property and gain benefit of scale. We believe that creating these periods of music execution, and branding it as a compounded experience, is more beneficial than having one-off events that are scattered around the year."



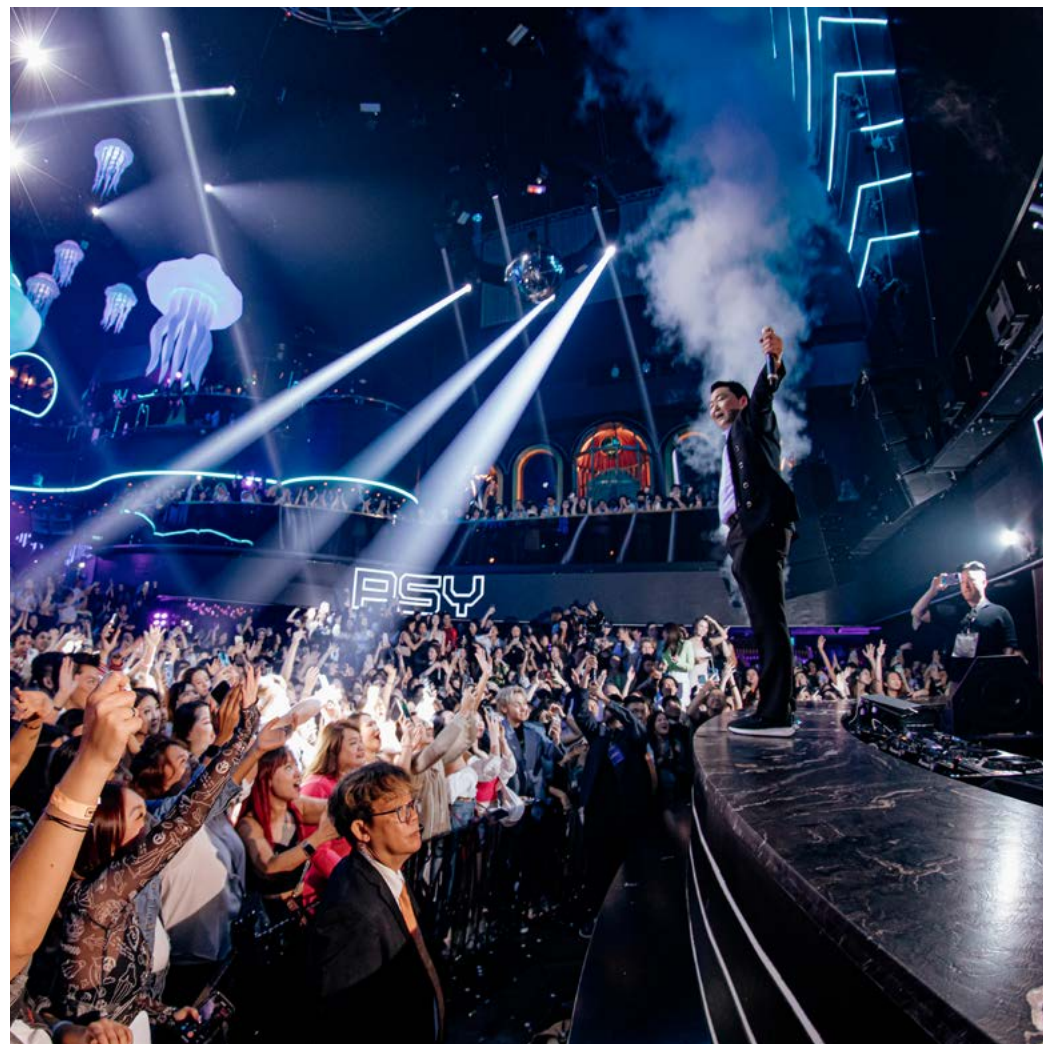


### A Regional Crown Jewel in Nightlife

In the nightlife scene, MARQUEE Singapore continued to be a regional clubbing icon, hosting a series of sell-out performances by high-calibre acts and world-class DJs throughout the year. In 2023, MARQUEE welcomed 278,622 club-revellers, more than twice the number in 2022. The nightclub also hosted 67 international DJs, more than double the number of guest DJs booked in 2022.

The year shone bright on the entertainment front with nearly 90 concerts, events and performances staged across multiple venues at Marina Bay Sands.

MARQUEE continued to attract the world's greatest names in electronic music and entertainment, with debut performances by Berlin-based tech-house DJ Peggy Gou, Eurodance group Vengaboys and Norwegian house music DJ Kygo, as well as returning global headline acts such as Alesso, Steve Aoki and Nicky Romero, who played to sold-out crowds. As a leader in nightlife entertainment, MARQUEE has kept its finger on the pulse, diversifying its entertainment lineup with the launch of its *Oh-K!* series, which celebrates the best in South Korean entertainment. It launched the series with none other than Korean superstars PSY and Rain as part of its fourth anniversary celebrations in April 2023. In September, the nightclub became one of the hottest venues in the afterparty circuit during the Singapore Night Race season, with sold-out performances by Hardwell and Alan Walker.





### Amplifying the Celebrity Stage

True to its tagline 'Home of Red Carpets', Marina Bay Sands continued to make its mark on the global entertainment map. The resort worked with like-minded partners – from movie studios to international music labels – to secure celebrity-studded global events with Hollywood A-listers, up-and-coming music artists and movers and shakers in entertainment.

In January 2023, the integrated resort partnered with film distributor Golden Village to roll out the red carpet for revered Hong Kong actor, martial artist and action director Donnie Yen for the Singapore premiere of his action film *SAKRA*. The property also held an exclusive dialogue session in which the veteran actor spoke with aspiring film students and VIP guests about his experiences making the movie. Later in August, Marina Bay Sands collaborated with Sony Music Entertainment's RCA Records Greater China to welcome Donnie Yen's daughter, Jasmine Yen, for the press conference and launch of her debut single *idk* at ArtScience Museum.

As a strong supporter of the arts in Singapore, the resort also welcomed back lauded Singaporean director Anthony Chen, joined by Chinese award-winning actress Zhou Dongyu, for the local premiere of his critically acclaimed Chinese film *The Breaking Ice* in September. A public meet-and-greet at The Shoppes and a press conference were held in conjunction with the gala premiere at Sands Theatre, drawing attendance from hundreds of fans.

With the property's state-of-the-art capabilities and expertise in staging world-class events, Marina Bay Sands was able to team up once again with United International Pictures to set the stage for the world premiere and red-carpet event of the wildly anticipated new Transformers movie, *Transformers: Rise of the Beasts*. From a stunning display of pyrotechnics, lasers and lights that lit up the Marina Bay area to state-of-the-art video mapping choreographed to an amazing score from the film, the public event was a dazzling spectacle that left an indelible impression on the thousands of fans who came out to see the film's director, producer and key cast members in person.

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Star-studded events such as the world premiere of *Transformers: Rise of the Beasts* cemented Marina Bay Sands' status as a global entertainment dynamo.



The magnitude of the event – the first ever global premiere to be held in Singapore for a Hollywood blockbuster film – drew worldwide attention, welcoming over 450 local and international content creators and media and generating online content that reached over 24 million people.

That same month, Marina Bay Sands partnered with Universal Music Group, record label of OneRepublic, to serve as one of the iconic locations featured in the American band's latest music video, *RUNAWAY*. It marked the first time a production of this scale had taken place at the resort's SkyPark Observation Deck. Set against panoramic views of the Singapore skyline and scintillating waterfront, the music video featured the band performing at sunset and captured the architectural marvel of Marina Bay Sands' three cascading hotel towers. The music video, which had amassed over 10 million views on YouTube by the end of the year, presented a perfect opportunity to showcase the versatility of the resort's facilities and attractions and its ability to support quality productions of this nature.

### A Measured Approach for 2024

As the integrated resort heads into 2024, the curation of events and activities will continue to be steered by the primary strategy to focus on the premium customer.

Already in the pipeline for 2024 are two critically acclaimed musicals being brought in by BASE Entertainment Asia: *Matilda the Musical*, which returns to Sands Theatre in March, and *Hamilton*, which will make its Singapore debut in April. In March, the premier concert series *Sands Live* is set to return with a two-night performance by legendary singer Sir Rod Stewart at Sands Grand Ballroom. ♦

"Our goal is focused on really high-quality entertainment. In terms of venue availability, every decision will take into account determining factors such as whether the performance or entertainment targets and drives interest from the right audience, and if the dates are suitable to stage these events. These factors may lead to fewer events, but a very high success rate for each one in achieving our objectives."

Jeremy Bach, Senior Vice President and Chief Customer Officer



MARQUEE Singapore continued to deliver stellar programming over the year. One highlight was the inaugural China Hip-Hop Power Live, showcasing some of the most popular artists from China.

# AT THE HEART OF ART AND TECHNOLOGY

In a rapidly changing world, ArtScience Museum has positioned itself among a new generation of cultural institutions that are evolving with the times.

From curating a rotating slate of thought-provoking exhibitions and programmes each year to incorporating new mediums of technology, ArtScience Museum has engaged with shifting trends, challenges and aspirations to set the stage for the next decade of growth.

“As part of an innovative and forward-looking museum, our team is constantly asking the question: what does the future hold? We recognise the opportunity that we have within the local arts scene to trailblaze and showcase how museums can transform amid a paradigm shift in cultural stewardship. Many of the projects that have come to fruition in 2023 are a result of us injecting new meaning into our missions and reimagining our offerings to adapt to evolving expectations and developments,” explains Honor Harger, Vice President of Attractions and ArtScience Museum.

