



MARINA BAY SANDS  
SINGAPORE

# ABOVE BEYOND

ANNUAL REVIEW 2024

MARINA BAY SANDS

10 Bayfront Avenue Singapore 018956  
[www.marinabaysands.com](http://www.marinabaysands.com)

[LinkedIn](#) | [Instagram](#) | [Facebook](#)

Singapore's unique position as a global tourism and business hub has allowed us to thrive, while our ability to evolve and align with the city's aspirations ensures we remain relevant in an era of rising demand for ultra-high-end luxury experiences.

PAUL TOWN,  
CHIEF OPERATING OFFICER,  
MARINA BAY SANDS

ABOVE  
BEYOND  
IN EVERY  
WAY



# CONTENTS

## YEAR IN REVIEW

- 6 A Year of Transformation
- 8 2024 Highlights
- 10 Financial Highlights

## LEADING LUXURY

- 14 **A New Era of Luxury Unveiled**  
Centring new benchmarks in luxury hospitality with a pivotal reinvestment programme.
- 16 **Crafting a World of Beauty**  
The blossoming of a new brand vision with the unveiling of the exclusive Paiza Collection.
- 20 **Going Above Beyond**  
A multifaceted exploration of the reinvented Marina Bay Sands brand.
- 26 **Reaching New Heights**  
Crafting a gaming experience like no other.
- 28 **Redefining Entertainment**  
Captivating audiences with spectacular events, star-studded performances and more.
- 32 **Expanding Gastronomic Frontiers**  
Raising the bar to deliver innovation and service on a platter.

- 36 **Where Exclusivity Meets Inspiration**  
Centring the luxury retail experience around personalisation and novelty.
- 40 **Shaking Up the Cultural Scene**  
A bold new curatorial vision sets the scene for arts and culture at Marina Bay Sands and beyond.
- 44 **Scaling New Heights**  
Cementing Singapore as a world-class MICE destination with innovation, collaboration and sustainability.
- 48 **Shaping the Future of Luxury**  
Building an ultra-luxury resort and entertainment destination with a distinct identity of its own.

## BEYOND MEASURE

- 52 **People**  
Embracing a culture of exceeding expectations with a world-class talent pool.
- 58 **Community**  
Strengthening the social fabric of Singapore through unique property offerings, philanthropy, capacity building and volunteerism.
- 66 **Partnerships**  
Fostering a thriving business ecosystem through enduring partnerships with small- and medium-sized enterprises.
- 70 **Planet**  
Celebrating a hallmark year in sustainability with a renewed commitment to environmental excellence.

# A YEAR OF TRANSFORMATION

The past year has been one of remarkable progress and achievements for Marina Bay Sands – by all measures of success. It has been a transformative period for our integrated resort (IR), marked by significant milestones that reflect our commitment to excellence, innovation and redefining luxury.

Marina Bay Sands' performance has validated the reinvestment strategy that was launched by our parent company Las Vegas Sands three years ago, even amid considerable challenges. Despite disruptions caused by ongoing renovations – which resulted in fewer hotel rooms and gaming spaces – the property's financial performance was exceptional, with record-breaking revenues and EBITDA, a key indicator of profitability, exceeding US\$2 billion for the first time.

The completion of several key projects under our US\$1.75 billion reinvestment programme has elevated Marina Bay Sands to new heights. This ambitious programme has reimagined all aspects of our property, ushering in a new era of luxury hospitality. Among the highlights was the completion of work on our Paiza Collection across all three hotel towers – a significant addition to our portfolio that positions us firmly as a leader in the ultra-luxury segment. More than just physical upgrades, these suites, together with the elevation of service levels, represent our dedication to providing unique experiences tailored to the discerning preferences of our guests.



Our brand relaunch under the *Above Beyond* identity was another defining moment of 2024. The shift symbolises not only the physical enhancements across our property but also a cultural and operational transformation. The new brand identity represents our ethos of continually striving for excellence and setting new benchmarks in the high-end hospitality space.

*Above Beyond* is not merely a tagline. It is a philosophy that defines our approach to everything we do. Whether through upgrading our suites, refining our culinary offerings or enhancing our guest engagement strategies, the refreshed brand ensures that every interaction leaves a lasting impression.

## THE NEXT CHAPTER

As we enter 2025, I am particularly excited about the upcoming groundbreaking of our new development, Marina Bay Sands IR2. The new project represents the next chapter of our journey, which will reimagine what it means to offer luxury in the 21st century. IR2 has been conceptualised as the world's best hotel, featuring exclusive suites, cutting-edge wellness facilities and world-class entertainment. This grand project represents our vision and confidence in Singapore's position as a premier destination for luxury and leisure.

The journey of transformation that we are on would not be possible without the incredible dedication of our team. Over the past year, our Team Members have demonstrated an unwavering commitment to excellence, adapting to the changes and challenges that inevitably accompany such a significant transformation. Their passion, professionalism and innovative spirit are what make Marina Bay Sands a place where guests from around the world come to live their best lives.

## RIGHT CITY, RIGHT TIME, RIGHT BUILDING

We are also fortunate to be in a unique location where we have an exceptionally supportive government, which gives us the confidence to continue investing for the future. Our long-term commitment to Singapore is now unmatched at US\$15 billion, taking into account the development of our initial property, ongoing reinvestment and IR2.

Our priorities remain clear. In support of the further development of tourism in Singapore, we will continue to focus on completing our reinvestment programme, ensuring that every element of the integrated resort aligns with our elevated vision. We remain deeply committed to the development of our Team Members, who go *Above Beyond* every day to deliver exceptional service and create unforgettable experiences that resonate with our guests.

Marina Bay Sands' success is deeply rooted in what we recognise internally as being in the *right location, at the right time, with the right building*. Singapore's unique position as a global tourism and business hub has allowed us to thrive, while our ability to evolve and align with the city's aspirations ensures we remain relevant in an era of rising demand for ultra-high-end luxury experiences.

Our iconic building stands at the leading edge of this new age of luxury hospitality, positioned firmly at the crossroads of cultural and economic progress. As we move forward, we will continue to leverage this synergy, reaffirming our commitment to redefining luxury and creating experiences that inspire and delight. ♦

PAUL TOWN,  
CHIEF OPERATING OFFICER,  
MARINA BAY SANDS

# 2024 HIGHLIGHTS

In 2024, Marina Bay Sands was a key economic contributor, spending S\$2.19 billion and boasting one of the largest private sector workforces with more than 11,800 Team Members. Across the value chain, Marina Bay Sands continued to empower Singapore-based companies, with 91.5% of procurement spent locally.

Marina Bay Sands also delivered corporate and social impact through its hosting of business, leisure, cultural and entertainment events, recording over 38 million visitors throughout the year. With its ongoing transformation, Marina Bay Sands will continue to evolve its value proposition in line with Singapore's long-term ambitions.

## IMPACT IN NUMBERS

**S\$2.19  
BILLION**  
ANNUAL BUSINESS SPEND\*

OVER  
**38  
MILLION**  
VISITORS ACROSS THE PROPERTY

OVER  
**1.2  
MILLION**  
MICE DELEGATES

**91.5%**  
OF PROCUREMENT SPENT  
ON LOCAL BUSINESSES

MORE THAN  
**11,800**  
TEAM MEMBERS

CLOSE TO  
**400,000**  
GUESTS ENTERTAINED AT  
SANDS THEATRE

\* Annual Business Spend (ABS) refers to Marina Bay Sands' annual operating expenditure in Singapore, excluding depreciation.

# FINANCIAL HIGHLIGHTS

## US\$2.05 BILLION

ADJUSTED PROPERTY EBITDA

## US\$4.23 BILLION

NET REVENUE

## US\$1.27 BILLION

NON-GAMING REVENUE  
(ROOMS, FOOD & BEVERAGE, MALL,  
CONVENTION, RETAIL AND OTHERS)

## US\$2.96 BILLION

CASINO REVENUE

## 94.8%

HOTEL OCCUPANCY

## US\$826

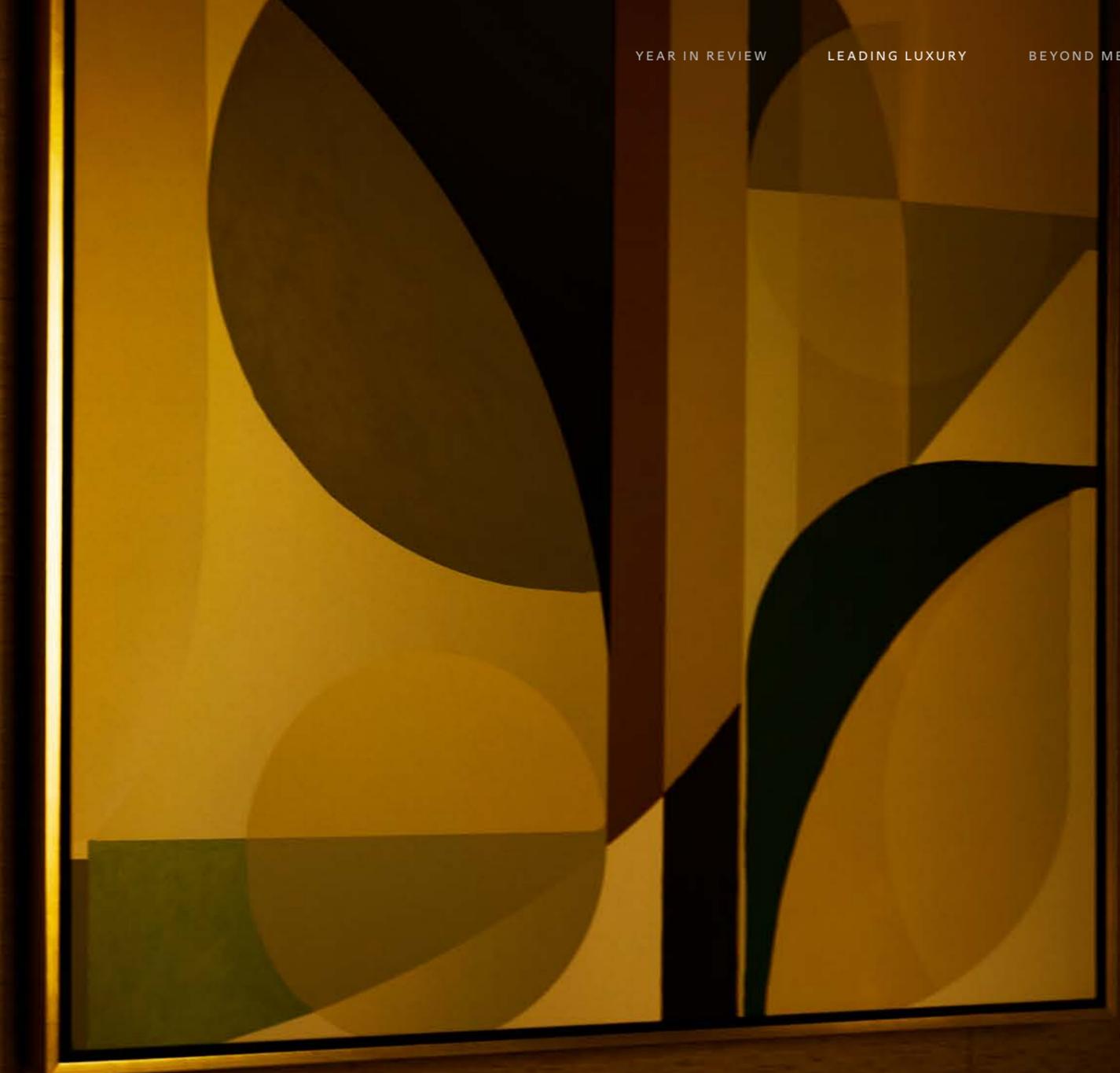
AVERAGE HOTEL DAILY RATE

Results of Marina Bay Sands reflect the positive impact of our capital investment programme and the growth of high-value tourism. The growing appeal of Singapore as a destination is advanced by the robust entertainment and lifestyle event calendar. As we complete the balance of our investment programmes in the first half of 2025, there will be a considerable runway for growth.

**ROBERT G. GOLDSTEIN,**  
CHAIRMAN AND CHIEF EXECUTIVE OFFICER,  
LAS VEGAS SANDS



# LEADING LUXURY



Marina Bay Sands is embarking on a new lap of growth and innovation, one that will redefine the benchmarks of luxury hospitality. A successful reinvestment programme in 2024 pushed the boundaries of excellence across the property, while the commencement of a new ultra-luxury development in 2025 sets the stage for an exciting future.

# A NEW ERA OF LUXURY UNVEILED

Marina Bay Sands crossed a pivotal milestone in its US\$1.75 billion reinvestment programme in 2024. This comprehensive transformation reflects the integrated resort's commitment to maintaining its status as a leader in global luxury hospitality.

Designed to enhance the guest experience across every aspect of the property, the programme has delivered remarkable upgrades, while setting the stage for even more exciting developments in 2025 and beyond.

"The reinvestment programme has been a profound journey of transformation, focusing on areas that we knew were critical to our guests and underdeveloped in the past," says Paul Town, Chief Operating Officer of Marina Bay Sands. "We have increased the number of high-value suites to 775, up from 180 previously, and elevated the service experience to match this new development. The repositioning allows us to actively engage with the premium customer segment on a much broader scale."

## TRANSFORMING THE GUEST EXPERIENCE

The reinvestment programme is part of Marina Bay Sands' broader evolution, which has seen a new *Above Beyond* brand vision reflecting its shift deeper into the luxury space. Beyond upgrading and expanding the number of hotel suites, the integrated resort has transformed other key areas of the property, including its food and beverage (F&B) offerings, retail experiences and gaming spaces. Each upgrade reflects its commitment to exceeding expectations and delivering a superior level of sophistication.

"The reinvestment goes beyond the physical transformation of spaces. It is about enhancing the entire customer journey, creating not just a luxurious stay but an experience that aligns with our brand ethos," Town explains.

The newly completed Paiza Collection, which was accorded the distinguished Forbes Travel Guide Five-Star rating within its first year of operation, is a prime example of this shift. These butler-serviced rooms and suites combine elegant aesthetics with leading-edge technology and personalised service to provide guests with a truly premium experience. Outside of these rooms and suites, guests are introduced to a *World of Paiza*, which encompasses exclusive access to a private arrival lobby, a club lounge, wine tasting events, golf programmes and more.

Marina Bay Sands is also making significant strides in refining its culinary offerings. A new Cantonese fine-dining restaurant, Jin Ting Wan (金艇湾), is set to open on level 55 of Tower 1 in 2025, delivering not only exquisite cuisine but also breathtaking views of Singapore's skyline. Furthermore, the integrated resort has enhanced its premium gaming areas, introducing exclusive spaces designed to cater to VIP guests.

"The pandemic transformed luxury travel, with more high-value travellers seeking exclusive and immersive experiences," says YOSHUA Rubinstein, Senior Vice President, Development, Strategic Planning and Analysis at Marina Bay Sands. "By aligning our enhancements with this demand, we are well positioned to cater to these expectations, especially in Singapore, which has emerged as a hub for luxury tourism."

*"It is about enhancing the entire customer journey, creating not just a luxurious stay but an experience that aligns with our brand ethos."*

Paul Town,  
Chief Operating Officer,  
Marina Bay Sands

## WHAT'S ON THE HORIZON

As the reinvestment programme continues into 2025 and beyond, guests can look forward to even more groundbreaking changes in the coming years. Among the most anticipated is the upcoming transformation of Sands SkyPark, one of Marina Bay Sands' – and Singapore's – most iconic spaces. This project will elevate SkyPark's offerings, adding premium hospitality features that promise to enhance the already stunning experience of this architectural landmark.

Later, the integrated resort also plans to unveil a state-of-the-art wellness spa, catering to the rising demand for wellness as part of the luxury travel lifestyle. This spa will offer a holistic wellness journey, featuring the latest treatments and serene spaces that enable guests to rejuvenate in a tranquil setting.

## COMMITTED TO SUSTAINABILITY AND INNOVATION

Marina Bay Sands' focus on sustainability and innovation is another key aspect of its reinvestment initiative. As part of its efforts to align with global environmental standards,

the resort has incorporated energy-efficient technologies and sustainable materials into its renovations. It also diverts 67% of construction waste. These measures demonstrate Marina Bay Sands' dedication to reducing its environmental footprint while maintaining the highest standards of luxury.

Innovation remains a cornerstone of the programme. Advanced digital solutions have been seamlessly integrated into the property's operations, enhancing convenience and personalisation for guests. Digital touchpoints, such as the Marina Bay Sands mobile app, allow guests to customise their experiences, from booking a limousine and requesting in-room amenities to booking bespoke dining or wellness experiences.

Says Town, "Our reinvestment has allowed us to take the property to new heights, ensuring that Marina Bay Sands exceeds the expectations of the modern luxury traveller. Every change we've made is a step toward creating a world-class destination that will shape the future of hospitality." ♦



# CRAFTING A WORLD OF BEAUTY

Clockwise from left: Legle, Zanetto and Bynd Artisan are among the 10 local and international artisans chosen to co-create bespoke designs and *objet d'art* in the Sands and Paiza Collections.



Seen from the outside, Marina Bay Sands floats above the Singapore skyline, unchanged and timeless. But within, a transformation has blossomed with its recent unveiling of a new brand vision accompanying the completion of the exclusive Paiza Collection across the resort's three hotel towers.

