

READY SET GO!



**SINGAPORE
TOURISM
BOARD**

ANNUAL REPORT
2018-19

RENEWING

our tourism landscape

Home to an incredible array of attractions, events, entertainment and lifestyle offerings, **Singapore is where passion is made possible.** Experiences that inspire and memories that last a lifetime – our vibrant city promises to excite you in more ways than you can imagine.

ARE YOU READY?



RE



FLECTING

on the
Singapore
flavour

Bhai Sarbat Stall

where your tea is
pulled, not stirred

Discerning travellers the world over are intrigued by our dynamic tourism landscape. Our unique blend of modern and traditional, coupled with the vibrant diversity of cultures, cuisines and recreation, inspire travellers to discover and deepen their passions.





Design Orchard
helping local
brands go global

Discover the wondrous world of Singapore design, creativity and craftsmanship. Well-loved homegrown brands, renowned designers and talented newcomers dazzle with their winning products and ideas, all proudly made in Singapore.





KINDLING

your passion for
unique cultures

Kim Choo Kueh Chang
where the clash of
colours work

As treasure troves for
travellers to explore,
our heritage sites charm
visitors by presenting the
fascinating diversity of
customs and traditions
that are the heart and
soul of Singapore's
multicultural society.



RE



Marquee Singapore

where partying
is taken to
new heights

From world-class performances to trendy nightspots and heart-stopping extreme attractions, we offer different dimensions of entertainment to engage and exhilarate visitors.



IGNITING

the spark
in you



AWAKENING

the childlike
innocence
in you

*Ocean Suites,
Resorts World Sentosa*

making your childhood
imaginations come to life

Immersive experiences
and events showcase
cutting-edge
developments in
science, technology
and the world. We
open the eyes of
travellers and unleash
their imagination,
empowering them to see
limitless possibilities.





Colbar

where old
school is cool

Heritage neighbourhoods and specially-curated tours – such as offshore excursions to pristine island sanctuaries and heritage walks – chronicle Singapore's rich history. They invite visitors to step into whole new worlds to experience our island's early years.





INVENTING

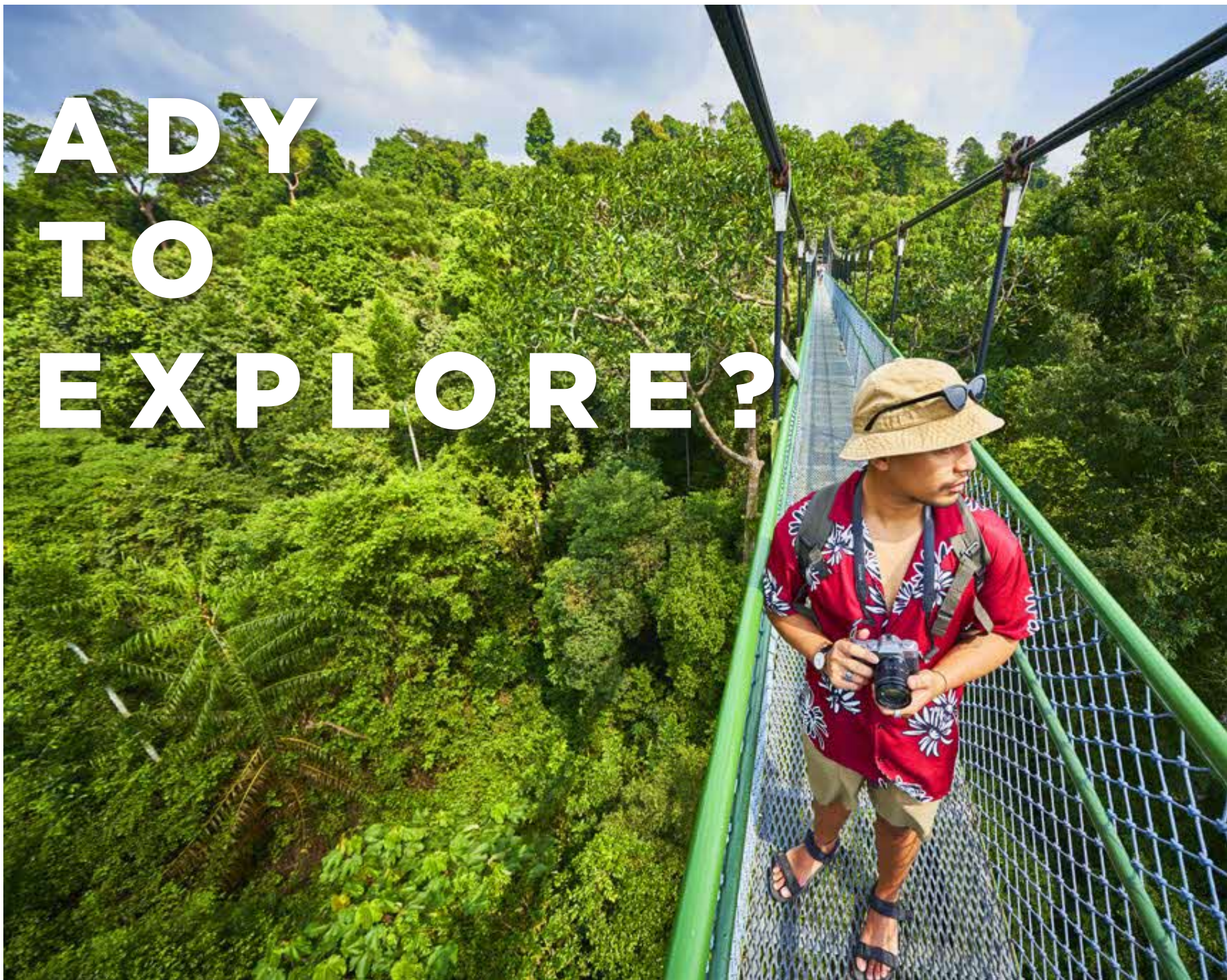
your
travel
experience

Jewel
the latest crown jewel
of Changi Airport

We stay ahead of the curve by delivering on the promise of truly unforgettable travel experiences. Our unwavering commitment to providing exceptional service and creating extraordinary memories constantly surprise and excite travellers.



RE **ADY**
TO
EXPLORE?



The STB is a statutory board under the Ministry of Trade and Industry of Singapore. It is the lead development agency for tourism, one of Singapore's key economic sectors. Together with industry partners and the community, it shapes a dynamic Singapore tourism landscape, and brings the *Passion Made Possible* brand to life by differentiating Singapore as a vibrant destination that inspires people to share and deepen their passions.

The STB ensures that tourism remains an important and vibrant economic pillar through long-term strategic planning, and by forging partnerships, driving innovation and promoting excellence in the tourism sector.

ABOUT Singapore Tourism Board



VISION

A vibrant and inspiring
Destination Singapore
that we are proud of.

MISSION

To shape a dynamic
tourism landscape
for Singapore in
partnership with
the industry and
community.

VALUE

CARE

Care for One Another

We show empathy and care through supportive actions and encouraging words for one another and the community.

Nurture One Another

We promote a nurturing environment by supporting, helping out and looking out for one another.

Respect for One Another

We respect one another by listening to other points of views with an open mind and recognising the contribution/effort of one another.

COURAGE

Dare to Speak

We speak up and share our thoughts with conviction and respect towards others.

Dare to Dream

We challenge traditions, norms and assumptions with fresh ideas and perspectives. We take bold steps to experiment and translate ideas to plans for the future.

Dare to Do

We endeavour to make a difference. We believe in making wise decisions in every circumstance, even if it means taking calculated risks in difficult or unclear situations.

INTEGRITY

Behave Responsibly

We are reliable, fair and honest in our dealings with our stakeholders, partners and colleagues. We uphold the Board's reputation.

PASSION

Believe in our Purpose

We are energetic, driven and believe in the purpose of our work.

Driven to Excel

We love what we do and take pride in delivering impactful and quality work.

TEAM

Succeed as a Team

We take responsibility for our individual roles and work together to contribute to STB's success. We appreciate and recognise everyone's effort and celebrate success together.

Bond as a Team

We seek to understand and respect individual differences. We make time to have fun together and put smiles on one another's faces.

Learn as a Team

We learn from one another by sharing knowledge and resources and learning from successes/failures to achieve team success together.



Our Global Presence

The STB's mandate to grow Singapore's tourism sector is reinforced by a robust overseas presence. Our global network of 21 offices and five marketing representatives promote Singapore as a destination in seven key regions.

AMERICAS
Americas (New York)
Singapore Tourism Board
589 Fifth Avenue
Suite 1702
New York, NY 10017,
United States of America



EUROPE
United Kingdom (London)
Singapore Tourism Board
Singapore Centre
First Floor,
Southwest House
11A Regent Street
London, SW1Y 4LR,
United Kingdom



France (Paris)
Singapore Tourism Board
Marketing Representative
Interface Tourism
16 Rue Ballu
75009 Paris, France



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



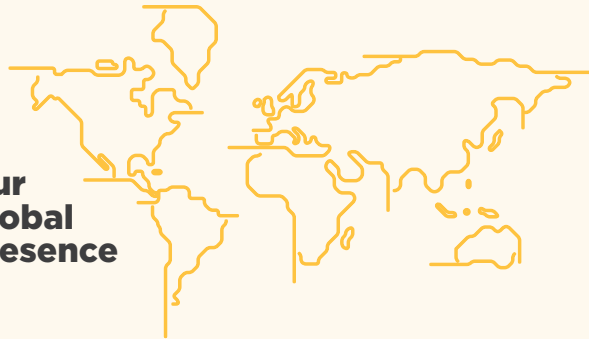
Italy (Milan)
Singapore Tourism Board
Marketing Representative
PR & GO UP Communication
Partners
via Fabio Filzi, 27
20124 Milan, Italy



Russia (Moscow)
Embassy of the
Republic of Singapore
Singapore Tourism Board
Per Kamennaya Sloboda 5
121099,
Moscow, Russian Federation



**Our
Global
Presence**



GREATER CHINA



Beijing

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



Shanghai

Singapore Tourism Board
(Singapore Centre Shanghai)
Unit 1509-11
Shui On Plaza
333 Huai Hai Zhong Road
Shanghai 200021,
People's Republic of 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



Chengdu

Singapore Tourism Board
(Singapore Centre Chengdu)
Unit 2102, F21, Tower 2,
Raffles City, No. 3 Section 4,
South Renmin Road,
Chengdu, 610041,
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



Taipei

Singapore Tourism Board
Marketing Representative
Prestige Public Relations
3F No. 29 Sec 1 An Ho Rd
Taipei 106



NORTH ASIA

Japan (Tokyo)

Singapore Tourism Board
#1407 Marunouchi Building
2-4-1 Marunouchi,
Chiyoda-ku
Tokyo 100-6314, Japan



Korea (Seoul)

Singapore Tourism Board
9th Floor Kyobo
Life Insurance Co. Building
1, Jongno 1-ga,
Jongno-gu, Seoul
03154, South Korea



OCEANIA

Australia (Sydney)

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



Australia (Melbourne)

Singapore Tourism Board
Marketing Representative
GTI Tourism
Ms Kerrin Trenorden
Kerrin.Trenorden@
gtitourism.com.au



SOUTHEAST ASIA
Malaysia & Brunei
(Kuala Lumpur)

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



Thailand (Bangkok)

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



Vietnam

Singapore Tourism Board
Unit 03, 11th Floor
Saigon Centre, Tower 2,
67 Le Loi, District 1,
Ho Chi Minh City, Vietnam



Indonesia (Jakarta)

Singapore Tourism Board
19th Floor, Unit 01,
Mayapada Tower 1
Jalan Jendral Sudirman Kav 28
Jakarta 12920, Indonesia



Indonesia (Surabaya)

Singapore Tourism Board
Sinar Mas Land Plaza
Wisma BII, Unit 1373, Level 13
Jalan Pemuda No. 60-70
Surabaya 60271, Indonesia



Philippines (Manila)

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



**INDIA, MIDDLE EAST AND
SOUTH ASIA**

India (Mumbai)

Singapore Tourism Board
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
Singapore Centre, Unit 4A,
4th Floor, Aria Tower
JW Marriott Asset Area 4
Delhi Aerocity,
Hospitality District
New Delhi 110037, India



India (Chennai & Bangalore)

Marketing Representative
T&A Consulting

Chennai

318, Workafella
1/192A, High Street
Anna Salai, Teynampet
Chennai,
Tamil Nadu 600018, India

Bangalore

004 Workafella Business
Centre, 150/1 Infantry Road
Bangalore 560001,
Karnataka, India



United Arab Emirates (Dubai)

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

A group of children, mostly boys, are performing on a stage. They are wearing yellow and white t-shirts with 'SHINGAY' printed on them. They are holding large, shiny, gold-colored pom-poms and are in various poses, some with arms raised. The background is dark with bright, colorful stage lights (blue, green, yellow) creating a vibrant atmosphere. In the foreground, there are rows of red stadium seats with white labels like 'K358', 'K359', 'K360', 'J360', and 'K361'.

PEOPLE

People are essential to the success of Singapore's tourism industry. Working in close collaboration with industry partners, associations, business owners, education institutions and government agencies, STB supports the tourism sector in grooming talents, upskilling the workforce, and improving business capabilities. These are critical for enhancing business sustainability, operational efficiencies and service standards.

Dialogue with Chairman



MR CHALY MAH
CHAIRMAN

How would you describe STB's year in 2018?

Despite some headwinds, we achieved a third consecutive year of growth for both Tourism Receipts (TR) and International Visitor Arrivals (IVA). TR came in at S\$26.9 billion (+0.5%) as a result of higher visitor spending from our top five TR source markets while IVA hit 18.5 million (+6.2%) on the back of growth across 14 of our top 15 markets. Seven markets, namely China, India, the Philippines, the UK, the USA, Vietnam, and Germany, hit new highs in terms of visitor arrivals.

Within the tourism industry, I was heartened by how well the cruise, hotel and business sectors had performed. Total cruise passenger throughput surged 35 per cent to a record high of 1.87 million, driven by extended sailings and new cruise offerings, while total gazetted room revenue increased by 7.4 per cent to S\$4 billion with hotel occupancy rising to 86 per cent (+1.2%). BTMICE visitor arrivals jumped 14 per cent to reach 2 million and BTMICE tourism receipts for the first three quarters of 2018 increased by 10 per cent over the same period to S\$3.44 billion.

There is no doubt in my mind that Singapore tourism's 2018 performance is a strong testament to the outstanding commitment, creativity and expertise of all stakeholders across our industry. On behalf of the Board and management team, I would like to thank everyone for their passion and commitment in supporting the sustained growth and development of Singapore tourism.

I believe STB's efforts over the last few years towards achieving Quality Tourism have provided the right impetus to our partners in the industry. They have worked collaboratively to develop new tourism strategies and experiences, in order to capture opportunities that are delivering results today.

What sort of impact do you think the volatile global economic and political landscape will have on Singapore tourism in the coming year?

There is much volatility in the world currently and tourism will not be spared in terms of impact.

As a start, global growth is already being affected by the US-China trade war and Brexit-related issues in Europe. At the same time, global competition for the tourism dollar continues unabated as destinations around the world step up their efforts to realise growing demand for travel. Other global industry trends we note are people are travelling more but spending less, and ongoing currency fluctuations that affect spending power.

Despite these trends, the STB remains cautiously optimistic about Singapore's tourism growth prospects in 2019. We forecast tourism receipts to be in the range of S\$27.3 to S\$27.9 billion, a 1 to 3 per cent year-on-year growth, while international visitor arrivals are expected to come in between 18.7 and 19.2 million, up by 1 to 4 per cent year-on-year.

To maintain our position as a leading travel destination and achieve sustained growth, we need our partners across the tourism industry to continually refresh their offerings and to create new products. Our efforts must extend across every aspect of tourism, from broadening our marketing reach to conceiving new destination experiences and concepts.

STB'S MANAGEMENT

Dialogue with Chairman

How do you think Singapore can compete for a larger slice of the growing tourism pie?

Two key areas come to mind. Firstly, STB has struck up new strategic marketing partnerships with a wide range of partners that will help us to multiply our outreach. These partners include Changi Airport Group (CAG), Alipay, Spotify, Traveloka and Sentosa Development Corporation. One of the key features of STB and CAG's partnership includes the introduction of the Singapore Stopover Premium Package. This will curate distinctive experiences so that travellers with different needs can better enjoy Singapore. For our partnership with Alipay, we will co-invest in joint marketing activities to encourage Chinese tourists to spend in Singapore with Alipay. STB is also partnering hotels to enhance visitors' stay in Singapore by elevating the hotel experience beyond accommodation to appeal to their passions and interests through storytelling and tours.

Beyond marketing, these partnerships are expected to play an important role in Singapore's efforts to differentiate our tourism experiences, such as ubiquitous cashless payment options, attractive stopover packages, and destination-related music and entertainment recommendations for visitors.

Secondly, as part of our global *Passion Made Possible* campaign, we have seen how authentic local experiences make Singapore unique, and provide the much needed authenticity and variety that appeal to our target audience. For example, since the brand launch in 2017, tour operators saw a 10 to 35 per cent increase in signups for the refreshed passion tours. There are now 27 Passion Tours.

In August 2018, STB launched a new raft of marketing activities for interests such as sports, culture and entertainment. The campaign features many homegrown talents such as songwriter Nathan Hartono, indoor skydiver Kyra Poh and tour guide Cai Yinzhou who founded Geylang Adventures, a social initiative which aims to unpack social issues through sightseeing.

Collectively, these initiatives elevate Singapore's destination attractiveness amongst existing and potential visitors. We must continue to seek out and pursue such opportunities to sharpen Singapore's competitive edge.

What will the STB Board and Management team prioritise for the coming year?

Looking ahead, we must continue growing and developing the talents and employment opportunities in our industry. A key priority is investing in data analytics and applying the insights intelligently. Having the ability to gather and analyse in-depth market and consumer data effectively, in real-time, will continue to be a game changer for STB and the tourism industry. As a destination, Singapore's path to success lies in having people who are creative and passionate about tourism and we must find new ways to nurture a thriving pipeline of talent and resources to reach greater heights.

We also recognise the growing concerns about the environmental impact of travel and tourism, and we are committed to look at ways to minimise tourism's effects on the environment. For a start, STB's office

building, Tourism Court, was retrofitted and subsequently achieved the Building and Construction Authority (BCA) Green Mark Platinum award this year, the highest rating attainable for existing buildings. Moving forward, we will continue to implement initiatives that will build a culture of sustainability within STB and support our industry stakeholders in driving green initiatives across the whole tourism sector.

This is an important transitional year for STB. I would like to welcome Mr Keith Tan, who joined us as STB's new Chief Executive on 29 October 2018. I would also like to take this opportunity to thank our current Board and management team members for their continued passion and commitment. I welcome new Board members Ms Audrey Kuah and Mrs Wong Ai Ai and thank former Board member, Ms Christina Ong, who stepped down in December 2018, for her valuable contributions.

MR CHALY MAH
CHAIRMAN

Dialogue with Chief Executive

How did STB achieve the strong tourism numbers in 2018?

2018 was a good year for Singapore tourism.

STB expanded our marketing and trade cultivation efforts in more cities in China, Indonesia and India, to ride on strong outbound travel demand as well as increased air connectivity to Singapore from these cities. Some of our efforts in earlier years to invest in new markets such as Myanmar, South Africa, Cambodia, and Bangladesh have also started to bear fruit, as these markets saw encouraging growth trends in 2018.

But these efforts would have rung hollow if STB had not also invested in broadening and deepening the range of business and leisure events, as well as attractions and experiences, in Singapore.

One good example is STB's partnership with contemporary art magazine Frieze. The collaboration resulted in a three-part series that allowed us to organise thought-leadership art events in Singapore and London. It was an opportune time for us to showcase Singapore as a great destination for arts lovers in the region.

In 2018, STB also stepped up our work with local tour operators to develop new experiences and tours. These efforts resulted in new experiences such as the *Singapore 1920s: Trails of Tan Ah Huat and Our Singapore Story: An Artist Journey* tours. We worked with event organisers to strengthen established events such as the FORMULA 1® SINGAPORE GRAND PRIX and Christmas on a Great Street, while supporting promising new events such as the PVP Esports Championship 2018. STB also inked a three-year partnership with William Reed Business Media to anchor a series of five 50 Best events in Singapore from 2019 to 2021. We expect this partnership to spur industry and capability growth for local F&B enterprises and drive global awareness of Singapore as a vibrant lifestyle and culinary destination.

Despite global economic uncertainties, STB managed to achieve strong growth across core tourism industries, including BTMICE, Hotels, and Cruise. What were STB's key strategies and investments that enabled this?

BTMICE, Cruise and Hotels are three very different sectors, so STB uses different approaches and strategies to grow each sector.

BTMICE. STB is committed to strengthening Singapore's position as a leading global business and MICE destination, so our staff work hard with many private sector partners, industry associations and government agencies to attract and anchor industry-leading business events in Singapore. These partnerships set Singapore apart from other cities, as they enable us to attract, anchor and grow business events that complement both established and emerging sectors in Singapore's economy, such as in logistics, Fintech, the digital economy, and healthcare. In turn, we see these events as strategic opportunities to strengthen Singapore's position as a global node for innovation, technology, and enterprise.

Cruise. STB focuses our efforts on securing a diverse mix of ships and cruise offerings that originate in Singapore, thus attracting different segments of travelers from different countries, while maximising the benefits to the Singapore economy. STB also works with partners in Southeast Asia to open up new cruise destinations in the region, which in turn reinforce Singapore's position as the regional cruise hub. 2018 saw a record high in passenger throughput as a result of the year-round deployment of *Genting Dream* and extended sailings from Royal Caribbean's *Mariner of the Seas* and *Voyager of the Seas*.

MR KEITH TAN
CHIEF EXECUTIVE



STB'S MANAGEMENT Dialogue with Chief Executive

Hotels. In 2018, hotels in Singapore made good strides in their efforts to transform their work processes, redesign jobs, adopt innovative solutions, enrich their guest offerings, and expand their international footprint – all while maintaining very high occupancy rates throughout the year. STB works very closely with the Singapore Hotel Association to promote these efforts, to ensure that Singapore hotels remain competitive and productive. In 2018, STB also launched the Smart Hotel Technology Guide and the Hotel Technology Directory to spur hotels' transformation efforts.

How has the *Passion Made Possible* brand progressed?

As an aside – I love the *Passion Made Possible* brand! I especially love how the brand transcends tourism and has a much larger purpose, as it seeks to celebrate qualities in Singaporeans that make Singapore special, vibrant and attractive for visitors and Singaporeans.

STB introduced the *Passion Made Possible* brand in 2017 and it has resonated well with our target audiences around the world. In 2018, we expanded our efforts to bring the *Passion Made Possible* brand to 19 international markets. To date, our brand marketing efforts have accumulated a global audience reach of more than 1.4 billion and over 763 million video views.

Many people from inside and outside the travel trade, and many visitors, have told STB how much they have enjoyed the stories of *Passion Made Possible*. These inspiring stories

reflect Singapore's innate spirit of enterprise, determination, innovative and creativity, and have given STB novel ways of showcasing different facets of Singapore to the world.

Through the *Passion Made Possible* campaign, STB has had an unparalleled opportunity to work with many passionate Singaporeans whose lives and experiences demonstrate the values that make Singapore a great place to live, work and play. Their stories and their voices amplify STB's own marketing efforts, adding a richer layer of authenticity to our stories of Singapore.

After a year in this role, what challenges and opportunities do you see on the horizon for STB and Singapore tourism?

Thanks to the efforts of STB staff and past STB leaders, I have inherited a strong portfolio. Perhaps the biggest challenge of all is maintaining, and growing, this portfolio, to ensure that Singapore remains a top travel destination for business and leisure travellers, with a diverse mix of attractions, events and experiences for different target audiences. And we need to do all this while remaining true to Singapore's intrinsic attributes and character.

One specific challenge is the need to change the longstanding perception of Singapore as a "stopover" destination. This may have been true in the past, but it is certainly no longer the case! There is so much to see and do here, and a "stopover" holiday simply does no justice to what we have here in Singapore.

Over the next 10 years, STB and our industry partners must double down on our efforts to develop Singapore's tourism workforce. Our efforts at improving our attractions, events and experiences will falter if we do not have enough good people who care about "the business of happiness". On this front, we must change outdated perceptions of the tourism industry. This is no longer just a business of making beds or giving commentaries on board a tour bus – though both still remain very relevant. Like every other sector in the economy, the tourism industry is becoming increasingly reliant on data and digital technology to enhance value for its customers. The industry therefore needs good people with the skills to apply these tools to "the business of happiness".

