



MARINA BAY SANDS
SINGAPORE

A DEFINING YEAR

ANNUAL REVIEW 2025

"In 2025, we broke ground for our new ultra-luxury development. Graced by Singapore's Prime Minister Lawrence Wong, the event symbolised our shared confidence in the future of tourism and hospitality. When completed, it will be one of the most important hospitality developments in the world, delivering new levels of experience in design, service and entertainment."

PAUL TOWN
CHIEF OPERATING OFFICER
MARINA BAY SANDS



CONTENTS

YEAR IN REVIEW

- 04 **Breaking New Ground on Multiple Fronts**
- 06 **A Journey of Transformation**
- 10 **Elevating Luxury**
- 12 **Impact in Numbers**
- 14 **Financial Highlights**

BEYOND LUXURY

- 18 **Shaping the Future**
A bold new development that reimagines luxury hospitality and the city skyline.
- 24 **Refining Luxury Gaming**
Elevating the gaming experience through sophisticated offerings and distinctive service.
- 26 **Reimagining the Art of Hospitality**
Creating moments that matter from check-in to check-out.
- 30 **Redefining MICE**
Unveiling large-scale, immersive events designed to entice and inspire.
- 34 **Transforming Retail**
Thoughtfully curated retail experiences that embrace every discerning customer.
- 38 **Where Luxury Meets Gastronomy**
Crafting culinary journeys that evoke emotion and excite the senses.
- 42 **Enticing the World**
Delivering extraordinary entertainment that captivates audiences across the globe.
- 46 **Seeing New Possibilities**
A new chapter for ArtScience Museum anchored in curiosity, discovery and collaboration.

THE NEXT LAP

- 50 **People**
Inspiring excellence in every talent and every guest encounter.
- 54 **Unsung Heroes**
Celebrating the people who go Above Beyond in elevating every moment.
- 60 **Community**
Shaping lasting value through community empowerment and cultural enrichment.
- 64 **Partnerships**
Collaborations that enrich the guest journey and advance hospitality.
- 68 **Innovation at Work**
Where technology meets creativity to deliver lasting impact and change.
- 74 **Planet**
Embedding sustainability in every aspect of the resort.

BREAKING NEW GROUND ON MULTIPLE FRONTS

2025 was a defining year for Marina Bay Sands. The property delivered record earnings that exceeded expectations, reflecting not just the strongest showing in its 15-year history, but an unprecedented performance for the entire industry. Simply put, no other property has delivered in the way that Marina Bay Sands managed to do in 2025.

This pivotal moment is fuelled by the collective efforts of more than 12,000 Team Members and the strategic foresight of our parent company, Las Vegas Sands.

The financial milestones have come on the back of our extensive property-wide transformation – a multi-year US\$1.75 billion reinvestment and elevation programme that has reimaged every part of the guest experience. All our newly designed hotel suites were fully launched during the year, alongside new premium food and beverage offerings, entertainment experiences and refreshed service touchpoints. Together, these have delivered a comprehensive luxury offering that continues to attract high-value international travellers.

The transformation reflects a shift in mindset that recognises today's guests as lifestyle travellers who engage with the property across multiple touchpoints. From our reconfigured hotel rooms and suites to our culinary and entertainment offerings, every aspect has been designed to deliver excellence. The strength of the market response has been remarkable, affirming the strategies that were set in motion years ago.

In March 2025, Marina Bay Sands celebrated its 500 millionth visitor. The year also saw the resort achieve the prestigious Forbes Five-Star rating for the first time for the newly launched Paiza Collection.

Just as meaningful is the collective sense of ownership that spans our organisation. Every department has played a part in this success and the impressive financial milestones belong to the entire team.

Celebrating 15 Years of Excellence

2025 also marked Marina Bay Sands' 15th anniversary. Since opening, our integrated resort has consistently exceeded expectations in terms of economic contribution, employment and destination impact.

We treasure our partnership with Singapore. It is estimated that Marina Bay Sands contributed 1.2 per cent to Singapore's economic growth last year, in terms of direct and indirect economic value add. The resort also generated S\$2.64 billion in annual business spend, where the vast majority of procurement was directed to local enterprises.

Within the company, over 70 per cent of our senior management team today are Singaporeans or Permanent Residents, reflecting our commitment to local leadership development.

We continue to deepen our commitment to Singapore through our corporate social responsibility programme, Sands Cares. Backed by our 12,000-strong team, we turned purpose into action, delivering over 13,000 volunteer hours in 2025 to create real, lasting impact.

Our 15-year journey can be seen in three chapters: the early years of rapid growth,

resilience through the COVID pandemic and the current phase of renewal and elevation. Each period has strengthened our identity as a world-class integrated resort that leads by example and redefines hospitality.

Writing the Next Chapter

In 2025, we broke ground for our new ultra-luxury development. Graced by Singapore's Prime Minister Lawrence Wong, the event symbolised our shared confidence in the future of tourism and hospitality. When completed, it will be one of the most important hospitality developments in the world, delivering new levels of experience in design, service and entertainment.

Looking ahead, we will continue to build on the strong foundation established during the past year. Ongoing key projects include the redevelopment of our hotel's iconic lobby, a reimagining of the SkyPark experience, the introduction of a new club and spa in Tower 3, and enhancements to The Shoppes. Each of these initiatives will further elevate the total guest journey while upholding the high standards that define our brand.

We also remain focused on expanding our entertainment portfolio. Plans are advancing for our new development's world-class 15,000-seat arena that will bring global acts and long-term residencies to Singapore, further strengthening the city's position as Asia's premier destination for live entertainment.

Partnerships with promoters and performers are already being developed, building on our successful collaborations around events such as the Formula 1 Singapore Grand Prix.

As we look to 2026 and beyond, we will sustain the momentum of the past year. Our transformation has already set new benchmarks in luxury hospitality, and we will keep raising the bar.

Our people are the heartbeat of Marina Bay Sands and the catalyst for our success. We will secure a future rooted in the strength of our talent through significant investments in talent development, digital empowerment and culture-building. The goal is to forge a team that can lead us into the next era – one



defined by agility, innovation and the world's best service standards.

Marina Bay Sands has always been a symbol of ambition and renewal. Fifteen years on, that spirit remains stronger than ever. ♦

PAUL TOWN
CHIEF OPERATING OFFICER,
MARINA BAY SANDS

A JOURNEY OF TRANSFORMATION

VISION ♦ 2006–2010

Developed the global benchmark for integrated resorts and architectural icon for Singapore



After an intensive bidding process among global gaming giants, Las Vegas Sands won the bid in 2006 to develop the first integrated resort in Singapore. The vision from Las Vegas Sands' founder Sheldon G. Adelson was to create an iconic, world-class integrated resort that would redefine tourism, MICE (meetings, incentives, conferences & exhibitions) and entertainment in Asia, serving as a "game-changer" for Singapore's tourism landscape. 24/7 construction began right after the bid was won, involving some 15,000 workers

on site at one stage. Designed by renowned architect Moshe Safdie, the US\$5.6 billion Marina Bay Sands was a monumental engineering project. The three 55-storey hotel towers, which lean inward, were built simultaneously at a rate of one floor every four days.

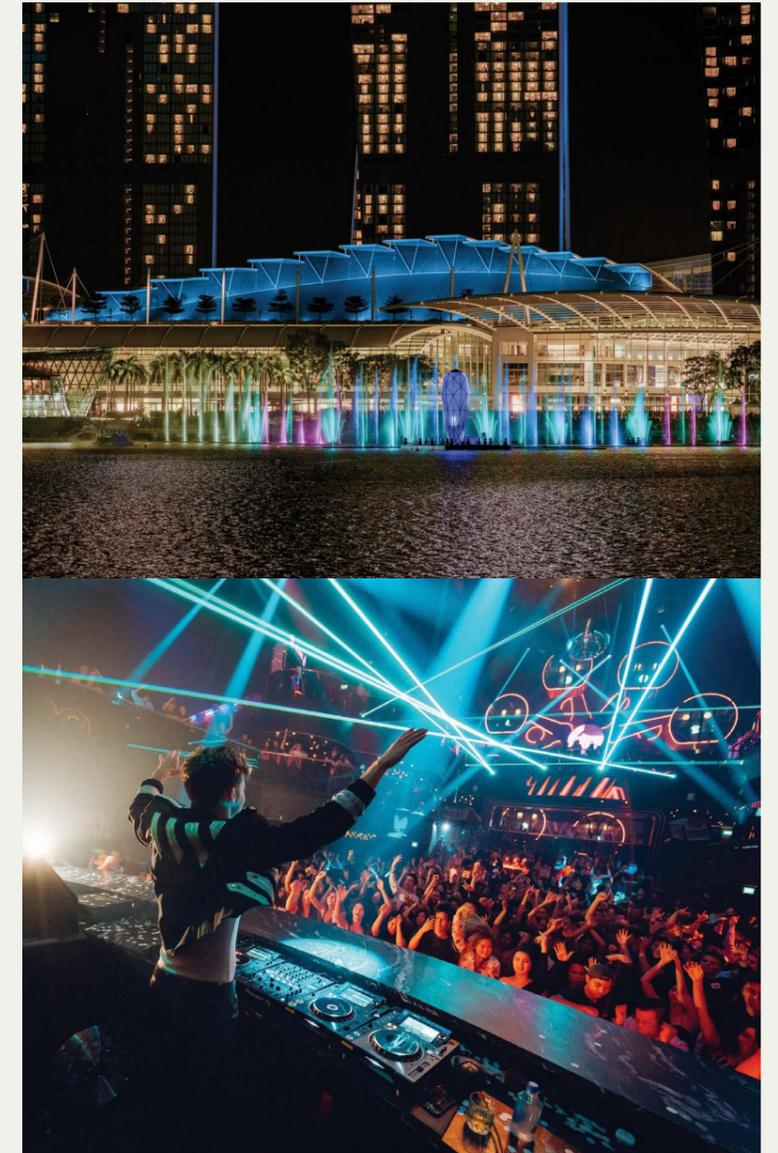
When Marina Bay Sands officially opened in April 2010, it was an instant success. Its three distinctive towers, capped by the Sands SkyPark and its famous infinity pool, became immediately recognisable around the world. ♦

From a pioneering vision to a global icon, Marina Bay Sands has thrived on reinvention, elevating hospitality, culture and entertainment while inspiring new benchmarks for luxury on the global stage.

EVOLUTION ♦ 2010–2020

Redefined Singapore's leisure and business tourism landscape

A fuller grand opening of Marina Bay Sands took place in February 2011, marking the start of a golden era for the emerging global icon. As Marina Bay Sands rose in international prominence, Singapore's tourism landscape transformed alongside it. International arrival numbers surged by nearly two million in 2010, while tourism spending climbed to S\$27.1 billion by 2018, more than doubling from almost a decade earlier. While the integrated resort showed its impact right from the start, it did not rest on its laurels. Its first decade was characterised by constant reinvention as it continued to refine its programming to suit changing market demands. This is reflected in the major retail remix in 2015 that transformed The Shoppes into Asia's premier luxury shopping destination with an unprecedented lineup of duplexes. As it continued to grow in ambition, the spirit of evolution extended beyond retail. Marina Bay Sands broadened its cultural and entertainment footprint with the introduction of *teamlab Future World*, a permanent exhibition at ArtScience Museum, MARQUEE Singapore, the Republic's largest nightclub, and the launch of the *Spectra* outdoor light and water show. During this decade, the property also deepened its social mission. The inaugural Sands for Singapore Charity Festival was launched, signalling a long-term aim to uplifting the local community. As Marina Bay Sands grew, so did its commitment towards strengthening its ecosystem of trusted partners. By the end of the decade, about 86 per cent of its procurement spend since opening went to Singapore enterprises. ♦



ELEVATION ◆ 2020–2030

A paradigm shift in luxury products, services and experiences

The 2020s opened with extraordinary global disruption as the COVID pandemic forcibly reshaped the tourism and hospitality landscape. Innovation played a key role as the integrated resort emerged from the pandemic – a classic example was the industry-first Hybrid Broadcast Studio as Marina Bay Sands Expo & Convention Centre sought to redefine event experiences in the post-pandemic world. This decade also marked a strategic reinvestment into the elevation of Marina Bay Sands as it enters a decidedly more luxurious era. A multi-year transformation, to the tune of US\$1.75 billion,

propelled the resort and its guests into a new world. Nowhere was this more evident than the hotel's prized Paiza Collection, supported by Singapore's largest butler team and a full suite of Paiza lifestyle experiences. The elevation continues beyond the hotel rooms as the revamp moves into the lobby and Sands SkyPark in 2026 and beyond. Outside the existing property, a groundbreaking ceremony for Las Vegas Sands' US\$8 billion ultra-luxury new development took place in July 2025, officially signalling the start of a new chapter for Marina Bay Sands. ◆

**FUTURE ◆ 2030 and Beyond**

Creating a new paradigm in luxury hospitality and entertainment



Looking ahead, Marina Bay Sands stands on the cusp of a bold and new era defined by renewed ambition and expansion. Las Vegas Sands' upcoming ultra-luxury development in Singapore represents more than an architectural milestone. It symbolises a deepened, long-term commitment to advancing Singapore's position as one of the world's most compelling destinations for leisure, entertainment and business events. This pioneering project is designed to push

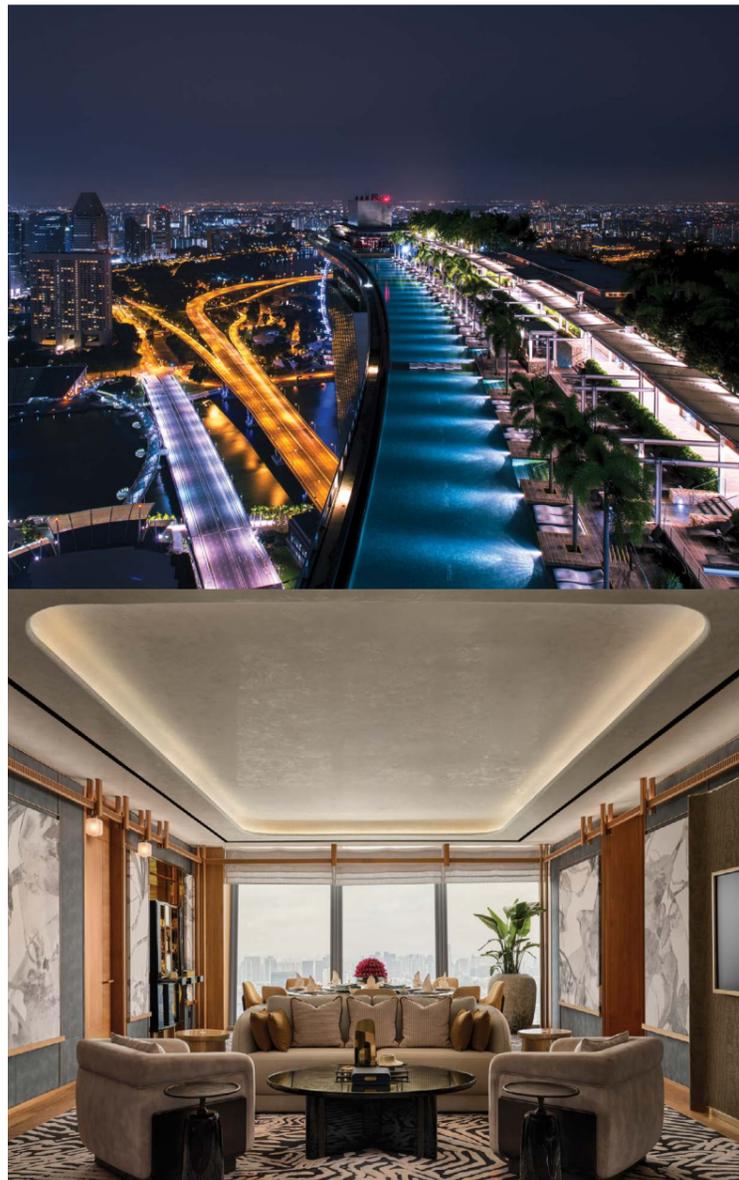
the boundaries of what luxury hospitality can be, integrating a soaring all-suite luxury tower, transformative lifestyle experiences and elevated event spaces. As Singapore continues to attract high-value tourism, the new development is set to play an essential role in further shaping the nation's tourism landscape for decades to come – extending Las Vegas Sands' legacy of vision, evolution and elevation, into the future of luxury hospitality. ◆

ELEVATING LUXURY

Amidst its 15th anniversary celebrations in 2025, Marina Bay Sands continued to enhance its status as one of the most recognisable symbols of modern Singapore. It marked yet another superlative year, achieving record earnings as it completed additional stages of a sweeping transformation that has reinforced its position as the region's leading luxury destination.

The resort's performance exceeded the market's most optimistic expectations, buoyed by the payoff from a multi-year US\$1.75 billion reinvestment programme. This programme has enhanced every facet of the guest journey, from redesigned hotel suites and premium food and beverage offerings to entertainment and service touchpoints. The result is a comprehensive luxury environment that engages visitors across every part of the sprawling property.

"It has been a hugely successful year. The reinvestment in this property on multiple fronts has made this a place where high-value tourists simply want to be," says Paul Town, Marina Bay Sands' Chief Operating Officer. "These guests don't only hit one touchpoint of the property. They respond to our elevated food and beverage offerings, our amazing suites, the Paiza Sky Residence club experience and our entertainment. That layered experience is what they are responding to."



A Collective Effort

Central to Marina Bay Sands' transformation was the complete reconfiguration of the hotel. Room numbers were reduced from 2,561 to fewer than 1,850 to make way for larger, more opulent suites tailored to the most discerning travellers. The decision was bold, but the strategy has proven to be sound.

Behind the property's success is a sense of shared purpose across its more than 12,000 Team Members. Town credits this as one of the integrated resort's defining strengths. "The collective ownership for these financial results is, in my view, a big achievement of our mindset change," he says. "Everybody in this building, from our Team Members in Facilities to Food & Beverage (F&B) to Retail, can say they contributed to this result."

This culture of shared accountability and continuous improvement has been key to sustaining excellence through changing times. It also helped Marina Bay Sands achieve the prestigious Forbes Five-Star rating for its Paiza Collection, an accolade that reflects both its product quality and the consistency of its service.

Enhancing Singapore's Global Appeal

Since opening in 2010, Marina Bay Sands has become an integral part of Singapore's tourism and economic landscape. It consistently exceeds performance benchmarks set by the Singapore Tourism Board and continues to invest in local leadership, with more than 70 per cent of senior management positions now held by Singaporeans and Permanent Residents.

"There is strong recognition among the team of a responsibility to Singapore for hosting our resort, and we're quite excited by that contribution," says Yoshua Rubinstein, Senior Vice President, Development, Strategic Planning & Analysis.

This sense of national partnership was on display in July 2025, when Las Vegas Sands broke ground on its new ultra-luxury development adjacent to Marina Bay Sands. More than 220 guests attended the event, including Singapore's Prime Minister Lawrence Wong.

While the hotel's interior transformation is largely complete, several major projects remain in motion. Plans for 2026 include a reimagined lobby and a new lounge at Tower 3. Further afield, a transformed SkyPark, a new spa and a refresh of The Shoppes are in the pipeline. These efforts aim to sustain the current momentum and ensure that every part of the property aligns with the elevated standards of the transformed hotel.