Marina Bay Sands' new ultra-luxurious Paiza Collection graces the top floors of its hotel and showcases breathtakingly grand interiors featuring lofty ceilings, opulent furnishings, bespoke artworks and superb views at every turn.

The crown jewel of these magnificent suites is the Paiza Royal Collection, which offers privileged guests the utmost in space, privacy and luxurious tailored comfort, complemented by warmly attentive Asian hospitality and service. Guests are welcomed via a dedicated lobby with private lifts and guided to their palatial suites by their personal butler. The 600-square-metre Chairman Suite is designed for entertaining on a grand scale, featuring a 146" television, a baby grand piano, spa and gym amenities, and a fully equipped kitchen ideal for hosting dinners. The Presidential and Skyline Suites offer a high-tech golf simulator with access to over 45 famed courses or a media room featuring over 300,000 karaoke tracks. The Horizon Suite is a wellness haven, complete with a Himalayan salt wall, massage tables, dry sauna, hammam shower and gym.

## A GLOBAL SHOWCASE OF ARTISANAL EXCELLENCE

While distinct in their own way, all of Marina Bay Sands' suites have been reimagined into refined urban sanctuaries, following its ethos of uncompromising service and design excellence. To bring this bold vision to life, 10 local and international artisans were chosen to co-create bespoke designs and *objet d'art* for the finest accommodations in the Sands and Paiza Collections.

From hand-painted silk wallcoverings to hand-hammered brass fruit bowls and supple leather valet trays, each sculpted curve, brushstroke or stitch is crafted by the most skilful hands from East and West. Every co-created piece embodies a blend of daring creativity and meticulous *savoir faire*, produced using craftsmanship that has been perfected over time.

Italian silversmith Zanetto crafts sleek, modern designs in brass, silver and bronze using techniques it pioneered nearly six decades ago. Based in Padua, the family-owned company's creations are still handmade in its Italian workshop and typically feature Zanetto's signature hammered finishes, created using custom tools crafted in-house. Exclusively adorning the Paiza Collection, Zanetto's stunning designs for Marina Bay Sands include a palm-sized, rounded chocolate bowl in a dark-toned 'bronze noir' finish, as well as a large fruit bowl that strikingly contrasts a mirror-polished base with a textured, hammered surface.

Also expertly balancing form and function is Legle Asia, born from a collaboration between the 120-year-old French porcelain brand Legle Limoges and Hong Kong-based tableware company Inhesion Asia. In addition to noodle bowls, trays and bathroom accessories, it designed teapots and teacups inspired by the armoires in the Sands and Paiza Collection suites. Crafted using a precise drying process, each ornate teapot features auspicious motifs such as cranes, sakura branches or elegant lotus flowers, turning even the simple act of pouring tea into a moment of pleasure.

"Following our ethos of uncompromising design excellence, each of our 10 artisan partners was handpicked by our team for their shared dedication to craft. Each of their co-created designs is testament to our unyielding commitment to exceptional craftsmanship and ultimately world-class service standards," says Tane Picken, Senior Vice President and Chief Hospitality Officer of Marina Bay Sands.

Paiza Royal Collection guests will encounter the artistry of Fromental, known for infusing couture-level craftsmanship into wallcoverings.

The first to incorporate hand embroidery into silk wallpaper, the London-based company is renowned for its work in luxury hospitality and fashion, collaborating with designers such as Harris Reed. For Marina Bay Sands, Fromental crafted bespoke wallcoverings inspired by Singapore's lush flora and cityscape. For example, the Presidential Suite's piano room features verdant designs evoking Gardens by the Bay and the city's architecture, while living room wall panels showcase hand-painted renditions of orchids, Singapore's national flower, on luminous metallic silk.

Many of the artisanal designs elevate ordinary objects into the realm of art. Family-owned Singapore brand Bynd Artisan created supple valet trays as well as stationery and jewellery holders featuring the finest Italian leather, stitching and precisely hand-stamped logos. Its impeccable creations are handmade by teams of skilled artisans in Singapore, drawing on traditional techniques honed from its founding company almost 70 years ago. And in Polish fitness equipment specialist Pent's hands, even utilitarian items such as weight benches and dumbbell sets have been transformed into stylish design objects. With their perfectly calibrated forms rendered in stainless steel and smooth walnut wood, Pent's chic luxury gym accessories will delight both discerning aesthetes and fitness enthusiasts alike.

## REFINED SANCTUARIES OF DEEP REST

Versatile at every turn, the Paiza Royal Collection is designed to seamlessly accommodate guests' every need, from grand gatherings to rejuvenating rest and relaxation. It now houses the world's largest collection of beds by luxury British brand Savoir, whose name is synonymous with luxury and comfort. Favoured by dignitaries and celebrities including Winston Churchill, Giacomo Puccini and Marilyn Monroe, Savoir's story began in 1905 when Richard D'Oyly Carte, the owner of London's Savoy Hotel, sought to offer his guests the perfect night's sleep and commissioned an upholsterer to craft the first-ever Savoy bed.

To this day, each Savoir bed is made by hand in London and Wales using premium natural materials such as cotton, wool and hand-teased horsetail hair that acts like millions of bouncy micro-springs while wicking away moisture and regulating temperature for optimal comfort.

Savoir's ultra-luxurious beds are perfectly complemented with cloud-soft, lightweight goose-down pillows and duvets by Singaporean brand Ploh — a 'connoisseur's brand' known only to the world's finest hotels and residences. Its firm pillows, featuring down-filled panels for softness, strike a balance between firmness and comfort. Double-stitched seams keep the down in place, while Ploh's signature khaki piping adds reinforcement and a crisp finish. Each soft pillow, predominantly filled with white goose down, offers extra resilience. Ploh's custom-made duvets for the Paiza suites are tailored for all-season comfort, lightness and quiet. They blend white goose down and feathers, and drape luxuriously like a plush waterfall off the bed, creating a lush bedscape that looks abundant, generous and utterly inviting.

From elegant *soirées* to serenely restful nights, each and every detail in Marina Bay Sands' reimagined Paiza Collection has been meticulously crafted to create an unparalleled sense of comfort and pleasure. From the subtle shimmer of embroidery in Fromental's silk wallcoverings to the tactility of a grained-leather Bynd Artisan valet tray, each co-created piece has been designed to beguile the senses.

Powered by the skill and shared passion of its artisan partners, it is precisely this dedication to exceptional craftsmanship that transforms every stay at Marina Bay Sands from an enjoyable experience to an extraordinary one. ♦

### MAJOR ACCOLADES



FORBES TRAVEL GUIDE  
2025: FIVE-STAR FOR  
THE PAIZA COLLECTION  
AT MARINA BAY SANDS

MOST INSTAGRAMMABLE  
HOTEL (GLOBAL & ASIA)  
BY 2024 TRIP.BEST  
GLOBAL 100



### SPOTLIGHT

## THE PINNACLE OF LUXURY: PAIZA SKY RESIDENCE

Located on the 55th floor of Tower 2 at Marina Bay Sands, the Paiza Sky Residence is a luxurious retreat designed exclusively for the hotel's most esteemed guests staying in its Sands Signature Suites and Paiza Collection.

Offering sweeping views of Singapore's city skyline and the South China Sea, its aesthetic evokes a 'modern Summer Palace' with elegant Oriental-inspired patterns, stately architectural elements and soothing earth tones accented with striking touches of royal blue and gold.

The Residence serves an extensive brunch buffet, which includes nourishing breakfast classics to lunchtime favourites, alongside a delectable selection of made-to-order dishes. These are best enjoyed in the

Conservatory's cosy, private alcoves styled like golden enclosures. Adjacent to the dining area, The Library serves as a quiet, multi-purpose space ideal for both private meetings and small gatherings.

On the other side of the Residence, the Tea Lounge offers a relaxed environment for guests to unwind with an afternoon tea service or evening cocktails and *canapés*. The standout feature here is the Tea Vault, a sleek showcase of Chinese teas displayed in a towering cabinet of champagne-gold metal drawers reminiscent of a modern-day apothecary. Its traditional-meets-modern aesthetic is enhanced by a dedicated tea sommelier who skilfully performs the Kungfu Tea Ceremony, which showcases the art of traditional tea rituals.

By night, the Whiskey Bar — a luxurious lounge tucked discreetly in a corner of the Residence — offers privacy and opulence. Here, seclusion meets sophistication, with the bar artfully concealed behind a gilded whiskey locker, the latter's glimmering gold-foiled textures alluding to the rare, prized whiskeys contained within. Complementing these is a formidable selection of prestigious wines and spirits, a veritable trove of liquid treasures designed to tantalise guests with a taste for the exceptional. ♦

# GOING ABOVE BEYOND

In November 2024, Marina Bay Sands unveiled its most significant brand transformation since its opening in 2010. The rebrand represents more than just a change in aesthetics, encompassing a radical reimagination of the luxury experience.

Marina Bay Sands' leadership team embarked on this journey to elevate the integrated resort beyond its existing status as a global icon, aligning it with the desires and aspirations of today's luxury traveller. The goal was to create a deeper, more emotional connection with guests, ensuring that every visit offers a sense of exclusivity, cultural cachet and an environment that lives up to its brand promise.

The transformation has come at an inflection point in the evolving world of luxury hospitality. As the world emerged from the Covid-19 pandemic, high-spending customers demanded new experiences that went beyond the transactional. This shifting landscape represented an opportunity for Marina Bay Sands to elevate its premium brand to one truly steeped in luxury.

"We've moved from being a 'mirror brand', which fits seamlessly into our customers' lives – to becoming a 'magnet brand', which pulls people towards you because of our taste, our curation and our quality but it's not necessarily mirroring the life that you live. It's something better," says Irene Lin, Chief Marketing Officer of Marina Bay Sands.

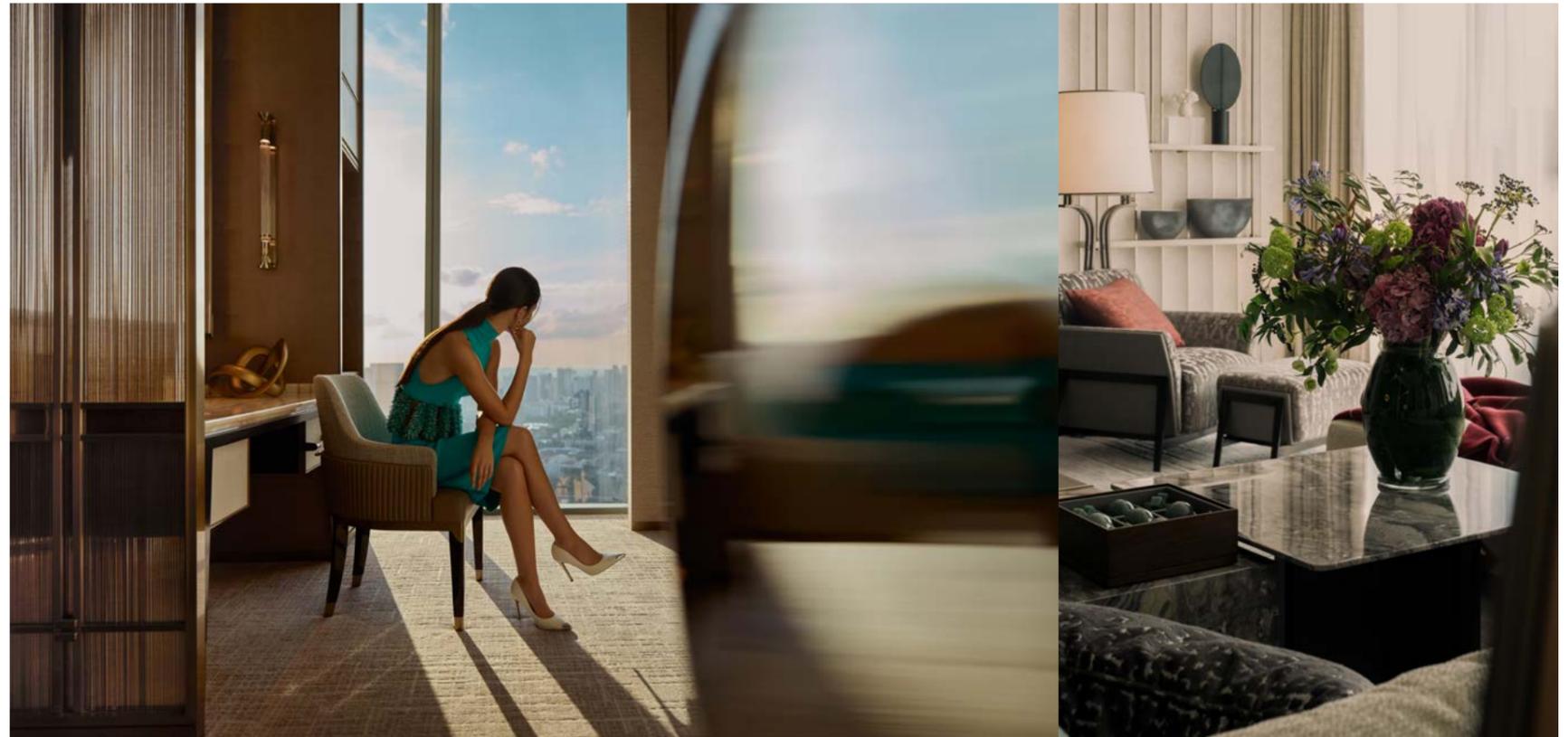
"Our shift in terms of how we articulate ourselves, how we design our product, how we express our product, was really from one that you can kind of imagine to one that is beyond that imagination," she adds.

Coming out of a period of reinvestment and extensive renovations, the rebrand was designed to consolidate the various elements of the integrated resort into a unified luxury offering. While Marina Bay Sands had always been known for its iconic structure, it needed a deeper connection with its guests within the property's walls.

"This rebranding is about how we make people feel when they are here. They should leave feeling that this is a place where they can live their best lives," adds Sorcha John, Vice President of Brand at Marina Bay Sands.

Guests will immediately notice several tangible changes once they step into the 'enhanced' Marina Bay Sands. One of the most significant is the complete redesign of the hotel's rooms and to which offer a refined aesthetic superior amenities that cater to the discerning traveller.

Beyond enhanced hardware, customers can also expect more intimate, personalised interactions with Team Members across the entire property. Whether they are staying in a suite, enjoying a show or indulging in world-class dining, Marina Bay Sands aims to constantly exceed their expectations and create lasting memories.



The redesigned rooms reflect the property's ongoing transformation to broaden and elevate its range of product and service offerings.

## SPARKING A TRANSFORMATION

The journey to redefine Marina Bay Sands began more than two years ago, which saw the leadership team engaging in a comprehensive research and planning process. This started with trying to understand the brand's ambitions and the needs of its guests. To do so, the planning team developed seven core work streams that worked in tandem to shape the brand architecture, strategy and identity.

A critical part of this process was ensuring that every element of Marina Bay Sands was integrated into the new brand ethos. "The brand is really the product of a thousand gestures," says John.

From retail spaces to dining experiences, every interaction was meticulously crafted to contribute to a consistent vision of luxury. This comprehensive approach ensures that Marina Bay Sands' transformation can be appreciated in every corner of the property.

The brand's new vision, *Above Beyond*, was born from this thorough process of introspection and strategic planning. "Once we aligned on that brand idea, everything really flowed from there," John notes. The new concept reflects Marina Bay Sands' commitment to exceeding expectations in every way – both physically and emotionally – and sets the stage for the resort to become a destination where luxury, culture and experience converge.

## REINVENTING AN ICON

Refreshing a brand as globally renowned as Marina Bay Sands came with its own set of unique challenges. Lin notes that the existing brand identity was largely tied to the building's globally recognised exterior, often dubbed the 'Eiffel Tower' of Singapore. She says, "While Marina Bay Sands is renowned for its iconic architecture and Infinity Pool, we wanted to deepen the connection with what happens inside; how people experience the spaces, services and curated moments that make their stay exceptional."

*"Our shift in terms of how we articulate ourselves, how we design our product, how we express our product, was really from one that you can kind of imagine to one that is beyond that imagination."*

Irene Lin,  
Chief Marketing Officer,  
Marina Bay Sands

The challenge, then, was to tell the story of the property from the inside out, shifting the focus from the building itself to the experiences and emotions it evokes. This required a balance between maintaining the elements that had made the integrated resort famous and while introducing new aspects that would enhance it.

“The biggest challenge and opportunity is how you make someone feel intimate in a big space,” says Lin. This concept of intimacy within grandeur became central to the brand transformation, ensuring that despite the scale of the property, every customer would feel a personal connection to the space and its offerings.

Another significant challenge was ensuring alignment on the rebranding across more than 11,800 Team Members, a process that is ongoing. Changing the collective mindsets of Team Members is critical to the transformation journey, which demands a radical cultural shift within the organisation.

To address this, Marina Bay Sands invested heavily in digital platforms and training programmes to ensure that Team Members understand the new brand ethos and how they can contribute to delivering the *Above Beyond* experience.

Managing the evolving nature of the transformation over the long term will present another obstacle to the team. John describes the launch of the new brand on 7 November as not the finish line but rather a ‘sprint to the starting line’, which will be followed by a more steady, multi-year effort to complete the property’s makeover. “A brand doesn’t remain static, but continues to evolve over time,” she says.

