

The background of the entire page is a photograph of a sunset or sunrise over the ocean. The sun is a large, bright white circle on the horizon, creating a strong lens flare effect. The sky is a gradient of yellow and orange, and the water in the foreground is dark with shimmering reflections of the sun.

a vision refreshed

ANNUAL REPORT
2007/08

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Vision

Sentosa, the leader in shaping leisure and lifestyle experiences, plays an integral role in making Singapore a global city.

We will achieve this by:

- Leveraging on our unique capabilities in leisure management
- Attracting, cultivating and engaging our people to deliver the Sentosa Experience
- Delivering best-in-class leisure experiences for all



Message From The Chairman

New vision, new horizons

Singapore is poised to become a powerful tourism hub with \$30 billion in tourism receipts and 17 million visitor arrivals by 2015. Total international arrivals in 2007 crossed the 10 million mark with 10.3 million visitors. On the back of such stellar tourism industry performance, Sentosa took a bold step forward by embracing a refreshed and bolder vision during the last financial year. Looking ahead, the global economy is entering a new phase with some uncertainties and it is thus even more important that we strengthen our resolve and garner our resources to meet the challenges that will come.

With the realisation of key developments in the 2002 masterplan, a new chapter is unfolding for Sentosa. The refreshed vision expresses Sentosa's strategic intent to leverage on our unique capabilities to become the leader in shaping leisure and lifestyle experiences. We also seek to make a major contribution towards Singapore's transformation into one of the more attractive cities in the world to live, work and play.

In conceiving the refreshed vision, a top-down and bottom-up approach was adopted to ensure commitment and buy-in from all levels of staff. This holistic approach saw Board members setting broad strategic thrusts, and management and senior executives defining the core elements of the vision at a two-day Management Summit. A "LET'S CLAP!" programme, reflecting the passionate culture we live up to on Sentosa, was also rolled out to engage and help staff embrace the refreshed vision. The refreshed statement therefore reflects the corporation's aspiration as well as the staff's commitment to make the vision a reality.

Setting off from a vantage point

Looking back, it has been 36 years since Sentosa began its journey. From a secluded village and coastal fortress, the island has now transformed into a thriving leisure destination, known near and far.

The journey was not an easy one but we managed to ride the changes and turn challenges that we encountered into opportunities.

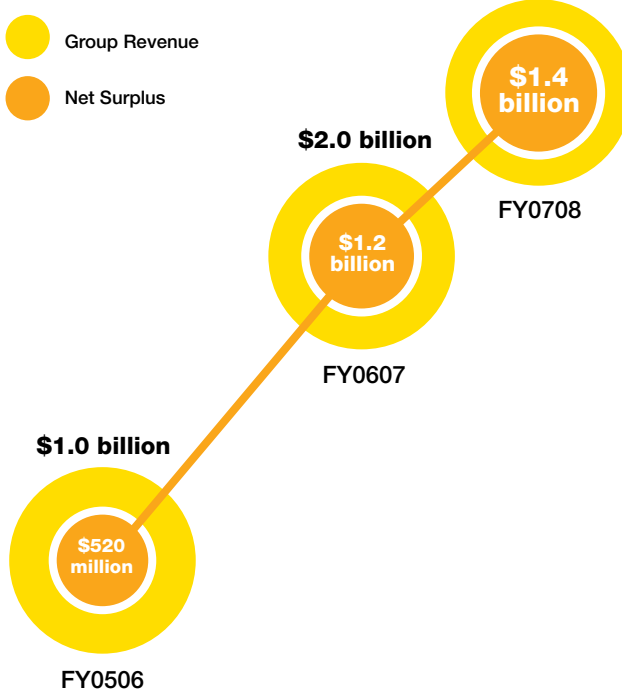
It was this fervour and resolve that have steered Sentosa through yet another blockbuster year. From record guest arrivals to revenue highs; from strong residential land sales to top accolades and awards, Financial Year 2007/2008 (FY0708) was a year to celebrate.

Not only did island guest arrivals hit a record of 6.1 million, the Group also outperformed its previous year's financial results with \$2.4 billion in gross revenue this year. Our leisure business continued to perform well and gross revenue from admissions, food and beverage, retail and property rentals hit \$108 million, registering a 26% increase.

Cumulative investment commitment by the Group and the private sector grew from \$11 billion in the last fiscal year to \$14.7 billion in FY0708. This comprised \$3.5 billion of fresh private investments from Sentosa Cove's land sales proceeds and the additional investment committed by Resorts World at Sentosa (RWS).

Buoyed by a strong property market, gross land sales at Sentosa Cove reached \$2.2 billion, surpassing the previous year's record by 47%. With the sale of our final four institutional land parcels (The Beachfront Collection, The Green Collection, Pearl Island and The Pinnacle Collection) and ongoing retail sales of bungalow parcels to individuals, over 99.6% of the total land area at Sentosa Cove has been sold. As one of the most coveted residential communities in the world and the only oceanfront residence in Singapore, Sentosa Cove is fast becoming a showcase of luxury real estate with outstanding architectural designs. Today, over 1,000 residents are already living there.

Revenue and Surplus



“ Our refreshed vision expresses Sentosa’s strategic intent to leverage on our unique capabilities to become the leader in shaping leisure and lifestyle experiences. ”



For leisure seekers, we continued to delight with compelling attractions and signature events. Sentosa won top trade awards at the TWC Travel Industry Awards 2007 and the inaugural Asian Attractions Awards by the International Association of Amusement Parks and Attractions (IAAPA). Songs of the Sea, a mega water, fire and laser extravaganza on Siloso Beach, garnered the prestigious Thea Award for Outstanding Achievement for Event Spectacular and the ASEANTA Award for Best ASEAN New Tourist Attraction. More than a million guests have watched its nightly sell-out performances since its opening in March 2007. Attendance at the Sentosa Flowers also hit a new high with more than 330,000 guests.

