

AN ON-GOING JOURNEY TOWARDS QUALITY TOURISM



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VISION, MISSION & VALUES

The Singapore Tourism Board (STB) is the country's leading economic development agency in tourism, one of Singapore's key service sectors. Known for forging partnerships, driving innovation and ensuring excellence, STB champions tourism and builds it into a key economic driver for Singapore. STB also aims to differentiate and market Singapore as a must-visit destination offering a concentration of user-centric and enriching experiences through the "YourSingapore" brand.

VISION

To be a leading economic development agency in tourism, known for partnership, innovation and excellence.

MISSION

We champion tourism and build it into a key economic driver for Singapore.

VALUES

Integrity Do the Right Thing!

We are fair, honest and trustworthy, inspiring trust and confidence.

Team Succeed Together

United in purpose, we accomplish more together.

Courage 3D – Dare, Dream, Do!

We dare to dream, experiment and boldly execute our ideas.

Care Appreciate One Another

We respect, nurture and have compassion for one another. We care for ourselves and our community.

Passion Love it!

We are energetic and driven, believing in our purpose and loving what we do.

Fun It's Our Attitude

We seize each day with enthusiasm. We are optimistic about our future.

CHAIRMAN'S MESSAGE

“Tourism receipts grew by 3 per cent to S\$23 billion. The on-going transformation in the Singapore tourism landscape is certainly a key contributing factor, enhancing the country’s ranking as a destination of choice for global travellers in recent years.”



The travel and tourism industry in the Asia Pacific continues to thrive, attracting an estimated 350 million international visitor arrivals in 2012. Southeast Asia performed especially well, with a 9.9 per cent growth rate in international visitor arrivals¹. This was the third consecutive year in which the region has recorded robust growth, a testament to tourism’s ability to keep growing amidst a global economy full of uncertainties.

The performance of Singapore’s own tourism sector mirrored the region’s strength. International visitor arrivals in 2012 reached 14.4 million, an increase of 9 per cent year-on-year². Tourism receipts grew by 3 per cent to S\$23 billion. The on-going transformation in the Singapore tourism landscape is certainly a key contributing factor, enhancing the country’s ranking as a destination of choice for global travellers in recent years.

However there is no room for complacency, and STB must keep up the good work and rise to the challenges ahead.

The Board of Directors is ever mindful that STB’s core mission is to sustain and grow tourism’s contribution to the economy of Singapore. To fulfil the mission, STB will continue its best efforts in marketing, in planning and development of physical infrastructure, in organising and promoting strategically impactful events, and in encouraging and supporting local enterprises in the tourism sector. But beyond that, STB must also aim to make the benefits that tourism brings more tangible to Singapore citizens at large, by due consideration and involvement of the local community in our programmes.

| | |
|---|--------------|
| 350 million | |
| in international visitor arrivals in Asia Pacific in 2012 | |
| 9.9% | |
| growth in Southeast Asia international visitor arrivals | |
| S\$23 billion | 3% |
| in tourism receipts | Y-o-Y growth |
| 14.4 million | 9% |
| in international visitor arrivals | Y-o-Y growth |

On behalf of the Board and the management, I thank Mr Steven Lim and Mr Vinodh Coomaraswamy for their valuable service and contributions during their terms as Board Directors. I also welcome our new Director, Ms Christina Ong, who joined the Board on 1 January 2013.

Finally, let me thank my fellow Board members and the management team for their commitment and contributions, as well as all our industry associates for the kind support over the past year.

CHEW CHOON SENG
Chairman, Singapore Tourism Board

¹ PATA Press Release, 7 March 2013, “2012 Was a Record Year for Asia/Pacific Tourism”, <http://www.pata.org/press/pata-2012-was-a-record-year-for-asia-pacific-tourism>
² Preliminary estimates. Finalised 2012 tourism statistics are not available during the publication of STB Annual Report 2012/2013. Immigration & Checkpoints Authority (ICA) and STB are in the midst of transitioning to a new data processing system for tracking tourism statistics. Finalised tourism statistics will be published on www.stb.gov.sg once the data is available.

CHIEF EXECUTIVE'S MESSAGE

2012 was another fruitful year for Singapore tourism. The 14.4 million in international visitor arrivals and S\$23 billion in tourism receipts were both new highs, a continuation of the impressive performance witnessed in the last few years. We are particularly encouraged by the good growth in arrivals and spending from the business travel and MICE segments.

On a regional basis, Southeast Asia and South Asia recorded strong growth in international travellers for the first quarter of 2013¹. Singapore's reputation as one of Asia's tourist hotspots puts us in good stead to capture a healthy slice of this burgeoning market.

IN PURSUIT OF QUALITY TOURISM

Indeed, Singapore is well-positioned to benefit from the growth in a vibrant Asia. However, challenges also loom ahead. To achieve sustainable growth over the longer term, we must pursue three dimensions of success that constitute Quality Tourism for us:

First, we aim to maintain tourism as an important economic driver for Singapore. Second, we will sustain the tourism sector's contribution to our GDP through building productive and innovative industries that will create good jobs for Singaporeans. Third, we will continue to pursue local engagement so that Singaporeans feel invested in, and will celebrate, the tourism sector's success.

We have identified four pathways in the pursuit of Quality Tourism. FY2012/2013 saw us make good headway in each of these pathways.

A YIELD-DRIVEN MARKETING APPROACH

Since 2011, we have optimised our marketing returns by being visitor-centric and adopting a customised and differentiated approach to each key market. We launched *Only in Singapore, Right Now!* campaign in Indonesia (November 2012) and Malaysia (February 2013), as well as completed the roll-out of differentiated marketing campaigns in the Asia Pacific region, i.e. China, India and Australia. As we delved deeper into the psyche of our target audiences, we uncovered opportunities to better engage them. From specially curated packages with Japan's Overseas Travel Agency to strategic partnerships with TripAdvisor, our marketing initiatives are reaching out to our audiences in an even more targeted manner.

BOOSTING OUR DESTINATION APPEAL

Enhancing Singapore's destination attractiveness is also critical in an ever-evolving and competitive environment. In FY2012/2013, our transformation story produced new chapters with the opening of world-class attractions and facilities such as Gardens by the Bay, Marine Life Park, Marina Bay Cruise Centre Singapore, and the Giant Panda Forest. Similarly, a host of quality events and first-in-Asia conferences such as the International Council for Commercial Arbitration (ICCA) Congress 2012 and World Architecture Festival have kept our city very much in the global eye.

On the arts and entertainment front, international musicals and blockbuster exhibitions like *Jersey Boys*, *A Chorus Line* and *Titanic: The Artifact Exhibition* have added an international nuance to our calendar of anchor events.

“Tourism plays a key role in reinforcing Singapore's status as a vibrant global city that is a magnet for capital, businesses and talent. It also enhances the quality and diversity of leisure options for residents and helps to create a living environment that Singaporeans are proud to call home.”



¹ Southeast Asia and South Asia presented one of the strongest growths in travellers, growing 12 per cent and 9 per cent respectively. A total of 298 million tourists travelled between January and April 2013, a 12 million increase in the same period in 2012. <http://media.unwto.org/en/press-release/2013-07-17/extra-12-million-international-tourists-first-four-months-2013>

CHIEF EXECUTIVE'S MESSAGE

At the same time, we are also pleased that our local entertainment scene continued to improve in quality, quantity and diversity. The hospitality industry was similarly on the uptrend. A good range of accommodation types opened in the past year, spanning from trendsetting boutique hotels to business-friendly options and international chains.

INDUSTRY PARTNERSHIPS: PRODUCTIVITY AND CAPABILITY

Building industry competitiveness is a key plank of Quality Tourism. We launched measures such as the Job Flexibility for Productivity (JFP) initiative and the Training Industry Professionals in Tourism 2 (TIP-iT2) Scheme. These were aimed at helping companies streamline their operations and raise productivity. We also organised study trips for hospitality and travel agent industry partners to network and exchange ideas with, and to be inspired by global leaders in their field.

We took advantage of world-class events held in Singapore to create platforms for knowledge exchange and networking opportunities for local industry players. Some of these successful initiatives in the past year included Singapore Art Week 2013, Digital and Music Matters 2012, and the inaugural Asia's 50 Best Restaurants.

ENGAGING LOCALS

We continued to work with industry to nurture public engagement and participation as part of our tourism development efforts. We consulted widely and solicited inputs from industry and members of the public. The

conceptualisation of a revamped Chinatown Food Street, for example, featured a public engagement process which included focus group discussions, an online survey and a public exhibition on the proposed concepts.

Tourism growth has broad and far-reaching benefits for Singapore. Tourism plays a key role in reinforcing Singapore's status as a vibrant global city that is a magnet for capital, businesses and talent. It also enhances the quality and diversity of leisure options for residents and helps to create a living environment that Singaporeans are proud to call home. The pursuit of Quality Tourism is a journey well worth making and I look forward to continuing this journey with all our stakeholders and partners.

LIONEL YEO

Chief Executive, Singapore Tourism Board

2.5 million

in BTMICE visitor arrivals*

6%

Y-o-Y growth

\$\$4.29 billion

in BTMICE visitor spending*

7%

Y-o-Y growth

* From January – September 2012

BOARD OF DIRECTORS



MR CHEW CHOON SENG

Mr Chew Choon Seng was appointed Chairman of STB with effect from 1st January 2011, the same date he became Chairman of the Singapore Exchange, of which he had been an independent Director since December 2004.

Mr Chew is also a member of the Board of Directors at the Government of Singapore Investment Corporation, since January 2004. He retired at the end of 2010 from Singapore Airlines, where he was Chief Executive Officer from June 2003. Mr Chew was a member of the Board of Governors of the International Air Transport Association (IATA) from 2003 to 2010, and was named Outstanding CEO for 2007 in the Singapore Business Awards, March 2008.



MR LIONEL YEO

Mr Lionel Yeo assumed the position of Chief Executive of the Singapore Tourism Board on 1 June 2012. He was formerly the Dean and CEO of Singapore's Civil Service College, and Deputy Secretary (Development) in the Public Service Division of the Prime Minister's Office.

Mr Yeo has been an officer of the Singapore Administrative Service since 1996. He has previously served in the Ministry of Trade & Industry, the Ministry of Finance, the Ministry of Information and The Arts, and the Ministry of Community Development. Mr Yeo also serves on the boards of the Urban Redevelopment Authority, Sentosa Development Corporation, National Healthcare Group Pte Ltd, Wildlife Reserves Singapore Pte Ltd and on the Board of Governors of Raffles Institution.

BOARD OF DIRECTORS



MRS DEBORAH ONG

Mrs Deborah Ong is a partner with the Assurance Business in PricewaterhouseCoopers Singapore and was also recently appointed as the firm's Risk & Quality Partner. She was previously the firm's Human Capital Partner.

Mrs Ong has over 20 years of public accounting experience providing audit and advisory services to local and US-listed, multinational companies and Singapore statutory boards. She has been involved in special investigations and capital market offerings. She is currently the lead partner for a portfolio of the firm's largest clients.

She is Deputy Chairman of the National Parks Board and Ngee Ann Polytechnic Council, Member of Lee Kong Chian School of Medicine Governing Board and the Singapore Accountancy Commission, Director of Gardens by the Bay, as well as a council member of Girl Guides Singapore.



MR AUBECK KAM

Mr Aubeck Kam is the Permanent Secretary of Ministry of Communications and Information (MCI), an appointment he has held since 1 November 2012.

Mr Kam joined the Singapore public service in 1989. He has held senior appointments at the Singapore Police Force from 1989 to 2002 and 2004 to 2006, as well as at the Ministry of Trade and Industry from 2002 to 2004 where he was Singapore's deputy chief negotiator for the Singapore-India Comprehensive Economic Cooperation Agreement and the chief negotiator in the ASEAN-Singapore Free Trade Agreement. As the Deputy Secretary of the Ministry of Manpower from 2006 to 2010, Mr Kam helped formulate and implement national manpower policies, ranging from workforce development, labour and occupational safety standards and the entry of foreign workers, to income security and retirement adequacy for workers. Mr Kam was most recently the Chief Executive Officer of the Media Development Authority from 2010 to 2012.

Mr Kam is also a board member of the Civil Service College.

BOARD OF DIRECTORS



MR AARON BOEY

Mr Aaron Boey was formerly Executive Vice President and President, Commercial Operations Asia-Pacific for Levi Strauss & Co., where he was responsible for the commercial operations of all the company's brands in the region. In addition, he was also President, Global Denizen™ brand and a member of the company's worldwide leadership team. Mr Boey joined Levi Strauss & Co. in September 2005 as Vice President and Regional Managing Director responsible for Levi Strauss and Co.'s businesses in Asia, and became Asia-Pacific President in 2008. In September 2010, he was named President of Denizen® and oversaw the launch of the company's newest brand.

Prior to joining Levi Strauss & Co., Mr Boey has held senior-level positions in large Asian and foreign multinational companies in the consumer goods and retail industries including Asia Pacific Breweries and Philips Electronics.



MS JESSICA TAN

Ms Jessica Tan is General Manager for the Enterprise and Partner Group, Asia Pacific Region for Microsoft. In her role, Ms Tan is accountable for the business relationships, which Microsoft enjoys with its largest customers in the region in terms of customer satisfaction, market share, revenue and growth, as well as the partnerships Microsoft develops with the ecosystem such as software companies, service providers and business partners as they relate to Microsoft's Enterprise customers.

In 2008, she assumed the role of Managing Director for Microsoft Singapore, doubling revenue in her four-year tenure, while making headway in driving Microsoft's effort to support national agendas in education, the local software economy, enabling people with disabilities and seniors and stepping up Public-Private-Public engagements on e-citizenry.

In May 2006, Ms Tan was elected as Member of Parliament in Singapore for the East Coast Group Representation Constituency (GRC). In 2011, she was re-elected. She is Chairman for the East Coast Town Council. Ms Tan is also Chairman for the Finance and Trade & Industry Government Parliamentary Committee (GPC) as well as Member of the Manpower GPC.

BOARD OF DIRECTORS



MR MICHAEL KOH

Mr Michael Koh is Executive Vice President at Singbridge, a position he assumed on 1 July 2013. He was formerly Special Advisor (Heritage) to the Ministry of Culture, Community and Youth, and advised the Ministry on heritage policies and assisted in developing strategic partnerships with key stakeholders for the preservation and promotion of Singapore's heritage.

Prior to that, Mr Koh was the Chief Executive of the National Heritage Board (NHB), where he managed the national museums and heritage institutions in Singapore. Since his appointment in September 2006, he has raised the profile of the organisation by rebranding, repositioning and expanding the heritage sector in Singapore. Under his charge, the NHB museums have been transformed into educational and lifestyle destinations. Mr Koh was also concurrent CEO of the National Art Gallery till May 2012. He has been instrumental in raising the profile of Singapore's cultural scene both locally and internationally through partnerships with the community and prestigious organisations worldwide.

In 2010, Mr Koh was conferred the Officier de l'Ordre des Arts et des Lettres by the Ministry of Culture and Communication of France, an international recognition to honour his contributions to the arts and France-Singapore cultural relations. Mr Koh is also a member of the Indian Heritage Centre Design and Construction Committee and Deputy Chair of the National Art Gallery Project and Development Committee.



MR MIKE BARCLAY

Mr Mike Barclay joined the Sentosa Development Corporation as Chief Executive Officer in August 2008 where he oversees all aspects of business for the Sentosa Leisure Group, which includes Sentosa Leisure Management, the Mount Faber Leisure Group, the Sentosa Golf Club and Sentosa Cove. Mr Barclay also sits on the board of Changi Airport Group and Mapletree Commercial Trust Management Limited.

Before joining Sentosa, Mr Barclay was Regional Vice President of the Asia Pacific region with the International Air Transport Association (IATA). Prior to IATA, Mr Barclay was CEO of SilkAir. He also spent 13 years with Singapore Airlines Ltd.

BOARD OF DIRECTORS



MRS DIANA EE-TAN

Mrs Diana Ee-Tan presently serves as a Board Director of SHATEC Institutes, the educational arm of the Singapore Hotel Association and is Chairman of the Academic and Exams Advisory Council. She is also Vice Chairman of the Hotel & Accommodation Industry Skills Training Council (ISTC) of the Singapore Workforce Development Agency.