The next few years will see more renovations to the property, introduction of new products and services, as well as experiences to further express the brand’s values. This constant journey of enhancement will ensure that Marina Bay Sands remains at the pinnacle of the luxury hospitality sector for years to come.

Clockwise from left: Sands Global Ambassador David Beckham attended the international press event unveiling Marina Bay Sands’ new brand vision; French DJ Giles Peterson; and top Southeast Asian celebrities Luna Maya, Heart Evangelista and Metawin graced the afterparty.



SPOTLIGHT  
**THE MEANING  
 BEHIND  
 ABOVE BEYOND**

Infused with elements of magical realism, the film follows its heroine as she navigates memory and reality itself in a series of moving encounters during a stay at Marina Bay Sands.

As part of the multifaceted campaign, over 500 assets – including campaign photos and short-form videos – were commissioned, featuring work by Shanghai-based fashion photographer Nick Yang and Singapore-based photographers Khoo Guo Jie, Juliana Tan, Jovian Lim and Stefan Khoo, as well as director Caleb Huang. Additionally, 10 video vignettes highlighting the craftsmanship behind the Paiza and Sands Collections feature both local and international artisans.

Marina Bay Sands’ new brand vision, *Above Beyond*, conveys both the unique height and grandeur of its iconic architecture with its unwavering promise and ambition to surpass expectations and set new benchmarks in hospitality. The new brand identity and campaign were crafted in collaboration with acclaimed international design firm Pentagram and global creative agency Frosty, working closely with the Marina Bay Sands in-house creative team.

The brand vision is also a service promise. “We will always go above and beyond for our guests. Whatever it is that they need – comfort, fun, excitement – we as a team will do our very best to go *Above Beyond*,” says John.

To reflect the depth and impact of its transformation and the rich, layered experiences it offers, a diverse group of creative experts was assembled to bring to life the narratives inspired by the new brand vision.

*Above Beyond* is also a commitment to innovation and industry leadership. The brand vision requires Marina Bay Sands to stay at the forefront of luxury hospitality by continuously evolving.

The transformation story unfolds through a bold graphic identity, an evocative short film, captivating visuals and unique event experiences. At the heart of the global brand campaign is a series of stories. The first was directed by the acclaimed filmmaker Celine Song, known for her Oscar-nominated debut, *Past Lives*.

“It’s not static. It’s an ongoing, continuous process,” says John. This drive for constant evolution and growth ensures that Marina Bay Sands remains a trendsetter, setting new standards for luxury and guest experiences. ♦

## TAKING SIGNATURE EVENTS TO NEW HEIGHTS

Signature events have always been an essential part of the Marina Bay Sands experience and will play an even bigger role in the brand transformation. In 2024, these high-profile spectacles reached new levels of innovation and success.

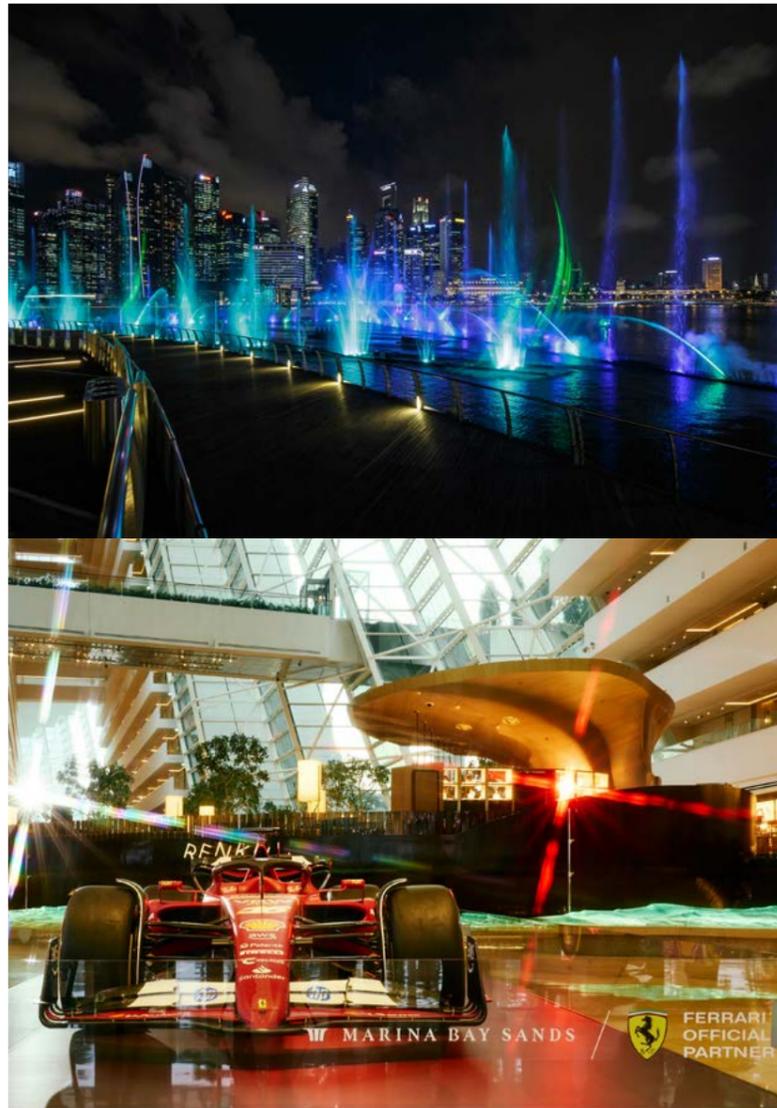
One of the most prominent examples during the year was the integrated resort's partnership with pop superstar Taylor Swift and her record-breaking *Eras Tour*, which set the standard for how signature events will be conducted in the future. The collaboration involved transforming the entire resort into a celebration of her music and persona.

"Signature events offer a way to bring the brand to life by activating every part of the integrated resort. From retail and dining to the hotel and entertainment venues, every aspect of the property becomes involved in the storytelling," says Lin.

"It's not just about having a major artist perform at the property. Rather, we learned that it's about how we can make every single guest, whether they have a concert ticket or not, feel like they are part of something bigger."

By curating events that align with its ethos of exceeding expectations, Marina Bay Sands provides guests with extraordinary, once-in-a-lifetime experiences. This approach also helps to drive repeat business and foster long-term brand loyalty.

Building on the success of the Taylor Swift partnership, the integrated resort is planning its next series of high-profile events for 2025 and beyond. One notable initiative is the ongoing collaboration between Marina Bay Sands, the Singapore Tourism Board and banking group UOB that is focused on activating the entire Marina Bay area. This tie-up allows the integrated resort to extend the reach of its signature events beyond the property itself, creating city-wide celebrations that engage both tourists and locals alike.



Marina Bay Sands will also continue to attract world-class talent and entertainment to its stages. "There's only one Taylor Swift, but we are always looking for the next big thing – whether that's another global artist, a fashion brand or a cultural institution," says Lin.

As Marina Bay Sands continues on its journey of transformation, the leadership team is already looking ahead to its next phase. The focus following the brand launch is about ensuring that the message is consistently communicated across all platforms and touchpoints. Says Lin, "Brand should live in the background and let everyone else tell the story." ♦

Top to bottom: Visitors and fans immersed in unique experiences at Marina Bay Sands, including a spectacular Taylor Swift *Eras Tour* light and water show; and an iconic display of the Scuderia Ferrari F1-75 racing car, which raced in the 2022 Formula 1 World Championship.



TAS Rights Management

### SPOTLIGHT

## TAYLOR SWIFT AND THE NEW MODEL FOR SUCCESS

The Taylor Swift *Eras Tour* partnership was an unprecedented success for Marina Bay Sands, both commercially and culturally. One of the most innovative aspects of the collaboration was how the entire integrated resort was activated to reflect the theme of the *Eras Tour*.

The event attracted the pop star's global fanbase to Singapore, and Marina Bay Sands became the focal point of the concert experience, with fans flocking to the property for exclusive packages, events and immersive experiences linked to the show.

The *Wildest Dreams* stay package included a pair of VIP concert tickets, luxury accommodation, exclusive *Eras*

*Tour* merchandise and other special perks. It sold out within days. Fans and visitors also engaged in Swift-themed activities, from curated retail experiences in The Shoppes at Marina Bay Sands to exclusive dining events at various restaurants. The iconic Spectra – *A Light and Water Show* was also reprogrammed to play Taylor Swift's music.

The success of the Taylor Swift partnership highlighted the importance of creating immersive, all-encompassing experiences that engage guests on multiple levels. "What we learned from Taylor Swift is that less is more when it comes to events – focus on a few signature events each year and do them really, really well," explains Lin.

Another key takeaway was the value of creating emotional connections with guests. Taylor Swift's *Eras Tour* was about being part of a larger narrative, one that fans could immerse themselves in for days, both before and after the show.

"Even guests who couldn't get tickets to the concert felt like they were part of the experience," says Lin. This philosophy will continue to guide Marina Bay Sands for future events, ensuring that every experience leaves a lasting impact. ♦

# REACHING NEW HEIGHTS

Amid a more competitive gaming landscape in 2024, Marina Bay Sands continued to invest in its offerings and talent to provide a best-in-class casino experience for its patrons. New levels were reached with the launch of key initiatives that redefined gaming hospitality for top-tier patrons.

The year also saw the completion of refurbishments to the Casino's existing Paiza private gaming salons, with work underway to revitalise the mass gaming floor and high-limit gaming areas.

A highlight was the launch of Paiza Sky Palace, an ultra-luxury gaming space catering primarily to VIP patrons with an emphasis on privacy and exclusivity. Boasting unparalleled views of the city skyline from Hotel Tower 2, levels 53 and 54, the opening of *Paiza Sky Palace* in August represented the launch of 'tower gaming',

and is part of Marina Bay Sands' ongoing multi-year transformation programme.

With the recent completion of VVIP suites and new amenities within close proximity to each other, including a discreet arrival lobby, the integrated resort is now able to provide a seamless customer journey for high-value guests, offering an experience that is unprecedented in the world of luxury hospitality and gaming.

Baybars Oral, Senior Vice President of Casino Operations at Marina Bay Sands, says, "When we designed *Paiza Sky Palace*, we wanted it to be different from anything we had built before. It is a super exclusive, top-of-the-range gaming experience, but at the same time we wanted it to be part of the wider integrated resort experience, with elevated experiences and service provided to patrons from arrival through to departure."

Investments to elevate the luxury hospitality and gaming experience included expanded services provided to patrons.

## SPOTLIGHT

### STRENGTHENING SOCIAL SAFEGUARDS

As a Responsible Gambling Specialist, Team Member Jennifer Chua serves as a key line of defence in identifying problematic gambling behaviour on the ground and providing immediate assistance to patrons who need it.

Chua, who has worked at the Casino for 14 years, is a Responsible Gambling Specialist, a role that was created two years ago to provide greater flexibility and the ability to react immediately when a guest approaches them for help. For example, Responsible Gambling Ambassadors are able to provide patrons with general information and brochures on where to seek help for problem gambling support and treatment, but a Responsible Gambling Specialist is able to take it a step further to assist a patron to apply for a Self-Exclusion on the spot, if the patron requires it.

She says, "This role is unique because it allows me to interact with patrons from all walks of life. We always try to be as supportive as possible to help patrons the best way we can. It is definitely a rewarding job as I believe we are able to make a difference in people's lives."

As a responsible operator, Marina Bay Sands maintains the highest standards of professional and business conduct, with its Responsible Gambling Programme forming a key pillar of its gaming operations.

Over the past year, the Responsible Gambling team worked with Singapore's Ministry of Social and Family Development and the National Council on Problem Gambling to organise activities inside the Casino to help draw attention to the importance of responsible gambling. In addition, NotifyMyPlay – a tool that allows patrons to voluntarily set limits on time or the amount spent on gambling and receive notifications at selected intervals – continues to be popular among guests.

Joseph Bufalino, Executive Director of Responsible Gaming at Marina Bay Sands, says, "The challenges here in Singapore are similar to other jurisdictions, where stigma is an increasing issue. Stigma tends to dissuade people from accessing help or discussing issues that they have. At Marina Bay Sands, we are trying to reframe the discussion and promote responsible gambling tools for all patrons, which we hope will reduce stigma and encourage those that need help to seek it." ♦



Indeed, significant resources have been invested to further improve the customer experience, including the introduction of smart technology, an ongoing uplifting of service standards as well as the setting up of a new department to drive these new changes.

Under the newly formed Patron Experience department, a programme was also rolled out whereby Patron Experience Quality Ambassadors work as 'auditors' to observe and review service standards on the gaming floor. The team includes both new staff members and existing casino operational staff members who work as ambassadors on a six-month rotation, exposing them to other areas of

casino operations for a better understanding of the skills required to elevate service standards across different job roles.

These changes are timely, says Oral, given the recent launch of Marina Bay Sands' new brand vision *Above Beyond*, which seeks to raise its status as an iconic, world-class destination.

"The new brand launch has helped cement many initiatives that were already in the works over the past couple of years," he adds. "These individual pieces now collectively make a lot more sense, as they now tie in with the overall elevation strategy and future ambitions of the integrated resort." ♦

# REDEFINING ENTERTAINMENT

In 2024, Marina Bay Sands continued its reign as a leader in premier entertainment, having staged more than 134 events that captivated audiences.

A show-stopper was the return of The Walt Disney Company's *Content Showcase* and public fan event – *Disney presents: A Night of Stars* – which brought together some of the biggest A-listers from Hollywood, South Korea and Japan, including Anthony Mackie, Kim Soohyun and Yuya Yagira, for a spectacular evening. Beyond the red carpet, the resort also hosted several A-list celebrity engagements at various venues throughout the year, including K-pop girl group BabyMonster's social content shoot at LAVO Singapore, K-pop star Hwasa's private post-concert celebration at the Infinity Pool, as well as parties hosted by pop icon Bruno Mars and Blackpink's Lisa at MARQUEE Singapore.

Marina Bay Sands also welcomed the Formula 1 season with adrenaline-fuelled fringe activities during the race season. As an official partner of Formula 1 racing team Scuderia Ferrari for the second year, the property ignited race fever with exclusive cocktail receptions and meet-and-greet opportunities with F1 drivers, as well as a spectacular display of the iconic Scuderia Ferrari F1-75 racing car at Hotel Tower 1, lobby.

Marina Bay Sands' premier concert series *Sands Live Season* also made a return with an impressive line-up of seven concerts over four months, including performances by popular Mandopop singers Jane Zhang, Firdhaus, Leah Dou and A-Lin, Cantopop sensations Twins and Liza Wang, and local music legends Lee Wei Song and Lee Si Song, who performed their 40th anniversary show to end the year on a high note.

MARQUEE Singapore continued to prove its mettle as the crown jewel of nightlife within the region, having hosted more than 50 international guest DJs that attracted over 165,000 party-goers to its venue. MARQUEE's powerhouse roster included many industry heavyweights, such as Afrojack, Axwell of Swedish House Mafia, Timmy Trumpet and Gryffin.

The year's entertainment strategy was driven by an objective to redefine how entertainment is experienced by guests. Jeremy Bach, Senior Vice President and Chief Customer Officer of Marina Bay Sands, says, "For us, it's about getting ready for the future. Now is the time to try out different events and formats, and to build relationships with partners that will take us through the next decade. We are positioning entertainment as a lifestyle, and this is done by exploring different ways of showcasing the talent and engaging our international high-value customers in creative ways to keep them coming back for more."



MARQUEE Singapore



## SHOWCASING THE BEST OF ASIA AND BEYOND

*Sands Live*, Marina Bay Sands' concert series to bring globally renowned entertainers to perform in an up-close and intimate setting, made a return in March with none other than Sir Rod Stewart, who performed to two sold-out nights at Sands Grand Ballroom as part of his *Live in Concert, One Last Time* tour, captivating 12,000 fans with hit songs spanning his five-decade career. The resort also shone the spotlight on some of the biggest Asian talent in the region with *Sands Live Season*, an expanded initiative from *Sands Live* to bring in top acts with an Asian focus.

*Sands Live Season* continued to be a mainstay for Marina Bay Sands, with the resort staging a total of six concerts from some of the biggest Asian names, including Leo Ku, who performed in January, the highly anticipated concert by Hong Kong legend George Lam with a special guest appearance by Hong Kong veteran singer Sally Yeh in April, and Twins in December.

Recognising the growing demand for concert tourism in Singapore, Marina Bay Sands also leveraged its unique position as an integrated resort to provide hospitality, lifestyle and entertainment experiences to attract new and repeat visitors, many of whom opt to stay for longer durations.

Bach explains, "We can be a venue provider, a promoter or a host for the show. Our collaboration with promoters can be in the form of hosting celebrity talent on property and supporting with publicity efforts for ticket sales. We can also collaborate with other promoters to stage performances outside of Marina Bay Sands – for example, if guests attend concerts at the Indoor Stadium, they can choose to stay with us and enjoy the hospitality experiences we have to offer."

Top to bottom: Grammy-nominated DJ and producer Axwell helmed the deck at MARQUEE during the Formula 1 weekend; and Sir Rod Stewart performed two sold-out nights at Sands Grand Ballroom.