In 2023, ArtScience Museum ushered in a new chapter of community engagement and discovery. It revitalised its architectural spaces, created vibrant platforms for fresh voices and captivated visitors with awe-inspiring exhibitions, setting new records along the way.

## Empowering a Vibrant Community

At the basement of ArtScience Museum, visitors were invited to stand or sit around the circular rim of the Oculus and listen to a 10-channel ambient soundscape by local artist Kin Leonn under the warmth of the open skylight.

Titled *Ceaseless Benevolence In The Eye Of The Cascade*, this installation was the inaugural presentation of the Museum’s new programming strand, *ArtScience Encounters*. Created to breathe new life into overlooked spaces within the building, the programme deepened collaborations with local artists and creatives by inviting them to conceive works based on their interpretation of each site.

In transforming these transition spaces, the Museum has been able to help members of the public to rediscover and connect with their surroundings. Warmly received as a space for reflection, the installation was even extended eight months past its original run.



## MAJOR ACCOLADES



**Best IR Resort Attraction (SkyPark Observation Deck) at Inside Asian Gaming Academy IR Awards 2023**



**Tripadvisor Travellers' Choice Awards 2023 SkyPark Observation Deck**



In March 2023, the *ArtScience Residency* programme was introduced to support regional creatives and entrepreneurs in their craft. This initiative also aims to provide them with enhanced visibility within the Museum's communities.

The first edition was headlined by Cesar Jung-Harada – a Singapore-based French-Japanese designer, environmentalist, educator and entrepreneur who has been researching and developing renewable energy sources and environmentally sustainable sea transport to address the climate crisis.

As part of his residency, the lily pond outside the Museum was turned into a lively outdoor workshop for individuals to design, build and sail their own vessels along the water. Facilitated by Cesar, these drop-in sessions gave visitors the chance to fuel their creativity, exchange ideas directly with him and be part of a real-world project working towards a sustainable future.

This thread of community building and collaboration also ran through the exhibitions presented this year. While the Museum has always championed local and

regional talent by incorporating their works into various exhibitions, it was taken to the next level with *Sneakertopia: Step Into Street Culture* in February 2023.

Hailing from the US, the Asian premiere of *Sneakertopia* offered a perspective that is closer to home by showcasing trailblazers who played a pivotal role in shaping sneaker and street culture in the region. The exhibition featured original artworks and limited-edition sneakers from 17 creatives and contributors, establishing itself as a vibrant place for people across generations, backgrounds and borders to connect through their common appreciation for this dynamic subculture.

Similarly, in-house-curated exhibition *New Eden: Science Fiction Mythologies Transformed* brought Asian stories to the forefront of science fiction – a genre that has traditionally been Western- and male-dominated. The curatorial team at ArtScience Museum gathered the diverse voices of 24 Asian women and collectives, offering them a platform to reconfigure popular science fiction narratives and embrace more egalitarian forms of storytelling.

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Sneakertopia featured a powerhouse lineup of creatives and contributors who offered their own spin on street culture.



### Meeting the Moment

In August 2023, ArtScience Museum unveiled *Notes From the Ether: From NFTs To AI* – one of Southeast Asia’s first institutional exhibitions addressing art on the blockchain and the impacts of generative artificial intelligence (AI).

It also marked a first for the Museum, as this exhibition was designed using rapid response curation – a new approach where recent trends and social concerns are quickly addressed. While it would usually take such exhibitions several years to be developed, *Notes From the Ether* was launched within a significantly shorter timeframe of six months, offering visitors a unique avenue to join the conversation as it was unfolding.

In recent years, ArtScience Museum has also been an advocate for issues such as conservation, sustainability and environmentalism.

One of the highlights this year was *Sensory Odyssey: Into the Heart of Our Living World*, an exhibition that immersed visitors in seven different ecosystems where they could see, hear, smell and feel nature in an enclosed setting.

“With new technologies shifting our understanding so quickly and profoundly, it was crucial for us to discuss these topics now. If we had followed typical production timelines for this exhibition, any discourse around them might have already been rendered obsolete,” says Harger. “This exhibition signifies a new milestone for ArtScience Museum as a modern institution that can provide timely reflections and glimpses into what is to come.”

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ArtScience Museum keeps its finger on the pulse, exploring topics from the dynamic digital art world of NFTs and AI to the importance of protecting diverse ecosystems.



*Sensory Odyssey* was a precursor to *Season of Biodiversity and Sustainable Futures*, which featured a lineup of films and virtual reality experiences on Level 4 of the Museum, alongside educational activities such as talks and nature walks with local experts.

Additionally, the Museum was able to raise awareness of another aspect of the environment – the ocean – through ArtScientist-In-Residence Cesar Jung-Harada. During his time at the Museum, visitors have been invited to join him as 'Imagineers' in four projects that revolve around ocean technology and impact innovation.

"As the climate crisis deepens, caring for nature and preserving the planet's biodiversity remains at the core of the Museum's initiatives. We have integrated multiple touchpoints for visitors to engage with and learn from a wide variety of passionate experts and conservation advocates. We hope that these personal encounters will spark in visitors a drive to play their part in turning sustainable futures into present reality," Harger adds.

### Embracing Past, Present & Future

Embodying its ethos as a future-oriented institution, ArtScience Museum brought the bustling year to a close with an extraordinary season of science fiction that sits at the intersection of art, science, technology and culture.

More than two years of work culminated in the groundbreaking exhibition *New Eden: Science Fiction Mythologies Transformed*, which featured prominent female artists and collectives who explore diverse worlds and inclusive futures.

ArtScience Museum emphasises that it is not possible to see the way forward without looking back, with the interplay between past, present and future highlighted in the exhibitions this season. While *New Eden* explores possible origins of science fiction tropes in Asia, *Mars: The Red Mirror* takes visitors through 12,000 years of cultural history.

From examining cultural depictions of Mars and charting scientific discoveries across different cultures and periods, to investigating its portrayal in science fiction, the exhibition ultimately confronts the current crises facing Earth while envisioning mankind's possible future relationship with Mars.

### Looking into the New Year

In 2024, ArtScience Museum will unveil highly anticipated exhibitions to shake up the cultural calendar. It will be the Museum's *Year of Extraordinary Women* with major shows that examine, celebrate and uncover the stories of women whose lives have influenced society throughout the decades. The exhibitions range from focusing on inspiring artists and screen legends to strong female characters seen in the epic movies of one of the most beloved global animation studios. ♦

"The range of exhibitions in 2023 can only be found in an institution like ArtScience Museum, which was founded to explore these very questions arising in modern society. While we may not have all the answers, we offer a contemplative space and guiding hand for visitors to not only grow their understanding of our current challenges, but also reflect on the kind of future they want, and what actions they may take to bring that into being. Whatever the future may hold, ArtScience Museum is ready to evolve with it alongside our community."

Honor Harger, Vice President of Attractions and ArtScience Museum

Asian women artists and collectives reimagine science fiction in *New Eden* through diverse perspectives ranging from ancient mythologies to a more futuristic lens.



# AN APPETITE FOR THE EXTRAORDINARY

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Despite being a small city-state, Singapore has become one of the most exciting multi-gastronomical hubs in the world. Throughout the year, Marina Bay Sands has captured a growing appetite for unique dining experiences with a myriad of unprecedented collaborations, rejuvenation of its dining concepts and relentless investment in upskilling its valued culinary workforce.

Amid strong competition in the city, Marina Bay Sands served a year of extraordinary dining experiences, marked by exciting partnerships with some of Singapore's best restaurants and acclaimed chefs. These tie-ups gathered the most creative minds in the industry – chefs at the peak of their leagues, eager to break new boundaries and aligned with Marina Bay Sands' culinary aspirations.

The spectacular year was headlined by the integrated resort's first Food and Wine Festival, featuring a series of star-studded dining events. Gourmands dined in stunning settings such as an inflatable, dome-shaped, pop-up pavilion at the Marina Bay Sands Event Plaza. Here, culinary luminaries took centre stage. These included Australia's leading chef-restaurateur Luke Mangan, Thai chef Thitid 'Ton' Tassanakajohn of Bangkok's Le Du, Stefan Stiller of three-Michelin-starred Shanghaiese fine dining restaurant Taian Table and Marina Bay Sands' very own Tetsuya Wakuda of two-Michelin-starred Waku Ghin and Executive Chef Greg Bess of one-Michelin-starred CUT by Wolfgang Puck.

Guests also revelled in the opportunity to dine in the Republic's biggest nightclub MARQUEE Singapore, led by celebrated Filipino chefs Jordy Navarra of Toyo Eatery in Manila and Asia's Best Female Chef 2023 Johanne Siy of Lolla Singapore, amidst theatrical presentations and live demonstrations on stage.



Through the year, Marina Bay Sands' celebrity chefs returned to host special events in town, much to the delight of their local fans. During the Formula 1 Grand Prix weekend, acclaimed chef Wolfgang Puck teamed up with culinary titan Tetsuya Wakuda for a first-ever, one-day-only four-hands lunch at WAKUDA Restaurant & Bar, where they delighted 88 guests. The union showcased both chefs' extraordinary craft, as they transformed the finest seasonal produce over a six-course menu.