On the international front, we captured the attention of business leaders and golf enthusiasts across the globe when the island once again hosted the Forbes Global CEO Conference, as well as the Barclays Singapore Open, which featured luminaries such as Angel Cabrera, Vijay Singh and Ernie Els. For the second successive season, Sentosa Golf Club was chosen as the Host Venue of the Year 2007 by the players of the Asian Tour for its contribution to the success of the 2007 Barclays Singapore Open. In addition, the Golf Club was named Asian Golf Monthly's Best Championship Course in Asia.

Come December 2008, Sentosa will create more waves when the world's premier Volvo Ocean Race 2009, also billed as the F1 in yachting races, makes its debut in Asian waters at Sentosa Cove.

In the area of service, our staff continued to do us proud. More than a hundred of them were recognised at SPRING Singapore's Excellent Service Award 2007, and one of our beach patrol staff, Julian Ong, attained the highest accolade as the Attractions Industry's Superstar. Julian also recently won the 2008 Customer Service Professional of the Year in the regional Customer Relationship Excellence (CRE) Awards organised by the Asia Pacific Customer Service Consortium based in Hong Kong.

Towards greater heights

The stage is set for greater change and achievements on the island.

We have been working closely with Resorts World at Sentosa (RWS) to ensure that the construction of the highly anticipated family integrated resort is on track for opening in 2010. In anticipation of a bullish tourism outlook for Singapore and Asia in the coming years, RWS announced in November last year that they will be adding two new attractions, making it a total of 24 rides and attractions to be offered at Universal Studios Singapore®. Construction works will peak in FY0809 at the mega resort. Some inconvenience is to be expected during this period of intensive construction but we will minimise as much as practicable the disruption to our guests and residents.

At the same time, we continue to broaden the island's leisure and lifestyle offerings. The latest resort hotel to open its doors was the Amara Sanctuary Resort, a 121-room hotel set amidst 3.5 hectares of greenery on a hillside above Sentosa's popular Palawan Beach. Built on the site of former British



Management and staff embracing the refreshed vision in a fun way by coming up with a Sentosa cheer!



Luxury amidst exclusivity at Sentosa Cove.

military barracks from the 1920s, the resort clinched the 2007 Urban Redevelopment Authority's Architectural Heritage Awards for its carefully restored colonial architecture and chic contemporary design concepts. Other developments completed during FY0708 included a brand new pavilion hall for corporate functions on the reconstructed Serapong Course and four wine and dine restaurants – 35 Artillery, a new fine dining concept, as well as Suburbia, Braise and Silk Road of the Sea which were converted from our former monorail stations.

Looking beyond the horizon, we refreshed our masterplan to boost Sentosa's position as the leading leisure destination in Asia in the face of competition from resort destinations emerging in the region. A new wave of interactive, participative and spectator-based attractions such as an indoor skydiving simulator, jet boat rides, beachfront surf and wave facility and zipline attraction will be progressively introduced.

Accessibility around the island remains a key priority in anticipation of higher guest traffic once RWS is completed. Plans are afoot to widen the causeway-bridge, upgrade the Sentosa Express monorail system and boost the bus services for enhanced travel around the island.

As we set out to deliver world-class experiences to our guests and business partners, we have not forgotten the need to preserve and protect our island's natural heritage. To this end, we launched a 'Grow our Nature Heritage' programme aimed at restoring our primary rainforest at Mount Imbiah. In the spirit of nurturing the environment for future generations to

enjoy, nine secondary schools were pioneer participants in our inaugural tree-planting event.

Our accomplishments in FY0708 would not have been possible without our team of dedicated staff, management and Board members. Special thanks to Philip Ng (CEO, Far East Organization), Low Teo Ping (Senior Adviser, Citi Global Wealth Management), Jennie Chua (Chairman, Sentosa Cove) and Goh Chye Boon (Deputy Secretary, Ministry of Trade & Industry) who joined me on the Executive Committee to lend guidance to the organisation as we continued our search for the Chief Executive Officer. I would also like to extend my appreciation to outgoing Board members – Eric Khoo, Manoj Murjani and Darrell Metzger – for their valuable support and contributions.

The coming years will be even busier and more exciting. We have been successful in recruiting our Chief Executive Officer since then and we warmly welcome Mike Barclay to Sentosa. With his experience and strong intellect, he will be able to provide the leadership and direction to steer the business to greater heights. We are also confident that with the continued support of our partners and strong commitment of our staff, we will once again rise up to the challenges that lie ahead.



Dr Loo Choon Yong
Chairman



The award-winning Songs of the Sea has captivated over a million guests.



Artist impression of the upcoming Resorts World at Sentosa which will open in 2010.



Sentosa Flowers continues to be a crowd-puller year on year.