## HOME OF RED CARPETS AND SPECTACULAR EVENTS

Beyond concerts, 2024 marked many firsts for entertainment at Marina Bay Sands, starting with the renowned Yúwen Global IP Awards, a highly prestigious event that celebrates Chinese literature and recognises distinguished Chinese writers, creators and artists in the field, commemorating their works in animation, film, TV series and games. The event – dubbed one of the largest gatherings of globally renowned Chinese actors, singers, writers and producers – made its debut outside of China for the first time. It was graced by some of the country’s most acclaimed celebrities such as Dylan Wang, Lin Yi, Zhang Yuqi, Song Yi and Wang Churan.

A series of movie and TV show screenings also took place on property, beginning with the Singapore fan screening of hit Japanese anime *Demon Slayer: To the Hashira Training* in February, with a guest appearance by voice actors Natsuki Hanae and Akari Kito, followed by a special screening of the Chinese drama series *Strange Tales of Tang Dynasty II: To the West* in July, where Marina Bay Sands partnered with Chinese streaming platform iQiyi to host the series’ lead actors Yang Xuwen and Yang Zhigang. As part of a collaboration with Chinese F1 driver Zhou Guanyu, the resort was also privileged to hold the premiere of his documentary film titled *The First One* in September.

With its longstanding partnership with The Walt Disney Company, Marina Bay Sands co-organised the *Disney Content Showcase* in November, making its return for the second time following the first in 2022. The crown jewel of the two-day event was a dazzling Blue Carpet Fan Event titled *Disney Presents: A Night of Stars*. Thousands of fans gathered at The Shoppes to catch 24 celebrities, including some of Asia’s brightest stars such as Kim Soohyun, Ryu Seung-ryong, Kim Dami and Park Eun-bin.

These efforts illustrate how Marina Bay Sands challenges the notion of how entertainment is presented to audiences, and further reinforces its reputation as a global entertainment hub. Bach says, “Entertainment at Marina Bay Sands goes beyond staging large-scale concerts. We are constantly exploring different ways

to showcase talent, and most importantly, redefining how entertainment is experienced on property. We do so by staying nimble and not being confined to one form of entertainment or within four walls of a venue.”

## THE PINNACLE OF NIGHTLIFE

MARQUEE Singapore continued to remain a clubbing icon in Asia, boosting its reputation with a series of performances and shows helmed by high-calibre acts and award-winning DJs. In 2024 alone, MARQUEE hosted a total of 108 shows and over 165,000 partygoers. More than 50 international and guest DJs have helmed the decks at MARQUEE to date, including South Korean DJ and music producer Peggy Gou, American DJ Steve Aoki, Swedish DJ and producer Alesso and Dutch DJ Hardwell, to name a few.

The nightclub continued to draw the biggest names in electronic dance music and entertainment, and marked a milestone with its fifth anniversary celebrations, anchored by Grammy award-winning DJ Tiësto and acclaimed Korean pop singer and dancer Chung Ha and Lee Hi. MARQUEE also hosted the post-concert afterparty for pop icon Bruno Mars in April and a fan meet pre-party for Blackpink’s Lisa in November, drawing thousands of partygoers and music fans.

### MAJOR ACCOLADES



OUTSTANDING NIGHTSPOT EXPERIENCE AT SINGAPORE TOURISM AWARDS 2024: MARQUEE SINGAPORE



TRIPADVISOR TRAVELLERS' CHOICE AWARDS 2024: SPECTRA

## AWARD-WINNING BROADWAY SHOWS AND PERFORMANCES

Sands Theatre continued to present itself as a theatre dynamo, attracting 15 award-winning Broadway musicals as well as local shows and performances that entertained close to 400,000 guests throughout the year. In April, the venue staged the Singapore debut of the Broadway hit musical *Hamilton*, as well as the Asian premiere of *The Mongol Khan* in October. Throughout the year, Sands Theatre staged a diverse range of events, from family-friendly shows such as *Blue’s Big Play*, *PAW Patrol Live* and *Matilda the Musical* to comedy shows such as *Kumar Uncut* and concerts by global musicians, including Japan’s legendary Kitarō.

## ELEVATING ENTERTAINMENT IN 2025

In 2025, Marina Bay Sands will continue to enhance the quality of entertainment in greater collaboration with Sands China. This will allow for more opportunities to book high-calibre talent and expand its repertoire to attract high-value guests from key visitor markets.

“As an integrated resort, we need to broaden the definition and reach of entertainment. Over the past three years, we’ve held large-scale events such as our *Sands Live Season* concert

series, and this has certainly helped to set the tone of our approach. Regionally, we can share resources and connections with Sands China, and it is also a powerful proposal to offer two locations as a package deal. By not restricting ourselves to only Marina Bay Sands, we are better able to engage our overseas guests in innovative ways and, of course, support the talent that we work with,” says Qian Peilai, Senior Vice President of Casino Marketing and Global Events at Marina Bay Sands.

Already in the pipeline is the highly anticipated return of award-winning musical *Wicked* and globally acclaimed musical *The Phantom of the Opera*. A roster of concerts by renowned musical talent is also slated to take the stage at Sands Grand Ballroom, including Malaysian-based Mandopop singer Firdhaus in January, as well as Cantopop diva Liza Wang and Chinese powerhouse singer A-Lin in March. ♦

OVER 165,000

PARTYGOERS HOSTED BY MARQUEE IN 2024

CLOSE TO 400,000

GUESTS ENTERTAINED THROUGHOUT 2024

Left to right: Marina Bay Sands continued to be a magnet for world-renowned events in 2024, hosting performances for Hong Kong legends George Lam and Sally Yeh; and 24 celebrities for the highly-anticipated Disney *Content Showcase*.



THE WALT DISNEY COMPANY

# EXPANDING GASTRONOMIC FRONTIERS



2024 was a year of shifts for the dining industry. Trends such as fine-casual dining and curated experiences gained popularity, while flexibility and adaptability became cornerstones of success. With its globally acclaimed and Michelin-starred restaurants, Marina Bay Sands continues to pave the way in redefining the dining landscape both locally and internationally.

Marina Bay Sands' ability to attract and retain top culinary talent, combined with its unique position as an integrated resort, has been instrumental in its continued leadership. In 2024, the resort further solidified Singapore's reputation as a regional gastronomic hub through strategic partnerships and collaborations.

Spearheading this vision was Marina Bay Sands' memorandum of understanding with China's Black Pearl Restaurant Guide, a prestigious annual guide that recognises culinary excellence and is committed to promoting the development of the F&B industry. This marks the first time Black Pearl has collaborated with a hotel or integrated resort in Singapore and positions Marina Bay Sands as the central hub where thought leaders and distinguished tastemakers from Asia and beyond can congregate to elevate dining experiences.

Some 12 renowned chefs, restaurateurs and a winemaker and tea master from the Greater China region gathered during the July summit organised by Black Pearl and Marina Bay Sands for a robust dialogue on the diverse flavours of Chinese cuisine within a Singapore context. The Summit concluded with a private Sands Celebrity Chef dinner.

Clockwise from top left: Culinary maestros Daniel Boulud and Wolfgang Puck teamed up for a four-hands collaboration during the Formula 1 weekend; and Greek restaurant estiatorio Milos opened its first outlet in Asia at Marina Bay Sands.

Following its success, the second edition was held in September with prominent China media group Caixin Global. The Summit delved into the culinary arts' profound influence on modern literature, film and television, followed by another Sands Celebrity Chef dinner presented by Chen Long Hang (成隆行), a one-Michelin-starred restaurant from Shanghai.

## PIONEERING NEW TASTES AND CULINARY COLLABORATIONS

The resort's culinary offerings continued to evolve and expand in 2024. In February, Marina Bay Sands welcomed French fine-casual restaurant Maison Boulud, a reimagining of a longstanding partnership with one of the world's most prominent culinary luminaries, Michelin-starred chef Daniel Boulud. It started 15 years ago with the debut of Boulud's casual French concept db Bistro & Oyster Bar in Singapore at Marina Bay Sands and continues in the same vein with Maison Boulud being the award-winning restaurant's second international outlet following its opening in Montreal in 2012.

Elsewhere on property, the world-renowned Greek restaurant estiatorio Milos marked its Asian debut in July, amplifying the already vibrant dining scene in Marina Bay Sands. This culinary gem, rooted in the concept of *philoxenia*, the sacred art of making a stranger feel at home, promises an authentic and sophisticated dining experience that highlights the freshest seafood air-flown from Greece and the Mediterranean.

The year also represented a golden era of culinary collaboration for Marina Bay Sands. Highlights included a four-hands collaboration between industry legends chefs Daniel Boulud and Wolfgang Puck, and Michelin-starred CUT and fellow Michelin awardee, the homegrown Thevar, timed perfectly with the Formula 1 Singapore Grand Prix.

“As the dining scene in Singapore becomes increasingly saturated, collaboration will be our greatest asset. Our partnerships with Black Pearl, Caixin Global and countless other culinary innovators have already proven their value in positioning Marina Bay Sands as a premier platform for world-class dining concepts. As we look ahead to 2025, we remain committed to exploring new avenues of collaboration. Our goal is to not only be a leading dining destination but to be a catalyst for the region,” says John Sloane, Vice President of Food & Beverage at Marina Bay Sands.

### CULTIVATING WINE CULTURE

Beyond gastronomy, Marina Bay Sands has played a pivotal role in shaping Singapore’s vibrant mixology scene. Beverage Director and award-winning master mixologist Ricky Paiva and connoisseur and Wine Director Britt Ng were instrumental in transforming the beverage programmes across the restaurants, ensuring that every drink promises a memorable experience for diners. Notably, eight of the resort’s restaurants received awards from Wine Spectator 2024, the only programme that recognises the best in restaurant wine service in over 75 countries.

“No other venue can replicate the demand, expertise and ecosystem of luxury fine wines that Marina Bay Sands has created,” adds Sloane. “We already have the largest and most extensive list of rare and fine wines within this market, and we’re focused on deepening our inventory and strengthening the team that drives this important element of the dining experience.”

Indeed, Marina Bay Sands continues to be a magnet for top mixologists and sommeliers from all over the world, including world-class bartender Marco Maiorano and Head Sommelier Tan Chuan Ann, who ranked 17th in the ASI Best Sommelier of the World 2023. The integrated resort counts five advanced sommeliers under its employ, compared to 15 certified sommeliers working for other restaurants in Singapore.

Collaborations with like-minded spirited partners were key in 2024. Marina Bay Sands indulged cocktail aficionados during the year with eight high-value collaborations with renowned mixologists and bars to deliver one-of-a-kind experiences. Key highlights included guest residencies at WAKUDA and KOMA by award-winning bartender Fufu Hong, Yardbird’s tie-up with one of North America’s 50 Best Bars, Sweet Liberty, and the takeover at CUT by SideCar India, which is listed among the top 20 of Asia’s 50 Best Bars. Prestigious wine events featuring the likes of Acker Wines, the world’s largest rare and fine wine auction house, and top wine producer Château Angelus, were offered at estiatorio Milos, Maison Boulud and WAKUDA, providing exclusive opportunities for wine enthusiasts to expand their knowledge and appreciation.

### WHERE QUALITY MEETS CULINARY EXPERTISE

A culture of continuous learning and innovation is essential for Marina Bay Sands to remain competitive. Empowering Team Members has always been a priority, and 2024 saw a convergence of efforts to ensure excellence and innovation across all areas.

To raise Marina Bay Sands’ visibility and influence in the culinary world, F&B talent was actively encouraged to take part in prestigious competitions in the region. Their efforts were rewarded with numerous accolades, including triple gold medals and the champion title at the Asian Pastry Young Chefs Challenge in Guangzhou, China, and the Gold with Distinction medal at the Penang Chefs Association’s Battle of the Chefs Penang 2024. The team also broke the record by achieving the first full score in the ‘Modern Stylish Wedding Cakes’ category since the event was inaugurated in 1988.

Marina Bay Sands further solidified its position as a culinary powerhouse by emerging as the overall winner for the US Embassy’s Fourth of July cake competition, which the in-house pastry team participated in for the first time.



Left to right: Signature experiences included a private event hosted by Chef Tetsuya Wakuda and long-time fan of Waku Ghin, David Beckham; and exquisite wine events by award-winning sommeliers.

#### MAJOR ACCOLADES



FORBES TRAVEL GUIDE 2025:  
 • WAKU GHIN (FIVE-STAR)  
 • CUT AND SPAGO (FOUR-STAR)



MICHELIN GUIDE 2024: CUT AND WAKU GHIN (ONE-STAR)

2024 also saw a laser-sharp focus on training. The wider Forbes Travel Guide hospitality training created specific curriculum for F&B Team Members, such as the F&B Service Verbiage and Grooming and Etiquette classes. The resort also hosted in-house Workforce Skills Qualifications food hygiene basic and refresher courses, establishing a common ground for standards among all Team Members.

“Excellence is a dynamic pursuit for the ever-evolving world of luxury hospitality and F&B and there is never a time for us to rest on our laurels. Through continuous training, we’re ensuring that every interaction, every dish, every moment, is a testament to our commitment to raise the bar and deliver exceptional experiences beyond what is expected,” says Sloane.

2025 will see the resort continue to be a platform for introducing innovative culinary and beverage concepts to the region, revitalising existing dining experiences and elevating offerings across the board. Marina Bay Sands will continue to introduce new and exciting dining options, such as a spotlight on diverse Chinese cuisines at RISE. AVENUE, Black Tap, KOMA and LAVO will also be refreshing and undergoing renovations to offer newer, thrilling experiences. Above all, Marina Bay Sands will be conceptualising, designing, owning and executing a fine-dining Cantonese concept, Jin Ting Wan (金艇湾), a first for the integrated resort.

“Our priorities for the year ahead are clear: curate world-class dining experiences, set new benchmarks for service standards and innovate through groundbreaking F&B concepts,” adds Sloane. “In the past year, we’ve shown our ability to remain agile and embrace change and I’m confident in our ability to deliver in 2025.” ♦

#### MAJOR ACCOLADES



2024 THE GLOBAL SELECTION OF RESTAURANTS BY TRIP.GOURMET:  
 • WAKU GHIN (BLACK DIAMOND)  
 • CUT (DIAMOND)  
 • LAVO, MAISON BOULUD, SPAGO AND WAKUDA (PLATINUM)



WINE SPECTATOR 2024:  
 • CUT, KOMA, MAISON BOULUD, MOTT 32, SPAGO, WAKUDA WAKU GHIN (BEST OF AWARD OF EXCELLENCE)  
 • LAVO (AWARD OF EXCELLENCE)



RAS EPICUREAN STAR AWARD 2024

- BEST CHINESE FINE DINING RESTAURANT - MOTT 32
- BEST EUROPEAN RESTAURANT - BREAD STREET KITCHEN & BAR
- BEST FUSION RESTAURANT - KOMA
- BEST ITALIAN RESTAURANT - LAVO
- BEST WESTERN FINE DINING RESTAURANT - SPAGO DINING ROOM

# WHERE EXCLUSIVITY MEETS INSPIRATION

The Shoppes at Marina Bay Sands sustained its position as the ultimate destination for luxury retail in 2024 while breaking new ground with its experiential retail offerings and bespoke services.

After the frenzy of post-pandemic 'revenge shopping', consumer spending returned to more sustainable levels in 2024. The Shoppes continued to outperform industry expectations, particularly in tourist spending amid this industry normalisation.

"While overall tourist spending in Singapore has yet to reach pre-pandemic levels, The Shoppes has surpassed recovery and has seen strong double-digit tourism growth above our 2019 and 2023 benchmarks, exceeding our pre-pandemic performance," says Hazel Chan, Senior Vice President of Retail at Marina Bay Sands.

This impressive performance was underpinned by increased market share, with The Shoppes listed as a top shopping mall destination for tax-free spend in Singapore across 2024, based on data from Global Blue. The Shoppes' ability to gain market share reflects its unique potential to draw in luxury shoppers from every corner of the globe.

## THE ULTIMATE LUXURY SHOPPING DESTINATION

As 2024 progressed, there were subtle shifts in key markets and consumer behaviour. Chinese and Indonesian tourists remained as the top two segments of shoppers at The Shoppes, with spending from Chinese shoppers surging to over 33% compared to 2023, indicating a sustained potential for increased Chinese spending despite the overall uneven recovery in Singapore.

The strategic positioning of The Shoppes within an integrated resort has been a major draw for luxury shoppers, cementing itself as an all-encompassing destination with leisure, dining, entertainment and business all under one roof.

"Tourists visiting Singapore are attracted to the plethora of possibilities at Marina Bay Sands because it offers them everything under one roof and avoids moving between malls. They know they can find an exceptional ensemble of luxury brands, enjoy fine dining and experience exclusive events all in a singular visit," Chan explains.

Luxury fashion and jewellery remained the most popular categories at The Shoppes, with leading brands such as Louis Vuitton, Hermès and CHANEL consistently drawing in shoppers with their duplex and flagship boutiques.