Since February 2023, Spago Singapore, Chef Wolfgang Puck's second restaurant on property, has collaborated with numerous culinary venues in the city for its monthly *Shades of Spago* party series. These events star one-night-only menus by popular eateries such as Artemis Grill & Sky Bar and Meatsmith. The restaurant also set a culinary precedent by hosting an exceptional eight-course dining experience with Michelin-starred Marguerite restaurant at Gardens by the Bay, where gourmands went on a two-part dining escapade between Marguerite and Spago via a buggy ride. Later in October, Spago teamed up with two-Michelin-starred Chef Maxime Gilbert for a three-night four-hands dinner, hosting top chefs from the region on the first night and VIPs on the next two nights.

Champagne and wine dinners were also made possible through exclusive partnerships with globally renowned spirits labels and wine makers. From a one-night-only Antoine Bouvet champagne dinner at Yardsbird to a wine dinner at WAKUDA with world-leading fine wine producer PIVÉNE, these one-of-a-kind dining experiences presented guests with the rare chance to be immersed in the storied pasts of these prized spirits.

*"Such collaborations provide opportunities for our own culinary teams to build camaraderie within the larger food & beverage ecosystem and challenge one another to execute the finest dishes and service at an extremely high level of precision."*

Chef Matthew Helm, Executive Director of Culinary

Marina Bay Sands celebrates a year of extraordinary dining experiences, made possible through partnerships with top restaurants and chefs in Singapore.

MAJOR ACCOLADES



**Forbes Travel Guide 2023**  
**Waku Ghin (5-Star)**  
**CUT and Spago (4-Star)**



**Michelin Guide Singapore 2023**  
**Waku Ghin (2 stars)**  
**CUT (1 star)**



**Epicurean Star Awards 2023**  
**Waku Ghin – Best Japanese Fine Dining Restaurant**  
**RISE – Best Buffet**





### Fortifying the Dining Repertoire with a Touch of Luxury

Marina Bay Sands' culinary offerings are constantly evolving to bring something new and exciting to the table by elevating existing concepts. For example, WAKUDA unveiled a brand-new 13-course sushi experience that journeys guests through the seasons and flavours of Japan, adding another dimension to the restaurant's repertoire. Come 2024, the award-winning restaurant will launch a new bar menu headlined by live DJ sets on weekend evenings. Other notable additions during the year included Waku Ghin's bespoke sushi room and CUT's all-new seafood bar, a bold and innovative enhancement to the restaurant, which expanded its cuisine to woo a wider base of clientele.

The year of many firsts also saw both Michelin-starred restaurants – CUT and Waku Ghin – bring in superior produce, such as Tokachi herb beef hailing from Hokkaido, and revered Omi beef from Daikichi Farm in Shiga prefecture. The former was exclusive to CUT for six months while the latter, sourced through one of Chef Tetsuya Wakuda's exclusive purveyors, was served at Waku Ghin for a three-night-only dinner.

As part of its ongoing refresh, the casino also expanded its suite of F&B concepts and underwent a luxury overhaul to impress the highest tiers of customers – curating bespoke tea and dim sum options at its private salons and Paiza Lounge and unveiling an exclusive Southeast Asian buffet at the Apex Pavilion.

This vision of elevating the guest experience will extend into 2024, with the opening of an ultra-exclusive executive club lounge. Taking over the 55th floor at Tower 2 of the hotel, the multi-concept lounge is designed to mimic a home away from home, encompassing a tea vault, whisky bar, private liquor locker, garden conservatory and lively open kitchens led by top chefs in a buffet setting.

Over at The Shoppes at Marina Bay Sands, guests can look forward to renowned French chef and restaurateur Daniel Boulud's beloved concept Maison Boulud opening in February 2024. This elegant new location reaffirms The Dinex Group's unwavering partnership with the resort since opening Boulud's db Bistro & Oyster Bar in 2010. Other upcoming dining concepts include a new Mediterranean restaurant.

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Homegrown pop superstar JJ Lin with racing power couple Claire Jedrek and Yuey Tan during Miracle Racing Team, a pop-up over the Singapore Night Race weekend that served as a prelude to Miracle Coffee Singapore's flagship opening in December 2023.

“This is an inspiring time in the development of the culinary scene in Singapore, and I am proud to have been part of its evolution over the past decade at Marina Bay Sands. I am thrilled to introduce Maison Boulud to Singapore and to continue working with our exceptional local team that carries the same spirit of excellence as we have with db Bistro over the years to bring seasonal French cuisine with a New York spirit to our guests.”

Daniel Boulud,  
Chef and Restaurateur

### Broadening the Appeal via Casual Concepts

Since its opening, Marina Bay Sands has cemented its lead as a top-of-mind dining destination and hotspot among superstars in the region. Following a successful debut with Miracle Coffee in 2022, homegrown pop superstar JJ Lin launched Miracle Racing Team, a special pop-up over the bustling Singapore Night Race weekend as a prelude to the concept's official flagship opening in December 2023. JJ was joined by over 130 local celebrities, media, friends and family at the race-themed party.

Miracle Coffee's Singapore flagship café had a grand opening event, kicking off the first installation of The Miracle Lab series, a sharing platform for coffee enthusiasts to connect. The café offers an all-new food menu, headlined by an array of whimsical desserts created in collaboration with the resort's executive pastry chef Hoi Kuok I.

Beyond JJ, other notable celebrities spotted across the resort's F&B establishments include race drivers Zhou Guanyu and Yuki Tsunoda at LAVO Italian Restaurant & Rooftop Bar, and popular Korean American rapper Jay Park who tried his hands at assembling one of Black Tap's iconic CrazyShakes®. The Asian flagship of the famed New York City institution also celebrated its fifth anniversary with power couple and founders Chris Barish and Julie Mulligan, who invited 400 guests including regional media, celebrities, content creators and top fans.

### Upskilling to Raise the Bar

As advertising tycoon David Ogilvy once said, "A well-run restaurant is like a winning baseball team. It makes the most of every crew member's talent and takes advantage of every split-second opportunity to speed up service."

Today, the art of service remains of paramount importance. This is the reason behind the F&B team's rigorous investment in upskilling – providing 60 hours of training per Team Member to its over 2,400-strong team throughout 2023. These training programmes were designed to enable staff to deliver the highest levels of service, emulating Marina Bay Sands' core objective to go above and beyond for guests.

In 2023, Marina Bay Sands extended a successful first iteration of training programmes in partnership with Forbes Travel Guide – an esteemed global authority on genuine Five-Star services. The F&B team expanded this world-class training regime to upskill more service talent across a spectrum of settings, including in bars, club lounges and in-room dining. Team Members enhanced their existing competencies under the guidance of highly experienced hospitality professionals, inspiring them to sharpen operational performance standards and better anticipate customer demands.

In 2024, Marina Bay Sands' dedicated training campus at its Perennial Business City offices will host in-house Workforce Skills Qualifications food hygiene basic and refresher courses to cater to the resort's growing workforce.

In line with Marina Bay Sands' elevated service roadmap, the F&B team also created new roles, including the training of sommeliers to cater to the rising trend of tea appreciation. There are now six of these professionally certified individuals deployed across the resort's F&B outlets, including Mott 32 and WAKUDA.

Looking forward, the F&B team plans to boost its mixology prowess to develop an award-winning bar programme. Complementary to this initiative is the ongoing Wine & Spirit Education Trust (WSET) certification for Marina Bay Sands' culinary force. Since launching the in-house WSET training in 2020, more than 120 Team Members had attained the Level 1 and 2 certifications by end 2023. These service enhancements continue to cement Marina Bay Sands' leading ability to satisfy the world's gourmands. ◆

# LUXURY RETAIL ACHIEVES DAZZLING PERFORMANCE

Marina Bay Sands' retail business delivered yet another record-breaking performance in 2023, bolstered by the exceptional growth of the core Very Important Customer (VIC) base.

The Shoppes at Marina Bay Sands exceeded expectations in 2023 by turning in record revenue for the second consecutive year and registering a near 100% tenant occupancy rate. Highly affluent visitors from key overseas markets continued to stream into The Shoppes, drawn by its alluring mix of luxury boutiques, exclusive in-store collections and curated VIC experiences. In fact, The Shoppes holds the largest share of tax-free tourism spend in the market, with more than 36% market share between January and December 2023, based on data from Global Blue.

The Shoppes continued to refresh and reinforce its offerings throughout the year, welcoming a spectrum of illustrious brands. Noteworthy openings included Ralph Lauren's new luxury concept featuring

the RRL collection of curated Men's Purple Label and Women's Collection, Grand Seiko's first watch boutique in Singapore, high-end eyewear retailer PUYI Optical and Peranakan-inspired jewellery brand SUNS. Alongside these new additions, luxury brands such as Boucheron, Hublot, Jaeger-LeCoultre, KWANPEN, Roger Dubuis and Patek Philippe unveiled unique new concepts within their existing boutiques.

2023 also saw a transformation of the mall's Luxury Children's Precinct, with the introduction of global brands such as Burberry Kids and Emporio Armani Junior, as well as Kids21's flagship boutique, bringing a revitalised offering to visiting families.

Adding to the mall's already robust beauty mix, Estee Lauder opened its first luxury concept store in Southeast Asia, showcasing the luxury skincare and makeup line Re-Nutriv with two dedicated treatment rooms, which are the first in Singapore and exclusive to The Shoppes.

