



MARINA BAY SANDS
SINGAPORE

GROUNDWORK FOR TOMORROW

RESPONSIBLE BUSINESS REPORT 2025



ABOUT MARINA BAY SANDS

Marina Bay Sands is the leading business, leisure and entertainment destination. The integrated resort features Singapore's largest hotel with approximately 1,850 luxurious rooms and suites, crowned by the spectacular Sands SkyPark and iconic infinity pool.

The property's stunning architecture and compelling programming, including state-of-the-art convention and exhibition facilities, Asia's best luxury shopping mall, world-class dining and entertainment, as well as cutting-edge exhibitions at ArtScience Museum, have transformed the country's skyline and tourism landscape since its opening in 2010.

Marina Bay Sands is dedicated to being a good corporate citizen to serve its people, the planet and community. As one of the largest players in hospitality, we employ over 12,000 Team Members across the property. We drive social impact through our community engagement programme, Sands Cares, and drive environmental stewardship through our global sustainability programme, Sands ECO360.



BREAKING GROUND, SHAPING OUR FUTURE

2025 was a year of bold progress for Marina Bay Sands — one that saw us break ground on a new development while continuing our sustainability ambition across every dimension of our operations. This milestone is more than a physical expansion; it represents our vision for a future where luxury hospitality and corporate responsibility go hand in hand. Sustainability will be integral to the design and operations of this new development. From energy-efficient architecture and native landscaping to low-carbon materials and robust waste diversion, we aim to deliver a landmark that exemplifies the future of sustainable hospitality.

As climate challenges intensify globally, we advanced our low-carbon transition plan and achieved a 28% reduction in Scope 1 and Scope 2 emissions against our 2018 baseline, including renewable energy certificates (RECs), moving closer to our reduction target by 2030. Through targeted engineering retrofits, including the property-wide replacement of nearly 900 alternating current (AC) motors with energy-efficient electronically commutated (EC) motors, we saved 13 million kWh. We purchased 85,000 MWh of green energy in the form of international renewable energy certificates (I-RECs) from Sarahnlom Wind Farm in Thailand, home to the tallest turbines on the Asian continent.

Circularity remained a cornerstone of our approach. We moved into the next phase of our food waste diversion plan, introducing more WasteMaster units, increasing our food waste processing capacity to 11 tonnes a day and enabling output conversion into bio fuel, insect and fish feed for aquaponic farms — a circular system that supports local agriculture. We also improved recycling performance, achieving a 42% total recycling and diversion rate.

Water stewardship was another area of progress. Though we fell short of one target, we exceeded another. By Q4, we had saved over 13 million litres of water through efficiency measures and expanded water reuse initiatives, reinforcing our commitment to resource conservation.

In 2025, we were proud to continue breaking new ground, becoming the first hospitality organisation in Asia to close the loop on renewable fuel and working with the world's largest production facility for sustainable aviation fuel (SAF) right here in Singapore to convert approximately 100,000 litres of used cooking oil into SAF and renewable diesel. This next generation bio-diesel then successfully replaced traditional fossil fuel to power our back-up generators.

This year, we deepened our commitment to biodiversity and responsible sourcing through two landmark partnerships. With World Wide Fund for Nature (WWF) Singapore, we completed a comprehensive supply chain assessment across 22 suppliers to identify deforestation and conversion risks in key commodities such as palm oil, timber, beef, cocoa, coffee, rubber and soy. These findings will guide our journey towards reducing deforestation risks in our supply chain. Complementing this, our partnership with Hutan in Borneo will support rainforest restoration and community empowerment by funding the salaries of four indigenous women to rewild wildlife corridors, protecting habitats for endangered species such as orangutans and pygmy elephants. Together, these initiatives reflect our belief that sustainability must extend beyond our operations to safeguard ecosystems and uplift lives.

Beyond environmental impact, we continued to champion culture and inclusion. Through initiatives like Sands EmpowHer, inclusive hiring practices and partnerships with educational institutions, we empowered and created pathways for vulnerable communities. Our Sustainability Action Day engaged nearly 800 Team Members, while our HERO Awards recognised innovative projects that reduce energy, water and waste.

As we look ahead, our focus remains clear: to set bold goals, push boundaries and lead by example as we redefine what it means to be a sustainable luxury destination. Together with our partners, guests and Team Members, we will continue to build a future for the business that delivers world-class hospitality but remains responsible, resilient and re-generative.



PAUL TOWN
CHIEF OPERATING OFFICER



2025 KEY PERFORMANCE INDICATORS

ENVIRONMENT

Low-Carbon Transition

↓28%

CARBON FOOTPRINT FROM 2018 BASELINE
(2025 GOAL: ↓ 30% FROM 2018)

13M KWH

ENERGY AVOIDED
(2025 GOAL: 11.5M KWH AVOIDED)

Water Stewardship

↑1%

POTABLE WATER PER SQUARE FOOT FROM 2019 BASELINE
(2025 GOAL: ↓ 3% FROM 2019)

13M LITRES

SAVED THROUGH WATER-EFFICIENCY PROJECTS
(2025 GOAL: 6.6M LITRES SAVED)

Waste & Circularity

42%

RECYCLING/DIVERSION PROPERTY-WIDE
(2025 GOAL: 50%)

74%

FOOD WASTE DIVERTED
(2025 GOAL: 100%)

72%

CONSTRUCTION WASTE DIVERTED
(2025 GOAL: 60%)

81%

OF NEW ULTRA LUXURY RESORT CONSTRUCTION WASTE DIVERTED
(2025 GOAL: 75%)

Sustainable Food

54%

RESPONSIBLY SOURCED SEAFOOD
(2025 GOAL: 55%)

98%

CAGE-FREE SHELL EGGS
(2025 GOAL: 100%)

Biodiversity

10%

NATURE-BASED OFFSETS SUPPORTING PEATLAND RESTORATION & CONSERVATION IN INDONESIA

Certifications

BUILDING & CONSTRUCTION AUTHORITY'S GREEN MARK PLATINUM FOR MARINA BAY SANDS EXPO & CONVENTION CENTRE

SOCIAL

Sands Cares

S\$5M

RAISED THROUGH SANDS FOR SINGAPORE CHARITY FESTIVAL 2025

Culture & Capacity Building

100%

OF TEAM MEMBERS PARTICIPATED IN SUSTAINABILITY ACTIVITIES
(2025 GOAL: 100%)

Culture & Inclusion

56

NEW TEAM MEMBERS HIRED UNDER OUR CULTURE AND INCLUSION PRACTICES

GOVERNANCE

Governance

100%

OF TEAM MEMBERS TRAINED ON COMPLIANCE PROGRAMME

Awards

HIGHEST-TIER FARM-TO-TABLE RECOGNITION PROGRAMME 2025

SINGAPORE HOTEL SUSTAINABILITY AWARD 2025-2026

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

5-STAR EMPLOYER OF CHOICE AT HRD AWARDS ASIA 2025

ENVIRONMENT

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Low-Carbon Transition

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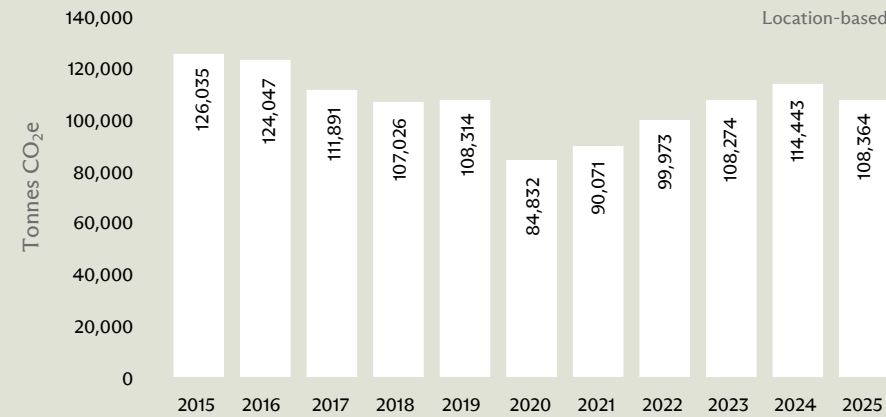
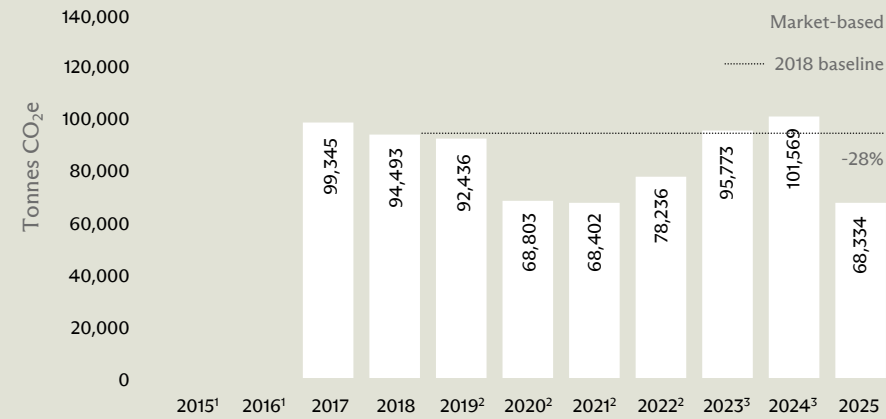
BUILDING & CONSTRUCTION AUTHORITY'S GREEN MARK PLATINUM FOR MARINA BAY SANDS EXPO & CONVENTION CENTRE

LOW-CARBON TRANSITION

Decoupling our carbon footprint from business growth by reducing reliance on fossil fuels, adopting smart technology and driving more effective use of resources

Global emissions continue to rise despite advances in clean energy with fossil fuels continuing to be the dominant source, driving emissions to a record 38 billion tonnes in 2024 according to the Global Carbon Project, putting the 1.5°C Paris Agreement target at risk. This reality reinforces the urgency for deep decarbonisation and systemic energy transitions to curb climate impacts. Marina Bay Sands acknowledges this issue by relentlessly working towards an established low-carbon transition plan launched in 2024 by its parent company. In 2025, Marina Bay Sands established its first science-based Scope 3 emissions reduction target, in alignment with the Science Based Target initiative (SBTi) guidelines, which sets the groundwork for the 2026–2030 decarbonisation strategy. To advance its emissions-reduction targets and reinforce its commitment to sustainable hospitality, Marina Bay Sands implemented further initiatives focused on enhancing energy efficiency and expanding renewable energy use in 2025.

CARBON EMISSIONS



¹ Marina Bay Sands began using market-based methodology to account for Scope 2 emissions in 2017.

² 2019 to 2022 market-based emissions include local RECs.

³ I-RECs were purchased in both 2023 and 2024, totalling to 84,700 MWh. This data is not included in the calculations as confirmation of market boundaries were still being determined at the time.