Beyond its walls, Marina Bay Sands continues to work closely with the Government and global partners to strengthen Singapore's position as a hub for world-class entertainment. A new 15,000-seat arena will be a key element of the upcoming development and is set to host major international acts and residencies, an offering that Town believes will change the entertainment landscape of Singapore.

In the meantime, the existing property continues to draw global attention through partnerships with premier events such as Formula 1, where Marina Bay Sands hosted exclusive experiences through a partnership with Ferrari and with several leading drivers.

The Mindset that Drives Success

Reflecting on the past 15 years of growth, Rubinstein attributes Marina Bay Sands' success to a simple but powerful philosophy of constant improvement. "No matter how good something is, our people will keep pushing to make it better. That energy and positivity are what make this place special," he says.

That mindset will continue to guide the resort's journey going forward. Slated for completion in mid-2030 and opening in early 2031, pending approval from the Singapore Government, the new development promises to further shape Singapore's skyline and amplify its global profile. More importantly, it embodies the guiding principle that has defined Marina Bay Sands since its inception – a belief that true luxury lies in constant renewal and a single-minded pursuit of excellence. ♦

MAJOR ACCOLADES



RANKED 1ST IN BEST INTEGRATED RESORTS IN ASIA-PACIFIC BY TRAVEL + LEISURE ASIA



HOTEL OF THE YEAR BY TATLER SINGAPORE



SINGAPORE'S LEADING HOTEL 2025 BY WORLD TRAVEL AWARDS

IMPACT IN NUMBERS

Over 2025, Marina Bay Sands continued to stand as a cornerstone of Singapore's economy and global hospitality. With a notable 1.2 per cent contribution to the nation's GDP, the resort generated S\$2.64 billion in annual business spend, where the vast majority of procurement was directed to local enterprises.

Its ability to attract millions of visitors from around the globe and host close to 1.4 million MICE delegates underscores its role as both an economic driver and entertainment hub. These achievements reflect not only its scale and impact, but also a steadfast commitment to constantly elevate hospitality, while shaping Singapore's reputation on the international stage.

1.20%

ESTIMATED CONTRIBUTION
TO SINGAPORE'S GDP*

S\$2.64
BILLION

ANNUAL BUSINESS SPEND[^]

90.8%

OF PROCUREMENT SPENT
ON LOCAL BUSINESSES

OVER

36
MILLION

VISITORS ACROSS THE PROPERTY

CLOSE TO

1.4
MILLION

MICE DELEGATES

MORE THAN

400,000

GUESTS ENTERTAINED
AT SANDS THEATRE

*Includes direct and indirect economic value add to Singapore's Gross Domestic Product

[^]Refers to Marina Bay Sands' annual operating expenditure in Singapore, excluding depreciation and amortisation

FINANCIAL HIGHLIGHTS

**US\$2.92
BILLION**

ADJUSTED PROPERTY EBITDA

**US\$5.59
BILLION**

NET REVENUE

**US\$1.38
BILLION**

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

**US\$4.21
BILLION**

CASINO REVENUE

95.3%

HOTEL OCCUPANCY

US\$944

AVERAGE HOTEL DAILY RATE

"In Singapore, Marina Bay Sands had a year that was unequalled in the history of our industry. The property is truly firing on all cylinders. Its strength is in the combination of a dynamic property being led by a strong management team and cared for by Team Members who are truly dedicated to service excellence. In all of my years in this industry, I have not witnessed the level of success we continue to reach at Marina Bay Sands."

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

ARCHITECTS OF HOSPITALITY



Marina Bay Sands has unveiled a bold new chapter. Breaking ground on its landmark expansion, the integrated resort raises the bar on design, experience and sustainability as it shapes the future of luxury hospitality. Poised to transform Asia's tourism and live entertainment scenes, the visionary development reflects the evolving aspirations of tomorrow's traveller while reaffirming Singapore's place on the global stage.

SHAPING THE FUTURE



THE FUTURE OF LUXURY HOSPITALITY

Las Vegas Sands crossed a major milestone in July 2025 with the groundbreaking of its new development in Singapore, a significant expansion that will once again redefine the country's skyline and global hospitality standards. The ceremony was attended by Prime Minister Lawrence Wong and other senior government officials, reflecting the strong partnership between the company and Singapore in realising the nation's tourism vision.

The pioneering project will feature a soaring 570-suite luxury hotel tower capped with signature rooftop and dining experiences, luxury retail boutiques, gaming, holistic spa and wellness amenities as well as approximately 200,000 square feet of premium meeting space. A purpose-built 15,000-seat arena situated against the stunning backdrop of Marina Bay aims to enhance the live entertainment scene in Asia.

Proving to be another extraordinary feat of engineering, the new property is being designed by Moshe Safdie's acclaimed Safdie Architects, the visionary firm behind Marina Bay Sands' world-renowned design.

Left: Once complete, Las Vegas Sands' new ultra-luxury development will transform the waterfront with its 55-storey hotel tower and podium, featuring a 15,000-seat arena, joining the existing Marina Bay Sands

“The quality of the groundbreaking event, as well as the investment from both our partners and the Government, show how excited we all are about the new development. We believe it will be the most important hospitality building in the world in terms of investment, service and experience,” says Marina Bay Sands’ Chief Operating Officer Paul Town.

Construction is now well underway, with piling and foundation works progressing as planned. The development’s next major milestone will come when the structure emerges above ground, which is expected to happen in the second half of 2026.

The crowning achievement of the hotel tower is the revolutionary 76,000-square-foot Skyloop, a breathtaking haven that intuitively combines both elevated public and private spaces.

Shaping a Greener Horizon

In line with Las Vegas Sands’ global strategy Sands ECO360, sustainability will remain at the heart of the new building’s architecture and operations.

Different approaches towards designing shade for guest comfort and reduced energy consumption are being explored. This includes a self-shading façade system that utilises high-performance glazing and internal blinds to lower direct solar heat transfer and improve energy efficiency. Each suite will have its own private terrace and garden, while outdoor dining venues will be fitted with canopies to shield guests from the elements.

During construction, best practices will be adopted including the use of materials with reduced environmental impact such as low-carbon concrete and recycled steel to lower the project’s upfront environmental footprint. A construction waste management

plan has also been developed, where on-site segregation and recycling will be implemented and at least 75 per cent of construction waste will be diverted to significantly reduce landfill disposal.

Beyond its architectural significance, the expansion reflects Las Vegas Sands’ confidence in Singapore’s long-term tourism prospects and its role in supporting the country’s economic and cultural vibrancy.

Patrick Dumont, President and Chief Operating Officer of Las Vegas Sands, adds, “We are proud of the transformative impact that Marina Bay Sands has had and are highly optimistic about building on this strong foundation. Our new development will raise the bar and redefine the ultra-luxury hospitality realm on a global scale, fuelling further growth of high-value tourism while our state-of-the-art arena will attract the world’s most popular performers and usher in a new era of live entertainment in the region. We look forward to forging a new chapter together and continuing to contribute meaningfully to Singapore’s future success.”

Clockwise: The podium will host three levels of premium MICE facilities complemented by an arena designed to stage world-class live entertainment of the highest calibre; Groundbreaking ceremony for Las Vegas Sands’ new ultra-luxury development; Spanning 76,000-square-foot, Skyloop elevates guest comfort with a thoughtful collection of public and private spaces



LUXURY AT EVERY TURN

Delivering luxury at its finest, Marina Bay Sands invites every guest into a world of curated refinement. Whether it is thoughtful retail and culinary experiences, or iconic stays, gaming and exhibitions, every facet is meticulously crafted and constantly refined in a deliberate expression of luxury designed to excite, entice and enthrall.

REFINING LUXURY GAMING

In June, Marina Bay Sands reached a new milestone in its bold transformation of the casino's high-limit gaming spaces, headlined by the revitalised Ruby Palace.

The refurbishment of the exclusive gaming space marked more than a physical upgrade. It signalled a strategic shift as the integrated resort accelerates its journey from premium to luxury, delivering elevated experiences through world-class design, curated amenities and exceptional service. From redesigned interiors and upgraded amenities to curated F&B offerings, every detail reflects a commitment to sophistication and personalised service.

Cetin Tanisman, Marina Bay Sands' Chief Casino Officer, Asia, says, "With the refurbishment of our premium gaming spaces now complete, the design journey has delivered the product we envisioned. The focus now shifts to the service journey."

Indeed, the team is now intensifying its focus on service delivery across the floor.

One way is by deploying more Guest Engagement Officers – experienced Team Members who have received dedicated service training – to ensure guests feel welcomed from the moment they arrive, whether they are from the mass or high-limit gaming spaces. Over the past year, about 3,300 casino Team Members have also undergone brand service culture training, imbuing the entire property's *Above Beyond* service standards and goals.

Says Baybars Oral, Marina Bay Sands' Senior Vice President of Casino Operations, "We believe product pulls service. If you create a beautiful space, people will want to serve customers better. We want to uplift the experience on the gaming floor and create a sense of energy and excitement among our guests."

The recruitment and retention of skilled and experienced staff has also been an area of focus for Oral's team to deliver a higher level of service. Notably, providing more flexibility for Team Members to switch between part-time and full-time work has yielded positive outcomes.

Looking ahead, Oral says the focus will be on elevating the guest experience across the mass gaming floor and continuing to leverage smart technology with a strong service orientation.

"We were among the first gaming operators to adopt smart table technologies as early as 2021. While AI has traditionally been used for back-end analytics, our goal is to bring its benefits directly to the customer touchpoint, creating a seamless, more engaging experience," he says.

Building Trust: Marina Bay Sands' Responsible Gambling Focus

As a responsible operator, Marina Bay Sands continues to strengthen its social safeguards for gambling through targeted support, community-based initiatives and enhanced efforts to further raise awareness on problematic gambling behaviour.

With a focus on training casino Team Members to be better equipped with the



"We were among the first gaming operators to adopt smart table technologies... our goal is to bring its benefits directly to the customer touchpoint, creating a seamless, more engaging experience."

BAYBARS ORAL,
SENIOR VICE
PRESIDENT OF
CASINO OPERATIONS,
MARINA BAY SANDS

necessary skillsets to support and assist patrons, the Responsible Gambling team increased the number of Responsible Gambling Ambassadors to 788 in 2025, up from 718 in the previous year. It has also grown the number of Responsible Gambling Specialists from two to four. This unique role was created in 2024 to provide greater flexibility and dedicated assistance to patrons who require it. To date, more than 13 per cent of customer-facing casino Team Members are Responsible Gambling Ambassadors who have received additional training to provide support and detect observable signs of potential problematic gambling behaviour.

The team has also enhanced its internal processes by adopting data-driven approaches to more effectively identify and support patrons who may need assistance. Increased on-ground staffing, particularly Team Members with established relationships with patrons, helps build trust and encourages patrons to seek help from familiar faces.

Marina Bay Sands' Executive Director of Responsible Gambling, Joseph Bufalino, says,

"One of our key initiatives is not only to roll out or increase the awareness of responsible gambling and improve accessibility for patrons to approach our staff, but for us to be positioned to better identify people who may be displaying signs of potential harm and respond to that."

Throughout the year, the Responsible Gambling team has worked with Singapore's Ministry of Social and Family Development and the National Council on Problem Gambling to regularly organise activities to highlight the importance of responsible gambling and promote the tools readily available to patrons. These include its informed play system, *NotifyMyPlay*, which allows patrons to voluntarily set limits on the time or amount spent on gambling and receive notifications at selected intervals.

Bufalino says, "The focus is to make sure that responsible gambling tools are available to everybody, to reduce that sense of stigma that some people may have in getting help. Our aim is to promote the responsible gambling tools and services available in Singapore to all patrons to ensure awareness and a dedication to harm minimisation." ♦

REIMAGINING THE ART OF HOSPITALITY

Fifteen years after opening its doors, Marina Bay Sands has completed the most extensive room transformation in its history. The multi-year programme redefined not only the physical look and feel of its rooms and suites but also the changing needs of today's travellers.

The transformation reflects a fundamental evolution in how guests travel, how long they stay and what they expect from a luxury destination in a post-pandemic world.

"Customer expectations changed. What they view as what they like in life, what they want in life, what they want on travel, on their experiences – all that changed post-COVID," says Tane Picken, Senior Vice President and Chief Hospitality Officer, Asia.

"This was not just about a refreshed room. It was about what comes in the room, what experiences are created, and what a customer actually wants while they are staying here."

The team observed a rise in multi-generational travel, longer stays and a growing desire for convenience and seamless access to personalised service. Guests increasingly arrive with family members, stay three to four nights instead of one or two and want everything available instantly, whether through the in-room experience or the butler service.

These shifts informed everything from the enlarged room layouts to multi-zone family suites to greater integration of wellness and technology, as well as concierge-style hospitality delivered directly to the room.

The renovation is also part of a broader, ambitious revitalisation of the hotel's service culture. "We are creating experiences that customers are reacting to, that they appreciate, and want to come back to," says Picken.

Following the changes, the average length of stay has grown, returns have increased and guests who once visited once or twice a year now return up to five times. "For me, that is a clear sign that the path we have gone down has hit the mark."

A New Standard of Service

Marina Bay Sands' performance reflects the impact of its enhanced hospitality model. Customer feedback scores have risen for four consecutive years, culminating in every operational area surpassing the 90 per cent mark in 2025, the first time this has happened.

A major driver of this shift has been the complete overhaul of staff training and development for the Hotel team. Previously centred on functional instruction, training is now a comprehensive, multi-stage journey beginning with a seven-day orientation programme.

The orientation now emphasises emotional connection, passion and confidence and aims to groom Hotel Team Members who understand both the brand ethos and the changing needs of guests.

MAJOR ACCOLADES



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



SINGAPORE'S LEADING HOTEL SUITE 2025 BY WORLD TRAVEL AWARDS



SINGAPORE HOTEL SUSTAINABILITY AWARD 2025-2026 BY SINGAPORE HOTEL ASSOCIATION

"We have gone back to the true old style of training. We give them learning materials to guide them through everything in their role, whether it's grooming, food and beverage, how to serve, how to greet, how to respond," Picken explains.

Beyond this foundational instruction, Team Members undergo structured sessions in dedicated training rooms led by professional lecturers and trainers.

The transformation is especially evident in the Butler Academy, which has expanded from a grooming platform to a multi-tiered professional certification pathway. The team has grown from 112 to 165 butlers – one of the largest butler teams in the world – reflecting rising demand and the increasingly sophisticated skillsets required.

Butlers now train across a broad range of competencies from wine and tea, allergen awareness, children's needs, languages, entertainment knowledge and even insights on travel across Southeast Asia. This allows them to function as one-stop-service ambassadors, assisting the guest from arrival to departure and managing every aspect of their stay.

Curated Experiences that Keep Guests Returning

To maintain freshness across repeat visits, the hotel has invested in curated experiences spanning dining, wellness, entertainment and personalised events. These range from masterclasses with star chefs to mixology sessions, skyline jazz evenings, silent discos, poolside wellness activities and collaborations between chefs from different cities.

The approach is structured around multiple pillars, such as the stay experience, food and beverage innovation, wellness and entertainment. The goal is to deepen engagement and give guests a reason to stay longer, return more often and experience the property in new ways.

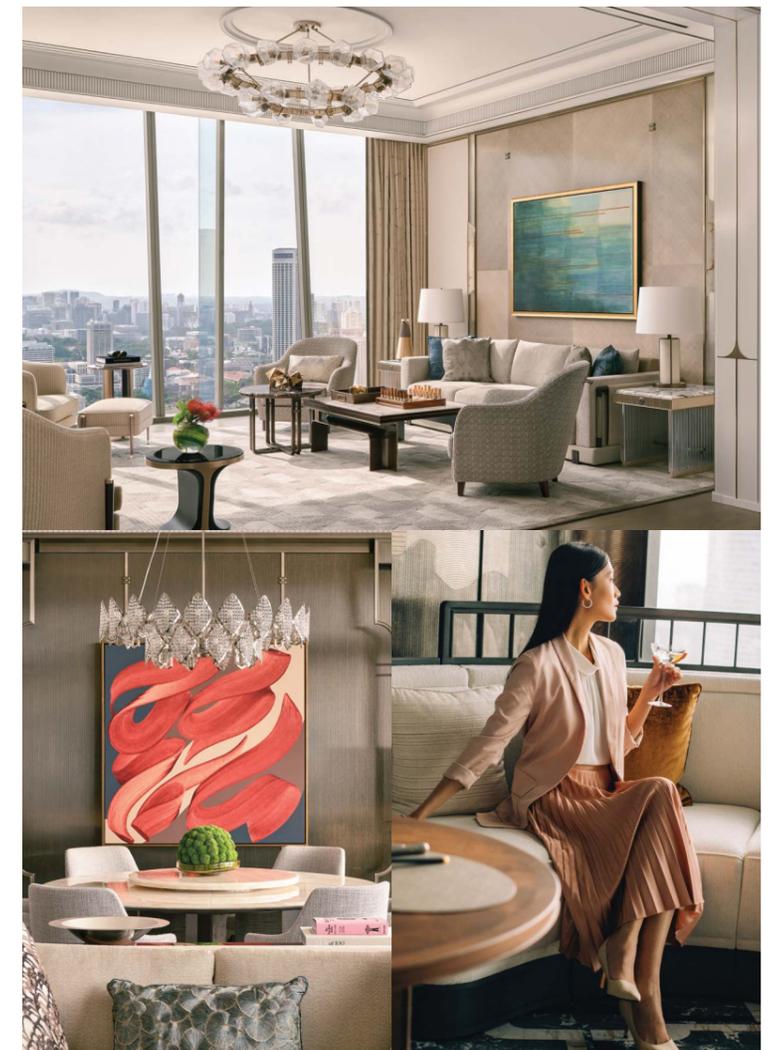
Wellness is another key pillar of the hotel's future ambitions. An upcoming longevity and technology-driven wellness brand will anchor a new generation of spa and fitness experiences, integrating diagnostics, recovery programmes, non-invasive treatments, sleep optimisation and personalised routines.