## US\$2,991

tenant sales per square feet



For café connoisseurs, boutique cafés such as PS.Cafe and Ralph's Coffee made their debut at The Shoppes, while Bacha Coffee unveiled its new flagship – also the world's first destination to offer its coffee room, takeaway experience and boutique all in one location.

“We are extremely pleased with another record year for the mall in 2023. During the year, we set out to attain the next level of luxury, whether through bringing in first-to-market concepts or delivering unmatched experiences for our customers through the exceptional collaboration with our retail partners.”

Hazel Chan, Senior Vice President of Retail

### Memorable & Meaningful Customer Engagement

In 2023, The Shoppes also delivered a record number of event activations. Ranging from large-scale luxury events to intimate close collaborations with retail partners for in-store activations, these initiatives provided a powerful platform for retailers to meaningfully engage, surprise and delight customers while introducing new collections and unique pieces exclusive to The Shoppes.

As part of Marina Bay Sands' 'Festivalisation' strategy, The Shoppes offered a series of immersive experiential retail events to inspire and engage guests with over 50 events across fashion, lifestyle, beauty, watches and jewellery. The Shoppes' fashion festival, Front Row 2023, kicked off in October with a headline fashion show featuring Japanese designer Tomo Koizumi. Held at Singapore's largest nightclub, MARQUEE Singapore, the fashion show was attended by the resort's VIP customers, alongside celebrities such as Japanese actresses Ayaka Miyoshi and Nicole Ishida as well as local stars Iman Fandi, Julie Tan and Xu Bin.

### MAJOR ACCOLADES



**Tripadvisor Travellers' Choice Awards 2023**  
**The Shoppes at Marina Bay Sands**

The Shoppes at Marina Bay Sands turned in record revenue for the second year in a row.

Credit: Ralph Lauren



The Shoppes was also the second location after Paris to showcase Koizumi’s Spring Summer 2024 collection. The show was followed by a gala dinner at KOMA Singapore and afterparty at MARQUEE.

“Over the years, we have had the privilege of working with some of the most talented fashion designers of our time. We’ve proudly showcased their works, through fashion presentations or private events for our luxury shoppers. High-profile collaborations of this nature provide our VIP customers one-of-a-kind experiences and reinforce The Shoppes’ positioning as the ultimate luxury shopping destination in the region,” says Hazel Chan, Senior Vice President of Retail.

October 2023 also saw the return of The Shoppes’ signature children’s fashion event ‘Little Luxury Stars’ held at Luxury Children’s Precinct in partnership with lifestyle publication Tatler Singapore. Families with young children dressed up for the Halloween-themed event, which featured its largest fashion show to date, showcasing 50 looks from five childrenswear brands. The mall’s luxury children’s retailers also offered in-store activities such as paper pumpkin lantern decorating, slime-making and more, adding a theatrical touch to the affair.

As a tradition, the holiday season at Marina Bay Sands has always been a spectacle of lights and decorations. However, the Christmas campaign of 2023 marked a significant departure from the norm, as it featured a first-of-its kind collaboration between Marina Bay Sands and one of its key brand partners, Dior Beauty. Shoppers were treated to a dazzling 11-metre-tall baroque, golden Christmas tree and a magical Dior Christmas carousel, amidst sparkling decorations and animations across different parts of the property. Officially unveiled during the resort’s Christmas light-up event, the festive extravaganza gathered over 100 notable personalities, including Pia Wurtzbach, 2015 Miss Universe, as well as Singaporean celebrities Carrie Wong, Chantalle Ng, Desmond Tan and Jeanette Aw.

To extend the Christmas experience, visitors were invited to a host of savoir-faire activities including Dior Beauty’s boutique Christmas pop-up with bespoke services such as engraving, gift-wrapping and limited edition festive items exclusive to Marina Bay Sands.

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Dior Christmas carousel: The grand light-up event featured performances, lights and an ensemble of Christmas characters.







### The Pinnacle of Personalised Service

Looking ahead, Marina Bay Sands will continue to enhance the exclusivity of its retail offerings with the introduction of salon privés. The private shopping environment for select luxury brands will elevate the in-store experience by providing an exclusive space for enhanced customer service and truly bespoke treatments.

These spaces will be designed to enable an opulent, intimate and engaging shopping experience, allowing Marina Bay Sands to stand out as it seeks to rise above an increasingly crowded and competitive luxury retail scene. ◆

“The service aims to pamper our VIP customers through tailored experiences they cannot get elsewhere. Imagine sipping on champagne as you arrive in-store, having a professional stylist attend to all your needs in preparation for a glamorous soirée and stepping out to dine at one of our amazing celebrity chef restaurants – all in one destination. That is the ultimate in luxury we will bring to our customers.”

Hazel Chan, Senior Vice President of Retail

Front Row 2023 was a fashion show held at MARQUEE Singapore, headlined by Japanese designer Tomo Koizumi.

Credit: Harper's Bazaar Singapore

# FROM STRENGTH TO STRENGTH

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Following a spectacular rebound in 2022, Sands Expo & Convention Centre cemented its position as the region's premier MICE destination in 2023.

Sands Expo & Convention Centre has hosted a range of significant new events, including the International Trademark Association's Annual Meeting Live+ and the global insurance industry's prestigious Million Dollar Round Table Global Conference. The venue also welcomed the return of key industry shows such as the Tax Free World Association (TFWA) Asia Pacific Exhibition & Conference and ITB Asia, the region's leading travel trade show.

These shows contributed to a record-breaking year for Marina Bay Sands' MICE business. In 2023, 2,441 events were hosted, compared to 2,164 in 2022. Ong Wee Min, Vice President of Sales and MICE, credits Singapore's skilful response to the pandemic for strengthening awareness among clients, leading to conversions.

Other notable shows held at Sands Expo in 2023 included the inaugural ART SG, Southeast Asia's most significant global art fair, and Vinexpo Asia, the region's flagship event for the wine and spirits business.

"Our performance has been beyond anyone's wildest expectations. In a way, the experience with the pandemic has helped to fuel this growth because of the way Singapore handled the crisis. It allowed us to create greater awareness and position ourselves strongly post-pandemic," says Ong.



## MAJOR ACCOLADES



**Venue of the Year  
at Singapore MICE  
Awards 2023**



**Best Convention Centre  
(Southeast Asia) at  
MC&C Asia Stella  
Awards 2023**



### Greater Than the Sum of its Parts

Collaborations were a key driver of growth for the MICE business, as Marina Bay Sands joined like-minded partners to provide clients with experiences beyond what any single party could offer.

This approach included the expansion of the Bay Precinct Strategy. First introduced in 2022, the initiative has created an ecosystem of hospitality providers, attractions, dining experiences and retail malls around Marina Bay, seamlessly delivering a suite of enhanced services. In 2023, the Bay Precinct Strategy extended its reach to include more partners across the Marina Bay area, encompassing an ecosystem of 11 hotel brands with over 8,000 rooms, 10 world-class attractions and 19 Michelin stars shining brightly around the Bay, among other experiences.

This collaborative approach allows Sands Expo to provide a wider range of options to clients, which can be customised into packages that meet each client's specific needs.

The strategy was deployed at the TFWA Asia Pacific Exhibition & Conference, held in May 2023. The core event and team were housed in Marina Bay Sands, while delegates stayed at other hotels in the area. The opening reception was held at the Raffles Hotel, while meals and social activities took place at venues around Marina Bay, offering a diverse experience leveraging each venue's strengths.

**“The ultimate goal is not just to increase the value proposition for Marina Bay Sands alone, but to harness the collective power of all partners in the ecosystem.”**

Ong Wee Min, Vice President of Sales and MICE

The Bay Precinct Strategy saw numerous partners around Marina Bay come together, offering planners and delegates an expansive array of hotel rooms, attractions, retail experiences and dining offerings.

## 2,441

events in 2023

This diversified approach also involves 'Festivalisation', where MICE events are held in conjunction with festivals organised by Marina Bay Sands. For instance, ART SG occurred at the same time as the 'Where Art Takes Shape' Festival in January 2023, while Vinexpo Asia ran concurrently with the 'Where Your Senses Feast' Festival in May 2023. The festivals add vibrancy to Marina Bay Sands, and allow for deeper engagement with delegates.

The company also signed a three-year partnership with the Events Industry Council (EIC) and deepened its collaboration with the Professional Convention Management Association (PCMA), as part of its efforts to promote thought leadership in the global MICE space. Under its partnership with PCMA, for example, the integrated resort will explore talent development programmes and address industry issues.

"The goal is to build stronger relationships by working with an established and widely recognised global industry partner, EIC and PCMA, to drive content and continuing education for our client communities," says Ong.

These partnerships also extend beyond industry stakeholders to the public sector. In September, Marina Bay Sands entered into a three-year Memorandum of Understanding with National Arts Council to transform the resort into a canvas for the arts. In the near future, the integrated resort will invite local artists to perform at Sands Expo events and include home-grown talent in entertainment programming.



Sands Expo offers a flexible canvas, which can be used for innovative events.

### Embedding Innovation

During the pandemic, dynamic innovation was required to meet MICE client needs amid an unprecedented crisis. In 2023, these measures were formalised into a system aimed at sustaining that burst of creativity over the long term.

As part of this effort, Marina Bay Sands has created innovation teams dedicated to enhancing product offerings in every MICE department. Initiatives from these teams include working with a world-leading speaker brand to transform events through sound and reinventing the F&B experience to elevate customer satisfaction.

