

IAG ACADEMY IR AWARDS 2024 – BEST INTEGRATED RESORT

A WORLD-LEADING INTEGRATED RESORT PUSHING BOUNDARIES ON ALL FRONTS

Marina Bay Sands is undoubtedly one of the world's most renowned and successful integrated resorts (IRs), as it leads the industry in delivering unparalleled experiences for its business and leisure guests. An architectural marvel that has transformed Singapore's city skyline and tourism landscape since opening in 2010, Marina Bay Sands has firmly established itself as one of the most iconic tourist destinations in the world, reaching net revenue of US\$3.849 billion in 2023.

Marina Bay Sands continues to push boundaries, ensuring a transformational impact on Singapore's economic and tourism goals, as well as in meeting Singapore's social and environmental needs. The integrated resort has also helped to spur job growth, and is one of the largest players in hospitality with more than 11,500 employees.

DESTINATION HIGHLIGHTS:

A new era of luxury hospitality to elevate the hotel guest experience

For all its success, the integrated resort is not resting on its laurels and is currently undergoing a US\$1.75 billion reinvestment. Launched in 2021, it is the biggest reinvestment into its existing property since opening in 2010. It will see the hotel transformed completely in stages, including with the addition of new dining and entertainment concepts, and elevation of service. In particular, the entire hotel is undergoing a major rethink and renovation – floors are being reconfigured to add more suites, amenities are being upgraded in line with different customer needs, and the VVIP programme has been given extra attention. All these have been to set the tone for a new era of luxury hospitality.

As of August 2024, over 1,300 rooms and suites in Towers 1 and 2 have been renovated, and works are ongoing in Tower 3. When completed, there will be around 1,850 rooms, including 775 suites. Additional enhancements to dining, entertainment and retail offerings are in the pipeline, alongside refurbishments to the Hotel Lobby and Sands SkyPark. Apart from the new rooms, the most distinguished guests can enjoy a private arrival and departure process at the **Paiza VIP Arrival**, and indulge in all-day food and beverage at **Paiza Sky Residence**, an exclusive enclave located atop Tower 2.

Marina Bay Sands Chief Operating Officer Paul Town said, "The elevated products and services have delivered luxury lifestyle experiences not seen in the market before, as we reimagine the future of luxury hospitality and travel."

Best-in-class experiences for leisure visitors

Visitors to The Shoppes at Marina Bay Sands, Singapore's first large-scale luxury shopping mall in the heart of the Central Business District, returned to a refreshed tenant mix post-pandemic. Their shopping experience is elevated with 18 luxury duplexes under one roof and more than 170 luxury and premium brands spanning bespoke menswear, women's collection, luxury children's labels, as well as luxury watch and jewellery brands. In 2023, The Shoppes saw tenant sales of US\$2,991 per square feet.

This was bolstered by noteworthy openings throughout the year, including Ralph Lauren's new luxury concept featuring the RRL collection of curated Men's Purple Label and Women's Collection, Grand Seiko's first watch boutique in Singapore, high-end eyewear retailer PUYI Optical and Peranakan-inspired jewellery brand SUNS. 2023 also saw a transformation of the mall's **Luxury Children's Precinct**, with the introduction of global brands such as Burberry Kids and Emporio Armani Junior, as well as Kids21's

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flagship boutique. The Shoppes delivered a record number of event activations last year, with over 50 events across fashion, lifestyle, beauty, watches and jewellery. Its fashion festival, **Front Row 2023**, kicked off in October with a headline fashion show featuring Japanese designer Tomo Koizumi.

Dining at Marina Bay Sands remains a gourmand's haven with over 80 dining choices and a variety of cuisines spanning continents. This ensemble includes celebrity chef restaurants helmed by renowned culinary legends such as Daniel Boulud, Gordon Ramsay, Tetsuya Wakuda, Costas Spiliadis and Wolfgang Puck, as well as signature concepts such as Black Tap Craft Burgers & Beer and Yardbird Southern Table & Bar, which chose Marina Bay Sands to make their first foray in Asia. The integrated resort continues to reinvest by introducing new dining concepts making their debut in Asia, including **Maison Boulud by Chef Daniel Boulud** and **estiatorio Milos**.