ENERGY CONSUMPTION TREND

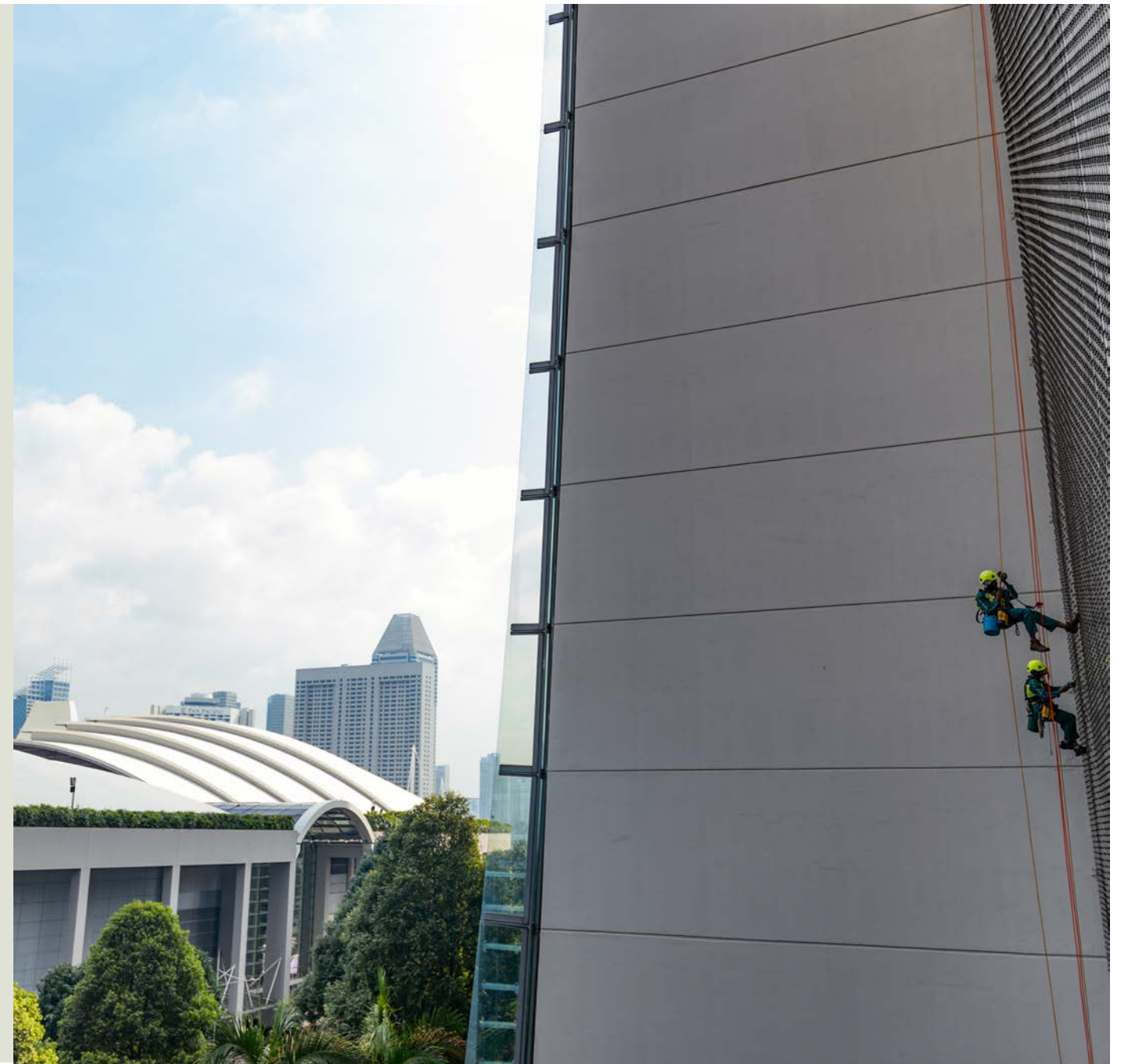


As a property, Marina Bay Sands always strives to upgrade existing processes. Building on the 2022 initiative to retrofit hotel rooms with EC motors, Marina Bay Sands expanded this project property-wide, replacing over 900 AC motors with EC motors. These EC motors are significantly more energy-efficient than traditional AC motors, offering variable speed control and higher performance with lower heat loss. Since the project's implementation in 2022, this transition has resulted in more than 7 million kWh of energy savings. These improvements not only reduce overall electricity consumption but also enhance system reliability and extend equipment lifespan, supporting Marina Bay Sands' ongoing efforts to improve operational efficiency and reduce its environmental footprint.

BOOSTING AIRSIDE PERFORMANCE EFFICIENCY

In 2024, Marina Bay Sands carried out a detailed energy audit of the Expo & Convention Centre to identify ways to improve the performance of its heating, ventilation and air conditioning (HVAC) operations and reduce overall energy use. The assessment highlighted opportunities to optimise airside efficiency, which is an indicator of how cool air is effectively distributed throughout the building. Following the audit, Marina Bay Sands introduced a series of targeted upgrades to improve monitoring and system control. As a result of these enhancements, the fans responsible for circulating cool air were able to adjust their speeds automatically based on real-time cooling needs, rather than operating at a fixed minimum level. This improvement maintained thermal comfort for guests while significantly reducing energy usage. In addition, the HVAC operating schedule was aligned with event timings, ensuring the system only ran when the spaces were in use.

These measures collectively improved the airside efficiency from 0.299 kW/RT to 0.159 kW/RT, demonstrating a substantial increase in energy efficiency as the system utilises less energy to deliver the same amount of cooling. The enhancements resulted in annual energy savings of 824,477 kWh, highlighting Marina Bay Sands' commitment to sustainable innovation while reducing unnecessary energy consumption.



ADOPTING ELECTRIC TRANSPORTATION

Marina Bay Sands expanded its commitment to sustainable mobility by investing in seven new electric vehicles (EVs) for both operations and its guest transport fleet. This included four Denza D9 luxury minivans, two Maxus commercial vans, and one Foton electric shuttle. All seven vehicles feature fully electric powertrains that produce zero tailpipe emissions, helping to reduce greenhouse gases and improve urban air quality.

They offer high renewable energy efficiency alongside fast-charging capabilities and regenerative braking systems in alignment with Singapore's low-carbon transition. Enhancing its EV charging infrastructure, Marina Bay Sands expanded the number of chargers from 18 to 22. The four new additions are fast charging, enabling guests to power their vehicles up to 10 times faster than before – offering greater convenience while supporting the growing adoption of EVs in Singapore.



Marina Bay Sands continued investing in nature based carbon projects in 2025 by purchasing 810 tCO_{2e} of verified offsets. This marks the third consecutive year of investment in high-quality environmental projects, including the Katingan Peatland Restoration and Conservation Project in Indonesia, one of the world's largest intact peatland ecosystems and a crucial carbon sink that plays a pivotal role in mitigating climate change.

In pursuit of its low-carbon transition plan, Marina Bay Sands is working towards a 30% reduction in carbon emissions by 2030, using 2018 as its baseline. In 2025, the integrated resort made significant progress towards this goal by doubling its purchase of I-RECs to 85,000 MWh – up from the previous year – to achieve a 28% emissions reduction milestone. Sourced from the Sarahnlom Wind Farm in Nakhon Ratchasima province, Thailand, the site hosts turbines that reach a total height of 210 metres from the ground to the blade tip. When installed in 2017, these heights set a new record for onshore wind turbines in Asia. These I-RECs are EKO energy certified, ensuring that the renewable energy comes from installations that minimise possible damage to nature. The certification also guarantees that each MWh contributes to additional funding for renewable energy projects in low and middle-income countries, amplifying the positive impact beyond carbon reduction. Through these initiatives, Marina Bay Sands fully offsets the electricity and gas consumption of ArtScience Museum and the Expo & Convention Centre, reinforcing its commitment to responsible energy sourcing and a low-carbon future.

Marina Bay Sands also harvests its own solar energy on the property through the 536 solar panels sitting atop Sands SkyPark. In 2025, these panels generated over 150,823 kWh of solar energy, equivalent to powering the lighting throughout the SkyPark.

REFLECTING ON FIVE YEARS OF IMPACT – LOW CARBON

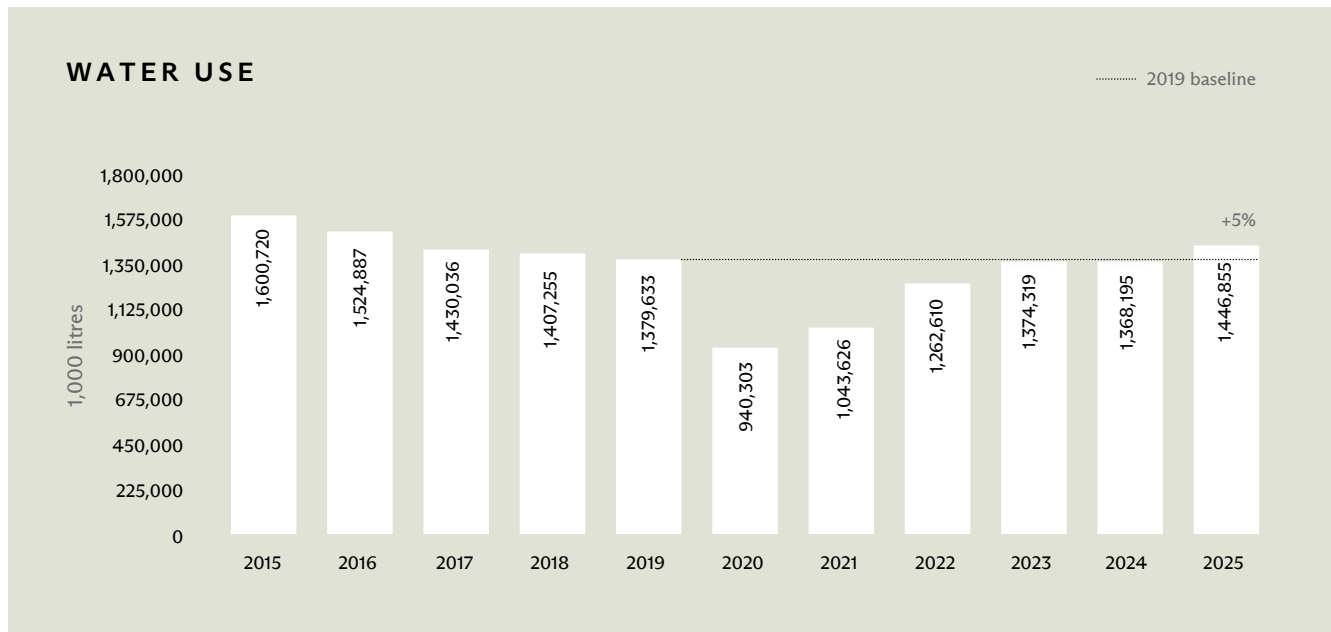
Over the past five years, Marina Bay Sands has advanced its low-carbon transition plan with bold actions to decouple business growth from emissions. The property has saved a total of 39 million kWh. Anchored by science-based targets, the business continued to innovate, test and deploy the latest technology to save energy every year. While operational demand continues to increase, the property's commitment to energy efficiency and adoption of renewable sources of energy remain unwavering.

