

# FOOD MAKES EVERYTHING BETTER

FAIRPRICE GROUP  
ANNUAL AND SUSTAINABILITY REPORT 2021

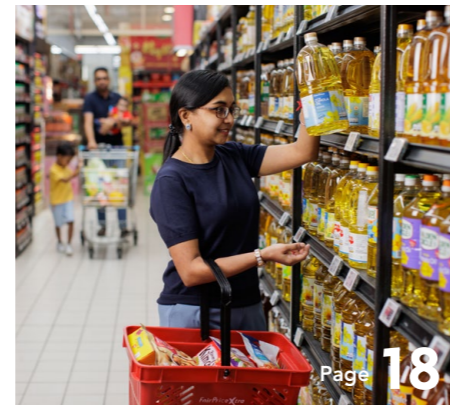




Page 08



Page 12



Page 18

**Better Value For All**

**Customer First**

**Everything Food Made Easy**

**CONTENTS**



**01**  
Making Lives Better  
At A Glance 2021

**02**  
Business Philosophy

**04**  
Joint Message From Chairman  
And Group Chief Executive Officer

**08**  
Better Value For All

**12**  
Customer First

**18**  
Everything Food Made Easy

**22**  
Board Of Directors

**26**  
Principal Officers

**28**  
Awards And Accolades 2021

**30**  
Founder, Institutional  
And Ordinary Members

**31**  
Group Financial Highlights 2021

**32**  
Group Formats

**34**  
Sustainability Report 2021

**70**  
Corporate Information

**MAKING LIVES BETTER  
AT A GLANCE 2021**

**SERVING OUR  
CUSTOMERS**



**S\$44.9 million** saved  
through Linkpoints



Provided over **S\$10 million**  
**in savings** through the  
Pioneer Generation, Merdeka  
Generation, Seniors and CHAS  
Blue Card discount



Committed **S\$2.5 million**  
in support of the SME Suppliers  
Support and Development  
Programme

**SUPPORTING LIVELIHOODS  
& WELLBEING**



FairPrice has since **donated**  
**more than S\$178 million**  
to the FairPrice Foundation  
to benefit **over 170**  
**organisations**



Launched FairPrice Food for  
Good Community Fridge.  
FairPrice Foundation sponsored  
two brand new chillers and  
**a year's worth of fresh**  
**and nutritious produce**  
**valued at about S\$100,000.**  
The programme will reach out to  
**5 rental blocks with about**  
**200 needy households**



Collected close to **S\$225,000**  
**worth of groceries** through  
three food donation drives at  
**99 FairPrice and FairPrice**  
**Xpress stores**

**PROMOTING A CIRCULAR &  
LOW CARBON ECONOMY**



Our Food Services Division  
diverted bread trimmings to be  
converted to animal feed,  
savings over **25,500 kg of**  
**food from going to waste**



**Saved over 30 million**  
**plastic bags** since the  
introduction of the "No Plastic  
Bag" initiative. Extended  
initiative at existing stores for  
another year, while expanding  
initiative to include all Cheers  
and FairPrice Xpress stores



Collected over **895,000**  
**textbooks** through the  
Share-A-Textbook initiative.  
Since the project's inception  
in 1983, more than **6 million**  
**textbooks** have been  
redistributed and recycled



# ASPIRE TO BUILD

*Today  
for the future!*

**FairPriceGroup**  
Everything Food Made Easy



## EVERYTHING GOOD

### VISION

To be recognised as the  
**leader in Everything Food**

### MISSION

A **trusted & preferred provider**  
for Everything Food  
A **progressive** corporate citizen  
A **valued** partner  
A **great place** to work

### SOCIAL MISSION

To moderate the cost of living



## EVERYONE

### VALUES

Act for Community  
**S**ervice  
**P**ioneering  
**I**ntegrity  
Relate like family  
**E**xcellence

### LEADERSHIP COMPETENCIES

**B**rave and courageous  
**U**nited for greater good  
**I**nnovative and inspiring  
**L**earning agility  
**D**evelop talents and capabilities