But we have many opportunities ahead of us too. One great opportunity lies with Singaporeans themselves, most of whom are proud of our home and what it offers to visitors and locals. We hope we can tap on this deep reservoir of pride and attachment, so that more Singaporeans become natural "ambassadors" of Singapore.

This year's Annual Report theme is "Ready, Set, Go!". What would you like to convey to the industry?

"Ready, Set, Go!" is a clarion call for all of us in Singapore's tourism sector to participate in the exciting work of expanding the contributions of tourism. STB wants to grow tourism not just for its direct economic contributions – which remain very important, undoubtedly.

But we believe our investments in tourism also contribute to Singaporeans' quality of life, by expanding the range of experiences and attractions available to them. By bringing the world to Singapore, we create invaluable opportunities for Singapore companies, and we also help bring the special *Passion Made Possible* story of Singapore to the world.

As you go through this Annual Report, we hope you will be inspired, as we are at STB, to seek out new and innovative ways of reaching the world – for Singapore.

MR KEITH TAN
CHIEF EXECUTIVE

Board of Directors



MR CHALY MAH
CHAIRMAN

Mr Chaly Mah worked at Deloitte for over 38 years. Prior to his retirement on 31 May 2016, he was CEO of Deloitte Asia Pacific and Chairman of Deloitte Singapore, and Vice Chairman of Deloitte Global Board of Directors. He has extensive experience serving both multinational and local companies across a wide spectrum of industries, specialising in financial services, telecommunications and technology, real estate, private equity and manufacturing.

Mr Mah is currently Chairman of Netlink NBN Management Pte Ltd, the Singapore Accountancy Commission and National University of Singapore Business School Accounting Advisory Board. He is also board member of Capitaland Limited, Flipkart Pte Ltd, Singapore Economic Development Board, Monetary Authority of Singapore and the National University of Singapore Board of Trustee.



MR KEITH TAN
BOARD MEMBER

Mr Keith Tan assumed the appointment of Chief Executive of the Singapore Tourism Board on 29 October 2018.

From 2014 to 2018, he served as the Deputy Secretary (Policy) in the Ministry of Defence, where he strengthened Singapore's international defence partnerships, led MINDEF's longer-term strategic planning and guided MINDEF's strategic communications and public engagement efforts.

From 2013 to 2014, Keith was concurrently the Senior Director of the Public Service Division's PS21 Office, and Institute Director in the Institute of Governance and Policy at Singapore's Civil Service College. Keith also served in the Ministry of Trade and Industry (MTI) as Director of the Economics and Strategy Division (2008 - 2010) and the Foreign Economic Policy Division (2010 - 2013).



MR MOHAMAD SAIFUL SARONI
BOARD MEMBER

Mr Mohamad Saiful Saroni has been a partner in PwC LLP Singapore since 2012. He started in PwC as an associate in 2000 and has over 19 years of experience in the audit industry, three of which were spent on secondment to the PwC US Firm in its San Francisco office. He is also one of the Firm's partner contacts as it relates to US Accounting and Auditing matters as well as US-bound cross border security transactions. Saiful's areas of specialty are in the Energy, Utilities and Mining as well as Technology and Transport sectors. He is actively involved in the audits of SEC registrants.

Mr Saroni also sits on the Boards of Mercy Relief, Building and Construction Authority, Skillsfuture SG and Singapore Anti-Narcotics Association. He is also a member of Advisory Council to the People's Association Malay Activity Executive Committee Council, as well as the Woodlands Citizen Consultative Committee.

He graduated with a Bachelor of Accountancy from Nanyang Technological University (Honours). He is a member of ISCA, as well as a member of the American Institute of Certified Public Accountants.

STB'S MANAGEMENT
**Board of
Directors**



MR ALLEN LAW
BOARD MEMBER

Mr Allen Law is Chief Executive Officer of Park Hotel Group, one of Asia Pacific's leading hospitality companies. Under his leadership, Park Hotel Group expanded from a single hotel in Hong Kong to a multinational company with multi-property portfolio spanning across 12 destinations in the Asia Pacific region.

Demonstrating strong business acumen and leadership skills in the dynamic travel and tourism landscape, Allen has grown Park Hotel Group's collection of brands, which comprises of the luxury Grand Park, the upscale Park Hotel and the midscale Destination as well as the loyalty programme, Park Rewards. In addition, he has led Park Hotel Group to garner numerous awards over the years, including: TTG Asia's Best Regional Hotel Chain (2012-2016) and most recently SkillsFuture Employer Awards 2018.

Allen currently serves on the Board of Directors of Singapore Tourism Board, SkillsFuture Singapore and Singapore Institute of Hospitality. He is also an executive committee member of Orchard Road Business Association.



MR ALVIN LIM
BOARD MEMBER

Mr Alvin Lim is Director for International Relations at the Singapore Ministry of Finance which manages bilateral economic relations and multilateral engagements with institutions such as ASEAN, the IMF, World Bank, Asian Development Bank and the Asian Infrastructure Investment Bank.

Prior to his current position, he served variously at the Ministry of Manpower, Ministry of Trade and Industry, Ministry of Foreign Affairs and was the Deputy Chief of Mission at the Singapore Embassy in Washington DC.

Mr Lim was educated at Oxford University, England, where he read Philosophy, Politics and Economics. He also has an MBA in Strategy and Finance from the Yale School of Management. Mr Lim was an International Congressional Fellow at the Brookings Institution and a Senior Executive Fellow at the Kennedy School of Government at Harvard University.



MS AUDREY KUAH
BOARD MEMBER

Ms Audrey Kuah is Executive Director, Media Practice - Asia Pacific and Managing Director, Global Data Innovation Centre at Dentsu Aegis Network. As Executive Director, Media Practice - Asia Pacific, she is responsible for the evolution of the business model and future capabilities. As global head of the first R & D Centre, she is responsible for the development of proprietary and future forward marketing platforms that combine machine learning, artificial intelligence, cloud technology and the deep marketing expertise of Dentsu Group. Prior to her current roles in Dentsu Aegis Network, Ms Kuah was its Chief Client Officer, Southeast Asia and former Singapore CEO.

Ms Kuah's expertise in marketing, digital and advertising has been deployed across industries and geographies, for more than two decades. Ms Kuah is active in the industry and is on the regional board of IAB Southeast Asia and India. She was also a recent member of the Future Economy Council Modern Services Sub-Committee.

Ms Kuah was awarded an MBA from The University of Chicago Booth School of Business in 2007 and graduated with a B.A. from National University of Singapore in 1992.

STB'S MANAGEMENT
**Board of
Directors**



MS JOANNA FLINT
BOARD MEMBER

Ms Joanna Flint is Managing Director of Google's Agency Business for Asia Pacific and is responsible for strategic partnerships with the world's largest media networks across the region. Formerly, she was the Managing Director for Google Singapore and oversaw sales and business development from its regional hub.

Prior to Google, Ms Flint was Senior Consultant at OgilvyOne Asia-Pacific from 2004 to 2008, providing strategic counsel in digital and e-commerce to Ogilvy's flagship clients. Before that, she had been in the aviation industry for 10 years, working in global commercial and marketing positions in British Airways from 1997 to 2001, and as Global Sales and Digital Marketing leader in Singapore Airlines from 2001 to 2004.

Ms Flint is a well-regarded speaker at industry events on topics of digital, innovation, creativity, technology and women in the workplace. She is on the Leadership Council of the Singapore iAB, and recently retired from the Board of the National University Singapore ISS. She has authored publications, including the new path to purchase, 'Winning the Zero Moment of Truth - Asia'. Ms Flint graduated from University of Manchester in 1995.



MR LIM ENG HWEЕ
BOARD MEMBER

Mr Lim Eng Hwee is the Chief Executive Officer of the Urban Redevelopment Authority (URA) with effect from 1st September 2017. URA is Singapore's national planning agency, responsible for the physical planning and urban development of Singapore.

Mr Lim was formerly the Chief Planner and Deputy Chief Executive Officer of URA from 2009 to 2017. He has extensive experience in urban planning, urban design, implementation of land use policies and development initiatives. He also served in the Ministry of National Development and Ministry of Trade and Industry.

He served as a member in the Boards of Land Transport Authority, Singapore Cooperation Enterprise and Singapore Science Centre. He currently sits on the Boards of Singapore Tourism Board, National Environment Agency and the International Federation for Housing and Planning.

Mr Lim graduated with a Bachelor of Planning from the University of Auckland. He also holds a Master in Public Administration from the Harvard University and attended the Wharton Advanced Management Program at the University of Pennsylvania.



MR LIM MING YAN
BOARD MEMBER

Mr Lim Ming Yan is the Chairman of Workforce Singapore, a statutory board set up under the Ministry of Manpower to promote the development, competitiveness, inclusiveness and employability of all levels of the workforce.

Mr Lim is also a member of the Future Economy Council (FEC) and co-chairman of its Built Environment Sub-committee. He is a Director of Business China, an organisation that promotes bilingualism and biculturalism between Singapore and China, and independent director of Singapore Press Holdings as well as DLF Cyber City Developers Limited.

Mr Lim was President & Group Chief Executive Officer of CapitaLand Group from 2013 to 2018. Prior to that, he held various key appointments within the Group, including the appointment as Group Chief Operating Officer, Chief Executive Officer of The Ascott Limited and Chief Executive Officer of CapitaLand China Holdings Pte Ltd. He was responsible for growing Ascott into a global lodging business and for building CapitaLand into a leading foreign real estate developer in China.

STB'S MANAGEMENT
**Board of
Directors**



MR PRASAD MENON
BOARD MEMBER

Mr Prasad R. Menon is a Chemical Engineer from the Indian Institute of Technology, Kharagpur. He has over 45 years of diverse experience in some of the premier multinational and Indian companies.

Mr Menon started his career with the Imperial Chemical Industries (ICI) and served for 20 years, followed by another 11 years at Nagarjuna Group. In October 2000, Mr Menon took over as the Managing Director of Tata Chemicals and in October 2006, he took over as the Managing Director of Tata Power, the largest integrated private power utility in India. He has championed sustainability as a key strategic initiative in the organisation.

Mr Menon subsequently served on several Tata Boards, including being the first Chairman of Tata-Singapore Airlines in India. He has deep interest in the NGO/ Development areas, and has been associated with organisations in the fields of environment, sustainability, wildlife conservation and academia. Mr Menon currently serves as an Independent Director on the Boards of Dr.Reddys Laboratories and the Sanmar Group.



MR QUEK SWEE KUAN
BOARD MEMBER

Mr Quek Swee Kuan is the Chief Executive Officer of Sentosa Development Corporation (SDC) where he steers the vision and development of Sentosa Island as a leading leisure and lifestyle destination in Singapore.

Prior to joining SDC in October 2015, Mr Quek was the Economic Development Board's (EDB) Deputy Managing Director, where he took on leadership positions covering a wide range of portfolio that included Global Operations, Marketing & Communications, Industry Development and Investment Promotion, as well as Planning and Policy. At EDB, he played a key role in formulating strategies aimed at attracting foreign investments into Singapore and helped elevate Singapore's stature as an important global player in various industries, including interactive digital media, lifestyle and consumer business.

Mr Quek was the Singapore Tourism Board's (STB) Deputy Chief Executive from February 2007 to March 2009. During that time, he led STB's network of international offices in working with foreign tourism players to brand and market Singapore as an attractive and compelling destination for leisure, business, education and healthcare services to international travellers.



MRS WONG AI AI
BOARD MEMBER

Mrs Wong Ai Ai is a member of multinational law firm Baker McKenzie's Global Executive Committee and Chair of the Asia Pacific Region.

Mrs Wong is recognised as a leading individual for Corporate/M&A matters by publications including Chambers Asia Pacific, Legal 500 Asia Pacific and IFLR1000.

Today, Mrs Wong leads a number of key areas of strategic focus for the Firm, including building out Baker McKenzie's transactional strength in money centres such as London, New York and HK/China, and overseeing the Firm's Financial Institutions Group globally. As Chair of the Firm's Environment Committee, Mrs Wong also leads Baker McKenzie's global waste and emissions reduction drive, and champions the Firm's involvement in some of the world's most significant sustainability initiatives.

Outside of Baker McKenzie, Mrs Wong serves as Chair of the Yellow Ribbon Fund, a charitable foundation that supports rehabilitation and reintegration programmes for ex-offenders and their families. She is also a member on the Board of Singapore Tyler Print Institute.

STB'S MANAGEMENT

Senior Management



MR KEITH TAN
CHIEF EXECUTIVE



MS MELISSA OW
DEPUTY CHIEF EXECUTIVE



MS LYNETTE PANG
ASSISTANT CHIEF EXECUTIVE,
MARKETING GROUP



MS JEANNIE LIM
ASSISTANT CHIEF EXECUTIVE,
POLICY & PLANNING GROUP



MR CHANG CHEE PEY
ASSISTANT CHIEF EXECUTIVE,
INTERNATIONAL GROUP



MR QUEK CHOON YANG
CHIEF TECHNOLOGY OFFICER & QSM,
TECHNOLOGY TRANSFORMATION GROUP

Corporate Group



MS MELISSA OW
DEPUTY CHIEF EXECUTIVE
AND COVERING DIRECTOR,
COMPLIANCE AND
CORPORATE SERVICES



MS CHIANG HAI YIN
CHIEF CORPORATE OFFICER



MR EVAN KOH
DIRECTOR,
LEGAL



MS DONG LIMIN
DIRECTOR,
FINANCE



MR ALFRED CHIAM
HEAD,
INTERNAL AUDIT

* Ms Chiang Hai Yin, Chief Corporate Officer, is on a 15-month study leave effective 15 August 2019.

* Ms Chew Chien Way was appointed Director, Human Resources & Organisation Development on 15 August 2019.

* Madam Ong Siew Hwee will be appointed Director, Compliance and Corporate Services on 1 November 2019.

* The Internal Audit reports functionally to the Chairman of the Audit and Risk Committee (ARC) and administratively to the Deputy Chief Executive.

Marketing Group



MS LYNETTE PANG
ASSISTANT CHIEF EXECUTIVE

MR OLIVER CHONG
EXECUTIVE DIRECTOR,
COMMUNICATIONS &
MARKETING CAPABILITY

MS LIM SHOO LING
DIRECTOR,
BRAND

MS JACQUELINE NG
DIRECTOR,
MARKETING PARTNERSHIPS
& PLANNING

MS GERALDINE YEO
DIRECTOR,
INDUSTRY MARKETING

MR TERRENCE VOON
DIRECTOR,
DIGITAL & CONTENT

- * Mr Oliver Chong will be appointed Executive Director, Market Planning, International Relations and Oceania on 1 November 2019.
- * Ms Geraldine Yeo will be appointed Principal Specialist (Learning) on 1 November 2019.
- * Ms Lilian Chee, currently Deputy Director, F1, will be appointed Director, Industry Marketing on 1 November 2019.
- * Mr Terrence Voon will be appointed Director, Communications & Marketing Capability on 1 December 2019.

Experience Development Group



MS MELISSA OW
DEPUTY CHIEF EXECUTIVE

MS CARRIE KWIK
EXECUTIVE DIRECTOR,
ATTRACTIONS,
ENTERTAINMENT &
TOURISM CONCEPT
DEVELOPMENT

DR EDWARD KOH
EXECUTIVE DIRECTOR,
CONVENTIONS, MEETINGS
& INCENTIVE TRAVEL

MS SERENE TAN
DIRECTOR,
ARTS & CULTURAL
PRECINCTS

MR ANDREW PHUA
DIRECTOR,
EXHIBITIONS & CONFERENCES

MS JEAN NG
EXECUTIVE DIRECTOR,
SPORTS

**MS RANITA
SUNDRAMOORTHY**
DIRECTOR,
RETAIL & DINING

MS ONG LING LEE
DIRECTOR (DESIGNATE),
SPORTS

* Dr Edward Koh was appointed Executive Director, Conventions, Meetings & Incentive Travel on 1 June 2019.

* Ms Carrie Kwik will be appointed Regional Director, Europe on 1 November 2019.

* Ms Jean Ng will be appointed Executive Director, Attractions, Entertainment & Tourism Concept Development on 1 November 2019.

* Ms Ong Ling Lee will be appointed Director, Sports on 1 November 2019.

Policy & Planning Group



MS JEANNIE LIM
ASSISTANT CHIEF EXECUTIVE



MS ANNIE CHANG
DIRECTOR,
CRUISE



MS RACHEL LOH
DIRECTOR,
STRATEGIC PLANNING &
INCENTIVE POLICY



MR CHEW TIONG HENG
EXECUTIVE DIRECTOR,
INFRASTRUCTURE PLANNING
& MANAGEMENT



MR KENNETH LIM
DIRECTOR,
TRAVEL AGENT &
TOURIST GUIDES



MS ONG HUEY HONG
DIRECTOR,
HOTEL & SECTOR MANPOWER

* Mr Kenneth Lim was appointed Director, Travel Agent & Tourist Guides on 15 July 2019.

* Ms Rachel Loh will be appointed Regional Director, Americas on 1 October 2019.

* Ms Cherie Lee will be appointed Director, Strategic Planning & Incentive Policy on 1 October 2019.

* Ms Ong Huey Hong will be appointed Director, Industry Data Transformation on 1 November 2019.

Technology Transformation Group



MR QUEK CHOON YANG
CHIEF TECHNOLOGY OFFICER & QSM



MS SHAMEEM MUSTAFFA
CHIEF DATA OFFICER



MS CHOO HUEI MIIN
DIRECTOR,
VISITOR EXPERIENCE



MS KAREN ANN LEONG
CHIEF,
THE COLLABORATORY



MR POH CHI CHUAN
DIRECTOR,
DIGITAL TRANSFORMATION



MS CONNIE POH
HEAD,
ORGANISATION ENABLEMENT

* The former Data Governance & System division was renamed Industry Data Transformation.
* Ms Choo Huei Miin will be appointed Director, Digital & Content on 1 January 2020.

International Group



MR CHANG CHEE PEY
ASSISTANT CHIEF EXECUTIVE

MS JULIANA KUA
CHIEF REPRESENTATIVE &
REGIONAL DIRECTOR,
GREATER CHINA

MS GOH KERSHING
REGIONAL DIRECTOR,
AMERICAS

MR JOHN CONCEICAO
REGIONAL DIRECTOR,
SOUTHEAST ASIA

MR G B SRITHAR
REGIONAL DIRECTOR,
INDIA, MIDDLE EAST
AND SOUTH ASIA

MR MARKUS TAN
REGIONAL DIRECTOR,
NORTH ASIA

MS TAN YEN NEE
REGIONAL DIRECTOR,
EUROPE

MR SOO SIEW KEONG
DIRECTOR,
TRADE ENGAGEMENT &
NEW MARKETS

* Mr John Conceicao was appointed Regional Director, Southeast Asia on 1 June 2019.

* Ms Goh Kershing will be appointed Senior Vice President, Strategic Partnerships and Alliances on 1 October 2019.

* Ms Tan Yen Nee will be appointed Director, Hotel & Sector Manpower on 1 November 2019.



PERFORMANCE AND INITIATIVES FY 2018/2019

To drive sustainable growth and competitiveness across Singapore's tourism sector, STB and key industry stakeholders collaborated closely to develop an innovative array of authentic, world-class attractions, events and initiatives. The industry's passion for delivering highly-engaging and differentiated visitor experiences drew a record number of visitors from around the world.

Tourism Sector Performance 2018 Overview

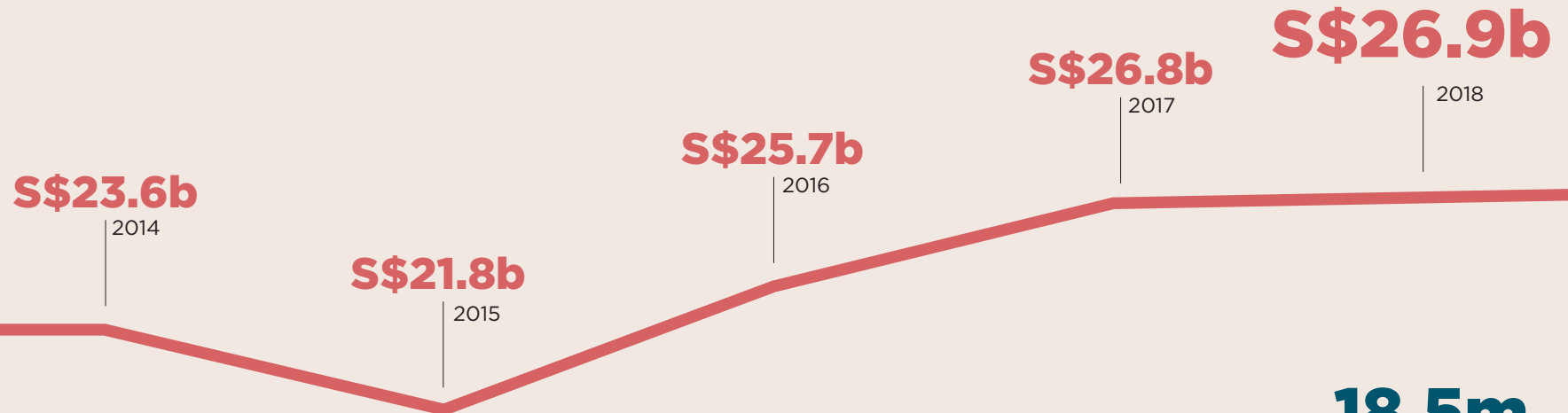
2018 was a challenging but fulfilling year for Singapore tourism. We achieved a third consecutive year of growth and both tourism receipts (TR) and visitor arrivals (VA) hit new highs. The core tourism industries of BTMICE, Hotels and Cruise also posted strong results.

Singapore welcomed 18.5 million visitors, a 6.2 per cent increase from 2017, due to growth in VA across almost all top 15 markets. Of these, seven markets – China, India, Germany, the Philippines, the UK, the US and Vietnam – generated record arrivals.

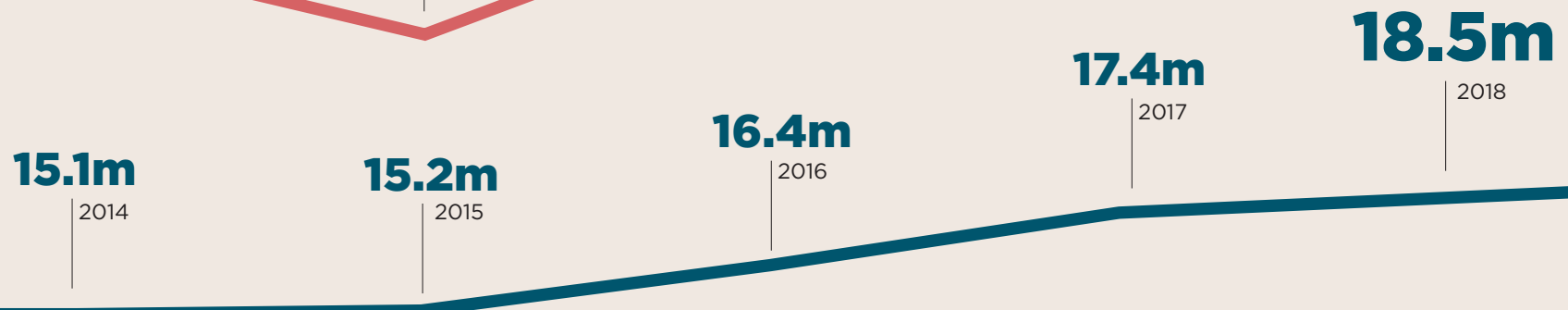
TR reached S\$26.9 billion (+0.5%) as a result of higher visitor spending from our top five TR markets of China, Indonesia, India, Australia and Japan.



Tourism Receipts








International Visitor Arrivals



Tourism Receipts by Major Components

Visitors spent more on Sightseeing, Entertainment & Gaming (+4%). Other TR Components rose (+17%) due to higher airfare revenue as more visitors arrived via local-based carriers. Declines were seen in Accommodation (-6%), Food & Beverage (-2%) and Shopping (-13%) due to a higher number of day-trippers and multi-destination visitors who stayed fewer days.