Mrs Tan has over 25 years of international experience in the tourism and hospitality industry. She has held senior leadership positions at Raffles International Limited and at Fairmont Raffles Hotels International, managing multi brands. In her former capacity as the President of luxury hotel group, Raffles Hotels and Resorts, she had global responsibilities for the brand's global growth strategy and the operating and financial performance of its hotels. She led the expansion of Raffles to new destinations in China, Europe, Indonesia and the Middle East.

Mrs Tan is an Independent Director at Far East Orchard Limited, listed on the Singapore Exchange and a Director of Mount Faber Leisure Group.



MS CHRISTINA ONG

Ms Christina Ong is widely recognised as a leading banking and finance lawyer in Singapore by various notable legal directories including Chambers Global, Chambers Asia, IFLR 1000, The Asia Pacific Legal 500 and Asialaw Leading Lawyers. She is also noted as a leading corporate governance lawyer by The International Who's Who of Business Lawyers.

As the Head of Capital Market at Allen & Gledhill, Ms Ong's areas of practice include banking, securities offerings, securities regulations, mergers and acquisitions, investment funds, capital markets, and corporate finance. In the area of capital markets, Ms Ong has been described in Who's Who Legal Singapore (2008), as having attracted high praise for her "first-class all round practice" which, according to sources, secures her a place as "one of the leaders in Singapore".

Ms Ong has been involved in a broad range of international transactions in Asia, including debt and equity issues. She provides corporate and compliance advice, particularly to listed clients.

MANAGEMENT TEAM



Seated (Left to Right):

Mr Lionel Yeo
Chief Executive

Ms Neeta Lachmandas
Assistant Chief Executive,
Business Development Group

Ms Melissa Ow
Assistant Chief Executive,
Experience Development Group

Mr Yap Chin Siang
Assistant Chief Executive,
Policy & Planning Group

Standing (Left to Right):

Mr Leong Yue Kheong
Assistant Chief Executive,
International Group

Ms Sophia Ng
Assistant Chief Executive,
Marketing Group

Ms Chiang Hai Yin
Chief Financial Officer &
Chief Information Officer,
Finance,
Chief Executive's Office

Mr Chew Tiong Heng
Executive Director,
Precincts & Tourism Concept
Development,
Experience Development Group

Mr John Gregory Conceicao
Executive Director,
Capability & Innovation and
Visitor Information & Feedback,
Policy & Planning Group

Ms Jeannie Lim
Executive Director,
Conventions & Meetings and
Exhibitions & Conferences,
Business Development Group

Mr Edward Koh
Executive Director,
Strategy & Planning,
Research & Incentives,
Policy & Planning Group

Ms Lynette Pang
Executive Director,
Arts & Entertainment and
F1 & Sports,
Experience Development Group

Mr Nael Islam
Executive Director,
Human Resources &
Organisation Development,
Chief Executive's Office

Ms Carrie Kwik
Executive Director,
Integrated Resorts, Experience
Development Group,
Business Tourism Development,
Business Development Group

Absent with Apologies:

Mr Chang Chee Pey
Executive Director,
SAMEA (South Asia, Middle East
and Africa),
International Group

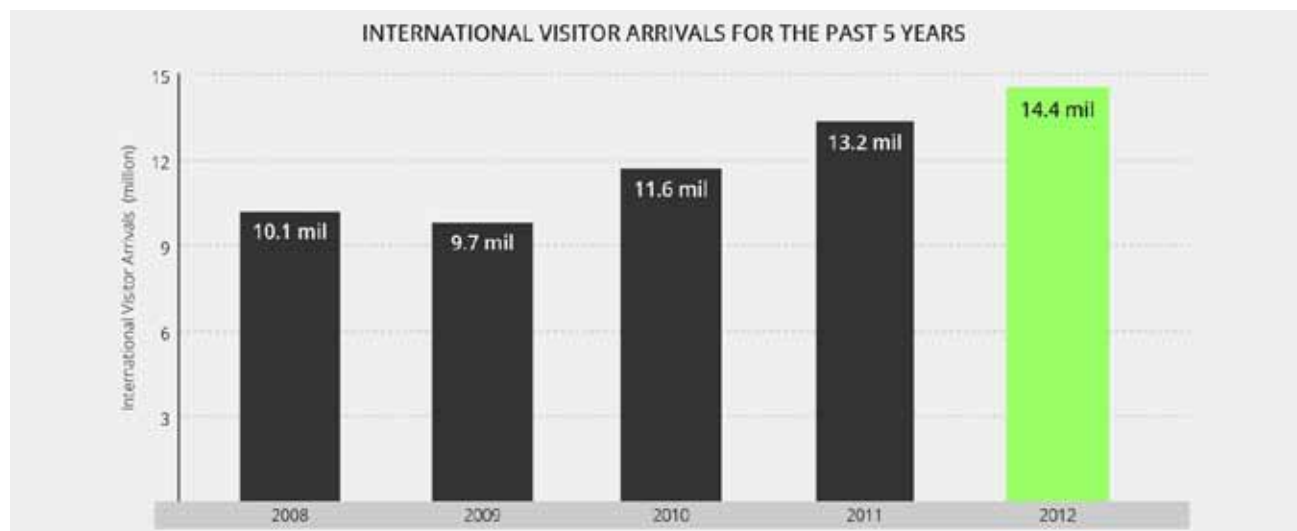
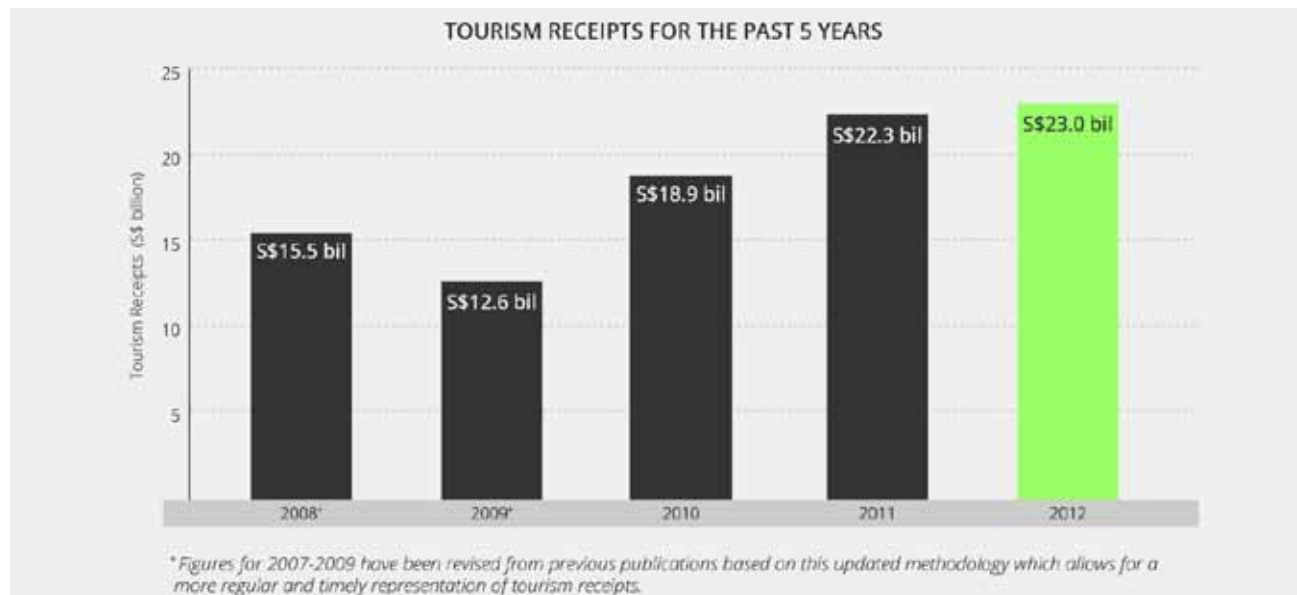
TOURISM SECTOR PERFORMANCE OVERVIEW

Singapore tourism enjoyed yet another year of growth in 2012 as both Tourism Receipts and International Visitor Arrivals scaled record levels.

Tourism Receipts (TR) for January to December 2012 came in at S\$23 billion, registering a 3% year-on-year growth, while International Visitor Arrivals (IVA) stood at close to 14.4 million, representing a 9% year-on-year growth in the same period.¹

The growth in TR and IVA has been steady over the past five years, with the exception of a slight decline in 2009 due to the global economic crisis.

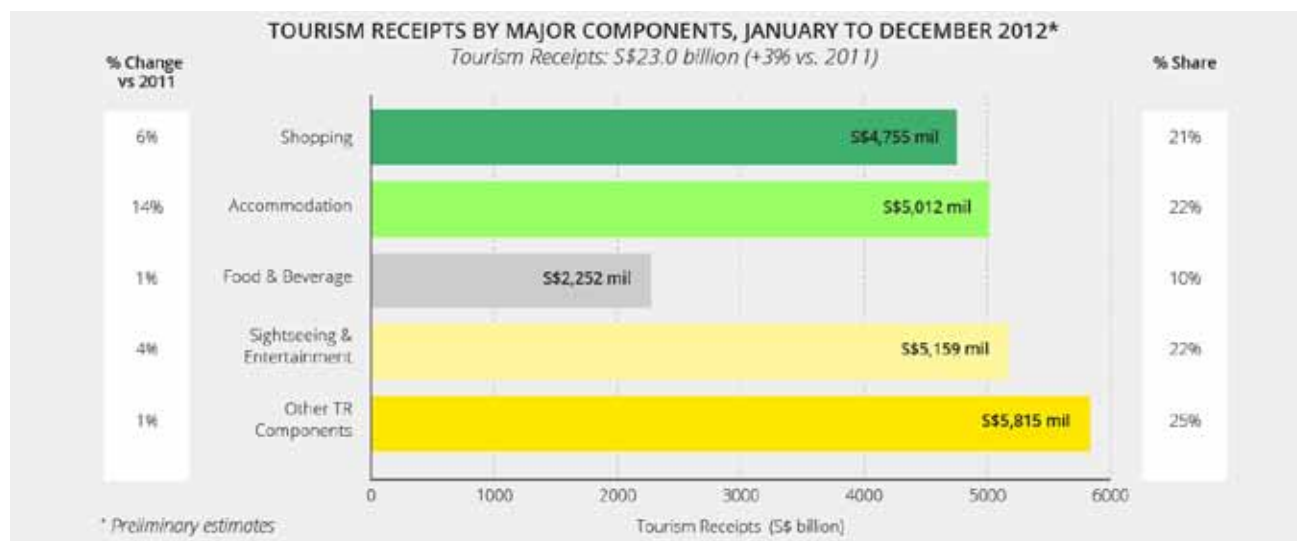
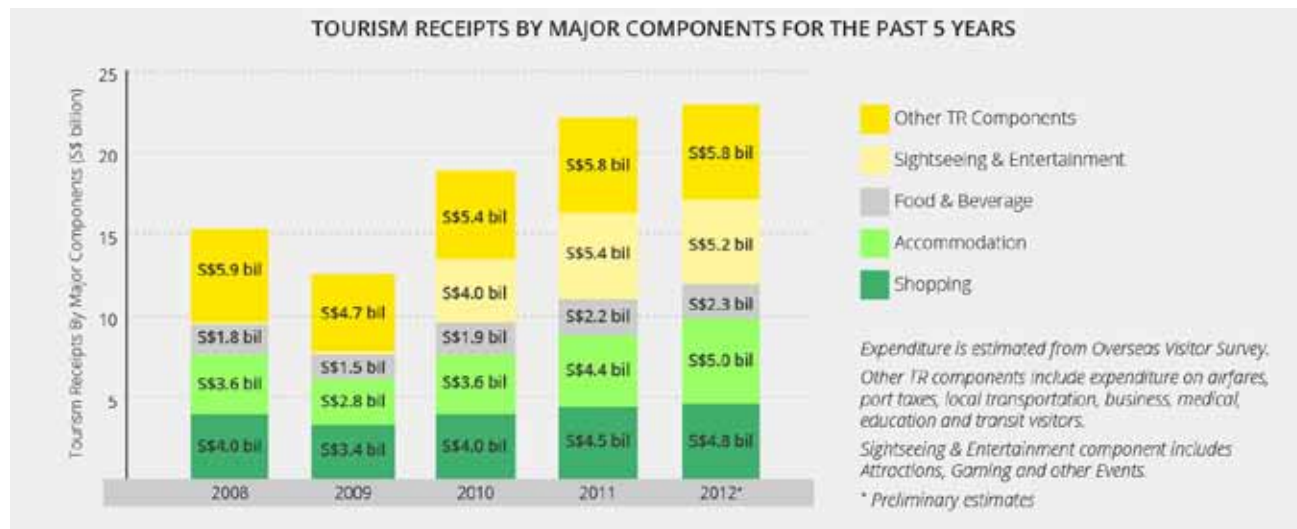
¹ Preliminary estimates. Finalised 2012 tourism statistics are not available at the time of publication of the STB Annual Report 2012/2013. Immigration & Checkpoints Authority (ICA) and STB are in the midst of transiting to a new data processing system for tracking tourism statistics. Finalised tourism statistics will be published on www.stb.gov.sg once the data is available.



TOURISM SECTOR PERFORMANCE

TOURISM RECEIPTS BY MAJOR COMPONENTS

All TR components grew over the past five years. The strong growth seen in Accommodation was mainly due to the 7% year-on-year growth in Average Room Rate to reach S\$261. Average Occupancy Rate also remained healthy at 87%, resulting in a high Revenue Per Available Room of S\$226, which is also a 7% year-on-year growth.



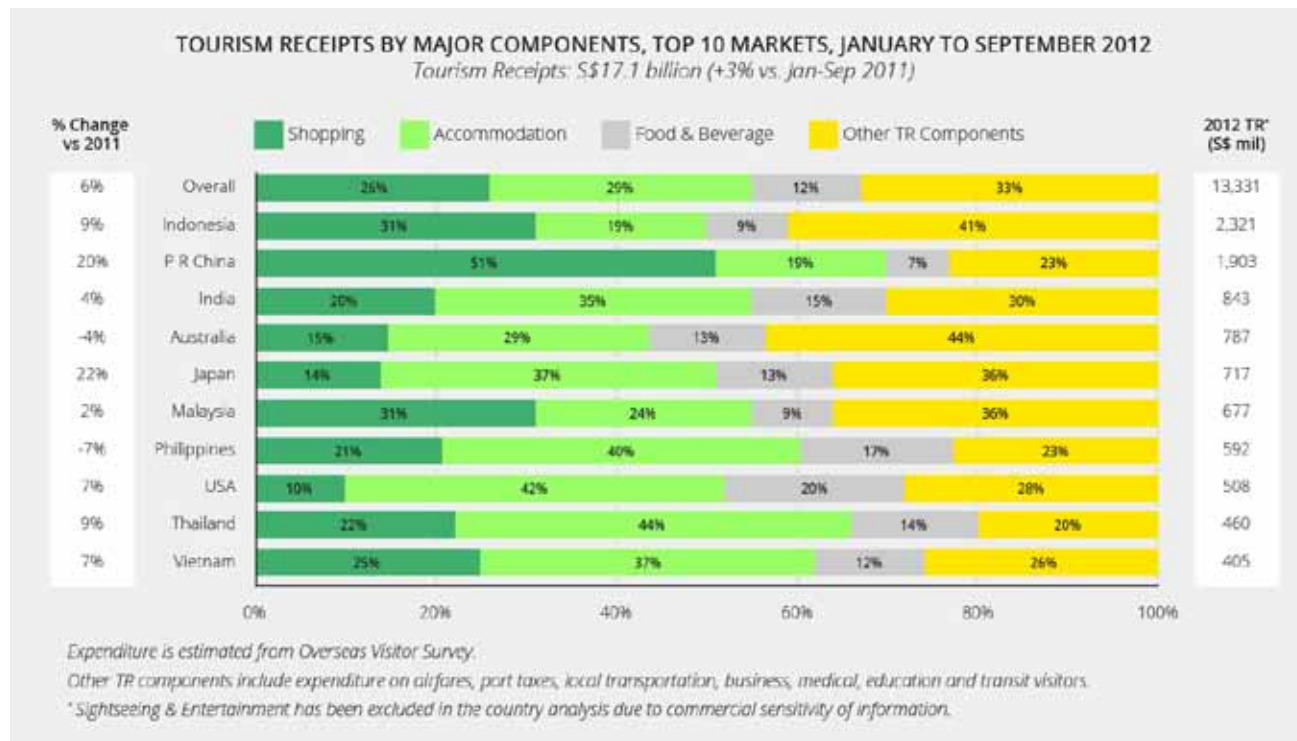
TOURISM SECTOR PERFORMANCE

TOURISM RECEIPTS BY MAJOR COMPONENTS

Indonesia, P R China, India, Australia and Japan were Singapore's top five markets, accounting for 49% of overall TR generated during the period from January to September 2012². Indonesia remained our top market with S\$2,321 million in TR. P R China and Japan recorded strong year-on-year growth of 20% and 22% respectively, driven mainly by increases in visitor arrivals. Growth in Chinese visitor arrivals was boosted by increased twinning traffic with Malaysia. Japanese arrivals continued to maintain a double-digit growth that was seen since 2010 due to an increased awareness and popularity of Singapore's new tourism offerings.