WATER STEWARDSHIP

Optimising operational efficiency and highlighting water challenges

Water remains one of the most critical resources for sustaining life and enabling economic growth, yet its availability and quality are increasingly under pressure worldwide. According to the United Nations, over three billion people currently live in countries experiencing high

water stress, and climate change is intensifying these challenges through more frequent droughts and floods. Against this backdrop, responsible water stewardship is not just a local priority but a global imperative. Marina Bay Sands is committed to driving water stewardship through a holistic approach that combines community engagement and operational innovation centred around reusing, recycling and reducing our consumption.





DRIVING LOCAL IMPACT IN WATER SUSTAINABILITY

Beyond operations, the Drop by Drop Project continues to reinvest water savings into community initiatives addressing diverse water challenges. Marina Bay Sands' strategy continues to focus on reducing consumption, improving efficiency and safeguarding water resources across its operations to contribute to a more resilient future.

Launched by Las Vegas Sands in 2020, the Project seeks to reinvest capital from Sands' water stewardship savings into initiatives that increase local water resiliency, reinvigorate ecosystems, incubate new water solutions and engage the community. In 2024 extending into 2025, the Drop by Drop grant empowered Waterways Watch Society to engage over 7,000 students in hands-on waterway protection activities, from clean-up sessions to educational talks, creating measurable environmental and educational impact across Singapore. These sessions offered students hands-on experience in protecting local waterways – whether by kayak, pedal boat, or on foot – while also

educating them on water usage, scarcity and sustainability. The grant also supported 10 school assembly talks, further extending the programme's reach and impact. At the end of the programme, beyond education, the collaboration saw nearly 500 kilograms of litter collected from Singapore's waterways.

Through the Drop by Drop 2025 grant, Marina Bay Sands supported Conservation International Singapore in advancing marine conservation and youth engagement. The grant funded responsible fishing sessions and educational activities for youth, fostering awareness of sustainable fishing practices and the impact of abandoned gear on marine ecosystems. The collaboration included hands-on experiences at Bedok Jetty, seafood market tours and workshops, reaching underserved communities and inspiring responsible stewardship of Singapore's waters. By the end of the year, the programme had engaged over 120 participants, amplifying environmental education and community involvement.

REDUCING WATER USE THROUGH INNOVATION & EFFICIENCY

Marina Bay Sands began collecting condensate water from air conditioning units within the casino in 2024 as part of its expanded water reuse strategy. In the following year, the resort introduced a modified filtration system and commenced formal tracking and reuse of the recovered water. This initiative saved a total of 1.2 million litres throughout the year, with the water being repurposed for non-potable uses such as floor washing and bin centre cleaning.

In 2025, Marina Bay Sands also implemented flow restrictors in basin taps at nine of its celebrity chef restaurants. Flow restrictors are small devices fitted into tap outlets that limit water flow without compromising functionality, thus helping to reduce unnecessary water usage. This simple yet effective upgrade led to an 9% reduction in average water consumption per person compared to 2024 levels, demonstrating how small operational changes can deliver meaningful environmental benefits.

Marina Bay Sands took steps to improve the overall hydrant system of the property as there have been intermittent ad hoc reports to address leakages within the system, which is a key issue for fire safety and has increased water consumption unnecessarily. The property took a holistic approach in replacing all the hydrant pipes to ensure all leaks were stopped and support was in place to address any issues if they arose.

The enhancement of the system resulted in savings of 7 million litres of water and highlights that property-wide adjustments are essential in maintaining effective resource usage.

To further the water efficiency efforts of the property, Marina Bay Sands improved its smart irrigation system, which monitors soil moisture levels, enabling precise control over watering needs with consideration of Singapore's rainy weather. This involved replacing all existing smart controllers to optimise water usage across the landscape planters in the hotel balconies and SkyPark.

These initiatives continue to demonstrate how targeted upgrades can lead to substantial reduction in water usage, demonstrating how Marina Bay Sands continues to reduce its water footprint while showcasing continual improvement in sustainable operations.



REFLECTING ON FIVE YEARS OF IMPACT – WATER STEWARDSHIP

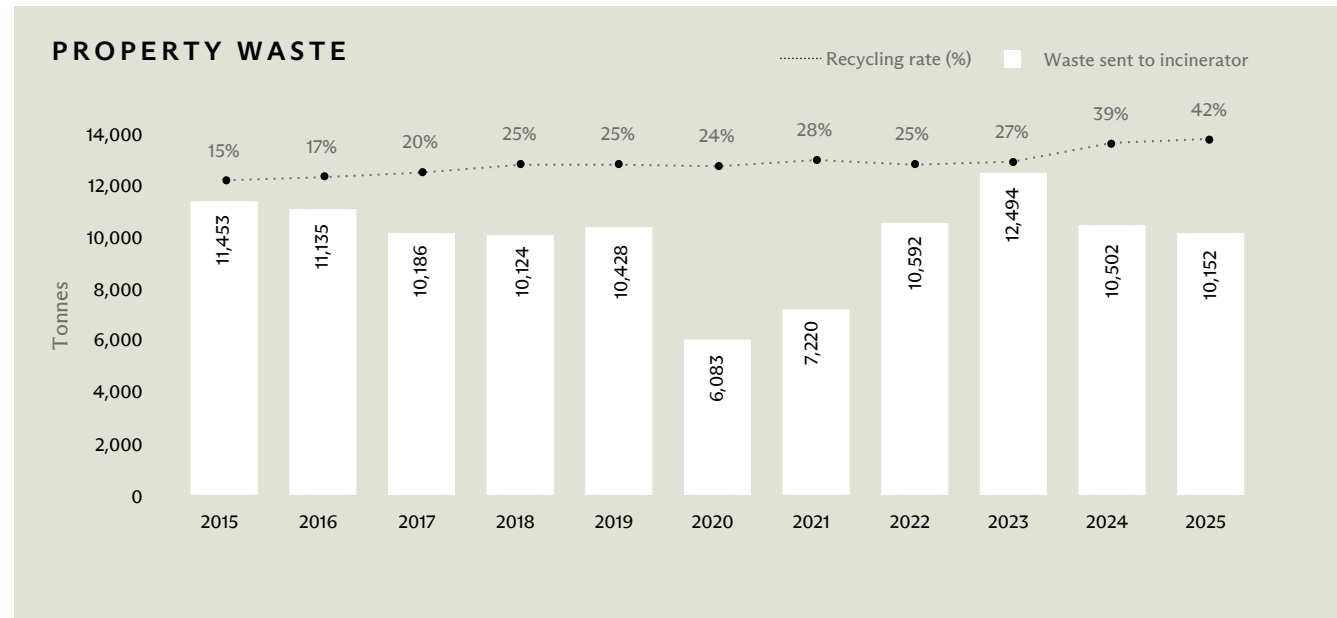
Water stewardship has been a cornerstone of Marina Bay Sands' sustainability strategy, driven by Singapore's water-scarce context and global challenges. Since 2019, the business has worked to reduce potable water consumption through condensate recovery, smart irrigation systems and efficiency upgrades, saving over 64 million litres of water over five years. Marina Bay Sands' strategy continues to focus on reducing consumption, improving efficiency and safeguarding water resources across its operations to contribute to a more resilient future.

WASTE & CIRCULARITY

Embracing circularity principles and smart technology to enhance the property's waste management systems and maximise resources

Global waste volumes continue to rise, with the World Bank projecting a 70% increase by 2050 if current trends persist. This underscores the urgency of transitioning from a linear 'take-make-dispose' model to a circular economy that prioritises resource efficiency and waste reduction.

Marina Bay Sands continues to prioritise proactive measures and innovative approaches to both reduce the amount of waste and recover its value as a central pillar of its multi-stream waste management strategy. 2025 was a phenomenal year for waste and circularity initiatives in Marina Bay Sands, allowing the property to significantly move the needle to higher diversion rates in both recyclables and food waste.



ADVANCING FOOD WASTE MANAGEMENT

As part of the resort's continued commitment to sustainability and operational excellence, Marina Bay Sands retired its aerobic food waste digesters in 2025 after 11 years of service. These were replaced with five advanced WasteMaster machines, which offer improved processing capabilities. The WasteMaster uses heat and oxygen to speed up the natural breakdown of food similar to a highly advanced composting process. Over 21–22 hours, it removes water from the waste through evaporation and breaks down the organic matter using oxidation to reduce the waste's volume and weight by up to 80%. To further enhance its food waste treatment capacity, Marina Bay Sands partnered with off-site processing facilities, including a black soldier fly (BSF) facility where food waste is converted into insect feed for the larvae.

Approximately two tonnes of food waste is sent to the BSF facility each day. This integrated approach – combining on-site and off-site treatment – has increased the resort's daily food waste processing capacity from 9.5 tonnes to 11 tonnes, reinforcing its commitment to innovative and scalable waste management solutions. Alongside these existing processes, Marina Bay Sands is collaborating with a supplier in a complementary valorisation pathway for food waste substrates – transforming them into sustainable feedstock for next-generation fuels. Through this initiative, extracted oils from the food waste are processed into biofuel feed, creating an additional circular route alongside the property's current practice of upcycling substrates into high-quality insect and aquaculture feed.





FROM KITCHEN TO CLEAN ENERGY: A CLOSED-LOOP APPROACH

Demonstrating commitment to circularity and decarbonisation, Marina Bay Sands in 2025 became the first hospitality operator in Asia to close the loop on renewable fuel. Through a pioneering partnership with Neste in Singapore, the business transformed 100,000 litres of used cooking oil into SAF and renewable diesel, contributing to a lower-carbon future. The oil is processed alongside other materials into high-quality renewable fuels at Neste's Singapore facility, the

world's largest refinery of its type. The renewable diesel produced was then integrated into the property's operations to power its backup diesel generators, exemplifying the process of giving new life to waste. This initiative reflects Marina Bay Sands' broader ambition to lead in sustainable hospitality and demonstrates how innovation can drive meaningful climate action.

As part of UOB FinLab's GreenTech Accelerator programme, Marina Bay Sands partnered with a Singaporean startup to pilot a smart waste-tracking system at The Shoppes. Through a five-month trial, a retrofitted waste collection trolley – equipped with a weighing scale, display unit and mobile device – was deployed at The Shoppes to monitor tenant-specific waste generation. Each tenant was assigned a unique QR code for the collection team to scan, with data on collection timing, waste type and weight being captured on Circular Unite's online dashboard. This would enable targeted engagement and training based on waste generation patterns. Following positive feedback, the tracking system was officially adopted for 81 tenants in The Shoppes.

Complementing this smart waste-tracking initiative, Marina Bay Sands introduced monthly waste assessments across the nine tenant outlets generating the highest volumes of food waste or recyclables. This initiative was also expanded to include the housekeeping team at the hotel, with a focus on improving the segregation of recyclables collected in guest areas. Since the waste assessments commenced in April, Marina Bay Sands has recorded a notable increase in guest room recycling rates of 9%, underscoring its commitment to data-driven sustainability and continuous improvement.