Meanwhile, the Hybrid Broadcast Studio and Virtual Meeting Place solutions developed during Covid-19 have become permanent offerings that add a valuable online element for clients seeking an omnichannel platform to deliver their content.

This push to break new ground shows no sign of slowing. The team is exploring the use of an AI-powered chatbot, which may be able to help event planners to design shows. While this tool has no direct financial benefit to Marina Bay Sands, promoting its use elevates conversations with clients. As Ong explains, "We are helping our event planner clients craft new experiences by harnessing what we, and the ecosystem around us, have to offer collectively."

### Wellness & Sustainability Remain Key

With the effects of climate change growing every day, and greater health consciousness following the pandemic, sustainability and wellness have stayed at the top of MICE clients' must-haves in 2023. In sustainability, Sands Expo infuses environmental awareness into all operational aspects, including F&B sourcing.

The MICE team has also worked closely with the wellness team to offer clients 'Wellness in MICE'. As part of this effort, new wellness experiences – such as sound meditation – have also been introduced to delegates craving a slice of calm amidst a busy meeting schedule.

"After the pandemic, wellness, health and safety considerations became the new basic. It's about how we can serve healthier food and incorporate certain elements of fitness or wellness within a meeting or exhibition," says Ong.

### Investing in Talent

The elevation of Marina Bay Sands' MICE offerings requires Team Members to acquire new skillsets. The Sales and MICE team completed an Event Design Certification course to gain the knowledge needed to help clients design holistic and impactful events.

This approach identifies key stakeholders and charts the event experience from start to finish. Sixty participants in two cohorts successfully completed the course by October 2023.

Looking ahead to the coming year, one key event is the Rotary International Convention in May 2024, expected to attract a significant number of delegates. The team has also added new services including 'Exclusive Catering', starting with the Singapore Airshow in February 2024. The new outdoor catering services reflect Marina Bay Sands' ambition to extend its offerings beyond Sands Expo.

With this rapid development of MICE offerings, Marina Bay Sands is going beyond hosting events to setting the gold standard for what modern, impactful and sustainable events should be. ♦

## MAJOR ACCOLADES



**Outstanding Event Venue Experience and Exceptional Achievement at Singapore Tourism Awards 2023**

Sands Expo launched 'Exclusive Catering' services in February 2024, expanding its F&B services beyond its premises.







# PIONEERING PROGRESS

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The overarching mission at Marina Bay Sands has always been to deliver the best in hospitality, while maintaining a positive impact for its people, for society, and respecting a commitment to protect and preserve the planet. The integrated resort is committed to cultivating a strong workforce of Team Members, supporting their development through training. With a strong culture of philanthropy and sustainability, Marina Bay Sands contributes thousands of volunteer hours, and prides itself on its many efforts to lift the local community.

## PEOPLE

# EMBRACING DIVERSITY & NURTURING TALENT TO DRIVE GROWTH

With a more than 11,500-strong workforce comprising Team Members from over 50 different nationalities, Marina Bay Sands taps into a vast and diverse pool of talent underpinned by a shared sense of purpose.

The tapestry of difference that makes up the Marina Bay Sands talent pool is represented across all aspects of the organisation, from gaming and hospitality to corporate and support roles. Recruiting and retaining talent from different nationalities, genders and backgrounds not only upholds the integrated resort's principles of diversity and inclusion, but enhances performance and drives growth.

"As an equal opportunity employer, we treat all Team Members the same based on merit and the skillsets they bring, because we believe they are able to contribute meaningfully to the role that they have been hired for," explains Chan Yit Foon, Senior Vice President, Human Resources.

The resort has introduced various initiatives that promote diversity, including industry partnerships to hire underrepresented members of the community, monthly inclusive hiring workshops to cultivate workplace advocates and platforms that promote women's empowerment in the workforce. To date, Marina Bay Sands has hired nearly 60 people with disabilities and more than 40 former offenders across various business units.

Assessing and stewarding these efforts is Marina Bay Sands' Diversity, Equity and Inclusion (DEI) Council. Comprised of senior leaders and human resources specialists, the Council focuses on four key pillars – talent management, culture building, community engagement and supply chain – with the aim to remove barriers for minority groups joining the workforce. The Council also works to enhance supplier diversity to increase the economic benefits that Marina Bay Sands can bring to the local business community.

## MAJOR ACCOLADES



**Advocates of Second Chances (Employers) – Merit Award at Yellow Ribbon Appreciation and Awards Ceremony 2023**



**Top 10 Most Attractive Companies to work for in Singapore at Randstad Employer Brand Awards 2023**



**Best Corporate Image at Inside Asian Gaming Academy IR Awards 2023**

**2023 5-Star Employer of Choice by HRD Asia**



## EMPOWERING WOMEN AT MARINA BAY SANDS

In October 2022, an all-female employee resource group, named 'EmpowHer', was launched at Marina Bay Sands to empower women within its workforce. Comprising leaders from multiple departments, this self-initiated group strives to promote safe and open communication among Team Members, celebrate their strengths and devise strategies to nurture future female leaders.

"Through EmpowHer, we wanted to provide a safe environment for networking and sharing among female Team Members about topics that are meaningful to them, whether it's about career progression or managing work-life balance," says Suzie Tan, Senior Vice President, Finance, and one of the sponsors of EmpowHer.

EmpowHer started with small-group networking sessions and has since grown into more than

10 events, big and small, that create a space for candid conversations. The group has more recently introduced mentoring opportunities. Unlike the structured mentoring programmes offered by Human Resources, these are an informal initiative driven by the participants' goals. During the six-month mentoring period, mentors and mentees connect in meaningful ways to share challenges and aspirations, helping mentees navigate their careers and personal lives.

EmpowHer has received overwhelmingly positive feedback. "All of us want to bring our best to work every single day, but there may be obstacles in the form of our own gender biases and blind spots," says Tan. "You would be surprised by how openly sharing experiences through a close-knit community as such can create a ripple effect for an individual to take the leap of faith for themselves. We hope to continue to inspire our community through EmpowHer." ♦



### Supporting Career Aspirations

As part of its talent retention strategy, Marina Bay Sands strives to meet the aspirations of its Team Members by creating a conducive environment for career growth. The company actively supports internal transfers, allowing Team Members to explore different facets of the business. The internal transfers policy is designed to overcome traditional barriers that may hinder such mobility, for example headcount restrictions or mismatch in skills.

“We acknowledge the diverse career aspirations of our Team Members and provide a variety of occupational paths to cater to these ambitions. It is not a one-size-fits-all approach,” says Chan. “We understand from employee feedback that the single largest lever to move employee engagement is career progress, even more so than remuneration.”

Marina Bay Sands also works to retain talent by ensuring competitive and equitable compensation. As the company’s pay policies are crafted to align with market standards, it recently embraced the Singapore Government’s Progressive Wage Model (PWM) for low-wage workers, reflecting its continued efforts to enhance the welfare of rank-and-file Team Members. The integrated resort achieved PWM accreditation in August 2023 after a rigorous evaluation of its pay structures across all occupational sectors.

### Grooming People Managers

Marina Bay Sands implemented a leadership development roadmap in 2023 that focused on cultivating ‘people managers’. The relationship between managers and Team Members is playing an ever more important role in the transformation towards an elevated service culture. To this end, this roadmap outlines the development paths for people managers, ensuring they are equipped with the competencies to lead their teams effectively, and fosters a more motivated and productive work environment.

For example, the company’s entire cohort of more than 700 people managers were trained on how to effectively deal with workplace harassment in 2023.

Moving forward, the resort aims to further fortify its people managers’ capabilities by working with departments such as F&B and Hotel Operations to develop 12- to 14-month career tracks. These are aimed at those Team Members who show potential for growth and are designed to ensure that people managers are prepared to contribute towards the organisation’s goals.



### Consistent Employee Engagement

In 2023, Marina Bay Sands' Team Member Experience Surveys demonstrated generally positive and thriving workplace satisfaction and achieved 78% employee engagement. The survey of 1,000 Team Members is conducted three times a year to gauge the overall sentiment and perspective of the workforce, including whether Team Members see the company as an inclusive employer.

“The results from the surveys have consistently indicated we are on the right track to manifesting our employee value proposition. However, we continue to keep our ears to the ground to ensure we keep up with evolving employee expectations across our multi-generational workforce.”

Chan Yit Foon, Senior Vice President,  
Human Resources

### New Faces of Service Excellence

Marina Bay Sands is supporting its businesses in the creation of new and public-facing roles to meet its elevated standards of service excellence. This led to the emergence of the Butler Academy in 2022 and, in 2023, the introduction of ambassadors in guest relations and premium services. These ambassadors are stationed at the airport, facilitating a seamless guest journey from start to end.

The integrated resort has further brought in new expertise to support its brand elevation. One such role involves overseeing hotel training and quality assurance operations to ensure that the organisation's desired levels of service are attained. Similarly, new roles within the gaming team are aimed at improving service levels.

By introducing new roles, Marina Bay Sands aims to embrace new paradigms of service excellence. The organisation has established a governance model encompassing leadership culture, Team Member experience and customer experience to guide this transformation. These areas have been identified as fundamental building blocks in the organisation's transformation journey, aimed at enhancing service delivery. A steering committee has also been put in place to ensure that any changes implemented are validated and effectively communicated throughout the workforce.

“When you elevate service, there is a need to redefine the service culture, which will in turn determine the employees' objectives to emulate the service standards we desire,” explains Chan.