TR from Philippines declined by 7% due to a 3% drop in visitor arrivals. TR from Australia fell marginally by 4%, as the share of stopover traffic increased from January-September 2011 to January-September 2012 with a corresponding 11% increase in the number of day trippers.

² Finalised breakdown of Tourism Receipts for 2012 by major components for top 10 markets are not available at the time of publication of the STB Annual Report 2012/2013. Information will be published on www.stb.gov.sg once the data is available.



STB ACROSS THE GLOBE

DRIVING VISITORS TO SINGAPORE

The Singapore Tourism Board actively promotes Singapore as a compelling leisure and business destination through its network of 20 Regional Offices. These offices are located globally and grouped into 7 Regions, namely Americas, ASEAN Islands & Oceania, ASEAN Mainland, Europe, Greater China, North Asia, and South Asia, Middle East & Africa.

The Regional Offices strengthen Singapore's market presence internationally through marketing, media and trade initiatives to build awareness, mindshare and affinity of Singapore as a destination.



STB ACROSS THE GLOBE

DRIVING VISITORS TO SINGAPORE

AMERICAS

\$508 million

USA

TR for Top 10 Markets,
Jan-Sep 2012



Located in Midtown Manhattan in New York City, the STB Americas office has geographical responsibility for markets in North America, Canada as well as Latin and South America.

AMERICAS (NEW YORK)

Singapore Tourism Board
1156 Avenue of the Americas
Suite 702
New York, NY 10036

ASEAN ISLANDS & OCEANIA

\$2.32 billion

Indonesia

\$592 million

Philippines

\$787 million

Australia



STB ASEAN Islands & Oceania offices are responsible for markets in Southern and Eastern geographical regions of ASEAN, which includes Indonesia, Philippines and Brunei as well as Oceania.

INDONESIA (JAKARTA)

Singapore Tourism Board
19th Floor, Unit 01, Maya Pada Tower
Jalan Jendral Sudirman Kav 28
Jakarta 12920, Indonesia

PHILIPPINES (MANILA)

Singapore Tourism Board
17th Floor, 6788 Ayala Avenue
1226 Makati City
Manila, Philippines

AUSTRALIA (SYDNEY)

Singapore Tourism Board
11th Floor AWA Building
47 York Street
Sydney NSW 2000, Australia

TR for Top 10 Markets,
Jan-Sep 2012

STB ACROSS THE GLOBE

DRIVING VISITORS TO SINGAPORE

ASEAN MAINLAND



\$S\$677 million

Malaysia

\$S\$460 million

Thailand

\$S\$405 million

Vietnam

TR for Top 10 Markets,
Jan-Sep 2012

STB ASEAN Mainland offices are responsible for markets in Northern ASEAN, with a presence in Kuala Lumpur, Bangkok and Ho Chi Minh City. Their activities include building partnerships and promotional work in Malaysia, Thailand, Vietnam, Myanmar, Cambodia and Laos.

MALAYSIA (KUALA LUMPUR)

Singapore Tourism Board
Unit 6-3, Level 6
Menara Standard Chartered
30 Jalan Sultan Ismail
50250 Kuala Lumpur, Malaysia

THAILAND & MYANMAR (BANGKOK)

Singapore Tourism Board @
Singapore Centre
Unit 1702-1703
17th Floor Sathorn Square Office
Tower
98 North Sathorn Road
Silom, Bangkok
Bangkok 10500, Thailand

VIETNAM, CAMBODIA & LAOS (HO CHI MINH CITY)

Singapore Tourism Board
#1301B Centec Tower
72-74 Nguyen Thi Minh Khai, District 3
Ho Chi Minh City, Vietnam

EUROPE



STB Europe has three primary offices in London, Frankfurt and Moscow under its purview. Their market coverage is geographically distributed as follows:

- STB London: Northern & Western Europe
- STB Frankfurt: Central & Southern Europe
- STB Moscow: Eastern Europe (including CIS countries and Turkey)

UNITED KINGDOM (LONDON)

Singapore Tourism Board
c/o Singapore Centre
Grand Buildings
1-3 Strand
London WC2N 5HR
United Kingdom

GERMANY (FRANKFURT)

Singapore Tourism Board
c/o Singapore Centre
Bleichstrasse 45
60313 Frankfurt
Germany

RUSSIA (MOSCOW)

Singapore Tourism Board
c/o Embassy of the Republic of
Singapore
Per Kamennaya Sloboda 5
121099, Moscow Russian Federation

STB ACROSS THE GLOBE

DRIVING VISITORS TO SINGAPORE

GREATER CHINA

S\$1.90 billion

P R China

TR for Top 10 Markets,
Jan-Sep 2012



STB Greater China has five offices in Beijing, Shanghai, Guangzhou, Chengdu and Hong Kong

CHINA (BEIJING)

Singapore Tourism Board
Unit 3101-3106
China World Tower 1
No.1 Jian Guo Men Wai Avenue
Beijing 100004
People's Republic of China

CHINA (SHANGHAI)

Singapore Tourism Board
(Singapore Centre Shanghai)
Unit 1908-1912
Shui On Plaza
333 Huai Hai Zhong Road
Shanghai 200021
People's Republic of China

CHINA (GUANGZHOU)

Singapore Tourism Board
(Singapore Centre Guangzhou)
Unit 6104 CITIC Plaza
No. 233 Tianhe North Road
Guangzhou, Tianhe District
Guangdong 510613
People's Republic of China

CHINA (CHENGDU)

VisitSingapore Office
31D First City Plaza
No. 308 Shuncheng Street
Chengdu
Sichuan 610017
People's Republic of China

HONG KONG

Singapore Tourism Board
Unit 3011 30/F
Tower 1 Times Square
1 Matheson Street
Causeway Bay
Hong Kong

NORTH ASIA

S\$717 million

Japan

TR for Top 10 Markets,
Jan-Sep 2012



STB North Asia is responsible for markets in Japan and the Republic of Korea, with offices in Tokyo and Seoul, respectively.

JAPAN (TOKYO)

Singapore Tourism Board
8th Floor Chiyoda Building
1-6-4, Yuraku-cho
Chiyoda-ku
Tokyo 100-0006, Japan

KOREA (SEOUL)

Singapore Tourism Board
9th Floor Kyobo Life Insurance Co.
Building
1, Jongno 1-ga, Jongno-gu Seoul
110-714 Korea

STB ACROSS THE GLOBE

DRIVING VISITORS TO SINGAPORE

SOUTH ASIA, MIDDLE EAST & AFRICA (SAMEA)



\$843 million

India

TR for Top 10 Markets,
Jan-Sep 2012

STB SAMEA has three primary offices in Mumbai, Delhi and Dubai and two marketing representative offices in Chennai and Bangalore.

Their market coverage is geographically distributed as follows:

- STB Mumbai: Western and Southern India & Sri Lanka
- STB Delhi: Northern and Eastern India, Bangladesh, Nepal & Pakistan
- STB Dubai: Middle East & Africa (with special emphasis on the key markets of Saudi Arabia, UAE and Qatar)

INDIA (MUMBAI)

Singapore Centre
Unit 216/217, The Capital
G Block, Near ICICI Bank
Bandra Kurla Complex
Bandra (East)
Mumbai 400051, India

INDIA (NEW DELHI)

Singapore Tourism Board
Eros Corporate Tower
9th Floor, Unit 903, Nehru Place
New Delhi 110019, India

UNITED ARAB EMIRATES (DUBAI)

Singapore Tourism Board
Sultan Business Centre
Unit 209
Oud Mehta Road
PO Box: 115804
Dubai, United Arab Emirates

AN ON-GOING JOURNEY TOWARDS QUALITY TOURISM



Singapore tourism has enjoyed a phenomenal run in the past few years. Today, we are a thriving global city that attracts visitors, capital and businesses on many fronts.

While Singapore will still benefit from the current boom in Asian travel and tourism, the journey ahead is nonetheless fraught with challenges. As our growth starts to moderate, Singapore also has to deal with physical constraints, slowing workforce growth and keener competition from a fast-growing region.

At the same time, with greater global connectivity and more destinations vying for their attention, leisure travellers are becoming more discerning and demanding. There is thus an urgent need to consider strategies to achieve sustainable

growth in the longer term. Together with industry stakeholders, STB must navigate the challenges and capture the right opportunities to achieve Quality Tourism.

Simply put, we will continue to develop the tourism sector as an important economic driver for Singapore, prioritising growth in tourism spending over visitor arrivals. This encompasses a yield-driven marketing approach based on understanding our visitors better and visitor-centricity, and enhancing destination attractiveness through a pipeline of unique and compelling experiences for discerning travellers. To make this approach work, we have to foster a competitive industry that can overcome the challenge of scarce resources through innovation, technology and capability enhancements.

In addition, we aim to engage our local communities more meaningfully. The tourism sector currently contributes 4 per cent of Singapore's GDP and supports some 160,000 jobs. Apart from direct economic contribution, tourism development enhances the quality of life for residents with a wider suite of leisure offerings, making Singapore an exciting place that locals can proudly call home.

Every Singapore resident is a potential host and advocate. As an integral part of the journey towards Quality Tourism, we believe the engagement of local communities and nurturing of public participation will harness the pride that Singaporeans feel for our city to create more energy and inspiration for the future.

ENHANCING OUR DESTINATION ATTRACTIVENESS

The travellers of today have become more discerning. They are also spoilt for choice as more countries vie for a larger bite of the tourism pie. To compete effectively, it is imperative for Singapore to continue burnishing its reputation as a must-visit destination. To do this, STB recognises that Singapore must differentiate itself by **building a steady pipeline of new infrastructural developments** and **delivering innovative and differentiated experiences** for our visitors.



ENHANCING OUR DESTINATION ATTRACTIVENESS UNVEILING WORLD-CLASS ATTRACTIONS

The Singapore tourism scene was greatly enlivened in FY2012/2013 with the opening of new world-class attractions to much fanfare and acclaim. These attractions extended further the breadth and depth of family-oriented fun options, and provided facilities and experiences that discerning travellers would enjoy.

GARDENS BY THE BAY

Gardens by the Bay is a 101-ha horticultural oasis located in the heart of the Marina Bay precinct. Opened in June 2012, it boasts two cooled conservatories, or glass biomes, that house some 800 exotic plant species, and 18 iconic “Supertrees” structures that are amongst the world’s largest vertical gardens. There are also delectable dining options, and a great venue for outdoor concerts and events in the form of The Meadow set against the panoramic city skyline.

An integral part of Singapore’s ‘City in a Garden’ vision, Gardens by the Bay adds to the necklace of attractions located in and around the Marina Bay vicinity. With its unique features and facilities, Gardens by the Bay is also a MICE venue and a key attraction for cruise passengers from the new Marina Bay Cruise Centre Singapore. Unsurprisingly, less than two months after opening, Gardens by the Bay had already attracted a million visitors and garnered wide coverage in international press such as CNN, TIME Magazine, Wall Street Journal, Al Jazeera and Bloomberg. It also won the “World Building of the Year” award at the 2012 World Architecture Festival.



Visitors can watch the “Supertrees” come to life at night in a breathtaking display of light and sound. Photo courtesy of Gardens by the Bay.

ENHANCING OUR DESTINATION ATTRACTIVENESS

UNVEILING WORLD-CLASS ATTRACTIONS



The opening of Giant Panda Forest and Marine Life Park added new attractions to further enhance Singapore's tourism landscape. Photos courtesy of Wildlife Reserves Singapore and Resorts World Sentosa.

GIANT PANDA FOREST

Calling Singapore home for the next 10 years are our cuddliest 'long-term' visitors, the giant pandas Kai Kai and Jia Jia. Sent here on loan as part of a joint collaboration between China Wildlife Conservation Association and Wildlife Reserves Singapore, Kai Kai and Jia Jia are part of a joint effort to raise public awareness on wildlife conservation and develop a breeding programme.

Housed in the Giant Panda Forest, a 1,500 square-metre exhibit that is the largest of its kind in South East Asia, the panda pair made their public debut in November 2012.

The Giant Panda Forest is one of the key exhibits of the River Safari, Asia's first and only river-themed wildlife park. Located between Night Safari and Singapore Zoo, the River Safari itself celebrated its soft opening and welcomed its first visitors in April 2013.

MARINE LIFE PARK

November 2012 also saw the opening of another much-anticipated mega attraction, the Marine Life Park. Consisting of two attractions – the S.E.A. Aquarium and the Adventure Cove Waterpark – the Marine Life Park is housed within Resorts World Sentosa and is home to over

100,000 marine animals of some 800 species. The S.E.A. Aquarium is also the official record holder of two Guinness World Records – it is the world's largest aquarium and has the world's largest acrylic panel in its Ocean Gallery.

Over at the Adventure Cove Waterpark, visitors can choose to snorkel among thousands of fish at the colourful Rainbow Reef or get their adrenaline pumping on six water slides, including the region's first hydro-magnetic coaster, the Riptide Rocket.

ENHANCING OUR DESTINATION ATTRACTIVENESS

ROLLING OUT NEW EXPERIENCES

In addition to new attractions, there was also rejuvenation of existing offerings.

ARTS & ENTERTAINMENT

In 2012, Marina Bay Sands featured a stellar line up of international blockbuster musicals including *A Chorus Line*, *Annie* and *Jersey Boys*. Besides these international acts, local theatre companies such as Wild Rice and Singapore Repertory Theatre also staged local adaptations of Shakespeare classics such as *Romeo & Juliet* and *Twelfth Night*, respectively. Together, these shows offered both visitors and locals more lifestyle and entertainment options, and helped to reinforce Singapore's position as the entertainment hub of Southeast Asia.

The ArtScience Museum at Marina Bay Sands also showcased several iconic exhibitions, bringing together renowned pieces and exhibits to Singapore. These included *Titanic: The Artifact Exhibition*, *Harry Potter: The Exhibition*, *Andy Warhol: 15 Minutes Eternal*, and *The Art of The Brick*. Many of the exhibitions were showcased for the first time in the region.

ATTRACTIONS

The world's first Sesame Street immersive theme park ride, *Sesame Street Spaghetti Space Chase*, opened in March 2013 at the Universal Studios Singapore. This partnership involving Resorts World Sentosa, Universal Parks & Resorts and Sesame Workshop saw the longest-running and most beloved children's television programme being developed into a family-oriented theme park experience comprising an indoor ride, special shows and character breakfast programme.



The arts and entertainment scene was abuzz with many first-in-Southeast Asia events like *The Art of The Brick* exhibition and international Broadway production *Jersey Boys*. Photos courtesy of Marina Bay Sands.

ENHANCING OUR DESTINATION ATTRACTIVENESS

ROLLING OUT NEW EXPERIENCES



International chain W Hotel welcomed guests in its exclusive Sentosa Cove location, while the restored Kam Leng Hotel preserved its old-world charm for visitors. Photos courtesy of W Hotel and Kam Leng Hotel.