### MAJOR ACCOLADES



OUTSTANDING RETAIL EXPERIENCE AT SINGAPORE TOURISM AWARDS 2024



BEST OVERALL RETAIL OFFERING BY AN INTEGRATED RESORT AT INSIDE ASIAN GAMING ACADEMY IR AWARDS 2024

These brands have also taken a step further to engage their clientele in a more sophisticated and nuanced manner. Across the mall, The Shoppes continued to support the steady demand seen from the luxury fashion as well as watch and jewellery segments with its customer recognition programme, Discover The Shoppes (DTS). DTS recognises its highest-value shoppers through exclusive experiences and rewards, including shopping vouchers, hotel stays, dining perks, seasonal gifts, parking and limousine privileges. With spends between S\$150,000 and more than S\$1 million per transaction, the highest-value shoppers, particularly in the top 10% of ultra-high-net-worth (UHNW) shoppers, are heavily investing in hard and soft luxury, with average spends and total spends growing.

### EXPERIENTIAL RETAIL TAKES CENTRE STAGE

Luxury retail has gone beyond the transaction, with brands understanding that their shoppers seek unforgettable, immersive experiences. The Shoppes witnessed an increased focus on personalising customer journeys during the year, as brands hosted more in-store events and activations to create engaging experiences that immerse shoppers in new brand experiences and intimate collection previews.

Clockwise from bottom right: The Shoppes continued to be a mecca for luxury shoppers, offering bespoke experiences such as The Shoppes' Personal Shopping Service; and immersive pop-up concepts such as Tod's Italian Garden.



These events have given their most loyal customers access to the brands in a more intimate setting, often featuring behind-the-scenes glimpses into intricate craftsmanship and exclusive viewings of curated product lines.

From Hermès' *On the Wings of Hermès* performance to Van Cleef & Arpels' by-invitation-only high jewellery showcase at the Marina Bay Sands Expo & Convention Centre, these events elevated the brand experience to new levels of engagement by reimagining venues and reconfiguring spaces to immerse very important customers (VICs) into the rich heritage and deep craftsmanship of the brand.

Pop-up concepts also featured prominently, with The Shoppes hosting a series of innovative installations all year round.

Gucci's *Lido*, Roger Vivier's *VIVIER OP-TICAL* and Tod's *Italian Garden* transformed the mall's spaces into captivating environments, offering shoppers a multi-sensory experience that creatively unveiled exclusive debut collections.

When it comes to new openings, Valentino's boutique unveiled its innovative store concept – the first of its kind in Singapore – while Burberry debuted an exquisitely redesigned duplex boutique. Golden Goose opened its inaugural store in Asia at The Shoppes last year, showcasing a distinctive Fioreria Golden store concept that reflects a classic Italian artisanal workshop. Furthermore, with a focus on customer experience, ZEGNA introduced ZEGNA X in its newly renovated store, which features a digital ecosystem and customisation tool for enhanced engagement.

**"We launched the Personal Shopping Service to offer a distinctive luxury experience that only a shopping destination such as ours can create."**

**Hazel Chan,**  
Senior Vice President  
of Retail,  
Marina Bay Sands

Clockwise from top left: The Shoppes hosted innovative events throughout the year, such as *Little Luxury Stars*; *The Christmas Light-Up* featuring CHANEL Winter Tale; and *The Magical House of CHANEL*.

Graff also presented its exquisite new concept store while Max Mara and Marni debuted their impressive retail boutique. These newly designed spaces meet shoppers' increasing appetite for novel, one-of-a-kind experiences.

## PERSONALISATION AND HIGH-TOUCH SERVICES

2024 also saw the relaunch of The Shoppes' Personal Shopping Service, a by-invitation-only bespoke shopping experience featuring 80 participating brands. Shoppers pre-select their favourite brands and styles before their visit. Upon arrival, they are welcomed by a personal concierge who ushers them to a private buggy for their VIP shopping experience at the boutiques, complete with styling consultations tailored to their style aesthetic and the occasion they are dressing for.

"As one of the only malls to provide a Personal Shopping Service featuring an array of luxury brands in a singular appointment, we launched this service to offer a distinctive luxury experience that only a shopping destination such as ours can create," says Chan.

The carefully crafted service has been well received by shoppers, including hotel Paiza suite guests, loyal VICs and even royalty.

## LUXURY FASHION AND SEASONAL EVENTS

In keeping with The Shoppes' commitment to offering something for every member of the family, the *Little Luxury Stars* event returned in 2024 with its largest-ever fashion show. This annual signature event showcases the luxury children's precinct at The Shoppes and has become a highlight for parents and children alike. The 2024 edition, themed *Cursed Kingdom*:

*Tale of the Haunted Castle*, transformed the precinct into a magical and spooky realm, complete with Halloween-themed canapés by Yardbird Southern Table & Bar, in-store activations by 14 childrenswear labels and a childrenswear fashion show featuring looks across six brands.

Christmas wrapped up a wonderful year for The Shoppes, as Marina Bay Sands and CHANEL Beauty collaborated for the annual festive light-up. *The Christmas Light-Up* featuring CHANEL Winter Tale took centre stage at The Shoppes alongside the large-scale *Magical House of CHANEL* at the Event Plaza. The mall transformed into a winter wonderland where a bespoke apartment awaited guests, while the integrated resort was adorned with chromatic gold and silver Christmas trees.

## PAVING THE WAY FOR THE FUTURE OF LUXURY RETAIL

Marina Bay Sands is already laying the groundwork for the next phase of its retail journey, making way for even greater curation of luxury shopping treatments.

"Our vision for taking luxury to the next level entails more exclusivity, personalisation and unique experiences," says Chan. "Those are the cornerstones of how we will differentiate ourselves and stay ahead of the curve."

Marina Bay Sands' unparalleled ability to provide a complete lifestyle experience – luxury shopping, fine dining and exclusive hotel services – all under one roof is what continues to set it apart from other local and regional players in an increasingly competitive market. Says Chan, "It's not just about selling the finest products. It's about offering a personalised, memorable experience that resonates with the evolving demands of luxury shoppers." ♦

# SHAKING UP THE CULTURAL SCENE

Anchored by a powerful theme, ArtScience Museum highlighted a bold new curatorial vision that set the stage for a landmark year.

Emblazoning 2024 as *The Year of Extraordinary Women*, the Museum celebrated the stories of women who have challenged narratives, defied expectations and transcended conventions.

This fresh direction saw the Museum delving deeper into the lived human experience – particularly the profound impact women have had in shaping society and culture throughout history.

“ArtScience Museum’s *Year of Extraordinary Women* invited visitors to explore the diverse lives, struggles and triumphs of remarkable women. Regardless of age, gender or background, we hope that our audience felt empowered to embrace their identity and seize the day,” says Honor Harger, Vice President of Attractions and ArtScience Museum.

## A CUSTODIAN OF STORIES

With its dynamic rotation of exhibitions, ArtScience Museum frequently collaborates with other renowned institutions to bring major touring shows to the region. They are brought to life by a dedicated team of curators who infuse local and regional perspectives, often lending a voice to lesser-known narratives and individuals.

The first major exhibition of 2024, *Goddess: Brave. Bold. Beautiful.*, was a visual expedition through 120 years of moving image history. It offered a peek into the lives of glamorous stars from classic Hollywood to modern day Asia, highlighting how their work on and off screen shaped a more inclusive society.

While the exhibition originated from ACMI, Australia’s national museum of screen culture, ArtScience Museum expanded on existing themes to bring more Asian luminaries and homegrown actresses to the forefront. This included the leading ladies of Singapore’s golden age of Malay cinema, movie star Marrie Lee, from cult film classic *They Call Her Cleopatra Wang*, and Fann Wong, the first Singaporean actress to break into Hollywood.



In May, the Museum unveiled *Frida Forever*. The immersive biographical exhibition *Frida Kahlo: The Life of an Icon* was complemented by a special in-house curated showcase titled *Laid Bare: Frida’s Inner World*, offering a more intimate look at the person behind the Mexican icon. It explored Frida’s life through the unconventional lens of her medical journey, displaying rarely-seen medical documents and photographs from the personal collection of Cristina Kahlo Alcalá – the great niece of Frida Kahlo. Not only was ArtScience Museum able to shed new light on Frida’s relationship with her body and the profound impact her ailments had on her art but it also integrated scientific perspectives into her story.

“Museums are not just repositories of art and artefacts but important platforms to capture the narratives and insights of individuals and communities. With our *Frida Forever* season, we brought to light lesser-known narratives of how she overcame immense adversity by creating a dialogue between health, identity and artistic expression. We invited doctors from Singapore to provide contemporary analyses of Frida’s medical conditions and discuss the challenges she would have experienced. This is one of the ways we allow visitors to engage with history in a more meaningful way,” adds Harger.

Clockwise from the left: ArtScience Museum was anchored by a series of exhibitions themed *The Year of Extraordinary Women*. Highlights included *Goddess: Brave. Bold. Beautiful* featuring costumes inspired by Marilyn Monroe from the iconic film *Gentlemen Prefer Blondes*; and *Laid Bare: Frida’s Inner World* and *Frida Kahlo: The Life of an Icon* which offered a deeper look into the life and art of Mexican icon Frida Kahlo.



## A SPECTRUM OF NOVEL EXPERIENCES

ArtScience Museum consistently redefines the boundaries of cultural experiences in Singapore, seeking innovative ways to engage visitors. In 2024, several new offerings were launched for regulars and newcomers alike.

Since July, it has been extending operating hours till 9pm every Friday and Saturday, allowing visitors to enjoy the wonders of the Museum beyond daytime and explore exhibitions at their own pace. Known as *ArtScience After Hours*, this also became an opportunity to reimagine how spaces receiving heavy footfall in the day could be transformed to accommodate more intimate programmes by night.

With a panoramic view of the city skyline, the lobby serves as the perfect backdrop for atmospheric events after dark. It became a cosy spot for DJ Nights, panel discussions and late-night movies at ArtScience Cinema, and came alive with parties such as *Frida Forever: A Birthday Fiesta*, which featured themed delicacies, live performances and activities.

"*ArtScience After Hours* offers guests the chance to enjoy the exhibitions in a more exclusive, relaxed and intimate setting beyond the usual hustle and bustle," says Harger.

Embodying its identity as a hub for experimentation and interactivity, ArtScience Museum also curated *In the Ether: A Festival of Technology and Innovation* in partnership with Ethereum Singapore. Attended by over 75,000 visitors, this month-long festival in September surpassed 70 events and featured more than two dozen technologists, scientists, designers and artists exploring the transformative potential of artificial intelligence (AI) and other emerging technologies.

Additionally, inaugural 'ArtScientist-in-Residence' Cesar Jung-Harada marked the end of his term with the exhibition *An Ocean City Imagined*. Having engaged thousands of visitors in hands-on design innovation over two years, Jung-Harada's closing showcase presented life-sized models of groundbreaking inventions that harness the power of the oceans, offering renewable and sustainable solutions to the climate crisis.

Top left: Other key exhibits included Cesar Jung-Harada: *An Ocean City Imagined*.

Top right and below: *The World of Studio Ghibli* presented famous scenes, such as Chihiro standing in front of the bathhouse in the animated movie *Spirited Away*; and a giant statue of Ponyo from the acclaimed eponymous film outside ArtScience Museum.

## AT THE INTERSECTION OF POP CULTURE

Award-winning Japanese animation powerhouse Studio Ghibli has captivated audiences worldwide with its rich narratives, visual splendour and iconic characters. As such, ArtScience Museum's announcement of *The World of Studio Ghibli* exhibition was met with widespread enthusiasm.

This exhibition marked Studio Ghibli's first official showcase in Singapore, giving fans the opportunity to step into the fantastical realms of 11 beloved films. This was also one of ArtScience Museum's largest and most ambitious exhibitions to date, transforming the outdoor lily pond and 11 galleries across two levels, with large-scale, immersive theatrical sets.

A global phenomenon, Studio Ghibli joins the ranks of other celebrated movie studios and intellectual properties such as Harry Potter, Disney and DreamWorks Animation, which have collaborated with ArtScience Museum. This is testament to their trust in the Museum's reputation as a nexus of pop culture experiences.

"*The World of Studio Ghibli* pays homage to one of the greatest animation studios of our time. For 10 years, our team has dreamt of bringing a Studio Ghibli show to Singapore, and we are proud to have realised this vision. Hosting this exhibition is a major cultural milestone, and we endeavour to continue providing exclusive experiences that bring fans together to create unforgettable memories," says Harger. ♦



SPOTLIGHT

## TAKING TO THE GLOBAL STAGE

Over the years, ArtScience Museum has also demonstrated its curatorial prowess through the research and development of its own in-house shows including *New Eden: Science Fiction Mythologies Transformed*. First presented in 2023, it explored the intersection of science fiction and Asian philosophical traditions through the lens of Asian women artists and collectives.

On 3 August, this exhibition – retitled *SCI-FI: Mythologies Transformed* – broke new ground as ArtScience Museum's first in-house curated exhibition to tour abroad. Debuting at Science Gallery at the University of Melbourne, this new iteration expanded to encompass the Asia Pacific region, showcasing Asian-Australian and First Nations artists alongside the artists presented in Singapore.

"ArtScience Museum has established itself as a key international institution working at the intersection of art and science. We have cultivated a reputation for curating and producing significant exhibitions and programmes that reflect shifting trends, global challenges and bold ideas. Our first touring exhibition is a milestone that demonstrates our ability to curate exhibitions that contribute to the cultural landscape beyond Singapore. It marks the beginning of a new chapter of growth, and we are excited for more to come," says Harger. ♦

# SCALING NEW HEIGHTS

With 2024 marking another record-setting year for the Expo & Convention Centre, the integrated resort's commitment to innovation, collaboration and sustainability continues to elevate Singapore's standing on the global meetings, incentives, conferences and exhibitions (MICE) stage.

Following a stellar 2023, Marina Bay Sands' MICE business once again surpassed expectations in 2024, setting a record in revenue for the second consecutive year.

Beyond hosting more high-profile events, the integrated resort has seen a significant shift in the size and complexity of the events themselves. Clients are opting for larger spaces and extended engagements across multiple days. This trend reflects Marina Bay Sands' ability to cater to increasingly ambitious event formats, enhancing its reputation as a world-class MICE destination.

"The scale of the events has increased tremendously. This is because delegates and attendees expect more from events. With this, experience design and creation have become ever more important. Events are no longer just about being in an exhibition hall or being in a ballroom. Instead, we are seeing events take over multiple levels and incorporate activities across the Marina Bay area to drive engagement and bring experience design to a whole new level," says Ong Wee Min, Vice President of Sales & MICE at Marina Bay Sands.

The venue hosted over 2,200 events last year. One notable example is *TOKEN2049*, one of the Expo & Convention Centre's largest

events, which saw attendance grow from 3,000 in 2019 to a soaring 20,000 in 2024. Other standout events included *Rotary International Convention*, which booked out the entire Expo & Convention Centre, and *International Dental Exhibition and Meetings*, which occupied almost all exhibition halls.

The return of *Rotary* to Singapore after a 25-year hiatus was a major milestone, with Marina Bay Sands playing a key role in bringing the prestigious event back to the city state.

## DRIVING SUCCESS WITH STRATEGIC PARTNERSHIPS

A key driver of Marina Bay Sands' MICE success has been the progress of the Bay Precinct Strategy. Launched in 2022, this collaborative approach brings together key partners across the Marina Bay area to offer a seamless, enhanced experience for event organisers and attendees. The past year saw the integrated resort deepen its links with Marina Bay's ecosystem of 12 hotels, 10 world-class attractions and restaurants with a collective 18 Michelin stars.

These partnerships have enabled event organisers to offer customised packages, including multi-venue experiences that combine luxury accommodation, fine dining and local cultural experiences. For example, the *TOKEN2049* event created satellite events at partner hotels and restaurants, offering attendees unique experiences around the Bay.



Marina Bay Sands' collaboration with the National Arts Council (NAC) also progressed significantly in 2024, particularly with the launch of the *I PLAY SG Music* initiative, which featured local music played all around the Expo & Convention Centre and at events held on-site. The integrated resort also made a S\$500,000 donation to NAC, establishing the Sands Innovative Arts Fund to invest in the future of emerging art forms and innovative creators.

The commitment to highlighting Singapore's creative scene extends beyond music, with discussions underway to incorporate more visual and performing arts into future events.

## INFUSING WELLNESS AND SUSTAINABILITY

Sustainability and wellness also remain central to Marina Bay Sands' MICE strategy. In 2024, the *THRIVE* wellness programme was rolled out, offering both physical and intellectual wellness experiences.

Drawing inspiration from the in-house 'Where Mind & Body Connect' programme, *THRIVE* provides delegates with activities such as sound meditation, mindfulness sessions and yoga, tailored to their specific event needs. Wellness continues to be at the forefront of event organisers' minds with a pickleball court and ice bath drawing attention at *TOKEN2049*.

Clockwise from top left: Marina Bay Sands Expo & Convention Centre celebrated the return of *Rotary International Convention* to Singapore; and the launch of *I PLAY SG Music*.

OVER  
**2,200**  
EVENTS HELD AT  
THE VENUE IN 2024

OVER  
**1.2**  
**MILLION**  
ATTENDEES IN 2024



On the sustainability front, Marina Bay Sands continued to lead by example in 2024, embedding eco-friendly practices into all aspects of its operations. The Expo & Convention Centre continued with its upgrading of mobile and permanent water dispensers to reduce single-use plastics, while guests requesting bottled water were provided with eco-friendly versions made from recycled materials.