Board Members

Allen Lew

**Chief Executive Officer,
Singapore**
Singapore
Telecommunications
Limited

Lt-Gen(Ret) Bey Soo Khiang

**Senior Executive
Vice President
(Operations & Services)**
Singapore Airlines Limited

Wee Ee Lim

**President & Chief
Executive Officer**
Haw Par Corporation Ltd

Jennie Chua

Chairman
Sentosa Cove
**President &
Chief Executive Officer**
The Ascott Group Ltd

Lim Neo Chian

**Deputy Chairman &
Chief Executive**
Singapore Tourism Board

Hiew Yoon Khong

Chief Executive Officer
Mapletree Investments Pte Ltd

Andrew Tan

**Deputy Secretary
(International)**
Ministry of Foreign Affairs



Dr Loo Choon Yong

Executive Chairman
Raffles Medical Group Ltd
Chairman
Sentosa Development
Corporation

Soo Kok Leng

Chairman
Singapore Technologies
Electronics Limited
ST Electronics Info-Comm
Systems Pte Ltd

Charles Ormiston

Managing Partner
Bain & Co S E Asia, Inc

Olivier Lim

**Group Chief
Financial Officer**
CapitaLand Limited

Ron Sim

**Founder &
Chief Executive Officer**
OSIM International Ltd

Grant Kelley

Chief Executive Officer
Colony Capital Asia Limited

Kwek Mean Luck

Director (Industry Division)
Ministry of Trade & Industry



Management Team

Ko Eng Wee

General Manager
Leisure Business

Wun Khai Ping

General Manager
Sentosa Golf Club

Cynthia Lee

Director
Human Resource
& Administration

Frank Yuen

Director
Food & Beverage

Goh Lye Whatt

Director
Property, Planning
& Development



Susan Teh
Chief Executive Officer
Mount Faber Leisure Group

Tham-Lee Siyou Kim
Director
Resorts Development

Bernadette Toh
Director
Service Quality &
Communications

Director
Strategic Industry
Partnerships (The
Tourism Academy
@ Sentosa)

Low Tien Sio
Executive Director
Special Projects

Low Wai Peng
Chief Financial Officer

Andrew Koh
Director
Retail



Everything's Newer Under The Sun

In a year buzzing with excitement, we tapped our leisure management capabilities to provide endless streams of interactive and participative experiences for fun seekers.









Songs of the Sea turned One

Our latest attraction, Songs of the Sea, marked its first anniversary in March 2008. Since the curtains went up, the multi-sensory extravaganza has wowed over a million guests with its combination of technology, imaging and live actors. The world's first permanent show set in the sea, it features dramatic special effects, engaging music, pyrotechnics and a live cast creatively weaved into a magical tale. It made big inroads in the creative entertainment scene, garnering two international awards for outstanding achievements - the prestigious Thea Award for Outstanding Achievement for Event Spectacular and the ASEANTA Award for Best ASEAN New Tourist Attraction.



A 38-member cast and crew present a world-class act to sell-out crowds nightly - from controlling the lighting, pyrotechnics, water explosions and fireballs behind the scenes (*top*) to welcoming and mesmerising guests with song and dance (*left*).





Sun, sand and sea

Beach goers who have a penchant for adrenaline-pumping fun and non-stop excitement or want to chill out, will find their haven at our three pristine beaches – Siloso, Palawan and Tanjong.

Siloso Beach is the place to see and be seen in your beachwear and fabulous tan. One can also enjoy a round of beach volleyball or quench his thirst for style and glamour by getting a seat at one of the hip watering holes dotting the beach. In itself, Palawan Beach brings enough to keep the entire family happily entertained all day long. This is thanks to a recent makeover that expanded facilities, dining options and fun-filled activities. Tanjong Beach appeals to those seeking a tranquil and laid-back respite from the city buzz. Fuelling the intoxicating fun further in the next couple of years is a whole host of new attractions offering an exciting variety of leisure options for Sentosa guests.

Zero gravity fun

Sprouting up soon on Siloso Beach is Singapore's first indoor sky diving simulator, which promises to be the largest wind tunnel attraction in the world when unveiled in mid 2009. It is designed to take up to four passengers 17 metres high into the air at the same time.

Surf's up

The man-made waves at this simulated wave pool attraction promises surfing action all year round when it opens in mid 2009. Pegged to be Asia Pacific's first, this 7,650-square metre open-air attraction will wow guests with continuous curling waves going as high as three metres.

Hydro power

Works on the 1,870-square metre Azzura Hydro Sports Centre have stepped up and it is expected to open by first quarter 2009. This two-level lifestyle complex will feature boating and water sports such as wakeboarding and banana boat rides. Beach goers can also look forward to unwinding at their outdoor spa or health bar and café.



Siloso Beach is set to sizzle with three new interactive attractions opening in 2009: artist impressions of an indoor sky diving attraction (*top*), an all-year round wave surfing pool (*middle*) and a water sports centre (*bottom*).







Staff tending to the island's greenery with passion and pride.

Back to nature

A walk in the park is set to take on a different meaning soon. As we develop more nature trails and build a nature visitor centre within the Mount Imbiah reserve as part of our eco-tourism initiative, we will also be putting in place another way to enjoy the secondary forest. An 18-metre high treetop adventure rope course and a 400-metre long zipline are in the works. Come first quarter 2009, guests will be able to zip down from Mount Imbiah all the way to the islet off Siloso Beach.

Gastronomic delights

Sentosa is more than just beaches and attractions. An extensive range of food and beverage outlets is available on the island, offering exclusive menus and award-winning dining experiences. To date, over 60 food and beverage outlets make up the flavours of Sentosa, including the latest additions of Braise, a French restaurant on Palawan Beach; Suburbia, a food and wine restaurant; Silk Road of the Sea; and 35 Artillery, a fine dining concept developed by our Food & Beverage team.

Adding to our gastronomic offerings, we staged two successful mouth-watering events to offer guests a gourmet experience with a difference – Fort Flavours, a novel culinary journey of Singapore's food history which was held at the historical Fort Siloso during the Singapore Food Festival 2007; and the World Gourmet Summit 2007 closing dinner for 500 guests at Siloso Beach.



Exquisite dining abounds in Sentosa – be it at one of the many restaurants such as the newly opened 35 Artillery (*top*) or unique dinner events such as Fort Flavours (*middle*) and World Gourmet Summit's closing dinner (*bottom*).