HOSPITALITY

Singapore also welcomed two new garden-themed hotels in the past year, adding to the suite of accommodation experiences for both leisure and business visitors. PARKROYAL on Pickering, for example, offers guests a unique hotel-in-a-garden experience with a sky garden that overlooks the Singapore city skyline. This hotel has already won the Green Mark Platinum Award for its sustainability efforts by the Building & Construction Authority (BCA). Nestled within the natural surroundings of Sentosa Island is Singapore's first W Hotel, a luxury hotel that successfully combines modern city-living with lush greenery. Apart from the opening of new hotels, international chains such as the Marriot Hotel, Pan Pacific Hotel and Shangri-La Hotel have respectively undergone renovation initiatives in 2012 to refresh and enhance their Singapore offerings.

In addition to international operators, local brands also weighed in to offer our visitors unique and varied experiences. The re-opening of Kam Leng Hotel, a boutique hotel originally established by a local hotelier, introduces a new accommodation style that is truly unique. Operating in a restored 1927 heritage building, the hotel has all of its 70 rooms styled in a unique blend of Nanyang and Chinoiserie design, and comes equipped with modern facilities. Singapore's newest boutique hotel, the Naumi Liora, has 79 modern furnished rooms, and is similarly housed in a heritage building in the heart of Chinatown.

51,622

Total number of hotel rooms in Singapore by the end of 2012

HEALTHCARE

To elevate Singapore's healthcare service delivery to international patients, STB partnered VISA to offer medical concierge services in Singapore to its Indonesian cardholders. Through this partnership, VISA was able to provide seamless end-to-end medical concierge service, thereby enhancing patient experience and establishing Singapore as the preferred medical destination.

ENHANCING OUR DESTINATION ATTRACTIVENESS

CALENDAR OF EVENTS

During the year, STB collaborates with industry stakeholders on a line-up of exciting leisure and business events to spice up the tourism landscape. These events range from new launches and grand openings of the latest attractions to perennial festivals that have been rejuvenated, to offer international visitors and the local population a suite of diversified experience.

APRIL 2012

23 April – 3 May 2012
WORLD GOURMET SUMMIT

MAY 2012

14 – 20 May 2012
ASIA FASHION EXCHANGE

Asia Fashion Exchange and its umbrella events continue to provide an integrated fashion platform to strengthen industry capabilities, and develop a pipeline of regional fashion talents. It is also instrumental in fostering a vibrant fashion marketplace for the entry of new retail brands to Singapore's landscape, providing shoppers with a wider variety of retail offerings.

14 – 17 May 2012
TFWA ASIA PACIFIC & GATE ONE2ONE 2012

TFWA Asia Pacific & GATE ONE2ONE 2012 saw some impressive numbers in attendance, a testament to the dynamism of duty free and travel retail in the Asia Pacific region. The trade exhibition welcomed a total

of **2,164** visitors from 919 companies, up 2% from the previous edition; which included some **729** key buyers such as duty free and travel retail operators, an increase of 14% from 2011. Organisers also launched an iPhone and Blackberry app which included search functions for event details, daily programme updates, exhibitors' stand numbers, floorplans and other services, making full use of technology to enhance the exhibition experience for its participants.



Photo Courtesy of Tax Free World Association

Apart from the exhibition, over 800 registered delegates attended a conference and workshop centred on the theme of 'Power and Potential in Asia Pacific'. Some of their keynote speakers included Mr Chandran Nair, CEO of Global Institute for Tomorrow; Mr Eraldo Poletto, CEO of Furla; Mr Sunil Tuli, President of APTRA; Mr Jonathan Chippindale, CEO of Holition and Mr Erik Juul-Mortensen, TFWA President.

18 May – 2 June 2012
SINGAPORE ARTS FESTIVAL 2012

22 – 26 May 2012
DIGITAL AND MUSIC MATTERS 2012



Photo Courtesy of Digital and Music Matters 2012

The 2012 edition saw a mix of both trade and consumer elements, generating a total of **US\$3,500,000+** international media value. The event in 2012 featured **169** speakers and attracted over **1,200** participants, who benefitted from the expanded content that included keynote speakers, roundtable discussions, workshops, and mentor and master classes.

Music Matters Live 2012 featured **42** bands from **15** countries, with a special feature that beamed the first-ever music festival 'live' via YouTube garnering more than **100,000** views internationally.

JUNE 2012

10 – 13 June 2012
INTERNATIONAL COUNCIL FOR COMMERCIAL ARBITRATION CONGRESS 2012

ENHANCING OUR DESTINATION ATTRACTIVENESS

CALENDAR OF EVENTS

26 June 2012
GARDENS BY THE BAY: OFFICIAL OPENING

JULY 2012

1 – 4 July 2012
**CLEANENVIRO SUMMIT SINGAPORE/
WASTEMET ASIA**

13 – 22 July 2012
SINGAPORE FOOD FESTIVAL



19 – 22 July 2012
**16TH WORLD CONGRESS ON
CONTROVERSIES IN OBSTETRICS,
GYNAECOLOGY AND INFERTILITY**

SEPTEMBER 2012

14 – 23 September 2012
GRAND PRIX SEASON SINGAPORE



Photo Courtesy of The Podium Lounge

15 September 2012
MERLION 40TH BIRTHDAY CELEBRATIONS

- Art Installation (8-30 Sep)
- Light Show (12-16 Sep)

21 – 23 September 2012
**FORMULA 1 SINGTEL SINGAPORE
GRAND PRIX**

OCTOBER 2012

3 – 5 October 2012
WORLD ARCHITECTURE FESTIVAL

10 – 12 October 2012
100% DESIGN SINGAPORE

15 – 19 October 2012
TRAVELRAVE

- Asia Travel Leaders Summit
- ITB Asia
- Tourism Destination Investment Asia
- Web in Travel Conference
- Hotel Technology Conference
- World Travel Awards Asia & Australasia Gala Ceremony
- Aviation Outlook Asia

15 October 2012
SINGAPORE EXPERIENCE AWARDS

21 – 24 October 2012
**INTERNATIONAL ASSOCIATION OF GAMING
REGULATORS CONFERENCE 2012**

ENHANCING OUR DESTINATION ATTRACTIVENESS

CALENDAR OF EVENTS

22 October 2012

MARINA BAY CRUISE CENTRE SINGAPORE: OFFICIAL OPENING

23 October 2012 – 14 February 2013

SOTHEBY'S PRESENTS ZADOK BEN-DAVID AT THE SINGAPORE BOTANIC GARDENS

Set within the serene setting of the Botanic Gardens, Sotheby's held its first Asian outdoor sculpture selling exhibition, featuring 17 monumental sculptures by award winning international artist – Zadok Ben David.

NOVEMBER 2012

1 – 3 November 2012

OISHII JAPAN

The first dedicated Japanese F&B exhibition held outside Japan, the inaugural Oishii Japan featured **220** exhibitors from **27** prefectures, attracting buyers, investors and industry professionals from the food retail industry.

17 November 2012 – 6 January 2013

CHRISTMAS IN THE TROPICS

Singapore's much-loved "Christmas in the Tropics" (CIT) returned once again to provide both visitors and locals a sensory a sensory year-end celebration, offering a plethora of lifestyle experiences.

The award-winning, Orchard Road's Christmas Light-Up (CLU), organised by the Orchard Road Business

Association (ORBA), continued to be the crown jewel of CIT. The 2012 event attracted an estimated **5 million** visitors to Orchard Road, of which 1.3 million are tourists and generated approximately **S\$300.3 million** in tourism receipts.

It also provided a unique backdrop for the annual Standard Chartered Marathon flag off, to showcase Orchard Road as Singapore's premier fashion street.



22 November 2012

MARINE LIFE PARK: OFFICIAL OPENING

29 November 2012

GIANT PANDA FOREST: OFFICIAL OPENING

29 November 2012

SINGAPORE CRUISE CENTRE: OFFICIAL OPENING

DECEMBER 2012

7 December 2012

RESORTS WORLD SINGAPORE: GRAND OPENING



Photo Courtesy of Resorts World Sentosa

Festivities at the Grand Opening included a ceremonial launch at the resort's Lake of Dreams, public performances, and a 12-minute public fireworks display at its waterfront promenade. **Sarah Brightman**, the world's best-selling soprano, also performed with accompaniment by the Singapore Chinese Orchestra.

7 – 8 December 2012

ZOUKOUT

Singapore's iconic club held its much-loved dance music festival over two days for the first time, attracting a record number of **40,000** partygoers and **14,880** overseas visitors. The 12th instalment of the annual dance music festival, named one of Asia's biggest,

ENHANCING OUR DESTINATION ATTRACTIVENESS

CALENDAR OF EVENTS

brought an exciting string of famous DJs, including international artists Above & Beyond, Hardwell, Calvin Harris and Paul Van Dyk. Also featured were regional names such as Blink and Goldfish from Zouk KL and local favourites Aldrin, Jeremy Boon and Adrian Wee.



Photo courtesy of Zouk Management

JANUARY 2013

18 January – 11 March 2013 CHINESE NEW YEAR FESTIVITIES

- Chinatown Chinese New Year Celebrations
- Chingay Parade
- River Hongbao
- Huayi Chinese Festival of Arts

Amongst the most elaborate Chinese New Year celebrations in the world, the festivities in Singapore saw different events being staged from January to March 2013. This year's Chinatown bazaar saw a refreshing and innovative snake-themed street light up designed by students from Singapore University of Technology and Design (SUTD). Over at Marina Bay,

nightly cultural performances were staged at the River Hongbao, which complemented the world-class Huayi Chinese Festival of Arts at the Esplanade. The festivities ended with a bang with Asia's grandest parade, Chingay. Themed "Fire in Snow", the parade innovatively created what Singapore might be like if it ever snowed, receiving a record visitorship.



Photo courtesy of People's Association

24 – 27 January 2013 ART STAGE SINGAPORE / SINGAPORE ART WEEK

Organised for the third year running, Art Stage Singapore garnered participation from over **133** galleries and was attended by **40,500** visitors. Major sales included an Anish Kapoor for S\$982,000, a Botero for S\$836,000 and a Gormley for S\$585,000. A guide to the 'Art Week' of over 50 arts events was produced.

25 – 27 January 2013 EPICUREAN MARKET

A veritable showcase of the finest in culinary delights and vintages. Held across three expo halls at the Sands

Expo and Convention Centre, the inaugural three-day food and wine appreciation event offered over 30 workshops and masterclasses conducted by renowned celebrity chefs like Daniel Boulud, Justin Quek, Nancy Silverton and Tetsuya Wakuda.



Photo courtesy of Marina Bay Sands

FEBRUARY 2013

25 February 2013 ASIA'S 50 BEST RESTAURANTS

Organised by the same people who round up the "World's 50 Best", "Asia's 50 Best Restaurants" 2013 is also a list voted for by peers and luminaries from the culinary profession worldwide. The awards gala ceremony saw a gathering and celebration of Asia's acclaimed chefs, restaurateurs, gourmards and industry experts. In addition, Asia's top chefs and mixologists presented and discussed the history, traditions and interpretations of indigenous Asian cuisine, including the ingredients and spirits, over a two-day Workshop and Forum Programme.

ENHANCING OUR DESTINATION ATTRACTIVENESS

CALENDAR OF EVENTS

MARCH 2013

21 – 22 March 2013

TIMBRE ROCK & ROOTS



Photo courtesy of Aloysius Lim

The fourth edition of the music festival featured its biggest and best line-up at Fort Canning Green for the first time. More than **11,500** attendees including **1,300** overseas visitors came together for the two-day evening music festival.

Beyond featuring both quality and emerging acts, the festival is also becoming a prestigious platform for both local and regional musicians to showcase their talent. The 2013 edition featured local acts Raw Earth and 11-year-old singer Miguel Antonio alongside “The Voice of Led Zeppelin” Robert Plant, 12-time Grammy legend Paul Simon and country/blues stalwart Bonnie Raitt.

Timbre Rock & Roots, yet another quality home-grown entertainment brand, will remain a mainstay in Singapore's entertainment scene and annual live music event calendar. The sustainable growth of the festival is integral in catalysing more quality locally-created entertainment properties in Singapore and possibly other regional markets.

26 March – 12 May 2013

FASHION STEPS OUT



Photo courtesy of Orchard Road Business Association

With strong public-private partnership support, Fashion Steps Out took to the streets as Orchard Road brimmed with activities with a month and a half programme filled with art installations and fashion-oriented events.

Orchard Road was transformed into a mega runway, truly living up to its reputation as the fashion street of Singapore. 150 models took to the streets in the latest Spring/Summer designs from both top local and international brands, such as Ashley Isham, Fausto Puglisi, and Coach. Other lifestyle brands like Samsung also used the event to launch their latest products.

ENHANCING OUR DESTINATION ATTRACTIVENESS

MERLION TURNS 40!



Tourists and locals were treated to a host of celebratory events, including specially choreographed lightshows, to commemorate Singapore's tourism icon turning 40.

The Merlion statue is widely held as a must-see attraction by many overseas visitors. It has also evolved over the decades to become a deeply-rooted symbol of Singapore in the minds of many Singaporeans. So when the Merlion statue turned 40 in September 2012, apart from commissioning restoration works, STB made it extra special for both tourists and locals by organising celebratory activities to commemorate its "birthday".

STB also collaborated with various groups such as the Singapore Memory Project led by the National Library Board, Nanyang Polytechnic, National Museum of Singapore, Far East Organisation and other notable and talented individuals on art installations, specially choreographed lightshows and community activities.

ENHANCING OUR DESTINATION ATTRACTIVENESS REVVING UP FOR ANOTHER FIVE YEARS

The Formula 1 SingTel Singapore Grand Prix (F1) roared back to town for the fifth year in 2012. Apart from the adrenaline-fuelled night race, fans and spectators were entertained by headliners Katy Perry, Maroon 5, Jay Chou, Noel Gallagher's High Flying Birds and Bananarama, all of whom held their own full-scale concert complete with massive customised stage sets, elaborate costumes and extensive lighting and sound effects.

The announcement by race organiser Singapore GP Pte Ltd that Singapore will continue to play host to the only Formula One night race for another five years until 2017 was indeed the highlight at the exhilarating sporting event's fifth anniversary celebration. Over the last five years, STB has successfully created the Grand Prix Season Singapore (GPSS) – a season of specially curated activities and events that showcase Singapore's diverse and innovative lifestyle offerings. Moving forward, the F1 race and the peripheral events under the GPSS will continue to enhance the overall experience for both visitors and locals and provide greater exposure of Singapore's cityscape on the international stage with its live broadcast to millions of viewers during the race.



Racing fans can cheer from the grandstands with the spectacular night race and Asia's first street circuit staying in Singapore until 2017. Photo courtesy of Singapore GP Pte Ltd.

ENHANCING OUR DESTINATION ATTRACTIVENESS GALVANISING THE MICE INDUSTRY

For 11 years running, Singapore is Asia's Top Convention City, according to the 2012 Global Rankings by the International Congress and Convention Association (ICCA). It has also emerged as the only Asian city in the Top Ten Convention Cities in the world, alongside European heavyweights such as Vienna, Madrid, Paris, Berlin and Barcelona. A record 150 ICCA events were hosted in 2012, representing a 5.6 per cent increase from 142 in the year before.

Last year, Singapore hosted 104 inaugural events and 18 world congresses, including some first-in-Asia events:

- 16th World Congress on Controversies in Obstetrics, Gynaecology and Infertility
- 31st World Nut and Dried Fruit Congress
- Asia Future Energy Forum & Exhibition
- WasteMET Asia 2012
- SkyBridge Capital's SkyBridge Alternatives (SALT) Conference
- 100% Design Singapore
- World Architecture Festival



The World Architecture Festival chose Singapore as the gateway to make its mark on Asia, bringing with it unparalleled opportunities for dialogues between architects from East and West to establish new global networks and design projects. Photo courtesy of World Architecture Festival organised by i2i Events Group.

ENHANCING OUR DESTINATION ATTRACTIVENESS

GALVANISING THE MICE INDUSTRY

11 years running

as Asia's Top Convention City

+5.6%

in ICCA events,

from 142 in 2011 to 150 in 2012

104

inaugural events

18

world congresses

Some of these prestigious and high profile events, such as the International Council for Commercial Arbitration (ICCA) Congress 2012 and International Association of Gaming Regulators (IAGR) Conference 2012, attracted strong international participation and registered the largest number of attendees to date.