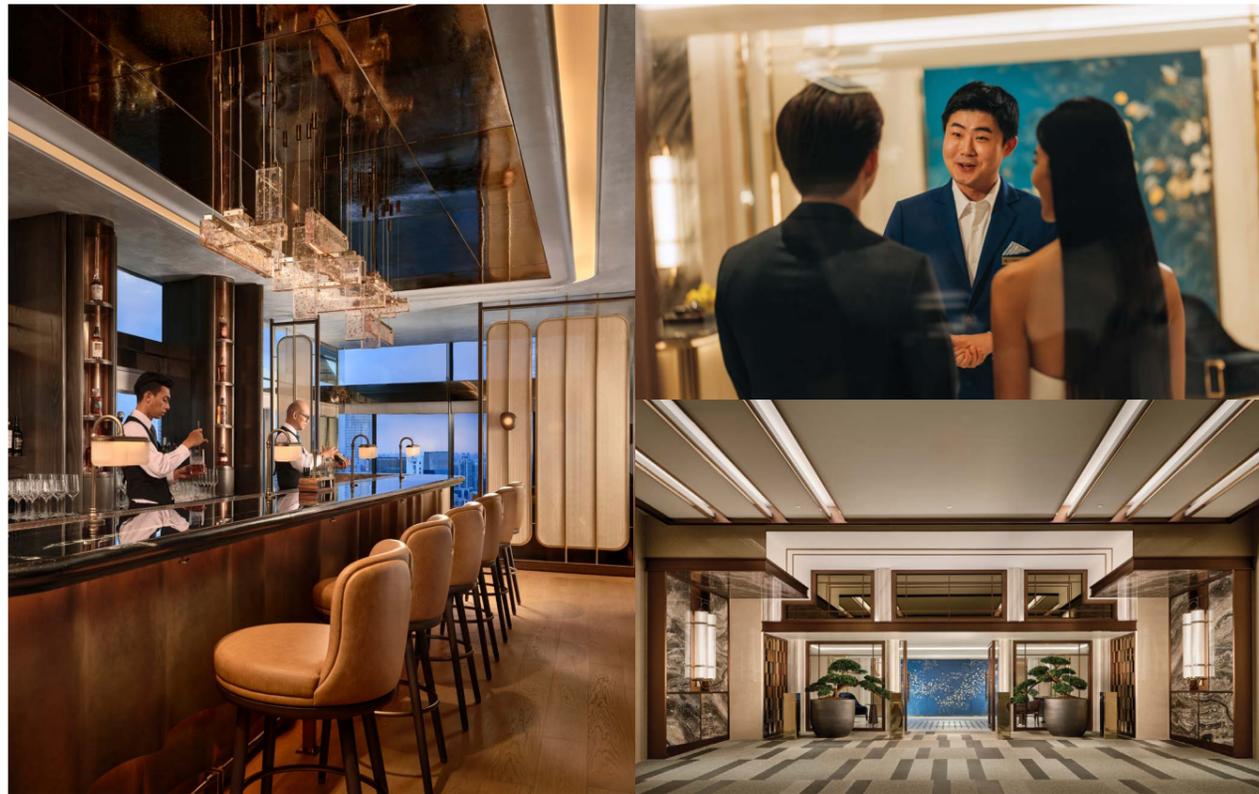
"The whole world is looking at wellness, longevity and rebuilding health. So we are developing a new wellness brand that blends technology with wellness and longevity," says Picken.

Marina Bay Sands has also revitalised its gym into a lifestyle-centred fitness space offering programming, classes and coffee and energy beverages.

Transforming the Arrival Experience

The next wave of Marina Bay Sands' transformation will reimagine the guest's first moments on the property. Planned renovations to the hotel lobby will completely reframe the arrival experience,





introducing a structural redesign with multiple check-in zones, private alcoves, expanded concierge services, and food and beverage concierge points to streamline both hotel and restaurant arrivals.

“It will be a complete change. We are taking away the hustle and bustle of a busy property and giving guests a private alcove to start their journey. Customers want to be in Marina Bay Sands for the energy, but when they begin their private journey, they want it personalised,” explains Picken.

A new dedicated concierge area will allow guests to discuss plans, experiences and requests in privacy, while private lifts will guide dining guests directly from the lobby to SkyPark restaurants. The aim is to align the check-in experience with the elevated luxury of the newly renovated rooms, completing the emotional journey of the stay from arrival to departure.

The upcoming executive lounge in Tower 3 will add another signature experience. Inspired by the Marco Polo voyages, it will

feature a bar, restaurant and a day-to-night transformation from club lounge to fine dining venue. It forms part of a broader upgrade of Tower 3 as an almost all-suite destination, including private arrival and new spa facilities.

The SkyPark Elevated

Among the changes ahead, none excites Picken more than the redevelopment of Sands SkyPark, already one of the most recognisable destinations in global hospitality. “It has been the number one pool in the world, and now we are developing that to be a thousand times better than what it was,” he says.

The revitalised SkyPark will introduce new leisure concepts, refreshed food and beverage offerings and enhanced guest experiences that elevate the views, ambience and atmosphere.

Together with the wellness sanctuary and lobby transformation, these projects are expected to be completed in phases through 2027 and 2028. ♦

SPOTLIGHT

FAMILY SUITES DESIGNED FOR MODERN MULTI-GENERATIONAL TRAVEL

Marina Bay Sands’ family suites were created in direct response to a major shift in travel behaviour, the rise of multi-generational and family-centric holidays. After the pandemic, guests increasingly travel with children, parents or extended family. This prompted the hotel to design an experience where families could “travel light, have a great experience, and have their kids fully taken care of”, says Picken.

The experience begins before arrival. Families can request baby food, diapers, bottle sterilisers,

pushchairs and other essentials, all stocked in the family pantries so guests do not need to pack them. A dedicated children’s laundromat allows parents to choose preferred detergents – organic or non-organic, scented or unscented – ensuring convenience without compromising comfort.

Inside the suite, parents enjoy a luxurious adult-oriented space, while children have their own themed room equipped with bunk beds, charging points, books and digital entertainment. A communal family area with a dining booth, kitchenette and terrace brings the household together for meals, playtime and relaxation.

For parents seeking personal time, the Play Den offers supervised, one-to-one educational activities that rotate through the week, from arts and crafts to technology-based learning. The hotel has also introduced supervised pool play, with mermaid classes coming next.

The response has been overwhelming, with more than 4,500 children participating to date, making family experiences one of the integrated resort’s fastest-growing pillars. ♦



REDEFINING MICE

As Marina Bay Sands celebrated its 15th year as Singapore's architectural and tourism icon, the integrated resort continued to redefine the MICE landscape. 2025 ushered in a new era of immersive, large-scale gatherings that celebrated the art of engagement. These elevated experiences further affirmed Marina Bay Sands Expo & Convention Centre as the premier stage for high-profile trade showcases where innovation and influence convene, while reinforcing Singapore's status as the global destination of choice for visionary brands seeking resonance and reach.

Amid a year brimming with over 2,000 MICE events and nearly 1.4 million delegates, three stood out for their scale and significance: GITEX Asia, SEMICON Southeast Asia and TOKEN2049. One of the world's premiere infocomm and technology shows, GITEX made its Asian debut at Marina Bay Sands in April where it unveiled emerging technologies and entrepreneurship within the information and communication technology (ICT) space. The following month, the integrated resort welcomed SEMICON Southeast Asia back to Singapore for the 30th anniversary of the semiconductor showcase. Together, these landmark events underscore the resort's appeal to global thought leaders and pioneering brands.

Encapsulating Marina Bay Sands' unique ability to not only retain key shows in Singapore but ignite their potential, TOKEN2049 returned for the fourth year in October with unprecedented momentum. As the world's largest crypto showcase, it unfolded across all five levels of the Expo & Convention Centre, transforming the event hub into a dynamic epicentre of fintech innovation. More than 25,000 attendees convened at the two-day event, a remarkable ascent from just 7,500 delegates at its inaugural Singapore showcase in 2022.

Curating Immersive Events

The evolution of MICE at Marina Bay Sands has been nothing short of extraordinary. Events are now more immersive and emotionally resonant, reflecting a shift in delegate expectations post-2024.

"Our clients are curating experiences that surprise and delight," shares Ong Wee Min, Marina Bay Sands' Vice President of Sales and MICE. "They're moving beyond traditional formats to create moments that linger."

TOKEN2049 exemplified this ethos, transforming convention spaces into experiential playgrounds, from two pickleball courts and a zipline soaring across one of the expo halls, to a rock climbing wall in the Sands Grand Ballroom and a cold plunge challenge along the Garden Walk facing the Marina Bay waterfront.

Reaching beyond trade, Marina Bay Sands continues to champion the arts. A standout cultural activation in 2025 was the Asian debut of "Pop Air - Art is Inflatable" by the Balloon Museum, a contemporary art



Left: TOKEN2049 returned for its fourth and biggest showcase in Singapore, surrounding visitors with an array of immersive experiences

Right: The Balloon Museum's "Pop Air - Art is Inflatable" exhibition inspired the imagination of visitors in its first Asian appearance

institution from Rome. Over three months, the whimsical exhibition drew over 100,000 ticketed visitors, captivating the imagination with 17 inflatable art installations.

"Beyond international exhibitions like the Balloon Museum, Marina Bay Sands has also been a canvas for the arts through an ongoing partnership with the National Arts Council (NAC) to enliven the arts and culture scene. From hosting arts thought leadership to piping local music as the default playlist at the Expo & Convention Centre's events and corridors, these reflect our commitment to nurturing Singapore's creative spirit," explains Ong.

Igniting Digital Engagement

As events continue to evolve into omni-channel experiences, Marina Bay Sands remains at the forefront of innovation, expanding engagement beyond physical boundaries into the digital realm. 2025 witnessed the birth of the Marina Bay Sands Metaverse. Created in partnership with visionary local startup The Doodle People, this bespoke, immersive environment ensures meaningful interactions with delegates that extend beyond individual events.

Elaborating on the digital platform, Ong shares, "The Metaverse offers our clients a

sophisticated and imaginative way to sustain community and connection between shows. It's about deepening engagement through experiential continuity."

In extending support for the local arts, Marina Bay Sands has been supporting VGIG, a newly launched revolutionary virtual gig platform by Bandwagon Labs that reimagines live concerts in virtual spaces. It enables fans to connect with their favourite artists and music through interactive experiences, livestreams, digital collectibles and playful exploration. The inaugural virtual gig platform concert, featuring local artists Glenn Yong, Shye and WHYLUCAS in December 2025, marked a bold new chapter in hybrid cultural programming, spotlighting local artistry while captivating audiences in a digitally elevated setting.

Cultivating Partnerships Around Marina Bay

Three years since its inception, the Bay Precinct Strategy has emerged as a masterstroke in urban placemaking. Designed to reimagine commercial relevance in a post-pandemic world, it unites world-class hotel brands, culinary destinations and attractions in a singular value proposition that empowers personal choice and customised experiences.

MAJOR ACCOLADES



MICE VENUE OF THE YEAR BY SACEOS

THREE-YEAR WINNER FOR MICE VENUE OF THE YEAR



BEST CONVENTION CENTRE (ASIA) AT M&C ASIA STELLA AWARDS 2025



ASIA'S LEADING MEETINGS & CONFERENCE CENTRE 2025 BY WORLD TRAVEL AWARDS

“The success of the Bay Precinct Strategy lies in its scale and synergy,” says Ong. “With over 8,000 hotel rooms, more than 1,500 F&B and retail options and access to 10 world-class attractions within walking distance, organisers are now able to tailor every facet of the delegate journey. This has enabled Singapore to attract and retain world-class events.”

Major shows such as TOKEN2049, Singapore Tech Week, ITB Asia and TFWA leverage the full spectrum of the precinct’s ecosystem to shape distinct experiences, from bespoke hotel stays to curated culinary journeys and immersive attractions. “Today, around 90 per cent of delegates create their own experiences across the precinct. This level of personalisation simply was not possible before,” Ong notes.

Shaping the Marina Bay Narrative

Capitalising on the appeal of the Marina Bay area, the integrated resort collaborated with local enterprise AND Limited to present the Marina Bay Civic Immersion Trail. This thoughtfully crafted two-hour walking experience is designed exclusively for C-suite executives and senior leadership of key global clients.

Guests embark on a journey through the historical and civic landmarks of the Marina Bay area. Led by a dedicated curator, each stop reveals pivotal leadership lessons and defining moments that shaped Singapore’s evolution, culminating in the creation of Marina Bay Sands itself.

More than providing cultural insight, this immersive experience deepens emotional resonance and strengthens affinity with Singapore’s story. With the island’s roots as a bustling trading port, Singapore has long been a nexus of exchange. Today, that spirit lives on through MICE, where ideas, innovation and global perspectives converge. By weaving together place, purpose and perspective, the trail invites senior decision-makers to engage with the city in a way that is both personal and meaningful.

“As part of our commitment to delivering engagements that resonate with our clients, the Civic Immersion Trail offers a fresh

lens through which they can experience Singapore, not just as a destination but as a living narrative of leadership, resilience and innovation,” says Ong. “It’s about creating stickiness to the Singapore story to inspire connection.”

Extending the Art of Hospitality

In 2024, Marina Bay Sands redefined the boundaries of luxury hospitality when its exclusive off-site catering service made its debut at the Singapore Airshow. This distinct offering extends the resort’s culinary artistry and impeccable service to venues across the island, infusing each occasion with its signature flair.

Notably in 2025, Marina Bay Sands was entrusted with two of Singapore’s most prestigious state events – the National Day Parade reception at the National Gallery and the National Day Rally reception at



“At our core lies a singular strength: the power to draw new-to-Singapore events and elevate them into premier showcases. By pairing the full breadth of our integrated resort’s offerings with the synergistic brilliance of the Marina Bay precinct, we transform events into iconic experiences.”

ONG WEE MIN,
VICE PRESIDENT OF
SALES AND MICE,
MARINA BAY SANDS

ITE Central. Across both events, over 2,200 esteemed guests were treated to a gourmet experience befitting the national stage.

Nurturing Tomorrow’s Leaders

Amid the shifting dynamics of the global MICE sector, Marina Bay Sands remains deeply invested in shaping the next generation of industry leaders through education and mentorship.

In a strategic collaboration with the Singapore Institute of Technology (SIT), the resort’s MICE team co-developed and led a three-month events management module in 2025 under the Bachelor of Business in Hospitality and Tourism Management programme. Bridging academic insights with real-world excellence, over 30 event professionals from the NAC, Professional Convention Management Association (PCMA) and Singapore Tourism

Board (STB), as well as Marina Bay Sands’ Sales and MICE leaders, served as guest lecturers and shared their experiences in a series of 13 masterclasses inspiring students to envision purposeful careers.

“This is our way of giving back,” says Ong. “By investing in the talent who will shape the future of our industry, we want to cultivate a pipeline of excellence that will help realise Singapore’s Tourism 2040 ambition to triple MICE receipts within the next 15 years.”

Shaping the Future

For Marina Bay Sands, every returning event offers a renewed canvas to reimagine the delegate journey in surprising and inspiring ways that embody the resort’s hallmark of excellence.

“2026 is set to be an extraordinary year,” affirms Ong. The venue is anticipating the return of flagship showcases such as GITEX Asia and TOKEN2049, alongside biennial icons like Singapore International Water Week and off-property events like the Singapore Airshow.

“The continued success of our Sales and MICE business is a reflection of our team’s relentless creativity and passion for pushing boundaries. It also speaks to the collective strength of the Marina Bay precinct. Harnessing this world-class platform, we will press on in attracting, cultivating and amplifying events while positioning Singapore at the forefront of the global meetings landscape.”

Clockwise: At ILTM, the Sands LifeStyle booth welcomed attendees to network over drinks and canapés while exploring bespoke event experiences; Whimsical cloud canapés at Autumn Showcase encouraged playful interaction; A Singapore Institute of Technology student pins an idea on the whiteboard during the event design masterclass

TRANSFORMING RETAIL

The Shoppes at Marina Bay Sands blazed trails amid a challenging global retail landscape in 2025. Introducing brand concepts that enrich its retail mix in line with evolving lifestyle trends, the mall offers distinctive experiences that deepen its connection with discerning shoppers.

Throughout the year, The Shoppes continued to demonstrate strength and resilience. Thoughtful brand curation, enduring tenant partnerships and a loyal customer base underpinned steady performance, while distinctive experiences continued to resonate with discerning shoppers. Hazel Chan, Senior Vice President of Retail at Marina Bay Sands, described the year as one that showcased the mall's strong positioning. "Despite the soft retail climate, we saw sustained spending confidence among ultra-high-net-worth individuals, drawn to the personalised service and exclusive experiences at The Shoppes," she noted.

According to tourism tax refund company Global Blue, The Shoppes closed the year with a dominant share of 40 per cent, representing its leadership and strategic focus on the luxury retail market. This achievement reflects years of purposeful

evolution. Since opening its doors 15 years ago, The Shoppes has continually redefined luxury retail in Asia. The pandemic proved a pivotal moment, reshaping its customer base and strategy. Where once international tourists comprised 80 per cent of visitors, the mall swiftly re-engaged locals through initiatives such as Sands LifeStyle and *Discover The Shoppes*. "The closing of borders created an opportunity for local shoppers to rediscover the breadth and depth of our offerings and they have remained loyal ever since," Chan says.

Today, the balance between local and international shoppers provides a stable foundation for tenants, enabling deeper client relationships and smoothing revenue fluctuations due to tourism cycles. In particular, the year-on-year growth at The Shoppes was anchored by high-value purchases in the watches and jewellery segment. "With a strong and loyal local base, tenants can consistently engage customers and entice them back to their stores," she adds.

Curation with Purpose

The Shoppes' approach to curation continues to evolve, reflecting both the changing tastes of shoppers and the mall's ambition to stay ahead of global trends. In 2025, the focus extended beyond traditional luxury to lifestyle concepts that complement its premium positioning.



"This year, we brought in more lifestyle brands to complement our already extensive luxury offering," Chan shares. "Shoppers today don't come for one category. They look for variety, from fashion and fitness to dining and wellness."

Among the new-to-market arrivals was Italian luxury shoemaker Rene Caovilla which unveiled its first boutique in Southeast Asia, further strengthening its footprint in the Asia Pacific region.

Similarly, Alo Yoga, the Los Angeles-based luxury athleisure brand, made its Singapore debut, while Laopu Gold, a high-end Chinese jewellery brand, opened its first boutique outside China.

Together, these brands capture rising trends among affluent consumers: wellness-driven living and a growing appreciation for culturally distinctive luxury.

Other notable additions included Reborn Healthcare Centre which offers personalised wellness services at its first Singapore location. Birkenstock also unveiled a new concept store featuring the exclusive 1774 collection, its luxury line of designer collaborations, while Beyond The Vines, Guerlain and Café Nesuto added further depth to the lifestyle mix.

The mall also welcomed several refreshed and expanded boutiques. Among these was Montblanc which unveiled its newly renovated Singapore flagship, featuring an immersive and contemporary design reflecting the brand's roots in writing. The boutique houses a leather and gifting wall display, a collector's corner and an exclusive VIP room honouring Singapore's local heritage.

The BOSS flagship at The Shoppes introduced a new store design that embodies the brand's aesthetic across sportswear, casualwear and fashion. Designed with purposefully placed stages, lounge areas and service touchpoints for personalised consultations and human connection, the boutique encourages inspiration, discovery and relaxation while blending style, functionality and luxury.

Elsewhere, Gentle Monster’s flagship presence expanded into its first duplex concept store in Singapore that reflects the South Korean eyewear label’s avant-garde spirit as it continues to push the boundaries of creativity and innovation. Crafted by the Gentle Monster Robotics Lab, the GIANT HEAD KINETIC OBJECT at the entrance is a striking installation with three sculptural heads in constant motion to express subtle shifts in thought and emotion, echoing the brand’s fascination with cognitive perception and artistic storytelling.

Chanel, meanwhile, introduced an ephemeral boutique that feels anything but transitional. Designed as a full-fledged experience, the space features multiple intimate rooms that seamlessly bring together couture, high-end watches and fine jewellery, offering clients a glimpse of the maison’s world in one cohesive encounter. This immersive showcase also sets the stage for a significantly larger and more ambitious Chanel concept now in preparation at The Shoppes.