Following the completion of hotel renovations in 2025, Marina Bay Sands recovered the high-quality furniture from the old rooms that remained in excellent condition, including 75" televisions, mattresses and bedside tables. Anchored in its mission to minimise waste and promote resource circularity, Marina Bay Sands repurposed these items by offering them to Team Members through ballots and minimal-cost sales. Items such as old chairs and machinery were also redistributed to other organisations that needed them. A total of 117 tonnes of items were redistributed, extending the lifecycle of these furnishings while reinforcing Marina Bay Sands' dedication to sustainable operations and employee engagement.

REFLECTING ON FIVE YEARS OF IMPACT – WASTE

The journey towards circularity has seen steady progress over the past five years, with diversion rates climbing year on year. In 2020, Marina Bay Sands diverted just under 50% of food waste and construction waste; by 2024, these figures rose to 65% and 67% respectively, marking a significant leap towards the 2025 broader target of 50% total diversion. This improvement has been driven by recycling visibility across the property, smart waste tracking systems, innovative pilots repurposing food waste into fish feed and fertiliser, and constant investment in training. Over the five-year period, more than 30,000 tonnes of waste have been diverted from incineration. By embedding circular principles into operations and reducing single-use materials, Marina Bay Sands will continue to close the loop and redefine waste management in hospitality.

MATERIALS & RESOURCES

Sourcing responsibly certified products, materials and regionally grown produce

Global demand for raw materials is expected to double by 2060, according to the Organisation for Economic Co-operation and Development's projections, placing unprecedented pressure on ecosystems and supply chains. Population growth, rising incomes and urbanisation in the region is also projected to drive stronger demand for food production, which already generates about 30% of greenhouse gas emissions and contributes to 80% of deforestation. These trends highlight the growing need for organisations to practice responsible sourcing and the efficient use of resources to reduce the strain on the environment and natural resources. Recognising this, Marina Bay Sands continues to strengthen its commitment to sourcing responsibly and sustainably, with the anchor of the programme revolving around supporting local and regional farms that have sustainable practices. In 2025, Marina Bay Sands also partnered with WWF Singapore in responsible fishing and deforestation risk analysis, affirming its continual commitment to habitat conservation.





A NEW CHAPTER IN SUSTAINABLE HOSPITALITY

2025 saw Las Vegas Sands break ground on a new development. Slated for completion in 2030, and to open in 2031, subject to Singapore Government approval, the ultra-luxurious resort and entertainment destination will feature an all-suite luxury hotel tower capped with signature rooftop and dining experiences, luxury retail boutiques, gaming, holistic spa and wellness amenities. The podium will feature approximately 200,000 square feet of premium meeting space and a purpose-built 15,000-seat arena to enhance the live entertainment scene in Asia. In line with Marina Bay Sands' global strategy, Sands ECO360, sustainability will remain at the heart of the new development's architecture and operations. Innovative features such as self-shading façades that utilises high-performance glazing and native landscaping will enhance energy efficiency and guest comfort. Marina Bay Sands is committed to reducing environmental impact through low-carbon materials, recycled steel and a robust waste management plan that diverts at least 75% of construction waste from landfill. These efforts reflect the property's dedication to creating a world-class destination with a lighter footprint.



Find out
more here

EXPANDING OUR GREEN WALLS

Building on the success of a pilot in 2023, Marina Bay Sands expanded its hydroponic systems from one to three at the Expo & Convention Centre in 2025. These modular green walls feature herbs like rosemary and oregano, helping to expand the event venue's on-site food production capacity and serve as vibrant, mobile showcases at events. To further enhance consumer engagement, Marina Bay Sands installed TV screens on these hydroponic units to display messaging and videos about its sustainability initiatives – transforming

these systems into interactive learning touchpoints that aim to inspire and educate guests on the importance of sustainable food practices. Alongside the hydroponic systems, two on-site herb gardens produce approximately 16 kg of herbs for harvesting monthly. This produce is integrated into the Expo & Convention Centre's event menus to offer guests the freshest, chemical-free ingredients while reducing carbon emissions from transportation.



SUPPORTING SUSTAINABLE FORESTRY THROUGH EVERYDAY MATERIALS

In 2025, Marina Bay Sands continued its commitment to sustainable sourcing by ensuring that a majority of newly developed branded materials were Forest Stewardship Council (FSC) certified. This includes commonly used items such as paper stationery, disposable cutlery and in-room amenity packaging. To further reduce single-use packaging, the secondary plastic packaging has also been removed and

replaced with minimalist boxes crafted from FSC-certified paper. By choosing FSC-certified materials, the resort supports responsible forest management practices that protect biodiversity, uphold indigenous rights and reduce environmental impact. This transition reflects Marina Bay Sands' continued focus on embedding sustainability into operational touchpoints and across its supply chain.



Marina Bay Sands continues to advance its commitment to animal welfare through a multi-year programme aimed at sourcing 100% cage-free chicken shell eggs across its owned and operated restaurants. In 2025, the integrated resort made significant strides towards this goal, with 98% of shell eggs used in these restaurants now cage-free. The Team Member Dining Room also embraced this initiative, using 99% cage-free shell eggs, while the Expo & Convention Centre achieved 96%. The remaining gap is predominately specialty Japanese eggs with unique characteristics not yet available in cage-free and liquid egg formats. These broader efforts reflect the resort's deepening commitment to ethical sourcing and its broader sustainability values as it works towards full transition.

Marina Bay Sands continues to set a precedent by transforming its supply chain through a strong focus on local and regional sourcing and on partnering with suppliers who champion responsible farming practices. Recognising the need to accelerate its impact, Marina Bay Sands raised its responsible seafood sourcing target from 50% in 2024 to 55% in 2025. During the year, the integrated resort recorded 54% of seafood from responsible sources, underscoring continued progress in its sustainability targets. This reaffirms its dedication to marine conservation and commitment to serve sustainable seafood at scale.

Marina Bay Sands extended efforts by working with WWF fishery experts to identify low-risk seafood species in its procurement portfolio, such as the New Zealand green-lipped mussel. These mussels are farmed using longline technology with continuous crop ropes in four key regions of New Zealand, a farming method which is recognised for its minimal environmental impact, since it requires no artificial feed or chemicals and provides ecological benefits like water filtration and habitat creation.

Regarding materials, reducing single-use items remains a key priority in Marina Bay Sands' waste management strategy, aligned with its global E3R (eliminate, reuse, replace and recycle) framework. In 2025, the integrated resort continued its efforts to minimise plastic wrap usage across its celebrity chef and signature restaurants. Building on previous success, RISE restaurant further improved its performance, achieving an impressive 83% reduction in plastic wrap usage. Other restaurants, including Maison Boulud and KOMA, also made significant strides, achieving an 83% and 71% reduction respectively. These collective efforts contributed to an overall 33% decrease in plastic wrap consumption across the property in 2025.

REFLECTING ON FIVE YEARS OF IMPACT – MATERIALS & RESOURCES

Responsible sourcing has remained central to the property's commitments over the past five years, from FSC-certified paper products and compostable packaging to reusable amenities in guest rooms significantly reducing single-use plastics since 2020. Marina Bay Sands' responsible seafood commitment has shown consistent improvement, rising from 49% responsibly sourced in 2020 to 54% in 2025, alongside progress on cage-free shell eggs, plant-based menus and local sourcing initiatives that earned the property the highest tier of the Farm-to-Table Recognition Programme. Looking ahead, Marina Bay Sands will continue to scale sustainable procurement practices, ensuring that the products sourced support the property's circularity goals and advance its sustainability targets.

BIODIVERSITY

Supporting local and regional initiatives that drive conservation and protection of our environment

Biodiversity underpins the health of ecosystems that provide food, water, and climate regulation, yet global species loss is accelerating at an alarming rate. According to the UN-backed Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services Global Assessment, one million species are at risk of extinction, driven by habitat destruction, pollution and climate change. Protecting and restoring biodiversity is essential for planetary resilience and human wellbeing. Marina Bay Sands is strongly committed to the conservation of the planet's ecological systems and strives to defend the vibrancy of biodiversity.





RESTORING RAINFOREST ECOSYSTEMS THROUGH EMPOWERMENT

As part of its deepening commitment to nature restoration, Marina Bay Sands embarked on a landmark partnership with Hutan, a leading non-profit organisation dedicated to conservation and human-wildlife coexistence in Kinabatangan, Sabah, Malaysian Borneo. This marks the resort's first collaboration of its kind, reflecting a bold step towards supporting biodiversity and community empowerment beyond Singapore.

Through this one-year partnership, Marina Bay Sands is funding the salaries and benefits of four

indigenous Orang Sungai women who are integral members of Hutan's reforestation team. These women play a vital role in rewilding wildlife corridors within palm oil plantations by cultivating and planting native flora that supports endangered species such as orangutans and pygmy elephants, while also providing meaningful employment to the local community. Winners of the 2025 Honouring Environmentally Responsible Operations (HERO) Award will also get a chance in 2026 to play an active role in Borneo, taking part in Hutan's restoration work.

ADDRESSING DEFORESTATION & CONVERSION RISKS ACROSS OUR SUPPLY CHAIN

In 2025, Marina Bay Sands deepened its longstanding partnership with WWF Singapore, conducting a comprehensive deforestation and conversion risk assessment across its supply chain, focusing on seven high-risk commodities: palm oil, cocoa, coffee, beef, soy, paper and timber. The process focused on 22 Tier 1 suppliers across 33 products and began with a detailed review of procurement data, continuing through supplier engagement activities and questionnaires to gather information on supplier policies, certifications and traceability. WWF complemented this with desktop research to map upstream suppliers, creating a baseline for identifying risks and opportunities for improvement.

The collaboration emphasised capacity building and transparency, raising awareness of deforestation risks and their link to supply chain resilience. Suppliers were encouraged to share data and explore pathways towards deforestation- and conversion-free sourcing. These efforts were guided by global frameworks such as the Accountability Framework Initiative and WWF's Deforestation and Conversion-Free Implementation Toolkit, ensuring alignment with best practices. This partnership is a strategic investment in protecting forests and biodiversity. By strengthening traceability and promoting responsible sourcing, Marina Bay Sands is helping drive systemic change that benefits nature, communities and the long-term sustainability of the hospitality sector.



REFLECTING ON FIVE YEARS OF IMPACT – BIODIVERSITY

First introduced as an emerging focus area in 2021, biodiversity has quickly become key to the property's environmental commitments. Since then, Marina Bay Sands has invested in nature-based solutions and conservation partnerships that protect critical habitats and restore ecosystems. The property has supported mangrove restoration projects in Sarawak and advanced peatland rehabilitation in Indonesia, and it has partnered with WWF Singapore in responsible fishing and deforestation risk analysis. These efforts have evolved year-on-year, from early habitat protection initiatives to large-scale ecosystem restoration that strengthens climate resilience and safeguards endangered species. Through education programmes, conservation partnerships and on-property biodiversity enhancements, Marina Bay Sands continues to champion biodiversity as part of the property's long-term sustainability vision.