Major cities in Asia-Pacific such as Kuala Lumpur, Seoul, Shanghai and Sydney are investing heavily in new infrastructure to win a greater slice of the lucrative MICE business. To secure Singapore's position as a global MICE hub that consistently delivers compelling international business events, STB has been working with the industry to ensure that our infrastructure is future-ready. The new MAX Atria at Singapore Expo, which also received the prestigious Green Mark Platinum Award by the Building Construction Authority (BCA) for sustainable and eco-friendly practices and initiatives, opened in March 2012, offering new meeting and convention spaces to cater to the needs of discerning event organisers who expect flexible options. There were also new developments that serve as unconventional venues for meetings and business events. These include the recently opened Marina Bay Cruise Centre Singapore, W Singapore-Sentosa Cove, PARKROYAL on Pickering, Gardens by the Bay and Marine Life Park.

With delegates becoming more sophisticated and increasingly pressed for time, decisions are not just based on superior infrastructure and service but on an entire value proposition. To this end, STB has completed the MICE productivity roadmap and will work with the Singapore Association of Convention and Exhibition Organisers and Suppliers (SACEOS), the industry's key association, to facilitate skills upgrading initiatives for 2013 and beyond.

ENHANCING OUR DESTINATION ATTRACTIVENESS HARNESSING THE GROWTH POTENTIAL OF ASIA'S TRAVEL AND TOURISM INDUSTRY



TravelRave has become an annual gathering of the top minds in Asia's travel and tourism industry with many anchor events being added to the bountiful learning and networking opportunities.

STB organises TravelRave as a regional platform for key players from the entire spectrum of the Asian travel and tourism industry to converge and network, share ideas and uncover new business opportunities for sustainable growth.

Held yearly since 2010, the third edition of TravelRave in 2012 attracted more than 10,700 attendees, a 12 per cent increase from 2011. Over five days, delegates attended a packed programme of synergistic travel trade events including Asia Travel Leaders Summit, Singapore Experience Awards, Aviation Outlook Asia, ITB

Asia, Tourism Destination Investment Asia, Web in Travel Conference, and the addition of two brand new events, Hotel Technology Conference and World Travel Awards Asia & Australasia Gala Ceremony.

The key topics and trends discussed among top industry professionals and opinion leaders during the various sessions included the need to invest in talent and leadership development, identifying tourism investment opportunities in new growth markets across Asia and catering to the travel needs of the rising segment of Asia's middle affluent consumers.

“I learnt a lot, particularly from the Asian-focused insights that were shared across the various TravelRave events. I believe that TravelRave will continue to grow into the leading travel trade festival for the region.”

Mr Deepak Ohri
CEO, Lebuva Hotels

ENHANCING OUR DESTINATION ATTRACTIVENESS

CRUISING AHEAD



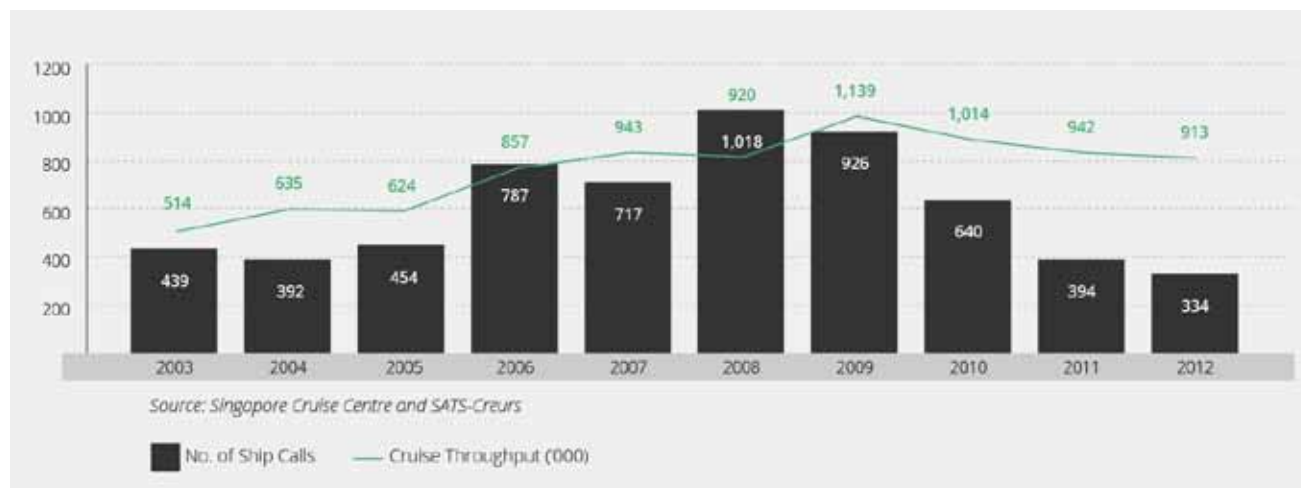
The Marina Bay Cruise Centre Singapore puts Singapore on the map with its world-class facilities and infrastructure to support the burgeoning cruise industry. Photo courtesy of RSP Architects Planners & Engineers (Pte) Ltd.

The official opening of Marina Bay Cruise Centre Singapore (MBCCS) in October 2012 marked a significant milestone in Singapore's history. A key infrastructure piece in the tourism landscape, MBCCS effectively doubles Singapore's cruise-ship berth capacity and affirms its status as a regional cruise hub.

Complementing the facilities offered at MBCCS, the refurbished Singapore Cruise Centre (SCC) at HarbourFront opened in November 2012 to offer twice the number of immigration counters for faster immigration clearance and more efficient baggage handling. This gives cruise passengers a better experience while transiting through the terminal, further enhancing Singapore's competitive advantage as a cruise hub for both global and regional travellers.

ENHANCING OUR DESTINATION ATTRACTIVENESS

CRUISING AHEAD



Passenger throughput and ship calls for 2012 were pegged at 913,000 passengers and 334 ship calls respectively. While the figures reflected a decline in overall cruise throughput, it was a result of the cessation of gaming ship operations rather than a fall in bona fide cruise passengers. In fact, the cruise industry experienced an unprecedented increase in cruise brands home-porting new cruise ships in Singapore.

A total of 11 international cruise liners have made maiden calls since both terminals opened, including Royal Caribbean Cruise Line's *Voyager of the Seas*, which was the largest cruise ship to ever call in Asia. The home-porting of

Royal Caribbean's *Voyager*-class ship in Singapore served as a clarion call for the new generation of larger cruise liners to follow suit and start sailing to Singapore and other ports in Asia.

Carnival Corporation, the world's largest cruise company, announced its plans to set up a new Carnival Asia unit in Singapore, signalling its commitment to grow vessel presence in Asia. The announcement is a significant development in growing cruise as part of Singapore's destination offerings and developing Southeast Asia as a cruising destination of choice.

“We believe Singapore is going to be a good hub for year-round cruising. If you want to station ships in Asia, you need customers throughout the year. Singapore has good surroundings, stable weather conditions through the year and solid infrastructure.”

Mr Pier Luigi Foschi
Chairman and CEO, Carnival Asia

Another major milestone to add to Singapore's bid in being a regional cruise hub is Sembawang Shipyard's achievement in successfully completing repairs, upgrading and modification works for four international cruise ships, *Superstar Libra*, *Legend of the Seas*, *The Azamara Journey* and *Henna*, in the first two weeks of January 2013. The wholly owned shipyard of Sembcorp Marine subsequently secured another eight cruise ships for refits in the coming year, reinforcing its reputation as Asia's and one of the world's leading experts in shipyard repair works.

ENHANCING OUR DESTINATION ATTRACTIVENESS

CONSUMER MARKETING: REALISING THE MARKETING SHIFT

UNDERSTANDING AND TARGETING THE DISCERNING TRAVELLER

The travellers of today are increasingly discerning and sophisticated in their tastes and interests. In response to this trend, STB has adopted a visitor-centric approach. Essentially, this meant shifting our focus to a deeper understanding of our visitors and then tailoring personalised experiences that can fulfil their needs better. Stemming from extensive consumer research and years of in-market trade engagement, we now have a sound understanding of the needs of the target audience in each key market. The insights gleaned as a result then became the basis of our in-market work-plans and activities in the past year.

REACHING OUT TO OUR TARGET AUDIENCE

Now more than ever, individuals and communities are sharing, co-creating and discussing content through mobile platforms and social media. Our in-market research indicates that a lot of our target audience are Free and Independent Travellers (FITs), largely influenced by word-of-mouth and online recommendations. Hence, they are more inclined to search and plan for their holidays online, and use internet and social media heavily to aid in their decision to travel to a certain destination.

Aligning this with existing marketing campaigns, STB added new digital and social media initiatives to further increase interaction with target audiences from key markets, and exchange information and ideas online.

One of the major initiatives was the strategic partnership forged with TripAdvisor. Through this partnership, STB is now able to provide fresh user-generated content on YourSingapore.com, such as TripAdvisor ratings, reviews and opinions on Singapore's restaurants, attractions and shopping. The partnership also extends to the inclusion of our destination content on TripAdvisor's Singapore City Guides mobile application, which provides expertly curated itineraries, self-guided tours, transit maps, and hotel, restaurant, and attraction reviews from the TripAdvisor community.

“Travellers all over the world want to have the perfect trip, and nothing helps travel planning more than candid reviews from real people who have been there before. With over 100 million reviews and opinions on more than 200 million tourism businesses in every country of the world, TripAdvisor's remarkable scale and freshness of content enables visitors to make better informed decisions based on the experiences of many, whatever their destination or personal preferences.”

Mr Aaron Hung
Director of Partnerships, APAC
TripAdvisor

ENHANCING OUR DESTINATION ATTRACTIVENESS

CONSUMER MARKETING: REALISING THE MARKETING SHIFT

As FITs also search for interesting content before deciding and planning their trips, STB launched a suite of destination videos on the YourSingapore YouTube channel in March 2013. These videos showcase Singapore's depth of lifestyle experiences as a constantly evolving destination for the leisure and business traveller. Aptly titled *Shiok*, *Magical*, *Lyrical*, and *All Work + All Play*, the videos captured the essence of the above traits and portrayed Singapore in a differentiated and enticing way.

To further generate and proliferate content online, STB established various content partnerships in key markets to ensure Singapore-centric destination features and articles would appear in online and social media spaces to further reach out to our target visitors on the World Wide Web.



Targeted at the business traveller, the clever juxtaposition of 'day and night' in All Work + All Play further illustrates that you can indeed combine both 'business and pleasure' when in Singapore.

ENHANCING OUR DESTINATION ATTRACTIVENESS

CONSUMER MARKETING: REALISING THE MARKETING SHIFT

DIVING DEEP FOR AUTHENTIC EXPERIENCES

Another clear characteristic of discerning travellers is their penchant for authentic experiences and cultural immersion. Hence, STB Japan collaborated with Overseas Travel Agency (OTA) to develop two new travel packages that were curated specifically to suit Japanese travellers' interests in relaxation and discovery. For example, the discovery package included a walking tour in Chinatown and hands-on experience on how to bead a Peranakan slipper. Through these packages, Japanese travellers got to learn about the cultural attributes of the destination through more in-depth experiences.

Marketing efforts included new collaterals, a campaign site and a TV programme feature. These packages were an instant success and testament to STB's focus in understanding our consumers better and delivering experiences that cater to their preferences. As a result of strong demand, OTA has since expanded sales of the package beyond the test markets of Tokyo and Osaka to cover the whole of Japan. To date, the packages that resulted from the collaboration were the best performing of all the Singapore packages that OTA has ever sold.

Like the Japanese, the Australians are also keen explorers, even as they seek to enrich their travel while bonding with their 'mates'. Hence, building on the 'Get Lost and Find the Real Singapore' campaign that was first launched in March 2012, STB Oceania collaborated with Australian fashion label, Suboo, and its designer Sue Di Chio, to design a shoe that would encapsulate the essence of exploration and 'getting lost' in Singapore on foot.

“The new special travel packages to Singapore have been well received by Japanese travellers. We are able to identify what our travellers look for most in a holiday and offer them exactly what they want. It is a great achievement and milestone for us, in being able to cater specifically to our customers' needs.”

Mr Takahiro Mori
Manager, Business Development
Overseas Travel Agency

Sue's visit to Singapore for inspiration resulted in "The Emerald Hill Singapore Collection", a striking summer sandal and shoulder bag, which were produced for promotional activities in fashion and lifestyle magazines. Sue's Singapore experience was also captured in a three-minute video featured on STB Oceania's Facebook and linked to her website, alongside her Instagram posts. This initiative not only highlighted Singapore's destination proposition from a fashion and lifestyle perspective, but also helped to further engage with curious and eager-to-explore Australians online.



Australian fashion designer, Sue Di Chio, poses with her Singapore-inspired collection which consists of a trendy sandal and shoulder bag.

ENHANCING OUR DESTINATION ATTRACTIVENESS

CONSUMER MARKETING: REALISING THE MARKETING SHIFT



Guests got a first-hand experience of the new 'YourSingapore Live' website at the launch of the 'Only in Singapore, Right Now!' campaign in Kuala Lumpur, Malaysia.

LIFESTYLE SINGAPORE: ONLY IN SINGAPORE, RIGHT NOW!

Through years of engagement in the market and research into consumer needs and behaviour in Indonesia and Malaysia, STB is keenly aware that visitors from these two countries consider holidays as an extension of their lifestyle. A great majority of the visitors from our closest neighbours are also FITs who rely heavily on recommendations of families and friends, and especially through online

communities. Research also showed that due to proximity, ease of travel and familial ties, a significant number of Indonesian and Malaysian travellers have visited Singapore in the past three years, making them repeat visitors who are familiar with Singapore's top-of-mind attributes and offerings. These insights prompted STB to start engaging the Indonesian and Malaysian tourists at a deeper and more meaningful level.

The 'Only in Singapore, Right Now!' campaign was thus launched in both markets with the aim to raise the awareness of the bountiful, varied and in-depth experience and lifestyle options available in Singapore that would appeal to such frequent travellers. The campaign included the launch of 'YourSingapore Live', an information gateway that features the latest and in-depth happenings in Singapore, with easy access to partner sites for detailed event information, and flight, event and package bookings. Together with an integrated set of traditional, digital and social media touchpoints and complemented with PR activities, STB was able to reach out to more FITs in Indonesia and Malaysia and influence their decision to visit this ever-evolving destination more frequently.

STB also identified key partners in each country to co-create exciting offers and exclusive benefits that are premised on this unique positioning for Malaysian and Indonesian travellers. In Indonesia, STB worked with Standard Chartered to provide visitors with various discounts and rewards at more than 1,000 local establishments while visiting Singapore. In Malaysia, STB worked with MasterCard to extend the reach of their Priceless Singapore initiative to Malaysian travellers, allowing them to pre-order the latest exceptional experiences in the city on the 'YourSingapore Live' website. Furthermore, STB partnered with Showbiz Asia to combine the best entertainment deals and show packages that enabled travellers from Malaysia to indulge in lifestyle activities. Other partners including airlines and online travel aggregators were also featured on the website to provide Malaysians with a variety of options to travel to Singapore.

ENHANCING OUR DESTINATION ATTRACTIVENESS

CONSUMER MARKETING: REALISING THE MARKETING SHIFT

AN ON-GOING JOURNEY TO ENGAGE WITH OUR TARGET AUDIENCE

One of the challenges of being visitor-centric is to keep on top of trends and developments pertaining to our target audience's needs and preferences. Our marketing activities are thus also geared towards deepening engagements to understand them better.

In a natural extension of the 'New Discoveries' integrated marketing campaign launched in P R China in 2011, STB co-produced a suite of rich media content and video resources with content partner, TravelTV. Celebrities and key opinion leaders were invited to rediscover Singapore, where vignettes and TravelTV programme episodes were conceptualised and broadcasted on the satellite channel from June 2012. By November the same year, the media mix was expanded online to comprise key video streaming portals on both PC and iPad platforms. Conversation topics around 'New Discoveries' were consistently generated via the key opinion leaders' social networks, as well as STB's official Singapore micro-blog on Sina. Supporting touchpoints such as Sina micro-blog games and widgets complemented the campaign to bring the content to a wider audience and engage with them more intimately.