Raising the thrill factor

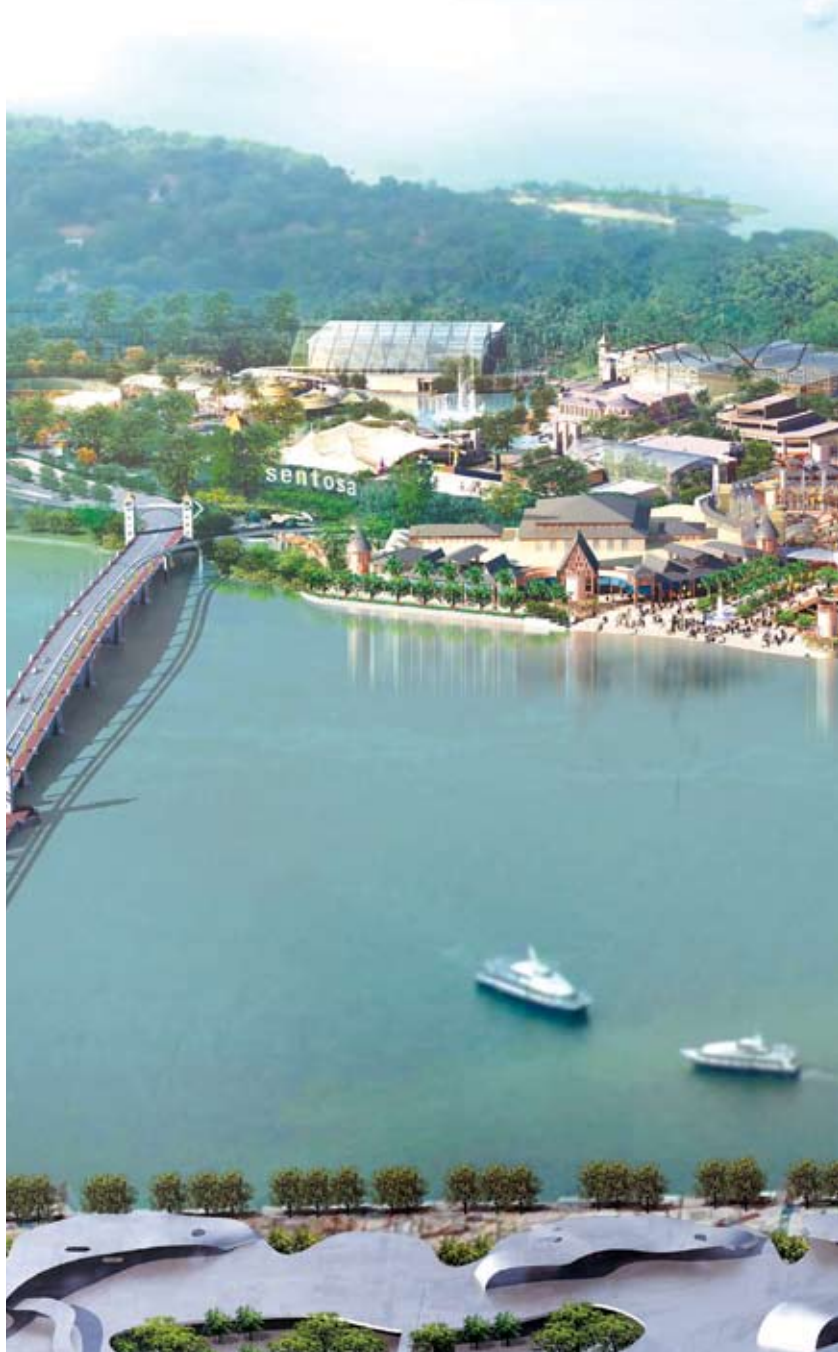
Along Sentosa's northern waterfront, massive development works are well underway at the 49-hectare site for the \$6 billion Resorts World at Sentosa. Primed for opening by early 2010, it will house Universal Studios Singapore® - Southeast Asia's first and only Universal Studios theme park - featuring 24 rides and attractions, six hotels with about 1,800 hotel rooms, a casino, Marine Life Park, Maritime Experiential Museum and the Equarius Water Park.

In anticipation of increased guest traffic to Sentosa when the mega resort is ready, infrastructural improvements will be made to widen the causeway-bridge and expedite entry into the island. Our Sentosa Express monorail system which came into operation in January 2007 has seen strong increase in ridership and it is encouraging to note that almost a quarter of the visitor traffic to the island is via this mode of transport. We will therefore embark on improvements to the system to increase the throughput to the island to support the increase in visitor arrivals.

Resorts World at Sentosa



The 49-hectare waterfront development site (*top right*) will be transformed into a vibrant family resort by 2010, as illustrated in the artist impression of the completed project (*bottom right*).





The world's port of call

As the waterfront along Sentosa's northern coastline is being primed for the Resorts World at Sentosa development, a highly visible slate of international events was hosted on the other side of the island to great success and international limelight.

Sentosa played host to the Barclays Singapore Open. Putting Singapore firmly on the international golfing landscape in November 2007, the event drew big names such as Angel Cabrera, Ernie Els and Vijay Singh to the upgraded Serapong Golf Course. With a record prize purse of US\$4 million, it remains Asia's richest national Open.

The Forbes Global CEO Conference was held for the second year running from 10 to 12 September 2007. More than 400 movers and shakers of the corporate world convened on the island to exchange ideas and strike new partnerships. Malaysian Prime Minister, the Honourable YAB Dato' Seri Abdullah bin Haji Ahmad Badawi, delivered the keynote address at the Gala dinner hosted by Sentosa at Sentosa Cove.