## EVERYTHING FOOD

### PURPOSE

Nourish generations and  
**make life better for all**



## EVERY DAY

### BUSINESS PHILOSOPHY

**C**ustomer First  
Better **v**alue for all  
Everything Food **m**ade easy



## JOINT MESSAGE FROM CHAIRMAN AND GROUP CHIEF EXECUTIVE OFFICER

CHAIRMAN  
MR BOBBY CHIN



GROUP CHIEF EXECUTIVE OFFICER  
MR SEAH KIAN PENG



2021 had been a challenging year as we continued to navigate the pandemic. FairPrice Group has remained resilient in focussing on our priorities - driving towards a more seamless omnichannel experience for customers, innovating new retail and dining concepts as well as strengthening our supply and distribution operations. These strategies further complement our efforts to be future-ready to nourish generations and make lives better for all.

2021 had been a challenging year as we continued to navigate the pandemic. FairPrice Group has remained resilient in focussing on our priorities - driving towards a more seamless omnichannel experience for customers, innovating new retail and dining concepts as well as strengthening our supply and distribution operations. These strategies further complement our efforts to be future-ready to nourish generations and make lives better for all. In this Annual & Sustainability Report, which is available on our FairPrice Group website, we share with you our key initiatives in 2021.

### BETTER VALUE FOR ALL

As part of our ongoing efforts to assist the vulnerable segments in our community, we continue to offer all Pioneer Generation, Merdeka Generation members and seniors dedicated discounts. In addition, with the protracted pandemic affecting

lives and livelihoods, especially the lower-income families, we introduced the Community Health Assist Scheme Blue cardholders discount scheme. All four discount schemes helped eligible customers save over S\$10 million in 2021.

To help the community stretch their dollar further on essential needs and cope with the rising cost of living, we announced the "Stretch Your Dollar" programme. The programme, which was launched in February this year, includes a five per cent discount every Friday for a basket of 100 key essential items across all FairPrice stores and FairPrice online. Prices for reduced sugar or no sugar coffee and tea are at 90 cents, and our signature breakfast sets and other variations of coffee and tea beverages across our network of Foodfare and Kopitiam outlets will also hold off any price increases.

When the prices of Antigen Rapid Test (ART) kits were a concern, we responded quickly and were the first retailer to bring in new approved ART kits, pricing it under S\$5 each for sale at all Unity stores and over 90 FairPrice, FairPrice Finest, FairPrice Xtra, Warehouse Club, and FairPrice online. These ART kits were priced lower than existing brands available in the market

- this in turn brought down the overall prices of ART kits in the market, making them more affordable for consumers and the public at large.

### CUSTOMER FIRST

At FairPrice Group, we constantly transform ourselves to redefine the shopping and dining experience. We deliver new experiences through our new FairPrice Xtra hypermarket at Parkway Parade and moderate the cost of living with our Fresh Mart at Ang Mo Kio, which offers fresh options at affordable prices.

With the increasing demand for premium produce, the first FairPrice Finest Gourmet store was launched at Balmoral Plaza - which stocks a specially curated range of exclusive products, from exotic fruits to artisanal wine and cheese.

The refreshed Kopitiam Food Hall at Jurong Point mall not only offers customers a tastefully designed ambience to dine in, but it also serves a wide variety of local and Asian cuisines from well-known local brands.

To better cater to diverse customer needs, close to 1,500 Halal-certified products have been added to FairPrice's grocery product assortment.

Customers can purchase over 7,200 Halal-certified products across our network of FairPrice stores.

### EVERYTHING FOOD MADE EASY

To build a ready and responsive organisation that better manages changes, we continue to invest in our digital capabilities.

We overhauled our FairPrice app to provide customers the convenience of shopping both online and at our physical stores on a single platform. They are now able to digitally pay for their purchases straight from the app and earn, redeem as well as track their Linkpoints, without the need to carry a physical rewards card. At selected stores, customers can also skip the queue by making use of the Scan & Go kiosks to make payments through the FairPrice app. These technological-based investments enable customers to shop seamlessly, safely, and conveniently.