Over in Thailand, an opportunity to partner with LOVEIS Co., Ltd in developing branded content enabled STB Thailand to experiment with content and channels to reach out to our target audience there better. The result was a music video and an online series of vignettes filmed entirely in Singapore, all of which were designed to focus on the destination characteristics and leisure offerings that could appeal to our Thai target audience. The locations and experiences featured in the music video combined both



Appealing to the Thai traveller, STB Thailand's branded content has garnered over 3 million views since March 2013 on social and digital platforms.

icons and hidden gems of Singapore. STB also produced a behind-the-scenes video footage of the music video, as well as trailers that were used prior to the release of the music video to generate pre-release awareness.

A strategic partnership was also forged with Australian media house, Seven Media Group, to create and seed destination content across their broadcast, online, digital

and print media platforms. The partnership generated awareness of Singapore's renewed tourism landscape and cultural hidden gems, reaching out to the Australian audience and driving home the campaign message of 'Get Lost and Find the Real Singapore'.

CREATING COMPETITIVE AND INNOVATIVE INDUSTRIES

The tourism sector is currently operating in an evolving and increasingly challenging environment. There is a clear need for us to **innovate, raise capability and productivity** in order to **grow sustainably**. Moving forward, STB and industry stakeholders would have to collaborate even closer for the sector to make headway towards achieving Quality Tourism.



CREATING COMPETITIVE AND INNOVATIVE INDUSTRIES THE ROAD TO SUSTAINABILITY

Beyond tourism hardware, the next phase of tourism growth needs to be underpinned by innovation and capability developments. This is especially important in the hospitality industry where competition for manpower is keen. One of the key initiatives to address this manpower scarcity was the Job Flexibility for Productivity (JFP) scheme.

Jointly launched on 1 October 2012 with the Ministry of Manpower (MOM) as part of the Hotel Productivity Roadmap, the JFP initiative sought to optimise the workforce and increase the value of hotel jobs through job redesign and multi-skilling of workers. JFP enabled hotels and hostels to deploy Work Permit Holders (WPHs) across multiple occupations within their premises, complementing existing multi-skilling arrangements for local workers. Participating hotels had observed some early good results, such as increased workforce flexibility arising from more effective deployment of multi-skilled workers to suit varying operational needs. Participating employees were also exposed to more learning opportunities, with some enjoying higher wages as a result of taking on multi-skilled roles.

In addition to improving the existing workforce, it is also crucial to address the sector's challenges in talent attraction and retention. This includes the need to enhance the attractiveness of tourism jobs, increase awareness of strong career progression pathways available in the sector and upgrade the skills of employees. The Training Industry Professionals in Tourism 2 (TIP-iT2) Scheme was thus launched to support companies' efforts in enhancing employees' capabilities, developing a pipeline of skilled talent in the industry, and providing leadership training for high potential middle managers.



The Park Hotel Group has successfully implemented the Job Flexibility for Productivity scheme which translates to greater hotel efficiency and increased multi-skilling of its employees. Photo courtesy of Park Hotel Group.

CREATING COMPETITIVE AND INNOVATIVE INDUSTRIES CAPABILITY DEVELOPMENT: EXTENDING A HELPING HAND

To continue attracting and creating quality leisure and business events, STB launched the second edition of the Leisure Events Fund (LEF) and Business Events in Singapore Scheme (BEIS) under the auspices of the S\$905m Tourism Development Fund II. The LEF aims to support quality events that strengthen Singapore's profile and position as a compelling leisure destination, drive visitor spend as well as the development of precincts and key tourism sectors (arts, entertainment, sports, retail and dining). Another objective of the scheme is to develop the capabilities of Singapore-based companies in creating and delivering original world-class experiences and leisure events.

“We believe that the restaurant industry in Asia is ready for a credible and transparent restaurant list. Asia's dining scene is rich in diversity, yet relatively undiscovered and Asia's 50 Best Restaurants list will allow us to highlight more of this region's talent.”

Ms Sue Woodward
Director, The World's 50 Best Restaurants

Asia's 50 Best Restaurants was provided with a grant under the Leisure Events Fund (LEF)

The BEIS scheme, on the other hand, helps to grow our portfolio of quality events in industries that have significant growth potential based on Singapore's strengths and value proposition, such as travel, design, media and digital content and urban solutions, to name a few.

Industry players have derived significant benefits from the many available funding schemes, contributing greatly to the vibrancy of Singapore's tourism landscape. They include notable events such as Fashion Steps Out at Orchard, Asia's 50 Best Restaurants, Music and Digital Matters and the inaugural RehabTech Asia 2013.

Also launched was the Cruise Development Fund (CDF), which is in recognition of the tremendous growth potential in the cruise industry. The aim of this fund is to catalyse growth of Singapore's cruise industry by helping cruise companies cultivate demand as well as develop distribution channels in key source markets.

“RehabTech Asia has garnered strong support from Singapore's public agencies and trade associations. It offers stakeholders in the regional assistive technology, integrated care and rehabilitation engineering industry a single dedicated platform to network and exchange knowledge on improving the health and wellbeing of people with disabilities, care requirements and chronic conditions.”

Mr Chandran Nair
General Manager, Singex Exhibition Ventures Pte Ltd
Co-organiser of RehabTech Asia 2013

RehabTech Asia 2013 was provided with a grant under the Business Events in Singapore Scheme (BEIS)

CREATING COMPETITIVE AND INNOVATIVE INDUSTRIES

RECOGNISING AND CELEBRATING THE BEST



Delivering a holistic and memorable customer experience is integral to the success of a destination – Singapore Experience Awards celebrates individuals and organisations who uphold a higher standard, whilst expert ideas and best practices to better equip the tourism sector are exchanged at the Singapore Experience Conversation.

Into its fourth edition, the Singapore Experience Awards is an annual recognition platform honouring individuals and organisations for their commitment in delivering a holistic customer experience. Comprising 31 awards spanning six categories – Customer Service, Events, Experience, Marketing & Media, Outstanding Contribution and Special Recognition, the Awards acknowledges efforts taken by outstanding tourism players who constantly innovate and create distinctive and compelling Singapore experiences.

In the 2012 edition, the Best Education Experience was renamed Best Education Experience (Tourism and Hospitality), to support courses and curricula that cultivate and groom talents for the tourism industry.

Three individuals were recognised for their outstanding contributions to Singapore's tourism sector. Mr Benedict Soh, Executive Chairman of Kingsmen Creatives Ltd was conferred the Lifetime Achievement for Outstanding

Contribution to Tourism award; Ms Cynthia Chua, CEO and Founder of Spa Esprit Group was lauded as Tourism Entrepreneur of the Year; and Mrs Tan Keat Fong, Deputy Director at the National Library Board was presented with the Business Event Ambassador award.

Held in conjunction with the Awards, the Singapore Experience Conversation is a forum where ideas focusing on experience creation and delivery are exchanged.

CREATING COMPETITIVE AND INNOVATIVE INDUSTRIES

RECOGNISING AND CELEBRATING THE BEST / EVOLVING FOR THE FUTURE

“In my 25 years in the retail industry, I have come to realise that patience and passion are very important. I keep myself abreast of trends across various nationalities so I can make personalised recommendations to my customers.”

Ms Lee Boon Choo Wendy
Sales Associate, DFS Galleria Singapore (Scottswalk)
2012 Recipient, Customer Service – Retail
Singapore Experience Awards 2012

For its third edition, Mr K.C. Blonski, Director for Leisure & Retail Markets of AchieveGlobal, was invited to share his insights on "Owning Your Customers' Experience". He has previously worked with top-notch organisations such as Saks Fifth Avenue, Hilton, MGM Resorts International and American Express. At the forum, he explained that brands have to look beyond the hardware to distinguish themselves through the type of service customers receive and how companies can strengthen focus on human capital to further enhance customers' experiences without negating operational efficiencies or process improvement.

The Singapore Service Excellence Medallion Award, the most prestigious accolade established by the Go the Extra Mile for Service (GEMS Up) Movement, and held for the second year running, recognises outstanding achievements by organisations and individuals who have inspired and sustained a culture of service excellence in Singapore. The Singapore Zoo was recognised for organisational service excellence, and individuals such as Ms Herdawati Bte Mansor from Wing Tai Retail, Ms Agnes Dass from Mount Alvernia Hospital, and Mr Milton Toh from Brother International, clinched top honours for delivering pinnacle levels of customer satisfaction.

EVOLVING FOR THE FUTURE

To keep the tourism sector on an even keel in a changing operating environment, STB also has to ensure that its role as a regulator continues to stay relevant. For this, STB has embarked on a review of the Tourist Guides Regulations pursuant to the STB Act. The review of the regulatory framework for Tourist Guides is aimed at curbing unlicensed tourist guiding activities effectively. Changes and enhancements to the regulatory framework will be introduced progressively.

Apart from reviewing the regulatory framework, STB also inaugurated the Travel Agents Business Development Seminar Series, a pilot programme that supports the travel agent industry in building foundations and grooming the next generation of leaders. Through this series, travel agents were given insights into how their businesses could be rejuvenated to ensure relevancy amidst the evolving tourism landscape.

CREATING COMPETITIVE AND INNOVATIVE INDUSTRIES FORGING PARTNERSHIPS FOR INDUSTRY GROWTH



Global industry experts gathered at this dedicated showcase of events focused on all matters in music, entertainment, technology and media. Photo courtesy of Digital and Music Matters 2012.

To enable some of our industries to build and strengthen capabilities, STB also saw the need to forge strategic collaborations and create platforms for our local industries to network with global players, providing them with opportunities to learn best practices and exchange ideas and knowledge.

In the second edition of Digital and Music Matters, STB provided input for the content development and organisation of Live Music Matters, a C-suite level Forum for live music industry leaders to discuss and exchange ideas on topics such as sponsorship climate, new revenue streams and emerging industry trends. Most notably, Digital and Music Matters 2012 catalysed the launch of the

“I am excited to see the growth in the Singapore music scene and we have come a long way. Through the launch of SGMUSO, I hope that we can create opportunities, develop skills amongst local artists and build advocacy to support artistry and music production.”

Mr Jasper Donat
Co-Founder, Branded Ltd
President, Digital and Music Matters

CREATING COMPETITIVE AND INNOVATIVE INDUSTRIES FORGING PARTNERSHIPS FOR INDUSTRY GROWTH



Dishing out the best in Asian cuisine with the first edition of Asia's 50 Best Restaurants Awards and Workshops, an example of a successful partnership between STB and the industry. Photos courtesy of William Reed Business Media.

Singapore Music Society (SGMUSO), Singapore's first ever association dedicated to building the local music industry. It also launched and gave out the 'Music Matters Scholarship' for a diploma in Visual Effects and Motion Graphics at the Singapore Polytechnic to support promising local talents in the course.

The Asia Fashion Exchange (AFX) continues to provide an integrated fashion platform that helps to strengthen industry capabilities by spurring knowledge exchange, providing exposure to the best-in-class and helping to develop a pipeline of regional talent. The Asia Fashion Summit, the premier business conference that generates thought leadership content and insights on fashion topics, saw participation from over 500 industry professionals.

The inaugural Asia's Best 50 Restaurants was another fine example of collaboration with industry partners. STB and William Reed Business Media (WRBM) first commenced a dialogue in April 2011 regarding the possibility of launching an Asia's 50 Best Restaurants list given the potential and growth of the Asia's dining scene. This led to a joint research project to assess the potential for such a listing in Asia, which involved roundtable sessions with influential F&B players in key cities like Singapore, Tokyo, Hong Kong and Mumbai. Industry response was encouraging and resulted in WRBM's decision to launch the Asia's 50 Best Restaurants list and host an associated Awards event in Singapore.

The inaugural Asia's 50 Best Restaurants Awards, held in February 2013, thus provided an excellent platform for our local stakeholders to network with the best in Asia's culinary industry, exchange best practices and explore opportunities for business collaborations. Beyond the Awards, the Asia's 50 Best Workshops also facilitated knowledge exchange and encouraged capability development of our local culinary professionals by learning from top chefs around Asia.

CREATING COMPETITIVE AND INNOVATIVE INDUSTRIES

LEARNING FROM INDUSTRY LEADERS

With 20 overseas offices, STB leverages its valuable overseas presence and in-market networks to facilitate the exchange of best practices and knowledge across various tourism industries for industry capability enhancement.

STB Americas, in partnership with Condé Nast Traveler, organised the Hospitality Networking Business Forum in New York City. Held in October 2012, it drew some of Singapore's top hotel owners and developers, as well as hospitality industry veterans from the US. The Forum's breakfast panel, in particular, saw interesting exchanges on the challenges facing the industry. Participants took away with them new insights into productivity improvement with creative solutions through technology, automation, work redesign, scheduling and deployment, as well as effective cost control without compromising consumer's experience.

The dialogue also included topics such as new trends and best practices in user-centric experience design and building and executing a successful brand experience. Delegates from Singapore visited some of the most relevant and cutting edge boutique hotels in New York City such as Andaz 5th Avenue and Yotel.

For Singapore travel agencies, STB initiated a Travel Agents Business Development Study Trip to Los Angeles and New York in March 2013 to provide opportunities to learn best practices in improving sustainability and becoming leaders in innovation and differentiation. In partnership with Travel + Leisure Magazine, STB Americas led the group of C-suite representatives from seven travel agencies and National Association of Travel Agents Singapore (NATAS) in engaging several prominent United States travel trade counterparts.

The Study Trip included site visits to some of the most relevant and successful travel agencies and tour operators in the US, and roundtable discussions that fostered information sharing on topics such as technology adoption and process redesign, specialisations and catering to evolving consumer demands, recruitment training, job redesign and career progression in the tourism industry, and alternative revenue opportunities and approaches. To gain insights on the design and delivery of innovative tour experiences, the representatives also joined popular and award-winning tours in New York.

BUILDING OUR TOURISM OFFERINGS TOGETHER

To achieve Quality Tourism, STB also believes in the need to **nurture public engagement and participation** as an integral part of our tourism development efforts. We believe that a concerted and sustained effort to have more local engagements between community and industry stakeholders will introduce a salient local dimension in the renewal and rejuvenation of Singapore's tourism offerings.



BUILDING OUR TOURISM OFFERINGS TOGETHER DEEPENING COMMUNITY ENGAGEMENT



An artist's impression of the new Chinatown Food Street, which incorporates various feedback and ideas from the public to create a lively 'street-feel' atmosphere. Image courtesy of Select Group Limited.

To create a new lively outdoor dining experience, STB and the Chinatown Business Association (CBA) turned to Singaporeans to get a sense of how the public envisioned the revitalised Chinatown Food Street, located on Chinatown's Smith Street.

The public consultation exercise gathered over 3,000 responses via a travelling exhibition and an online survey. This was followed by focus group discussions with stakeholders and members of the public, which took place up to early 2012.

Majority of those polled felt that the street had to distinguish itself from other well-known food destinations

by creating a lively outdoor dining experience and serving up cuisine that is authentic and resonant with Chinatown's heritage. The public also expressed a preference for pedestrianisation of the street, as well as construction of a shelter to provide for all-day alfresco dining. These, they opined, were important elements to have as Chinatown Food Street's 'street-feel' atmosphere is one of its main draws.

The business proposals were then reviewed in tandem with the above public feedback received. Select Group's incorporation of these elements in their proposal were among the factors that helped them secure the contract to revitalise and operate Chinatown Food Street.

“The revitalisation of Chinatown Food Street will add a new level of excitement to the overall experience where visitors and locals can discover the different nuances of Chinese cuisine and explore Singapore's rich multicultural heritage, all set within Chinatown's unique and historical setting.”

Mr Bernard Leong
Chairman, Chinatown Business Association

Under the new concept, visitors can look forward to a refurbished food street that showcases a dining experience with a mix of Singapore street food and restaurant options. Apart from infrastructural enhancement, programmes and events will be created to add vibrancy to the refurbished food street and make it an exciting place for both locals and visitors to explore. There will also be collaborations with local arts groups and companies to roll out a calendar of interactive activities such as street performances, cultural activities, outdoor film screenings, heritage food tours and educational programmes.