JANUARY TO DECEMBER 2018

SHOPPING 	TOURISM RECEIPTS \$5.4b	% SHARE OF TOURISM RECEIPTS 2018 20%	% CHANGE VS 2017 -13%
ACCOMMODATION 	TOURISM RECEIPTS \$5.7b	% SHARE OF TOURISM RECEIPTS 2018 21%	% CHANGE VS 2017 -6%
FOOD & BEVERAGE 	TOURISM RECEIPTS \$2.6b	% SHARE OF TOURISM RECEIPTS 2018 10%	% CHANGE VS 2017 -2%
SIGHTSEEING, ENTERTAINMENT & GAMING 	TOURISM RECEIPTS \$5.9b	% SHARE OF TOURISM RECEIPTS 2018 22%	% CHANGE VS 2017 +4%
OTHER TR COMPONENTS 	TOURISM RECEIPTS \$7.4b	% SHARE OF TOURISM RECEIPTS 2018 28%	% CHANGE VS 2017 +17%

Expenditure is estimated from Overseas Visitor Survey.

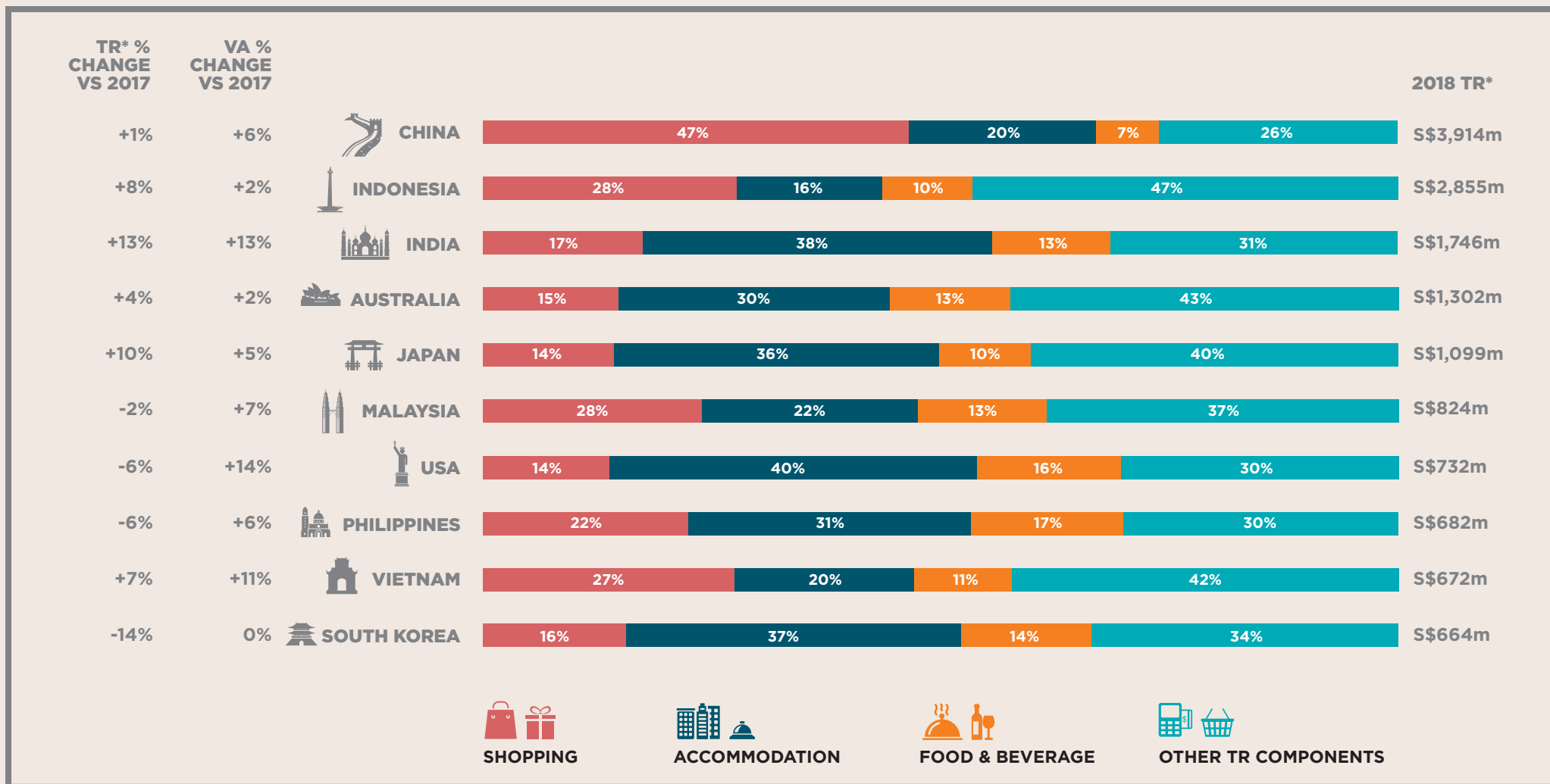
Other TR Components include expenditure on airfares on Singapore-based carriers, port taxes, local transportation, business, medical, education and transit visitors.

* Sightseeing, Entertainment & Gaming includes entrance fees to attractions and nightspots, expenditure on day-tours, leisure events and entertainment at the Integrated Resorts.

Tourism Receipts By Major Components, Top 10 Markets

Tourism receipts came in at S\$26.9 billion with China (S\$3,914 million), Indonesia (S\$2,855 million) and India (S\$1,746 million) making up the top three markets. Among the top 10 TR markets, Indonesia, India and Japan registered the highest absolute year-on-year growth in TR.

JANUARY TO DECEMBER 2018



Expenditure is estimated from Overseas Visitor Survey.

Other TR Components include expenditure on airfares on Singapore-based carriers, port taxes, local transportation, business, medical, education and transit visitors.

* Sightseeing, Entertainment & Gaming has been excluded in the country analysis due to commercial sensitivity of information.

MARKETING SINGAPORE TO THE WORLD

Amidst an increasingly competitive global landscape and a rapidly-evolving marketing environment, STB continues to sharpen our marketing efforts of Destination Singapore to support the industry's growth ambitions. To reach today's discerning and tech-savvy consumers, we are investing in agile, bold and creative destination marketing strategies and game-changing marketing systems that enable us to capitalise on changing trends and emerging opportunities.



Marketing Singapore to the World



STB LAUNCHES 2ND WAVE OF *PASSION MADE POSSIBLE* (PMP)

The *Passion Made Possible* brand continued to celebrate Singapore's people, talent and stories. In August 2018, STB launched the second wave of its global brand campaign.

Three new Passion Tribes - *Culture Shapers* (who enjoy immersing in arts and culture), *Socialisers* (who thrive on the energy of nightlife and entertainment), and *Action Seekers* (who seek action and excitement) - were introduced, adding to the four tribes of Foodies, Collectors, Explorers and Progressors, which were launched earlier to entice visitors to discover and cultivate their passions and interests in Singapore.

In line with the 2017 brand launch campaign, the second wave featured some **80 homegrown talents** representing the seven Passion Tribes. The likes of contemporary artist Jahan Loh, DJ KoFlow, founders of bookbinding company Bynd Artisan Winnie Chan and James Quan, and culinary teacher Ruqxana Vasanwala, amongst many others, appeared in a range of activities, from promotional events overseas to short films.

STB rolled out **in-country consumer events, industry partnerships and integrated marketing campaigns** in 19 markets, bringing Singapore music, arts and culture to our international audience. Activities included lively sing-offs in the Philippines and South Korea which offered audiences the chance to win a trip to Singapore, and pop-up art showcase *Atypical Singapore* featuring augmented reality technology in India, Myanmar, Thailand, Vietnam and Russia.



GLOBAL AUDIENCE REACH:
> 1.4 BILLION



CAMPAIGN VIDEO VIEWS:
> 763 MILLION



INTERNATIONAL MEDIA VALUE:
> S\$165 MILLION

Marketing Singapore to the World

LEVERAGING CREATIVITY TO PROMOTE DESTINATION SINGAPORE

- STB launched the **\$1 million Fast Forward fund** to inspire film, video and animation companies to develop content that creatively features Singapore and brings to life the *Passion Made Possible* brand. Among the 105 entries received, STB selected five projects from four applicants: The Creative Room; Hummingbird Co.; MM2 Entertainment; and Rifyal Giffari.
- The second edition of STB's **Marketing Innovation Programme**, which offered dollar-for-dollar support of up to \$300,000 to cover campaign marketing costs, received strong interest. Seven businesses across the media, F&B and e-commerce industries were awarded up to S\$1.3 million in total to support innovative marketing campaigns that tell compelling stories of Singapore.
- STB created **Merli**, an endearing and whimsical character based on Singapore's mythical icon, to embody the *Passion Made Possible* brand and build strong emotional connections with families with young children. Merli is now featured in global marketing efforts to reach this key consumer segment.



- **STB's co-marketing efforts of box-office hit *Crazy Rich Asians*** included co-hosting the official after-party in Los Angeles in August 2018 with Warner Bros., and the roll-out of a three-day public pop-up event "Crazy Rich Singapore Week", which brought together food, cocktails, art and music from Singaporean talents. STB also co-produced a series of videos with Warner Bros., showcasing Singaporean cast members sharing stories about the locations and cultures shown in the movie.

PROMOTING SINGAPORE AS A LEADING BUSINESS EVENTS DESTINATION

STB continued to market Singapore as a destination where the Progressor tribe can fulfil their passion for growth.

- 2018 saw two strategically significant meetings held in Singapore, attesting to our standing as a destination of choice for business events, namely the historic Democratic People's Republic of Korea-United States Singapore Summit between North Korean leader Kim Jong Un and President Donald Trump on 12 June, and the inaugural Bloomberg New Economy Forum from 6-7 November. Leveraging these events, STB launched digital and social media campaigns to showcase our MICE industry's event organising capabilities, as well as spotlighting the Marina Bay area and Sentosa, where the events were held, as top MICE venues in Singapore.
- Together with the Singapore Economic Development Board, STB partnered global business media groups Bloomberg and CNN in global media campaigns to profile Singapore as a premier destination for business events with thriving industries at the forefront of innovation, such as fintech, advanced manufacturing and urban solutions.

Marketing Singapore to the World

- STB maintained a strong presence at key MICE tradeshows such as IMEX Frankfurt, IMEX Vegas and IBTM Barcelona, and delighted planners and buyers with local experiences such as Kway Guan Huat Joo Chiat Popiah's kueh pie tee and cocktails by home-grown mixologists from Native and Operation Dagger.
- The Chinese and Japanese language versions of the VisitSingapore.com/MICE website were launched in 2018 to better engage business event owners and planners. In development are similar websites in German, Bahasa Indonesia, Korean, Thai and Vietnamese.

MARKETING PARTNERSHIPS TO DRIVE VISITOR ARRIVALS & SPEND

In 2018, STB continued to closely collaborate with partners within and outside the travel industry to deliver high-quality experiences to our visitors and promote Destination Singapore.

- **STB and Spotify: *Beats of Singapore*.** STB and Spotify jointly rolled out *Beats of Singapore*, a marketing campaign that taps on music and shared passions to connect communities around Southeast Asia. Between September and December 2018, more than 2,100 submissions were received from Spotify users in Singapore who were invited to contribute to Singapore's soundscape by recommending songs evocative of their favourite places and activities in Singapore. Playlists were formed to match STB's passion tribes, which are groupings of consumers based on their lifestyles, interests and what they travel for.

- **STB and Sentosa Development Corporation: *Epic Adventures from the Island Beyond*.**

This co-branded campaign not only amplified the *Passion Made Possible* brand but also increased awareness of Sentosa's unique experiences through its own Passion Ambassadors tied to the Foodie, Explorer and Action Seeker tribes. Flowboarder Melissa Kamil from Wave House Sentosa, arborist Daniel Seah, and celebrity chef Sam Leong and his son Joe from Forest 森 were just some of the local talents featured. Their inspiring stories garnered 50 million impressions across various print and digital platforms.

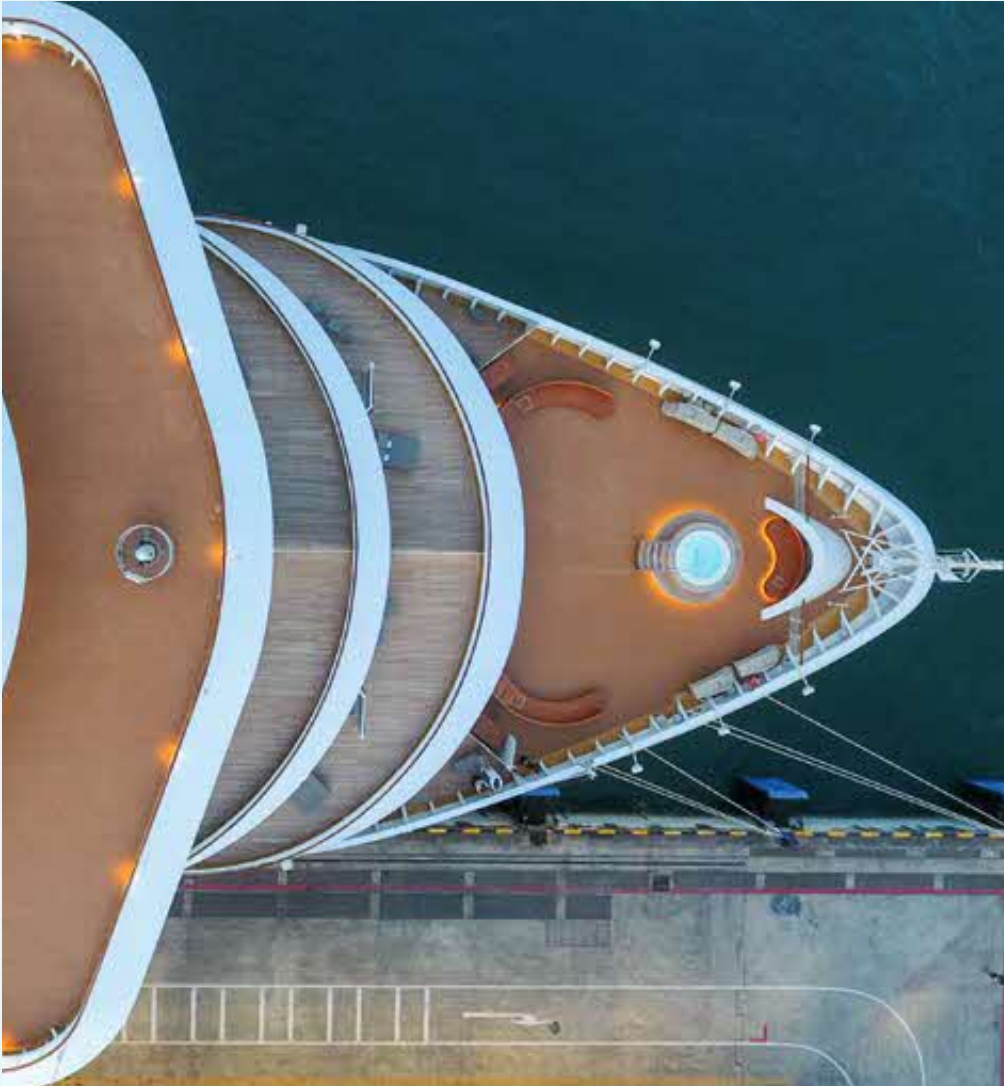
- **STB's and Alipay's *Get Rewarded for Every Spend*.** This joint campaign aimed to raise destination awareness of Singapore and drive Chinese tourist spending, in particular to encourage payment with Alipay while in Singapore. Average spend per user increased 29 per cent from RMB1,945 to RMB2,522 while average transactions per user increased from 2.88 to 3.67.

- **STB-Sentosa-Alipay: "cashless smart island".** STB and Alipay teamed up with Sentosa to offer seamless access to Sentosa's attractions, F&B and retail outlets through the Alipay smartphone app. Based on preliminary results, Sentosa merchants' adoption of Alipay increased from 30 to 70 per cent, and there were more than 1,800 Sentosa membership redemptions, indicating strong consumer awareness and participation.

- **STB and Changi Airport Group (CAG) *Changi Stopovers* marketing partnership.** STB and CAG co-invested S\$3.2 million in a two-year marketing partnership to encourage passengers travelling through Changi Airport to enjoy a Singapore stopover holiday. Transfer passengers currently make up about 30 per cent of Changi Airport's total traffic, with Australia and India being top contributors. The campaign has garnered 256 million impressions and 23.7 million videos clicks as at December 2018.



Marketing Singapore to the World



- **STB-Qantas-Changi Airport Group (CAG) Campaign.** STB, Qantas and CAG inked a S\$5 million three-year partnership to promote Singapore as a stopover destination and connecting gateway to Asia, Europe and Australia. The partnership resulted in joint marketing campaigns in Australia, UK and Southeast Asia to promote travel on Qantas services via Singapore. The co-branding campaign featured a two-minute film "Sides of Singapore" showcasing the different Singapore experiences of a foodie, explorer and socialiser, and four 30-second short films on the three passion tribes.
- **Partnership with Cruise Lines International Association (CLIA).** STB partnered CLIA to conduct training programmes, destination workshops and trade familiarisations for more than 800 travel agents across 8 markets. To drive sales of cruise packages that bundled extended pre- and post-Singapore experiences, STB rolled out joint marketing campaigns with 14 travel agents that brought in 13,000 cruise passengers from China, India, Malaysia and Australia.

- **STB, Changi Airport Group (CAG) and Costa Cruises Tripartite Partnership.** STB, CAG and Costa Cruises entered into a second tripartite partnership to leverage Costa's global presence, Singapore's cruise hub status and Changi Airport's air hub connectivity to further enhance Southeast Asia's appeal as a cruise destination. This is expected to bring in over 100,000 international fly-cruise visitors to Singapore over three years.
- **STB and Tourism Malaysia: Passport2Nature Programme.** STB and Tourism Malaysia co-launched the *Passport 2 Nature* programme to promote Singapore's Sungei Buloh Wetland Reserve and Malaysia's Pulau Kukup Johor National Park to nature-loving visitors and families.

Marketing Singapore to the World

IN-COUNTRY MARKETING

Australia

In 2018, visitor arrivals from Australia grew 2 per cent and tourism receipts grew 4 per cent, driven by strong growth in Australian outbound travel and increased flight connectivity to Singapore from key cities including Brisbane, Melbourne and Sydney.

STB launched the second wave of its *Passion Made Possible* campaign in Australia, with a focus on the Socialiser tribe. Two-day “bar takeover” events held in Sydney and Melbourne in February 2019 attracted more than 2,200 visitors and generated over S\$2.6 million in media coverage.

The showcase of Singapore’s vibrant nightlife included signature cocktails created by Singapore bars Native and Operation Dagger – also amongst the World’s 50 Best Bars, a bespoke menu of Singapore-inspired canapés created by MasterChef Australia 2018 winner Sashi Cheliah, and performances by home-grown Singapore artistes DJ KoFlow and Tabitha Nauser.

STB organised BTMICE roadshows in Sydney and Melbourne, where 110 Professional Conference Organisers and corporate clients networked with 17 Singapore BTMICE organisers and suppliers. Digital and online MICE marketing also reached more than 30,000 readers.



STB launched the second wave of its *Passion Made Possible* campaign in Australia, with a focus on the Socialiser tribe.

China

For the second consecutive year, China topped the lists for Singapore’s visitor arrivals and tourism receipts, which reached 3.4 million (+6%) and S\$3.2 billion (+3%), respectively. Key contributors to the strong results were STB’s focused marketing in Tier 1 and 2 cities, and enhanced flight connectivity from cities such as Nanchang, Haikou, Jinan and Nanning.

In the second wave of its *Passion Made Possible* brand marketing, STB organised a series of unique events to target Socialiser Tribe travellers in major Chinese cities. These included a ‘Born to Be Wild’-themed Secret Party in Shanghai, and a bar takeover and party in Guangzhou. The parties introduced Brand Personalities like

Nathan Hartono, Joanna Dong, DJ KoFlow, and notable mixologists from Bitters & Love and Nutmeg & Clove. The two events generated an estimated media value of S\$4.2 million and 160 million impressions.

STB embarked on a new partnership with Singaporean fashion brand, Charles & Keith, to create the “One and Only” Crossover event in Chengdu. The 30-day programme comprised a series of activations featuring a fashion show, signature cocktail parties, and interactive workshops. These new touchpoints opened doors to more diverse audiences and provided an integrated platform to strengthen ties with trade partners, media partners and the general public across China.



Marketing Singapore to the World

Beyond that, STB continued to work closely with digital partners like Ctrip, MaFengWo, Meituan-Dianping and Tuniu, as well as travel agency partners. The partnership with Ctrip expanded to include industry development with Singapore tour operators, deepening their understanding of the Chinese market. Marketing campaigns were also launched in tandem with the summer holidays or occasions like the Chinese Valentine's Day.

In 2018, STB stepped up efforts to reach the BTMICE market in China and undertook a

series of targeted marketing and promotion efforts, launched MICE mini-programmes to provide trade partners with more information, and enhanced our dedicated MICE travel WeChat service account with more content. STB also organised the annual China MICE Conference and familiarisation trips where both Chinese and Singapore stakeholders exchanged industry knowledge and obtained updates on the latest MICE offerings in Singapore.



Europe

Visitor arrivals from European source markets grew despite market uncertainties, contributing to 2018's record visitor arrivals and tourism receipts. Visitor arrivals from eight of Singapore's top 10 European source markets including the UK, Germany and France hit record highs, growing 14 per cent, 4 per cent, and 17 per cent respectively.

In **London**, STB partnered with well-known lifestyle brand and restaurant group D&D London to organise the Singapore Supper Club

(SSC). Featuring the first-ever collaboration between chefs from three Singapore Michelin restaurants – Odette, Candlenut and Corner House – and mixologists from three of Singapore's Top 50 Best bars – Manhattan, Native, Operation Dagger, the SSC included a specially-curated Singapore-inspired three-course pairing menu, along with entertainment by Singaporean DJs A Phat Cat Collective. The three-night event was fully booked within a week of launch, which generated S\$548,505 of media coverage and a social media reach of 723,370.



Marketing Singapore to the World



Partnering with Singapore Airlines and Changi Airport Group, STB successfully promoted the Singapore Stopover Holidays to foodies. Over three days at KERB Kings Cross, Hawker Chan hosted 31 media and influencer guests and served nearly 2,000 food portions from pop-up food trucks, which resulted in social media reach of more than 14 million.

In June 2018, Scoot launched its inaugural non-stop flights between Singapore and **Berlin**. STB collaborated with Scoot over a 9-month period to increase mindshare of Singapore. This comprised a launch event attended by over 100 guests from the media and travel trade, a radio campaign that reached more than 3.5 million listeners and 25,000 views on the website, and a digital campaign that generated 8 million online impressions.

In **Moscow**, STB organised the first Singapore festival at the Flacon Design Factory in September 2018. Drawing more than 25,000 Muscovites over two days, and generating over S\$431,273 in media value, the multi-faceted event featured authentic Singaporean cuisine and cooking master classes, and modern and traditional ethnic Singaporean musical talents.

Singapore continues to be an attractive MICE destination with growing interest from European meeting planners and business event owners. To pursue more of Europe's BTMICE business, STB undertook the following key initiatives:

1. Cultivated and deepened relationships with event owners and corporates to secure high-value business leads. Some of the notable events secured in 2018 include the Internet Engineering Task Force 2019, the Bureau of International Recycling Convention & Exhibition 2019 and the IFA Crossroads Asia-Pacific Conference 2018;
2. Stepped up our participation in international tradeshow (e.g. IMEX Frankfurt, IBTM Barcelona, M&I Forums, Meetings UK, Association World Congress, European Association Summit, Hannover Messe) and organised familiarisation trips for key MICE stakeholders across Europe.
3. Ramped up on PR and marketing to enhance awareness of Singapore's value proposition and attractiveness. For instance, STB partnered with key MICE media, C&IT in the UK to not only expand our marketing outreach, but also leveraged C&IT's network to organise a roundtable networking session with 20 of the UK's top 50 M&I agents.

Marketing Singapore to the World

India

India remained the number one cruise source market for Singapore, with cruise passenger traffic jumping 27 per cent in 2018. Visitor arrivals from India grew significantly by 13 per cent year-on-year to reach 1.4 million, whilst tourism receipts increased 13 per cent to reach S\$1.7 billion. Travel trade partnerships and creative marketing efforts in key metro and secondary cities paid off as visitor arrivals grew strongly at 8 per cent and 12 per cent respectively. Greater flight connectivity to Singapore through new flights originating from cities such as Guwahati, Pune and Vijayawada¹ contributed to this visitor growth.