We also launched our Supply Chain Operations Centre (SCoPe) to provide end-to-end visibility and real-time insights to pre-empt potential disruptions and facilitate critical decision-making. This capability enhances our procurement efficiency through predictive forecasting, allowing us to mitigate disruptions and shipment delays, ensuring our supermarket shelves remain well-stocked.

### FINANCIAL PERFORMANCE

On the financial front, FY2021 presented unique challenges to our operations due to the volatile global socio-economic climate, erratic and unequal demand for our retail and digital business as well as our food services business. Our retail business has performed well, thanks to the strong support of our loyal customers, staff, and partners.



## JOINT MESSAGE FROM CHAIRMAN AND GROUP CHIEF EXECUTIVE OFFICER

In addition, we partnered with the government to ensure that the supply resilience of the nation is safeguarded. Due to the preventive and restriction measures of the pandemic, our food services business continued to be adversely impacted, resulting in significant operating losses. Higher operating costs were also incurred for the mandated safe management measures for all our outlets so as to safeguard the well-being of our front-line staff and customers.

Together with financial support rendered by the government, we were able to retain employment opportunities for staff and to disburse rental and property tax rebates to our tenants to help them tide over this difficult period. We are also investing in digitalisation and technology to cater to shifts in consumer behaviour and to ensure that we remain relevant and be well-positioned for the future. Whilst these investments by FairPrice Group may not yield immediate financial returns, these are important and necessary.

Our group revenue decreased to S\$4.3 billion, largely contributed by our retail business, while the group profit from operations amounted to S\$99 million. Group profit for the year, after tax and contributions, was S\$137 million. For the Co-operative, profit for the year, after contributions, amounted to S\$100 million. Following the Co-operative's performance this year, the Board has proposed a patronage rebate of 4.5 per cent and a dividend of 5.5 per cent, amounting to a total of S\$87.6 million. During the year, Link members also received S\$44.9 million worth of Linkpoints. Collectively, the total payout to our members and Link members would amount to S\$132.5 million. Last year, FairPrice Group donated S\$20 million to support various community causes through the Foundation. Since the launch of Foundation in 2008, it has contributed

over S\$110 million to focus its giving on three strategic thrusts - the poor and needy, nation building and community bonding, and advancing workers' welfare. For FY2021, we effectively upped our support to all our stakeholders - shareholders, members, customers, staff, and the community.

### LOOKING AHEAD

In order to continue doing good, we must ensure that we remain sustainable as a business by being efficient, and continuing to leverage on technology. This helps us to better engage with our customers, invest in our people, boost productivity and streamline our processes.

While we expect the pandemic to stabilise in the current year, it has nonetheless elevated demand for fresh products, due to renewed interest in home cooking and a greater emphasis on health and wellness. To cater to these demands as well as to enhance our competitiveness, we have invested in a new state-of-the-art Fresh Food Distribution Centre (FFDC) to complement our existing facility to manage temperature-sensitive products. The new FFDC will embrace new technologies that will help boost operational efficiencies and support Singapore's food security goals. We certainly look forward to the next milestone as the facility goes live early next year.

On the Sustainability front, FairPrice Group is aligned with the Singapore Green Plan 2030, a whole-of-nation movement to advance the national agenda on sustainable development. Sustainability is at the forefront of our business and we proactively champion efforts such as the "No Plastic Bag" initiative and "FairPrice-CSR Food Waste Reduction Programme". To reduce our carbon footprint, we adopt energy-saving features at our stores and facilities. We invite you to learn

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more about our various efforts in the Sustainability Report section of this combined report.

### AWARDS AND ACCOLADES

During the year, FairPrice Group won several awards. Some of the major accolades include:

- Singapore Business Retail Management Excellence Awards for *COVID Management Initiative of the Year - Retail*.
- *Top Influential Brand, Supermarket* by Influential Brands.
- *Best CRM Strategy and Best Use of Consumer Insights/Data Analysis (Gold)* by Marketing Interactive.
- *Best PR-led Integrated Communications (Gold)* by Marketing Magazine's PR Awards.
- *Produce Retailer of the Year Award* by the Asiafruit Congress.
- Reader's Digest Trusted Brands (Gold) for three product categories - tissue paper, rice, and cooking oil; and for the third consecutive year, we won Platinum for *Supermarket and Online Grocery* awarded by them.