BUILDING OUR TOURISM OFFERINGS TOGETHER TAPPING YOUNG MINDS

The annual Orchard Road Christmas Light-Up was made that much 'brighter' in 2012, when aspiring talents from the LASALLE College of the Arts worked with the Orchard Road Business Association (ORBA) to introduce limited edition souvenirs that were modelled after the three main motifs of the Christmas street decoration.

ORBA collaborated with LASALLE College of the Arts to organise a design competition amongst their first-year BA (Hons) Design Communication students. Six winning designs were eventually selected to create the exclusive Christmas merchandise that showcased the students' talents.

For the first time, visitors could bring home these Christmas souvenirs that captured the Orchard Road Christmas experience. Designed to complement the street décor theme, these limited-edition keepsakes ranged from key-chains to mugs, as well as tote bags and t-shirts and were sold at Gift Shops located in front of Tang Plaza and Ngee Ann City, along Orchard Road.

Other collaborations by industry stakeholders with our local youths included the annual Chinese New Year light-up, where students from the Singapore University of Technology and Design worked with the Kreta Ayer-Kim Seng Citizens' Consultative Committee to come up with unique conceptual designs to welcome the Year of the Snake in Chinatown.

For Fashion Steps Out (FSO) 2013, ORBA collaborated with students from Raffles Design Institute to deck out the trees along Orchard Road in vivid hues and effervescent prints during the season in March to May. One of the designs was also adapted into a mobile phone cover for the new Samsung smartphone launched during FSO 2013.



Souvenirs modelled after the Orchard Road Christmas street decorations served as great mementos for visitors to Singapore's iconic shopping street. Photo courtesy of Orchard Road Business Association.



A giant snake structure measuring over 300 metres and made up of 850 yellow sky lanterns was installed in Chinatown to usher in the "Year of the Snake". Photo courtesy of Kreta Ayer-Kim Seng Citizens' Consultative Committee.

For the past three decades, the Orchard Road Christmas Light-Up has traditionally marked the start of Christmas in Singapore. Through our collaboration with these young talents in creating festive mementos, visitors to Orchard Road could take home a piece of the Light-Up, whether as a gift for the holiday season or simply as a cherished memory from A Great Street.

Mr Steven Goh
Executive Director, Orchard Road Business Association

BUILDING OUR TOURISM OFFERINGS TOGETHER

WHAT IS IT ABOUT SINGAPORE THAT MAKES US GO... "SHIOK!"?

To hear what our fellow Singaporeans had to say about what makes Singapore a compelling and vibrant destination, STB embarked on a local engagement initiative to trigger and stimulate conversation amongst the local community. Leveraging the pervasiveness of new media, #SGSHIOK was created to ignite public conversations through popular social media platforms on all that is *Shiok* about Singapore.

The first burst of conversations with the hashtag was created by a selected pool of local food and lifestyle bloggers, as well as Instagrammers who were invited by STB to an informal engagement session. Subsequently, industry stakeholders and members of the public shared their *Shiok* moments using #SGSHIOK. While most people shared images and tweets of the wide array of local and international food and beverage selection in Singapore, there were others who shared about their visits to the attractions, the purchases made at the Great Singapore Sale, the vibrant Singapore skyline, and many more personal experiences.

On the whole, #SGSHIOK has galvanised interest amongst locals, giving STB privy to conversations on things that are *Shiok* in Singapore.



One of the attendees at the #SGSHIOK session declaring Chilli Crab, one of the must-try Singaporean dishes, as her Shiok favourite.

AWARDS & ACCOLADES

STB

- Asia's Best Convention Bureau for the 3rd consecutive year, CEI Asia Readers' Survey 2012
- Best Overseas NTO in China Promoting BT-MICE, Travel Services Awards, TTG China Travel Awards 2012
- Best Tourism Board, Reise&Preise Travel Magazine, Go Asia Award 2013

DESTINATION

- 3rd Favourite Asian Destination, Reise&Preise Travel Magazine, Go Asia Award 2013
- Best Family Destination (World), Travel + Leisure India 2012
- Best City (World), Travel + Leisure India 2012
- Best Southeast Asian Travel Destination, iDEAL Shanghai Awards 2012
- Best Stopover City, Reader's Choice Awards, Gourmet Traveller 2012 Travel Awards(Sydney)
- Favourite Leisure City in the World, Business Traveller China Awards 2012
- Top 25 Destinations – Asia (Ranked 8th), TripAdvisor Travellers' Choice 2013

AVIATION AND AIRLINES

Changi Airport

- Airport Authority in Asia / Pacific with the most Supportive Approach to Travel, DFNI Asia / Pacific Awards for Travel – Retail Excellence 2012
- Airport of the Year (Airports with over 20 million passengers per year), LIMA 2013 ASEAN Commercial Aviation Awards

- Airport of the Year, Payload Asia Awards 2012
- Asia's Leading Airport, 19th World Travel Awards 2012
- Best Airport – Asia, Cargonews Asia The Asian Freight & Supply Chain Awards 2012
- Best Airport by Size (Over 40 Mil), Airport Council International, Airport Service Quality Awards 2013
- Best Airport Dining, Global Traveler Awards 2012
- Best Airport in Asia Pacific, DestinAsian 8th Annual Readers' Choice Awards 2013
- Best Airport in the World and Best Airport in Asia Pacific, Business Traveller Asia Pacific Awards 2012
- Best Airport in the World, Business Traveler US Awards 2012
- Best Airport in the World, Business Traveller China Awards 2012
- Best Airport in the World, Business Traveller Middle East Awards 2012
- Best Airport in the World, Business Traveller UK Readers Poll 2012
- Best Airport in the World, Condé Nast Traveller UK Readers' Travel Awards 2012
- Best Airport in the World, Premier Traveler's Best of 2012
- Best Airport in the World, Ultratravel Magazine, Ultimate Luxury Travel Related Awards (ULTRAS) 2012
- Best Airport Worldwide, Smart Travel Asia Best in Travel Poll 2012
- Best Airport, Condé Nast Traveller India Readers' Travel Awards 2012
- Best Business Airport, Business Traveller Germany Readers' Poll 2012
- Best Foreign Airport, Condé Nast Traveller Russia Readers' Travel Awards 2012
- Best Green Service Provider – Airport, Cargonews Asia The Asian Freight & Supply Chain Awards 2012
- Best International Airport, Travelmedia.ie Blue Insurances Travel Media Awards 2012
- Best International Airport, TravelWeekly China Travel & Meeting Industry Awards 2012
- Deficiency-Free, 67th International Federation of Airline Pilots Associations (IFALPA) Regional Conference 2013
- Long Haul Airport of the Year, Selling Long Haul Awards 2012
- Top Worldwide Airport, Wanderlust Travel Awards 2012
- Travel Hall of Fame – Airport, Travel Trade Gazette (Asia), 23rd Annual Travel Awards 2012
- World's Leading Airport, 19th World Travel Awards 2012

Singapore Airlines

- 2012 Most Popular Foreign Airline for Outbound Travel among Chinese Families, Global Times Newspaper (China)
- 2012 Top 10 Airlines, Travel + Leisure, China Travel Awards 2012
- Airlines that Passengers are Most Loyal To, 2012 China Tourism Brand Billboard
- Asia Pacific's Best Airline, I-S Readers' Choice Awards 2012 (Singapore)
- Asia's Leading Airline Lounge, Asia's Leading Airline Business Class & Asia's Leading Airline, World Travel Awards 2012

AWARDS & ACCOLADES

- Best Airline – International, Recommend Magazine (US), 16th Annual Readers' Choice Awards
- Best Airline (3rd consecutive year), Traveller's World Magazine (Germany)
- Best Airline in Asia/Pacific, Frequent Business Traveler GlobeRunner Award (USA)
- Best Airline in the World 2012 (9th consecutive year) and Best Airline in Southeast Asia, Global Traveler (USA)
- Best Airline International Online (5th consecutive year), AFTA National Travel Industry Award (Australia)
- Best Airline of the Year, 2012 Golden Chair Award (China)
- Best Airline, Business Traveller Germany Travel Awards 2011
- Best Airline, International (6th consecutive year), TravelAge West (USA)
- Best Airline, Robb Report China 5th Annual "Best of the Best" Awards
- Best Airline, Zoover.nl (Holland)
- Best Airline (21st consecutive year), Best Asia-Pacific Airline, Best Airline in Business and Economy, and Best Airline Lounge in Asia-Pacific (Singapore Airlines Changi Airport), 2012 Business Traveller Asia-Pacific Awards
- Best Asia Pacific Airlines, National Geographic Traveller (China) 2012 Gold List Award of China Tourism
- Best Asian Airline serving China, Best Airline Business Class and Best Airline Economy Class, 2012 Business Traveller China Awards
- Best Asian Airline serving China, TTG China Travel Awards
- Best Asian Airline Serving the Middle East (11th consecutive year), Business Traveller Middle East Award
- Best Business Class Sparkling and Best Business Class Cellar, Cellars in the Sky Awards (UK)
- Best Cabin Crew, Telegraph 'Ultras' Travel Awards (UK)
- Best Cabin Service, Best Business Class & Best Airline Worldwide, SmartTravelAsia.Com (Hong Kong) Favourite Airline Poll Results 2012
- Best Cabin Staff, Best Economy Class, Best Long Haul Airline and Best Asian Airline, Business Traveller (UK) 2012
- Best Economy Airline and Best Business Airline, Guardian/Observer Travel Awards (UK)
- Best Economy Class and Best Economy Class Onboard Catering, Skytrax World Airline Awards 2012 (UK)
- Best First Class Airline (6th time), Luxury Travel and Style Magazine (Australia)
- Best First, Business & Economy Class service in the World, Business Traveler USA 2012
- Best Food & Beverage, APEX (Airline Passenger Experience) Award
- Best Foreign Airline (24 out of 25 years), Condé Nast Traveler USAReaders' Choice Awards 2012
- Best Foreign Airline, 2012 China Tourism Awards
- Best Inflight Entertainment, Travel + (China) 2012
- China Travel Awards Best Inflight Services in the World, Airline with Best First Class in the World and Airline with Best Economy Class in the World, Premier Traveler Magazine (US)
- Best International Airline, Airports Company South Africa (ACSA) Feather Awards
- Best International Airline, Shanghai Morning Post (China) 2012 Tourism Awards
- Best Long Haul Airline, Food & Travel Magazine (UK)
- Best Long Haul Airline, Telegraph Travel Awards (UK) Daily Telegraph & Sunday Telegraph Newspapers
- Best Long-Haul Airline Offline 2012, Travel Magazine (Belgium)
- Best of the Best ranking, Best International First & Business Class Awards and Best A380 Product, Hurun Report (China) 2013
- Best Travel Company in the Nordic Region, Northern Light 2013 Award (Scandinavia)
- Favourite Leisure Airlines – Long Haul, Condé Nast Traveller UK
- Hall of Fame, Most Transparent Company Award and Runner-up, Internal Audit Excellence Award, Securities Investors Association (Singapore) SIAS 13th Investors' Choice Awards 2012
- International Airline of the Year, Roy Morgan Research 2012
- Ranked 1st in International Airlines category (4th consecutive year), SPRING [Service Productivity & Innovation for Growth] (Japan), 4th JCSI (Japanese Customer Satisfaction Index) 2012 survey
- Singapore's "Most Valuable Brand", Brand Finance 2012 (Singapore)
- Singapore's Most Attractive Employer, Randstad Award (Singapore)
- The Airline with Best Credibility and Reputation, 2012 Award for New Role Model in the Travel Industry (China)
- The Best Airlines – Top 10, Readers Trust Tourism Brand Awards (China) 2012-2013

AWARDS & ACCOLADES

- The Best Service Airline, World Travel Fair Awards 2012
- Top 50 World's Most Admired Companies (Ranked 31st), Fortune Magazine (USA)
- Top Airline by Passenger Carriage and Top Airline by Cargo Carriage, Changi Airline Awards 2012
- Top Worldwide Airline (6th consecutive year, 11th time in the awards 12-year history), Wanderlust Travel Award (UK) 2013

SilkAir

- Honorary member of TTG Asia Travel Hall of Fame and Best Regional Airline (10th consecutive years)
- Ranked 3rd in Top 10 Airlines by Passenger Carriage, Changi Airline Awards 2012
- Regional Airline of the Year, Air Transport News (ATN) 2013 Awards
- Top 10 Airlines for Best Cabin Service Worldwide 2012, Smart Travel Asia

Scot Airlines

- LCC CEO of the Year - Campbell Wilson, Budgie\$ & Travel Awards 2013
- LCC of the Year, Budgie\$ & Travel Awards 2013
- Most Favourite Budget Airline, Your Choice @ Focus – Singapore PMEB's Most Favourite Brand Awards 2012

Tiger Airways

- Best In-flight Meals in Low Cost Airline, Asia Pacific Airline Food Awards 2012
- Top Airline by Growth in Passenger Carriage (Singapore), Changi Airline Awards 2012

ATTRACTIONS

Gardens by the Bay

- Cooled Conservatories at Gardens by the Bay – World Building of the Year, World Architecture Festival 2012

BTMICE

- Asia's Best Country for Protection of Intellectual Property, World Economic Forum, The Global Competitiveness Report 2011-2012
- Asia's Top Convention City for the 11th consecutive year, ICCA Global Rankings 2012
- Asia's Leading Meetings & Conference Destination, World Travel Awards 2012
- Best BT MICE City, TTG Travel Awards 2012
- Best Convention Bureau and Best Convention Bureau Website, CEI Asia Industry Awards 2012
- Most Popular Business Travel Destination in Asia Pacific, Accor Asia-Pacific Business Traveller Research 2012
- Top International Meeting City for the 6th consecutive year and Top International Meeting Country for the 2nd consecutive year, Union of International Associations Global Rankings 2012

CRUISE

Singapore (Destination)

- Best Turnaround Port Operations 2012, Cruise Insights Awards 2012

Marina Bay Cruise Centre Singapore

- BCA Green Mark Award (Gold) 2012

DINING

- Best Dining Experience – L'Atelier de Joël Robuchon, Singapore Experience Awards 2012

San Pellegrino The World's 50 Best Restaurants 2012

- Iggy's, ranked 26th
- Waku Ghin, ranked 39th

San Pellegrino Asia's 50 Best Restaurants 2013

- Restaurant André, ranked 5th
- Iggy's, ranked 9th
- Waku Ghin, ranked 11th
- Les Amis, ranked 14th
- Jaan, ranked 22nd
- L'Atelier de Joel Rubuchon Singapore, ranked 24th
- Shinji By Kanesaka, ranked 32nd
- Osteria Mozza, ranked 35th
- Gunther's, ranked 43rd
- Imperial Treasure Super Peking Duck, ranked 49th

The Miele Guide's Top 20 Restaurants in Asia 2013

- Waku Ghin, ranked 2nd
- Iggy's, ranked 4th
- 81 /2 Otto e Mezzo Bombana, ranked 9th
- Les Amis, ranked 10th
- Restaurant André, ranked 11th

AWARDS & ACCOLADES

ENTERTAINMENT

- Trade Conference of the Year – Digital and Music Matters 2012, Singapore Experience Awards 2012
- Zouk, ranked 5th, Top 100 Clubs in the World 2013, DJ Magazine (UK)

HOSPITALITY

Four Seasons Hotel Singapore

- Top 25 Luxury Hotels in Singapore, TripAdvisor Travellers' Choice 2013

Mandarin Oriental Singapore

- Five Star Award Winner for Hotel and Spa, Forbes Travel Guide (Singapore) 2012
- Five Star Award Winner for Hotel and Spa, Forbes Travel Guide (Singapore) 2013
- Gold List, Condé Nast Traveler (USA) 2012
- Top 20 City Hotels in Asia, Travel + Leisure (USA), World's Best Hotels 2013
- Top 20 Hotels in Southeast Asia, Condé Nast Traveller (USA) Readers' Choice Awards 2012
- Top 25 Best Service Hotels in Singapore, TripAdvisor Travellers' Choice 2013
- Top 25 Hotels in Singapore, TripAdvisor Travellers' Choice 2013
- Top 20 Hotels in Singapore, TripAdvisor Travellers' Choice 2012
- Top 100 Hotels Worldwide, Institutional Investor The World's Best Hotels 2012