STB engaged diverse audiences across India through a series of innovative media and artistic talent collaborations. STB was the first tourism organisation in India to partner with popular music channel Vh1 India to produce an English music video 'Unstoppable'. The India-Singapore talent collaboration featured prominent artistes including Grammy Award-nominated Indian-American artiste Ms. Raja Kumari and popular Singaporean B-Boying crew 'Radikal Forze'. To connect with South Indian regional audiences, STB collaborated with legendary Indian music-composer maestro, Isaiyana Ilayaraja to produce a series of music and thematic destination videos.

STB ran joint marketing promotions with key pan-India and regional travel partners, including Thomas Cook India's initiative to feature iconic Singapore locations in the longest running family comedy show in India - *Tarakh Mehta Ka Olta Chasma*. The seven episodes won more than 7.8 million views on YouTube. Our partnership with Tripoto, one of the fastest-growing global travel communities, also produced India's first travel web series *'Trails 2 Passion – Singapore Redefined'* to engage with Indian millennials. The series garnered over 5 million views on YouTube.

STB secured and facilitated several notable incentive travel groups including Voltas Limited, Bharati Cements and Amway India Enterprises (the largest incentive movement to date from India, with about 4,000 participants).

To strengthen Singapore's appeal as a MICE destination for other Indian corporates, STB organised a MICE Forum in Mumbai for over 120 meetings and incentive travel intermediaries. Participants were engaged in a panel discussion themed "How can the MICE industry leverage technology to better engage with their audience?". STB also collaborated with Travel Biz Monitor, a fortnightly travel trade magazine in India, to put out an advertorial feature and digital marketing content that highlighted unique MICE offerings in Singapore and STB's MICE incentive schemes. Outreach efforts included pitch sessions with corporates directly and through incentive travel intermediary partners in major cities, like Mumbai, Delhi, Bangalore and Chennai.



STB engaged diverse audiences across India through a series of innovative media and artistic talent collaborations.

¹ Direct connections from Pune and Vijayawada have ceased. Pune flights operated by Jet Airways have ceased operations since April 2019 and Vijayawada flights operated by IndiGO have ceased operations since July 2019.

Marketing Singapore to the World



Indonesia

Indonesia continues to be an important source market for Singapore, registering a 2 per cent growth in visitor arrivals and 8 per cent growth in tourism receipts in 2018.

To launch the second wave of *Passion Made Possible* in Jakarta, STB collaborated with Urban Sneaker Society (USS) and three Singaporean retail partners – Sabotage, Limited Edt and Flesh Imp – to promote Singapore's streetwear and entertainment scene with an event at the popular Pacific Place Mall, followed by a party at the UNA Bar of Pullman Hotel on the opening night. At the USS event, the original Passion Cube passion tribe analyser was also introduced for attendees to discover their tribe identity through music.

STB became the first National Tourism Organisation to embark on a web campaign partnership in Indonesia by working with Kumparan.com on an online video series titled "*Mereka yang hidupkan mimpi*" to raise

awareness about Singapore's destination offerings. The three episodes exceeded targets, garnering 463,000 views from Facebook and YouTube.

STB, Northstar Travel Group and the Cruise Lines International Association in Indonesia launched their inaugural partnership at CruiseWorld Indonesia. More than 150 partners, comprising various cruise liner partners and travel agents specialising in cruise selling, attended the one-day conference which also offered comprehensive agent training and cruise line product updates.

Following the 2017 opening of STB's regional office in Surabaya, STB focused its efforts on expanding our footprint in more cities and new consumer segments. One of the initiatives was STB Surabaya's collaboration with Zoya, a leading Muslim apparel brand with an online sales platform and 140 retail outlets in Indonesia, to reach regional consumers, particularly millennials.



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Marketing Singapore to the World

Japan

Japan visitor arrivals grew 5 per cent to reach its highest level in five years with nearly 830,000 visitors, whilst tourism receipts jumped 10 per cent. The significant growth was driven by a comprehensive tourism revitalisation strategy that included enhancing flight connectivity and seat capacity from various cities, as well as innovative partnerships with Japanese trade partners.

To further strengthen the *Passion Made Possible* brand and destination awareness, STB reappointed local celebrity Saitoh Takumi as 'Singapore Tourism Ambassador' for Japan for another year and featured him in three brand videos developed for Foodies, Explorers and Culture Shapers. Takumi also starred in *Ramen Teh*, a movie by Singaporean director Eric Khoo

that premiered in Japan on 9 March 2019. The movie showcased prominent Singapore landmarks, and garnered over S\$2.9 million in media coverage. STB also partnered with Keisuke Ramen to create the *bak kut teh* ramen for six outlets in Tokyo.

For MICE, STB organised the first Singapore Business Events Networking Seminar to drive business development efforts for exhibitions and conferences, raise awareness of Singapore as the preferred MICE destination hub and increase awareness and build attendance for Singapore flagship events. In October, STB also launched a Japanese language site for visitsingapore.com/MICE to provide localised and up-to-date information for Japanese event planners.



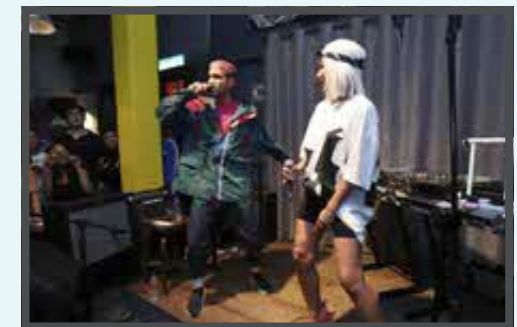
Malaysia

In 2018, visitor arrivals from Malaysia increased by 7 per cent.

STB and Singapore's National Arts Council (NAC) presented *ConneXions: Passion Made Possible*, a cultural showcase that took centre stage at the George Town Festival 2018 in Penang, on its closing weekend from 31 August to 2 September 2018. The three-day showcase highlighted the strong ties between the two cities that celebrates creativity, arts and culture, with Singapore as a UNESCO Creative City of Design and George Town, Penang as a UNESCO World Heritage Site.

Some of the event highlights were a mural collaboration between Akid One and SKL0, a Nam Hwa Teochew Opera performance featuring 15-year-old Tan Wei Tian, and a stage performance of Tabitha Nausier with Yung Raja at China House, Penang. The Singapore Designers' Showcase at Art Lane saw some nine Singaporean designers and five Singaporean labels showcase their products for sale or display, such as YeoMama Batik and EDEN + ELIE. There was also a Malaysia-Singapore menu collaboration featuring Chef Damian D'Silva from Folklore Singapore and Chef Zainal, China House, complemented with special drinks mixed by Matthew Chan of Nouri's Singapore.

STB partnered with the prestigious UNRESERVED magazine to target affluent Malaysians through a year-end campaign showcasing Singapore's shopping and Christmas celebrations. A 10-page Christmas Guide was published in the magazine's December issue, featuring luxury collector and foodie experiences. The guide was repurposed for online and social media, reaching more than 23,000 over a 3-month period.



Marketing Singapore to the World



The Philippines

Visitor arrivals from the Philippines grew 6 per cent in 2018.

Tapping on the nation's love for music and singing, the three-day SINGapore Karaoke event attracted more than 5,000 visitors and 280 participants who sang to win a free trip to Singapore. Visitors were treated to daily performances by Filipino singers and celebrities, including UDD, who performed their Singapore-inspired original composition "All the good things". The event achieved a reach of over 4.1 million.

To reach the Socialisers, STB organised Singapore Nights to showcase the best of Singapore's music and nightlife. Three of Asia's 50 Best Bars in Singapore – Manhattan, Native, and Nutmeg & Clove – performed a bar takeover at Manila's top bar, Curator. The

three-night event, which saw artists from both countries share the stage, played to a full house of over 300 attendees. The event was oversubscribed by nearly 50 per cent, whilst campaign posts on STB Philippines' Facebook page reached more than 2.6 million people.

STB held a dedicated MICE roadshow to update key travel trade in Manila on the latest MICE offerings in Singapore, and to connect them with Singapore tourism partners. Over 120 agents attended the event and networked with 25 Singapore partners, ranging from airlines, attractions, cruise liners, hotels and tour operators. The event provided valuable leads which led to the securing of incentive groups that will visit Singapore. Coupled with the year-long efforts to cultivate both Filipino agents and corporates, BTMICE arrivals and tourism receipts from the Philippines grew by 3 per cent and 5 per cent respectively in 2018.

South Korea

In 2018, South Korean visitor arrivals held constant from 2017.

In October 2018, STB partnered with luxury beauty brand HERA to commemorate the opening of HERA's first Southeast Asia flagship store in Singapore. The collaboration with Seoul-based fashion designers, Blindness, resulted in the limited edition 2018 Holiday Collection, comprising a Singapore-inspired eco-bag and gift box, featuring the Merlion and 'duality' theme to showcase Singapore's contrasting destination offerings. The collection was launched at HERA Seoul Fashion Week and an event at the National Gallery in Singapore which was attended by over 100 social media influencers, media and key clients.

STB also signed a Memorandum of Cooperation (MoC) with the Busan Metropolitan City government to enhance tourism collaboration and promote stronger tourism traffic between Singapore and Busan.

To raise awareness of Singapore as the preferred business events destination for event planners in Seoul, STB Korea organised a 'MICE Travel Talk Show' with celebrity 'Kim Su-ro' in July. The activity drove business development work for our M&I portfolio and generated leads rate for corporate travel. To capture the demand of M&I business in the pharmaceutical sector in Korea, STB Korea also engaged the Pharmaceutical Association in Korea and co-organised a networking session for their members in November 2018.

In October 2018, STB partnered with luxury beauty brand HERA to commemorate the opening of HERA's first Southeast Asia flagship store in Singapore.

Marketing Singapore to the World

Thailand

Visitor arrivals from Thailand grew by 3 per cent in 2018.

STB worked with well-known Thai social media influencers hip-hop artist "Way" Intachai and his wife, well-known celebrity and car racer "Nana" Rybena, on an initial two-week 'teaser' campaign to connect with Socialisers and Action Seekers. This was followed by a familiarisation trip to Singapore for the extended Intachai family and close friends, along with another 10 hosted media and social influencers, to experience Grand Prix Season Singapore.

A one-year collaboration with Wongnai, Thailand's top food review media with 8 million active users, enabled STB to engage with Foodies in Thailand. A food review trip to Singapore for popular Wongnai duo, Nai Hoi Chuan Chim, resulted in a two-minute video 'Local Dishes, Local Recommends - Must Try in Singapore', which drew 1.7 million views,

81,000 Facebook engagements and 393,000 YouTube views. Singapore restaurant reviews jumped 133 per cent.

To ignite interest amongst the Culture Shapers in Thailand, STB Thailand organised an arts and culture showcase named 'The Unknown World' Art Exhibition which included the Atypical Singapore Art Exhibition and a collaborative mural between well-known Singapore (Samantha Lo a.k.a SKLO) and Thai (Rukkit Kuanhawate) artists, right in the heart of Bangkok at the Bangkok Art and Culture Centre.

To drive BTMICE travellers to Singapore, STB worked with business titles such as "The Matter" and "The Standard" to feature Thai companies who were inspired by Singapore's success story. STB also secured corporate incentive groups for important Thai corporates such as Cafe Amazon, the VIPs group from Michelin Siam Co., Ltd., Goldenland PCL, and Giffarine Skyline Unity Co., Ltd.



Marketing Singapore to the World



// **STB partnered with Warner Bros. to leverage the *Crazy Rich Asians* film release to promote Singapore in a series of multi-channel marketing events and activities.**

United States

Visitor arrivals jumped by 14 per cent in 2018, driven by positive economic conditions and increased air connectivity from USA to Singapore.

STB partnered with Warner Bros. to leverage the *Crazy Rich Asians* film release to promote Singapore in a series of multi-channel marketing events and activities. One of the highlights was the *Crazy Rich Singapore Week in LA*, which featured Singapore personalities showcasing interactive and sensory experiences through Singapore food, cocktails, art and music. In a series of *Crazy Rich Experiences* videos, three of the film's Singaporean cast shared stories behind the

locations and cultures featured in the movie. Media partnerships with outlets WhoWhatWear, MyDomaine and YouTube also created custom content and amplified video content produced by STB and Warner Bros.

Through a partnership with top US reality TV show *The Bachelor*, Singapore was featured as the first international destination in the show's 23rd season. Aired on US network ABC, the two-hour Singapore episode showcased Singapore's destination offerings, generating over 272 million impressions from earned media coverage on Singapore.

STB forged important new partnerships to further entrench our product and branding into far and wide reaching platforms.

STB partnered Travel Leaders Group (TLG), the largest agency franchisor, consortia and host agency in North America. In addition to advertising on TLG's B2B and B2C publications, the partnership also gave STB access to the travel agents from the group's premium agencies - ProTravel and Tzell - and their corporate and leisure customer bases.

STB also embarked on an integrated marketing partnership with United Airlines (UA) and Changi Airport Group. This campaign spanned high-impact digital and social media platforms, as well as captive in-flight and in-airport media channels, and was the first we had embarked on with UA on this scale.

STB continued working with key meeting partners including the American Society of Association Executives (ASAE), PCMA, Maritz/Experient and Helmsbriscoe to reach meeting planners. STB also collaborated with EDB and MAS on a seminar to shed light on Singapore's medical and financial sectors as a way of further engaging with executives from ASAE.

STB also undertook a three-month campaign with Northstar Meetings Group which saw the creation of a Singapore Destination Guide on Northstar's new online platform for meeting planners. The campaign received over 360,000 impressions during this period.

Marketing Singapore to the World

Vietnam

In 2018, arrivals from Vietnam grew 11 per cent whilst tourism receipts increased 5 per cent.

STB, in collaboration with ZOUK Singapore, Tippling Club Singapore and the popular new rooftop bar in Ho Chi Minh City SkyXX Garden & Lounge, officially launched the Socialiser Tribe as part of the second wave of the *Passion Made Possible* campaign in Vietnam. A new music video embodying the Socialiser spirit “Đi đi chần chờ chi” – the result of a collaboration between famous Vietnamese singer/music producer Only C and Singaporean rapper ShiGGa Shay – gained 12.6 million views on social media, and topped Vietnam’s top music streaming platform Zing’s daily chart. STB also partnered with SIA, Scoot and Vietravel to push out relevant travel deals.

Singapore continues to be an important Meetings and Incentives (M&I) destination for the Vietnam market. In FY18/19, STB focused on ramping up efforts to reach the M&I decision-makers, contributing tourism spending of almost S\$3 million for the year.

STB also organised a number of corporate familiarisation trips involving 45 corporates from Ho Chi Minh and Hanoi. The itineraries offered a deeper insight into Singapore’s history and culture, and a variety of experiences ranging from Peranakan history and food, and Singapore nightlife. Site inspections incorporated unique event and meeting venues in Singapore. STB also provided more information on our M&I support schemes (Beis, INSPIRE, STARS). This resulted in a securing of a number of incentive groups from Vietnamese corporates.



Marketing Singapore to the World

NEW MARKETS

Myanmar

The Singapore Festival 2018 was held at the upper block of Bogalay Zay Street, a 250-metre stretch of major thoroughfare in downtown Yangon. The street was pedestrianised for three days for the festival, which drew 120,000 visitors. A cornerstone of the Festival was the design and co-creation of community installations and street landscaping with the resident community, both to spruce up the street before the event, as well as to leave behind a tangible, usable exemplification of Passions and Possibilities.



South Africa

STB, together with six other partners, held a series of roadshows across Johannesburg, Cape Town and Durban, updating 250 travel agents on Singapore's latest offerings in Leisure, MICE and Cruise.



Cambodia

STB partnered with the Cambodian Broadcasting Services (CBS) to create and film a 16 x 3-minute episode travelogue series titled "Kompul Neak Tesachar" (The Best Traveller), which featured a range of Singapore products and travel tips. The show was hosted by local YouTube star ZK Frost.



Bangladesh

STB conducted a product update seminar and a corporate networking dinner in Dhaka in late November 2018. 15 Singapore stakeholders attended both events, and had the opportunity to engage over 20 travel agents and 15 corporates from Bangladesh. STB also partnered with Singapore Airlines for corporate familiarisation trips for their key MICE stakeholders in September 2018.

BUILDING INDUSTRY COMPETITIVENESS

To enhance industry innovation and competitiveness, STB rolled out a number of initiatives in 2018 to transform tourism businesses, support skills upgrading and cultivate a pro-business environment.

TRANSFORMING TOURISM BUSINESSES

Raising the Bar Through Smart Tourism Services

To help industry embrace technological disruption and deliver memorable customer experiences, STB has invested and developed a suite of smart tourism services that are available for industry use. These services raise the bar for the industry in the use of advanced data analytics to drive better visitor experiences, and include a recommendation engine, an itinerary planner and enhanced way-finding tools. They can be accessed via Application Programming Interfaces (APIs) from the Tourism Information and Services Hub (TIH), and used to power the industry's visitor facing channels.

Data Trust Charter

STB developed and announced a Data Trust Charter to publicly commit to secure and responsible data sharing and usage with tourism stakeholders. The Data Trust Charter is fully aligned with Singapore's data-related laws and guidelines, and details the principles STB holds in high regard, such as maintaining impartiality, achieving common outcomes, ensuring data confidentiality and protection of data. We are the first Singapore government agency to publicly communicate a Data Trust

Charter to assure stakeholders who share their data with us, that their data, both business and personal, would be protected and used responsibly.

Crowdsourcing for solutions through Tourism Innovation Challenges

Expanding from the Hotels and Travel Agents Innovation Challenges in 2017, STB introduced Innovation Challenges to the MICE and Attractions industries to help tackle common and longstanding industry challenges and drive competitiveness. More than 80 proposals have been received and more than 40 solutions were piloted for the tourism sector across the 4 industries.

- STB launched the **first MICE Innovation Challenge** on 7 September 2018, in partnership with the Singapore Association of Conference and Exhibition Organisers and Suppliers (SACEOS). More than 80 MICE stakeholders were engaged in identifying seven priority issues that the industry faces. The Call-for-Proposal resulted in a shortlist of 27 solutions, of which six proposals were selected for prototyping. Development of the prototypes started in April 2019.

- The **Innovation Challenge for Attractions** launched on 14 January 2019 aims to foster technology adoption and enable the attractions industry to stay ahead of competition and continue capturing mindshare of the increasingly discerning visitor. 12 attractions identified seven challenge statements and become partners to trial and pilot proposed solutions. A total of 26 solutions were shortlisted for pitching at the Industry Matchmaking Day, and six were shortlisted for prototype development.

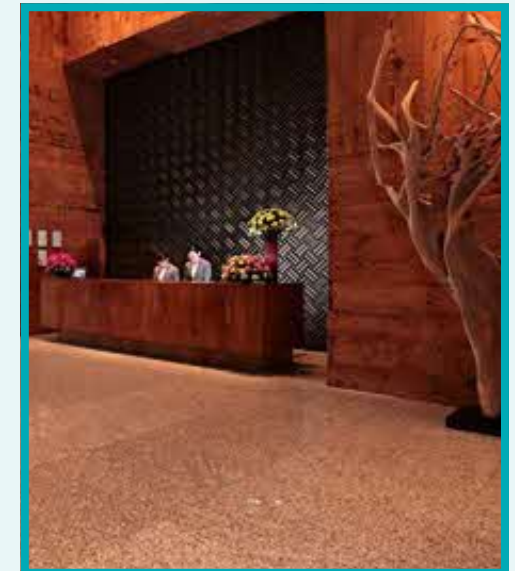
Smart Hotel Initiatives

- To encourage technology adoption and innovation by hotels, STB and the Hotel Innovation Committee (HIC) launched the **Smart Hotel Guide** to help hotels identify and explore next-generation system capabilities and technological solutions suited to each organisation's needs.

The **Smart Hotel Technology Guide 2018** identifies relevant front-of-house operations technology for hotels to realise the vision of a smart hotel. The guide also included case studies of organisations that have successfully implemented innovative solutions. Six hotel groups - Frasers Hospitality, Mandarin Oriental, Millennium and Copthorne Group, Hotel Bencoolen, Pan Pacific Hotel Group and Marina Bay Sands - have committed to adopting the Smart Hotel Guide in their development journey.

The **Hotel Technology Directory** is a first of its kind private sector collaboration to make available an online resource of local and overseas vendors offering technology solutions for Singapore hotel businesses. More than 70 local and foreign solution vendors were included in the online directory, providing hotels with a one-stop portal to kick-start their transformation journey.

- The guide and the directory were developed following feedback from focus group discussions and interviews with industry stakeholders representing more than 40 international hotels, local chains and boutique hotels.
- In April, the HIC organised a **Hotel Innovation Pitch** for technology vendors and research institutions to provide sourcing solutions for critical pain points in the housekeeping and food and beverage (F&B) departments, to render these jobs less onerous for hotel employees. The seven shortlisted proposals offered wide-ranging solutions, from robots for banquet set-up to assistive devices for bed-making, which are now ready to be developed and piloted in hotels.
- A **Hotel Innovation Case Study Video Series** was also launched to share best tech practices adopted by other hotels.



Marketing Singapore to the World

Funding for Tourism Sector Tech Adoption

- In 2018, STB's Business Improvement Fund supported innovative technology projects by 44 hotels and 55 travel agents – such as self-check-in counters, data analytics, robotics solutions, and business re-modelling – to boost productivity and competitiveness.

ESTABLISHING COMMON AND SECURED DIGITAL AND DATA PLATFORMS

Against the backdrop of increased cyber risks and the need to support the industry to transform, STB has strengthened cybersecurity policies, processes, infrastructure and adopted best practices to better manage risks and improve returns on ICT investments.

In the past year, we have:

- Instituted a "shift left" framework to integrate security testing of systems earlier and more frequently in the development process through a security-by-design philosophy.
- Strengthened STB's IT Security Incident Plan for quicker response and management of cyber threats and incidents.
- Created a Cybersecurity Pillar directly managed by the Chief Technology Officer to better coordinate and provide senior management guidance on cybersecurity issues.
- Implemented staff programmes such as regular "phishing" exercises, publication of security related articles, regular briefings on IT and data security, office walk-about to check on security compliance, etc.

GROWING TALENT POOL AND HONING SKILLS

Hotel Careers Campaign

2018 marked the second year of the Hotel Careers Campaign, a three-year joint initiative launched in July 2017 together with the Singapore Hotel Association, Food, Drinks and Allied Workers Union, and the hotel industry to inspire Singaporeans to join the hotel industry. Key highlights include:

- **Celebrity Hotel Challenge Video.** In this STB-Pan Pacific Hotel partnership, Singapore celebrity Michelle Chong went undercover as a demanding hotel guest and tested the mettle of unsuspecting hotel staff. Conceptualised to showcase the passion and professionalism of hotel employees, the video reached a total of 3.8 million people by the end of 2018, and drew positive public response.
- **100 Ambassadors of Happiness.** The campaign features 100 passionate and outstanding hotel employees from different job functions to inspire more locals to join the industry. Seven special series, from a General Manager to an International Women's Day series, were also produced with different content partners to showcase the career progressions in the industry.
- **Open Hotels Weekend.** The second edition in August 2018 involved 22 hotels offering 75 behind-the-scenes career tours. About 1,250 unique participants registered for the tours, a 60 per cent increase from 2017. The third edition in March 2019 saw a near two-fold increase in interest from hotels – 37 hotels took part, attracting about 1,200 unique participants for the career tours and job interviews.

Travel Agents and Tourist Guides

- Soft-launched in October 2018, the **Area Tourist Guide (ATG)** scheme aims to encourage qualified individuals with knowledge in specific domain areas to share their passion as guides in customised and niche tours. It also allows tourist guides to cater to the growing demand for interest-based tours. As a start, the scheme is open to individuals with domain knowledge in the areas of Nature or Food, and more categories may be added in future. As of March 2019, 32 individuals have qualified under the scheme, including Ms Ow Chiann Huey (also known as "Miss Tam Chiak") who applied as a Food ATG, and Mr Tan Bian Hwee (a botanical consultant and nature educator, volunteering with NParks since 2002), who applied as a Nature ATG.
- As part of the Travel Agent Roadmap launched by STB and the National Association of Travel Agents Singapore (NATAS) in 2016, STB and NATAS unveiled new and updated initiatives to boost travel agent industry capabilities. These include a **Travel Talent Transformation & Management Programme** to improve HR practices and attract and retain workers, a one-stop **NATAS Resource Centre** that supports business transformation projects, and an updated **Business Transformation Through-Train Programme** to guide the implementation of new business models.
- STB launched the **Singapore City Tour Playbook** and **Passion Made Possible Professional Development Course** to help improve storytelling capabilities for travel agents and tourist guides.