The Expo & Convention Centre also scrapped its sustainability meeting package during the year, opting instead to make sustainability a baseline in all events.

“Sustainability can no longer be just a selling point. It must be ingrained in every aspect of our operations,” says Ong.

Meanwhile, some 100 MICE Team Members attained the Events Industry Council’s Sustainable Event Professional certification during the year. This makes Marina Bay Sands one of the largest teams in the MICE industry to be accredited in sustainable event management.

### LEVERAGING TECHNOLOGY

Marina Bay Sands continued to push the envelope with its technological innovations. In collaboration with local tech company Gevme, the resort piloted a gamification platform designed to curate personalised experiences around the Marina Bay area. Still in the development phase, this initiative will enable event organisers to incorporate challenges and activities tied to key attractions around the Bay, such as Michelin-starred restaurants and fitness trails.

Another standout technological achievement during the year was the further adoption of the Event Design Canvas (EDC), a methodology that allows event planners to design experiences based on specific outcomes for stakeholders. The MICE department now has 100 Team Members certified in EDC, enabling it to deliver events that are more structured and outcome-driven. The EDC has been embraced by clients worldwide, with Marina Bay Sands exporting the programme to London, Las Vegas and Los Angeles.

Top and bottom right: Highlights of the *Autumn Showcase* included select celebrity chef experiences, sound meditation from the *THRIVE* wellness programme; and intricate desserts infusing Autumn produce.

### BRANCHING OUT INTO EXCLUSIVE CATERING

The year in review saw the launch of an exclusive catering service, marking an entry into outdoor catering for major events. Debuting at the Singapore Airshow, the service was hailed for its culinary excellence, as it elevated the overall experience for attendees.

Marina Bay Sands also strengthened its client relationships through two key appreciation events in 2024: the *Crystal Dragon Showcase* and the *Autumn Showcase*. These events provided a platform to celebrate success and preview upcoming initiatives. At the *Autumn Showcase*, clients were introduced to new culinary experiences, including signature dishes from renowned restaurants such as Spago and WAKUDA, alongside upcoming cutting-edge technology such as a gamification platform designed to enhance delegate engagement.

### RE-IMAGINING THE FUTURE OF MICE

The outlook into 2025 and beyond is bright, with major events lined up. These include the return of Vinexpo Asia and the Asian debut of the Middle East’s largest technology showcase *GITEX ASIA*. *SEMICON Southeast Asia*, one of the city state’s original technology exhibitions, will also be making a return for its 30th anniversary.

Reflecting on the journey so far, Ong highlights the spirit of innovation and collaboration that has driven the integrated resort’s success in the MICE space.

“We never rest on our laurels. Every year, we strive to introduce new experiences, whether through wellness, technology or our partnerships. The key is to keep evolving to meet the ever-changing needs of our clients and their delegates,” he says.

The robust foundation laid in 2024 will undoubtedly serve as a springboard for the exciting innovations and achievements to come in 2025 and beyond. ♦

#### MAJOR ACCOLADES



SINGAPORE MICE AWARDS 2024 – EMERGING TALENT OF THE YEAR AND MICE VENUE OF THE YEAR



BEST CONVENTION CENTRE (SOUTHEAST ASIA) AT M&C ASIA STELLA AWARDS 2024



BEST MEETINGS & CONVENTIONS HOTEL – SINGAPORE AT TTG TRAVEL AWARDS 2024



# SHAPING THE FUTURE OF LUXURY

Renderings of the new ultra-luxury resort and entertainment destination IR2.

Marina Bay Sands is poised to enter an exciting new chapter with the start of construction on its new ultra-luxury resort and entertainment destination, IR2, in mid-2025. This highly anticipated development will not only enhance the integrated resort's iconic profile but also redefine the future of luxury in Singapore and beyond.

With its ambitious vision and meticulous planning, IR2 promises to deliver an unmatched level of exclusivity and sophistication, further solidifying Marina Bay Sands' status as a global leader in the hospitality space.

With 570 suites, the all-suite luxury hotel will provide an experience that is designed to appeal to an elite segment of guests. The new development, which is due to open in January 2031, subject to government approval, has been conceptualised to complement the existing Marina Bay Sands property while creating a distinct identity of its own.

"IR2 reflects our confidence in Singapore as a premier destination for luxury and leisure," says Paul Town, Chief Operating Officer of Marina Bay Sands. "It is not just an extension of Marina Bay Sands. It will be a standalone destination that elevates the entire integrated resort experience."

Among the standout features will be a 15,000-seat state-of-the-art entertainment arena designed to host world-class performances and events. This space will position Marina Bay Sands as a hub for culture and entertainment, attracting global talent and audiences to the city state.

Premium MICE facilities spanning some 200,000 square feet will also be housed within the property, with features such as a luxury ballroom. The new development will also feature a spa concept that integrates state-of-the-art treatments with a serene and nature-inspired design.

Crowning the resort will be the Skyloop – a rooftop experience with multi-level Infinity Pools, destination dining and nightlife, as well as attractions such as a public observation deck that will further enhance the guest experience by offering breathtaking views of Marina Bay and beyond.

"The property, with the world's best hotel, will deliver unmatched exclusivity, featuring world-class dining and culinary experiences, and leisure and wellness offerings that blend luxury hospitality with private club sophistication," adds Town.

The development of IR2 also reflects Marina Bay Sands' and parent company Las Vegas Sands' forward-looking approach to sustainability. The design will include biophilic elements that incorporate nature, energy-efficient technologies and eco-conscious materials. ♦



# BEYOND MEASURE

At the core of Marina Bay Sands is an enduring commitment that extends beyond supporting Singapore's economic and tourism goals to one that creates positive impact for its people, communities and the planet. The partnership with the city-state has only grown stronger, with the integrated resort investing in the development of its workforce through training, fostering a strong culture of employee volunteerism with community partners, driving progress within the local business ecosystem and pushing the frontiers in sustainability.

## PEOPLE

# ATTRACTING A WORLD-CLASS TALENT POOL

Reaching a record strength of more than 11,800 Team Members, Marina Bay Sands deploys a plethora of strategies to attract, develop and retain its suite of diverse multinational talent. From organising an annual career fair and tapping on educational institutions to offering competitive packages and hiring inclusively, the integrated resort pushes forward in its journey to build a world-class talent pool.

“When it comes to building a continuous stream of local talent, one of our strategies is to work with Institutes of Higher Learning (IHLs) and offer scholarships, internships and even property tours to pique students’ interest in a hospitality career,” says Chan Yit Foon, Senior Vice President of Human Resources at Marina Bay Sands.

In 2022, Marina Bay Sands and its parent company Las Vegas Sands launched a US\$1 million scholarship programme to nurture young hospitality talent and grow the future workforce. This scholarship will ultimately support over 100 Singaporean students in IHLs, some of whom have already begun internships with the integrated resort.



All Team Members undergo training to embrace the new culture-building programme, in tangent with the *Above Beyond* brand vision.

## INNOVATION

## INDUSTRY-FIRST ROBOTS LEAD DELIVERIES

In March 2024, Marina Bay Sands began using Autonomous Mobile Robots (AMRs) to manage back-of-house deliveries for the hotel – a first for the hospitality industry. Typically used in factories around the world, the AMRs tackle a key pain point for the resort, resulting from the manpower-laborious task of making deliveries across the entire property.

On average, the resort sees over 200 manual deliveries across 80 routes each day. Between 2019 and 2023, delivery volumes surged by around 35%.

The AMRs have been a game changer since being introduced to the resort’s operations. Capable of functioning around the clock, each robot can transport a maximum load of 300kg and move at a top speed

of 1.4 metres per second. Safety laser scanners allow for intelligent wayfinding and obstacle detecting, with the robots being able to navigate around objects in their path.

As deliveries may be required across different floors, the robots are connected to Marina Bay Sands’ warehouse management system and are able to enter lifts and disembark at specific floors. They are controlled via an app, which allows Team Members to assign tasks, monitor movements and troubleshoot issues.

With the use of AMRs, Marina Bay Sands has seen up to a 30% reduction in labour dependency in its Procurement and Supply Chain team. Team Members have been re-assigned to higher value tasks, learning new skillsets such as inventory management as well as operating and dispatching the AMRs. These allow them to optimise the integration of robots into daily operations.

Following a successful initial trial of four robots for the hotel, Marina Bay Sands introduced another eight robots to support deliveries for the hotel and the Expo & Convention Centre. Another five will be rolled out in the second quarter of 2025. ♦



The property is also strengthening its local workforce through inclusive hiring, with the principles of diversity, equity and inclusion woven into its hiring DNA. Over the years, Marina Bay Sands has worked with partners such as SG Enable and Yellow Ribbon Singapore to identify, train and hire jobseekers. To date, the property has hired over 60 persons with disabilities and nearly 65 ex-offenders, matching their skillsets to the right jobs. These Team Members work in customer-facing and back-of-house roles, including F&B, Sampan Rides and Wardrobe.

Marina Bay Sands' commitment to diverse hiring has been recognised nationally, with SG Enable renewing the resort's Enabling Mark (Platinum) status in 2024.

### RETAINING TALENT

As the year unfolded, Marina Bay Sands took measured steps to retain talent with a salary review for selected departments, ensuring that compensation remained competitive.

The resort also launched a flexible work arrangement scheme, in line with Singapore's new Tripartite Guidelines on Flexible Work Arrangement Requests (TG-FWAR), which came into force in December 2024. The guidelines require employers to consider and respond to employees' formal requests for flexible work arrangements.

While hybrid work arrangements have been practiced since the pandemic, the property conducted an overall review of existing practices and rolled out a flexible work arrangement scheme, detailing the company's policy on flexible place, time and workload.

"We are highly supportive of flexible work arrangements within the operational needs of the hospitality industry," says Chan.

*"We are highly supportive of flexible work arrangements within the operational needs of the hospitality industry."*

**Chan Yit Foon,**  
Senior Vice President  
of Human Resources,  
Marina Bay Sands

Marina Bay Sands is committed to being the employer of choice in Singapore by creating good jobs and developing careers.



### BUTLER ACADEMY

## TRAINING ONE OF THE WORLD'S LARGEST BUTLER SERVICES TEAMS

With around 160 butlers, Marina Bay Sands has one of the largest Butler Services teams in the world, catering mainly to hotel guests staying in the resort's Paiza Collection. As the first touchpoint for these guests, the butlers are the face of Marina Bay Sands and are trained to embody service excellence.

Training takes place in-house at the Butler Academy, a 10-day intensive programme helmed by trainers from the Butler Services team and Hotel Training and Quality Assurance team. Across the property, subject matter experts, ranging from a wine sommelier to head chefs, lead specific modules. The rigorous programme is pegged to global luxury service standards.

First conceptualised in 2022, the Butler Academy launched in 2024, with around 100 butlers having completed the training. Each month, around 10 butlers are sent to the Academy. Class sizes are deliberately kept

small, allowing trainers to focus on each participant's needs and encouraging them to participate actively.

The programme begins in a classroom setting before moving to a Paiza Collection suite, where butlers dabble in role play and skills training. From guest service requests and anticipatory service to suite set-up and even penmanship for more personable handwritten notes, participants are trained across all aspects of the guest journey, including soft skills.

The butlers are also brought on an immersion programme across the property, where they are trained to introduce the celebrity chef and signature restaurants to guests and recommend their finest dishes. They also learn about the resort's various attractions and art installations. This equips butlers with the relevant knowledge to make thoughtful recommendations for their guests.

At the end of the training, butlers take an extensive 50-question quiz and undergo five audits based on global luxury service standards, which require a 100% score and a 92% score to pass respectively.

Beyond the Academy, butlers also undergo three months of on-the-job training, as well as cross-department trainings and exposure to other teams helming airport meet-and-greet, call centre, in-room dining and transport services. Throughout the year, they can also refresh their learning at their own pace by tapping on newly developed e-learning videos. ♦



**DIGITAL TRANSFORMATION**

Transformation was a central theme across Marina Bay Sands over the course of the year. In September, the resort underwent a digital transformation, with the launch of Workday – a new platform that combines previously disparate HR systems into one.

Chan explains, “It was timely for us to go on a digital transformation journey and modernise our systems. Workday allows us to drive productivity. With more data being ported online, there’s greater visibility of information for management reporting, and that’s really changing how we’re going to make decisions at the end of the day.”

To encourage usage, Team Members were invited to a three-day roadshow at the Expo & Convention Centre to learn about Workday’s features and benefits through fun quizzes and games. Post-launch, Team Members have been taking learning and teaching into their own hands, with some creating simple instructional videos and uploading them onto the OneMBS Facebook network. The transition has already resulted in productivity improvements, with Team Members being able to submit medical certificates through the Workday app on their mobile phone, instead of on property only.

**EMBRACING TALENT OPTIMISATION AND CULTURE BUILDING**

In 2025, Marina Bay Sands will refine its strategies for talent optimisation and review existing approaches to talent identification, human capital development and succession planning. The resort will also explore making greater use of AI for recruitment efforts and greater productivity. For example, a new chatbot could address common queries from Team Members and replace the HROne information counter manned by Team Members in the back of house.

A new culture-building programme is also in the works, in tandem with the new *Above Beyond* brand vision announced in November 2024. As the resort moves forward with the brand transformation, all Team Members will undergo training to better embody the brand ethos. ♦

**MAJOR ACCOLADES**



RANKED 5TH IN TOP 10 MOST ATTRACTIVE COMPANIES TO WORK FOR IN SINGAPORE AT RANDSTAD EMPLOYER BRAND AWARDS 2024

RANKED 15TH IN SINGAPORE’S BEST EMPLOYERS 2024 BY THE STRAITS TIMES AND STATISTA



ENABLING MARK (PLATINUM) (2024-2027) AT SG ENABLE ENABLING MARK AWARDS 2024

Left to right: Marina Bay Sands’ investment in the future goes from nurturing recipients of the Sands Hospitality Scholarship programme to investing in technologies for greater optimisation.

**DIVERSITY, EQUITY AND INCLUSION**

**CELEBRATING WOMEN AT MARINA BAY SANDS**

Lunchtime talks were a mainstay, featuring both Marina Bay Sands senior management – male and female – and external speakers sharing candidly about their life and work experiences. More fun and light-hearted activities were organised throughout the year, including a Lunar New Year celebration, a fengshui talk, a skincare and makeup workshop and exclusive access to the opening party of *Goddess: Brave. Bold. Beautiful.*, an ArtScience Museum exhibition celebrating iconic women.

EmpowHer, an all-women employee resource group at Marina Bay Sands, grew in strength last year, following its launch in 2022. The self-initiated group brings together female Team Members in the organisation, offering them opportunities for mentorship, networking and community support.

Beyond this vibrant calendar of events, the EmpowHer group also welcomed a new batch of mentors and mentees. The mentorship programme saw overwhelming response from female Team Members, with a total of 34 mentor-mentee pairs in its second run, up from 13 pairs in the first batch. ♦



COMMUNITY

# 2024 HIGHLIGHTS

Marina Bay Sands remains deeply invested in creating positive impact to advance Singapore's social needs across each of the four Sands Cares pillars. In addition to giving back through its unique property offerings, philanthropic investments, capacity building and active volunteerism of its over 11,800-strong workforce, Marina Bay Sands galvanised the wider community to make a difference through the 10th edition of *Sands for Singapore Charity Festival* in 2024.

74

COMMUNITY EVENTS ORGANISED AND SUPPORTED IN 2024

OVER  
49,800

BENEFICIARIES IN 2024

CLOSE TO

120,000

VOLUNTEER HOURS CONTRIBUTED BY MARINA BAY SANDS' TEAM MEMBERS SINCE OPENING

CLOSE TO

S\$4.6  
MILLION

RAISED FOR LOCAL CHARITIES THROUGH SANDS FOR SINGAPORE CHARITY FESTIVAL 2024

OVER

S\$39  
MILLION

RAISED THROUGH SANDS FOR SINGAPORE CHARITY FESTIVAL SINCE ITS INCEPTION IN 2013

MADE FROM RECYCLED PLASTIC

# SOCIAL IMPACT

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

Since opening, the integrated resort has been committed to contributing to Singapore beyond its economic and tourism goals by leveraging its unique property offerings, philanthropic funding, capacity building and volunteerism of its over 11,800-strong workforce.

Together with its community partners, Marina Bay Sands is demonstrating its commitment to strengthening the fabric of Singapore.

In 2024, Marina Bay Sands organised 74 community events, impacting more than 49,800 beneficiaries. These initiatives included supporting 30 persons with disabilities from Bizlink Centre to receive vocational training at the newly launched Enabling Business Hub in Lakeside, funding 20 lower primary students with mathematics bursaries through the Dyslexia Association of Singapore to help with their learning difficulties, bringing festive cheer to seniors through a fun-filled Lunar New Year celebration and donating S\$500,000 to support emerging art forms and innovative creators in the local arts scene through the Sands Innovative Arts Fund. Marina Bay Sands' Team Members contributed more than 13,000 volunteer hours in 2024, bringing the total volunteer hours contributed since opening to close to 120,000 hours.



## SANDS CARES PILLARS

### Hardship Relief

Investing in solutions to create resiliency for communities in need, from low-income families, seniors and youths to persons with disabilities.