On the cards is another sporting event - the Volvo Ocean Race 2008/9. This gruelling 12-month yachting competition with a 34-year history will bring the race to Singapore and Southeast Asia for the first time come December 2008. Marking yet another example of close collaboration with key partners, the race is jointly organised with ONE°15 Marina Club and Singapore Tourism Board. Not only does it promise to strengthen our position as a key events and entertainment capital in Asia, it also draws the limelight to the prestigious world-class marina at Sentosa Cove, and Singapore as a whole.



Top:
Barclays Singapore Open 2007 champion Angel Cabrera (right) with Senior Minister Goh Chok Tong.

Middle:
A meeting of great minds at the 2007 Forbes Global CEO Conference Gala Dinner at Sentosa Cove where Malaysian Prime Minister Badawi (third from left) delivered the keynote address.

Bottom:
Marking its maiden voyage to Southeast Asia, the much anticipated Volvo Ocean Race will reach Sentosa Cove in December 2008.

Right:
Vijay Singh taking a swing at Barclays Singapore Open which was held at Sentosa Golf Club.





BARCLAYS
Singapore Open
sentosa

LEADERS

HOLE	PLAYERS	TOTAL
12	CABRERA	8
13	SINGH V	6
12	WESTWOOD	5
12	PARK J	3
13	SCOTT	2

SENTOSA COVE

A colourful calendar, all year round

Apart from international events, blockbuster events that have become the signature of Sentosa were staged. Adding colour and verve, these events – from jazz evenings to beach parties, musical performances and festive celebrations – gave guests something to look forward to in and around the island, all year round.

Siloso Beach Party

On the last day of 2007, Siloso Beach turned 'Asia's Grooviest' with the only beach New Year's Eve countdown party in Singapore. The event attracted some 15,000 revellers amidst spectacular fireworks. International and local deejay talents brought the house down with electrifying performances. In particular, DJ Shy from the US charmed the party with her special blend of music. This added to the event's magic and energy.



Sentosa Flowers 2008

Themed 'Tales of Spring', this flower festival returned for the fourth year running. For 11 days, a record high of 330,000 visitors attended the event, mesmerised by a sea of a million blooms from all over the world at Imbiah Terrace.

Adding a unique touch this year was the night display which garnered positive feedback from guests who enjoyed the floral sights under the night sky.

Jewel Christmas Musical Light Show and 'Snow' Show

An annual big draw at the Jewel Box atop Mount Faber, this colourful extravaganza dazzled guests in December last year with a Jewel Christmas Musical Light Show which featured a 61-metre tall 'Christmas tree', live performances and creatively choreographed lighting and 'snowfall'. Made entirely of energy-saving and durable LED lights, the environmentally-friendly tree was one of the world's tallest artificial Christmas trees. A charity bid for an exclusive ride on an open-air sleigh to Sentosa from the hilltop and back raised \$10,000 for the MILK (Mainly, I love kids) fund.

More than a numbers game

With all these in store, the island attracted a record 6.1 million guest arrivals and visits to the attractions during the fiscal year. More than a numbers game, these figures speak volumes about our experience in leisure management, transforming Sentosa into Singapore's favourite island.



The colours of Sentosa's signature events - Singapore's only beach countdown party (left page), a day and night floral extravaganza (top & middle), and one of the world's tallest artificial Christmas tree at Jewel Box (bottom).

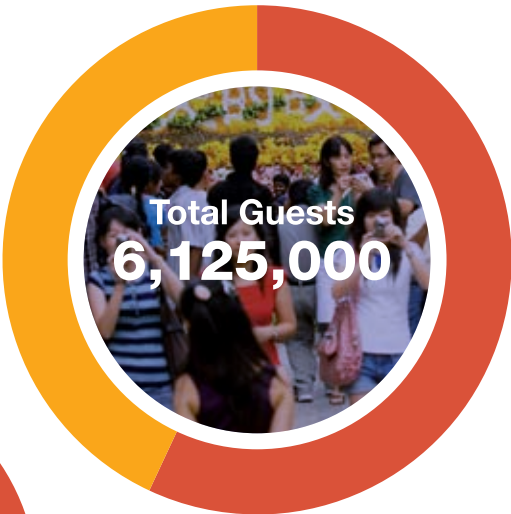
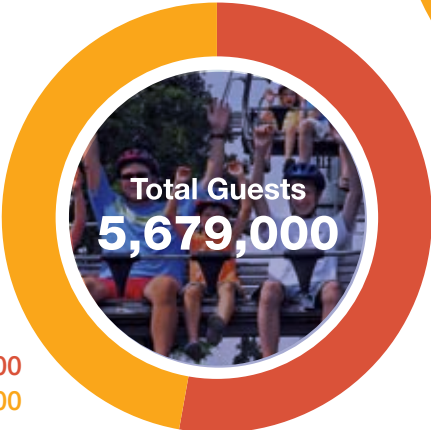


Sentosa Guest Arrivals



FY0506
Tourists : 2,656,000
Locals : 2,519,000

FY0607
Tourists : 2,998,000
Locals : 2,681,000



FY0708
Tourists : 3,487,000
Locals : 2,638,000



Beach Station

Guest Arrivals to Attractions	FY05/06	FY06/07	FY07/08
Beaches	2,546,000	3,406,000	3,815,000
Butterfly Park & Insect Kingdom	301,000	271,000	277,000
Fort Siloso Tours	161,000	81,000	83,000
Images of Singapore	268,000	469,000	526,000
Sentosa 4D Magix	41,000	388,000	480,000
Sentosa CineBlast	N.A.	N.A.	194,000
Sentosa Luge & Skyride	373,000	798,000	1,082,000
Singapore Cable Car	1,322,000	1,600,000	1,652,000
Sky Tower	520,000	540,000	456,000
Songs of the Sea	N.A.	N.A.	1,259,000
The Merlion	460,000	426,000	417,000
Underwater World & Dolphin Lagoon	1,586,000	1,647,000	1,671,000

Notes:

1. Images of Singapore reopened in May 2005 after an 11-month upgrading.
2. Sentosa 4D Magix opened in December 2005.
3. Sentosa CineBlast opened in June 2007.
4. Sentosa Luge & Skyride opened in August 2005.
5. Songs of the Sea opened in March 2007.