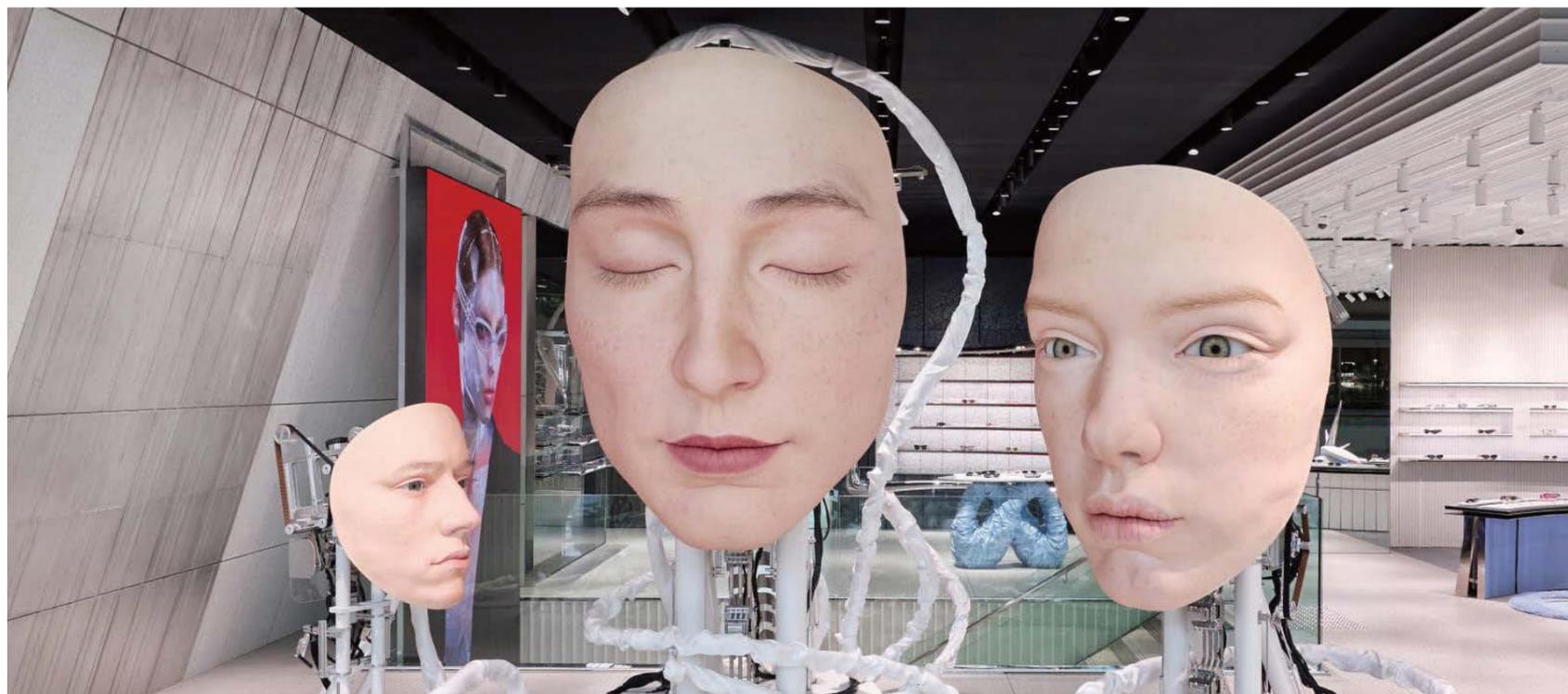
Chan notes that this blend of ultra-luxury, quiet elegance and lifestyle breadth offers customers a dynamic shopping experience.

Experiences that Delight

Beyond its brand mix, The Shoppes continued to deliver memorable experiences that reinforce its reputation for exclusivity. In 2025, the mall was one of only 10 iconic locations worldwide to host Gucci’s La Famiglia collection, the first under new creative director Demna Gvasalia.

From September to October, visitors could explore the ultra-exclusive line in a dedicated boutique experience that reflected the intimacy of Italian family gatherings portrayed in Gucci’s short film *The Tiger* starring Demi Moore and Edward Norton.

Another highlight was Hermès’ The Silky Way, held at the Marina Bay Sands Event Plaza in October and November. The exhibition celebrated the brand’s artistry and its signature scarves through immersive storytelling, attracting both local and international visitors. Perfumer Henry Jacques also staged a special first-ever pop-up at the Grand Colonnade



South, featuring three Asia-exclusive fragrances from its *Les Baumes* collection.

Top: Shoppers at Gentle Monster’s concept store were greeted by the GIANT HEAD KINETIC OBJECT – three heads that bob endlessly to reflect changes in thought and emotion

These collaborations demonstrate how The Shoppes continues to provide a stage for global brands to showcase their creativity. Even as some luxury houses adopted a more selective approach to experiential marketing in 2025 amid softer sentiment, The Shoppes retained its appeal as a premier showcase location. Says Chan, “While the business of luxury navigates headwinds, many of our brand partners still choose to invest in their activations here, so it’s a strong sign of confidence for the unique position we hold in the marketplace.”

The mall also deepened engagement through curated, by-invitation-only experiences for high-value clients. These included private shopping journeys, intimate in-store styling sessions and private dinners.

“Together with our media partners, we identify well-connected, high-spending customers and invite them with their friends to exclusive events in-store. It allows brands to engage them directly and build relationships

MAJOR ACCOLADES



BEST OVERALL RETAIL OFFERING BY AN INTEGRATED RESORT AT INSIDE ASIAN GAMING ACADEMY IR AWARDS 2025

that go beyond transactions,” she adds.

Elevating the Customer Journey

Central to the mall’s sustained success is its investment in personalised service. The *Discover The Shoppes* and Sands LifeStyle programmes continue to reward loyalty at both the aspirational and ultra-luxury levels. Members earn Resort Dollars across more than 250 participating outlets, while top-tier clients enjoy bespoke benefits and exclusive vouchers.

Discover The Shoppes, in particular, has become a vital link between the mall and its top-tier clientele. The programme targets highly discerning shoppers who value personalised recognition and tailored experiences. For this group, rewards are custom designed around their preferences, with bespoke shopping perks and thoughtful gifting during special occasions to curated fine dining and hotel experiences.

The Shoppes has also continued to evolve its personal shopping service, first introduced to engage hotel suite guests. “We started not knowing where it would take us, but it

has been very rewarding. We’ve had royal families and celebrities take on the service, and our tenants were able to convert these experiences into meaningful connections,” adds Chan.

The concierge-style offering connects guests directly with brands, creating a seamless bridge between hospitality and retail.

Likewise, Sands LifeStyle campaigns continued to draw engagement throughout the year, including the successful 6.6, SG60, 11.11 and Black Friday shopping events and year-end festivities that combine retail privileges with entertainment and dining offers across the property. Together, these initiatives cement Marina Bay Sands as a destination where experiences and rewards intersect.

A Promising Outlook

While global retail markets are likely to remain fluid, The Shoppes enters 2026 from a position of strength. The mall’s allure lies not just in its portfolio but in the partnerships and programmes that sustain it. By balancing luxury with lifestyle, and exclusivity with accessibility, it continues to appeal to a broad yet discerning audience.

Chan believes the lessons of recent years have created a more adaptable, customer-centric model for the future. The mall’s steady shift towards ultra-luxury and personalised service reflects a maturing retail landscape where experience and engagement count as much as merchandise.

She says, “High-net-worth consumers are still spending. But what luxury means to them is being rewritten with experience at the centre. It’s ultimately about recognition, intimacy and feeling that they matter.” ♦

WHERE LUXURY MEETS GASTRONOMY

Marina Bay Sands continued to redefine dining excellence in 2025 through new experiences, inspired partnerships and a culture of innovation. From the launch of Jin Ting Wan, Singapore's highest Cantonese restaurant, to a renewed focus on people and service, the resort is shaping the next era of dining.

When Jin Ting Wan opened its doors in July, it became more than a new restaurant at Marina Bay Sands. It symbolised the next chapter of the integrated resort's culinary journey. Perched on the 55th floor, the Cantonese fine dining restaurant treats guests to sweeping views of Singapore alongside refined craftsmanship and heartfelt service.

For John Sloane, Vice President of Food & Beverage (F&B), the opening marked a key milestone. "We felt strongly that Marina Bay Sands should operate our own Chinese restaurant, one that represents who we are and what we can do," he says.

The restaurant is the latest highlight in Marina Bay Sands' 15-year journey to accentuate Singapore's dining scene. Since the integrated resort's debut in 2010, it has helped position the city state as a global culinary destination, drawing acclaimed chefs, nurturing homegrown talent and creating experiences that span cultures and cuisines.

"Singapore has always been seen as a hub, but Marina Bay Sands pushed it to another level. When Michelin came in, when international

chefs set up here, it put Singapore in the same conversation as Tokyo or London. That momentum has only grown," explains Sloane.

Creating an Emotional Bond

While fine dining remains central to its identity, Sloane is quick to point out that the focus is broader than white tablecloths. "What matters is the emotional experience, whether you're enjoying great street food at Rasapura Masters or a steak at CUT. Dining should feel approachable and memorable at every level," he says.

That philosophy aligns with Marina Bay Sands' brand vision, *Above Beyond*, which calls for every guest encounter to be both premium and personal. This second phase of transformation has enhanced the way F&B Team Members interact with guests, from the arrival sequence and restaurant design to the warmth of service.

"People come here from busy lives. We want them to park their day at the door, relax for the next few hours and feel special. Every detail, from music to art to how they're greeted, should create that sense of connection," notes Sloane.

To deliver on that promise, staff training has become a key priority for the F&B team. The integrated resort's commitment to developing its people has built strong loyalty, with many F&B Team Members staying for at least eight to 10 years in an industry known for its high turnover rate.

That focus has expanded in recent years with new investments in training and mentorship. An operations training team, for example, works closely with Team Members to place them in real service environments, and pairs

MAJOR ACCOLADES



BLACK PEARL RESTAURANT GUIDE 2025:

WAKU GHIN (ONE-DIAMOND)



FORBES TRAVEL GUIDE 2025:

WAKU GHIN (FIVE-STAR)

CUT AND SPAGO (FOUR-STAR)

them with experienced mentors under a "buddy" system. The emphasis is on hands-on learning and building confidence rather than relying solely on manuals.

The end goal is to make every guest interaction a deeply emotional one. That connection comes through in simple gestures, whether it is guests asking for their favourite server, or chefs taking time to explain the origins of each ingredient.

Building a Culture of Innovation

Marina Bay Sands' success as a culinary leader stems also from a culture that encourages creativity and constant growth. One notable example is its recently launched R&D kitchen, which serves as an incubator for innovation.

"It's a space where young chefs can experiment, share ideas and push boundaries. When you take them out of the daily

production flow, you see them blossom," explains Sloane.

The initiative complements a strong talent pipeline. Partnerships with hospitality schools and accelerated pathways for returning Singaporean graduates ensure a steady flow of skilled professionals.

Sloane notes that flexibility is essential when developing new talent, as many young recruits have invested heavily in their education and expect faster career progression. The goal is to support their growth while ensuring they embrace responsibility and accountability along the way.

Alongside talent, infrastructure is also evolving. A new central kitchen, set for construction in 2026, will support the preparation of up to 30,000 meals a day, streamlining production across restaurants and staff dining. By managing core items such as stocks and sauces centrally, it will reduce the workload and stress on individual kitchens as well as ensure greater consistency and quality throughout the property.

Partnerships that Endure

Collaboration remains central to Marina Bay Sands' culinary identity. Its longstanding partnerships with world-renowned chefs such as Wolfgang Puck, Daniel Boulud and Tetsuya Wakuda exemplify this approach, and have strengthened its reputation in global dining.

Each partnership reflects a shared commitment to excellence and a belief in constant renewal. "Partnerships with the right identities are vital. Food and beverage are like fashion, needing constant renewal. When you collaborate with people whose DNA aligns with your brand, both grow together," says Sloane.

Commanding the Spotlight

In 2025, Marina Bay Sands hosted two of Asia's most prestigious culinary awards, the Michelin Guide Singapore ceremony and the Black Pearl Restaurant Guide Awards, with the latter held outside China for the first time. For Sloane, these events reinforced Marina Bay Sands' role as a global stage for dining excellence.



“Michelin is the Academy Awards of our industry, and we wanted to deliver it at that level. It wasn’t just about the awards, it was about showing what we can do, from the cocktails to the set-up. It reminded people that we can create bespoke, world-class experiences, not just large-scale banquets,” says Sloane.

Hosting Black Pearl, meanwhile, deepened ties with the Chinese market and aligned the resort with Asia’s rising culinary voices.

The Next Course

Marina Bay Sands’ culinary transformation is far from complete. Alongside established favourites such as CUT, Wakuda and Maison Boulud, newer arrivals like Greek restaurant estiatorio Milos and Jin Ting Wan continue to broaden the resort’s offerings.

The next chapter will see the debut of another new Chinese restaurant in the resort, adding yet another layer to the property’s diverse portfolio.

Several major refurbishments are also underway. RISE and The Club are set to be refreshed by 2027, while another upcoming

executive lounge will elevate dining for in-house hotel guests. Each upgrade reflects a broader commitment to renewal, design excellence and guest connection.

“The goal for 2026 is to hold our trajectory,” says Sloane. “We’ve achieved a lot in 2025. Now it’s about maintaining standards as we build towards 2027, when guests will start to see even more new experiences.”

Despite the scale of the operation, with nearly 80 concepts spanning restaurants, bars and lounges, Sloane emphasises that Marina Bay Sands’ success rests on its people. From sommeliers to stewards, each plays a role in creating what he calls “the soul of the building”.

“Every part is linked. If one isn’t strong, the whole will wobble. The steward is as important as the top chef. Everyone has to move in sync to deliver consistency,” he says.

That unity of purpose defines the next phase of Marina Bay Sands’ food and beverage journey, one that blends heritage with innovation, local with global and luxury with approachability. ♦



WINE SPECTATOR 2025:

CUT, KOMA,
MOTT 32, SPAGO,
WAKUDA,
WAKU GHIN
(BEST OF AWARD
OF EXCELLENCE)

ESTIATORIO
MILOS, LAVO,
MAISON BOULUD
(AWARD OF
EXCELLENCE)



MICHELIN 2025

MICHELIN GUIDE 2025:

CUT AND
WAKU GHIN
(ONE-STAR)



SPOTLIGHT

JIN TING WAN: ELEVATING CANTONESE DINING IN THE SKY

Occupying the 55th floor of Tower 1, Marina Bay Sands hotel, Jin Ting Wan offers a modern expression of authentic Cantonese cuisine. The name, which translates to “Golden Dragonfly Bay”, captures the spirit of grace and motion reflected throughout its Song dynasty-inspired décor, intricate dragonfly motifs and curation of Chinese artefacts.

Opened in July 2025, the restaurant blends classical techniques with contemporary presentation. Under the leadership of Guangxi-born Executive Chef Albert Li, the menu at Jin Ting Wan expands the narrative of Cantonese cuisine, illuminating the rich culinary diversity of the Greater Canton region. Influences from Shunde, Teochew and Hakka traditions are thoughtfully integrated, alongside subtle accents from other regional Chinese styles such as Szechuan.

Each of its five private dining rooms tells a different story, thoughtfully designed around themes of tea, whisky and Chinese spirits. The interiors, featuring curated artworks and fine bone china, were conceived to evoke a sense of discovery and calm.

Complementing the refined Cantonese cuisine is a beverage programme designed to elevate the overall dining experience, distinguished by its depth, heritage and innovation.

Head Tea Master Jacky Zhao Gang, one of the region’s foremost authorities on Chinese tea, curates an immersive journey into the world of artisanal Chinese tea. The tea collection is among the most extensive in Singapore, featuring over 80 meticulously sourced varieties, including rare and limited-edition selections from private collectors.

In tandem, the wine programme led by Head Sommelier Joe Yang showcases the emerging excellence of Chinese viticulture. With a curated list of around 100 Chinese fine wine labels – the largest of its kind in Singapore – the wine list celebrates the diversity and sophistication of China’s expansive terroir, spanning regions such as Ningxia, Hebei, Yunnan, Shandong and Shanxi.

These intentionally curated elements converge to form a distinctive bridge between the rich heritage of Cantonese culture and the contemporary elegance of Marina Bay Sands. ♦



ENTICING THE WORLD

Marina Bay Sands hosted a phenomenal year for entertainment in 2025, staging close to 100 celebrity-studded events, blockbuster musicals, sold-out concerts and global sporting events that drew audiences from Singapore and across the region.

Award-winning musicals and stage productions, such as *Wicked*, *Phantom of the Opera*, *Dear Evan Hansen* and *Sunset Boulevard*, captivated more than 400,000 theatre-goers at Sands Theatre. At the same time, the integrated resort hosted 14 high-profile events and concerts including sold-out shows by Taiwanese pop icon A-Lin.

The year closed with the return of Marina Bay Sands' premier concert series *Sands Live Season*, headlined by Chinese singer Hailai Amu and Taiwanese veterans Ricky Hsiao and Tiger Huang in a spectacular double bill. Adding to the star power, the resort rolled out the red carpet for Hong Kong legend Tony Leung and Taiwanese actress-filmmaker Shu Qi during the 36th Singapore International Film Festival (SGIFF) in November.

Summing up the events, Marina Bay Sands' Senior Vice President and Chief Customer Officer Jeremy Bach says, "Entertainment at Marina Bay Sands has never been more dynamic. During the year we broadened our horizons with blockbuster musicals from *Wicked* to *Phantom of the Opera*, and hosted record-breaking concerts under *Sands Live Season* as well as culturally significant performances such as Chinese

crostalk and comedy shows. Looking ahead, our goal is to elevate these experiences even further through deeper collaborations with partners, innovative formats and cultural exchanges that position Marina Bay Sands as a global hub for entertainment. We're not just curating shows; we're shaping a long-term vision that connects Singapore to the world."

Throughout the year, Marina Bay Sands continued to serve as a stage for extraordinary experiences – a global destination where art, culture, sport and lifestyle converge. The resort's calendar was marked by landmark collaborations that cemented its role as a cultural beacon and reaffirmed its position as a leading venue for creativity and innovation.

Celebrating Art, Film and Culture

In support of the Lady Gaga Mayhem Tour in Singapore, Marina Bay Sands held property-wide celebrations in May. Notably, the bespoke, Lady Gaga-inspired edition of its nightly light and water show *Spectra* at the Event Plaza along the waterfront promenade attracted more than 30,000 visitors across 20 shows. Adding to the festivities, themed F&B offerings were launched across several signature and celebrity chef restaurants, while a high-energy party unfolded at MARQUEE Singapore.

The celebrations extended to ArtScience Museum, where the acclaimed *Iris van Herpen: Sculpting the Senses* exhibition showcased avant-garde designs famously worn by Lady Gaga herself, in a striking reflection of Marina Bay Sands' ability to unite art, technology and pop culture under one roof.



MAJOR ACCOLADES



RANKED 39TH IN
TOP 100 CLUBS
2025 BY DJ
MAG: MARQUEE
SINGAPORE

MARQUEE
TOOK THE SPOT
OF "HIGHEST
CLIMBER" ON
THE 2025 LIST,
MOVING UP 34
PLACES FROM THE
PREVIOUS YEAR

Building on the strong repertoire of talent tours, entertainment premieres and red carpet events, the integrated resort strengthened its ties with Chinese streaming giant iQiyi with a special screening event and press conference at MARQUEE Singapore in May for hit drama *Love in Pavilion*, featuring lead actors Liu Shishi and Zhang Yunlong.

The momentum continued as it hosted the Singapore press tour for action-fantasy movie *Omniscient Reader: The Prophecy* in July. South Korean actors Ahn Hyo-seop and Lee Minho made special appearances, alongside acclaimed director Kim Byung-woo and producer Won Dong-yeon. This marked the only overseas stop for the film's cast ahead of its theatrical debut.