### Education

Nurturing the workforce of tomorrow through learning and mentoring, with initiatives such as the US\$1 million Sands Hospitality Scholarship programme.

### Cultural and Natural Heritage

Promoting and preserving Singapore's unique identity showcased through the arts, music and more.

### Disaster Response and Preparedness

Equipping and supporting in community crisis planning, including 30,000 hygiene kits built in 2024 for vulnerable communities in Singapore and the Philippines.

## MAJOR ACCOLADES



CHARITY GOLD AWARD, ENABLER AWARD AND VOLUNTEER PARTNER AWARD AT COMMUNITY CHEST AWARDS 2024



COMPANY OF GOOD (3 HEARTS) BY NATIONAL VOLUNTEER AND PHILANTHROPY CENTRE



CORPORATE AND SOCIAL EXCELLENCE (HIGH DISTINCTION) AT AMCHAM CARES AWARD 2024



## 10 YEARS OF SANDS FOR SINGAPORE CHARITY FESTIVAL

Marina Bay Sands celebrated a remarkable decade of giving through its signature event, *Sands for Singapore Charity Festival*, with 10 weeks of community engagement activities and innovative fundraising efforts culminating in a three-day Festival held at Event Plaza from 23 to 25 August. Themed 'Where Hearts Come Together', the annual event highlighted strength in unity as Marina Bay Sands' Team Members, community partners and thousands of members of the public came together to make a collective difference for society.

### Scoops of Hope

Following a successful run in 2015 and 2016, ice-cream pop-up Scoops of Hope made a special return on the 10th anniversary of the Festival to raise funds for charity through the sale of 10 specially crafted ice-cream flavours. Over 6,600 scoops of ice cream – crafted by Marina Bay Sands' celebrity chefs, including Tetsuya

Wakuda from Waku Ghin, along with chefs from Bread Street Kitchen, CUT and Maison Boulud – were sold over 10 days from 16 to 25 August.

All proceeds went towards supporting Metta Café's mission of providing F&B vocational training programmes for graduates with intellectual disabilities.

Felicia Wee, Deputy Executive Director at Metta Welfare Association, says, "We are deeply grateful for the support that Marina Bay Sands has given us through the years, not just through funding but also in providing meaningful employment opportunities for our graduates. They are instrumental in allowing our graduates to further hone their specific skillsets through on-the-job training in a commercial setting, leading to open employment in inclusive work settings."



Left to right: Local singer Glenn Yong returned to perform at Sands for Singapore Charity Festival for the second year; and Metta Café apprentices joined the launch of charity ice-cream pop-up Scoops of Hope.

### Festival Highlights

Returning for the third year, the popular *Giving Marketplace* remained a key feature of *Sands for Singapore Charity Festival* to support non-profit organisations, social enterprises and small businesses to raise funds and drive awareness of their causes. The social marketplace showcased a curated array of products, including handcrafted items, baked goods and lifestyle products made by beneficiaries and social enterprises such as Jojomama, SPD and The Shy Crafter. All proceeds were retained directly by the participating organisations to support their causes.

Another highlight was *Heartwork: Upcycling for Good*, an upcycling plastic waste initiative that enabled visitors to make a token donation and breathe new life into plastic bottle caps, reflecting Sands Cares' endeavour to infuse sustainability into the ethos of giving back. More than 35,000 plastic bottle caps from Marina Bay Sands' restaurants and kitchens were recycled and contributed to the coasters and keychains made at the Festival.

The public also indulged in a spectacular array of specially priced gourmet treats and beverages from several of Marina Bay Sands' signature restaurants, namely Black Tap, Origin + Bloom, RISE and Yardbird. Proceeds from both activities were channelled directly to support AWWA's Transitional Shelter Programme, to support lower-income families by enhancing their living conditions in temporary shelters.

To celebrate the local arts scene and talents of artists with disabilities, the Festival hosted three nights of live performances, which kicked off with performers from ART:DIS, MINDS and Redefinition at the opening ceremony. The Festival saw a strong turnout throughout the weekend as visitors basked in electrifying performances by local musicians Glenn Yong, Ben Hum and shazza, while local bands Shirlyn + The UneXpected, Supersonic and 53A kept the crowd on their feet through their pulsating sounds of top hits.

In the lead-up to the Festival, more than 4,000 of Marina Bay Sands' Team Members participated in over 20 community engagements over a 10-week period, demonstrating the integrated resort's commitment to doing good.

A toy donation drive was organised in partnership with LOVE, NILS, to bring cheer to children undergoing long-term cancer treatment in hospitals.



## IMPARTING SKILLS

### Mentoring the Next Generation

Marina Bay Sands' strong spirit of mentoring has been harnessed through several initiatives. In partnership with CARE Singapore, Marina Bay Sands hosted three cycles of a youth mentoring programme, supported by Singapore's Ministry of Education, to assist vulnerable and at-risk students. In February, the third cycle of mentoring with CARE Singapore concluded, with 29 students from Damai Secondary School and Guangyang Secondary School mentored by Marina Bay Sands' Team Members. Mentors befriend and support the students from adverse backgrounds through various activities to nurture their personal growth and build confidence. Marek Myszkowski, Captain at Spago Singapore, says, "Finding time to volunteer can be a challenge but the monthly mentoring engagements have allowed me to build a strong relationship with my mentee and allowed me to grow as a mentor."

Marina Bay Sands was also a venue partner for two mentoring-related events, including the *Science, Technology, Engineering and Mathematics (STEM) Festival* by United Women Singapore, a local non-profit organisation that advances women's empowerment and gender equality. Themed '*Bridging Gaps, Building Futures*', the event brought together more than 300 female students and their parents for inspirational conversations, including a speed mentoring session, where six Team Members from EmpowHer, Marina Bay Sands' all-female employee resource group, participated as mentors.

In November, the annual *National Mentoring Summit 2024* brought together over 600 mentoring practitioners, leaders, advocates, stakeholders and students, to exchange ideas and share best practices in accelerating impact and taking action to create momentum in mentoring.

### Nurturing the Next Wave of Hospitality Talent

In 2023, Marina Bay Sands awarded the Sands Hospitality Scholarship to 49 Singaporean students from six 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. In 2024, the students participated in engagements at Marina Bay Sands, such as the opening of *Sands for Singapore Charity Festival* and a networking session to welcome the second batch of scholarship recipients, with opportunities for the students to interact with Marina Bay Sands' Team Members.

Marina Bay Sands has also been working closely with the Singapore Institute of Technology to nurture promising talent in developing their careers in the hospitality industry, donating a total of S\$700,000 towards the Marina Bay Sands Bursary since 2018. To date, 120 undergraduates have received financial assistance through the Bursary to support their pursuit of a Bachelor of Hospitality Business degree and hone their interest and skills towards a hospitality profession.

Top to bottom: Miracle Coffee Singapore conducted a coffee-making workshop for apprentices from Metta Café; and golfer Minjee Lee engaged local junior golfers as part of *In Conversation With*.

# 120

UNDERGRADUATES FROM THE SINGAPORE INSTITUTE OF TECHNOLOGY HAVE RECEIVED FINANCIAL ASSISTANCE THROUGH THE MARINA BAY SANDS BURSARY TO DATE

# S\$700K

DONATED TOWARDS THE MARINA BAY SANDS BURSARY SINCE 2018

### Unique Resources

In May, Miracle Coffee Singapore conducted a coffee-making workshop for apprentices from Metta Café, imparting skills such as differentiating the unique characteristics of coffee beans and a pour-over demonstration. Miracle Coffee's partnership with Metta Welfare Association started in 2023 to commemorate the grand opening of the café, when a special coffee flight was sold to raise funds for the organisation. This meaningful initiative continued in December to celebrate Miracle Coffee's first anniversary.

In November, 10 youths from APSN Katong School and APSN Tanglin Senior School had a once-in-a-lifetime opportunity to engage with Sands Global Ambassador David Beckham during his visit to the integrated resort. Unleashing their creativity, the youths discovered *Sketch Aquarium: Connected World*, one of the new interactive installations at ArtScience Museum's *Future World: Where Art Meets Science*. They imagined myriad colours

on beloved sea creatures that came to life and traversed global landmarks from the United Arab Emirates to China and Japan.

Sands Cares also kicked off the first *In Conversation With* session for the year in October starring Australian golfer and Sands' first female brand ambassador Minjee Lee, who engaged with 10 local junior golfers from Singapore Golf Association's Future Squad and Junior Development Squad programme, to inspire their pursuit of golf. The group was also among the first to enjoy a swing in one of Marina Bay Sands' Paiza Collection suites equipped with a golf simulator.

The series continued in November, as nearly 80 tertiary students majoring in the arts and film got up close with Anthony Mackie, who has achieved global recognition for portraying Captain America in the Marvel Cinematic Universe, and the cast of *Knock-off*, including actor Kim Soohyun, actress Cho Bo-ah and director Park Hyeon-seok.

Clockwise from top left: Sands Global Ambassador David Beckham and actor Anthony Mackie were among the leading figures who engaged with young adults through Sands Cares in 2024.



## BUILDING CAPACITY

### Sands Cares Accelerator

Come 2025, Marina Bay Sands will welcome The Food Bank Singapore as its second recipient of the Sands Cares Accelerator, a three-year programme designed to propel impactful non-profit organisations to increase capacity through funding and mentoring, enabling organisational leaps in the delivery of their missions. The appointment follows the successful graduation of the programme's first recipient – arts appreciation non-profit Art Outreach Singapore in 2023, achieving its goal of making the once-temporary HEARTH concept a permanent offering. With funding resources and mentoring from the Sands Cares Accelerator, HEARTH presented over 40 art showcases and supported 183 practitioners with complimentary exhibition space, accumulating more than 35,000 physical and virtual visitors over a three-year period and addressing a crucial gap in Singapore's art ecosystem.

### Sands Innovative Arts Fund

Marina Bay Sands also reaffirmed its commitment to the development of Singapore's arts scene through a S\$500,000 donation to invest in the future of emerging art forms and innovative creators. The donation marked the establishment of the Sands Innovative Arts Fund under the National Arts Council's Sustain the Arts Fund (stART Fund), which boosts small arts groups' efforts and gives a head start towards long-term sustainability. These art groups include Brahmastra, Chinese Opera Studio, Polarity, Orchestra of Music Makers, Sigma Contemporary Dance, inwardBOUND, Pasat Merdu and Reverberance.

Some of the programmes include performances from fostering intercultural music and showcasing the vibrant diversity of musical communities in Singapore to using interactive theatre to address social issues as well as to bridge the youth and elderly communities. This move exemplifies Marina Bay Sands' dedication to nurturing emerging talent and its efforts to leverage new technologies in artmaking and audience engagement.

### Disaster Response & Preparedness

Unifying with Sands' regions around the world in addressing the company's core Sands Cares priorities, Marina Bay Sands hosted its third annual Sands Cares Global Food Kit Build in March and its 10th annual Sands Cares Global Hygiene Kit Build in October.

The collective effort of more than 330 Team Members, retail tenants and representatives from the nine beneficiary organisations saw 5,200 food kits comprising biscuits, rice and canned food built for The Food Bank Singapore. Over 600 Team Members, along with 20 Singapore Red Cross volunteers, also came together to build 30,000 hygiene kits comprising dental kits, soap and more for vulnerable communities in Singapore and the Philippines.

### Galvanising Team Members

Marina Bay Sands also introduced the Corporate Social Responsibility Excellence Award as part of the 'Best of the Best' internal staff recognition series, where three Team Members who showcased exemplary contributions to community causes through volunteering of time, resources and expertise were recognised in November at the OneMBS Achievers Award ceremony. ♦



# S\$500K

DONATED TO SUPPORT LOCAL ARTS SCENE

# 5,200

FOOD KITS BUILT

# 30,000

HYGIENE KITS BUILT

—  
Sands Cares Team Members taking part in the Food Kit Build in 2024.



## SPOTLIGHT

# SUPPORTING DISPLACED FAMILIES

Frankie Hu and his wife Madam Ng faced significant financial challenges after selling their flat to fund Mr Hu's upholstery business, only to encounter difficulties that left them without stable housing. The elderly couple's various health issues further compounded their situation. Mr Hu suffered from diabetes, high cholesterol and heart problems, while Madam Ng had to rely on a wheelchair due to a leg injury sustained from two falls six years ago.

"We didn't know what to do when we had nowhere to go. I was very worried about my wife because of her health," says Mr Hu.

Thankfully, in January 2024, they found themselves in AWWA's transitional shelter programme after seeking help from a Family Service Centre. Over the next six months, with the support of the agency's dedicated social workers, they regained stability, secured a rental flat and became active members of their new community.

AWWA has been addressing the complex housing and social needs of vulnerable families for over five decades. It began operating its first transitional shelter at Lengkok Bahru for families in January 2018, with the goal of providing temporary housing to displaced families who have exhausted all other housing options. In 2022, it

started operations of its second transitional shelter in Jalan Tenteram.

"Our social workers work closely with the families to achieve stability, build resilience and achieve their long-term goals such as housing, employment and education," says See Toh Huixia, Director of Family Services, AWWA. "It's especially critical that school is not disrupted for the children of these families," she adds.

"Once they are discharged from the programme, we continue supporting them for six months to create transition plans and referring them to nearby family service centres for continued support."

The partnership between Marina Bay Sands and AWWA goes beyond financial donations. In July 2024, a team of 81 Sands Cares volunteers came together to assemble, retrofit and paint 28 of the agency's transitional shelter units, which offer a comfortable and safe environment for the families.

Nicholas Ionides, Senior Vice President of Communications and Corporate Affairs at Marina Bay Sands, says, "Everyone deserves a safe place to live. Supporting these families strengthens the community by fostering resilience and upholds their dignity, providing hope for a better future."

Through volunteerism, donations and community activities, Sands Cares demonstrates its dedication to making a lasting impact on Singapore's social landscape. This partnership not only offers temporary relief to displaced families but empowers them to rebuild their lives, just as Mr Hu and Madam Ng have done, with the hope of creating stronger communities for the future. ♦

## PARTNERSHIPS

# LONG-LASTING PARTNERSHIPS

As an integrated resort, Marina Bay Sands is dedicated to fostering a thriving business ecosystem. Over the years, Marina Bay Sands has forged strong, enduring partnerships with small- and medium-sized enterprises (SMEs) to drive innovation and growth within the property and beyond. In 2024, nearly 92% of procurement spent went towards local businesses.

## ◆ Lau Choy Seng ◆ SETTING THE TABLE FOR SUCCESS

In the early days of Marina Bay Sands, Kwan Lau, the business director of professional tableware and kitchenware supplier Lau Choy Seng, spent three weeks working side-by-side with the integrated resort's executive chefs, carefully mapping out the extensive kitchen inventory list.

"We sat down together every day to make sure every item met their standards, from the stainless steel cookware to the delicate chinaware," recalls Lau. This hands-on collaboration demonstrated the local company's commitment to quality and flexibility, qualities that Marina Bay Sands has come to rely on ever since.

Founded in 1948, Lau Choy Seng has grown to become a key player in Singapore's professional tableware and kitchen supply industry, offering a vast catalogue of over 35,000 items. The partnership with Marina Bay Sands was a turning point, propelling the company's growth as it tailored solutions to meet the integrated resort's unique requirements.

Over time, the relationship matured, with Lau Choy Seng frequently adjusting its offerings to support Marina Bay Sands' ambitious vision.

It provided custom buffet risers and serving gear with specific colours and finishes that matched the resort's aesthetic demands, for example, gold and rose-gold tones that are rarely seen in standard hotel inventories.

"Every project challenges us to think creatively," Lau says. "Their needs push our boundaries, especially in colours and design. But that's what makes it rewarding."

The partnership has driven substantial growth for Lau Choy Seng. Over the years, the company has expanded its workforce by over 30% and modernised its logistics operations, adopting advanced warehouse management systems and automation to handle increased demand.

Marina Bay Sands has since become one of Lau Choy Seng's most significant clients, accounting for a high percentage of its business. Lau acknowledges the importance of this relationship in shaping the company's operational strategies. "Marina Bay Sands has played an important role in our innovation. We had to adopt new technologies and streamline our logistics to keep up with its growth," he says.

Lau Choy Seng's ability to cater to the integrated resort's exacting standards has not only cemented its place as a trusted supplier but also bolstered its reputation across the industry. According to Lau, its work with such a prestigious client has opened doors, attracting new business from other high-profile clients who value its proven reliability and capability to deliver at scale. "If we can meet the needs of Marina Bay Sands, which sets a high bar, it says a lot to other potential customers considering us," he says.



Left to right: Lau Choy Seng's designers working on the plates reserved for the Paiza Collection; and a staff member from SPACElogic carries out maintenance work at *Future World: Aerial Climbing through a Flock of Colored Birds*.

## ◆ SPACElogic ◆ WHEN IMAGINATION MEETS PRECISION

Exhibition design and build firm SPACElogic first connected with ArtScience Museum at Marina Bay Sands in 2011 during the set-up for one of the Museum's earliest blockbuster shows, *Titanic: The Artifact Exhibition*. Initially brought in to contribute just one section of the exhibition, SPACElogic was subsequently recognised for its meticulous craftsmanship and professionalism.

"For every project with ArtScience Museum, we fully commit and dedicate ourselves to ensuring that the exhibitions delivered meet the curatorial objective and the artists' requirements," says SPACElogic's Executive Director, Violet Sng.