The background of the slide is a dynamic night photograph of a beach party. A large, curved, illuminated sign in the foreground reads "SILOSO BEACH PARTY" in bold, white capital letters. The sign is lit from within, creating a bright glow. Above the sign, a powerful spotlight beam cuts through the dark sky, casting a long, bright path. To the right, a series of colorful, wavy light trails in shades of blue, green, and yellow suggest a light show or fireworks. The overall atmosphere is festive and energetic, with a mix of warm and cool colors.

Shining Through Our People

Our people are instrumental in turning our vision into enduring experiences. We are committed to instilling in them a sense of pride and achievement through continuous learning and development so that they continue to shine as stars of the Sentosa Show.



Sentosa
Flowers 2008





Nurturing talent for continued growth

Embracing the ideal that talents attract talents, Sentosa embarked on a strategy to attract, cultivate and engage our people to deliver exceptional results for the organisation. In tandem with this strategy, career talks and fairs as well as internship and school attachment programmes were organised to promote Sentosa's employer branding and cultivate a passion for the leisure industry among young minds.

A Leaders-in-Development programme was also launched to engage and develop high potential employees into Sentosa's future leaders. Forty-five promising employees were selected for the programme which encompassed attachments to other divisions, business projects, leadership workshops and forums. Several industry talks and best practice sharing sessions such as a talk by Universal Studios and a visit to Alexandra Hospital were also organised. In all, Sentosa committed more than 15,500 training hours in developing staff's leadership, service, interpersonal and core functional competencies during the financial year.

In addition, a Human Resource Planning process was initiated as part of succession planning, to identify job positions which have significant impact on the business. This process entailed the review of candidates holding these positions and the next-in-line successors. A total of 73 bench strength jobs were identified, of which 45 are significant positions.

Left:
Stretching staff's potential to reach for excellence.

Transforming people for transformational service

Sentosa's service culture is anchored in its corporate goal to put up a consistently exceptional 'Sentosa Show'. As 'cast members', our staff work assiduously to put on a great show filled with energy, passion and fun. Company games are organised annually to rally staff to work towards achieving corporate targets. Apart from these financial and service goals such as guest satisfaction ratings, staff also have to go through specific game qualifiers which are based on Sentosa's core values and operating priorities. In the year under review, all staff learnt the basics of hand painting and greetings in five languages.

Service training continued throughout the year for all levels of staff in all functions. These ranged from understanding Sentosa's service standards to communication skills and creative problem-solving. The lessons learnt were most effectively reinforced through our staff's daily interactions with guests. Conversations struck up with guests, and various feedback channels, including mystery shops across 43 guest touch points and monthly guest satisfaction surveys, helped us identify and work on areas for improvement. Our guest satisfaction level has climbed steadily over the years, reaching 88% this financial year.

An islandwide brand of service has begun to take form, and a promising start has been made with some island partners participating in 'The Sentosa Show' service workshops, staff recognition programmes, mystery shops and committing to guest responsiveness standards.

Best practice sharing was also initiated through the establishment of a 'Compliments Bank' in which good deeds performed by staff throughout the island, are circulated monthly.

While such efforts are being stepped up to ensure consistent and seamless service delivery, external benchmarking was also conducted. Visits and business forums, where experiences of reputable organisations were shared, extended our perspectives on business and service. On our part, we shared Sentosa's journey of transformation. Change management and service culture promotion were two popular topics.

Contributing to the industry

Into its third year of operations on the island, The Tourism Academy @ Sentosa, a collaboration between Sentosa Leisure Group and Temasek Polytechnic, continued to provide diploma training for hospitality, and tourism business and management students, and continuing education for industry players, including customised tourism training for the Singapore Tourism Board and Ministry of Foreign Affairs.

A major milestone was reached with the sealing of its partnership with internationally-respected University of Hawaii at Manoa's (UHM) School of Travel Industry Management. A talk was presented by a senior faculty member on 'Destination Branding' for staff, island and industry partners and a Diploma in Tourism in collaboration with the Workforce Development Agency was also launched. Upcoming plans include graduate and post-graduate courses to provide seamless and integrated tourism and leisure education.



For UHM too, the tie-up is seen as providing exciting opportunities for its faculty, staff and students to build their international presence and expertise. International relationships are seen as especially important to their students in preparing them for their future as global citizens, especially since Hawaii serves as a highly respected East-West connection.

Industry affirmation

Our service development efforts have won us industry recognition. In an inaugural landmark service measure known as the Customer Satisfaction Index of Singapore, Sentosa scored the second highest rating in service in the Attractions sector, above the national average. The results were based on a nationwide survey poll of some 10,000 local households and 2,000 tourists between May and July 2007 on their experiences and perceptions.

Sentosa once again topped the list of award recipients in the Excellent Service Awards 2007 organised by SPRING Singapore. Staff from the Group swept 116 awards – 55 silver, 44 gold, and 17 star awards – contested by over 300 participating companies coming from ten sectors within the service industry. And, Julian Ong from the Beach Operations team clinched the highest service honours and emerged the Attractions Industry SuperStar winner.