Furthering its support for Singapore's creative ecosystem, Marina Bay Sands once again partnered with the SGIFF for the 36th instalment of the event, hosting key festival moments across the property in November. The collaboration deepened with Marina Bay Sands proudly supporting the Opening Film at the Sands Theatre and a series of *In Conversation With* sessions with Shu Qi and Tony Leung. The partnership reflects the resort's enduring commitment to storytelling and its role as a cultural conduit where art, film and ideas intersect to inspire and connect.

Elevating Lifestyle and Luxury Collaborations

The year also saw a multitude of collaborations with luxury and lifestyle

Clockwise: MARQUEE Singapore continues to be a beacon in nightlife with a robust roster of local and international DJs year round; International star Tony Leung, who was in town to promote his new European film *Silent Friend* at SGIFF 2025, participated in one of the *In Conversation With* sessions hosted by Marina Bay Sands; SGIFF 2025's opening night held at Sands Theatre saw Taiwanese actress Shu Qi walking the red carpet with the stars from her directorial debut, *Girl*



Top: Global electronic music icon Hardwell at MARQUEE Singapore in September

Bottom: The integrated resort's partnership with Scuderia Ferrari HP took centre stage during the Formula 1 Singapore Grand Prix weekend

brands and music partnerships which resulted in high-impact activations that cast a global lens on the integrated resort.

In January, Marina Bay Sands marked its first collaboration with a K-pop group. Held ahead of SEVENTEEN's hotly anticipated [RIGHT HERE] WORLD TOUR concerts in Singapore, *THE WONDERLAND with SEVENTEEN* campaign saw the iconic building façade being lit up over two nights in the world-renowned South Korean boy band's signature colours of Rose Quartz and Serenity. Exclusive collectibles and culinary offerings were also unveiled as part of the campaign.

In addition, Marina Bay Sands partnered with the Singapore Tourism Board and Warner Music in February to host the launch of Coldplay's single "Man in The

Moon". The music video saw the multiple Grammy Award-winning British band appear in several attractions across Singapore, including the integrated resort.

Showcasing Sport and Global Partnerships

World-class sport reached new heights during the year, demonstrating the breadth and flexibility of Marina Bay Sands' venues. During the Formula 1 Singapore Grand Prix, the integrated resort's longstanding partnership with Scuderia Ferrari HP took centre stage with special appearances by team drivers Charles Leclerc and seven-time Formula 1 World Drivers' Championship winner Lewis Hamilton. These were accompanied by an eye-catching show car display at the hotel lobby and a dramatic property light-up in Ferrari red throughout the race period.

Accentuating Singapore's golf scene, the integrated resort served as the Official VIP Hospitality Partner of LIV Golf Singapore 2025, curating premium experiences that united the worlds of sport, entertainment and luxury. Meanwhile, Marina Bay Sands' support for the HSBC Women's World Championship as Official Entertainment and Lifestyle Partner underscored its commitment to elevating women's sport, with an iconic photo call atop Sands SkyPark with the world's top female golfers.

As part of the Sands Cares community engagement programme, Sands Champion ambassador and 10-time LPGA Tour champion Minjee Lee helmed an *In Conversation With* session with local budding golf talents. Additionally, Sands Champion ambassador and two-time major winner Collin Morikawa joined beneficiaries from Sands Cares for a community engagement initiative, followed by a private culinary event at WAKUDA Singapore – a thoughtful expression of how sport and social impact come together under the Marina Bay Sands banner.

Lighting Up the Night

Celebrating its sixth year of operations in 2025, MARQUEE Singapore continued to be a pinnacle of Singapore's nightlife scene. As of January 2026, it had welcomed more than

160,000 party-goers and hosted over 60 international guest DJs including the likes of top-ranking industry heavyweights such as Marshmello, Dimitri Vegas, KSHMR, Porter Robinson, Steve Aoki and Hardwell.

Solidifying its place in the global nightlife scene, the nightclub took the coveted title of "Highest Climber" on the *2025 DJ Mag Top 100 Clubs list*, moving up 34 places to clinch the 39th spot on the influential list published by British music publication DJ Mag. Throughout the year, MARQUEE's headline events continued to draw sell-out crowds, with its Formula 1 Singapore Grand Prix weekend parties featuring the adrenaline-fuelled performances of world-renowned DJs Afrojack and Martin Garrix.

Over at AVENUE Singapore, the upscale lounge also saw the launch of a new party series *Crossfade* in March, which spotlighted rising DJs and celebrities from the region. The line-up included viral breakout Chinese rap sensation SKAI ISYOURGOD, Japanese DJ Iku and Australian R&B and hip-hop DJ K Time.

A Hub for Global Talents

Marina Bay Sands' premier concert series *Sands Live Season* closed 2025 on a high note and welcomed the new year with renewed energy. Over two months from December 2025 to January 2026, it hosted multiple performances showcasing the vocal talents of Malaysian singer-songwriter Firdhaus, Chinese pop singer Leah Dou,

Hong Kong Cantopop veteran Liza Wang and Taiwanese pop icon A-Lin. The latter drew sold-out crowds of 7,000 each night, setting a new record for the highest number of attendees for concerts held at Sands Grand Ballroom.

In addition, six concerts were launched featuring Chinese singer Hailai Amu, a double bill concert headlined by Taiwanese singers Tiger Huang and Ricky Hsiao, Hong Kong Cantopop star Kenny Bee, and a special triple bill concert anchored by Hong Kong music pioneers Frances Yip, Elisa Chan and Maria Cordero. Australian soft rock duo Air Supply also made their return to Singapore in January, performing their highly anticipated 50th anniversary concert as part of *Sands Live Season* – a testament to how the integrated resort continues to be a top draw for Asian and Western music acts alike.

"We remain committed to advancing our role as a global platform for entertainment and culture," says Bach. "In 2026, we will continue to deepen strategic partnerships, introduce innovative formats and foster cultural exchanges that elevate Singapore's position on the world map by establishing our place as a desirable destination to host international events. Our focus is on creating experiences that are not only exceptional today but set new benchmarks for the future. Through this, we ensure Marina Bay Sands continues to inspire, connect and lead in the realm of world-class entertainment." ♦

Bottom: A young golf talent taking a selfie with 10-time LPGA Tour champion Minjee Lee after the *In Conversation With* session at Marina Bay Sands



SEEING NEW POSSIBILITIES

2025 was a transformative year for ArtScience Museum, marked by its first major rebranding since opening in 2011. The new tagline, *See New Possibilities*, signalled a shift from being an early institution uniting art, science and technology to becoming a cultural vanguard shaping how people see and engage with the world. The refreshed visual identity, featuring a vibrant colour palette, dynamic typography and a logo inspired by the Museum's architecture, extended beyond design into new spaces, revitalised programmes and new initiatives.

A key initiative was ArtScience Interlude, a series of short moving-image artworks by internationally recognised artists and filmmakers presented hourly on the Museum's lobby LED screen. Serving as both a welcome and a visual gateway to exhibitions, the programme introduced visitors to the Museum's multidisciplinary approach.

"As global challenges grow increasingly complex, the role of cultural institutions has never been more vital," says Honor Harger, Vice President of Attractions and ArtScience Museum. "Our revised mission connects people with the intersection of art and science to explore our shared future — asking what art can reveal about science and technology, and what their convergence tells us about our possible futures."

Educating the Future

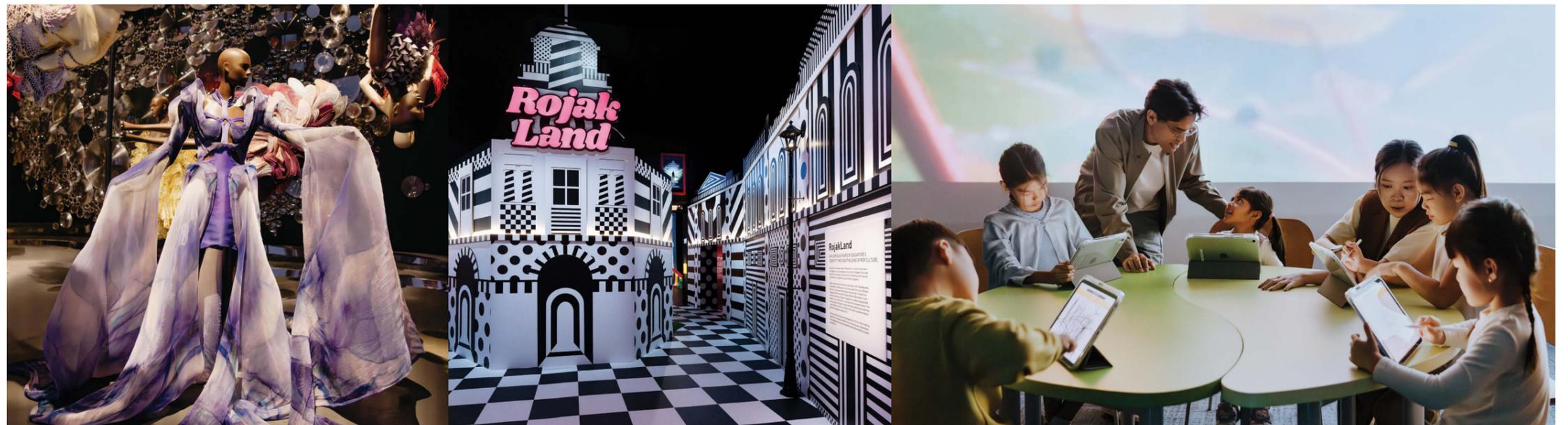
Education remained central to the Museum's work. Since opening, more than 240,000

students in Singapore have participated in its programmes. In response to growing demand for STEAM learning, the Museum opened ArtScience Laboratory on 17 February 2025 to mark its 14th anniversary. Spanning 360 square metres on Basement 2, the Laboratory features three flexible zones, Launch Pad, Media Lab and Ripple Room, designed for hands-on discovery and experimentation.

Open to children, students, educators and families, the Laboratory offers complimentary and ticketed programmes including creative workshops, engineering explorations, sustainability initiatives and wellness sessions. In May, it hosted the Southeast Asian premiere of *Artland* by South Korean artist Do Ho Suh and his children, highlighting play, creativity and interdisciplinary learning.

Within the galleries, the permanent exhibition *teamLab Future World* underwent its most ambitious transformation yet. Featuring new and refreshed installations,

Left to right: Visitors were offered a glimpse into Iris van Herpen's cerebral universe, from gravity-defying creations in the gallery *Cosmic Bloom*, to hearing from the revolutionary designer herself, who visited Singapore for the first time to launch the exhibition; The entrance to *RojakLand* at the heart of *SingaPop!* enticed visitors to explore six colourful sections which spotlight the various aspects that have shaped Singapore's pop culture; ArtScience Laboratory redefines learning, immersing visitors in a world of hands-on experimentation and exploration



including the global debut of *Light Sculpture with Paper Airplane* and an immersive *Crystal Universe*, the exhibition continued to draw millions into a realm of movement, light and digital imagination.

Where Art and Science Collide

The first half of 2025 was anchored by *Mind and Body: The Art and Science of Being Human*, examining what it means to think, feel and exist in a rapidly changing world. *Mirror Mirror: Journey Into the Mind*, by Moment Factory, guided visitors through eight immersive rooms exploring perception, memory and consciousness.

Iris van Herpen: Sculpting the Senses brought the Dutch designer's work to Asia for the first time. Featuring over 140 creations, the exhibition showed how scientific ideas become wearable art through craft and technology. Presented with the Musée des Arts Décoratifs, Paris, it incorporated Southeast Asian perspectives and artefacts from Singapore's Lee Kong Chian Natural History Museum.

Celebrating the Island Nation

In Singapore's 60th year, *Skyline Singapore: Stories from Above* traced Marina Bay's development through photographs,

multimedia and immersive projections. The SG60 season launched with *SingaPop! 60 Years of Singapore Pop Culture*, curated by Dick Lee, charting six decades of shared cultural touchpoints. This was followed by *Another World Is Possible*, co-curated with Liam Young and presented with ACMI, Melbourne. Featuring over 100 works, the exhibition offered alternative visions of the future shaped by long-term thinking, environmental pragmatism and collective care. Alongside the *Futures Festival*, it transformed the Museum into a platform for conversation and imagination.

One Vision, Infinite Possibilities

With its refreshed identity, ArtScience Museum enters its next chapter with renewed clarity. In 2026, new collaborations will explore systems shaping contemporary life, from artificial ecologies and human physiology to oceanic mysteries.

"As we look ahead, our role is to bring art and science together to open difficult questions, deepen understanding and create spaces where curiosity and empathy can thrive," reflects Harger. "We want visitors to leave inspired to think creatively and critically about the future." ♦

TOWARDS NEW HEIGHTS

Always inspired to do more and do better, Marina Bay Sands upholds a dedication to excellence that transcends the resort. Shared by its partners and embedded in every collaboration, this commitment powers its quest to embrace people and planet, uplifting lives and championing sustainability to secure a better world for the generations to come.

PEOPLE

EMPOWERING PEOPLE, ELEVATING THE FUTURE

At Marina Bay Sands, its people stand at the heart of the resort and are the architects of its success. As the integrated resort commemorated its 15th anniversary in 2025, it continued to honour a legacy of excellence as it charts a future anchored in the strength of its team.

Guided by this belief, Marina Bay Sands is making transformative investments in talent development, digital empowerment and culture-building. The goal: to cultivate a workforce as world-class as the resort itself.

“We’re building a team that will carry us into the next era, one defined by agility, innovation and grace,” shares Chan Yit Foon, Marina Bay Sands’ Senior Vice President of Human Resources. “We invite our people to leverage our development programmes to shape their professional journey with intention and impact.”

Investing in Tomorrow’s Talent

Developing people has always been a cornerstone of Marina Bay Sands’ philosophy. In 2025, this commitment deepened around three strategic priorities: cultivating future talent pipelines, embracing digital transformation and championing a skills-first approach to learning and development.

A record S\$4.5 million was dedicated to training and development in 2025, a reflection of the resort’s belief in continuous learning. A key pillar of this investment is ASPIRE, a 24-month early career development programme designed to nurture junior leaders across 10 tracks. Combining mentorship, job rotations and

MAJOR ACCOLADES

2025 5-STAR EMPLOYER OF CHOICE BY HRD ASIA



RANKED 2ND IN TOP 10 MOST ATTRACTIVE COMPANIES TO WORK FOR IN SINGAPORE AT RANDSTAD EMPLOYER BRAND AWARDS 2025

stretch assignments, ASPIRE supports the Government’s vision of multi-career pathways while igniting professional growth for the next generation of hospitality professionals.

“ASPIRE isn’t just about training, it’s a leadership journey,” says Chan. “We began by reimagining butler training as a craft of precision and grace. Now, we’re expanding this spirit of mastery across functions to cultivate versatile leaders for Singapore’s hospitality future.”

Meanwhile, the internship programme has evolved into a strategic talent pipeline. High-performing interns are now offered letters of intent before graduation, a move that demonstrates Marina Bay Sands’ deep partnerships with local institutions and its commitment to nurturing homegrown talent.

Additionally, the Career Conversion Programme (CCP) empowers staff, including mid-career professionals to transition into higher-value roles. For example, the Place-

and-Train CCP for IT professionals provides structured onboarding pathways, supporting both the resort’s digital transformation and individual career growth. By redesigning roles and automating routine tasks, Team Members are freed to focus on what truly matters – creating moments of connection and delight for guests.

“Roles will change, but skills endure. We’re preparing our people not just for today’s roles, but for the possibilities of tomorrow – with grace, mastery and heart,” says Chan.

Driving a Digital Workforce

In its pursuit of excellence, Marina Bay Sands continues to redefine the future of work through a sophisticated digital transformation journey. At the heart of this evolution lies a suite of AI-assisted tools, designed to elevate productivity, streamline operations and empower its people.

Leading this transformation is a newly launched HR chatbot. This seamless digital

“Roles will change, but skills endure. We’re preparing our people not just for today’s roles, but for the possibilities of tomorrow – with grace, mastery and heart.”

CHAN YIT FOON,
SENIOR VICE
PRESIDENT OF
HUMAN RESOURCES,
MARINA BAY SANDS



concierge offers real-time support for HR-related queries, from leave entitlements to benefits and workplace guidelines. In the road ahead, the integrated resort aims to embrace AI in its recruitment process, leveraging technology to streamline processes while ensuring every decision remains grounded in human insight and discernment.

“Technology should always elevate the human experience,” Chan emphasises. “AI helps us work smarter, but people remain at the heart of what we do. Human connection is and will always be our anchor.”

Building a Culture of Excellence

Stepping into its second year, the Brand Service Culture Transformation Series continues to embed Marina Bay Sands’ defining principle of *Above Beyond* across the organisation through immersive workshops and experiential learning. The multi-year initiative reimagines service not as a set of functional procedures but an enduring value that permeates every interaction.

By the close of 2025, all managers and half of the property’s Team Members had completed the programme, with full participation expected to be achieved by mid-2026.

“*Above Beyond* is more than a tagline, it’s a way of being. Our people managers must not only guide their teams, but embody this ethos in every action. In living out our brand promise together, we can turn simple moments into lasting memories,” Chan shares.

Championing Inclusion and Opportunity

Guided by a firm belief in availing opportunities to all, the resort continues to champion employment for persons with disabilities and ex-offenders, partnering with local organisations such as SG Enable and Yellow Ribbon Singapore to secure fair access and meaningful work. To date, Marina Bay Sands has hired 87 persons with disabilities and close to 90 ex-offenders, carefully matching them with jobs that suit their skillsets and capabilities.



In 2025, the resort hosted Sands EmpowHer, its inaugural celebration of International Women’s Day. The full-day event featured uplifting activities for female employees, spanning financial literacy talks, self-defence workshops and wellness classes. Headlined by former Nominated Member of Parliament Janice Koh, who shared her own journey of overcoming adversity, the event also showcased an uplifting video message from Dr Miriam Adelson, Co-founder of Las Vegas Sands.

“In driving inclusivity, we work to remove barriers so that everyone can flourish. When our people feel valued and supported, they perform at their best to truly go *Above Beyond* for our guests,” says Chan.

Top: Main committee of Sands EmpowHer with senior management at the International Women’s Day event

Bottom: Former Nominated Member of Parliament Janice Koh sharing her experiences in a fireside chat

A New Chapter of Possibility

As Marina Bay Sands looks beyond its 15th year, the resort has set its sights on even greater heights. Mid-2025 marked the beginning of Las Vegas Sands’ new development – a US\$8 billion tourism gamechanger investment that will introduce a new ultra-luxurious resort and entertainment destination in Singapore. This landmark will require a larger workforce and the resort is gearing up by making meaningful investments in its people. Through training, digital innovation and culture, it strives to ensure its team is ready to meet the demands of tomorrow.

Every initiative is part of a larger vision, shaping not just a workforce, but a community united by pride, purpose and heart. “Everything we’re building today, from ASPIRE to our digital transformation and the culture of *Above Beyond*, is about preparing our people for the next chapter of hospitality,” says Chan.

“It’s a future defined not only by excellence, but by the warmth and humanity that make Marina Bay Sands truly exceptional.” ♦



UNSUNG HEROES

PERFECTING THE ART OF NATURE

Luxury meets meticulous design at Marina Bay Sands, where even the foliage weaves a story of precision and artistry. Behind the scenes, Jordan Loh, Marina Bay Sands' resident tree surgeon, works in a team dedicated to curating and maintaining the integrated resort's lush landscapes, from lofty trees to delicate bonsai.