Upskilling the workforce

- STB worked with SkillsFuture Singapore, Workforce Singapore (WSG), industry associations and training providers to jointly develop the **Skills Framework for Tourism**. This one-stop portal provides information such as sector trends, career pathways; occupations and job roles, existing and emerging skills, and training programmes. The initiative aims to attract and retain talent, help individuals manage their careers and skills development, and guide employers and training providers in identifying and designing relevant training programmes to achieve desired job roles.
- In 2018, **70 study awards** were given out to applicants representing tourism sectors such as hotels, MICE, attractions, travel agents and tourist guides to upskill their professional capabilities.

Marketing Singapore to the World

RAISING INDUSTRY MARKETING CAPABILITIES

STB Marketing College

- Launched at the STB Marketing Conference 2018, the learning and development programme tailored for marketing professionals in the travel industry is gaining traction. Its interactive online learning platform, **STB Learning Portal**, opened to industry partners in May 2018, offering six modules of marketing concepts, case studies and tools for 'always-on' learning.
- In January 2019, some 450 STB staff and industry partners attended the second edition of the **STB Marketing Conference**. Four plenary sessions and three breakout sessions provided insights from industry thought leaders and experts around the theme of *Decoding the Evolving Consumer*.



CULTIVATING A PRO-BUSINESS ENVIRONMENT

Amendments to the Travel Agents Act and Travel Agents Regulations

The industry welcomed two key regulatory amendments that enhances consumer protection and strengthens the regulatory framework to ensure industry sustainability:

- Travel agents who conduct local tours that do not include accommodation can now apply for a new '**niche travel agent licence**' with a lower paid-up capital and net worth requirement. This new tiered licensing scheme lowers entry barriers to build a more vibrant local tour scene.
- A travel agent licence is no longer required to offer local tours without passenger-carrying conveyance. This deregulation has encouraged several tourist guides to introduce more innovative offerings for locals and visitors.



ENHANCING DESTINATION ATTRACTIVENESS

A vibrant and diverse calendar of business and leisure events enhances Singapore's attractiveness as a lifestyle destination, so STB continually seeks to attract top-notch international events to Singapore while enhancing existing events.

MAINTAINING SINGAPORE'S EDGE IN BTMICE

Singapore was ranked the Top Asia-Pacific Meeting city by the International Congress and Convention Association (ICCA) rankings in 2017 for 16 consecutive years and was also named the Top International Meeting City by the Union of International Associations (UIA) rankings 2017 for 10 years. In addition, Singapore was also named Top Asia-Pacific Destination for the second consecutive year in Cvent's rankings of Top Meeting Destinations in Asia-Pacific for 2017.

In partnership with the events and conference organisers, STB undertook business development efforts throughout 2018 to drive quality business leads. This included having a prominent presence at the major international MICE tradeshows and events such as IMEX Frankfurt, IMEX Vegas, IBTM Barcelona as well as association-specific platforms like the ICCA Congress and UIA Roundtable. STB has also led business development efforts through mega-familiarisation trips for international meeting planners and corporate clients and organised roadshows in our key markets.

In 2018, some of the prominent events hosted by Singapore include:

- **Intel® Partner Connect (April).** The Intel Partner Connect 2018 in Singapore saw more than 1,000 Intel® Partner Providers connect and engage on the latest technologies, market trends and product innovations.
- **Herbalife Southeast Asia Extravaganza 2018 (May).** An annual education and training event for the Southeast Asia member community, the 3-day event brought together more than 10,000 independent members from 14 countries in Asia Pacific region.
- **Medical Fair Asia & Medical Manufacturing Asia 2018 (August).** Now in its 12th edition in Singapore, this biennial tradeshow attracted over 800 exhibitors from 62 countries, and 15,000 participants. The event showcased innovative medical technologies, healthcare seminars and workshops, and dedicated pavilions for Community Care and Start-Ups. It served as a valuable regional sourcing and knowledge platform for leading global and regional healthcare manufacturers, suppliers, distributors, and trade professionals.
- **43rd World Small Animal Veterinary Association Congress (September).** The 2018 world congress saw close to 3,000 attendees from the global community of companion animal practitioners gather in Singapore, to share the latest practices in veterinary medicine for small animals.
- **Women's Forum Singapore 2018 (September).** The inaugural edition in Asia gathered over 800 delegates and 100 speakers from various industry sectors across ASEAN, Europe, China, India and served as a platform to foster women's leadership for social and economic progress around the world.
- **Industrial Transformation Asia-Pacific – a Hannover Messe event (October).** This is the world's leading manufacturing-related trade exhibition and conference. The Singapore event was its first event outside Germany and welcomed over 15,000 attendees from 55 countries. Besides providing business opportunities for Singapore companies, the event also reinforced Singapore's reputation as a hub for high-value manufacturing with world-class engineering and innovation capabilities.
- **28th World Congress on Ultrasound in Obstetrics and Gynaecology (October).** This five-day world congress is the main annual scientific meeting for clinicians around the world who use or research ultrasound in this field. The Singapore edition achieved a double record in its history – a turnout of more than 2,400 delegates and the highest overall satisfaction scores from attendees.

- **Singapore FinTech Festival 2018 (November).** A home-grown event, the Singapore FinTech Festival has positioned Singapore as a thought-leader in this fast-growing sector. The 2018 edition drew close to 45,000 participants from almost 130 countries, and is the world's biggest gathering of global fintech industry professionals.
- **Bloomberg New Economy Forum (November).** More than 400 prominent leaders and global CEOs came together in Singapore to discuss challenging world issues such as globalisation, trade, technology, and climate change. High profile speakers included Michael R. Bloomberg, former mayor of New York City; Wang Qishan, Vice President of People's Republic of China; Lee Kai-Fu, Founder, Chairman & Chief Executive Officer of Sinovation Ventures; Christine Lagarde, then-Managing Director of the International Monetary Fund; and Dr. Henry A. Kissinger.
- **Amway India, Annual Leadership Summit 2018 (December).** Amway India organised a special programme for Amway Business Owners and their families as part of the organisation's 20th anniversary celebrations. This is one of the largest incentive groups that Singapore has hosted from India, with attendance by more than 3,000 delegates over five days.

Marketing Singapore to the World



In 2018, STB also secured several business events for 2019 and beyond, including:

- On the Professional Services front, the **Baker Tilly International Global Tax Conference 2019 & Baker Tilly International World Conference 2019**, as well as the **Kaspersky Security Analyst Summit 2019**. Together with other business events in the cluster, these international corporate conferences events are expected to draw close to 10,500 foreign delegates to Singapore.
- The **INSOL 2019 Annual Regional Conference** and the **Asian Patent Attorneys Association (APAA) General Assembly and Council Meeting 2022**.
- In the Technology sector, **Oracle OpenWorld Asia 2019** and the **SAP Field Kick-Off Meeting (2020 and 2021)**. Close to 6,000 international delegates are expected for the secured business events in the Technology sector.
- For the F&B cluster, the **Southeast Asia Café Expo, Equip&Dine Asia 2019** and the **Global Restaurant Leadership Conference 2019**. **Food&HotelAsia (FHA)**, Asia's largest and most comprehensive international trade and networking event for the food and hospitality industry, will expand their show into two dedicated events: **FHA-HoReCa** and **FHA-F&B**, in March/early April 2020. This is expected to bring in over 45,000 international delegates to network, trade and share best practices.

- On the applied health sciences and innovation front, Singapore will welcome the **International Team for Implantology (ITI) World Symposium 2020**, the **11th International Agency for the Prevention of Blindness (IAPB) General Assembly 2020** and the **International Conference on Medical Imaging Computing and Computer-Assisted Intervention 2022 (MICCAI)** in coming years. These events will see over 7,000 international delegates gather to exchange knowledge, share expertise and advance their societies' development and causes in Singapore.

Other Initiatives

- **Asia-Pacific Executive Development Programme**. A Memorandum of Understanding (MoU) to develop a joint Asia-Pacific Executive Development Programme (AEDP) was signed at the Singapore MICE Forum (SMF) 2018 between the Singapore Association of Conventions & Exhibition Organisers & Suppliers (SACEOS) and UFI, the Global Association of the Exhibition Industry. The initiative, facilitated by STB, is intended to enhance the skills of exhibition professionals in Singapore and the region.

Marketing Singapore to the World

MAINTAINING A VIBRANT LEISURE EVENTS CALENDAR

ANCHORING BRANDED EVENTS

Sports

To appeal to sports fans in Singapore and from around the world, Singapore continued to invest in major international sporting events, including:

- **FORMULA 1® SINGAPORE GRAND PRIX.**

Singapore hosted the 11th edition of the FORMULA 1® SINGAPORE AIRLINES SINGAPORE GRAND PRIX 2018 at the Marina Bay Street Circuit from 14 to 16 September 2018. Mercedes driver Lewis Hamilton cruised to victory from pole position for his fourth career win in Singapore. A total of 263,000 spectators attended the three-day race in 2018 – the second highest since the inaugural race in 2008. Tourists accounted for over 40 per cent of ticket holders, with the bulk coming from the United Kingdom, Australia, Indonesia, Japan and China.



- **International Champions Cup Singapore.**

The only ICC stop in Asia saw football giants Paris Saint-Germain (PSG), Arsenal and Atletico Madrid kick-off their pre-season preparations in Singapore. The PSG and Arsenal tie in July 2018 attracted the highest attendance ever at an ICC Singapore match with 50,308 spectators.

- **BNP Paribas WTA Finals Singapore.**

Singapore capped off its five-year run by hosting a record number of more than 168,000 fans at the final edition of this top women's tennis series. Ukraine's Elina Svitolina came back from a set down to beat American Sloane Stephens and lift the biggest title of her career, while 2018 Australian Open champions Timea Babos and Kristina Mladenovic claimed the doubles title. As part of the lifestyle offerings alongside the WTA Finals, Wakin Chau kick-started the first weekend of the WTA Finals and multiple Grammy award-winning artiste Jason Mraz entertained the crowd on the final weekend. Over the five years that Singapore hosted the WTA Finals, more than 630,000 fans have attended the annual 10-day event.



Credit: Lagardere Sports



- **HSBC Singapore Rugby Sevens 2018.**

The two-day event attracted over 55,000 spectators. Fiji won its first HSBC Singapore Rugby Sevens title with a thrilling win over Australia. In-stadium performances included the evergreen American disco outfit Village People and popular local acts Jive Talkin', Jack and Rai, Too Much Drama and Sambamasala.

- **HSBC Women's World Championship 2019.** HSBC Women's World Championship (HHWC) 2019 saw a total attendance of 32,000 across four days, as the world's top female golfers battled it out for the title. South Korean Sung-Hyun Park won by two shots to take home her sixth LPGA title. The event had an enhanced Spectator Village, which included new layout and activations that encouraged experiential engagement between sponsors and visitors.

- **Ultimate Fighting Championship (UFC) Fight Night Singapore 2018.** UFC Fight Night Singapore saw the emergence of one of the best welterweight fights in all of mixed martial arts, headlined by Cowboy Cerrone and Leon Edwards. Over 6,400 fans were treated to a feast of world-class MMA action with 12 bouts at the Singapore Indoor Stadium. The event also showcased the city of Singapore as a unique tourist destination through UFC's marketing and branding, and promotional athlete appearances at prominent locations.

Marketing Singapore to the World

Food & Beverage

To raise Singapore's profile as a leading gastronomic and mixology capital, STB secured strategic partnerships that support industry growth and development.

- **World's 50 Best.** STB's ground-breaking three-year partnership with William Reed Business Media (WRBM) marked the first time WRBM inked a multi-year agreement with a national tourism organisation, bringing five 50 "Best" events to Singapore. The partnership kicked off with **The World's 50 Best Restaurants awards** at Marina Bay Sands in June 2019, the first time the awards platform was hosted in Asia. Singapore will continue to anchor four other 50 Best events: **The World's 50 Best Bars awards** in 2021, which will see Singapore become the first award host city outside of its original home of London, **Asia's 50 Best Bars** in 2019 & 2020 (following the inaugural edition in 2018), and the **#50BestTalks** thought-leadership event (2020), which will feature top international industry speakers.

- **The World Restaurant Awards.** As Official Culinary Destination Partner of The World Restaurant Awards – a progressive new annual award platform created by IMG, in partnership with London-based restaurant journalist Joe Warwick and Italian food writer Andrea Petrini – Singapore was placed in the global spotlight at the inaugural edition held in Paris in February 2019. Unique creations were showcased through a menu that presented the best of Singapore's flavours. Learning and development opportunities for Singapore's culinary talents will also be available through "The World Restaurant Awards Talent Exchange Programme", launched jointly by STB and IMG. This first-of-its-kind programme will be conducted via an "exchange programme" format, where emerging chefs from Singapore will be attached to The World Restaurant Awards-winning or nominated establishments, and vice versa.



Marketing Singapore to the World

Entertainment

• C3 Anime Festival Asia (AFA) Singapore 2018.

AFA celebrated its 10th year anniversary with special programme highlights such as a celebrity red carpet programme, a special exhibition showcasing the 10 years of AFA and an "Anime for a Cause" charity initiative. The event is South East Asia's biggest and most prestigious Japanese pop culture event and attracted 105,000 visitors – 9 per cent more than the previous year – making 2018 its best performance since its 2008 debut. In terms of unique foreign visitorship, C3AFA drew 15,200 visitors, a 27 per cent increase from 2017.

- **Marvel Studios: Ten Years of Heroes.** This special exhibition was held at ArtScience Museum to celebrate the 10th anniversary of the Marvel Cinematic Universe. Locals and visitors experienced cutting-edge AV technology and highly-immersive media at this spectacular exhibition. The event attracted 213,400 visitors, of which 53 per cent were foreign visitors.



Credit: SPACELogic

- **Sentosa Sandsation: MARVEL Edition.** Held from 1 - 16 September 2018, Southeast Asia's biggest sand festival received a boost with the never-before-seen Marvel edition, featuring 15 larger-than-life sand sculptures of iconic Marvel characters such as Iron Man and Thor, sand-sculpting workshops and the Marvel-themed Sentosa International Sand Sculpting Championship. The event saw a 32 per cent year-on-year growth in total attendance, from 105,100 in 2017 to 138,800 in 2018.

- **TOYBOX Powered by Hasbro.** Supported by STB's Kickstart Fund, Hasbro's first ever multi-brand live carnival in Asia was held in Sentosa. The inaugural event took place from 1 to 17 February 2019 and featured seven popular Hasbro brands including Transformers, My Little Pony, NERF, Monopoly, Cluedo, Baby Alive and Play-Doh. The event drew 36,000 visitors.



Marketing Singapore to the World

GROWING LOCAL EVENTS

Arts

- **Singapore Art Week 2019 (SAW).** The 7th edition of Singapore's annual celebration of the visual arts featured over 100 unique events across the city, ranging from mass festivals, art exhibitions, gallery openings and public art installations, to talks and workshops. SAW 2019 drew over 600,000 visitors during its nine-day run.

Food & Beverage

- **Singapore Food Festival (SFF).** SFF celebrated its 25th anniversary by staying true to its roots of showcasing Singapore's multi-cultural heritage local fare. Themed "Savour Singapore in Every Bite", the SFF drew locals and foreign visitors with a sumptuous showcase of over 20 local gastronomic experiences, featuring inventive yet familiar flavours. A specially-curated line-up of SFF partner events held over three weekends included craft workshops, cooking demos and masterclasses, and sale of local food-related souvenirs. The two-day long outdoor event, *STREAT*, returned for its 4th edition at a bigger venue at Empress Lawn, featuring a dedicated bar by Manhattan, the top bar in Asia's 50 Best Bars 2018, limited-edition locally-produced SFF-branded beers and drinks, and collaborations with Michelin-starred restaurant chefs.

Entertainment

- **Marina Bay Singapore Countdown.** The annual event drew an estimated crowd of nearly half a million. Highlights at the event included hourly fireworks displays, complemented by light projections on various Marina Bay landmarks, and activity zones spread out across the Marina Bay area and Civic District. Star Island Singapore Countdown Edition, a multi-sensory firework musical, was held outside Japan for the first time and Mediacorp's *Let's Celebrate 2019* countdown concert at The Promontory, was made free to the public for the first time. The event secured at least S\$23 million in publicity value, an increase of 21 per cent over its last edition.



DELIVERING NEW/ENHANCED EVENTS

STB supported a wide variety of local and international arts and entertainment experiences.

Arts

- **Minimalism: Space. Light. Object.** Singapore's two leading cultural institutions, National Gallery Singapore and ArtScience Museum, collaborated for the first time to present the region's first exhibition on Minimalism. Over 130 works were presented across the two sites to explore the history and legacy of this ground-breaking art movement.
- **Lucy Liu and Shubigi Rao: *Unhomed Belongings*.** Co-presented by the National Museum of Singapore and The Ryan Foundation, *Unhomed Belongings* showcased artworks by American actress Lucy Liu and Singaporean artist Shubigi Rao. The two "visual penfriends" had never met in person prior to the exhibition but shared similar themes in their works.
- **STB-Frieze Partnership.** STB partnered with leading art fair brand Frieze to present a three-part series of thought leadership events in Singapore and overseas. To kick off the series, a private panel discussion was held during Frieze Week in London in October 2018. A public talk for over 150 art enthusiasts and industry representatives then took place at the National Gallery Singapore during Singapore Art Week in January 2019.



- **Culture Cartel 2018.** Held over two days in December 2018, this first-of-its-kind street culture convention in Asia presented a unique showcase of street art, graffiti, streetwear and toys featuring entertainment and activations by more than 60 artists and 100 exhibitors from urban brands across the world.

Entertainment

- **PVP Esports Championship.** This championship is a new multi-game title and multi-platform regional esports league set up by SingTel in collaboration with their associates and industry partners. STB supported the finals of the event held in Singapore with the aim of test-bedding regional demand for esports events. The inaugural edition drew about 1,000 unique foreign visitors and secured the participation of top international game *DOTA 2*. The event also attracted a total unique online viewership of 13.4 million.

Marketing Singapore to the World

REFRESHING DESTINATION EXPERIENCES

Beyond events, STB and our tourism partners collaborated to enhance Singapore's lifestyle experiences, products and services.

- **Rejuvenating Orchard Road.** To stay ahead of increasing competition from other cities and rapidly changing retail trends, STB, together with the Urban Redevelopment Authority (URA) and National Parks Board (NParks), announced plans to transform Orchard Road into an "exceptional experience beyond retail" for local and international visitors.

The sub-precincts around Orchard Road will showcase their unique identities by offering visitors differentiated experiences, such as innovative retail concepts, attractions, entertainment and events. 'Bring Back the Orchard' will distinguish Orchard Road from other international shopping streets by drawing back to its roots and international reputation as a "City in a Garden" to offer visitors a vibrant green urban corridor that will connect the historical green spaces of Singapore Botanic Gardens and Fort Canning Park.



- **Launch of Design Orchard.** Opened in January 2019, Design Orchard – a joint project by STB, JTC Corporation and Enterprise Singapore – aims to groom new and emerging talents in the lifestyle and fashion sectors. Located at the junction of Orchard Road and Cairnhill Road, the 2.5-storey building features a 850 sqm retail showcase, run by homegrown retailer Naiise; an incubation space, operated by the Textile and Fashion Federation Singapore and housing co-working areas and professional sewing equipment; and a rooftop amphitheatre and events space.

In support of the Government's ongoing efforts to transform Orchard Road into a lifestyle destination, Design Orchard is the go-to spot for locals and tourists shopping for "uniquely Singapore" items. Design Orchard houses over 60 labels across categories such as fashion apparel, food, souvenirs and small home furnishings. The brand founders and designers will also find opportunities for mentorship, collaboration and networking with industry players.

- **Floating Donut.** Officially launched in November 2018, the Floating Donut provides a dining experience in an outdoor yet intimate setting and augments the existing 'dining on water' options in the market, such as river cruises. The environmentally-friendly, donut-shaped flotation device can hold up to eight diners comfortably, with an additional licensed captain on board to navigate the boat. In collaboration with Tokidoki, the vessels are wrapped with Tokidoki-themed motifs and images. A first of its kind in Singapore, it appeals to both MICE groups and leisure travellers, and is expected to contribute to the vibrancy of the Marina Bay precinct. STB supported the project with the Kickstart Fund, a seed funding that supports the creation and test-bedding of innovative lifestyle concepts with strong tourism potential and scalability.

- **New Hotels.** The hotel scene continued to add more choices for tourists, business travellers and staycationers. Among the new hotels that opened in 2018 were The Great Madras, Six Senses Duxton, The Capitol Kempinski Hotel Singapore and Six Senses Maxwell.

Six Senses Maxwell is housed in a block of heritage shop houses beautifully restored with interiors by French designer Jacques Garcia. Together with Six Senses Duxton, they are the brand's first city hotels globally, bringing the sustainable and wellness hotel stay experience to Singapore visitors first-hand. Experiences include the first city Earth Lab, where the hotel showcases their sustainability efforts to reduce consumption, produce locally, and support communities and ecosystems, as well as engaging guests through their Alchemy bar and workshops on unique concoctions and aromatherapy blends.

The Capitol Kempinski Hotel Singapore was finally reopened following the restoration by acclaimed Pritzker Architecture Prize winner Richard Meier, bringing out the best of the neoclassical-style Capitol Building (1930) and the Venetian Renaissance-style Stamford House (1940). The first Kempinski hotel in Singapore, the hotel also offers new dining experiences including 15 Stamford by Alvin Leung by renowned three-Michelin-starred chef Alvin Leung and more.

Marketing Singapore to the World

GATHERING SPEED FOR CRUISE IN THE REGION

STB continues to collaborate closely with its ASEAN counterparts to boost the increasingly vibrant cruising industry in Singapore and Southeast Asia.

- **First-of-its-kind Singapore Port Operations Forum.** In September 2018, STB organised the inaugural event that brought together more than 75 stakeholders to discuss ways to enhance Singapore's cruise operating environment. Cruise lines, ship agents, terminal operators, ground handlers and Singapore government agencies discussed matters including immigration, crisis management, customs, berthing, shore excursions and fly-cruise services.
- **Advanced collaboration efforts with ASEAN.** Set up in 2017, the Singapore-Indonesia Bilateral Cruise Inter-Agency Taskforce organised explorations to new destinations in Balikpapan, Banyuwangi, Belitung and Surabaya for the cruise lines. New cruise itineraries between the two countries were established, for example Dream Cruises' *Genting Dream* now sails from Singapore to Bintan, Celukan Bawang (Bali) and Surabaya.
- **Notable Maiden Calls.** 2018 saw maiden calls from ships such as *Mein Schiff 3* (TUI Cruises), *Norwegian Jewel* (Norwegian Cruise Line) and *Silver Muse* (Silversea Cruises).

BEYOND DESTINATION PROMOTION - SHARING OUR TOURISM EXPERTISE

Behind the scenes, STB joined forces with our regional counterparts as part of ongoing efforts amongst the Southeast Asian destinations to boost tourism in the region.

- **Biennial Singapore-Vietnam Tourism Cooperation (S-VTC) Meeting.** In May 2018, STB hosted the 15th S-VTC meeting, which discussed tourism market development, manpower training, opportunities for tourism

investments and cruise development, and a review of areas of cooperation arising from ASEAN Tourism Forum 2017. Held biennially since 1994, the next S-VTC Meeting will be hosted by Vietnam in 2020.

- **MoU between STB and Chongqing Municipal Commission of Tourism Development (CQMCT).** The three-year Tourism MOU was signed in August to strengthen capability building and increase visitor numbers. The parties committed to sharing best practices, deepening travel trade industry exchange, and increasing air connectivity between the two cities. China and the city of Chongqing have been and will continue to be an important source of visitors to Singapore.

- **China-Ready Tourism Training Seminar.** In May 2018, STB and the ASEAN-China Centre jointly organised the China-Ready Tourism Training Seminar to equip the Singapore tourism industry with a better understanding of Chinese tourists. Four lecturers from the Guilin Tourism University shared insights on China's Outbound Tourism Market, Travel Trends and Preferences, Chinese Travellers' Consumer Behaviour, and Being China-Ready in ASEAN. The 92 tourism professionals who attended the event found it a useful platform for strengthening tourism cooperation and exchanges between China and Singapore.
- STB also assumed the role of **Chair of the ASEAN Tourism Competitiveness Committee (ATCC)** for 2018-2019. As ATCC Chair, STB's responsibilities include overseeing regional marketing and promotional activities, diversifying tourism products, enhancing tourism standards and air, sea and land connectivity, facilitating cross border movements, and attracting investments to ASEAN.