CERTIFICATIONS

Recognition from the world's leading sustainability standards

Marina Bay Sands continued to elevate its sustainability ambitions in 2025, building on the solid momentum established in previous years. The resort introduced a new wave of innovative initiatives aimed at further reducing its environmental footprint and enhancing operational efficiency. These advancements once again drew recognition from both local and international certification bodies, which awarded the property several prestigious sustainability accreditations in acknowledgement of its ongoing commitment to surpassing global environmental standards.



ACHIEVING EXCELLENCE IN SUSTAINABLE BUILDING PERFORMANCE

Advancing upon its solid track record in sustainability, Marina Bay Sands once again achieved the Green Mark Platinum Certification for the Expo & Convention Centre in 2025. This achievement is Singapore's highest accolade for sustainable building performance in non-residential buildings. Awarded by the Building and Construction Authority (BCA), this certification recognises outstanding achievements in sustainability, energy efficiency and occupant wellbeing.

Achieving Platinum status under the enhanced Green Mark 2021 framework marks a significant milestone, particularly given the more rigorous standards introduced in the latest version.

A standout accomplishment during the recertification process was the resort's ability to meet – and exceed – the airside system efficiency benchmark for district cooling systems.

While the Platinum threshold requires a challenging efficiency of 0.18 kW/RT, Marina Bay Sands achieved an impressive 0.159 kW/RT through targeted engineering retrofits and optimisation of equipment controls.

This accomplishment reflects the integrated resort's unwavering commitment to energy efficiency and operational excellence, while reaffirming its position as a leader in sustainable venue management.

ACHIEVING TOP RECOGNITION IN SINGAPORE'S FARM-TO-TABLE PROGRAMME

In 2025, Marina Bay Sands achieved the highest level of recognition under the Singapore Food Agency's Farm-to-Table Recognition Programme, underscoring the property's leadership in sustainable sourcing and supporting local farms. This award reflects a proactive approach in reducing food miles and strengthening Singapore's food resilience. To qualify, establishments must source at least 15% of local produce across three or more food categories. Marina Bay Sands exceeded this benchmark through the inclusion of products including locally produced cage-free chicken eggs, quail eggs and beansprouts – demonstrating the property's commitment to sustainability and advancing the nation's farm-to-table movement and resilience.

SOCIAL

IN THIS SECTION

23 Social Impact

33 Culture & Inclusion

Sands Cares

\$5M

RAISED THROUGH SANDS FOR SINGAPORE CHARITY FESTIVAL 2025

Culture & Capacity Building

100%

OF TEAM MEMBERS PARTICIPATED IN SUSTAINABILITY ACTIVITIES

Culture & Inclusion

56

NEW TEAM MEMBERS HIRED UNDER OUR CULTURE AND INCLUSION PRACTICES

AWARDS

Community Chest Awards 2025 – Charity Gold Award, Enabler Award and Volunteer Partner Award

Patron of the Arts 2025

5-Star Employer of Choice at HRD Awards Asia 2025

SOCIAL IMPACT

Harnessing unique resources, philanthropic funding and Team Member volunteerism to advance Singapore's social needs

Alongside the property's commitment to environmental sustainability, Marina Bay Sands drives meaningful change and positive impact through its community engagement programme, Sands Cares. Since opening, Marina Bay Sands has been committed to Singapore's development beyond economic and tourism goals by leveraging its distinctive property offerings, philanthropic funding, capacity-building efforts and the dedicated volunteerism of its over 12,000-strong workforce to support communities in need.

In 2025, Marina Bay Sands organised 70 community events, impacting more than 41,000 beneficiaries. Guided by its four key pillars, Sands Cares delivered a diverse range of programmes addressing social needs across Singapore. These included initiatives to reduce social isolation in Singapore's growing ageing society by befriending seniors through trishaw rides around Marina Bay, mentoring disadvantaged students to facilitate early career exploration, supporting vocational training for persons with disabilities to empower independent and fulfilling lives, and organising a fireside chat for youth golfers to be inspired by their heroes like international golf star and Sands' first female ambassador Minjee Lee. Unifying with Sands' properties around the world in addressing the company's core Sands Cares

priorities, Marina Bay Sands rallied Team Members to build 30,000 hygiene kits and 6,000 food kits to support disadvantaged communities. Each initiative reflected Marina Bay Sands' enduring commitment to building a more inclusive and resilient society.

In total, Marina Bay Sands' Team Members contributed over 13,000 volunteer hours in 2025, bringing the total volunteer hours contributed since opening to over 133,000 hours.

SANDS CARES PILLARS

Hardship Relief: Investing in solutions that build resilience and improve the quality of life for communities in need

Education: Nurturing the workforce of tomorrow through mentoring, skills development and access to learning opportunities

Cultural and Natural Heritage: Enriching lives by celebrating Singapore's unique arts, culture and natural heritage

Disaster Response and Preparedness: Equipping communities to plan, respond and recover effectively in times of crisis



COMMUNITY ENGAGEMENT

WHERE HEARTS COME TOGETHER

2025 marked a national milestone with Singapore’s SG60 celebrations. In support of the social service sector, Marina Bay Sands pledged S\$750,000 over three years through a partnership with Community Chest, unlocking the SG Gives Matching Grant to amplify the impact of its philanthropic contributions nationally. This announcement was timed with the eleventh edition of Sands for Singapore Charity Festival, Marina Bay Sands’ annual signature event to raise awareness of charitable causes and funds for local charities and non-profit organisations.

Carrying the theme of ‘Where Hearts Come Together’ for the third year, alongside the SG60 milestone year of giving, the Festival celebrated all things local through a vibrant mix of community engagements and creative fundraising activities, culminating in a weekend of local entertainment, gourmet pop-ups by Marina Bay Sands’ signature restaurants, and booths helmed by local non-profits and social enterprises raising funds for their own causes at the Event Plaza.

The Festival successfully concluded with over S\$5 million raised for local charities, bringing the total amount raised to more than S\$45 million since its first edition in 2013. Funds raised in 2025 included donations towards local charities and non-profits, including APSN, ART:DIS, AWWA, Community Chest, Image Mission, Metta Welfare Association, SPD, The Food Bank Singapore, Touch Community Services and WE CARE Community Services. These organisations support persons with disabilities with vocational training for meaningful employment, empower disadvantaged women to gain economic independence, and offer counselling and treatment for individuals with addictions.

FESTIVAL HIGHLIGHTS





PLAY FOR A CAUSE

Marina Bay Sands presented its first-ever life-sized digital game, Play for a Cause, in support of The Food Bank Singapore's mission to increase food security. Designed to engage the public meaningfully through interactive gameplay, the initiative culminated in over 1,000 virtual food bundles and were matched by Marina Bay Sands with physical food bundle donations, benefiting the non-profit's network of individuals and families in need.

SWEET TREATS FOR GOOD

The Sweet Collective, Marina Bay Sands' inaugural charity dessert box that featured unique tarts from four signature restaurants – CUT by Wolfgang Puck, Maison Boulud, Origin + Bloom and WAKUDA Singapore – was a great success and well received by the public and partners who stepped forward to make a difference for APSN Centre for Adults.

Together with proceeds from A Sweet Step Forward, a month-long dessert initiative across seven signature restaurants, Marina Bay Sands channelled all proceeds to APSN Centre for Adults to support vocational training programmes that empower adults with special needs to lead independent and fulfilling lives. Marina Bay Sands was conferred the inaugural APSN Giant Awards (Gold Category) at the end of 2025 for its outstanding efforts in elevating the special needs community.



GIVING MARKETPLACE

In its fourth year, the Giving Marketplace remained a cornerstone of the Festival, supporting non-profit organisations and social enterprises in raising funds and increasing awareness of their causes. Sixteen booths were featured, offering handcrafted goods, baked treats and lifestyle products created by beneficiaries from participating organisations. They included Alfya Atelier, a women-led social enterprise that empowers women through skills-based training and employment in sewing and craft; Artisan Collab by SPD, a platform for artists with disabilities to showcase their craft; and The Shy Crafter, a mother-and-son duo that aims to bring awareness of autism spectrum disorder (ASD) and to celebrate abilities through polymer clay crafts created by teenager clay artist Isaac Chang, who has ASD. All proceeds from sales were retained directly by the benefiting organisations.





COMMUNITY CHEST HEARTSTRINGS WALK & VERTICAL MARATHON

In conjunction with Sands for Singapore Charity Festival 2025, Marina Bay Sands and Community Chest co-organised the annual Community Chest Heartstrings Walk and Race to the Sky Vertical Marathon. These events rallied partners, volunteers and the community to unite as one towards a more caring and inclusive society.

The annual events kicked off with the popular Race to the Sky Vertical Marathon which saw 168 competitive racers scale 57 storeys to the iconic SkyPark Observation Deck. Later the same evening, over 3,000 participants enjoyed the Heartstrings Walk around the Marina Bay waterfront, officiated by guest of honour Minister for Social and Family Development, Mr. Masagos Zulkifli. All proceeds raised from these events will go towards supporting over 200 critical social service programmes.

SUPPORTING THE WIDER COMMUNITY

Marina Bay Sands' Team Members participated in eight weeks of volunteering activities supporting a wide range of causes and generating over 7,700 volunteer hours, underscoring the property's commitment to doing good. Highlights included sewing blankets with beneficiaries from Singapore Red Cross, which then formed a tapestry presented at the Singapore Humanitarian Conference and donating 50 cartons of new art supplies to support art therapy programmes for persons with intellectual disabilities at 16 MINDS centres.

Marina Bay Sands also championed various causes through venue sponsorship during the Festival season, including the Cerebral Palsy Alliance Singapore Charity Dinner 2025, which was graced by guest of honour Minister for Health and Coordinating Minister for Social Policies, Mr. Ong Ye Kung, and the tenth Singapore Humanitarian Conference on 30 August.



Building Resilience Through the Year

As Singapore embraces an ageing population, Marina Bay Sands continued its commitment to fostering inclusion and wellbeing through meaningful partnerships. In 2025, Sands Cares collaborated with non-profit organisation Cycling Without Age Singapore to bring joy to socially isolated seniors with scenic trishaw rides around Marina Bay. The initiative debuted during the Sands for Singapore Charity Festival in August and returned in October, featuring Sands Champion ambassador and world-renowned golfer Mr. Collin Morikawa. During his week of community engagements, Mr. Morikawa personally manoeuvred a trishaw, creating memorable experiences for seniors along iconic routes from Gardens by the Bay's Flower Dome to the Marina Bay Waterfront Promenade.

Throughout the year, Sands Cares strengthened its long-standing partnership with Care Corner, a charitable organisation supporting vulnerable families and seniors with social, medical, financial and housing assistance. Since 2021, more than 300 Sands Cares volunteers have participated in Neighbour Cares, a long-term befriending initiative that has reached 577 isolated seniors through 10 cycles of weekly doorstep visits. For many seniors, including some living alone with limited mobility, these visits are their only opportunity for social interaction, and they eagerly anticipate the warmth and companionship that Team Members bring.