The certified arborist and horticulturist oversees more than 950 trees and palms across the property, including 90 at the Sands SkyPark. His daily routine spans both indoor and outdoor spaces, often clocking over 12,000 steps as he inspects, prunes and plants. But his role as Assistant Manager, Facilities, goes far beyond maintenance, blending science and artistry to shape Marina Bay Sands' botanical identity. Recognising that excellence is rooted in the smallest details, he and his team have turned nature into art.

Where Every Leaf Matters

One of the most striking examples of the team's dedication is the integrated resort's treasured bonsai that dot the discreet Paiza Arrival Lobby and Paiza Sky Residence lounge. Tipping the scales at between 500kg and 800kg, the 16 large bonsai trees were manually shifted to their destinations around the property during wee hours to avoid operational disruption.

In surrounding guests with fresh visual experiences, the team also rotates 36 smaller bonsai regularly. A holding room allows these plants to bask in morning sunlight three times a week before they are displayed in high-touch areas like restaurants and lobbies.

"Bonsai is like a delicacy for the landscape team," Loh shares. "It's a rare opportunity to work with something so refined and distinctive."

Handpicked by Loh's team, each is meticulously pruned and shaped to preserve its miniature proportions. Larger leaves are removed to maintain visual balance, while root balls are resized to fit their pots. The process can take hours for a single plant.

Curating the Seasons

The integrated resort's seasonal displays also revel under the team's undivided attention as they curate floral themes that align with cultural moments – marigolds for Deepavali, hydrangeas in spring and poinsettias for Christmas. These choices

"We're not just maintaining plants, we're shaping experiences. By curating every element with intention, we enrich their stay with us and leave a lasting impression."

JORDAN LOH,
RESIDENT TREE
SURGEON, MARINA
BAY SANDS

are not arbitrary. Loh travels to Malaysia, Thailand and beyond to personally ensure each plant suits the aesthetic and environmental conditions of the resort.

"You can't tell their true form from online pictures. You have to see them in person," he says of sourcing plants abroad. "Due to our space constraints, every measurement has to be exact. I select plants with a clear understanding of each area's environment and the species best suited to thrive there."

Climate adaptation adds another layer of complexity. Imported plants require up to three months to acclimate to Singapore's humidity. Amid unpredictable weather, Loh's team adjusts the soil to calibrate drainage and pH levels. With such careful adjustments, even hydrangeas thrive under their care, successfully transforming from pink to blue through acidity control. "Through such subtle shifts, we create evolving landscapes that give our long-staying guests a fresh experience laced with a sense of familiarity," Loh explains.

Timing is also a crucial factor. Christmas poinsettias, for example, must achieve their

signature red hue before shipment. This translates into six months of advanced planning and coordination for the team.

Greening Marina Bay Sands

Sustaining the integrated resort's lush greenery year-round is a complex endeavour. Nowhere is this more evident than in the *Rising Forest*, created by artist Zheng Chongbin. Here, Loh and his team inspect the 83 trees in three-meters-tall custom-made ceramic pots weighing 1,200kg each, climbing ladders every night to check each branch for pests and fungus. A single tree can take up to two hours to inspect, with four trees examined per night. *Rising Forest* is part of Marina Bay Sands' Art Path, a specially commissioned programme that was designed to bring art installations to the public.

Loh's work also sees him scaling new heights. Well versed in arboriculture, he trains vendors in using safety harnesses to trim the bougainvilleas on the hotel's balconies. Each room has a strict time limit and around 60 rooms across the three towers can be covered in a single day.

His tools of the trade include a moisture sensor and a resistograph. By drilling into the trunk and analysing resistance patterns, he can detect internal tree decay. These diagnostics ensure that every tree not only looks healthy but is structurally sound.

Loh readily credits his team for Marina Bay Sands' landscape feats. Comprising just six Team Members, the landscape crew successfully execute seasonal transitions and complex manoeuvres involving massive bonsai with precision and coordination. Their round-the-clock efforts do not go unnoticed. Guests often pause to admire the landscaping, snapping photos of the topiary designs and foliage that are thoughtfully embedded across the property.

For Loh, such moments are deeply rewarding. "It's meaningful when guests appreciate our hard work," he says. "We're not just maintaining plants, we're shaping experiences. By curating every element with intention, we enrich their stay with us and leave a lasting impression." ♦



UNsung HEROES

SWEET INDULGENCE

Far from the theatrical bustle of Marina Bay Sands' open kitchens is a workspace set beneath the iconic palm-like structure of the ArtScience Museum. Here, in his Innovation Kitchen Lab, Director of Pastry and Bakery Chef Hoi Kuok I and his team dream up the sweetest moments for guests of the integrated resort. Every delicate morsel of kueh, tart, celebration cake and plated dessert begins as a thought in this room before it is refined and scaled up for the restaurants, lounges and banquets in Marina Bay Sands.

Nothing leaves the Lab until it is perfect, and nothing achieves that standard without passing through the hands of the specialists Chef Hoi has gathered. Among them is "kueh master" Jasmine Tay, whose deftness yields impeccable Southeast Asian sweets. "We only make 400 pieces of fresh kueh daily for our VIP guests," Chef Hoi explains. "That is the maximum we can produce to keep the quality I want."

Chef Castagnos Florent, the master French pâtissier, anchors the resort's classic European breads and pastries, while Japanese pastry chef Hidemitsu Aso's minimalist style keeps plated desserts and entremets elegant and free of gratuitous flourishes. "We don't want our guests to eat decorations. I want them to taste the quality of the ingredients we use in our desserts," Chef Hoi adds, summing up his culinary ethos.

Whipping Up Ideas

Inspiration can strike anywhere, from an alluring display in a mall to a memory of the cable cars in Hong Kong, where Chef Hoi began his culinary career. He jots these ideas down the moment they arise, knowing that spontaneity often leads to the most resonant creations. Seasonal displays, buffet features and petit gâteaux often begin as quick sketches, which later emerge in delights like a tableside presentation featuring Tasmanian cherries flambéed in high-proof rum or a 3D fondant tableau of orcas and dolphins frolicking in the wake of a luxury yacht.

His signature touches surface everywhere. Kaya is cooked in small batches and stirred by hand over a bain marie because "you can use a machine, but the texture wouldn't be the same". Loaves of milk bread are deliberately burnt at their crown, then trimmed, to intensify their aroma when served as kaya toast. The popular wagyu chocolate chip cookie served at Wakuda began as an experiment in using trimmed wagyu fat and has resulted in a richly scented cookie that's chewy in the middle and crisp around the edges.

Crafting Excellence

Chef Hoi considers his profession a calling. "Some people go to work because they have to," he says. "For me, this is something I really love to do." His devotion to his craft has carried him from his teenage years, learning from his father, a renowned baker in Hong Kong, to nearly two decades working at luxury hotels across Asia. In 2023, he joined Marina Bay Sands, bringing with him a clear philosophy that desserts must be crafted, not manufactured, and excellence must be built on curiosity before precision.



"I want consistency at the top level, but I also want my team and guests to understand why something is special today."

CHEF HOI KUOK I,
DIRECTOR OF
PASTRY AND BAKERY,
MARINA BAY SANDS

Consistency, he notes, is one of his greatest challenges, though not in the way most people imagine. "If everything tastes exactly the same every time, it means you're cooking like a factory," Chef Hoi explains. "I want consistency at the top level, but I also want my team and guests to understand why something is special today."

To illustrate his point, he offers the egg as an example. "I can't control the degree of freshness of the egg every day, but a good cook will adjust his cooking to make sure he serves the egg at its best." In other words, consistency is not about sameness but rather a standard of excellence expressed through knowing hands and keen observation.

A Symphony of Sweets

With more than 90 pastry and bakery chefs under him, Chef Hoi sees himself as a conductor guiding a well-honed orchestra. He sets the vision, then empowers his experts to

interpret it. "They know what to do without me telling them," he says proudly. He refers to his Innovation Kitchen Lab as his operation's brain, the main kitchen as its back bone body, and MICE team as the arms and legs, able to stretch across the property's outlets and beyond.

Two and a half years into his role, his enthusiasm remains undimmed. He still finds joy in creating treats that make every guest feel special and firmly believes that dessert is not simply the end of a meal, but the part people remember most. "I have a wonderful stage," he says, smiling. "It's a performance and a chance for all of us to show how much we enjoy and excel at it." ♦

UNSUNG HEROES

DECANTING DISTINCTION

In the subterranean quiet of Marina Bay Sands' underground wine vault, rows of bottles rest in calibrated darkness. Some are destined for the resort's signature restaurants, others are reserved for collectors, connoisseurs and VIP guests. Part storage and part treasury, this cellar is overseen by Marina Bay Sands' Wine Director Britt Ng, whose role blends curation and stewardship. With a holding inventory of more than 5,000 bottles at any given time, valued at approximately S\$10 million, his mandate is to safeguard the integrity of the resort's wine programme while elevating the drinking experience for every guest.

Ng's purview sprawls across the property's 19 concepts, from in-room dining and club lounges to fine dining rooms, casual restaurants, bars and casino venues. He describes himself as a gatekeeper who ensures that every bottle earns its place. Provenance, quality, concept fit, guest demographics and supply reliability all serve as filters before a wine is approved. "Whatever comes into the building has to fit Marina Bay Sands' identity as a luxury destination," he says. "It has to make sense for the venue, cuisine and guests."

Running a wine programme of this scale is a complex undertaking. Every outlet has its own distinct identity, and with it, its

own wine philosophy. At estiatoro Milos, this manifests as one of the world's largest collections of Greek wines, many imported directly for exclusivity. At authentic Cantonese restaurant Jin Ting Wan, Ng is building what will become the region's largest collection of Chinese fine wines. At Spago, the Californian spirit shines through a dedicated Opus One collection, while in the swish confines of the Paiza wine vault, VIP guests can sip and savour a vertical of Château Mouton Rothschild from 2000 to 2020, each bottle adorned with a label painted by a leading contemporary artist.

The Quest for Excellence

Ng leads a team of 24 sommeliers stationed across the resort, ranging from juniors to heads of programmes. Over the last two years, he has shaped a culture anchored in service excellence and continuous learning,

"For me, the job is about creating and nurturing a programme that feels thoughtful and personal for our guests. When our guests feel that, we've done our jobs well."

BRITT NG,
WINE DIRECTOR,
MARINA BAY SANDS



an approach that has drawn some of the region's top talents. Six out of the world's roughly 500 Advanced Sommeliers certified by the Court of Master Sommeliers – including Ng himself – work in the Marina Bay Sands team. Next year, they will attempt the notoriously difficult Master Sommelier examination, a pinnacle achieved by only a few hundred professionals worldwide.

The company supports this ambition by providing funding and study time. Marina Bay Sands is also a licensed provider for the Wine and Spirit Education Trust (WSET) Level 1 and 2 programmes, giving rank-and-file F&B staff access to a structured wine education. The result is a pipeline of skill, confidence and curiosity that reinforces the resort's wine DNA.

Savouring Every Day

Ng's day-to-day is rarely predictable. Mornings may involve operational meetings, supplier appointments or planning for new activations. Afternoons are often spent conducting staff training across venues, while evenings shift into guest engagement, including private tasting sessions, wine-focused experiences for VIPs and on-the-ground support during service. "No two days are the same," he says. "You have to be agile because anything can happen."

This dynamism is what drew Ng to hospitality in the first place. He began his career as a service attendant at the former db Bistro in Marina Bay Sands, rising to assistant sommelier before joining the pre-opening team at Bread Street Kitchen by Gordon Ramsay. After a decade developing his career across the industry, he returned to Marina Bay Sands in 2023, this time to lead the resort's entire wine strategy.

A Curator of Luxury

Ng's influence extends beyond the restaurants and into partnerships, private events and cross-department collaborations. He designs pairings for guest chef dinners and creates bespoke wine selections for guests to enjoy on the resort's private yacht and jets. He also represents Marina Bay Sands at international wine expos, strengthening relationships with wineries, suppliers and producers around the world.



More recently, Ng turned his attention to parent company Las Vegas Sands' new ultra-luxury resort destination being built next to Marina Bay Sands. His team has begun acquiring wines, including rare bottles from the early 1900s, that will define an even more distinctive wine identity for the new property.

"People often assume sommeliers like me drink wine all day," he says with a laugh. "But that could not be further from the truth. For me, the job is about creating and nurturing a programme that feels thoughtful and personal for our guests. When our guests feel that, we've done our jobs well." ♦

COMMUNITY

2025 KEY HIGHLIGHTS

Throughout the year, Marina Bay Sands continued to expand its legacy of impact. Transforming vision into action, the resort applied its purposeful blend of philanthropy and partnerships across diverse needs to uplift vulnerable communities and shape Singapore's cultural vibrancy. From community engagement and capacity building, to rallying its workforce in igniting positive change, Marina Bay Sands remains steadfast in its commitment to realising a more inclusive, resilient and inspired society.

MORE THAN
70
COMMUNITY EVENTS ORGANISED AND SUPPORTED IN 2025

MORE THAN
41,000
BENEFICIARIES IN 2025

OVER
133,000
VOLUNTEER HOURS CONTRIBUTED BY MARINA BAY SANDS' TEAM MEMBERS SINCE OPENING

OVER
S\$5.2M
RAISED FOR LOCAL CHARITIES THROUGH SANDS FOR SINGAPORE CHARITY FESTIVAL 2025

MORE THAN
S\$45M
RAISED THROUGH SANDS FOR SINGAPORE CHARITY FESTIVAL SINCE ITS INCEPTION IN 2013

A LEGACY OF IMPACT

Across 2025, Marina Bay Sands deepened its commitment to Singapore through its community engagement programme, **Sands Cares**. Mobilising its over 12,000-strong workforce, the integrated resort championed meaningful change, building the capacity of non-profit organisations and developing local artistic talent, advancing inclusive growth.

The year also witnessed Singapore's SG60 celebrations. Through a partnership with Community Chest, Marina Bay Sands pledged S\$750,000 over three years for the *SG Gives Matching Grant*. This was announced during the 11th edition of the Sands for Singapore Charity Festival, Marina Bay Sands' signature event that inspires charitable giving.



Throughout the year, Marina Bay Sands organised more than 70 community events, reaching over 41,000 beneficiaries and diverse social needs – from befriending seniors during trishaw rides around Marina Bay, to packing 30,000 hygiene kits at the Sands Cares Global Hygiene Kit Build. Furthermore, disadvantaged students received career mentoring, while persons with disabilities were empowered with vocational training.

Where Hearts Come Together

Marina Bay Sands hosted the 11th installment of its flagship Sands for Singapore Charity Festival from 5 to 7 September. Held under the banner "*Where Hearts Come Together*" for a third year in conjunction with Singapore's SG60 milestone year of giving, the Festival hosted a mix of community engagements and fundraising activities.

Among the highlights was an inaugural charity dessert box, *The Sweet Collective*, in support of APSN Centre for Adults. This comprised tarts from four restaurants, CUT by Wolfgang Puck, Maison Boulud, Origin + Bloom and WAKUDA Singapore.

Marina Bay Sands also unveiled its first-ever life-sized digital game, *Play for a Cause*, supporting The Food Bank Singapore's mission to enhance food security. The initiative amassed over 1,000 virtual food bundles which Marina Bay Sands transformed into physical food bundle donations.

Into its fourth year, the *Giving Marketplace* raised funds for and awareness of non-profit organisations and social enterprises. The event's 16 booths displayed a variety of handcrafted goods created by beneficiaries from participating organisations.

MAJOR ACCOLADES



PATRON OF THE ARTS AWARD 2025 BY NATIONAL ARTS COUNCIL



CHARITY GOLD AWARD, ENABLER AWARD AND VOLUNTEER PARTNER AWARD AT COMMUNITY CHEST AWARDS 2025

Left: Charity dessert box *The Sweet Collective* featured creations from four restaurants within Marina Bay Sands



The Festival’s complimentary entertainment throughout all three nights attracted numerous revellers, while the opening ceremony on 5 September showcased performances by ART:DIS Cajon Musicians and APSN Student Dancers. Singaporean celebrity Glenn Yong returned for his third Sands for Singapore Charity Festival with a medley of songs, accompanied by performances from local bands and roving entertainers.

“Sharing music while supporting meaningful causes shows the power we have to uplift others,” says Yong.

Building Capacity, Scaling Impact

In 2025, Las Vegas Sands and Marina Bay Sands welcomed The Food Bank Singapore as the second Singapore-based recipient of the Sands Cares Accelerator, a three-year programme aimed at empowering non-profit organisations to deliver greater impact. A longstanding partner of the resort, The Food Bank Singapore will receive US\$100,000 annually for the three years and mentorship from Las Vegas Sands and Marina Bay Sands to help achieve its Bank Card programme goals. The organisation aims to digitalise its operations and expand its reach among youth.

The appointment comes after nearly a decade of collaboration, comprising food donations, volunteering and food kit builds. The latter’s latest installment saw approximately 300 Team Members, retail tenants and Sands Hospitality Scholarship recipients assemble 6,000 food kits.

“Sands Cares Accelerator will enable us to substantially scale up the Bank Card programme in an effective way,” says Dr Arthur Chin, Executive Director of The Food Bank Singapore. “Marina Bay Sands has been an invaluable partner. We are grateful that they have recognised our potential to increase our impact in the community.”

Investing in Culture, Inspiring Creativity

Through the Sands Innovative Arts Fund, Marina Bay Sands celebrated seven Singaporean arts groups for achievements in their community programmes. Established under the National Arts Council’s (NAC) Sustain the Arts (stART) Fund and introduced in January 2024, the initiative benefitted from a S\$500,000 donation by the resort, demonstrating its commitment to nurturing emerging art forms and creative outreach.

Now in its second year, the Fund welcomed two new grantees, Lirica Arts and the Singapore Indian Orchestra & Choir. Lirica Arts collaborates with under-represented communities to create immersive experiences that blend digital technology with traditional theatre. Meanwhile, the Singapore Indian Orchestra & Choir developed a digital documentary to celebrate Indian musical traditions. Additionally, the Fund will continue to support two first-year grantees: inwardBOUND, which will broaden its intergenerational storytelling initiatives through theatre, and Pasat Merdu, which will promote intercultural music practices across the region.

Low Eng Teong, Chief Executive Officer of NAC, says, “The arts programmes made possible by NAC-Marina Bay Sands partnership shows how private sector support can make a significant and positive difference to lives and livelihoods. Together, we drive positive change in our communities through the arts.”