Calendar of Events

APR 2018

CHILDREN'S SEASON 2018 AT THE NATIONAL MUSEUM OF SINGAPORE

As part of Children's Season 2018, the National Museum of Singapore featured exhibition "The More We Get Together: Singapore's Playgrounds 1930 – 2030" invited young audiences and families to explore different types of play experience at the museum with line-up of programmes, including hands-on activities, storytelling sessions, family workshops, performances and film screenings.



HSBC SINGAPORE RUGBY SEVENS

Rugby fans enjoyed two days of high-energy sport and entertainment as the world's top 16 international Rugby Sevens teams battled for the Singapore championship at the National Stadium.

IDEM 2018

IDEM is the leading dental exhibition and scientific conference for the Asia-Pacific region, held biennially in Singapore. Inaugurated in 2000, IDEM has grown into a well-regarded regional dental trade event. It is strongly supported by key international and local dental associations, coupled with government support. In its 10th edition, IDEM 2018 served as a platform for world experts to share and discuss on clinical dental practices, innovative techniques and emerging biomaterials.

FOOD&HOTELASIA 2018

FHA is a biennial tradeshow anchored in Singapore since 1978 and has grown to be SEA's largest food and hospitality trade event catering to all aspects of the culinary and hospitality industries. The 21st edition in 2018 was held across two venues, Singapore Expo and Suntec Singapore – a first for a Singapore exhibition. The show attracted over 2,800 exhibitors from 64 countries and more than 30,000 visitors.



PROWINE ASIA 2018

Co-located with FHA 2018, ProWine Asia is the SEA version of its best-in-class wine and spirits parent event held annually in Dusseldorf. The event attracted over 9,000 visitors and more than 280 exhibitors.

SIFA 2018

In its 41st year, SIFA 2018 is an annual arts festival that presents diverse theatre, music, dance, film, literary arts and multimedia presentations by acclaimed artists from around the world and Singapore. Held over three weeks, the Festival also presented a packed calendar of book clubs, artist talks, lectures, workshops, and master classes that complemented the main presentations at the Festival House. The 2018 event drew over 55,000 visitors.

WORLD GOURMET SUMMIT 2018

An annual culinary festival that features a line-up of international and local chefs offering gastronomic experiences for fine dining enthusiasts.



Calendar of Events

MAY 2018



ASIA'S 50 BEST BARS 2018

Singapore hosted the inaugural Asia's 50 Best Bars awards ceremony, in which 11 Singapore bars made the list. The first bar-focused thought leadership event was also held alongside the event.

SINGAPORE COCKTAIL FESTIVAL 2018

Held at the Empress Lawn from 4 to 6 May, Singapore Cocktail Festival featured 15 international celebrity mixologists from award-winning bars across Asia.



HERBALIFE SEA EXTRAVAGANZA 2018

Herbalife Nutrition's annual regional event took place at the Singapore Expo in May 2018 and drew more than 10,000 attendees from Southeast Asia.

HARI RAYA LIGHT-UP AND CELEBRATIONS 2018

The annual Hari Raya Light-up at Geylang Serai bustled with visitors thronging the bazaar which offered festive décor, clothing, and traditional Muslim eats including street food, snacks and other treats. Hari Raya light-up 2018 celebrated the *kampong spirit* with a visual lights display bearing Malay cultural icons.



TAX FREE WORLD ASSOCIATION ASIA PACIFIC EXHIBITION AND CONFERENCE 2018

TFWA Asia Pacific Exhibition and Conference is an annual leading travel retail B2B event presenting the best in premium brand innovation as well as acclaimed industry conference and in-depth market insights. The 2018 edition served as a platform where the industry met to showcase products and services, discuss developments and learn about future trends.

INTERNATIONAL LUXURY TRAVEL MARKET (ILTM) ASIA PACIFIC 2018

ILTM Asia Pacific 2018 was the inaugural edition for the Asia Pacific region, while the ILTM flagship show in Cannes is regarded as a leading show for the global luxury travel community. It was a four-day B2B, invitation-only trade show where exhibitors met pre-qualified luxury buyers from Asia Pacific to exchange ideas, discuss new products and generate business leads. Additionally, industry media were also identified and invited to cover the event annually.



JUN 2018

MARVEL STUDIOS: TEN YEARS OF HEROES

The Marvel Studios: Ten Years of Heroes exhibition was held at ArtScience Museum to celebrate the 10th anniversary of the Marvel Cinematic Universe.



Credit: SPACELogic

INNOVFEST UNBOUND 2018

Innovfest Unbound is a 2-day innovation-focused conference that connects brands and global corporations with disruptive technology for growth. It is profiled as a platform where entrepreneurs and corporates leaders from the U.S. and Europe come to explore opportunities in Asia. The event was launched in April 2015 as a partnership between NUS Enterprise and AcreWhite (now Unbound Innovations (Asia)). In 2016, it became the flagship event of Smart Nation Innovations (SNI) Week – IDA's (now IMDA) umbrella week of events that showcases Asia's most innovative developments in the media-tech sphere. Innovfest Unbound continues to be SNI Week's anchor event in 2018.

JUN 2018

CONNECTECH ASIA 2018

UBM-SES rebranded CommunicAsia and BroadcastAsia as component events under the umbrella brand, ConneCTech Asia. Aside from CommunicAsia and BroadcastAsia, ConneCTech Asia also includes NXT Asia, which encompasses disruptive technology such as artificial intelligence, virtual reality, robotics, and etc.

One of Singapore's largest exhibition, CommunicAsia is positioned as Asia's largest and most established information and communications technology (ICT) event. CommunicAsia 2018, held at MBS, featured a complete range of key technologies, such as mobile broadband and applications, developments in LTE/4G as well as Over-the-Top (OTT) and more. It also comprised EnterpriseIT 2018 and SatComm 2018.

BroadcastAsia is positioned as Asia's largest and most established media communications event. Exhibitors showcase the latest key technologies, including: Future TV (OTT/ Cloud Broadcasting), Multi-Screen Streaming, Production and Post-Production Software and more. As with the 2017 edition, BroadcastAsia 2018 was held at Suntec Convention and Exhibition Centre.

RAINFOREST LUMINA 2018

The first of its kind in Asia, Rainforest Lumina is an immersive night walk experience through the Singapore Zoo. The 7-month event from Jun 2018 to Feb 2019, features a customised concept and story, with interactive elements that help to bring the Singapore Zoo to life after sunset, through the use of cutting-edge motion sensing, lighting and projection technology.

GREAT SINGAPORE SALE (GSS)

To celebrate the 25th anniversary of GSS, the Singapore Retailers Association (SRA) organised a special launch event with an exciting line-up of performances, games and other activities. It also implemented a GST-absorbed day on 7th July, galvanising over 100 participating brands.



UFC FIGHT WEEK SINGAPORE 2018

Following a hugely successful event in 2017, UFC returned to Singapore on the 23rd June 2018 in Singapore Indoor Stadium for a faceoff between American welterweight 11th ranked Donald "Cowboy" Cerrone with 14th ranked British upstart Leon "Rocky" Edwards in a 5 round main event. Beyond the Fight, UFC put together complementary fan experiences such as UFC VIP experience, Ceremonial weigh-in, Open Workout, UFC Fan Experience, Guest Fighter seminar and Official after-party.



GALLERY CHILDREN'S FESTIVAL: SMALL BIG DREAMERS

As part of Children's Season 2018, the National Gallery Singapore organised a family-centric event featuring interactive art installations by regional and international artists, including Singapore artist Lee Wen. The festival also showcased performances, guided tours and workshops, and film screening within the Gallery.

JUL 2018

PESTA RAYA – MALAY FESTIVAL OF ARTS

Pesta Raya celebrates the icons of Malay arts and culture through a showcase of traditional and contemporary art in theatre, dance, and music from the Nusantara (Malay Archipelago). The 2018 edition saw a new space – Pesta Berpesta! – where artists such as Tarakucha! (Malaysia), IRAMAMAMA (Indonesia) and Nada (Singapore) presented a wide selection of popular music from the 60s to the 80s.



INTERNATIONAL CHAMPIONS CUP SINGAPORE

The ICC Singapore in 2018 was the only stop of the ICC in Asia and saw top teams PSG, Arsenal and Atletico Madrid kick-off their pre-season preparation in Singapore. The match between PSG and Arsenal was the highest attended ICC match in Singapore at the time, with 50,308 spectators in attendance.

Calendar of Events

JUL 2018

SINGAPORE INTERNATIONAL WATER WEEK (SIWW)

SIWW is a biennial international platform for stakeholders from the water industry to address challenges, share practical solutions and showcase latest technologies.

SIWW 2018 was in its 8th edition and took place at Sands Expo & Convention Centre from 8 to 12 July. The event was held in conjunction with World Cities Summit, the CleanEnviro Summit Singapore and the Singapore International Transport Congress and Exhibition. These events shared an integrated exhibition, City Solutions Singapore.



CLEANENVIRO SUMMIT SINGAPORE (CESS) 2018

The biennial CESS is a global networking platform for thought leaders, senior government officials, policy makers, regulators and industry leaders to connect and discover practical solutions to address environmental challenges for tomorrow's cities. The event also showcases latest innovations in waste and cleaning management, environmental technology and recycling solutions.

The 2018 event was held in conjunction with World Cities Summit, the Singapore International Water Week and the Singapore International Transport Congress and Exhibition. These events shared an integrated exhibition, City Solutions Singapore.

WORLD CITIES SUMMIT 2018

World Cities Summit is a biennial global platform for government leaders and industry experts to address liveable and sustainable city challenges, share innovative urban projects and forge partnerships. The objectives of the event are to facilitate learning, thought leadership discussion and profile Singapore's urban solutions.

The 2018 event was held in conjunction with the Singapore International Water Week, CleanEnviro Summit Singapore and the Singapore International Transport Congress and Exhibition. These events shared an integrated exhibition, City Solutions Singapore.

SINGAPORE INTERNATIONAL TRANSPORT CONGRESS & EXHIBITION (SITCE) 2018

The Singapore International Transport Congress and Exhibition (SITCE) is an exhibition and conference jointly organised by Land Transport Authority of Singapore (LTA), the International Association of Public Transport (UITP) and LTA's subsidiary, MSI Global Pte Ltd.

Themed "People at the Heart of Digital Railways", SITCE 2018 featured digitalisation of the rail industry to address capacity improvement and performance capabilities gaps.

SITCE 2018 was held in conjunction with World Cities Summit, the Singapore International Water Week and CleanEnviro Summit Singapore. These events shared an integrated exhibition, City Solutions Singapore.



SINGAPORE FOOD FESTIVAL 2018

With food trails and art performances inspired by food, the Singapore Food Festival 2018 served up a wide variety of culinary creations from famous chefs and hawkers and food-related experiences.



MICHELIN GUIDE SINGAPORE 2018 STAR REVELATION AND GALA DINNER

The annual Michelin Gala Dinner and Awards Ceremony where the selected Michelin-starred establishments for the 2018 Michelin Guide were announced. The 2018 dinner was themed 'The Past Through Tomorrow', and showcased a modern take on some of Singapore's favourite local dishes such as Chicken Rice and Chilli Crab.

Calendar of Events

AUG 2018

DHL ASIACUP 2018

DHL Express held its annual football tournament and cheerleading competition for employees from its Asia Pacific offices in Singapore on 3-5 August 2018. Over 1,000 DHL employees attended the event.

SINGAPORE NIGHT FESTIVAL 2018

Now into its 11th edition, the iconic Singapore Night Festival 2018 transformed the arts and heritage district of Bras Basah Bugis into an illuminated playground with interactive light installations and buzz of street performances by local and international artists over the two weekends in August.



RWS STREET EATS 2018

Back for its second year, the 11-day event showcased some of Southeast Asia's iconic hawker delights from renowned hawkers and eateries in Malaysia, Indonesia, Thailand, Vietnam and Singapore – across 29 stalls hosted at the Malaysian Food Street and the Waterfront at Resorts World Sentosa.

SANDS FOR SINGAPORE CHARITY FESTIVAL 2018

The annual charity event of Marina Bay Sands (MBS)' CSR programme, the Sands for Singapore Charity Festival 2018 hosted an array of fundraising activities over three days to engage the public in giving back – from charity challenges for adults and children to a festival event with food trucks, live music performances and art jamming activities. The initiative has raised over S\$23 million since its inception in 2013, and has benefited charities such as Community Chest and SPD.

MEDICAL FAIR ASIA 2018

Modelled after the global medical trade fair, MEDICA, Medical Fair Asia 2018, co-located with Medical Manufacturing Asia 2018, served as an international platform focused on innovations and solutions for the hospital, diagnostic, pharmaceutical, medical and rehabilitation sectors.

SEP 2018

INNOVATION SUMMIT SINGAPORE 2018

3200+ world-leading entrepreneurs, executives and industry leaders gathered together at Innovation Summit Singapore 2018 to explore, discuss and create opportunities for powering and digitising the economy.

SINGAPORE INTERNATIONAL PHOTOGRAPHY FESTIVAL (SIPF) 2018

The 6th SIPF featured the photographic works of 131 artists from 31 countries across various locations in Singapore including DECK, National Design Centre, the Arts House, Japan Creative Centre, Gillman Barracks, National Library Plaza and the Esplanade Tunnel. SIPF, which featured exhibitions by renowned international artists such as Nobuyoshi Araki (Japan) and Nan Goldin (United States), drew more than 191,000 visitors of which 26 per cent were tourists.



SINGAPORE GREEN BUILDING WEEK 2018

Singapore Green Building Week (SGBW) is an international platform for industry experts from the green building industry to share practical green building solutions, address challenges and showcase latest technologies.

The event week was led by Building & Construction Authority (BCA) and co-organised with Relx Singapore (formerly known as Reed Singapore). The events under SGBW were namely the Build Eco Xpo (BEX) Asia, International Green Building Conference (IGBC) and Mostra Convegno Expocomfort (MCE) Asia.

SGBW, in its 10th edition was held from 5 to 7 September 2018.

SEP 2018

WOMEN'S FORUM SINGAPORE 2018

The first Women's Forum Singapore convened more than 800 leaders and high-potential talents from business, government, civil society and other sectors to discuss and explore best practices and proposals on the involvement of women in innovation in three central pillars:

- (i) Shaping lives and livelihoods through innovation
- (ii) Embracing diversity for inclusive prosperity
- (iii) Risk and resilience: Traditional and non-traditional security challenges

43RD WORLD SMALL ANIMAL VETERINARY ASSOCIATION CONGRESS

The WSAVA World Congress is where the global community of companion animal practitioners gather to share the latest and best practices in veterinary science and care in the field. The event in Singapore also featured outreach programs to the region.

SINGAPORE TOY, GAME AND COMIC CONVENTION 2018

Held at Marina Bay Sands, the annual Singapore Toy, Game & Comic Convention featured exciting exhibitors, game demos, stage performances, and meet-and-greet sessions with comic artists, voice-over artists and video game designers.

SENTOSA SANDSATION: MARVEL EDITION 2018

Sentosa Sandsation, Singapore's biggest sand festival, was amplified with the Marvel-themed sand sculptures, including iconic characters such as Iron Man and Thor.



Credit: Sentosa

GRAND PRIX SEASON SINGAPORE 2018

Incorporating the FORMULA 1® SINGAPORE GRAND PRIX, Grand Prix Season Singapore 2018 saw 10 days of non-stop action, on and off the race tracks. Singapore's biggest sporting extravaganza delivered a high-octane party weekend with thrilling night racing and star-studded acts, as well as specially curated lifestyle offerings and events.

CHINATOWN MID-AUTUMN FESTIVAL 2018

Known as the Mooncake festival, the Mid-Autumn Festival is one of the most popular events celebrated by the Chinese community in Singapore. The month-long Chinatown festival showcased a themed street light-up, festive bazaar, official light-up ceremony, nightly stage shows, mass lantern walk and heritage walking trails which attracted about one million visitors.



DEEPAVALI LIGHT-UP AND CELEBRATIONS 2018

Little India is the epicentre of the annual Deepavali celebrations, and the 2018 light-up did not disappoint with spectacular street lights, a busy festival market offering traditional snacks, sarees and ornamental decorations and cultural programmes and performances.

HALLOWEEN HORROR NIGHTS® 8

The award-winning Sci-Fi thriller, "Stranger Things", came to life for the first time at the "Halloween Horror Nights™" events across Universal Studios® in Hollywood, Orlando and Singapore. The 8th edition of Universal Studios Singapore®(USS)' annual Halloween event featured 12 artfully recreated scenes and storylines from the popular Netflix series – transporting guests from the menacing Hawkins National Laboratory to the eerie Upside Down woods.

Calendar of Events

OCT 2018

JEWELUXE

The second edition of Asia's largest curated festival of jewellery and watches, Jeweluxe brought together 74 eminent jewellery houses, heritage brands and independent designers as well as watch and clock makers. It featured the largest gathering of 11 independent watch and clock makers in Asia.

BNP PARIBAS WTA FINALS SINGAPORE PRESENTED BY SC GLOBAL

The fifth and final edition of the WTA Finals in Singapore saw a record of more than 168,000 fans across the ten-day festival. Alongside the tennis action, lifestyle offerings included Wakin Chau kicking off the first weekend of the WTA Finals and concluding with Jason Mraz on the final weekend. Across the five years that Singapore hosted the WTA Finals, more than 630,000 fans have attended the annual tournament.



Credit: Lagardere Sports

SINGAPORE RIVER FESTIVAL 2018

This is an annual lifestyle event that showcases and celebrates the Singapore River's rich cultural heritage and modern charms. The event featured an exciting line-up of new activities, including the biggest-ever display of light-emitting diode (LED) kites, live music entertainment and an outdoor street party. Supported by more than 100 businesses within the Clarke Quay, Robertson Quay and Boat Quay precincts, the event attracted more than 200,000 locals and tourists.

INDUSTRIAL TRANSFORMATION ASIA PACIFIC 2018

The inaugural Industrial Transformation Asia Pacific (ITAP) is an exhibition focused on the applications of Industry 4.0 technologies and solutions for the manufacturing sector and across the value chain. The event, scoped for the Asian market, is positioned as the Asian edition of Hannover Messe, the world's largest Industrial Technology event. It serves industry sectors such as aerospace, automotive, biomedical sciences, chemicals, consumer goods manufacturing, electronics, marine and offshore, oil and gas, and precision engineering amongst others.

ITAP consisted of an exhibition and conferences, focusing on five key themes – Additive Manufacturing, Digital Factory, Industrial Automation, Integrated Energy and Smart Logistics. In 2018, the event attracted 15,000 attendees from 55 countries and featured over 360 exhibitors from 23 countries.

ITB ASIA 2018

The 11th edition of ITB Asia showcased hundreds of exhibiting companies from the Asia-Pacific region, Europe, the Americas, Africa and the Middle East. It is Asia's largest and only hybrid show bringing together leisure, corporate and MICE sectors. Exhibitor profile for the event spans from accommodation, travel agent/tour operator, NTO/CVB, business travel/MICE, travel technology and transport. The 2018 edition featured 3 new elements: MICE & Corporate Hub, Muslim Travel Pavilion and Destination Marketing Showcase.

ZOMBIE ATTACK

Held over 10 days during the Halloween period, Zombie Attack was an outdoor escape room pop-up attraction that was held at Grange Road car park as part of the call for proposal to test-bed the carpark as an event space.

NOV 2018

BLOOMBERG NEW ECONOMY FORUM

Established in 2018 by Michael Bloomberg, the New Economy Forum seeks to build a community of leaders to engage in real conversations – leading to actionable solutions – about the critical challenges facing a world economy in the throes of a historical transition.

The inaugural forum was held in Singapore and covered a range of topics including global economic management, trade and investment, technology, urbanisation, capital markets, climate change and inclusions.

SINGAPORE FINTECH FESTIVAL 2018

The Singapore FinTech Festival 2018 was the third edition of a successful event that debuted in 2016. Organised by the Monetary Authority of Singapore (MAS) and the Association of Banks in Singapore (ABS), the event aims to bring together the global financial community in a week-long celebration of FinTech, and aims to be the platform to strengthen the international reputation of Singapore as an emerging global FinTech hub by bringing together top industry professionals and decision makers, from local and abroad.

Calendar of Events

NOV 2018

MINIMALISM: SPACE. LIGHT. OBJECT EXHIBITION

The Minimalism exhibition was a two-part exhibition held across the National Gallery Singapore and ArtScience Museum. The first Minimalism-focused exhibition in Southeast Asia featured over 150 works that explored the history and legacy of the minimalism movement, which included site-specific installations and highly immersive works such as the Yellow Room by Olafur Eliasson.



KALAA UTSAVAM – INDIAN FESTIVAL OF ARTS

Kalaa Utsavam is a 10-day festival celebrating traditional and contemporary Indian arts during Deepavali. With over 90 ticketed and free programmes of classical to contemporary works by artists from the Indian subcontinent, the Indian diaspora and Singapore, the 2018 edition featured performances by renowned sitar maverick Niladri Kumar, and Malayali rock legends Avial and Leela Samson.

CHRISTMAS ON A GREAT STREET (COGS) 2018

This was the first branded Light-Up in the event's 35-year history with a collaboration with Disney, and also Disney's largest Christmas street light-up in Southeast Asia. Beloved characters from Disney and Disney-Pixar, including Mickey Mouse, Cinderella, Elsa and Woody, were showcased on the over-street lighting and as set pieces along the Orchard Road pedestrian mall. In addition, the Great Christmas Village, back in its 2nd edition, was held at Ngee Ann City Civic Plaza. The Orchard Road Business Association partnered with Timbre Group to offer a wide array of seasonal and local food as well as performances by local musicians. Another key highlight of the village was Singapore's first duplex carousel and the Hitachi Santa House.



DEC 2018

CULTURE CARTEL 2018

Held over two days in December 2018, this first-of-its-kind street culture convention in Asia presented a unique showcase of street art, graffiti, streetwear and toys featuring entertainment and activations by more than 60 artists and 100 exhibitors from urban brands across the world.

STANDARD CHARTERED SINGAPORE MARATHON

One of the world's most participated marathons, SCSM's 2018 race started at the F1 Pit Building and finished at the Float. Boasting new categories this year, the event had nearly 50,000 participants. The runners went past the city's iconic landmarks such as Flyer, Marina Bay Sands and Gardens by the Bay for a memorable run.



C3 ANIME FESTIVAL ASIA 2018

C3 AFA Singapore 2018 celebrated their 10th anniversary last year, with exclusive events and merchandise.

CHRISTMAS WONDERLAND 2018

Christmas Wonderland is Singapore's largest yuletide fair held at Gardens by the Bay annually. The event celebrated their 5th anniversary last year, and featured brand new highlights such as SEA's largest mirror maze, a larger Santa's Grotto and outdoor skating rink and a world-class illusionist.

ZOUKOUT 2018

Asia's highly-anticipated dance music festival continued to attract partygoers from around the world. The dusk-to-dawn revelry at Sentosa featured a star-studded lineup of international DJs and regional acts, as well as exciting food concepts.



DEC 2018

MARINA BAY SINGAPORE COUNTDOWN 2019

For the first time, STAR ISLAND Singapore Countdown Edition was held in conjunction with Marina Bay Singapore Countdown, Singapore's largest New Year countdown event. Revellers were treated to multi-sensory fireworks musical displays that lit-up the iconic Singapore city skyline at midnight and a wide range of a celebratory programmes around the Marina Bay.



SINGAPORE MEDIA FESTIVAL 2018

The Singapore Media Festival brings together four complementary film and TV events – a trade market for film and TV, conferences, awards and festival screenings under a single umbrella. The ten-day festival saw film and TV professionals from around the world and region convene in Singapore to trade, learn, celebrate and indulge in the best of Asian and international content.

The events under the umbrella were:

1. Asia TV Forum & Market (ATF), 5 to 7 Dec 2018
2. ScreenSingapore (SS), 5 to 7 Dec 2018
3. Singapore International Film Festival (SGIFF), 28 Nov to 9 Dec 2018
4. Asian Academy Creative Awards (AAA), 6 to 7 Dec 2018
5. SMF Ignite, 4 to 7 Dec 2018

AMWAY INDIA ALS 2018

One of the largest incentive groups that Singapore has hosted from India, Amway India Annual Leadership Summit was attended by more than 3,600 Amway Business Owners over five days. The event included business seminars at Resorts World Sentosa as well as exclusive buy-out of attractions on Sentosa Island.