The Singapore-based company has since built a track record for creating immersive, high-quality displays and pioneering collaborations with global museums and cultural institutions.

The firm has become an important partner for ArtScience Museum, helping shape exhibition experiences for thousands of visitors each year. Its work spans some of the Museum's most ambitious projects, including iconic exhibitions such as *Future World: Where Art Meets Science* by international art collective teamLab, and the visually arresting *The World of Studio Ghibli* exhibition, which opened in 2024.

This exhibition, occupying 11 galleries spanning two levels of the Museum, presented a daunting challenge. SPACElogic had to balance tight timelines with stringent quality controls while coordinating closely with Studio Ghibli's production and design teams that were primarily based in Japan. SPACElogic also helped develop the Museum's groundbreaking VR Gallery as well as re-designing ArtScience Cinema on Level 4 of the building, pushing itself to deliver cutting-edge virtual reality technology through rigorous testing and close collaboration with the Museum's technical staff.



“The VR Gallery was something new to us. We worked very closely with the team from ArtScience Museum to carry out prototype testing to ensure that we could deliver a VR experience that would be exciting for visitors, visually arresting and technologically robust. That journey was really notable in our partnership with Marina Bay Sands,” says Sng.

Beyond executing Marina Bay Sands’ exhibition concepts, SPACElogic has also brought its own exhibits to life at ArtScience Museum. Under its SL Experiences brand, the company has organised popular exhibitions, including *Attack on Titan: The Exhibition* and *Sneakertopia: Step Into Street Culture*. This collaborative approach, where the Museum and SPACElogic work together to curate and produce exhibits, adds a new dimension to their partnership, which they hope to build on in the future.

Throughout their partnership, Marina Bay Sands has provided SPACElogic with the freedom to run with its imagination, allowing the company to propose innovative ideas and explore new fabrication methods. This, in turn, has helped the firm hone its expertise and expand its capabilities. SPACElogic’s museum exhibition business has expanded considerably as a result of its work for ArtScience Museum, and now contributes around 30% of its business. As a result of its work with the integrated resort, SPACElogic has also garnered new business,

now counting prominent brands such as DBS Bank Limited, HSBC and William Grant & Sons as clients.

Says Sng, “The exposure from working with a prestigious institution like ArtScience Museum has opened doors to clients who value our experience in creating unique, immersive spaces.”

#### ◆ Chongwu Concepts ◆ ENGINEERING ELEGANCE FROM FLOOR TO CEILING

In 2023, Chongwu Concepts introduced and recommended a new honeycomb-compressed marble – an innovative technology that reduces weight and boosts safety – to transform Marina Bay Sands’ iconic marble flooring in the MICE areas. As marble work progressed, this was one of the ways Chongwu Concepts’ Project Director, Max Seng, saw an opportunity to offer more comprehensive services to Marina Bay Sands.

“The honeycomb marble innovation helped us provide a safer, easier-to-handle material that fits perfectly with Marina Bay Sands’ safety standards,” says Seng. This landmark project cemented its role as a trusted architectural partner to the integrated resort.

Established as Marina Bay Sands’ Addition and Alteration (A&A) contractor since 2018, Chongwu Concepts handles a variety of structural and renovation tasks, from custom

Left to right: SPACElogic’s museum exhibition business has expanded considerably as a result of its work with ArtScience Museum; and Marina Bay Sands’ partnership with Chongwu Concepts has allowed it to introduce innovative materials and technologies to enhance customer needs.

flooring and wall installations to intricate refurbishments across the resort. Over time, the partnership with Marina Bay Sands deepened and Chongwu Concepts’ work grew to include a 24/7 maintenance schedule, handling everything from epoxy flooring in high-traffic areas to marble and other architectural updates.

Marina Bay Sands is Chongwu Concepts’ largest client, contributing over 90% of its overall business. Since partnering with the integrated resort, the company has expanded its core management team from just five staff to 12, while the number of hired construction workers on-site daily has grown from 10 to 60, running around-the-clock shifts to meet the needs of its client’s demanding schedule.

Marina Bay Sands has also provided Chongwu Concepts with critical support that has helped the company thrive over the past decade. From initial project discussions to problem-solving during high-pressure installations, the integrated resort’s facility and project teams work closely with Chongwu Concepts to ensure every detail is executed flawlessly.

“Unlike many clients, Marina Bay Sands doesn’t just assign a task and leave us to it,” Seng explains. “They collaborate with us on-site, providing assistance when needed and helping resolve issues, from regulatory clearances to logistics. This support makes a huge difference, especially during intensive projects.”

The partnership has also allowed Chongwu Concepts to introduce innovative materials and technologies tailored to its customer’s specific needs. In addition to the honeycomb-compressed marble, the company has introduced templated marble, a specially treated and hardened material with enhanced durability for high-traffic areas. These material innovations align with Marina Bay Sands’ commitment to both safety and quality.

Says Seng, “Our work with Marina Bay Sands has pushed us to stay at the forefront of construction technology, and our familiarity with its needs allows us to bring in new materials that meet its requirements.”

Beyond technical innovations, the collaboration has elevated Chongwu Concepts’ reputation and expanded its client network. Its association with such a prominent client has opened new business avenues, attracting the interest of other high-profile companies in Singapore and beyond.

Recently, Chongwu Concepts registered a new entity in Macao, hoping to replicate its success with potential clients there. Looking ahead, the company aims to continue strengthening its partnership with Marina Bay Sands and expand its expertise in advanced architectural solutions. ◆

*“Our work with Marina Bay Sands has pushed us to stay at the forefront of construction technology, and our familiarity with its needs allows us to bring in new materials that meet its requirements.”*

**Max Seng,**  
Project Director,  
Chongwu Concepts

PLANET

# 2024 HIGHLIGHTS

Guided by its global strategy, Sands ECO360, Marina Bay Sands continued to raise the bar in sustainability with the adoption of technologies and enhanced operational measures across the property in 2024. The year rounded off with a strong performance across a number of key areas, coupled with the attainment of highly lauded sustainability certifications.

19%

REDUCTION IN CARBON FOOTPRINT IN THE PAST 10 YEARS (2015 VS 2024)

39%

OF WASTE DIVERTED PROPERTY-WIDE IN 2024

67%

OF CONSTRUCTION WASTE DIVERTED IN 2024

52%

A RECORD HIGH OF SEAFOOD PROCURED RESPONSIBLY IN 2024

10%

OF CARBON OFFSETS INVESTED INTO NATURE-BASED ACTIVITIES IN 2024

89%

OF TEAM MEMBERS PARTICIPATED IN SUSTAINABILITY ACTIVITIES IN 2024

# CELEBRATING A HALLMARK YEAR IN SUSTAINABILITY

Marina Bay Sands continued to elevate the adoption of sustainability technologies and operational measures across the integrated resort in 2024, delivering a strong performance in a number of key areas. Its efforts have not gone unnoticed by local and global institutions, which awarded highly lauded sustainability certifications to the resort in recognition of its relentless pursuit of higher environmental standards.

The property attained the world-leading LEED® (Leadership in Energy and Environmental Design) Platinum certification for ArtScience Museum – the first museum in Asia Pacific to receive this top honour – and Platinum re-certification for Marina Bay. Developed by the US Green Building Council, the accolade celebrates the venues’ outstanding environmental performance in water, energy and waste management, as well as sustainable purchasing practices.

In June 2024, the Expo & Convention Centre also became the first venue to be awarded the highest tier of the Singapore MICE Sustainability Certification (MSC), at Gold level. The new framework builds on the first MSC introduced in 2016 – which the Expo & Convention Centre had been recognised under – and aligns with the targets set out in the MICE Sustainability Roadmap launched by Singapore Tourism Board (STB) and Singapore Association of Convention & Exhibition Organisers & Suppliers (SACEOS).

This certification comes as the Expo & Convention Centre continues to maintain its Platinum status in the Events Industry Council’s Sustainable Event Standards.

Closing out the year of accolades, Marina Bay Sands achieved the ISO 14001 Environmental Management Systems Certification for the full property for the first time and was re-certified to ISO 20121 Event Sustainability Management System for Expo & Convention Centre in December 2024. These internationally recognised standards reflect the resort’s ongoing dedication to responsible practices across all operations.

Meridith Beaujean, Executive Director of Sustainability at Marina Bay Sands, says, “These accomplishments reflect Marina Bay Sands’ ongoing dedication to responsible practices across all operations, from energy and water efficiency to waste reduction and circularity innovation. Each certification underscores our promise to continue placing sustainability at the heart of our business, furthering our role as a leader in environmental stewardship.”

MAJOR ACCOLADES



LEED® PLATINUM CERTIFICATION BY US GREEN BUILDING COUNCIL, ARTSCIENCE MUSEUM AND MARINA BAY SANDS EXPO & CONVENTION CENTRE



SINGAPORE MICE SUSTAINABILITY CERTIFICATION (GOLD LEVEL) BY SACEOS



SUSTAINABLE EVENT STANDARDS (PLATINUM LEVEL) BY EVENTS INDUSTRY COUNCIL



ISO 14001 ENVIRONMENTAL MANAGEMENT SYSTEMS CERTIFICATION

## SETTING NEW GOALS IN CARBON REDUCTION

Marina Bay Sands remains dedicated to minimising its impact on the environment and setting ever bolder targets to reduce the resort's carbon footprint.

Parent company Las Vegas Sands has a low-carbon transition plan that covers Marina Bay Sands' operations. The plan articulates the property's actions to achieve an emissions-reduction trajectory aligned with the latest climate science on limiting global warming to 1.5°C.

While the resort's verified science-based targets for emissions and energy reduction showed a 17.5% reduction of Scope 1 and 2 emissions (from a 2018 baseline), Marina Bay Sands has since determined that a 29.4% reduction (from a 2018 baseline) is now essential to align with the 1.5°C limit.

"Guided by our emissions target, we are methodically lowering our carbon output through cutting-edge initiatives in energy efficiency and renewable energy, as well as conversion to low-emission vehicles," says Beaujean.

Following the upgrade of Air Handling Units (AHU) in 2023, Marina Bay Sands commenced a highly advanced AHU Optimiser trial in the Hotel Team Member Dining Room in 2024. Under this new system, sensors monitor and adjust chilled water temperature set points and airflow in real time, automatically reducing the AHU's fan speed to meet ambient requirements, resulting in substantial energy savings of 40,418 kWh while prioritising Team Member comfort.



## DEPLOYING HIGH-TECH SOLUTIONS TO SAVE WATER

With water scarcity as a global concern, Marina Bay Sands continues to play its part in responsibly managing this vital resource. Its water stewardship strategy focuses on conserving water through efficient technologies, increasing water reuse and recycling and protecting water ecosystems that benefit the local environment.

Marina Bay Sands is proud to sponsor the Waterways Watch Society, the grant recipient of the 2023-2024 Drop by Drop Project, to raise awareness of the importance of conserving Singapore's water resources. The grant supported dozens of programmes, where over 4,000 students joined assembly talks and participated in clean-up activities on kayaks, pedal boats or even on foot.

In July 2024, a state-of-the-art solar powered River Plastic Recovery System (RPRS) was officially launched on the Chao Phraya River – one of the most polluted water bodies in the world – by Seven Clean Seas, an environmental organisation focused on reducing plastic pollution. Named the HIPPO (High Impact Plastic Pollution remOver), the RPRS received funding through the Drop by Drop Project during its pilot phase in 2020. It is projected to capture close to 1.4 million kilograms of plastic waste flowing through the river annually.

HIPPO, a state-of-the-art solar-powered RPRS, was officially launched on the Chao Phraya River.

In addition to funding innovative projects, the resort's water conservation strategy focuses on recycling and reusing water effectively. In 2024, Marina Bay Sands rolled out an additional air-conditioning condensate water recovery programme to collect and reuse up to 6.9 million litres of water discharged from its casino daily. The collected water is treated and used to wash bins at the property's bin centre as well as the floor around the resort.

First introduced in 2023 to advance the property's landscape watering strategy, a cloud-based smart irrigation system underwent enhancements in 2024 to analyse plants' drought tolerance and varying water needs, resulting in over 1.5 million litres of water saved throughout the year.

## PUSHING BOUNDARIES IN CIRCULARITY

In 2024, Marina Bay Sands rolled out a comprehensive range of innovative food waste treatment trials and single-use plastic reduction initiatives to optimise its waste management infrastructure and reduce material usage.

In September, a high-tech dewatering machine was installed to expand the resort's overall food waste treatment capacity. Taking up to an 8,000kg load, the machine acts as a grinder, crushing bones and shells into smaller pieces while extracting liquid, reducing food waste volumes by up to 50%. A trial is being explored under which the dewatered food waste is fed to black soldier fly larvae, with their frass being used as organic fertiliser for agriculture in Singapore.

In tandem with this, Marina Bay Sands embarked on another innovative trial to transform the high-caloric output from its cutting-edge food waste processing technology, WasteMaster, into fish feed for a local aquaponics farm. Waste subsequently excreted by the fish is broken down by beneficial bacteria into nitrates, which are then used to fertilise high-quality vegetables in a local farm, sold in selected supermarkets and restaurants. These ambitious trials reflect how Marina Bay Sands continues to lead the charge in elevating its circular waste management practices.

### SPOTLIGHT

## SUSTAINABILITY INITIATIVES

Marina Bay Sands is pursuing an ambitious goal to eliminate the use of plastic wrap across its celebrity chef and signature restaurants. Efforts to achieve this goal were progressively rolled out through the year, with multiple dining establishments making progress. RISE successfully reduced its plastic wrap use by 60% throughout the year. Meanwhile, the hotel's in-room dining team took proactive measures to replace food covers, glass and sauce lids with reusable silicon covers. These efforts have contributed to an overall 12% decrease in plastic-wrap use property-wide.

With respect to glass waste, Marina Bay Sands continued its expansion of deploying ecoSPIRITS, a circular-economy, low-carbon, low-waste packaging technology for premium spirits and wines. In MARQUEE Singapore alone, this eliminated over 8,000 glass bottles, dramatically reducing global transport emissions and packaging and providing a transformative carbon footprint reduction in the premium spirit supply chain.

Repurposing materials and giving them a second lease of life remains a core strategy in Marina Bay Sands' waste management approach. Every year, the resort diverts approximately 100,000 litres of used cooking oil from its kitchens to be converted to sustainable aviation fuel used in commercial airplanes around the world. Building on this commitment to sustainability, the property also aligns its efforts with its mission to give back to the community. Over 10,000 excess amenities from hotel rooms were donated to the Singapore Red Cross and redistributed to the local community. ♦



## CROSSING NEW FRONTIERS IN BIODIVERSITY

The year marked a pivotal step in Marina Bay Sands' journey with its longstanding partner World Wide Fund for Nature (WWF) Singapore, as the resort commenced a landmark three-year partnership to evaluate deforestation risks associated with agri-commodity products in its procurement portfolio.

WWF's evaluation of Marina Bay Sands' key suppliers in products related to palm oil, coffee, cocoa, pulp and paper, soy, beef and timber began with understanding the suppliers' policies and commitments towards deforestation prevention, along with reviewing relevant certifications indicative of their sustainable practices.

Focusing on these seven commodity areas, the partnership will identify its deforestation risks, as well as the geographical hotspots and deforestation trends in these areas. Both partners will work towards a no-deforestation commitment, supplier engagement strategies and a thought leadership report on responsible sourcing best practices for the hospitality and F&B industries.

In 2024, the integrated resort continued to invest 10% of its carbon offsets into nature-based activities. Marina Bay Sands purchased 750 Verified Carbon Units (VCUs) from the Katingan Peatland Restoration and Conservation Project, advancing the previous year's progress towards restoring the 149,800 hectares of peatland. The project seeks to develop community livelihood through sustainable economic development and land use in the protected area, improving overall education and sanitation access to its communities.

## SOURCING RESPONSIBLY FOR THE FRESHEST PRODUCE

Thoughtful sourcing continues to form the bedrock of Marina Bay Sands' sustainable food philosophy. The resort is dedicated to bringing its guests diverse and delectable choices that emphasise its commitment to the freshest and most sustainable produce in Singapore and around the region. In 2024, its volume of responsibly sourced seafood reached a record high of 52%.

Recognising the animal welfare challenges of caged farming practices, the resort set out an ambitious target in 2024 to supply 100% cage-free eggs to its celebrity chef and signature restaurants. Commendable progress has been made, with restaurants procuring 84% cage-free eggs, while the Expo & Convention Centre and Team Member Dining Rooms used 69% and 92% respectively.

Building on this momentum, the property was also recognised under Singapore Food Agency's (SFA) Farm-to-Table Recognition Programme (FTTRP), which acknowledges hotels, restaurants and caterers that procure at least 15% of their local produce in six specified categories. RISE was acknowledged under this programme, having successfully sourced most of its beansprouts, hen eggs and quail eggs from local suppliers. ♦

### MAJOR ACCOLADES



RISE - HIGHEST TIER IN SINGAPORE FOOD AGENCY'S FARM-TO-TABLE RECOGNITION PROGRAMME



VIDEO: DISCOVER MARINA BAY SANDS' SUSTAINABLE FOOD SOURCING INITIATIVES

Chefs are inspired to create recipes that put locally sourced produce at the forefront.