Building Resiliency for the Future

In the road ahead, Marina Bay Sands’ community engagement journey remains rooted in purpose. Through Sands Cares, the resort will continue to reflect the values of the community it serves. In an industry first, Marina Bay Sands will offer scholarships to undergraduates with disabilities in 2026 through a partnership with TomoWork, a charity that empowers persons with disabilities to pursue gainful employment. This initiative adds to the organisation’s focus on inclusive hiring and upskilling, reinforcing its vision of cultivating a diverse and resilient workforce equipped to thrive in a changing world. ♦

Opposite: Highlights from the Festival included performances by APSN dancers, a booth by Metta Welfare Association, Singapore celebrity Glenn Yong and life-sized digital game *Play for a Cause*

Bottom left: Pasat Merdu premiered the works of aspiring Singaporean composers at a live performance at Stamford Arts Centre on 26 July (Image courtesy of Pasat Merdu)

Bottom right: Reverberance presented “Journey to Singapura” at Singapore Chinese Cultural Centre Auditorium in April 2025 (Image courtesy of Reverberance)



PARTNERSHIPS

DISTINCTIVE ALLIANCES

At Marina Bay Sands, partnerships are carefully cultivated alliances that reflect shared values, mutual ambition and a commitment to excellence. From master craftsmanship to operational ingenuity, each collaboration contributes to the resort's premier guest experience and global stature. These distinctive alliances span design, service, sustainability and innovation – embodying the spirit of co-creation that allows the integrated resort to continually redefine what it means to deliver world-class hospitality.

◆ *Systematic Laundry* ◆

SPINNING THROUGH CLEAN SOLUTIONS

Marina Bay Sands' partnership with Systematic Laundry began in 2020, when the integrated resort appointed the local laundry management and service provider following a tender to find a laundry vendor for three of its celebrity chef restaurants.

From an initial three-month trial run, its scope has now expanded to cover the laundry of all signature and celebrity chef restaurants, uniforms, pool and banquets. In between, it has even introduced innovative solutions that helped mitigate the space crunch within the back-of-house areas at the resort.

It is little wonder then that Systematic Laundry was given the Operation Excellence trophy in the annual Sands Suppliers Excellence Awards 2025 for providing quality, cost-effective and sustainable solutions.

With more than 45 years in the laundry management sector, Systematic Laundry now dedicates 25 per cent of its 200-strong workforce exclusively to the Marina Bay Sands account.

To navigate the increasingly crowded working areas every time it needed to deliver or collect laundry, the vendor created a two-tier trolley that improved productivity by 50 per cent. "We now deliver 10 to 12 trolleys of uniforms every day, down from 24 in the past," says Ong Chew Meng, General Manager at Systematic Laundry.

Another innovation – the tablecloth trolley – was created as a bespoke response to concerns raised by one department. Tablecloths are now hung over a pole, eliminating the need to iron them again when placed on tables.

"We're always looking to help our clients and teammates with operational workflow and workplace safety," says Ong. "Marina Bay Sands was willing to trial the new concepts. Everything fell into place and worked out well."

A new requirement for Systematic Laundry from Sands SkyPark is for the pool towels to be rolled rather than folded. While the company looks for an automated solution, a human one waiting in the wings could be deployed. "Systemic Laundry is an inclusive employer, with 10 per cent of our workforce comprising persons with disabilities. They are a very credible team, having been with us since 2018," explains Ong.



"Excellence is not just an end statement; it's an ongoing process."

ONG CHEW MENG,
GENERAL MANAGER,
SYSTEMATIC LAUNDRY

Since collaborating with Marina Bay Sands, Systematic Laundry has experienced the integrated resort's system discipline, which ensures everyone is on the same page and on track. Uniform audits are conducted weekly with Marina Bay Sands' Procurement team, and user information, trends and results are collated monthly and shared with Systematic Laundry.

"Marina Bay Sands' system discipline is very commendable, and is something we also want to introduce to our company. Excellence is not just an end statement; it's an ongoing process," says Ong.





◆ Ploh ◆

DREAMING UP COMFORT

Redefining luxury, Marina Bay Sands partnered with Singapore-based bedding atelier Ploh to elevate the sleep experience within its Paiza Collection. Renowned globally for its artisanal goose down bedding, Ploh has quietly become the preferred choice of connoisseurs and world-class hotels, having built its reputation not through advertising, but word-of-mouth and an unwavering commitment to quality.

Founded in 2002 by Richard and Charlotte Loh, Ploh blends meticulous craftsmanship with a guest-centric philosophy. The brand's ethos is one of deliberate focus — mastering a few essentials and elevating them to the highest standard. The brand concentrates on five high-touch elements of the luxury guest experience: bedding, bedlinens, robes, towelling and slippers. Each product is crafted to evoke extravagant comfort befitting the world's finest accommodations.

For Marina Bay Sands, Ploh created a bespoke bedding ensemble tailored exclusively for the Paiza suites. This included a curated mix of two soft and two firm pillows, thoughtfully designed to embrace the support requirements and sensory

preferences of each guest. Filled mainly with white goose down, the soft pillow is plush and responsive to the touch, while the firm pillow presents the perfect balance of softness and gentle resilience. Both feature double-stitched seams and Ploh's signature khaki piping for added durability and refinement.

Completing the collection is a custom duvet designed for all-season comfort that blends white goose down and feathers in a superlight 530 thread-count cotton-sateen ticking. With the super king duvet barely tipping the scales at just 2.7kg, it drapes effortlessly while staying quiet, airy and exquisitely soft throughout the night. "Turning over in bed shouldn't sound like you're reading the newspaper," quips Loh, underscoring the brand's attention to sensory detail. "We're not about sleep; we're about living."

Ploh's collaboration with Marina Bay Sands reflects a shared commitment to uplifting the guest experience. "We thought about the kind of guest journey the resort wanted to create," says Loh. "From there, we designed bedding that feels generous, inviting and truly indulgent."

Today, Ploh's creations continue to cocoon guests across Marina Bay Sands' most exclusive accommodations, elevating sleep into an art form.

"We're not about sleep; we're about living."

RICHARD LOH,
FOUNDER, PLOH

ploh

◆ LDF International Holdings Limited ◆

FURNISHING TIMELESS ELEGANCE

Furniture supplier LDF International Holdings Limited was no stranger to Las Vegas Sands properties when it was appointed by Marina Bay Sands to craft furniture for an elevated level of ultra-luxury hospitality, The Paiza Collection. Since 2012, LDF International has collaborated with Sands Macao, the sister company of Marina Bay Sands.

As the transformation of Marina Bay Sands took place in phases, this meant the furniture production and delivery for LDF International didn't follow in the conventional linear process. Clear communication with internal teams within Marina Bay Sands allowed both parties to set guidelines and expectations, one of which was to achieve the resort's goal of receiving "zero-defect" furniture.

"The Marina Bay Sands design team brought different materials for us to learn about, which we were able to use for production," says Erica Wan, Project Director at LDF International. "In addition, the supplier quality engineer team ensured that we followed the standards for materials

according to the documents submitted, making random checks."

LDF International created and delivered hundreds of pieces for The Paiza Collection, including in-room furniture such as sofas, coffee tables, dining tables and chairs, as well as pieces for public areas.

For this project, LDF International was given the Sands Supplier Award for Total Quality Management in 2025. It now counts Marina Bay Sands among its top clients, accounting for 25 per cent of its manufacturing revenue.

For over 60 years, the 450-strong company has been handcrafting furniture to customers' specifications. Beginning with traditional rosewood furniture in the 1960s, the company expanded into case goods and metal furniture. LDF International has complete control over production management and quality thanks to its two plants in Shenzhen, China, which span 50,000 square metres.

"Our experience in the industry has made us one of the best problem solvers. Furniture production is straightforward. Our objective is to make furniture design more practical and real, and to ensure safety, stability and quality for long-term use," says Wan. ◆

"Our objective is to make furniture design more practical and real, and to ensure safety, stability and quality for long-term use."

ERICA WAN,
PROJECT DIRECTOR,
LDF INTERNATIONAL

LDF
LDF INTERNATIONAL
HOLDINGS LIMITED

INNOVATION AT WORK

Discover innovation and ingenuity at Marina Bay Sands. Here, bold thinking meets operational excellence as the integrated resort reimagines possibilities to propel efficiency, advance sustainability and uplift the experiences of its people and guests.

ENGINEERING EXCELLENCE

Delivering a peerless guest experience means ensuring that every aspect of Marina Bay Sands operates seamlessly, especially its complex electrical and mechanical systems. In a resort of such scale, where kilometres of wiring power everything from lighting to air conditioning, even a minor fault may result in major consequences. A disruption during a packed weekend or a live performance could leave a lasting impression on guests. In preventing such scenarios, the Facilities team has embraced predictive technology to proactively detect and resolve faults before they escalate.

Spearheading this transformation is Sridhar Kandhadai, Marina Bay Sands' Senior Vice President for Property and Asset Management. "Service disruptions due to engineering faults are simply unacceptable. We employ cutting-edge technologies that are often used in other industries and tailor them to suit the intricacies of one of the world's most iconic buildings," Kandhadai explains.

Central to this approach are sensors capable of pre-emptively detecting anomalies like partial electrical discharges, which signal

potential cable failures. An industry first, these advanced specialised sensors recently helped avert a possible major disruption to Sands Theatre by identifying a fault early, allowing the team to intervene before it impacted operations.

Devising Solutions

Creating such a breakthrough solution required ingenuity. Off-the-shelf systems proved inadequate, so the Facilities team studied the resort's infrastructure and customised available technologies. "We developed a Power Management Control System (PMCS) that automatically detects faults and switches circuits to maintain uninterrupted service," explains Kandhadai.

"We need this open-minded and fearless approach with support from leadership for true innovation to happen. Through this, even the smallest ideas can spark meaningful change."

SRIDHAR KANDHADAI,
SENIOR VICE
PRESIDENT FOR
PROPERTY AND
ASSET MANAGEMENT,
MARINA BAY SANDS

Left: Specialised sensors pre-emptively detect engineering faults thus averting potential disruptions to Sands Theatre

Right: Guests now enjoy morning swims at comfortable temperatures thanks to a breakthrough solution that warms the infinity pool with excess heat from the resort's mechanical plant rooms

"By analysing frequency changes in cables, we can now pinpoint issues before they occur, resulting in fewer disruptions and smoother operations."

Beyond electrical systems, the resort has extended predictive maintenance to its kitchens. Vibration sensors, typically used in oil and gas, have been installed in exhaust fans to detect early signs of failure caused by smoke, steam or heat. These sensors allow maintenance teams to address minor faults before they lead to full shutdowns. "If the kitchen exhaust fans don't work, the kitchens and restaurants cannot operate," emphasises Kandhadai.

Additionally, radar-equipped grease detectors in the kitchens assist in monitoring and managing grease levels, enabling targeted cleaning and optimising manpower efficiency.

Always Doing Better

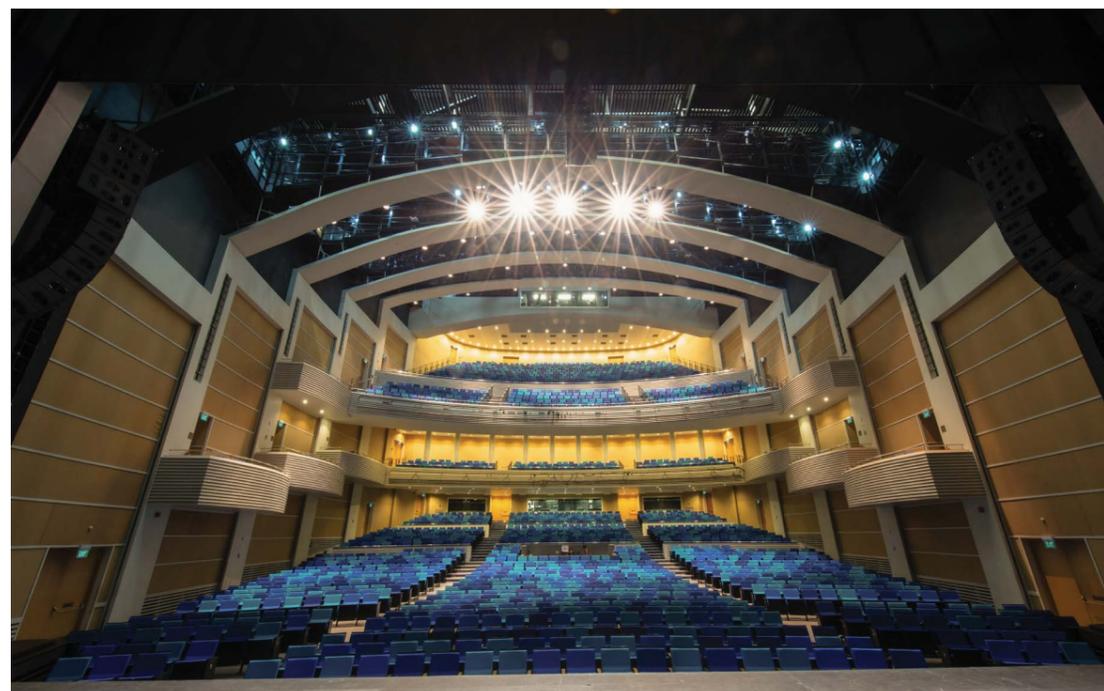
Looking ahead, Marina Bay Sands is exploring an open platform to unify its 35,000 sensors and interpret the 140,000 data points they generate. The goal is to enable systems to "talk" to one another, providing richer, more holistic insights

and reducing troubleshooting time. "The current challenge is communicating across different platform languages. The open platform is a potential foundation for future AI integration," Kandhadai says, while cautioning that meaningful AI application depends on robust data.

While some may question the need to change systems that appear to be working, Marina Bay Sands embraces experimentation as part of its commitment to excellence. "We are constantly striving for better. That's why we challenge convention and step beyond our comfort zone. Not every initiative will succeed," Kandhadai admits. "But every effort is another step towards ensuring guest experience is nothing short of exceptional."

BRINGING THE HEAT

At Marina Bay Sands, innovation often begins with a simple observation and a collective drive to do better. One such breakthrough emerged from the integrated resort's mechanical plant rooms. In an inspired moment, staff working in the warm environment envisioned a better use for the excess heat – the resort's iconic rooftop infinity pool.



Previously, guests indulging in an early morning swim were greeted with 22°C water. Today, the pool is maintained at a comfortable 27°C, thanks to a system that draws hot air from the plant rooms and transfers it to the 1.4 million litres of pool water. This not only enhances guest comfort but also reduces energy consumption and improves working conditions for staff.

Such innovations are emblematic of Marina Bay Sands' culture of cross-functional collaboration. Teams regularly come together to share insights, identify inefficiencies and co-create solutions. As Kandhadai explains, "Through a cross-pollination of ideas among different teams, many breakthroughs have been made over the years."

Another standout example of this collaborative spirit is the heat recovery system at ArtScience Museum, an industry first. The Museum receives chilled water from the region's District Cooling System at 6.5°C. After cooling parts of the property, the water typically warms to around 14°C. However, the Museum's delicate exhibits require low humidity, prompting further cooling to 9°C using a refrigerant. Rather than releasing the extracted heat, the Facilities team developed a two-stage recovery process using a refrigerant-to-water heat exchanger.

In the first stage, the recovered heat dehumidifies the air. In the second, during cooler nighttime hours, excess heat is redirected to reheat the chilled water back to 14°C, meeting return requirements without additional energy use. This initiative saves approximately S\$60,000 annually in electricity costs.

These are but two of the many breakthroughs born from Marina Bay Sands' culture of innovation, where experimentation is encouraged and failure is accepted as a natural part of progress. Anchored in weekly dialogues, Kandhadai's team presses on in their relentless quest for improvement as they uncover solutions and elevate performance across the integrated resort.

"Formal structures help, but open communication is key," he notes. "We need this open-minded and fearless approach with support from leadership for true innovation to happen. Through this, even the smallest ideas can spark meaningful change."

AUTOMATION CREATION

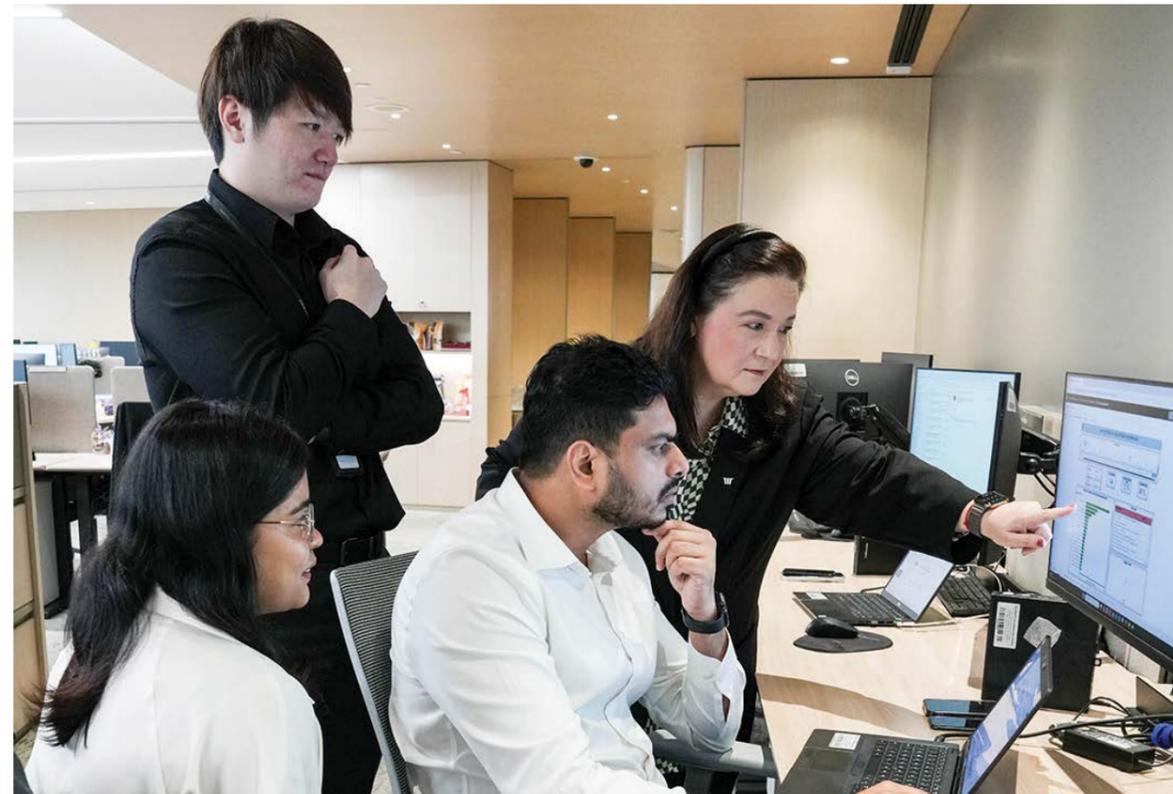
Marina Bay Sands' dalliance with automation began in 2019 when it embraced robotic process automation (RPA) to streamline operations, empowering Team Members to focus on higher-value work. By automating over 200 routine processes like form-filling and email handling, the precursor to AI saved an estimated 37,000 personnel hours in 2025 alone.

What distinguishes Marina Bay Sands is not just its adoption of technology, but the way it is done. Here, innovation is not a top-down directive but a ground-up movement – one that continues to foster deep buy-in across its business teams.

Led by Veronica Orosa, Marina Bay Sands' Executive Director for Labour Analytics and Robotic Process Automation, the initiative began with a clear mission to reduce tedious tasks while safeguarding job security.

"The hours saved are reinvested into more strategic tasks. No roles are eliminated. Our goal is to upgrade, not replace," Orosa explains. "Over time, our achievements have instilled a passion for continuous improvement, with Team Members actively seeking ways to optimise their workflows."

One early milestone was the express check-out system introduced in 2019. Guests simply drop their keycards into a box in the lobby. RFID and RPA technologies then work in tandem to update room status and notify housekeeping in real-time. This replaced the previous manual process, enhancing operational visibility and accelerating room turnover.