JAN 2019

ORACLE OPENWORLD ASIA 2019

The inaugural Oracle OpenWorld Asia took place in Singapore in March 2019. The two-day event at the Marina Bay Sands attracted more than 1,000 foreign delegates.

I LIGHT SINGAPORE 2019

i Light Singapore 2019 (renamed from i Light Marina Bay) was part of the bicentennial commemoration launch event and was held in January/February instead of March. Visitors were treated to a new immersive, multimedia show "Bridges of Time" by Belgium art collective ACTLD on Singapore River and over 30 art installations along Marina Bay, Singapore River and Fort Canning Park.

SINGAPORE ART WEEK

The seventh edition of Singapore Art Week celebrated visual arts across Singapore, and showcased over 100 arts events ranging from museum exhibitions, gallery openings, festivals, art trails, talks and workshops. In addition to evergreen events such as the Light to Night Festival, ARTWALK Little India and the IMPART Collectors' Show, the 2019 edition also featured new highlight events, such as the Frieze Academy public talk titled "Public vs Private Museums: Bridging the Divide?" and Unhomed Belongings: Lucy Liu and Shubigi Rao exhibition, which exhibited the works of US celebrity Lucy Liu.

The Frieze public talk was the second of three events organised by Frieze Academy, in partnership with Singapore Tourism Board.

FEB 2019

HUAYI – CHINESE FESTIVAL OF THE ARTS

The Huayi – Chinese Festival of the Arts takes place annually at the Esplanade during Chinese New Year, showcasing the works of Chinese artists, from traditional to contemporary art forms. Its 17th edition saw a spread of over 100 free performances and activities presented throughout the 10-day festival, including Chinese dance, instrumental concerts, and puppetry performances.



Calendar of Events

FEB 2019

CHINATOWN CHINESE NEW YEAR CELEBRATIONS 2019

Chinatown Chinese New Year Celebrations showcases a 7-week programming that includes themed street light up, festive bazaar, flower market, official light-up ceremony, countdown party, nightly stage shows, International Lion Dance Competition and Chingay @ Chinatown.

RIVER HONGBAO 2019

River Hongbao is the annual Lunar Chinese New Year event that celebrates Chinese cultures and traditions. The scenic waterfront festivities draw tourists and locals with performances by local and foreign acrobats and artists, traditional craft displays, carnival rides, games, and nightly fireworks and laser shows.



MICHELIN GUIDE SINGAPORE STREET FOOD FESTIVAL

Held at the Coliseum at Resorts World Sentosa, Singapore's 3rd edition of the MICHELIN Guide Street Food Festival featured the delightful multi-ethnic culinary specialities of 15 Michelin-starred restaurants and Bib Gourmand eateries.



TOYBOX BY HASBRO

TOYBOX by Hasbro, a family-friendly carnival that promises to transport you to a world of your favourite Hasbro toys, was held at Sentosa Palawan Green for the first time. Organised by Kingsmen, the flagship event featured an exciting range of Hasbro toy brands such as Transformers, NERF, My Little Pony, Monopoly, Play-Doh, Cluedo and more, with games, activities and instagrammable installations.



MAR 2019

STREET OF CLANS

Street of Clans is a vibrant creative festival that brings together Bukit Pasoh's colourful history and Singapore's creative communities. The 3-day event turns the street into a riot of interactive programmes, installations, music, food, workshops and a rare chance to visit the Chinese clan associations to learn about the clan's past.

FIVE FOOTWAY FESTIVAL 2019

Organised by the Chinatown Business Association, the inaugural Five Footway Festival was held in Chinatown this year. It showcased the breadth of unique heritage and cultural offerings in Chinatown in the 1930s. The programming included recreation of hawker scenes from the 1930s, trades demonstrations and workshops conducted by heritage brands such as Tong Heng, On Cheong, Eu Yan Sang and Nanyang Old Coffee.

MAR 2019

SINGAPORE DESIGN WEEK 2019

The Singapore Design Week (SDW) brings together a collection of local and international design activities in Singapore. Held annually, SDW is organised by the DesignSingapore Council.

Open to the design community, businesses, design students and the general public, SDW aims to raise awareness of good design, deepen the appreciation and understanding of design innovation and encourage the use of design for innovation and productivity. Through this platform, the DesignSingapore Council also hopes to enhance the synergy among design partners, and in turn boost Singapore's profile and attractiveness as a global city for design.

In the sixth edition, SDW 2019 featured local and international design trade shows, conferences, showcases, exhibitions and workshops that span various design disciplines. Some of the activities included SingaPlural, the International Furniture Fair Singapore, Design X Heritage Trails, Brainstorm Design, Wallpaper* Handmade Exhibition, Design Competitions, Workshops and Forums for Designers and Business. Many of the activities took place at the National Design Centre, the hub of SDW. These activities provided opportunities for business, international collaboration and knowledge exchange.



INTERNATIONAL FURNITURE FAIR SINGAPORE/ASEAN FURNITURE SHOW 2019/NOOK ASIA 2019

The International Furniture Fair Singapore (IFFS), held in conjunction with the ASEAN Furniture Show (AFS) and Nook Asia, is Singapore's largest annual furniture trade exhibition. Since 1981, IFFS has grown to be Asia's premier sourcing platform and design-led exhibition, and serves as an effective platform to promote and enhance global trade for the furniture industry.

IFFS/AFS and Nook Asia 2019 featured a comprehensive range of furniture through a diverse portfolio of quality exhibitors and attracted a healthy and well-represented attendance of trade buyers and visitors. The event's numerous design initiatives (SingaPlural and Furniture Design Award) offered added depth and dimension to the Singapore-anchored trade event and a key show to the industry trade calendar.

MONEY20/20 ASIA 2019

Money20/20 organises the world's largest events focused on payments and financial services, and brings together the world's leading organisations in the evolution of commerce and money.

Singapore hosted the second edition of Money20/20 Asia in March, gathering a global network of innovators, disruptors and established industry players and driving a worldwide payments and financial services revolution with a Pan-Asian focus.

HSBC WOMEN'S WORLD CHAMPIONSHIP 2019

The 2019 HSBC Women's World Championship was the 12th edition of Singapore's biggest professional ladies golf event which featured top ranking players from around the world. Dubbed as Asia's Major, the four-day festival was held at Sentosa Golf Club in Singapore, giving fans and spectators opportunities to get up close with their favourite golf stars. Beyond the stellar golfing line-up, the event offered an array of off-course activities for an immersive experience of golf-related activities and entertainment offerings alongside the tournament.



Credit: HSBC Women's World Championship

Awards & Accolades

ARTS

MARINA BAY SANDS

DISTINGUISHED PATRON OF THE ARTS
National Arts Council Patron of the Arts Awards 2018

HOTELS

THE SCARLET SINGAPORE

SINGAPORE'S LEADING BOUTIQUE HOTEL 2018
World Travel Awards

SINGAPORE MARRIOTT

TANG PLAZA HOTEL

SINGAPORE'S LEADING BUSINESS HOTEL 2018
World Travel Awards

THE FULLERTON BAY HOTEL

SINGAPORE'S LEADING CITY HOTEL 2018
World Travel Awards

FAIRMONT SINGAPORE

SINGAPORE'S LEADING CONFERENCE HOTEL 2018
World Travel Awards

CAPELLA SINGAPORE

SINGAPORE'S LEADING HOTEL 2018
World Travel Awards

CAPRI BY FRASER,

CHANGI CITY, SINGAPORE

SINGAPORE'S LEADING HOTEL RESIDENCES 2018
World Travel Awards

PRESIDENTIAL SUITE @ FOUR SEASONS

HOTEL SINGAPORE

SINGAPORE'S LEADING HOTEL SUITE 2018
World Travel Awards

ONE FARRER HOTEL & SPA

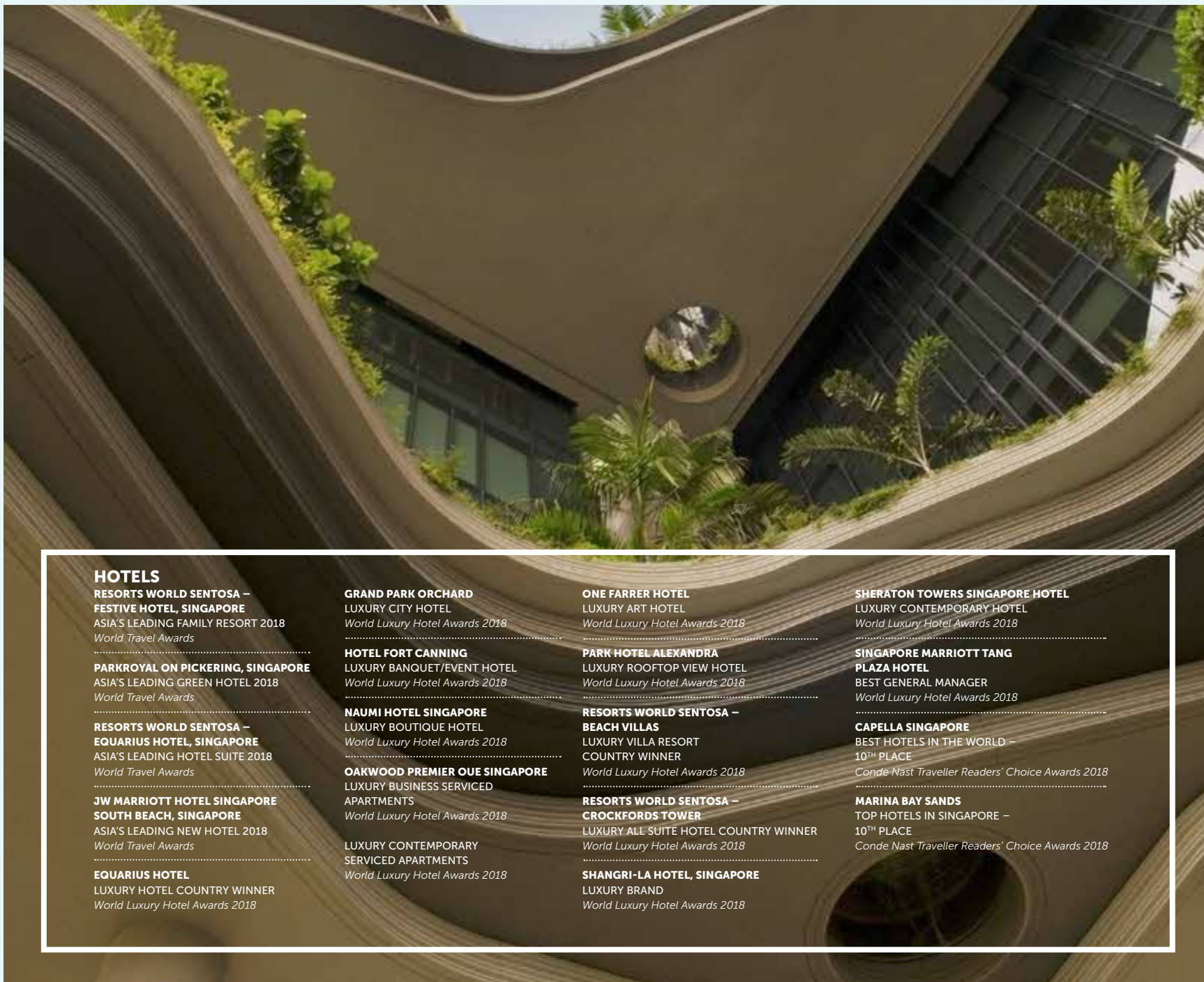
SINGAPORE'S LEADING LIFESTYLE HOTEL 2018
World Travel Awards

THE ASCOTT LIMITED

SINGAPORE'S LEADING SERVICED APARTMENT BRAND 2018
World Travel Awards

FRASER SUITES SINGAPORE

SINGAPORE'S LEADING SERVICED APARTMENTS 2018
World Travel Awards



HOTELS

**RESORTS WORLD SENTOSA –
FESTIVE HOTEL, SINGAPORE**
ASIA'S LEADING FAMILY RESORT 2018
World Travel Awards

PARKROYAL ON PICKERING, SINGAPORE
ASIA'S LEADING GREEN HOTEL 2018
World Travel Awards

**RESORTS WORLD SENTOSA –
EQUARIUS HOTEL, SINGAPORE**
ASIA'S LEADING HOTEL SUITE 2018
World Travel Awards

**JW MARRIOTT HOTEL SINGAPORE
SOUTH BEACH, SINGAPORE**
ASIA'S LEADING NEW HOTEL 2018
World Travel Awards

EQUARIUS HOTEL
LUXURY HOTEL COUNTRY WINNER
World Luxury Hotel Awards 2018

GRAND PARK ORCHARD
LUXURY CITY HOTEL
World Luxury Hotel Awards 2018

HOTEL FORT CANNING
LUXURY BANQUET/EVENT HOTEL
World Luxury Hotel Awards 2018

NAUMI HOTEL SINGAPORE
LUXURY BOUTIQUE HOTEL
World Luxury Hotel Awards 2018

OAKWOOD PREMIER OUE SINGAPORE
LUXURY BUSINESS SERVICED
APARTMENTS
World Luxury Hotel Awards 2018

**LUXURY CONTEMPORARY
SERVICED APARTMENTS**
World Luxury Hotel Awards 2018

ONE FARRER HOTEL
LUXURY ART HOTEL
World Luxury Hotel Awards 2018

PARK HOTEL ALEXANDRA
LUXURY ROOFTOP VIEW HOTEL
World Luxury Hotel Awards 2018

**RESORTS WORLD SENTOSA –
BEACH VILLAS**
LUXURY VILLA RESORT
COUNTRY WINNER
World Luxury Hotel Awards 2018

**RESORTS WORLD SENTOSA –
CROCKFORDS TOWER**
LUXURY ALL SUITE HOTEL COUNTRY WINNER
World Luxury Hotel Awards 2018

SHANGRI-LA HOTEL, SINGAPORE
LUXURY BRAND
World Luxury Hotel Awards 2018

SHERATON TOWERS SINGAPORE HOTEL
LUXURY CONTEMPORARY HOTEL
World Luxury Hotel Awards 2018

**SINGAPORE MARRIOTT TANG
PLAZA HOTEL**
BEST GENERAL MANAGER
World Luxury Hotel Awards 2018

CAPELLA SINGAPORE
BEST HOTELS IN THE WORLD –
10TH PLACE
Conde Nast Traveller Readers' Choice Awards 2018

MARINA BAY SANDS
TOP HOTELS IN SINGAPORE –
10TH PLACE
Conde Nast Traveller Readers' Choice Awards 2018

AWARDS & ACCOLADES

HOTELS

MARINA BAY SANDS

WORLD'S MOST LUXURIOUS HOTELS
Forbes Travel Guide - 2018 Verified Lists

MARINA BAY SANDS

FOUR-STAR HOTEL
Forbes Travel Guide - 2019 Star Award

SHANGRI-LA HOTEL, SINGAPORE

BEST LUXURY HOTEL
TTG Travel Awards 2018

RAMADA BY WYNDHAM SINGAPORE AT ZHONGSHAN PARK

BEST MID-RANGE HOTEL
TTG Travel Awards 2018

ONE FARRER HOTEL

BEST INDEPENDENT HOTEL
TTG Travel Awards 2018

MANDARIN ORCHARD SINGAPORE

BEST CITY HOTEL – SINGAPORE
TTG Travel Awards 2018

FRASERS HOSPITALITY

BEST SERVICED RESIDENCE OPERATOR
TTG Travel Awards 2018

OAKWOOD PREMIER OUE SINGAPORE

BEST SERVICED RESIDENCE
(PROPERTY LEVEL)
TTG Travel Awards 2018

SOFITEL SINGAPORE CITY CENTRE

BEST BUSINESS HOTEL
TTG Travel Awards 2018

RAFFLES HOTEL SINGAPORE

HALL OF FAME
TTG Travel Awards 2018

ROYAL PLAZA ON SCOTTS

HALL OF FAME
TTG Travel Awards 2018

THE FULLERTON BAY HOTEL SINGAPORE

TOP 10 TRAVELLERS' CHOICE
HOTELS IN SINGAPORE - #1
TripAdvisor 2019 Travellers' Choice Awards



AWARDS & ACCOLADES



HOTELS

RESORTS WORLD SENTOSA - EQUARIUS HOTEL

TOP 25 HOTELS IN SINGAPORE
TripAdvisor 2019 Travellers'
Choice Awards

.....
SHANGRI-LA HOTEL, SINGAPORE
BEST BUSINESS HOTEL WORLDWIDE
Business Traveller Awards, sponsored
by Panasonic

CROWNE PLAZA CHANGI AIRPORT, SINGAPORE

BEST AIRPORT HOTEL - #3
Business Traveller Awards, sponsored
by Panasonic

.....
RAFFLES HOTEL SINGAPORE
TOP SINGAPORE CITY HOTELS - #1
2018 Travel + Leisure World's Best Awards

RAFFLES HOTEL SINGAPORE

TOP 10 ASIA CITY HOTELS - #9
2018 Travel + Leisure World's Best Awards

.....
RAFFLES HOTEL SINGAPORE
TOP 100 HOTELS OVERALL - #71
2018 Travel + Leisure World's Best Awards

AWARDS & ACCOLADES

ATTRACTIONS

GARDENS BY THE BAY

2018 CERTIFICATE OF EXCELLENCE

TripAdvisor Singapore

ASEAN SUSTAINABLE TOURISM

AWARD 2018

ASEAN Tourism

GARDENS BY THE BAY -

SUPERTREE GROVE

TOP 25 LANDMARKS IN ASIA

TripAdvisor Travellers' Choice 2018

SINGAPORE FLYER

TOP 25 LANDMARKS IN ASIA

TripAdvisor Travellers' Choice 2018

MEGA ADVENTURE

2018 CERTIFICATE OF EXCELLENCE -
HALL OF FAME (2013 - 2018)

TripAdvisor Singapore

UNIVERSAL STUDIOS SINGAPORE

#1 AMUSEMENT PARK IN ASIA

TripAdvisor Travellers' Choice 2018

BEST THEME PARK

Travel Weekly Asia Readers'

Choice Award 2018

ADVENTURE COVE WATERPARK

TOP 10 WATER PARKS IN ASIA

TripAdvisor Travellers' Choice 2018

NATIONAL MUSEUM OF SINGAPORE

TOP 10 MUSEUMS IN SINGAPORE

TripAdvisor Travellers' Choice 2018

ASIAN CIVILISATIONS MUSEUM

TOP 10 MUSEUMS IN SINGAPORE

TripAdvisor Travellers' Choice 2018

PERANAKAN MUSEUM

TOP 10 MUSEUMS IN SINGAPORE

TripAdvisor Travellers' Choice 2018

NATIONAL GALLERY OF SINGAPORE

TOP 10 MUSEUMS IN SINGAPORE

TripAdvisor Travellers' Choice 2018

ARTSCIENCE MUSEUM

TOP 10 MUSEUMS IN SINGAPORE

TripAdvisor Travellers' Choice 2018

CHINATOWN HERITAGE CENTRE

TOP 25 MUSEUMS IN ASIA

TripAdvisor Travellers' Choice 2018

TOP 10 MUSEUMS IN SINGAPORE

TripAdvisor Travellers' Choice 2018

BATTLEBOX

TOP 25 MUSEUMS IN ASIA

TripAdvisor Travellers' Choice 2018

TOP 10 MUSEUMS IN SINGAPORE

TripAdvisor Travellers' Choice 2018

WILDLIFE RESERVES SINGAPORE

BEST OVERSEAS FAMILY FRIENDLY ATTRACTION

Xi'An Global Destination Marketing Summit 2018

BEST THEME ATTRACTION OPERATOR

TTG Travel Awards 2018





MARKETING

TBWA

"WHY GAMBLE WITH YOUR HOLIDAY?"
CONSUMER EDUCATION CAMPAIGN
AWARD FOR GOVERNMENTAL /
INSTITUTIONAL SECTOR MARKETING
(SILVER)

Effie Awards Asia Pacific 2019

AWARD FOR MOST CREATIVE -
GOVERNMENT SECTOR MARKETING
(SILVER)

MARKies Awards 2019

AWARD FOR FILM & BRANDED CONTENT:
CREATIVE EFFECTIVENESS: (SILVER)
Creative Circle Awards

AWARD FOR FILM & BRANDED CONTENT:
SCRIPT CRAFT (BRONZE)
Creative Circle Awards

AWARD FOR MOST CREATIVE -
GOVERNMENT SECTOR MARKETING
(SILVER)

WARC Awards

EDELMAN

"BUSINESS OF HAPPINESS" CAMPAIGN
OUTSTANDING INTEGRATED CAMPAIGN
- HOSPITALITY (MERIT)

PRISM Awards 2019

MARINA BAY SANDS

EXCELLENCE IN PERFORMANCE
MARKETING (GOLD) - OTA SWITCH-OFF
CAMPAIGN

Marketing Excellence Awards 2018

LIFESTYLE MEDIA OF THE YEAR (SILVER) -
SANDS STYLE

*Media Publisher Association Singapore
(MPAS) Awards 2018*

CUSTOM PUBLICATION OF THE YEAR
(SILVER) - SANDS STYLE

*Media Publisher Association Singapore
(MPAS) Awards 2018*

RESORTS WORLD SENTOSA

EXCELLENCE IN MEDIA STRATEGY
(SILVER) - UNIVERSAL STUDIOS
SINGAPORE HALLOWEEN HORROR
NIGHTS 7: TURNING FEAR INTO FOMO
Marketing Excellence Awards 2018

BEST USE OF REWARDS & INCENTIVES
(BRONZE) - RWS INVITES
*Loyalty & Engagement Awards 2018 -
by Marketing Magazine*



BTMICE SINGAPORE

TOP MEETING CITY IN ASIA PACIFIC 2018
(TOP MEETING CITY IN ASIA PACIFIC FOR
THREE CONSECUTIVE YEARS)
CVENT

TOP ASIA-PACIFIC MEETING CITY FOR 17
CONSECUTIVE YEARS
*ICCA Rankings 2018 (International
Congress and Convention Association)*

TOP INTERNATIONAL MEETING COUNTRY
*UIA (Union of International Associations)
Global Rankings 2018*

TOP INTERNATIONAL MEETING CITY FOR
11 YEARS
*UIA (Union of International Associations)
Global Rankings 2018*

MARINA BAY SANDS

BEST CONVENTION & EXHIBITION
CENTRE 2018
TTG Travel Awards 2018

WORLD'S LEADING MICE HOTEL
World Travel Awards 2018

TOP 50 MEETING HOTELS IN APAC
Cvent - Top Meeting Hotels 2018

ASEAN MICE VENUE AWARD 2018-2020
ASEAN Tourism Standards Award 2018

RESORTS WORLD SENTOSA
ASEAN MICE VENUE AWARD 2018-2020
ASEAN Tourism Standards Award 2018

BEST CORPORATE MICE VENUE (FOR
LARGE-SCALE EVENTS)
HRM Asia Readers' Choice Awards 2018