Our FairPrice Xtra store at Parkway Parade has also been recognised as one of the Top 8 *Store of the Future* in the world by IGD, a UK-based industry

body. FairPrice housebrand won various awards at the inaugural FMCG Asia Awards, which recognises companies with innovative products and initiatives. The awards included *Campaign of the Year (Tested & Love)*, *Product Packaging of the Year (Housebrand Kids Range - UHT Milk & Kids Cereal)*, and *Home Brand of the Year*.

On the community front, FairPrice on Wheels, the community initiative where we bring the stores to our customers via mobile truck, won the CSR initiative of the year at the *Retail Asia Awards* in 2021.

### OUR HEARTFELT APPRECIATION

We are thankful for the steadfast support and commitment of our stakeholders and our staff at FairPrice Group who are always ready to rally together in helping fellow Singaporeans respond to their needs. We also stand proud of our employees who have courageously adapted to ever-changing work conditions as they tirelessly serve our customers and the community at large.

We would like to extend our deepest appreciation to our Board for their invaluable guidance during this challenging year. To our business partners and customers, we thank you for your trust in FairPrice Group.

As part of our ongoing efforts to further strengthen FairPrice Group's core and talents in our management team, we are delighted to welcome Mr Vipul Chawla on board as the new Group CEO, effective on 5 April 2022. The ongoing transformation of FairPrice Group is a major initiative and Mr Chawla's vast experience will help the Group drive its ambitions to build an omnichannel business with a superior customer experience.

Mr Seah Kian Peng had previously held dual roles of Group CEO, NTUC Enterprise and Group CEO, FairPrice Group. Despite the heavy responsibilities, he served with distinction in both portfolios. Following Mr Chawla's appointment, Mr Seah will focus on intensifying NTUC Enterprise's drive towards the growth and transformation of its social enterprise clusters.

With our latest enhancement to our talent pool, we look forward to building a better and more resilient future by taking bold steps to seize new opportunities as we remain united for the greater good.

Thank you.



**Mr Bobby Chin**  
Chairman



**Mr Seah Kian Peng**  
Group Chief Executive Officer

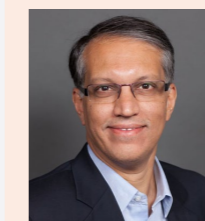
### Chairman's personal message on Mr Seah Kian Peng stepping down as FairPrice Group Chief Executive Officer:

"Since taking the helm at FairPrice Group in 2015 as Group CEO, Kian Peng has been instrumental in growing our Group's business in Everything Food - including supply chain, retail, and food services. During these past nine years working with Kian Peng, I have seen how he leads and inspires the FairPrice Group family with passion, conviction, and dedication. I deeply appreciate his dedicated service and invaluable contribution to the Group."

- **Mr Bobby Chin**, Chairman, FairPrice Group

"It has been a privilege to serve and lead FairPrice Group. I thank Chairman and the Board for their counsel and guidance, as well as to all my colleagues over the last 22 years for your strong support, commitment, and passion. While we have achieved much together, the journey is far from over. There are new heights and challenges ahead for us to scale and overcome. I ask colleagues to render your commitment and support to Vipul as you have given me, in the new horizon. I also thank all our customers and business partners for their support, understanding and friendship all these years. I also look forward to my new role and to serve in various capacities across our SEs. FairPrice Group will always have a special place in my heart."

- **Mr Seah Kian Peng**, Group Chief Executive Officer, FairPrice Group



"I am privileged and honoured to join FairPrice Group and be given the opportunity to contribute to the growth and transformation journey of a Singapore icon. I am excited to build on the achievements of this stellar leadership team and our staff, who have worked tirelessly to build FPG to what it is today. I hope my experience can complement FPG's efforts to reach its full potential, and at the same time, give back to the community as we continue to uphold our social mission."