RPA has also transformed procurement workflows. In the integrated resort's restaurants, Team Members bypass complex ordering systems by submitting a simple form. Bots then update the backend and place orders seamlessly, ensuring timely delivery of essentials such as wine and streamlining the supply chain.

Often conceived by operations teams, these initiatives reflect a collaborative spirit and a shared commitment to ignite change through innovation. "When operations teams are involved from the outset, the chances of success rise exponentially," says Orosa. "It's about achieving process clarity and shared purpose."

More than operational efficiency, RPA is enriching the guest experience. By linking hotel booking systems to workflow platforms, bellmen now receive contextual guest information, enabling them to deliver personalised greetings, tailored amenities and thoughtful gestures that accentuate each stay.

Refusing to rest on its laurels, Marina Bay Sands is already exploring new avenues to enhance processes. One key pillar in the road ahead is agentic AI – automation that can interpret data, reason independently and operate without human supervision.

"AI is still emerging," says Orosa. "However, the same principles that made RPA successful, namely innovation driven by business units and measurable impact, will continue to shape its evolution."

She adds, "To stay ahead, we must challenge the status quo. Innovation means reimagining every touchpoint, from check-in to dining, to redefine what's possible."



The Heavy Lifters

Elsewhere on property, autonomous mobile robots (AMRs) transporting heavy loads of 300kg ply the busy corridors at the back-of-house at Marina Bay Sands.

Moving carefully among the thousands of staff each day, these AMRs have become a fixture in the busy lanes, clocking hours while their human counterparts rest.

They call for lifts and travel across the resort, sharing the space safely with human operators. The AMRs even communicate amongst themselves to ensure obstacle-free journeys.

Already, the AMRs have cut labour dependency by 30 per cent, enabling some staff to be upskilled to manage the robots.

Before the first handful of AMRs were introduced in 2024, Marina Bay Sands had over 200 manual deliveries across 80 routes

each day, and this had been surging over the years by 35 per cent as the business expanded. It sought a better way forward than simply adding more trips to each human operator.

Today, 17 AMRs bring raw food items and amenities from loading bays to kitchens or cold storage areas around work areas of the property. Travelling distances of up to 800m, they deliver items beyond the hotel to the Expo & Convention Centre.

The deployment could not have been possible without a spirit of always striving to improve. "A culture of innovation is crucial to breaking new ground," says Shijith Prathapan, Vice President of Procurement and Supply Chain at Marina Bay Sands.

Overcoming Adversity

Being a pioneer means overcoming problems before anyone else has. AMRs typically operate in factories with minimal human

Left: AMRs are deployed for deliveries plying close to 20 pre-programmed routes in the back-of-house at Marina Bay Sands

Right: A Team Member controls the AMRs via an app to assign tasks, monitor movements and troubleshoot issues

presence, but at Marina Bay Sands, they are set to move more slowly – at 84 metres per minute – and halt instantly if a person appears in their path.

Safety is paramount. The robots must cater to slopes at the back-of-house of Marina Bay Sands and ensure that heavy items they carry do not fall off. These required careful customisations, along with a lot of trial and error.

Calling a lift requires the AMRs to be connected wirelessly to the building systems so they can signal silently for a lift to arrive, load up and go to the right floor. Integration across multiple systems is crucial.

The AMRs also need to be seen as a valuable asset by Team Members, who are trained to work together to share the load.

"Staff give space to the AMRs when they board lifts and learn to be patient as they move around the robots along the corridors.

Communications and training for Team Members were key to integrating the AMRs," says Prathapan.

The deployment team also has to be smart about using the AMRs. The robots sometimes avoid using the lifts during peak hours when staff have to move up and down quickly. This way, deliveries are arranged at times that ensure they go smoothly.

Expanding AMR Use

So successful have the AMRs been that Marina Bay Sands is looking to expand their use to other parts of the property beyond the food supply chain side of the business.

The resort is now conducting proofs of concept for laundry services so the AMRs can carry loads for Team Members. Also being tested are AMRs for stewarding and housekeeping, so the robots can deliver items such as dental kits to restock hotel rooms. These will save Team Members multiple trips each day.

"We are always testing the boundaries of what we can do," says Prathapan. "With the first AMR rollout of its kind in hospitality, we wanted to take that risk and see how it could improve our operations."

Having a clear vision and strategy is key. "Talent, funding and technology all play a crucial part. Our leadership has been very supportive and a key driver in our innovation journey," he adds. ♦

BY EMBRACING
CROSS-FUNCTIONAL
COLLABORATION
AND AUTOMATION,
MARINA BAY SANDS
ACHIEVES INNOVATION
BREAKTHROUGHS THAT
DRIVE EFFICIENCY AND
GUEST EXPERIENCE.

PLANET

2025 KEY HIGHLIGHTS

In 2025, Marina Bay Sands deepened its commitment to the environment led by its global sustainability strategy, Sands ECO360, that permeates every facet of the resort. From reductions in carbon emissions to transformative progress in circularity, the integrated resort's efforts delivered new milestones that reflect its strategic alignment, marrying operational excellence with environmental stewardship.

25%
REDUCTION IN CARBON FOOTPRINT
IN THE PAST 10 YEARS (2016 VS 2025)

42%
OF WASTE DIVERTED
PROPERTY-WIDE IN 2025

72%
OF CONSTRUCTION WASTE
DIVERTED IN 2025

54%
RESPONSIBLY SOURCED
SEAFOOD IN 2025

10%
OF CARBON OFFSETS INVESTED IN
NATURE-BASED ACTIVITIES IN 2025

100%
OF TEAM MEMBERS PARTICIPATED IN
SUSTAINABILITY ACTIVITIES IN 2025

SUSTAINABILITY BY DESIGN

BUILDING A LEGACY OF LOW-CARBON LEADERSHIP

With a firm commitment to its emissions-reduction targets and sustainable hospitality, Marina Bay Sands embarked on a transformative journey in 2025, unveiling a comprehensive suite of sustainability initiatives to drive energy efficiency and renewable energy use.

Building on a 2022 initiative to retrofit hotel rooms with energy-efficient electronically commutated (EC) motors, Marina Bay Sands expanded the project property-wide, replacing nearly 900 AC motors with EC models. These upgrades saved 5 million kWh annually. At the casino, optimised equipment schedules and usage have improved air circulation and reduced energy consumption by 4.4 million kWh, while maintaining air quality standards.

In line with its low-carbon transition plan targeting a 30 per cent reduction in emissions by 2030 against a 2018 baseline, the integrated resort significantly increased by doubling its procurement of international renewable energy certificates (I-RECs) from Southeast Asia, including wind farms in Thailand, to 85,000 MWh. This enabled a 17 per cent reduction in emissions and fully offset electricity and gas consumption at both ArtScience Museum and the Expo & Convention Centre.

Closing the Loop in Renewable Fuel

Marina Bay Sands became the first hospitality organisation in Asia in 2025 to establish a closed loop in renewable fuel.

Approximately 100,000 litres of used cooking oil were collected from Marina Bay Sands and processed at Neste's Singapore refinery into sustainable aviation fuel and renewable diesel. Alongside other waste streams and residues, the used cooking oil is processed into high-quality fuel, free from sulphur, oxygen and aromatic compounds. The diesel is procured back for operational use to power the property's back-up generators, lowering carbon emissions from this particular fuel type by 11%.

Top: Used cooking oil from Marina Bay Sands' kitchens is transferred to these drums, before being sent off to Neste twice weekly for treatment into renewable diesel and sustainable aviation fuel (Image courtesy of Neste)

Bottom: Marina Bay Sands powers its back-up generators with up to 10,000 litres of renewable diesel from Neste annually



UPHOLDING WATER STEWARDSHIP

Building on the success of its 2024 condensate recovery programme from casino air-conditioning units, the resort introduced an enhanced filtration system in 2025 and began formal monitoring and reuse of the recovered water. This initiative saved a total of 1.2 million litres throughout the year, with the water repurposed for floor washing and bin centre cleaning.

In addition, the resort implemented flow restrictors in basin taps in 2025 across nine of its signature and celebrity chef restaurants. These devices help to limit water flow at the taps without compromising functionality and reduce unnecessary water usage. This simple yet effective upgrade resulted in a 9 per cent reduction in average water consumption per person compared to 2024.

Extending its efforts beyond the resort, Marina Bay Sands continued to champion local water stewards who create transformational impact within their communities through its Drop by Drop Project. In 2024, Waterways Watch Society was the recipient of the Drop by Drop grant, which facilitated clean-up sessions for primary and secondary school students. Here, students gained immersive, hands-on experience in protecting local waterways via kayak, pedal boat or on foot, while deepening their understanding of water usage, scarcity and sustainability. The grant also supported 10 school assembly talks, further amplifying the programme's reach and impact. Over 2025, the initiative engaged more than 7,000 students, with nearly 500 kilograms of litter collected from Singapore's waterways.

Another grant recipient was Conservation International Singapore to advance marine conservation and youth engagement. The grant supported responsible fishing sessions and educational activities, fostering awareness of sustainable fishing practices and the impact of abandoned gear on marine ecosystems. From hands-on experiences at Bedok Jetty and seafood market tours to interactive workshops, the programme had



engaged over 70 participants through the year, amplifying environmental education and community involvement.

ADVANCING WASTE MANAGEMENT

As part of its ongoing commitment to innovation and operational excellence, the integrated resort began phasing out its food waste digesters in 2025, concluding 11 years of service. Replacing them are five advanced WasteMaster machines with enhanced processing and circular waste management capabilities, where high-calorific output is then pelletised as fish feed in an aquaponics farm.

Enhancing its food waste treatment capacity, Marina Bay Sands expanded collaboration with off-site processing plants, including a black soldier fly (BSF) facility. Approximately two tonnes of food waste are diverted to the facility daily, and the resultant high-calorific output is pelletised as fish feed for an aquaponics farm.

Together, the resort's on-site treatments and off-site collaborations have increased its daily food waste processing capacity from 9.5 tonnes to 10.25 tonnes.

MAJOR ACCOLADES



BEST SUSTAINABLE INTEGRATED RESORT AT M&C ASIA STELLA AWARDS 2025



GREEN MARK PLATINUM AWARD (2025-2028) BY BUILDING AND CONSTRUCTION AUTHORITY

The year also saw Marina Bay Sands join hands with Circular Unite to pilot a smart waste tracking system at The Shoppes, under UOB FinLab's GreenTech Accelerator programme. Throughout the five-month trial, a retrofitted waste collection trolley was deployed to monitor tenant-specific waste generation. A unique QR code was assigned to each tenant and scanned during collection for traceability. Key data points, including collection timing, waste type and weight, were captured on Circular Unite's digital dashboard, enabling targeted engagement and tailoring training based on waste generation patterns.

Following positive feedback, the tracking system was officially adopted for 63 tenants at Basement 2 of The Shoppes.

RESPONSIBLE DINING

As part of its multi-year initiative that aims to source 100 per cent cage-free eggs, Marina Bay Sands made significant strides towards this goal, achieving 96 per cent procurement across its owned and operated restaurants.

Similar progress was seen in its Team Member Dining Rooms and the Expo & Convention Centre with adoption rates of 97 per cent and 91 per cent respectively, reaffirming the resort's commitment to sustainable sourcing. The remaining gap is predominantly specialty Japanese eggs with unique characteristics not yet available in cage-free formats.

At the same time, the resort strengthened its responsible seafood strategy, raising its sourcing target from 50 per cent to 55 per cent. As part of this ongoing effort, Marina Bay Sands successfully procured 54 per cent of its seafood from responsible sources.

Additionally, the resort continued its partnership with World Wide Fund for Nature (WWF) Singapore to identify low-risk seafood options, such as the New Zealand Green-lipped Mussel. Farmed using longline technology with continuous crop ropes across four regions, this method minimises environmental impact and exemplifies best practices in sustainable aquaculture.



RESTORING THE RAINFOREST

To strengthen biodiversity and community empowerment, Marina Bay Sands embarked on a landmark partnership with Hutan, a leading non-profit organisation dedicated to conservation and human-wildlife coexistence in Kinabatangan, Borneo.

The resort's first collaboration of its kind, this one-year partnership will see Marina Bay Sands fund the salaries and benefits of four indigenous Orang Sungei women, who serve as integral members of Hutan's reforestation team. These women play a vital role in re-wilding wildlife corridors within palm oil plantations by cultivating and planting native flora that support endangered species such as orangutans and pygmy elephants. Besides conservation, the project also creates meaningful employment opportunities for the local community.

In 2025, Marina Bay Sands continued its longstanding partnership with WWF-Singapore through a landmark three-year collaboration to assess deforestation and conversion risks across seven key commodities in its procurement portfolio.

The initiative focused on 22 key suppliers across 33 products, beginning with a detailed review of procurement data and followed by supplier clinics and engagements to gather information on supplier policies, certifications and traceability. WWF complemented this with desktop research to map upstream suppliers, conducting a risk assessment to identify environmental risks and impacts.

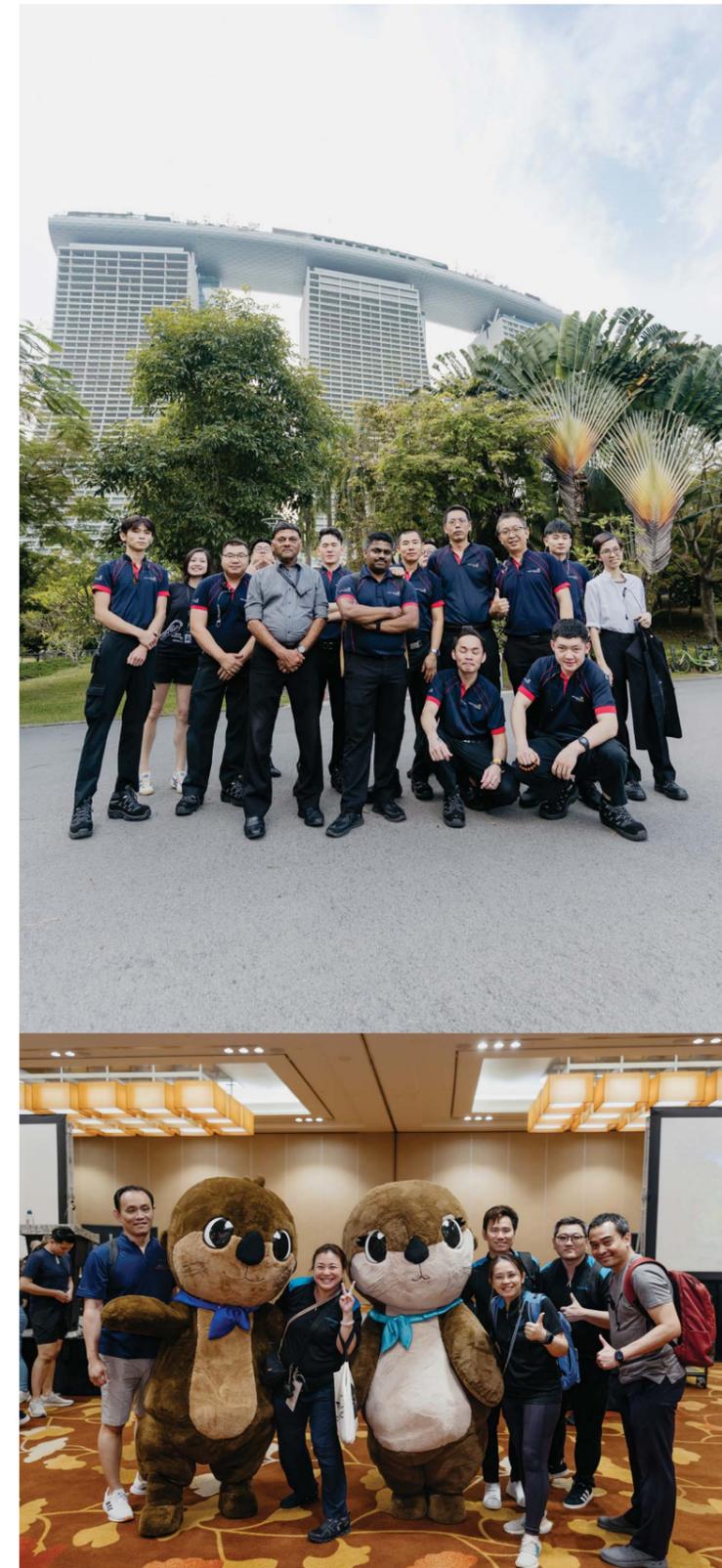
The ongoing partnership emphasises transparency and open communication to gather data and gain a clear understanding of current procurement strategies. These insights will shape targeted recommendations and best practices to enable Marina Bay Sands to explore pathways towards deforestation and conversion-free sourcing. By aligning with global frameworks such as the Accountability Framework initiative and WWF's DCF Implementation Toolkit, Marina Bay Sands reinforces responsible sourcing practices that protect forests and biodiversity.



ENGAGING THE TEAM

Leveraging staff education and strategic partnerships, the integrated resort embeds environmental and social responsibility across its operations.

A key pillar of the Sands ECO360 programme is engaging Team Members through training, events and immersive experiences. In 2025, Marina Bay Sands continued to organise its signature



sustainability events, including the Earth Day Walk and its flagship Sustainability Action Day. Held on 22 April 2025, the Earth Day Walk raised awareness on the importance of protecting the earth's natural resources for future generations. Over 500 Team Members participated in the outdoor walk, while learning about key environmental issues through an interactive quiz.

The third edition of Sustainability Action Day attracted nearly 800 participants and showcased retail vendors offering sustainable products, including upcycled gifts and locally sourced goods. Conservation partners engaged Team Members on marine biodiversity and forest restoration, while the ever-popular clothes swap saw 185 Team Members exchanging high-quality, pre-loved clothing.

During 2025, Marina Bay Sands launched an enhanced online sustainability course to refresh Team Members' understanding of key environmental focus areas, highlighting milestone projects and real-world applications. A dedicated module was introduced for new hires, featuring practical examples of sustainable practices relevant to daily operations. In total, close to 9,000 Team Members completed the online courses, contributing to an overall 100 per cent engagement rate in sustainability activities for the year.

Opposite: Marina Bay Sands' partnership with conservation organisation Hutan employs indigenous Orang Sungei people to further their rainforest restoration work

Top and bottom: The annual Earth Day event took Team Members through the lush landscapes of Gardens by the Bay, while otter mascots enlivened the event with light-hearted interactions

SUSTAINABILITY AMPLIFIED

2025 marked a breakthrough year for Marina Bay Sands' flagship Sands ECO360 programme. It achieved unprecedented visibility across traditional and digital media, reaching an estimated 625 million people globally. The coverage spanned local television and radio to international outlets, driven by the resort's innovative integration of sustainability and technology, particularly in food waste management and recycling solutions.

Further reinforcing its leadership in this space, senior staff from the resort's sustainability department delivered addresses at major environmental forums, including events hosted by WWF-Singapore and the International Association of Amusement Parks and Attractions (IAAPA).

Aimed at deepening stakeholder engagement, Marina Bay Sands hosted guided sustainability tours for 21 organisations throughout the year, including schools, industry partners and government agencies, offering firsthand insights into its environmental initiatives and operational best practices. ♦

Bottom: Meridith Beaujean, Marina Bay Sands' Executive Director of Sustainability, shared about the resort's Sands ECO360 global sustainability strategy and best practices at the third edition of the WWF-Singapore Earth Summit



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