We also received a record number of nominations from the public in the Tourism Awards 2008. Four of our frontline staff were among the top 22 outstanding individual finalists at the Awards. Our island partners which were also nominated included Underwater World Singapore for Best Leisure Attraction Experience and Best Tourism Host (Leisure Attraction), and Spa Botanica for Best Spa Experience and Best Tourism Host (Spa).

Left:
A living classroom for tourism and leisure education within a thriving resort island at The Tourism Academy @ Sentosa.

Right:
Passion, fun and energy - values emulated across the island, be it at our retail shop, over the ticketing counter or making our guest's day with hand painting. Doing us proud, our staff Julian Ong (*bottom picture, far right*) received the Attractions Industry Superstar Award from Mr Lim Swee Say, Minister in the Prime Minister's Office.





Stopping At Nothing ***For Best-In-Class Experience***

Determined to realise our vision, we strive to deliver best-in-class leisure experiences. Working in close unison with our island partners, our ultimate goal is to position Sentosa as a leader in shaping leisure and lifestyle experience, playing an integral role in making Singapore a global city.





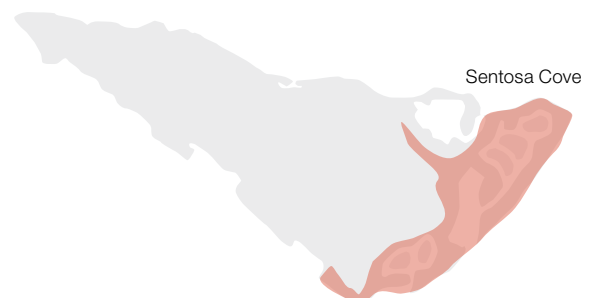


Emerging world-class waterfront lifestyle

Over on the eastern side of Sentosa, a distinctive development of a different class beckons. Blending exclusive residential, retail, resort and marina facilities, Sentosa Cove is fast transforming into an integrated tropical waterfront lifestyle resort. Its final four institutional residential developments – comprising the only land parcel for strata landed housing, two condominium plots, and the remaining island – were successfully sold by the close of FY0708 at record prices, far surpassing previous benchmarks. Five of the eight remaining seafront bungalows also fetched premium bids.

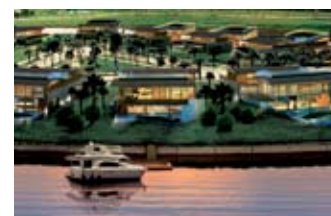


Ultimate living beckons at Sentosa Cove's exclusive waterfront residences which boast glorious views of the picturesque waterway (*left*) and premium oceanfront bungalows overlooking the South China Sea (*top*).



Institutional Developments in Sentosa Cove

Developer's Project	No. of units (estimate)	Developer	Estimated TOP Date / Status
Condominiums			
The Azure	116	Fraser Centrepont Ltd	Completed / Launched
The Berth by the Cove	200	Ho Bee Group	Completed / Launched
The Coast	249	Ho Bee Group	By 2010 / Launched
The Oceanfront @ Sentosa Cove	264	City Developments Limited	By 2010 / Launched
Marina Collection	128	Lippo Group	By 2011 / Launched
Turquoise	91	Ho Bee Group	By 2011 / Launched
Seascape	152	Ho Bee Group	By 2010 / Not launched
The Quayside Isle	228	City Developments Limited	2010 – 2011 / Not launched
The Beachfront Collection	88	SC Global Developments Limited	By 2010 / Not launched
The Pinnacle Collection	357	Ho Bee Group and IOI Properties Berhad	By 2013 / Not launched
Terraces			
The Villas @ Sentosa Cove	8	ACT Holdings Pte Ltd	Completed / Launched
Ocean 8	8	IJM Properities Sdn Bhd	Completed / Launched
The Berthside	8	Ho Bee Group	Completed / Launched
Hai Leck's Project	6	Hai Leck Development Pte Ltd	Completed / Launched
Bungalows			
Coral Island	21	Ho Bee Group	Completed / Launched
Paradise Island	29	Ho Bee Group	2009 / Launched
The Lakefront Collection	13	YTL Corporation	2010 / Not launched
Sandy Island	18	YTL Corporation	2011 / Not launched
Pearl Island	19	Beijing Ximeng Real Estate Co. Ltd	2012 / Not launched
Strata Landed Housing			
Elevation Golf Villas	20	Elevation Developments Pte Ltd	2011 / Not launched
Hotel, Retail & F&B Outlets			
Quayside Isle	320-room hotel	City Developments Limited	2010 – 2011 / Not launched
Marina			
One°15 Marina Club		SUTL Marina Development Pte Ltd	Completed



Artist impressions of (left to right): The Pinnacle Collection, The Quayside Collection, waterfront bungalows and Pearl Island.

Embracing nature, heritage and history

Sustainable development remains the core tenet of our business. In pursuing business goals, we are mindful of our responsibility towards the conservation of nature and the island's heritage and history. Our corporate social responsibility efforts enable us, despite vast developments going on, to persist in preserving the island's greenery.

Grow our nature heritage

We see ourselves as the custodian of the island. Sentosa has embarked on a 'Grow Our Nature Heritage' programme to restore the island's primary forest. The programme kicked off in November last year with 200 secondary school students from nine schools and Sentosa's Nature Envoys planting saplings on Mount Imbiah.

Coming up, we are looking into developing nature trails within the Mount Imbiah reserve as part of our eco-tourism initiative. We will also build a nature interpretive centre to provide educational information about the diverse flora and fauna of a typical rainforest.



Top and middle:
Never too late to lend Mother Nature a hand and restore Sentosa's primary forest.