From leisurely Sampan rides through the retail belt to catching mesmerising sunsets 56 storeys above ground at SkyPark Observation deck, visitors are in for picture-perfect memories with the resort's attractions. Tailored to satiate various demographics and interests, these attractions were refreshed with new programmes in 2023 and 2024 to invite guests to experience these longstanding icons in a brand-new way. This year, ArtScience Museum delivered a solid line-up of new exhibitions, uplifting women in **Goddess: Brave. Bold. Beautiful.**, and celebrating the incredible life and legacy of Mexican artist, Frida Kahlo, through **Frida Forever**—an exciting line-up of exhibitions, programmes, film screenings and a VR experience. In October, the Museum will tie up with **Studio Ghibli**, in the studio's first showcase in Singapore. On the entertainment and nightlife front, Broadway musicals Hamilton and Miss Saigon made their way to Singapore at Sands Theatre, performing to fans from around the world, while an electrifying line-up of international DJs and homegrown music artists including **acclaimed American musician, songwriter and DJ KSHMR**.

Beyond a business and convention venue

As the leading business events destination in the region, Sands Expo & Convention Centre offers event organisers and delegates a world-class meeting experience. In 2023, Marina Bay Sands hosted 2,440 events and closed the year with record sales.

In 2023, Marina Bay Sands inked a **three-year partnership with National Arts Council (NAC)**, to promote local arts to visitors on property. This year, Sands Expo & Convention Centre launched a local music playlist with 40 Singaporean artists – this will be the default music for all events and will also be played along the venue's corridors and café. Beyond introducing local arts to its visitors, Sands Expo also rolled out **THRIVE at Marina Bay Sands** this August, allowing visitors to explore mental, intellectual and physical wellness at events. Examples of wellness offerings include Sound Meditation, Revitalising Stretch and Energy Forecasting.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) HIGHLIGHTS:

Creating social impact through Corporate Social Responsibility (CSR)

Marina Bay Sands believes strongly in creating social impact through its CSR programme *Sands Cares*. The integrated resort leverages its wide-ranging property offerings, investments in philanthropic funding, capacity building and volunteerism of its over 11,500-strong workforce.

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In 2024, Marina Bay Sands celebrated its **10th year of giving with 10 weeks of community engagement activities**, culminating in a three-day outdoor Festival held at Event Plaza in August. Themed Where Hearts Come Together, the Festival featured a social marketplace for charity, enthralling performances by local musicians, and an all-new plastic waste upcycling initiative. In the weeks leading up to the Festival, Marina Bay Sands' Team Members volunteered to paint houses for families-in-need, packed and delivered National Day goodie bags to seniors in nursing homes, and hosted families to learning tours and fun experiences on property. Collectively, the workforce has clocked well over 110,000 volunteer hours since the integrated resort opened in 2010. To date, the Festival has helped raise over S\$39 million for more than 180 charity partners.

Integrating environmental sustainability into core business strategy

Guided by Sands ECO360, the company's global sustainability strategy, Marina Bay Sands incorporates best practices, leading technologies and methodologies to reduce its overall environment impact. In 2023, the resort hit several milestones in sustainability, with a 24.4 per cent reduction in carbon footprint in the past decade, 34.6 million litres of water saved, and over 5 million kWh of annualized energy savings. Even as the resort continued its renovation of the hotel, it managed to divert over 60 per cent of its construction waste last year.

Carbon emissions were reduced through key projects such as the harnessing of solar energy through 536 solar panels atop Sands SkyPark walkway, elevator shafts and Spago restaurant, with enough energy to power all of SkyPark's lighting and purchasing 8,000 tCO₂e of carbon offsets, which support reforestation projects in Indonesia and wind harnessing projects in Thailand. A smart irrigation system and soil moisture sensors were deployed in 2023, allowing for plants to be watered only when necessary, instead of at regular intervals, resulting in significant water savings.

Biodiversity emerged as a new priority area in 2023, with a new three-year partnership with WWF-Singapore to evaluate the deforestation risks associated with agri-commodity products in the resort's procurement portfolio.

Overall, Marina Bay Sands' sustainability achievements continue to be recognised locally and globally, with ArtScience Museum being the first museum in Asia Pacific to achieve the world-leading LEED® (Leadership in Energy and Environmental Design) Platinum certification and Sands Expo being the first venue to receive Singapore MICE Sustainability Certification (Gold) this year.