BEST BUSINESS HOTEL -
EQUARIUS HOTEL
HRM Asia Readers' Choice Awards 2018

SUNTEC SINGAPORE CONVENTION & EXHIBITION CENTRE

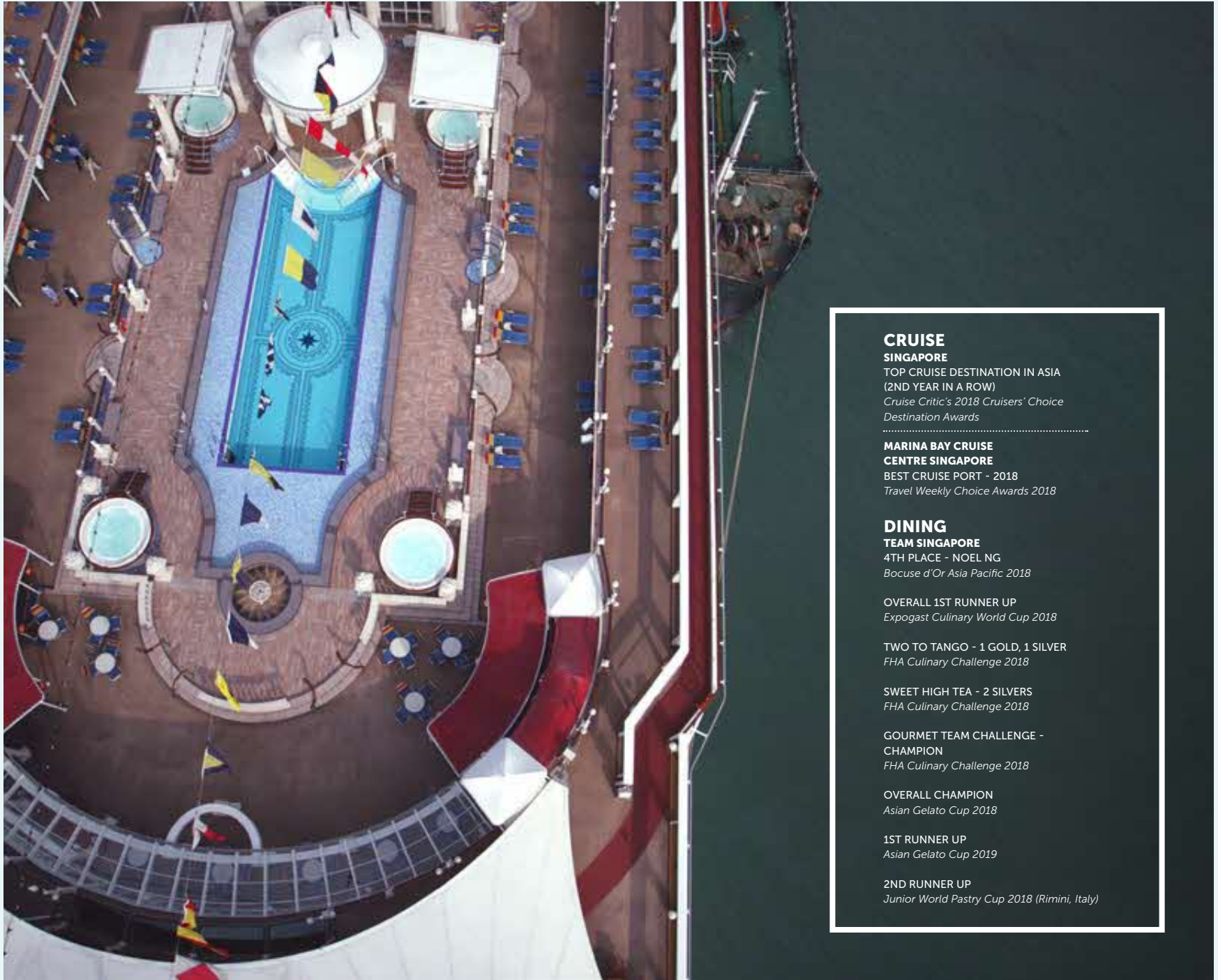
BEST CONVENTION CENTRE
9th Global Eventrex Awards 2019

WORLD'S LEADING MEETINGS &
CONFERENCE CENTRE
World Travel Awards 2018

ASIA'S LEADING MEETINGS &
CONFERENCE CENTRE
World Travel Awards 2018

MEETINGS & CONFERENCE VENUE 2018
*APAC Insider Singapore Business
Awards 2018*

AWARDS & ACCOLADES



CRUISE

SINGAPORE

TOP CRUISE DESTINATION IN ASIA
(2ND YEAR IN A ROW)

*Cruise Critic's 2018 Cruisers' Choice
Destination Awards*

MARINA BAY CRUISE CENTRE SINGAPORE

BEST CRUISE PORT - 2018

Travel Weekly Choice Awards 2018

DINING

TEAM SINGAPORE

4TH PLACE - NOEL NG

Bocuse d'Or Asia Pacific 2018

OVERALL 1ST RUNNER UP

Expogast Culinary World Cup 2018

TWO TO TANGO - 1 GOLD, 1 SILVER

FHA Culinary Challenge 2018

SWEET HIGH TEA - 2 SILVERS

FHA Culinary Challenge 2018

GOURMET TEAM CHALLENGE -

CHAMPION

FHA Culinary Challenge 2018

OVERALL CHAMPION

Asian Gelato Cup 2018

1ST RUNNER UP

Asian Gelato Cup 2019

2ND RUNNER UP

Junior World Pastry Cup 2018 (Rimini, Italy)



DINING

NEO JUN HAO (FORMERLY DING DONG)

CHAMPION

*Young Talents Escoffier Asia
Selections 2018*

JAKE KELLIE (BURNT ENDS)

TOP 3

*S. Pellegrino Young Chefs World
Finals 2018*

ODETTE

#5

Asia's 50 Best Restaurants List 2018

BURNT ENDS

#12

Asia's 50 Best Restaurants List 2018

WAKU GHIN

#23

Asia's 50 Best Restaurants List 2018

LES AMIS

#29

Asia's 50 Best Restaurants List 2018

CORNER HOUSE

#36

Asia's 50 Best Restaurants List 2018

JAAN

#44

Asia's 50 Best Restaurants List 2018

WHITEGRASS

#50

Asia's 50 Best Restaurants List 2018

ODETTE

#28

World's 50 Best Restaurants 2018

AWARDS & ACCOLADES



DINING

MICHELIN GUIDE (1 STAR)

ALMA BY JUAN AMADOR
BACCHANALIA
BÉNI
BRACI
BURNT ENDS
CANDLENUT
CHEEK BY JOWL
CHEF KANG
CORNER HOUSE
CRYSTAL JADE GOLDEN PALACE
CUT
HILL STREET TAI HWA PORK NOODLES
HK SOYA SAUCE CHICKEN RICE NOODLES
IMPERIAL TREASURE FINE TEOCHEW
IGGY'S
JAAN
JIANG-NAN CHUN
LABYRINTH
LEI GARDEN
MA CUISINE
META
NOURI
PUTIEN RESTAURANT (KITCHENER ROAD)
RHUBARB LE RESTAURANT
SAINT PIERRE
SHINJI BY KANESAKA (CARLTON HOTEL)
SHINJI BY KANESAKA (ST REGIS HOTEL)
SUMMER PALACE
SUMMER PAVILION
SUSHI ICHI
SUSHI KIMURA
THE SONG OF INDIA
WHITEGRASS

MICHELIN GUIDE (2 STAR)

LES AMIS
ODETTE
SHISEN HANTEN BY CHEN KENTARO
WAKU GHIN

SESSIONS

BEST ASIAN CASUAL DINING
RAS Epicurean Star Award 2018

LABYRINTH

BEST ASIAN FINE DINING
RAS Epicurean Star Award 2018

KI-SHO

BEST JAPANESE FINE DINING & BEST OF THE BEST FINE DINING
RAS Epicurean Star Award 2018

THE FLYING SQUIRREL

BEST JAPANESE CASUAL DINING
RAS Epicurean Star Award 2018

TUNGLOK SIGNATURES

BEST CHINESE CASUAL DINING
RAS Epicurean Star Award 2018

Full list here: ras.org.sg/past_event/epicurean-star-award-gala-dinner-2018

DINING

TOP 20 RESTAURANTS IN SINGAPORE

*T Dining Best Restaurants in Singapore
2018/2019 Awards by Singapore Tatler*

BRACI
BURNT ENDS
CANDLENUT
CHEEK BY JOWL (HAS CLOSED)
CORNER HOUSE
CURE
CUT BY WOLFGANG PUCK
ESORA
GUNTHER'S
JAAN
JIANG-NAN CHUN
LABYRINTH
META
NATIONAL KITCHEN BY VIOLET OON
SINGAPORE
NOURI
ODETTE
ORIGIN GRILL
SHINJI BY KANESAKA (ST REGIS)
SUSHI KIMURA
WAKU GHIN

HOUSE OF STARS (3 STARS)

*Wine & Dine Singapore's
Top Restaurants 2018*

CASSIA
CORNER HOUSE
GUNTHER'S MODERN FRENCH CUISINE
JAAN
SUMMER PAVILION

HOUSE OF STARS (2 STARS)

*Wine & Dine Singapore's
Top Restaurants 2018*

CURATE
OSIA STEAK AND SEAFOOD GRILL
SYUN

HOUSE OF STARS (1 STAR)

*Wine & Dine Singapore's
Top Restaurants 2018*

FRATELLI - TRATTORIA & PIZZERIA
OCEAN RESTAURANT
ADRIFT BY DAVID MYERS
LAVO SINGAPORE
SPAGO
PUNJAB GRILL





DINING

DB BISTRO & OYSTER BAR

WINE LIST AWARD (SILVER)

*Wine & Dine Singapore's
Top Restaurants 2018*

BREAD STREET KITCHEN

WINE LIST AWARD (BRONZE)

*Wine & Dine Singapore's
Top Restaurants 2018*

SPAGO

WINE LIST AWARD (BRONZE)

*Wine & Dine Singapore's
Top Restaurants 2018*

WAKU GHIN

SILVER AWARD

*The Straits Times and Lianhe Zaobao Best
Asian Restaurants 2018*

GOLD WINNERS

HUA TING AT ORCHARD HOTEL SINGAPORE

IMPERIAL TREASURE FINE TEOCHEW CUISINE

SHINJI BY KANESAKA (CARLTON HOTEL)

SUMMER PAVILLION

*The Straits Times and Lianhe Zaobao Best Asian
Restaurants Award 2019*

(Full list here: <https://www.straitstimes.com/lifestyle/food/hua-ting-gets-gold-four-restaurants-debut-on-the-silver-list-for-best-asian>)

WAKU GHIN

FIVE-STAR RESTAURANTS

Forbes Travel Guide - 2019 Star Award

CUT BY WOLFGANG PUCK

FOUR-STAR RESTAURANTS

Forbes Travel Guide - 2019 Star Award

SPAGO

FOUR-STAR RESTAURANTS

Forbes Travel Guide - 2019 Star Award

ISHI

BEST NEW ASIAN RESTAURANTS

G Restaurant Awards 2018

NOURI

BEST NEW WESTERN RESTAURANTS

G Restaurant Awards 2018

ODETTE

RESTAURANT OF THE YEAR

G Restaurant Awards 2018

CUT BY WOLFGANG PUCK

AWARD OF EXCELLENCE

G Restaurant Awards 2018

SPAGO

AWARD OF EXCELLENCE

G Restaurant Awards 2018

WAKU GHIN

AWARD OF EXCELLENCE

G Restaurant Awards 2018

ODETTE

THREE DIAMONDS

Meituan Dianping 2019 Black Pearl Restaurant Guide

LES AMIS

TWO DIAMONDS

Meituan Dianping 2019 Black Pearl Restaurant Guide

JAAN

TWO DIAMONDS

Meituan Dianping 2019 Black Pearl Restaurant Guide

CORNER HOUSE

TWO DIAMONDS

Meituan Dianping 2019 Black Pearl Restaurant Guide

BURNT ENDS

ONE DIAMOND

Meituan Dianping 2019 Black Pearl Restaurant Guide

SUMMER PAVILION

ONE DIAMOND

Meituan Dianping 2019 Black Pearl Restaurant Guide

CANDLENUT

ONE DIAMOND

Meituan Dianping 2019 Black Pearl Restaurant Guide

LIM WEI HRN (RWS)

GOLD

Worldchefs Global Pastry Chefs Challenge 2018 (KL)

AWARDS & ACCOLADES

ENTERTAINMENT

MANHATTAN

#2

Asia's 50 Best Bars 2018

ATLAS

#4

Asia's 50 Best Bars 2018

THE TIPPLING CLUB

#7

Asia's 50 Best Bars 2018

NATIVE

#8

Asia's 50 Best Bars 2018

28 HONGKONG STREET

#12

Asia's 50 Best Bars 2018

OPERATION DAGGER

#19

Asia's 50 Best Bars 2018

GIBSON

#22

Asia's 50 Best Bars 2018

EMPLOYEES ONLY

#23

Asia's 50 Best Bars 2018

D.BESPOKE

#32

Asia's 50 Best Bars 2018

NUTMEG & CLOVE

#33

Asia's 50 Best Bars 2018

JIGGER AND PONY

#42

Asia's 50 Best Bars 2018

THE OTHER ROOM

#50

Asia's 50 Best Bars 2018

MANHATTAN

#3

World's 50 Best Bars 2018

ATLAS

#8

World's 50 Best Bars 2018

NATIVE

#13

World's 50 Best Bars 2018

OPERATION DAGGER

#23

World's 50 Best Bars 2018

28 HONGKONG STREET

#34

World's 50 Best Bars 2018

ZOUK SINGAPORE

#3

DJ Mag Top 100

CE LA VI

#67

DJ Mag Top 100





HOSPITALITY

MARINA BAY SANDS

ASIA'S LEADING FULLY INTEGRATED
RESORT

World Travel Awards 2018

WORLD'S MOST LUXURIOUS SPA -
BANYAN TREE SPA

Forbes Travel Guide - 2018 Verified Lists

FOUR-STAR SPA - BANYAN TREE SPA

Forbes Travel Guide - 2019 Star Award

WORLD'S BEST CASINO HOTEL SPA 2018

- BANYAN TREE SPA

World Spa Awards 2018

SINGAPORE'S BEST HOTEL SPA 2018 -

BANYAN TREE SPA

World Spa Awards 2018

RESORTS WORLD SENTOSA

BEST INTEGRATED RESORT (ASIA PACIFIC)

Travel Weekly Asia Readers'

Choice Award 2018

BEST INTEGRATED RESORT

TTG Travel Awards 2018

LUXURY RESORT SPA COUNTRY

WINNER - ESPA

World Spa Awards 2018

SUSTAINABILITY

MARINA BAY SANDS

EXISTING BUILDINGS: OPERATIONS & MAINTENANCE – LEED GOLD CERTIFICATION (ARTSCIENCE MUSEUM)
LEED (Leadership in Energy and Environmental Design)

GREEN MARK PLATINUM AWARD

Building and Construction Authority (BCA)
Green Mark 2018

RESORTS WORLD SENTOSA

GREEN MARK GOLDPLUS - UNIVERSAL STUDIOS SINGAPORE
Building and Construction Authority (BCA)
Green Mark

RESORTS WORLD SENTOSA

GREEN MARK PLATINUM AWARD - MARITIME EXPERIENTIAL MUSEUM
Building and Construction Authority (BCA)
Green Mark

SINGAPORE EXPO

GREEN MARK GOLDPLUS
Building and Construction Authority (BCA)
Green Mark 2019

MAX ATRIA @ SINGAPORE EXPO

GREEN MARK PLATINUM
Building and Construction Authority (BCA)
Green Mark 2019

MARINA BAY CRUISE CENTRE

SINGAPORE

GREEN MARK GOLD
Building and Construction Authority (BCA)
Green Mark 2018

TOURISM COURT

GREEN MARK PLATINUM
Building and Construction Authority (BCA)
Green Mark 2019

STB DATA CENTRE

GREEN MARK GOLD
Building and Construction Authority (BCA)
Green Mark 2019

RETAIL

MARINA BAY SANDS

EXCELLENCE IN RETAIL / SHOPPER MARKETING (SILVER) - LITTLE LUXURY STARS 2018
Marketing Excellence Awards 2018

SINGAPORE TOURISM ANALYTICS NETWORK (STAN)

SINGAPORE TOURISM BOARD

2018 TOP 19 SMART CITY PROJECTS IN ASIA/PACIFIC - TOURISM, ARTS, LIBRARIES, CULTURE, OPEN SPACES (AS PART OF "SINGAPORE TOURISM BOARD TO ENHANCE VISITOR EXPERIENCE USING DATA ANALYTICS AND ICT")
2018 International Data Corporation (IDC)
Smart City Asia Pacific Awards (SCAPA)

2018 BEST USE OF DATA
GovInsider Innovation Awards

2018 NOMINEE OF BEST ADOPTION - PUBLIC SECTOR
SG.D Techblazer Awards

An aerial photograph of a swimming pool area. The pool is filled with blue mosaic tiles. Surrounding the pool is a green lawn with several lounge chairs in various colors (blue, pink, green, orange) and small white circular tables. The pool is bordered by a grey concrete deck. The text 'CORPORATE GOVERNANCE' is overlaid on the pool area in large, white, bold, sans-serif capital letters.

CORPORATE GOVERNANCE

STB recognises the importance of a strong corporate governance culture to enabling sustainable growth. In 2018/2019, we continued to build on our robust corporate governance foundation by taking active measures to further enhance our governance standards.

Board Governance

Responsibilities of the Board

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

Board Composition and Appointment

From 1 April 2018 to 31 December 2018, there were eleven Directors on the Board. Following the stepping down of Mr Lionel Yeo on 31 May 2018, the appointment of Mr Keith Tan on 29 October 2018, the retirement of Ms Christina Ong on 31 December 2018 and the appointments of Ms Audrey Kuah and Mrs Wong Ai Ai on 1 January 2019, there were twelve Directors on the Board from 1 January 2019 to 31 March 2019. Mr Chaly Mah, Ms Joanna Flint, Mr Allen Law, Mr Prasad Menon and Mr Saiful Saroni were re-appointed to the Board with effect from 1 January 2019.

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 when his or her official term of appointment ends.

The Board is given the mandate to act independently and to exercise objective judgment on the STB's corporate affairs. This is to ensure that checks and balances are instituted. Apart from Mr Keith Tan and Mr Quek Swee Kuan, 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. During each financial year, the Directors are requested to complete an annual Board Evaluation Questionnaire that allows the 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. A record of the Directors' attendance at Board meetings during the financial year, which ended on 31 March 2019, is set out in Table 1.

Table 1

Directors' Attendance at Board Meetings in FY 1 April 2018 to 31 March 2019

Name of Director	Scheduled Board Meetings		Board Workshop	
	Number Held	Number Attended	Number Held	Number Attended
Mr Chaly Mah	5	5	1	1
Mr Lionel Yeo ¹	5	1	1	0
Mr Keith Tan ²	5	2	1	1
Ms Joanna Flint	5	4	1	1
Ms Audrey Kuah ³	5	1	1	0
Mr Allen Law	5	5	1	1
Mr Alvin Lim	5	5	1	1
Mr Lim Eng Hwee	5	5	1	1
Mr Lim Ming Yan	5	4	1	1
Mr Prasad Menon	5	4	1	1
Ms Christina Ong ⁴	5	3	1	1
Mr Quek Swee Kuan	5	4	1	1
Mr Saiful Saroni	5	5	1	1
Mrs Wong Ai Ai ³	5	1	1	0

- 1 Mr Lionel Yeo stepped down as Chief Executive (CE), STB and Board Member on 31 May 2018, and was scheduled for one Board Meeting. Acting CE Melissa Ow was scheduled for two Board Meetings.
- 2 Mr Keith Tan was appointed as STB CE on 29 October 2018 and was scheduled for two Board Meetings.
- 3 Ms Audrey Kuah and Mrs Wong Ai Ai were appointed to the Board with effect from 1 January 2019 and were both scheduled for one Board Meeting.
- 4 Ms Christina Ong retired from the Board with effect from 31 December 2018 and was scheduled for four Board Meetings.

Board Governance

Corporate Governance

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

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

- Audit and Risk Committee (ARC)
- Finance and Investment Committee (FIC)
- Governance Committee
- Human Resource Management Committee (HRMC)

A record of each Director's Board Committee memberships and attendance at Board Committee meetings during the financial year, which ended on 31 March 2019, is set out in Table 2.

Table 2

Directors' Board Committee memberships and Attendance at Board Committee Meetings in FY 1 April 2018 to 31 March 2019

Name of Director	Audit and Risk Committee Meetings (ARC)		Finance and Investment Committee Meetings (FIC)		Governance Committee Meetings		Human Resource Management Committee Meetings (HRMC)	
	Number Held	Number Attended	Number Held	Number Attended	Number Held	Number Attended	Number Held	Number Attended
Mr Chaly Mah					1	1	3	3
Mr Lionel Yeo ¹			3	0	1	1	3	0
Mr Keith Tan ²			3	1	1	0	3	2
Ms Joanna Flint							3	2
Ms Audrey Kuah ³	3	0						
Mr Allen Law			3	3				
Mr Alvin Lim							3	2
Mr Lim Eng Hwee	3	2						
Mr Lim Ming Yan			3	3				
Mr Prasad Menon					1	1		
Ms Christina Ong ⁴	3	3						
Mr Quek Swee Kuan			3	2				
Mr Saiful Saroni	3	3						
Mrs Wong Ai Ai ³	3	0						

- 1 Mr Lionel Yeo stepped down as STB CE and Board Member on 31 May 2018, and was scheduled for one Governance Committee Meeting. Acting CE Melissa Ow was scheduled for two FIC meetings and one HRMC meeting.
- 2 Mr Keith Tan was appointed as STB CE on 29 October 2018 and was scheduled for two HRMC meetings and one FIC meeting.
- 3 Ms Audrey Kuah and Mrs Wong Ai Ai were appointed to the ARC with effect from 1 January 2019 and had not been scheduled for a meeting.
- 4 Ms Christina Ong retired from the ARC on 31 December 2018.

Accountability, Internal Controls and Risk Management

Audit and Risk Committee

The Audit and Risk Committee (ARC) comprised three independent and non-executive Directors until 1 January 2019, at which time there was a change in composition to four Directors. At least two members of the ARC have the requisite accounting or related financial management expertise to discharge their responsibilities and duties.

The responsibilities of the ARC are stated in the terms of reference, which include ensuring the adequacy of internal controls and reviewing audit plans, audit reports and audited STB Annual Financial Statements. Besides overseeing accountability and audit, the ARC also assists the Board by providing oversight of the STB's Enterprise Risk Management Framework through regular risk management reports from Management.

The ARC has explicit authority to investigate any matter within its terms of reference; it also has full access to, and co-operation of, 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, the ARC also met with the external auditors and staff of Internal Audit without the presence of Management, during the financial year. In order to properly discharge its function and duties, reasonable resources are made available to the ARC.

Internal Controls

The Board ensures that Management maintains a sound system of internal controls to safeguard the interests of stakeholders and the assets of

the STB. The ARC ensures 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 internally and through related reports issued to the ARC. For certain projects or areas where independent expertise is specially required in connection with the review of controls, external professionals and service providers are appointed accordingly.

External Audit

As part of the annual financial statements audit, the external auditors conduct a review of the significant internal controls. Such controls are 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, are addressed and made known to the ARC.

To maintain the independence of the external auditors, the ARC has reviewed the nature and extent of non-audit services provided by the external auditors during the year and the fees paid for such services. The ARC is satisfied that the independence of the external auditors has not been impaired by the provision of those services. The external auditors have also provided confirmation of its independence to the ARC.

Internal Audit

The Internal Audit reports functionally to the Chairman of the ARC and administratively to the Chief Executive. 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 is ensured by the ARC.

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

Whistleblowing Policy

The STB has in-place a whistleblowing policy to allow employees, vendors, partners of the STB and the general public to report malpractices and misconduct in the workplace. The policy aims to encourage the reporting of such matters in good faith, with the confidence that persons making such reports will be treated fairly and, to the fullest extent possible, protected from reprisals. All whistleblower reports, including the identity of the whistleblower will be treated with confidentiality. Reports can be lodged directly to STB Internal Audit via email at ethics@stb.gov.sg.

Finance and Investment Committee

The Finance and Investment Committee (FIC) comprises four Directors. Its responsibilities are broadly categorised into Finance and Fund Management. It endorses 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 (except for the government procurement procedures and virements). It approves the STB's investment

policy, objectives, guidelines, strategies and appointment of external fund manager(s) in respect of surplus funds available for financial investments and reviews these matters at least once a year. The Committee also ensures that financial investments are conducted in compliance with statutory legislation and government directives.

Governance Committee

The Governance Committee comprises three Directors, including the Chairman of the Board. The Committee's main focus is to ensure the effectiveness of the Board and Board Committees. To ensure that the Board has the appropriate balance of skills and experience to deal with the strategic issues and challenges facing the STB, the Governance Committee reviews the size and composition of the Board, and recommends new appointments and renewals of Directors. It also assumes the responsibility for conducting an annual evaluation of the Board's effectiveness.

Human Resource Management Committee

The Human Resource Management Committee (HRMC) comprises four Directors, including the Chairman of the Board. Its responsibilities include providing guidance on leadership development and talent management matters; reviewing compensation policies and structures to ensure competitiveness; endorsing the promotion of officers to or within Salary Grade 15 and above (i.e. the equivalent of Superscale Grades in the Civil Service); the assessment of the STB's performance report to the Board of Directors; and reviewing and approving recommendations on disciplinary matters pertaining to members of senior Management.

**SINGAPORE
TOURISM
BOARD**

Tourism Court, 1 Orchard Spring Lane, Singapore 247729

www.stb.gov.sg