Sands Cares also advanced social mobility through its collaboration with Access Singapore, a charity dedicated to providing disadvantaged students with early career exposure. Building on the success of the inaugural Access x Marina Bay Sands Mentorship Programme in May, the second run in October welcomed 65 students from Naval Base Secondary School and Queensway Secondary School. The programme featured immersive experiences including a career pathways masterclass by the ArtScience Museum team, a behind-the-scenes tour of Sands Theatre, and interactive sessions on personal branding and communication skills in order to thrive at interviews. Guided by dedicated Marina Bay Sands mentors, students gained valuable insights and confidence, reinforcing the belief that every career begins with curiosity and opportunity.

Meanwhile, Marina Bay Sands has been supporting attendees of the Dyslexia Association of Singapore's intervention programmes with bursaries since 2015 to aid their learning in English and mathematics. This year, 16 Team Members dedicated a day of volunteering at the association, assisting with screening primary school students to support their learning needs.



EDUCATION

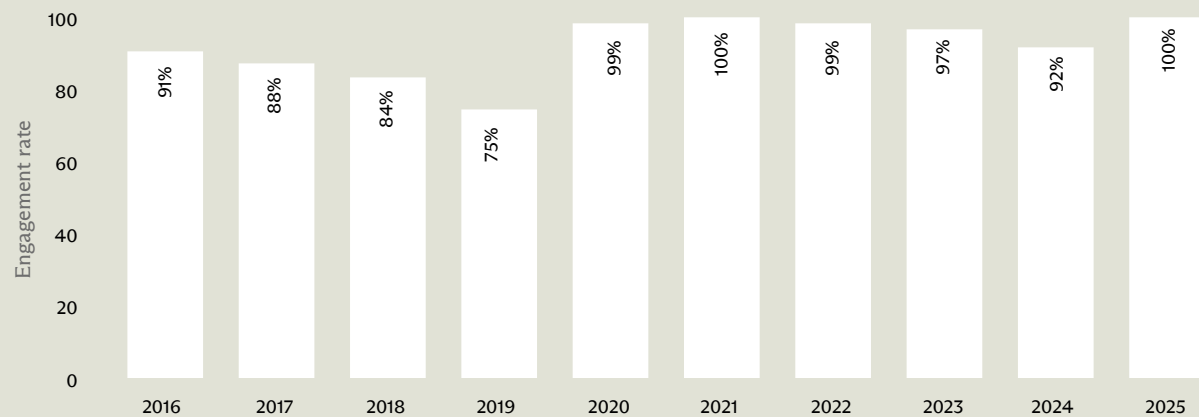
Culture & Advocacy

Communicating our commitments across both operations and the supply chain by inspiring and engaging our customers, partners and Team Members

A culture of collaboration and continuous learning is integral to reaching Marina Bay Sands' sustainability goals. Through ongoing staff education and collaborations with partners to achieve shared sustainability objectives, the integrated resort leaves no stone unturned in fostering an environmentally and socially conscious culture. One of the hallmarks of the Sands ECO360 programme is the engagement with Team Members on pertinent sustainability topics through a comprehensive series of training, events and immersive learning experiences.

As part of its annual online training programme, Marina Bay Sands launched an enhanced sustainability course in 2025 to refresh Team Members' understanding of the resort's key environmental focus areas. The course spotlighted milestone projects and major initiatives under each focus area – providing real-world examples of how sustainability is embedded across its operations. In addition, a dedicated training module was introduced exclusively for new hires, featuring practical examples of sustainability practices that Team Members will encounter in their day-to-day roles. This initiative ensures that sustainability is not only understood but actively lived from the very start of the Team Members' journey at the integrated resort. Completion of the two online courses by Team Members played a key role in driving the 100% engagement rate in the year's sustainability activities.

SUSTAINABILITY ACTIONS AND PARTICIPATION



CULTURE OF ENVIRONMENTAL STEWARDSHIP

Throughout the years, some of the most anticipated sustainability activities include annual walks and the sustainability marketplace. On 22 April 2025, Marina Bay Sands organised an outdoor walk to celebrate Earth Day, a date that celebrates and raises awareness of the importance of protecting Earth's natural resources for future generations. Over 500 Team Members participated in the walk, learning key environmental trivia through an exciting and competitive digital quiz. Marina Bay Sands' hallmark sustainability event, Sustainability Action Day, returned for its third year, expanding in scale and impact. In 2025, the event welcomed close to 800 Team Members and featured a wide variety of retail booths. The integrated resort had the privilege of hosting its key conservation partners, who delivered engaging and educational experiences on topics such as local marine biodiversity, forest restoration in tropical rainforests and the critical role of

bees as pollinators. Following great demand the previous year, the Clothes Swap initiative was reintroduced, with 185 Team Members exchanging high-quality garments, actively contributing to the circular fashion movement. Retail vendors included those offering chips made from imperfect vegetables, locally cultivated mushrooms, glassware crafted from recycled bottles and artisanal soaps – all showcasing practical examples of circularity and conscious consumption. The event also featured a dynamic drumming performance with instruments made from recycled plastic waste, energising the crowd and reinforcing the message of creative reuse. Sustainability Action Day continues to be a cornerstone of Marina Bay Sands' internal engagement strategy, fostering a culture of environmental responsibility and empowering Team Members to take meaningful action.



AMPLIFYING SUSTAINABILITY ACROSS CHANNELS

2025 proved to be an exceptional year for Marina Bay Sands' flagship sustainability programme, which garnered exceptional visibility across both traditional and digital media platforms. The integrated resort was featured on local television and radio as well as international media outlets, collectively reaching an estimated audience of 628 million. Much of this media interest was driven by Marina Bay Sands' innovative approach to blending sustainability with technology, particularly in areas such as food waste and recycling. Beyond media exposure, Ms. Meridith Beaujean, Executive Director of Sustainability, delivered keynote speeches at high-profile environmental forums, including events hosted by WWF and the International Association of Amusement Parks and Attractions (IAAPA), thus reinforcing Marina Bay Sands' leadership

in sustainability. To further engage stakeholders, sustainability tours were also conducted on property for 20 organisations, including educational institutions, industry partners, and government agencies, offering firsthand insights into the resort's environmental initiatives. Marina Bay Sands also refreshed its dedicated sustainability communications materials, including updating the website to include latest focus areas and initiatives. In addition, a key highlight was the launch of an interactive, gamified version of the online sustainability tour, developed in partnership with susGain, an awardee of UOB FinLab's Greentech Accelerator Programme. This virtual tour allows guests to explore sustainability features across the property while learning engaging trivia, making sustainability education both accessible and enjoyable to everyone.



CELEBRATING CHAMPIONS OF CHANGE

In parallel, Marina Bay Sands continues to foster sustainability from within through its HERO Award, now in its second year. This in-house award programme empowers Team Members to initiate impactful sustainability projects within their departments. Winning initiatives are recognised across key categories, including energy conservation, water reduction and repurposing, minimisation of single-use materials, adoption of certified sustainable products and enhanced sustainability communications. In 2025, nine project submissions that focused on sustainability across the whole property were received from various departments. These initiatives spanned water and energy conservation, waste reduction and community engagement. Projects include installing water-efficient dishwashers and flow restrictors, which has saved

5.9 million litres of water and optimising air ventilation to save a total of 4 million kWh of energy use. Teams championed the reduction of single-use plastics through paper soap sheets and reusable packaging, diverting 29,030 plastic bottles and reducing cling wrap, while digitising safety reports saved 37,164 sheets of paper. Housekeeping boosted their in-room recycling rate by 87%, and ArtScience Museum engaged a total of 17,815 guests in sustainability tours and advocacy programs, fostering awareness and inspiring eco-conscious choices. The 2025 HERO Award winners will travel to Borneo in 2026 to engage directly with Marina Bay Sands' conservation partner Hutan's reforestation efforts, participating in hands-on conservation work and experiencing the region's rich biodiversity.

Driving Sustainable Innovation Through Strategic Partnerships

In 2025, Marina Bay Sands was proud to support the Temasek Trust in their [Amplifier programme](#), a year-long global mentorship by Temasek Trust ecosystem entities; the Centre for Impact Investing and Practices and Philanthropy Asia Alliance to support impact-driven startups across Asia and beyond. The 2025–2026 edition of Amplifier focuses on three high-impact tracks: Innovation and Circularity in the Textile Value Chain, Sustainability Transformation for SME Suppliers in Tourism, and Unlocking Opportunities and Breaking Down Barriers to Employment.

Throughout the two-year partnership, Marina Bay Sands will support organisations in the Sustainability Transformation for SME Suppliers in Tourism track through sharing sector expertise, mentorship and potential pilot opportunities. This reinforces Marina Bay Sands' position as a leader in sustainable hospitality, enabling the resort to shape emerging solutions and drive innovation across its supply chain.



NURTURING THE NEXT GENERATION

As one of the world's leading hospitality organisations, Marina Bay Sands is deeply invested in developing and nurturing the next generation of local industry professionals and inspiring young talent to pursue a career in hospitality.

Since 2018, Marina Bay Sands has partnered with the Singapore Institute of Technology (SIT) on a bursary supporting undergraduates pursuing a degree in hospitality. Some 160 undergraduates have benefited from the resort's total contribution of S\$800,000.

In 2026, Marina Bay Sands will conclude the first edition of its US\$1 million Sands Hospitality Scholarship, awarding the third and final batch of Singaporean students from six institutes of higher learning. This bond-free scholarship supports various aspects of their education, reinforcing the integrated resort's commitment to building a strong talent pipeline for the hospitality and tourism sectors.

Furthering the organisation's focus on inclusive hiring and upskilling, Marina Bay Sands will offer scholarships to 15 undergraduates with disabilities through a partnership with TomoWork, a charity dedicated to empowering persons with disabilities to pursue meaningful employment. This industry-first initiative underscores Marina Bay Sands' vision of cultivating a diverse and resilient workforce equipped to thrive in a changing world.

STRENGTHENING COMMUNITY IMPACT THROUGH SANDS CARES ACCELERATOR

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 capacity-building programme aimed at advancing non-profits to deliver greater community impact.

The Food Bank Singapore, a longstanding partner of Marina Bay Sands, will receive US\$100,000 annually for the three years of membership, along with structured guidance, strategic counsel and mentorship from Las Vegas Sands and Marina Bay Sands to help enhance its Meals Forward programme and enable long-term upkeep upon completion of the Sands Cares Accelerator. The non-profit currently distributes food aid through more than 300 feeding partners, using smart wallets pre-loaded with monthly virtual credits. Through the Accelerator, the non-profit aims to digitalise its operations to enhance operational and cost efficiency and expand its reach, particularly to youth in tertiary institutions.

This builds on nearly a decade of collaboration between Marina Bay Sands and The Food Bank Singapore, which includes regular food donations, warehouse volunteering and annual food kit builds.

In the latest edition in 2025, approximately 300 Team Members, retail tenants and Sands Hospitality Scholarship recipients came together to assemble 6,000 food kits for distribution to those in need.

“Joining the Sands Cares Accelerator will enable us to substantially scale an effective way to serve vulnerable members of our community while emphasising the importance of nutrition,” Dr. Arthur Chin, Executive Director at The Food Bank Singapore, says. “Marina Bay Sands has been an invaluable longstanding partner to our organisation for nearly 10 years, and we are grateful that they recognised our potential to improve this offering and, ultimately, increase our impact in the community as we work towards minimising food waste and redirecting surplus food to nourish the community in Singapore.”