- **Mr Vipul Chawla**, Group Chief Executive Officer, FairPrice Group (Appointment date 5<sup>th</sup> April 2022)

WE STAY

# RESPONSIVE

TO EVOLVING  
CUSTOMERS' NEEDS  
AND LIFESTYLES



### Better Value for All

We are inspired by our social mission to moderate the cost of living to do more and do better every day. By being constantly ready, responsive, and resilient, we serve everyone – from vulnerable groups to ordinary citizens, the young to the elderly. In making lives better for all, we deliver greater value, quality, and affordability to nourish generations and uplift their lives.



DEDICATED DISCOUNT SCHEME FOR LOW-INCOME FAMILIES

- + CHAS Blue cardholders enjoy a three per cent discount at all FairPrice stores and Unity pharmacies every Thursday, from 15 July 2021
- + Savings from the CHAS Blue Discount Scheme estimated to cost over S\$730,000 since its introduction

From 15 July 2021, all Community Health Assist Scheme (CHAS) Blue cardholders are able to enjoy a three per cent discount across all 151 FairPrice stores, FairPrice on Wheels mobile trucks, and 84 Unity pharmacies island-wide, every Thursday. Originally scheduled to end on 31 December 2021, this discount scheme has been extended to the end of 2022.

The CHAS Blue Discount Scheme complements FairPrice's existing stable of discount schemes such as the Pioneer Generation, Merdeka Generation, and Senior Discount Schemes on various days of the week.

The CHAS Blue Discount Scheme provided over S\$730,000 in savings to low-income families and individuals in 2021.



EXTENDING DISCOUNTS FOR SENIORS

- + Extended FairPrice Pioneer Generation (PG) & Merdeka Generation (MG) discounts for 12 months from 1 January 2022 to 31 December 2022
- + Over S\$10 million in savings given out through the PG, MG, and Seniors Discount Schemes

Seniors and the less fortunate continued to be impacted due to the prolonged pandemic. To alleviate the cost of living for seniors, FairPrice extended its Pioneer (PG) and Merdeka (MG) Discount Schemes for an additional year.

The extension of these dedicated discount schemes has helped PG, MG, and senior shoppers save over S\$10 million in 2021.



STRETCH YOUR DOLLAR PROGRAMME

- + Introduced a five per cent discount scheme for a basket of 100 key essential items across all FairPrice stores and FairPrice Online every Friday
- + 90 cents for reduced sugar or no sugar hot coffee and tea
- + Holding prices of breakfast sets

FairPrice Group announced the "Stretch Your Dollar" programme, comprising various initiatives at our supermarkets, food courts, and coffeeshops to help the community stretch their dollar further on essential needs and cope with the rising cost of living due to the protracted COVID-19 situation.

The programme, which kicked off in February 2022, includes a five per cent discount every Friday for a basket of 100 key essential items including rice, fresh produce, and household supplies across all FairPrice stores and FairPrice Online. It also kept prices for reduced sugar or no sugar coffee and tea at 90 cents, while also holding of prices of our signature breakfast sets and other variations of coffee and tea beverages across our network of Foodfare and Kopitiam outlets.

SUPPORT FOR PIONEER GENERATION CAREGIVERS

- + Reinstated Pioneer Generation (PG) Proxy initiative when Singapore announced the return to Phase 2 (Heightened Alert)
- + Family members can utilise the PG card to enjoy the three per cent discount at FairPrice and Unity outlets on selected days
- + PG Proxy initiative is extended till 30 June 2022

The Pioneer Generation (PG) Proxy initiative, first introduced during the "circuit breaker" in 2020 to protect the well-being of the more vulnerable seniors in the community, was reinstated when Singapore announced a return to Phase 2 (Heightened Alert).

From 26 July to 31 August 2021, FairPrice encouraged seniors to stay home and made an exception for their family members to enjoy the special savings as they assist PG members to run their errands. This initiative helped to safeguard the well-being of seniors while stretching their dollar, and encouraged family members to check in with their elderly parents living on their own. The initiative is further extended till 30 June 2022.