Naumi Hotel

- BCA Green Mark Award (Gold) 2013
- The Best Boutique Hotel, The Singapore Tatler 2012
- Top 25 Luxury Hotels in Singapore and Top 25 Hotels in Singapore, TripAdvisor Travellers' Choice 2013

Raffles Hotel Singapore

- Best Hotel in Asia, Ultimate Luxury Travel Related Awards (ULTRA) 2012
- Best Hotel in Asia, Ultimate Luxury Travel Related Awards (ULTRA) 2013

Regent Hotel Singapore

- ASEAN Green Hotel Award 2012
- Awarded by TripAdvisor as one of the top hotels who consistently achieve outstanding traveller reviews, TripAdvisor Certificate of Excellence 2012
- Top 20 Luxury Hotels in Singapore and Top 25 Hotels in Singapore, TripAdvisor Travellers' Choice 2012
- Top 25 Luxury Hotels in Singapore and Top 25 Hotels in Singapore, TripAdvisor Travellers' Choice 2013

Shangri-La Hotel Singapore

- Top 20 Luxury Hotels in Singapore and Top 25 Hotels in Singapore, TripAdvisor Travellers' Choice 2012

Sheraton Towers Singapore

- Country Winner – Luxury Hotel Brand, World Luxury Hotel Awards 2012

Swissotel the Stamford, Singapore

- Asia's Leading Luxury City Hotel and Singapore's Leading Business Hotel, World Travel Awards 2012
- Best in Asia for Service Excellence, Hotel of the Year and Signature Business Hotel, Hospitality Asia Platinum Awards 2012
- Best in Asia for Service Excellence, Hotel of the Year and Signature Business Hotel, Hospitality Asia Platinum Awards 2013
- Singapore's Luxury City Hotel, World Luxury Hotel Awards 2012

The Fullerton Bay Hotel Singapore

- Best Business Hotel for Women Travellers (World Category), Travel + Leisure India's Best Awards 2012
- Best Hotel Architecture, The Asia Pacific Hotel Awards 2013
- Best New Business Hotel Worldwide, Business Traveller 2012
- 5-Star Rating, Forbes Travel Guide 2013
- Gold List, Condé Nast Traveller (UK) 2012
- Singapore's Leading Lifestyle Hotel, World Travel Awards 2012
- Top 25 Leisure Hotels & Resorts, Smart Travel Asia Best in Travel Poll 2012

The Fullerton Hotel

- 6th Best Hotel in Southeast Asia, Condé Nast Traveller (USA) Readers' Choice Awards 2012
- Best Heritage Hotel (World Category), Travel + Leisure India's Best Awards 2013

AWARDS & ACCOLADES

- Best Hotel Architecture, The Asia Pacific Hotel Awards 2013
- Best Hotels in the World, 2012 Travel + Leisure (USA) T+L 500
- 4-Star Rating, Forbes Travel Guide 2013
- Top 20 Hotels in Asia & the Indian Subcontinent, Condé Nast Traveller (UK) Readers' Travellers Awards 2012
- Top 25 Conference Hotels and Top 25 Business Hotels in Asia, SmartTravelAsia.com, Best in Travel Poll 2012
- Top City Hotels in Asia, Travel + Leisure (USA) World's Best Awards 2012

The Ritz-Carlton, Millenia Singapore

- Best in Singapore, DestinAsian Magazine 2012
- Best in the World, Condé Nast Readers' Choice Awards 2012
- Gold List, Condé Nast Traveller 2012
- Ranked 5th, Travel + Leisure Top City Hotels in Asia 2012
- Ranked 73rd, Travel + Leisure World's Top 100 Hotels 2012

The Sentosa, A Beaufort Hotel

- Best Hotels – Resorts, Singapore Tatler, The Best of Singapore 2012 by
- Top 20 Luxury Hotels in Singapore, TripAdvisor Travellers' Choice 2012
- Top 25 Luxury Hotels in Singapore, TripAdvisor Travellers' Choice 2013
- TripAdvisor 4-Star Rating with Certificate of Excellence 2012

The St. Regis Singapore

- Best Business Lunch (Asian) and Outstanding Services (Asian), The Peak Selections: Gourmet & Travel, G Restaurant Awards 2012
- Best Hotel (International) Award, Singapore Tatler, Best of Singapore 2012
- Best Hotel Experience, Singapore Experience Awards 2012
- Gold List, Condé Nast Traveller 2013
- Top 25 City Hotels in Asia, Travel + Leisure Magazine 2012
- Top 25 Luxury Hotels in Asia, TripAdvisor Traveller's Choice 2012

INTEGRATED RESORTS

Marina Bay Sands

- Asia's Leading Casino Resort 2012, World Travel Awards 2012
- Best Business Event Venue Experience – Sands Expo and Convention Center, Marina Bay Sands, Singapore Experience Awards 2012
- Best Foreign City Hotel, Condé Nast Traveller Russia 2012 Readers Choice Awards
- Best Hotel for Business Events, CEI Industry Survey 2013
- Global Star Rating Awards, Recommended Award, Forbes Travel Guide 2013
- Patron of the Arts Award, Distinguished Patron of the Arts Award Recipient, National Arts Council 2012
- Ranked 6th Singapore's Most Attractive Employer, 2013 Randstad Awards

- WSQ Most Supportive Employer, Singapore Workforce Development Agency, Tourism and F&B WSQ Awards 2012

Resorts World Sentosa

- Best Casino Hotel Spa – ESPA at Resorts World Sentosa, SpaFinder Wellness 2012 Readers' Choice Awards
- Best Integrated Resort – Resorts World Sentosa, Attractions/Hospitality Awards, TTG Travel Awards 2012
- Corporate Gold Award, Community Chest Awards 2012
- New Spa of the Year – ESPA at Resorts World Sentosa, 8th Annual AsiaSpa Awards

CORPORATE GOVERNANCE

The Singapore Tourism Board (STB) is committed to achieving high standards of corporate governance to promote corporate transparency.

BOARD MATTERS

Responsibilities of the Board

The Board oversees and monitors organisational performance and the achievement of the Singapore Tourism Board's (STB) strategic goals and objectives. It assumes the responsibility of reviewing and approving corporate strategies, budgets and financial plans.

Board Composition and Membership

From 1 April 2012 to 31 July 2012, there were eleven Directors on the Board. Mr Lionel Yeo joined STB on 1 June 2012, and replaced Ms Aw Kah Peng as Chief Executive and the only non-independent Director. Mr Vinodh Coomaraswamy and Mr Steven Lim retired from the Board with effect 31 July 2012 and 31 December 2012 respectively. Ms Christina Ong was appointed to the Board effective 1 January 2013.

The size and composition of the Board are guided by the clauses stated in the STB Act, with the eventual composition subject to approval by the Cabinet. The desired outcome is the provision of a conducive environment for effective discussions and decision-making.

The process for the appointment of Directors to the Board is kept formal and transparent as this is critical to the role that corporate governance plays. A review of the Directors' membership on the Board is done as and when their official term of appointment is up.

The Board is given the mandate to act independently and exercise objective judgment on the STB's corporate affairs. This is to ensure that there are checks and balances instituted. Apart from Mr Yeo, the other Directors on the Board are Independent Directors. A Director's independence is re-assessed at the point of each re-appointment.

Conduct of Board Affairs

The Board approves financial transactions above a certain financial limit. A regular review of the financial authorisation and approval limits is performed to ensure that the authorisation and approval limits are kept up-to-date and relevant.

During the financial year, the Directors were requested to complete an annual Board Evaluation Questionnaire that allows STB to assess the overall administration of Board matters and engagements with the Board.

Under the year in review, there were a total of five scheduled Board meetings and a one-day Board Workshop to discuss key strategic issues that may impact the achievement of the Board's targets. A record of the Directors' attendance at Board meetings during the financial year, which ended on 31 March 2013, is set out in Table 1.

Directors are given access to STB's records and information, senior management, or any other staff of the agency as deemed necessary for them to effectively discharge their responsibilities and deliberate meaningfully on issues raised at Board meetings.

The following Board Committees assist the Board in executing its duties:

- Audit Committee
- Finance and Investment Committee
- Governance Committee
- Human Resource Management Committee

A record of each Director's Board Committee memberships and attendance at Board Committee meetings during the financial year, which ended on 31 March 2013, is set out in Table 2.

CORPORATE GOVERNANCE

Table 1: Directors' Attendance at Board Meetings in FY 1 April 2012 to 31 March 2013

| Name of Director | Scheduled Board Meetings | | Board Workshop | |
|-------------------------------------|--------------------------|-----------------|----------------|-----------------|
| | Number Held | Number Attended | Number Held | Number Attended |
| Mr Chew Choon Seng | 5 | 5 | 1 | 1 |
| Ms Aw Kah Peng ¹ | 5 | 1 | 1 | 0 |
| Mr Lionel Yeo ¹ | 5 | 5 | 1 | 1 |
| Mr Mike Barclay | 5 | 4 | 1 | 1 |
| Mr Steven Lim ² | 5 | 3 | 1 | 1 |
| Mr Aubeck Kam | 5 | 3 | 1 | 1 |
| Mr Vinodh Coomaraswamy ³ | 5 | 0 | 1 | 0 |
| Mrs Diana Ee-Tan | 5 | 5 | 1 | 1 |
| Mrs Deborah Ong | 5 | 4 | 1 | 1 |
| Ms Jessica Tan | 5 | 2 | 1 | 0 |
| Mr Aaron Boey | 5 | 5 | 1 | 1 |
| Mr Michael Koh | 5 | 4 | 1 | 1 |
| Ms Christina Ong ⁴ | 5 | 1 | 1 | 0 |

¹ Ms Aw Kah Peng stepped down as Chief Executive, and the Board's only non-independent director, effective 31 May 2012 and was scheduled to attend one Board meeting. Ms Aw was replaced by Mr Lionel Yeo.

² Mr Steven Lim who retired from the Board with effect from 31 December 2012 was scheduled to attend four Board meetings and the Board Workshop.

³ Mr Vinodh Coomaraswamy who retired from the Board with effect from 31 July 2012 was scheduled to attend one Board meeting.

⁴ Newly-appointed Director to the Board, Ms Christina Ong, with effect from 1 January 2013 was scheduled to attend one Board meeting.

CORPORATE GOVERNANCE

Table 2: Directors' Board Committee Memberships and Attendance at Board Committee Meetings in FY 1 April 2012 to 31 March 2013

| Name of Director | Finance & Investment Committee Meetings | | Audit Committee Meetings | | Governance Committee Meetings | | Human Resource Management Committee Meetings | |
|-------------------------------------|---|-----------------|--------------------------|-----------------|-------------------------------|-----------------|--|-----------------|
| | Number Held | Number Attended | Number Held | Number Attended | Number Held | Number Attended | Number Held | Number Attended |
| Mr Chew Choon Seng | | | | | 0 | 0 | 3 | 3 |
| Ms Aw Kah Peng ⁵ | | | | | | | 3 | 1 |
| Mr Lionel Yeo ⁵ | 2 | 2 | | | 0 | 0 | 3 | 2 |
| Mr Mike Barclay | | | 5 | 4 | | | | |
| Mr Steven Lim ⁶ | | | 5 | 3 | | | | |
| Mr Aubeck Kam | | | 5 | 5 | | | | |
| Mr Vinodh Coomaraswamy ⁷ | 2 | 0 | | | | | | |
| Mrs Diana Ee-Tan | | | | | | | 3 | 3 |
| Mrs Deborah Ong | | | 5 | 4 | | | | |
| Ms Jessica Tan | 2 | 2 | | | | | | |
| Mr Aaron Boey | 2 | 2 | | | | | | |
| Mr Michael Koh | | | | | 0 | 0 | | |
| Ms Christina Ong ⁸ | 2 | 1 | | | | | | |

⁵ Ms Aw Kah Peng stepped down as Chief Executive and Board member effective 31 May 2012 and was scheduled to attend one Human Resource Management Committee meeting (HRMC). Ms Aw was replaced by Mr Lionel Yeo, who was scheduled to attend two HRMC meetings.

⁶ Mr Steven Lim retired from the Board with effect from 31 December 2012 and was scheduled to attend four Audit Committee meetings.

⁷ Mr Vinodh Coomaraswamy retired from the Board with effect from 31 July 2012 and was not scheduled to attend any Finance and Investment Committee (FIC) Meetings.

⁸ Ms Christina Ong was appointed to the Board with effect from 1 January 2013 and was scheduled to attend one FIC meeting.

CORPORATE GOVERNANCE

AUDIT AND ACCOUNTABILITY

Audit Committee

The Audit Committee (AC) comprised four independent and non-executive Directors until 1 January 2013 when it comprised only three Directors. It is mandatory that at least two members of the AC have requisite accounting or related financial management expertise and experience to discharge their responsibilities and duties.

During the financial year, a total of five meetings were convened for the AC. The responsibilities of the AC are stated in the terms of reference which include ensuring the adequacy of internal controls and reviewing the audit plans, audit reports and audited STB Financial Statements for the financial year.

The AC has the explicit authority to investigate any matter within its terms of reference and has full access to, and co-operation of, the Management. It has direct access to the Internal Audit and external auditors with full discretion to invite any Board member or Management staff to attend its meetings. In addition, during the financial year, the AC has met both the external auditors and staff of Internal Audit without the presence of Management. For the proper discharge of its function and duties, reasonable resources have been made available to the AC.

Internal Controls

The Board has ensured that the Management maintains a sound system of internal controls to safeguard the interests of stakeholders and the assets of the STB. The AC has ensured that a review of the effectiveness of the STB's internal controls, including financial, operational and compliance controls, and risk management, takes place annually through the various audits performed and related reports issued to the AC. For certain projects or areas where independent expertise is specially required in connection with the review of controls, external professionals and service providers have been appointed accordingly.

External Audit

As part of the annual financial statements audit, the external auditors carried out a review of the significant internal controls. Such controls were mainly determined by the purpose of the audit and the scope of works under the audit plan. Any material non-compliance and/or internal control weaknesses, together with the external auditors' recommendations, were addressed and made known to the AC.

To maintain the independence of the external auditors, the AC reviewed the scope and results of the external audit including the volume of non-audit services, if any, duly performed by them.

Internal Audit

The Internal Audit reports to the AC functionally and to the Chief Executive administratively. As part of its auditing, the Internal Audit is guided by the current International Professional Practices Framework issued by the Institute of Internal Auditors. The adequacy of funding and staffing of the Internal Audit and its appropriate standing within the STB have been ensured by the AC.

The Internal Audit adopts risk-based auditing as its key audit assurance practice. It provides regional offices, major process owners and policymakers of STB with reasonable assurance on the effectiveness of control and governance processes in the management of risks and accomplishment of objectives.

Finance and Investment Committee

The Finance and Investment Committee comprises four Directors. Its responsibilities are broadly categorised into three areas: Finance, Fund Management and Risk Advisory.

It endorses the STB Workplans and Budget before submission to the STB Board for approval. The Committee also approves tenders, expenditures and proposed changes to the STB's Financial Regulations.

CORPORATE GOVERNANCE

It approves the STB's investment policy and strategies, ensures that financial investments are conducted in compliance with statutory legislation and government directives and furnishes an investment report to the Board on a semi-annual basis.

It performs the risk advisory role for projects above S\$5 million or with high reputational risks through provision of input and opinion on the risk assessment and risk response measures put forth by the STB, and elevates any critical project risks to the attention of the Board.

Governance Committee

The Governance Committee comprises three Directors, including the Chairman of the Board. While there were no physical meetings held, approval of new appointments and renewal of Directors were sought via email.

Human Resource Management Committee

The Human Resource Management Committee comprises three Directors, including the Chairman of the Board. The Human Resource Management Committee's responsibilities include providing guidance on leadership development and talent management matters; reviewing compensation policies and structures to ensure competitiveness; endorsing salary grade changes of officers to Superscale Grades, and reviewing and approving recommendations on disciplinary matters pertaining to senior management members.