This initiative reflects Marina Bay Sands’ continued commitment to capacity building, supporting organisations not just with resources, but with the tools, expertise and mentorship required to scale sustainably and deepen their impact.



CHAMPIONING ARTISTIC INNOVATION & WIDENING COMMUNITY ENGAGEMENT THROUGH THE SANDS INNOVATIVE ARTS FUND

In 2025, Marina Bay Sands celebrated the achievements of seven Singaporean arts groups that successfully delivered impactful community programmes under the first year of the Sands Innovative Arts Fund. Established in January 2024 with a S\$500,000 donation under the National Arts Council (NAC)'s Sustain the Arts (stART) Fund, this initiative underscores Marina Bay Sands' commitment to nurturing emerging art forms and creative outreach.

Now in its second year, the Fund continues to empower arts organisations to pursue innovative practices and inclusive engagement. Two new grantees were announced: Lirica Arts, which collaborates with under-represented communities to create immersive experiences that blend digital technology with traditional theatre, making Western vocal classical music more accessible; and the Singapore Indian Orchestra and Choir, to develop a digital documentary to celebrate Indian musical traditions infused with Singapore's multicultural identity.

The Fund will also continue to support two first-year grantees: inwardBOUND, which will broaden its intergenerational storytelling initiatives through theatre to engage both youth and seniors, and Pasat Merdu, which will expand its efforts to promote intercultural music practices across the region.

Mr. Low Eng Teong, Chief Executive Officer of NAC, says, "The success and impact of the arts programmes made possible by our partnership with Marina Bay Sands are truly uplifting. It is encouraging to see support benefiting more local groups as we drive positive change in our communities through the arts. The arts are the soul of Singapore, enriching our lives and reflecting who we are. We look forward to welcoming more like-minded partners to join us in supporting our local arts groups."

These collaborations reinforce Marina Bay Sands' commitment to promoting and celebrating culture and heritage through the arts as a way to support the preservation and advancement of Singapore's cultural and natural heritage and to build a thriving tourism industry.



CULTURE & INCLUSION

Nurturing a safe, equitable environment where individuals feel valued, heard and empowered to achieve their best

With Singapore's diverse population, organisations have the opportunity to build cohesive teams that reflect the vibrancy of the nation. Marina Bay Sands recognises the potential in bridging differences for stronger teams and tapping different skill sets to reach common goals. With over 12,000 Team Members bringing unique sets of skills and experiences, the integrated resort continues to drive equal employment opportunities to champion inclusive hiring and non-discrimination policies.

FAIR EMPLOYMENT

To provide a positive, diverse and inclusive work environment that values individual differences and enables every Team Member to contribute and develop to the level of their potential, Marina Bay Sands requires that:

- Team Members are respectful in work and actions towards other Team Members
- Company policies, procedures, hiring practices and systems support and encourage diversity
- An environment is created in which each Team Member can enhance their individual skills, abilities and levels of expertise regardless of background or gender
- Team Members recognise, respect and respond positively to the diversity of guests and suppliers of the company as well as that of their fellow Team Members

Marina Bay Sands has a strict non-harassment policy in place and does not tolerate any form of harassment by any of its Team Members, third parties or guests. This includes any behaviour that violates a person's dignity, can create an unfavourable work environment that may negatively impact Team Members' work performance and their ability to provide guest service, or poses a risk to their safety or health.



FOSTERING BELONGING IN THE WORKPLACE

With a rich tapestry of talents and valuable skillsets among its Team Members, Marina Bay Sands strives to create an inclusive environment in which every individual has the opportunity to hone their strengths and contribute meaningfully to the team. The integrated resort is proud to hire talent from all walks of life, including persons with disabilities and ex-offenders.

EMPOWERING WOMEN

Marina Bay Sands continues to empower women through its all-female employee resource group, EmpowHer. Aligned with Sands' commitment to culture and inclusion, EmpowHer provides a platform for women to connect, grow and thrive through mentorship, professional development and community engagement. In 2025, EmpowHer led a series of impactful initiatives, including the inaugural International Women's Day celebration, which brought together nearly 300 Team Members for a day of inspiration and empowerment under the theme 'Choose to Act, Dare to Accelerate'.

To support leadership development, the group launched the 'Leading Yourself to Thrive' workshop series, equipping current and aspiring female leaders with essential self-leadership skills. The group also facilitated mentoring programmes, including a masterclass by Ms. Sophie Chen, a certified coach with the Institute of Executive Coaching and Leadership who founded 'Leap with Sophie Chen', where she guides women in maximising their personal and professional growth in the luxury hospitality industry. Through these initiatives, Marina Bay Sands continues to cultivate an inclusive and supportive environment where women are empowered to lead, grow and succeed.





AGE-INCLUSIVE EXCELLENCE

With years of accumulated expertise and a strong work ethic, senior workers play a vital role in shaping a resilient and knowledgeable workforce. As of December 2025, Marina Bay Sands proudly employs over 1,000 senior Team Members aged 55 and above across multiple departments, reflecting the resort's commitment to an age-inclusive workforce and recognising the unique contributions they make to the organisation's success.

CREATING CAREER PATHWAYS FOR PERSONS WITH DISABILITIES

Through its inclusive hiring practices, Marina Bay Sands continues to support and celebrate the capabilities of persons with disabilities, ensuring roles are thoughtfully designed to maximise individual potential. To date, the integrated resort has welcomed 87 persons with disabilities into its workforce across 12 departments, including customer-facing roles in Attractions, Food & Beverage and Front Office. As part of its community engagement efforts, Marina Bay Sands hosted industry visits for students from Rainbow Centre and AWWA Special Education School. These visits provided students and educators with a comprehensive tour of the Wardrobe and Public Area Maintenance departments, providing them a deeper understanding

of hospitality operations and showcasing potential career pathways. Educators and job coaches also gained insights into the working environment, enabling them to better prepare students for future attachments and employment. In 2025, Marina Bay Sands rebranded its annual signature career fair under the name 'We Take You Above Beyond'. The event opened with a vibrant performance by the Metta School Lion Dance Troupe, comprising of persons with disabilities, and the Yellow Ribbon Performing Arts Centre Alumni Band, made up of ex-offenders. Through these initiatives, Marina Bay Sands reinforces its commitment to building an inclusive workforce and fostering opportunities that empower individuals from all walks of life.

DRIVING SECOND CHANCES

Marina Bay Sands remains committed to fostering an inclusive and compassionate workplace, firmly believing in the power of second chances. Since 2011, the resort has actively provided employment opportunities to ex-offenders, enabling them to reintegrate into society through meaningful work. Many of these individuals have excelled in customer-facing roles across the Attractions, Security, and Food & Beverage departments. In 2025, Marina Bay Sands was proud to receive the Community Partnerships Award from Lakeside Family Services, which supports clients in securing employment. The integrated resort was also one of the first employers to deliver a

career talk at the Singapore Prison Service as part of Yellow Ribbon Singapore's one-stop career resource centre, enabling candidates to have access to essential career resources prior to their release. In partnership with Yellow Ribbon and Singapore Polytechnic, a two-day programme was also developed to equip workplace supervisors with the skills to manage and support ex-offender employees effectively. Titled 'Fostering Inclusion at the Workplace', the course covers key areas such as understanding motivations and challenges of ex-offenders, effective communication and coaching techniques to raise employee performance level.

DRIVING SOCIAL MOBILITY THROUGH WORKFORCE INCLUSION

Marina Bay Sands remains deeply committed to uplifting individuals from low socio-economic backgrounds by creating meaningful pathways to employment and long-term career success.

In 2025, Marina Bay Sands expanded its outreach by partnering with Brighton Connection to host youths from an underprivileged community. The programme aimed to support young adults aged 19 to 30 transitioning into the workforce and thriving in their careers. During the session, Team Members from the integrated resort shared practical interview techniques and offered part-time and full-time employment opportunities. Beyond this initiative, Marina Bay Sands maintains ongoing partnerships with social service organisations including ComLink+ and various neighbourhood Social Service Offices. These collaborations have enabled the resort to extend employment outreach and development support to residents in rental flats, as well as enhance recruitment efforts for individuals who may lack confidence, resources or networks.

Through the Ministry of Social and Family Development's (MSF) support, jobseekers receive pre-employment preparation, job matching and ongoing workplace guidance – ensuring holistic support throughout their employment journey. These efforts reflect Marina Bay Sands' belief that inclusive hiring, supported by both government and organisational collaboration, can be a powerful lever for social improvement.

INVESTING IN PEOPLE, SHAPING THE FUTURE

Marina Bay Sands continues to invest in the growth and development of its Team Members through structured learning programmes that support service excellence and future readiness. In 2025, the resort launched its Brand Service Culture Transformative Series, embedding the 'Above Beyond' brand promise into daily interactions through values-driven service and emotional intelligence training.

To strengthen leadership capabilities, over 500 people managers completed a two-day leadership series workshop, while close to 5,000 operational Team Members participated in critical core skills training focused on communication, teamwork, problem-solving and digital literacy. By investing in people development, Marina Bay Sands reinforces its commitment to nurturing talent and building a resilient workforce that continues to thrive in a dynamic hospitality landscape.

WELLBEING AT THE HEART OF OUR WORKFORCE

Marina Bay Sands continues to place employee wellbeing at the heart of its people strategy, offering a diverse calendar of health and fitness activities tailored to meet the varied interests of its large workforce. In 2025 alone, close to 50 sessions of wellness activities were hosted for Team Members, including fitness classes such as Vinyasa Yoga and creative activities like Shoe Art Jamming and Sushi Making. A key highlight was the three-day Wellness Fest, which attracted

over 1,200 participants and featured complimentary health screenings and flu vaccinations. The event was thoughtfully curated around four pillars of wellbeing – physical, mental, social and financial – offering sessions on stretch therapy, mindfulness, nutrition and financial planning. These initiatives reflect Marina Bay Sands' ongoing commitment to fostering a supportive and holistic work environment where Team Members can thrive both personally and professionally.



PARTNERING WITH EDUCATION TO BUILD TOMORROW'S WORKFORCE

Marina Bay Sands continues to partner with institutes of higher learning to provide students with meaningful industry exposure and career opportunities in hospitality. In 2025, the resort employed over 180 interns across various departments and actively participated in career talks, fairs and engagement activities to inspire the next generation of hospitality professionals. The year also saw the inaugural Internship Engagement Event organised, which brought together 260 participants, including current interns, Sands Hospitality Scholars and educators at Marquee. Themed 'Begin Bold - Connecting Tomorrow's Talent', the event featured interactive booths, rapid-fire Q&A sessions, and sharing sessions by Marina Bay Sands' hotel development team and education partners. Interns also took the stage to share their experiences, sparking ideas and building meaningful connections. The event showcased structured career pathways through opportunities such as ASPIRE, apprenticeships, scholarships and advance offers, reinforcing the resort's commitment to nurturing future changemakers.