Bottom:
Sentosa is home to the largest collection of heritage trees in Singapore.



Giving history a new lease of life at the Tourism Academy@Sentosa

To instil in students an appreciation for history, the students were involved in the production of a video chronicling the Academy's past. They also took part in a competition aimed at making history come alive. Some of the ideas gathered from the competition were incorporated into interesting storyboards recounting the war years and the historical role of the island as well as the parade square on which the campus sits. The storyboards will form the basis of the curriculum for developing the students' tour hosting skills.



Partners in success

We work closely with the operators on the island as our partners in success. They support us in our efforts to preserve the island's greenery and architectural heritage.

Opened in July 2007, Amara Sanctuary Resort won the Urban Redevelopment Authority's Architectural Heritage Awards 2007 for its carefully restored colonial architecture and contemporary design concept.

At the Jewel Box's upcoming dining venue atop Mount Faber, the spread of the branches of three mature Angsana trees was carefully mapped out to ensure that the restaurant integrates with its natural surroundings.

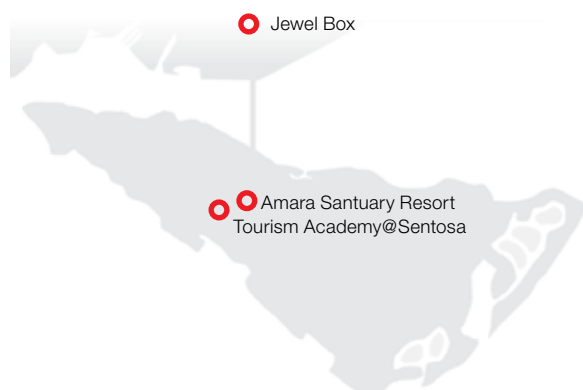
We also collaborate with our island partners on marketing and sales initiatives to expand the appeal of Sentosa and strengthen its value proposition locally as well as overseas. Our efforts include joint representations at international trade shows, advertisements and media publicity.



Top:
Sentosa's history comes alive through interesting storyboards dotting The Tourism Academy@Sentosa.

Middle:
In preserving the historic buildings from Singapore's colonial past, colonial barracks were converted into hotel suites at the Amara Sanctuary Resort.

Bottom:
Artist impression of Jewel Box's upcoming dining venue which is carefully designed to integrate with its surrounding greenery.



Awards and Accolades

2007 Thea Award – Outstanding Achievement for Event Spectacular

Songs of the Sea received its first boost from the stamp of confidence that this globally coveted accolade of excellence renders.

ASEANTA Awards for Excellence 2008 – Best ASEAN New Tourist Attraction

This is the second high profile award that Songs of the Sea garnered in its inaugural year, lending testimony to its success.

IAAPA Asian Attractions Awards 2007 (Large Attraction Category)

We won in the first-ever Asian poll by the International Association of Amusement Parks and Attractions where the public across Asia cast votes to pick their favourite attraction in the region.

Brass Ring Award 2007

We garnered this international accolade which honours attractions for outstanding promotional and marketing work for our 'Everything you need to know about Sentosa' brochure.

Travel Weekly China Travel Industry Awards – Best Unique Venue (Outbound)

We beat other notable leisure attractions from the region to clinch this award in the MICE category. This win strengthened our resolve to deepen our hold of the corporate sector.

Asian Golf Monthly Awards 2007

Sentosa Golf Club took the honours as 'Best Championship Course in Asia' and 'Best Course in Singapore' in this acclaimed annual golfing poll, which is widely regarded as the industry benchmark for excellence.



Beyond 2008 – a fresh take

To deliver best-in-class performance, we constantly seek to outdo ourselves. Having accomplished much of the 2002 Masterplan, we are ready to look beyond 2008 to set for ourselves an even stronger emphasis on planning and land use on the island. With a fresh take, we renew our determination to elevate Sentosa island into a world-class brand and to play an integral role in making Singapore a global city.

Sentosa Leisure Group

Sentosa Development Corporation (SDC) manages, plans, develops and maintains Sentosa island, in its vision to be the leader in shaping leisure and lifestyle experiences. Formed on 1 September 1972 as a statutory board under the Ministry of Trade and Industry, it now encompasses six other businesses:

		
Sentosa Leisure Management Pte Ltd	Sentosa Cove Pte Ltd	Sentosa Cove Resort Management Pte Ltd
<p>Sentosa Leisure Management Pte Ltd oversees the daily operations of Sentosa island including sales, marketing, communications, event planning, attraction development and management, resorts development, transport, guest services, landscaping, facilities maintenance, security, food and beverage, and retail.</p>	<p>Sentosa Cove Pte Ltd undertakes the master planning, infrastructure development, project management and land sales of Sentosa Cove, a prestigious waterfront residential, commercial and marina project on Sentosa island.</p>	<p>Sentosa Cove Resort Management Pte Ltd is the place manager of Sentosa Cove. Dedicated to cater to the needs of the community and guests, it oversees the estate, facilities, maintenance and community management.</p>
		
Sentosa Golf Club	Southern Islands Development	Mount Faber Leisure Group
<p>Sentosa Golf Club manages two luxurious and challenging 18-hole 72-par championship golf courses on Sentosa island.</p>	<p>Southern Islands Development oversees the master planning and transformation of a cluster of islands – Kusu, Lazarus, Sisters, St John's, Seringat, Hantu, Biola, Jong and Tekukor – into a waterfront lifestyle destination.</p>	<p>SDC has a 50% stake in Mount Faber Leisure Group. The Group operates Singapore's only cableway system and manages other inbound tour services, retail, food and beverage, ground handling services and attractions management.</p>



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