In line with this approach, the resort has tweaked its recognition framework with the aim of bringing emphasis to Team Members who support service-related ambitions. In addition to the annual 'Best of Best Awards' and the triannual 'OneMBS Achiever Awards' which recognise the very best of the workforce, the resort implemented peer-to-peer recognition to encourage camaraderie among co-workers. ◆

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Festive events such as Lunar New Year celebrations bring Team Members together and create bonding opportunities across departments.



COMMUNITY

# 2023 HIGHLIGHTS

Through powerful partnerships, generous philanthropy, passionate volunteering and inspiring events, Marina Bay Sands continues to create positive community impact across each of the four Sands Cares pillars.

**83**

community events organised and supported in 2023

Over

**55,000**

beneficiaries in 2023

Record of over

**14,700**

volunteering hours in 2023

More than

**100,000**

volunteer hours contributed since opening

**S\$3.8  
MILLION**

raised through Sands for Singapore Charity Festival 2023



# SOCIAL IMPACT

Inspiring change and driving impact for communities to reach their fullest potential is the hallmark of Marina Bay Sands' community engagement programme, Sands Cares.

The integrated resort is committed to supporting communities in need by leveraging its unique property offerings, philanthropic funding, capacity building and the volunteerism of its over 11,500-strong workforce.

Together with its community partners, Marina Bay Sands is dedicated to strengthening Singapore's social fabric and creating a positive difference in the community through the four Sands Cares pillars.

In 2023, Marina Bay Sands organised over 80 community events, impacting more than 55,000 beneficiaries. These initiatives included befriending sessions with seniors, regular mentoring of youths from secondary schools and supporting students with autism in co-curricular activities, along with ongoing partnerships with The Food Bank Singapore and Food from the Heart to address food insecurity. Marina Bay Sands' Team Members contributed more than 14,700 volunteer hours in 2023, bringing the total volunteer hours contributed since opening to over 100,000 hours.

## MAJOR ACCOLADES



**Enabler Award and Charity Platinum Award at Community Chest Awards 2023**



**AmCham Corporate Excellence Award (MNC) at AmChamREPRESENT Awards 2023**



**Patron of the Arts Award 2023 by National Arts Council**

### Sands Cares pillars

**Hardship Relief**

Investing in solutions to create resiliency for people in need

**Education**

Advancing learning and mentoring opportunities to build the workforce of the future

**Cultural & Natural Heritage**

Promoting and preserving culture and heritage

**Disaster Response & Preparedness**

Providing and assisting in community crisis planning

### Sands for Singapore Charity Festival

Marina Bay Sands' annual signature event, Sands for Singapore Charity Festival, saw its ninth edition return to the Event Plaza from 4 to 6 August 2023. The event helped raise more than S\$3.8 million for communities in need, with Team Members contributing over 4,700 volunteer hours across 19 community outreach activities. Themed 'Where Hearts Come Together', the Festival saw more than 2,700 Marina Bay Sands Team Members, 30 community partners and thousands of members of the public come together to make a collective difference for society.

Sands for Singapore Charity Festival is a key component of Sands Cares and has helped raise over S\$35 million since its inception in 2013.

#### Festival Highlights

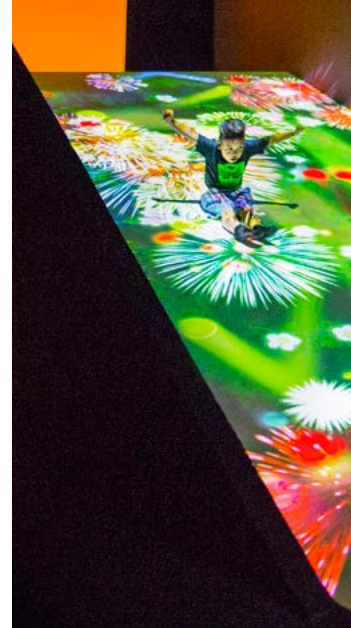
A key highlight of Sands for Singapore Charity Festival 2023 was Heartwork: A Community Weaving Studio, which saw Team Members and members of the public weaving vibrant tapestries using a traditional floor loom. Infusing sustainability into the ethos of giving back, the tapestries were woven using upcycled linens, uniforms and fabrics sourced from Marina Bay Sands. The completed tapestries were sold with proceeds directed towards Art Outreach Singapore to support the local arts community.

The popular Giving Marketplace made a return at the Sands for Singapore Charity Festival 2023. It featured 16 booths where non-profit organisations and social enterprises showcased a thoughtfully curated array of products, including some handmade by beneficiaries and specially designed ones to commemorate Singapore's National Day. All proceeds were retained directly by the participating organisations to support their causes.

The Festival also featured three of Marina Bay Sands' signature restaurants – Black Tap Craft Burgers & Beer, RISE Restaurant and Yardbird Southern Table & Bar – presenting a creative spin on local favourites, in addition to their all-time signature dishes at special prices. All proceeds from the sale of food and beverages were donated to Community Chest, benefitting over 100 social service agencies.

Electrifying performances headlined by local artists Glenn Yong, Iman Fandi and Sezairi, as well as other talented homegrown performers, captivated the crowd over the three days at the Event Plaza.

In the lead-up to the Festival, Marina Bay Sands employees also participated in various volunteering activities over a three-week period, demonstrating the integrated resort's commitment to doing good.





Credit: Rebecca Toh



## SOCIAL HIGHLIGHTS

### **Sprucing up transitional shelters for families**

Marina Bay Sands Team Members cleaned and painted transitional shelters for families in temporary housing under the care of non-profit organisation AWWA, providing them with a more pleasant environment to live in.

### **Organising a family event for beneficiaries**

Leveraging its unique offerings, the resort hosted a day of fun-filled activities for beneficiaries of Care Community Services Society, Care Corner and SHINE Children and Youth Services. Titled 'Where Families Come Together', the event provided children aged four to 12 and their families a visit to *Future World: Where Art Meets Science* at ArtScience Museum. They also participated in a cupcake decoration workshop, explored the MICE herb garden through a guided tour and enjoyed captivating storytelling sessions by Team Members. Children were also able to take home books donated by Marina Bay Sands Team Members.

### **Celebrating National Day**

Marina Bay Sands commemorated Singapore's National Day with seniors residing in five nursing homes. Staff volunteers packed gift packages and handmade over 3,500 greeting cards that included heartfelt messages of cheer for the elderly. Joined by local celebrity couple Christopher Lee and Fann Wong, Team Members also delivered cakes and goodie bags to the five nursing homes over three days.

### **Hosting partners' events**

Marina Bay Sands also played host to the Cerebral Palsy Alliance Singapore's charity dinner on 18 August and the Singapore Red Cross' 8th Singapore Humanitarian Conference 2023 on 19 August at Sands Expo & Convention Centre, showcasing the resort's ongoing commitment to creating a positive impact on Singapore and its people.

### Sands Accelerator

Launched in 2017 in the United States, the Sands Accelerator – a three-year capacity building programme – is the brainchild of the late Sheldon G. Adelson, founder of Marina Bay Sands' parent company, Las Vegas Sands. It serves as a driving force for the growth and expansion of non-profit organisations that make a significant impact on their communities but are hindered by limited resources.

In 2020, Art Outreach Singapore – a non-profit organisation with a focus on cultivating education, support and access to the arts – became the integrated resort's first Accelerator member in Singapore.

In addition to the funding of US\$300,000 over three years, the programme provides comprehensive support, including assistance with goal-setting and mentoring sessions by Marina Bay Sands Team Members. Sands Accelerator enabled Art Outreach to kickstart its flagship initiative HEARTH – an innovative community art space – that addresses a critical gap in the arts ecosystem by providing Singapore-based artists with complimentary facilities to create and exhibit their works. In 2023, Art Outreach presented 15 showcases at HEARTH, supporting 29 budding art practitioners.

“We are deeply grateful for the platform for our art exhibition featuring a collective of fresh graduates. The belief in our creative vision means the world to us. The contribution and funding enabled us to bring our artworks to life, providing a platform for emerging artists to share their unique perspectives with the world. The investment in our collective not only empowers us to continue our artistic journey but also fosters a thriving community of young artists.”

Nur Surianita, Kawan-kawan Collective

On the support that the Sands Accelerator programme has provided, Mae Anderson, Chairman of Art Outreach Singapore, says, “Cultivating the future of art and nurturing the creative spirit is our paramount mission at Art Outreach. Thanks to the unwavering support from the Sands Accelerator programme over the past three years, we’ve transcended our own boundaries. We’ve built not just a space, but a haven for artists to flourish, a sanctuary for imagination to thrive and a platform for communities to unite. Art Outreach’s ability to meaningfully expand our remit and engagement would not have been possible without the partnership of Las Vegas Sands. We are grateful for the invaluable support and look forward to sharing more successes in bringing about positive impact for our communities.”

## US\$300 THOUSAND

funded over three years  
via Sands Accelerator

Kawan-kawan Collective  
(Image courtesy of Art Outreach Singapore).





# US\$1 MILLION

scholarship programme supported first 49 Singaporean students



## Education

### Sands Hospitality Scholarship

In 2023, Marina Bay Sands and parent company Las Vegas Sands awarded the Sands Hospitality Scholarship to 49 Singaporean students from six Institutes of Higher Learning (IHLs). Launched in August 2022, the US\$1 million scholarship programme is a bond-free initiative to support more than 100 Singaporean students pursuing hospitality or tourism-related courses to build a career in the hospitality industry.