Additionally, Marina Bay Sands partnered with the Singapore Tourism Board to sponsor a nationwide innovation challenge at the Singapore Hospitality and Tourism Conference. Engaging students from the Institute of Technical Education (ITE), polytechnics and universities, the hackathon saw 24 teams compete, with 10 shortlisted for an immersive experience featuring masterclasses and mentorship. The top four teams pitched their ideas onstage for prizes totalling S\$7,300 in food and beverage vouchers. This initiative deepened students' understanding of innovation in hospitality and provided a platform to co-create ideas that shape the future of Singapore's tourism landscape. Through these initiatives, Marina Bay Sands continues to invest in talent development and strengthen its role as a catalyst for industry growth and transformation.



GOVERNANCE

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Marina Bay Sands ensures strict adherence to high standards of performance and responsible, ethical action in all facets of the business. The property is committed to operating with integrity while respecting guests and Team Members.

100%

OF TEAM MEMBERS TRAINED ON COMPLIANCE PROGRAMME

CORPORATE CULTURE

Marina Bay Sands acts with integrity and meets or exceeds its legal, fiscal and ESG responsibilities. Corporate governance of ESG matters begins at the highest levels of the company

DRIVING SUSTAINABILITY THROUGH STRONG GOVERNANCE

Parent company Las Vegas Sands' Chief Executive Officer provides overall direction for its People, Communities and Planet corporate responsibility pillars, including the Sands ECO360 global sustainability programme. The Chief Sustainability Officer oversees and directs the Corporate Sustainability Department, which is responsible for developing the company-wide sustainability strategy, leading sustainability programmes, providing global measurement and reporting, and ensuring implementation of sustainability best practices. Marina Bay Sands' Chief Operating Officer, together with the Sustainability Steering Committee (SSC) and the Sustainability department, are responsible for managing and implementing Sands ECO360 initiatives at the property level and work closely with multiple departments, such as Facilities, Hotel Operations, Housekeeping, F&B, Human Resources, Procurement, Finance, Marketing, and Meeting and Convention Services, to implement sustainability initiatives.

Goals and targets in sustainability focus areas such as low-carbon transition and water stewardship are approved by the SSC at the start of every financial year. The SSC members review and track the progress of these goals on a quarterly basis, supporting delivery and pushing for further action to reach these targets.

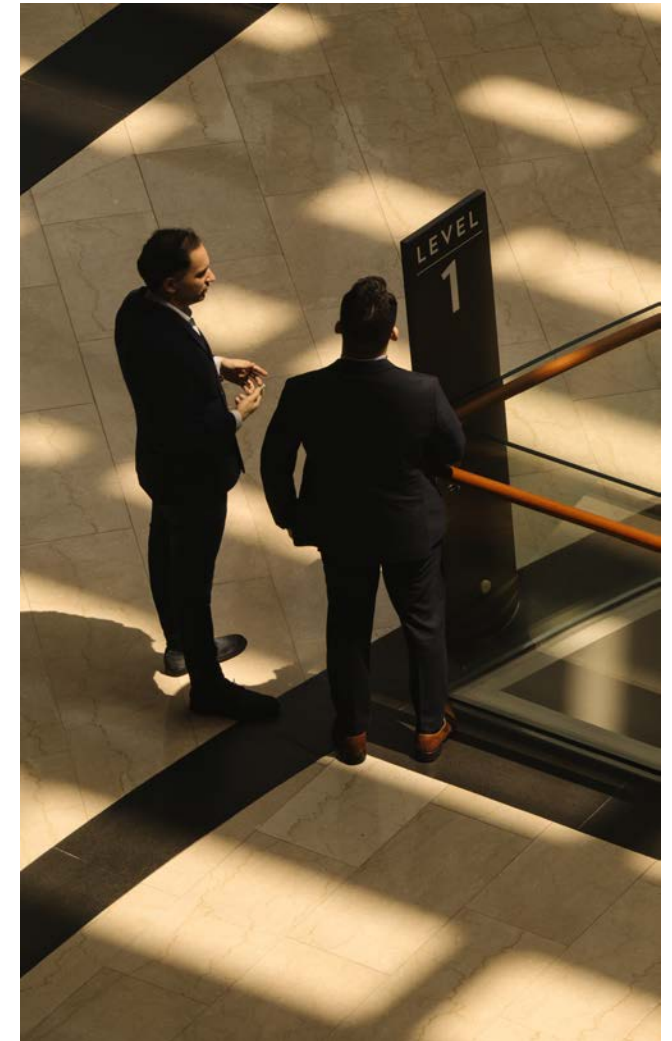
CODE OF BUSINESS CONDUCT & ETHICS

Governed by the Code of Business Conduct & Ethics published by Las Vegas Sands, the Code provides a high-level overview of the core principles that outline how Marina Bay Sands conducts business. This means that all Team Members must always act with integrity and keep to the four principles of ethical conduct at all times:

1. We respect individuals. Whether Team Members, guests, suppliers or members of the community, we treat each individual with whom we come into contact with the utmost respect. We strive to make sure they are safe and free from discrimination or harassment.
2. We do business ethically and legally. We follow the letter and the spirit of all laws that Marina Bay Sands is obligated to follow. We are aware of our global obligations. We act with integrity in every action we take on behalf of the organisation.

3. We protect Marina Bay Sands and our investors. The continued growth of Marina Bay Sands benefits our investors and our Team Members. Our actions are designed to safeguard the assets and reputation of the organisation.
4. We enhance our community. Our interactions with the community in Singapore provide opportunities to improve the world around us. Whether working with the government or making sure we act as stewards of the environment we live in, we look to make our communities better places.

[More information can be obtained from Sands' Code of Business Conduct & Ethics here.](#)



SUPPLY CHAIN MANAGEMENT

Marina Bay Sands upholds its ethical standards and ESG requirements with its business partners and maintains policies that cover all aspects of its value chain. All of Sands' suppliers must meet the standards outlined in the Supplier Code of Conduct, which includes expectations for ESG topics such as human rights, labour rights, health and safety, environment, ethics and compliance, and monitoring and evaluation.

The organisation leverages its Global Sustainable Procurement Policy to source products and services that minimise negative impacts on human health and the environment, and strengthen local communities by ensuring the procurement of products and services that:

- Conserve natural resources, materials, water and energy, and protect biodiversity
- Maximise recyclability and recycled content, and minimise waste
- Reduce toxicity and pollution, including greenhouse gas emissions
- Provide opportunities for small- and medium-sized enterprises and local businesses

This policy applies to all products and materials in the following three categories: required, recommended and potential sustainable products. Sustainability criteria for these items are outlined in the Category Structure Framework and the Sands Engineering and Sustainable Development Standards for design and construction.

Marina Bay Sands recognises that responsible environmental and community stewardship is a continuous process, engaging its suppliers in ongoing dialogues to monitor their performance and remain informed about opportunities to become increasingly sustainable.

[More information can be obtained from the Global Sustainable Procurement Policy here.](#)



RESPONSIBLE BUSINESS

Marina Bay Sands prevents illegal financial activity, protects privacy and maintains robust security systems. The organisation promotes responsible business conduct that meets or exceeds local regulatory requirements and demonstrates industry-leading practices where formal legal standards are not in place.

The organisation's Legal department oversees Marina Bay Sands' compliance with respect to laws and regulations applicable to the organisation's business. The Sustainability department supports the identification of relevant environmental policies and regulations as needed.

UPHOLDING INTEGRITY THROUGH COMPLIANCE WEEK

In 2025, Marina Bay Sands hosted its own Compliance Week where the focus was on equipping Team Members in the ethical navigation of pressures in the workplace. Two curated videos were broadcast in the ArtScience Museum's cinema, showing effective strategies from fellow Team Members on handling pressure and mindfulness techniques from a wellness expert. To further emphasise the Compliance department's availability as a resource for Team Members, it also directly engaged with Team Members through road shows and focus groups throughout Compliance Week.

The importance of acting with integrity is a key foundational component of the Code and the corporate culture at Marina Bay Sands. This is regularly reinforced by leaders at all levels through encouraging their Team Members to choose integrity when facing difficult decisions.



COMPLIANCE
WEEK

ANTI-CORRUPTION

Marina Bay Sands is committed to complying with all applicable anti-corruption laws, regulations and policies and does not tolerate any form of bribery or corruption.

The integrated resort maintains an anti-corruption programme that includes numerous policies, procedures and internal controls aimed at ensuring that no Team Member or anyone acting on behalf of the company violates the anti-corruption laws of Singapore.

These policies and related procedures contain specific requirements for the manner in which the organisation handles politically exposed persons; political and charitable contributions and sponsorships; approvals and authorisations for contributions and expenditures; procurement; contractor relationships; conflicts of interest; and third-party meals, gifts and entertainment, among other elements.

As a general rule, significant expenses that could potentially present anti-corruption risk are reviewed and approved by the Global Chief Compliance Officer of Las Vegas Sands. Marina Bay Sands also has comprehensive policies and procedures in place to ensure that the organisation maintains accurate books and other records, as well as satisfying its reporting obligations.

Each year, Team Members are required to certify their understanding of and compliance with the terms outlined in the Code of Business Conduct & Ethics and its related policies by electronically acknowledging that they have received and reviewed these materials.

In addition, Team Members undergo annual compliance training through e-learning modules that cover conflicts of interest, anti-corruption and specific anti-corruption practices related to payments and expenses, third parties, and recordkeeping and reporting.

FINANCIAL CRIMES PREVENTION

Singapore has implemented laws and regulations aimed at the prevention of money laundering and terrorist financing (PMLTF). Among other things, these laws require Marina Bay Sands to report large transactions and suspicious behaviour to help ensure that the proceeds of illicit activities do not make their way into the financial systems of Singapore.

The organisation is committed to maintaining industry-leading PMLTF frameworks that include comprehensive policies and procedures to meet or exceed governmental requirements in five key areas: customer due diligence, transactional controls, employee training, recordkeeping and reporting.

PRIVACY & CYBERSECURITY

Marina Bay Sands is committed to protecting the privacy and personal information of its guests and Team Members. Through policies and standard operating procedures, the organisation implements and maintains appropriate administrative, technical and physical safeguards in alignment with operational directives. The integrated resort assesses, tests and monitors the effectiveness and suitability of its information security programme on a routine basis and evaluates and adjusts it as appropriate based on material changes in company operations and plans or other circumstances that may have a material impact on the programme's performance.

All Team Members are introduced to Marina Bay Sands' information security and cybersecurity policies and procedures at their company orientation and participate in subsequent annual training covering data loss prevention, mobile device security and the IT Acceptable Use Policy. To assist Team Members in implementing and maintaining the information security programme, the organisation also provides additional documentation such as guidelines, playbooks, training materials, guidance documents and instruction manuals, as well as education and awareness communications.

[More information can be obtained from the Global Privacy Policy here.](#)





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For more information on our global Sands Cares and Sands ECO360 initiatives, please visit:

sands.com/responsibility/planet

marinabaysands.com/sustainability

To download our annual LVS ESG Report, please visit: investor.sands.com

SANDS CARES

SANDS ECO•360