The first 49 scholarship recipients were welcomed at an engagement event on 8 November 2023 held at Marina Bay Sands. The event was graced by Alvin Tan, Minister of State for the Ministry of Trade and Industry, and Ministry of Culture, Community and Youth, who also witnessed the Memorandum of Understanding signing ceremony between the integrated resort and the IHLs in 2022.

The students were given a firsthand opportunity during the event to learn about career pathways in the hospitality industry through a fireside chat with Marina Bay Sands' management representatives comprising Paul Town, Chief Operating Officer; Christine Kaelbel-Sheares, Vice President of F&B; Genevieve Lim, Executive Director of MICE Management; and Shawn Ng, Executive Director of Hotel Operations.

A recipient of the scholarship, Jolene Loke from the Singapore Institute of Technology, says, "The fireside chat was an incredibly insightful session, providing us with industry and personal perspectives on career advancement from seasoned professionals. Hearing from veterans in the industry about their passion is a great motivation and encouragement for those of us pursuing a degree in hospitality. It inspires me to work towards making Singapore an even more attractive destination for travellers."

Another scholar, Royston Pang from Ngee Ann Polytechnic, says, "I am humbled to have been chosen as a recipient of the Sands Hospitality Scholarship. The speakers at the fireside chat reaffirmed my passion for the hospitality sector through the sharing of their personal experiences and invaluable advice for us looking at a career in the industry."

### Marina Bay Sands Bursary

Since 2018, Marina Bay Sands has worked closely with the Singapore Institute of Technology to nurture promising talents who are keen to develop their careers in the hospitality industry. The integrated resort has donated a total of S\$600,000 towards the Marina Bay Sands Bursary, providing financial assistance to 120 undergraduates to support their pursuit of a Bachelor of Hospitality Business degree and honing their interest and skills towards a hospitality profession.

### In Conversation With: Transformers

Equipping youth with life skills and practical experiences beyond the traditional classroom curriculum fosters talent and resilience in future leaders. Marina Bay Sands supports capacity building in this field by drawing on its expertise, longstanding connections with industry professionals and a strong commitment to empowering the next generation. As part of its ongoing *In Conversation With* series, which began in 2014, Marina Bay Sands offered 43 aspiring filmmakers from School of the Arts, Singapore; Temasek Polytechnic; LASALLE College of the Arts; and Nanyang Technological University a unique opportunity to engage in a dialogue session with acclaimed director Steven Caple Jr and producer Lorenzo di Bonaventura, known for their work on the blockbuster film *Transformers: Rise of the Beasts*. During this session, the students had the rare privilege of drawing insights on filmmaking through the inspiring stories shared by the duo on their personal journeys, the challenges faced and pathways to success in the film industry.

Kleif Alexander Tan, a third-year student at Nanyang Technological University majoring in film, says, "It's nice to hear from successful people in the industry. As a film student trying to be a director, there were many things I could relate to, especially about the struggles that come with pursuing a career in this industry. This session has been a good opportunity to learn and ask. Events like these that support and motivate creatives are what Singapore needs to inculcate growth in this sector."

## Hardship Assistance, Disaster Relief & Volunteering

### Hardship Relief

In the spirit of welcoming the new and good during the Lunar New Year period, Marina Bay Sands organised a three-day food donation drive in January 2023 to help alleviate food insecurity among vulnerable communities during the festive season.

Over 4,600 Team Members wholeheartedly joined the effort, generously donating essential food items that were distributed through community partner The Food Bank Singapore, reinforcing the integrated resort's commitment to those less fortunate. For the first time, 26 retail tenants at The Shoppes also participated in the good cause, contributing donations of rice, noodles and oil.

More than 5,230kg of food donations were received, equivalent to 15,581 meals, helping people in need, particularly during a time meant for joy and togetherness.

New programmes that received funding in 2023 included the Yellow Ribbon Fund to support the rehabilitation and reintegration of inmates, ex-offenders and their families, and vocational training for people with disabilities to enhance employment opportunities offered through the new Enabling Business Hub at Lakeside, managed by Bizlink Centre Singapore.

### Disaster Response & Preparedness

Despite Singapore's reputation as a food haven, food insecurity remains an issue faced by certain communities. To address this, properties under Las Vegas Sands hold an annual Food Kit Build event to help alleviate hunger and support disadvantaged people. In 2023, the initiative brought together more than 350 Team Members and retail tenants at Marina Bay Sands, who assembled 5,200 food kits for beneficiaries cared for by The Food Bank Singapore.

As part of the 2023 Hygiene Kit Build initiative to support people affected by hardship and disasters, some 600 Team Members assembled 27,200 kits for beneficiaries under Children International in the Philippines distributed by Clean the



World, and for beneficiaries in Singapore distributed by Singapore Red Cross, The Food Bank Singapore and various nursing homes. Each kit contained essential hygiene items such as shower amenities, dental care items and a message card.

Marina Bay Sands has hosted the annual Sands Cares Global Hygiene Kit Build since 2015. Since then, Team Members around the world have assembled more than 938,000 hygiene kits.

In 2023, the integrated resort also contributed S\$50,000 to the Singapore Red Cross in response to the Turkey-Syria earthquake to provide essential support and assistance to individuals and communities facing adverse circumstances.

The Sands Cares team organised a week of activities to commemorate International Volunteer Day and to show appreciation to Team Members for their time spent volunteering.



## Volunteerism

Marina Bay Sands' Team Members are the driving force behind the spirit of volunteerism that cuts across the entire organisation. Throughout the year, employees enthusiastically participate in a variety of volunteering programmes, each with a unique focus and mission ranging from mentoring and educational support to students, as well as assisting vulnerable communities.

In partnership with CARE Singapore and supported by Singapore's Ministry of Education, Marina Bay Sands has hosted three cycles of a youth mentoring programme to assist vulnerable and at-risk students. In July 2023, the resort kickstarted the third cycle of the programme, with students from Guangyang Secondary and Damai Secondary meeting their Team Member mentors. Thirty-six dedicated Team Members from various departments signed up as mentors, many of whom were returning mentors from earlier cycles. Mentors befriend and support students from adverse backgrounds through activities that nurture their personal growth and build confidence. The programme reflects Marina Bay Sands' commitment to education and mentorship, helping young individuals to navigate the challenges of personal growth and academic work through the guidance of experienced mentors.

*"As adults, we sometimes forget how we got to where we are. As a mentor, I'm not trying to change the world. I just want my actions to lead to the betterment of the youth. An important tip I've learned is to listen more to what these youths have to say and offer them your personal experiences as guidance."*

Chew Aik Hong, Associate Director,  
System Operations

Team Members also actively volunteer in Neighbour Cares – a long-term initiative spearheaded by social service agency Care Corner – which aims to provide companionship and ensure the safety of isolated seniors by observing their living conditions. The programme underscores the significance of addressing social isolation and loneliness among Singapore's ageing population, and volunteers focus on enabling seniors to remain engaged in society.

Dedicated employees also volunteer their time to support students with special needs by supporting and befriending students with autism at AWWA School @ Bedok in their co-curricular activities, guiding students in dancing, drumming and arts and crafts to help hone their coordination skills and promote creativity as well as an appreciation for the arts.

## Let's Go M.A.D. (Make a Difference)

To commemorate International Volunteer Day on 5 December, the Sands Cares team organised a week-long series of activities from 5 to 12 December to express appreciation to Team Members for their volunteering efforts. Themed 'Let's Go M.A.D. (Make A Difference)', a roadshow was held at Marina Bay Sands' Heart of House, with a Giving Bazaar featuring baked goods and crafts by beneficiaries where sales proceeds were designated for charity, while non-profit partners such as APSN, AWWA, Dyslexia Association of Singapore and Singapore Association for the Deaf hosted talks addressing topics such as homelessness, dyslexia and intellectual disabilities as part of the *Impact Conversation* series. A new volunteering app, Benevity, was also launched to facilitate the ease of volunteer management and participation by Team Members. Additionally, Team Members participated in a CPR and AED workshop to acquire life-saving skills and donated blood at a mobile blood donation drive facilitated by the Singapore Red Cross. ♦

PLANET

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# 2023 HIGHLIGHTS

By driving constant innovation, promoting sustainable tourism and pursuing ambitious goals, Marina Bay Sands' sustainability programme – Sands ECO360 – continues to set new standards for environmental responsibility.

**24.4%**

reduction in carbon footprint in the last 10 years

Over

**5 MILLION  
KWH**

of annualised energy savings

**100%**

of electricity consumption at Sands Expo and ArtScience Museum powered by renewable energy

**34.6  
MILLION  
LITRES**

of water saved

# REACHING NEW MILESTONES IN SUSTAINABILITY

Marina Bay Sands' multifaceted approach to promoting sustainability and minimising its environmental impact continued to bring success in 2023, garnering global recognition.

Guided by its Sands ECO360 Global Sustainability Programme, the integrated resort rolled out a wide range of innovative new initiatives designed to make a substantial impact in key environmental and social areas in 2023.

Marina Bay Sands has established goals for energy, water, waste, plastic, packaging, sustainable sourcing and biodiversity to be reached by 2025. The resort continues to push boundaries in each of these areas through the implementation of cutting-edge technologies, infrastructure development, internal and external engagement and partnerships with non-governmental organisations.

In 2023, the resort was proud to be one of the first and largest hotels in Singapore to achieve the Global Sustainable Tourism Council (GSTC) Industry Criteria for Hotels & Accommodations. The GSTC Industry Criteria for Hotels aims to promote the best sustainable tourism practices around four main themes – effective sustainability

management, minimising environmental impact, maximising social and economic benefits for the local community and enhancing cultural heritage. Recognition from industry bodies such as these are testament to the integrated resort's continued efforts to implement innovative solutions that marry world-class hospitality with sustainability.

"Achieving GSTC certification is a testament to our commitment to sustainable tourism, which aligns perfectly with the Singapore Hotel Association's and Singapore Tourism Board's Singapore Hotel Sustainability Roadmap to have at least 60% of the room stock sustainability-certified by 2025," explains Meridith Beaujean, Executive Director, Sustainability.

By achieving this accreditation, Marina Bay Sands joins an elite group of hotels that have been certified to higher standards of sustainability by taking action to effectively manage water and energy, reduce pollution, conserve biodiversity and ecosystems, protect cultural heritage and engage responsibly with local communities. The integrated resort was also recognised by the Singapore Hotel Association in October 2023, receiving the inaugural Singapore Hotel Sustainability Award.

At a time when sustainable tourism is top of mind for travellers, local and international certifications can act as a powerful differentiator.

## MAJOR ACCOLADES



**Singapore Hotel  
Sustainability Award 2023–  
2024 by the Singapore  
Hotel Association**



**Certified to the Global  
Sustainable Tourism  
Council Industry  
Criteria for Hotels  
and Accommodations**

### Leveraging Technology to Reduce Carbon Emissions and Water Consumption

The foundation of Marina Bay Sands' carbon management strategy is built upon the Science Based Targets initiative - a collaboration between the CDP, United Nations Global Compact, World Resources Institute and World Wide Fund for Nature (WWF) - and includes a pledge to reduce Las Vegas Sands' corporate-level greenhouse gas emissions by 17.5% by 2025. Tangible progress on this goal has been made since 2014, with the integrated resort reducing its carbon emissions by 24.4%.

The company has also invested in energy-saving technology. As part of an ongoing renovation, the fan coil units in rooms have been upgraded with electronically commuted motors in Tower 1 of the hotel, from Level 4 to 40. This has resulted in annual energy savings of 470,035 kWh.

Marina Bay Sands has further retrofitted a range of existing air handling units with seven thermal wheels. The equipment is designed to pre-cool incoming air from the outdoors, reducing the amount of chilled water required for air conditioning. This has led to annual energy savings of 779,426 kWh. Additional energy-saving measures include LED lighting installation and solar-tinted window films, which have collectively cut energy consumption by 5.2 million kWh per year.

**“We have reduced our carbon footprint by 24.4% over the last 10 years, but we’re not stopping there. Our energy-saving projects are tailored for both environmental impact and guest comfort. To ensure that our energy-saving estimates from these projects are actually realised, we have put in place a rigorous procedure for post-implementation validation.”**

Meridith Beaujean, Executive Director,  
Sustainability



Recognising the growing demand for electric vehicles, Marina Bay Sands also installed 18 new electric vehicle charging stations, bringing added convenience to guests wanting to charge their vehicles while on property.

The integrated resort is equally focused on water conservation. New irrigation and landscaping projects are designed to minimise the use of fresh water while selecting native, water-efficient flora. Continuous training engages Team Members on efficient water use in kitchens and stewarding departments. These efforts resulted in 34.6 million litres of water saved in 2023. ◆

Part of the resort's wide-ranging sustainability measures include energy savings through rooftop solar panels.

# PROMOTING A CULTURE OF RECYCLING AND CIRCULARITY

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Food waste management is a priority at Marina Bay Sands. The company is proud to be one of the first organisations to pilot a 'WasteMaster' – an on-site proprietary technology turning food waste into a safe, nutrient-rich substrate, suitable for use as fertiliser or animal feed.

The property's other strategies to manage food waste include a rigorous schedule of kitchen inspections and waste tracking, while engaging the resort's more than 11,500 Team Members and tenants in recycling and sustainability campaigns. Rasapura Masters, the property's food hall with around 30 stalls, has introduced designated bins to encourage tenants to segregate food waste.

In June, Team Members were invited to participate in a food waste campaign for the Team Member Dining Room. Using behavioural economics, the tray clearing station was redesigned and upgraded, making waste segregation as intuitive as possible, resulting in a clear reduction in contamination.

Concerted steps have also been taken to reduce plastic and packaging. In October 2023, reusable bags were introduced for staff laundry, saving 13,000 single-use items. Cling wrap will be progressively eliminated from restaurants and kitchens in the coming year with an aspiration to save over 60,000kg of plastic annually.

At Sands Expo & Convention Centre, single-use bottles have been reduced, with investment in over 100 mobile water dispensers and additional permanent water dispensers installed in public areas. These are in addition to upgraded jugs and reusable cups found around the property. Guests who request water bottles will be provided with a circular bottle made with recycled polyethylene terephthalate.

Steps towards circularity are also exemplified by reusable QR code menu cubes and dietary tags, made from repurposed chopsticks collected and upcycled in Singapore. Table numbers are crafted from wine bottle corks from restaurants on the property.

As part of the ambitious renovation of the property's hotel rooms, construction waste is also carefully and responsibly disposed of. In 2023, the integrated resort diverted more than 50% of construction waste from landfills, ensuring that the waste material is repurposed. ◆

# SUSTAINABLE FOOD SOURCING

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Marina Bay Sands increased its share of food from sustainable sources in 2023, with responsible seafood sourcing rising from 45% to 47% over the year.

In June 2023, the property organised a sustainable F&B showcase which connected vendors with the company's chefs as well as F&B and procurement teams. Drawing over 200 participants, the showcase served as an interactive platform for sharing knowledge and products, such as beverages made of repurposed bread and soy-based wine. Chefs made over 50 product queries following the event, leading to new sourcing connections and upgraded menus boasting increased amounts of fresh, local and sustainable products.

By delivering such initiatives, the integrated resort is positioned to contribute meaningfully to Singapore's sustainability goal of producing 30% of the nation's nutritional needs locally by 2030.

"This showcase was an opportunity for the teams to spend a few hours discovering and tasting new products from a diverse range of vendors," says Beaujean. "The event marked a significant step towards incorporating more regional and certified products into our supply chain. It was very encouraging to see our chefs engage so eagerly with the vendors." ♦







## FORGING NEW PARTNERSHIPS

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Recognising the value of collaborating with conservation experts and sustainability thought leaders, Marina Bay Sands struck a new partnership with WWF Singapore to pioneer a meticulous deep dive into its supply chain with the goal of protecting biodiversity.

The collaboration seeks to identify specific products in the property's procurement portfolio that contribute directly or indirectly to deforestation. The partnership will include a thorough assessment across key commodities including beef, soy, palm oil, cocoa, coffee, paper, pulp and timber. A thought leadership report will also be produced and shared with industry peers in the later stage of the three-year partnership.

With WWF's expertise, Marina Bay Sands will strengthen its approach to protecting biodiversity through its purchasing decisions, concurrently managing risk, and ultimately reducing the impact of resort operations and sourcing on delicate ecosystems. This builds

on the property's ongoing partnership with WWF, which commenced in 2015 with an ambitious responsible seafood programme and ongoing Earth Hour collaborations.

The integrated resort also supports local water and biodiversity conservation leaders through the Drop by Drop Project, which aims to reinvest capital from Sands' water stewardship efforts into projects local to its properties. For example, in 2023, the Drop by Drop Project funded Conservation International's groundbreaking '10 for Zero Awards'. The awards recognise a pioneer cohort of Singapore's brightest youths, who advocate for a future of net zero carbon emissions and zero waste, as well as ocean and freshwater conservation. Ten inspiring winners were announced in May, ranging from Young Nautilus co-founder Ng Lee Kiang to Singapore Youth for Climate Action president Terese Teoh. ♦

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Restaurants on property advocate sustainability, serving responsibly sourced seafood, among other dishes.

# PURSUING AMBITIOUS ENVIRONMENTAL GOALS

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Despite significant progress made so far, Marina Bay Sands recognises that more action will always be needed.

As such, the company has embarked on an ambitious plan to achieve the world's leading environmental certification, ISO 14001 Environmental Management System, by the end of 2024.

ISO 14001 is a globally recognised framework that provides companies with a structured approach to identify and control their environmental impact, while continuously improving their operational effectiveness.

The road to certification involves an exhaustive process of internal audits, management reviews and continuous improvement cycles. Being certified will assure investors and stakeholders that the resort continues to operate with the highest ambition and commitment to global best practices.

This goal underscores Marina Bay Sands' dedication to strong governance, environmental stewardship and continuous improvement. ◆

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In 2024, Marina Bay Sands will continue to pursue sustainability goals such as the ISO 14001 certification.

## SUSTAINABILITY FESTIVAL

In July, Marina Bay Sands launched a month-long sustainability festival in support of the Singapore Government's Go Green SG campaign. VIP guests were treated to a local botanical watercolour experience with renowned local artist Lucinda Law (below), and taken on guided sustainability tours around the property through inspirational exhibitions focused on biodiversity. RISE Restaurant and the Team Member Dining Room curated exclusive plant-based and sustainable dishes, serving up delicious flavours with reduced environmental impact, while tenants offered special sustainability-themed promotions during the festival. ◆





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