MORE OPTIONS FOR AFFORDABLE ART KITS

- + Affordable ART kits made available at 70 Unity and 90 FairPrice stores

Working closely with suppliers and the authorities, FairPrice Group brought in new Antigen Rapid Test (ART) kits, Flowflex, to complement the existing range available on the market. Priced under S\$5, the new ART kits provided customers with more options at different price points. ART kits prior to the launch hovered around S\$10 during that period. The introduction of Flowflex ART kits caused industry players to also lower prices of ART kits in general, making them more affordable for all.



SAVINGS EVERY DAY OF THE WEEK

- + Savings from PG, MG, Seniors, CHAS Blue, and the Friday five per cent discount is projected to exceed S\$12 million in 2022.



DAY OF THE WEEK	INITIATIVE	BENEFIT	OUTLETS
Monday	PG Discount Scheme	3% discount	All FairPrice supermarkets, FairPrice Shop stores, FairPrice Finest outlets, FairPrice Xtra hypermarkets, FairPrice on Wheels and Unity pharmacies
Tuesday	Seniors Discount Scheme	2% discount	
Wednesday	PG & MG Discount Scheme	3% discount	
Thursday	CHAS Blue Discount Scheme	3% discount	
Friday	5% Discount Fridays	5% discount on 100 daily essential items	

WE STAY  
**READY**  
 TO FACE NEW  
 CHALLENGES



**Customer First**

Our customers are at the heart of everything we do. We continue to be ready, responsive, and resilient by working hard to remain relevant, curating products that cater to our customers' evolving tastes, lifestyles, and needs. We leverage partnerships and innovate to offer customers enjoyable food experiences while staying accessible and affordable for all.





MODERATING THE COST OF LIVING WITH FAIRPRICE FRESHMART

- + About 80 per cent of the groceries available at FreshMart in Ang Mo Kio are fresh produce and frozen products

We aim to help Singaporeans lead better lives, making sure we leave no one behind. Our FairPrice FreshMart concept store in Ang Mo Kio aims to serve our customers more fresh options at affordable prices to moderate the cost of living. About 80 per cent of the product mix is made up of fresh fruits and vegetables, along with a variety of frozen products. Customers also have the choice of buying them in loose quantities.



UNITY PHARMACISTS AND STAFF TO HELP DETECT FAMILY VIOLENCE

- + Pharmacists and over 120 retail assistants in 42 Unity Pharmacy stores island-wide were trained by the Ministry of Social and Family Development to detect family violence

In support of the Government's efforts to help victims of family violence, staff from Unity Pharmacy including pharmacists and retail assistants participated in a programme by the Ministry of Social and Family Development to identify signs of family violence among customers.

Staff were trained to recognise potential signs of abuse and family violence and direct victims to the necessary agencies, making it easier for victims to seek help.

EXPANDED RANGE OF HALAL-CERTIFIED PRODUCTS

- + Expanded range of Halal-certified products by almost 1,500 items; offers close to 7,200 products island-wide

To cater to the evolving needs of our community, close to 1,500 Halal-certified products were added to FairPrice's assortments in 2021, making over 7,200 Halal-certified products available at FairPrice stores island-wide.

As part of our efforts to give back, FairPrice Foundation also donated S\$20,000 and 100 hampers to Yayasan MENDAKI. The fund hopes to provide relief to low-income families in the Muslim community through bursaries and subsidies for school fees, among other academic programmes.

FairPrice also continued to distribute beverages with pre-packed dates and snacks to Muslim customers during Ramadan, a practice we have had in place since 2009. In 2021, 60 FairPrice stores participated in the initiative.



RELAUNCHED OUR NEW KOPITIAM FOOD HALL @ JURONG POINT OUTLET

- + The refreshed Kopitiam Food Hall @ Jurong Point mall not only offers customers a tastefully designed ambience to dine in, but it also serves a wide variety of local and Asian cuisines from well-known local brands

As an Everything Food organisation, we constantly innovate so we can serve our customers better. Kopitiam relaunched its new Kopitiam Food Hall @ Jurong Point outlet with an alfresco garden dining experience in December 2021. Incorporating a unique day-night ambience, this will also be the first outlet with the Kopitiam Food Hall brand - a new multi-sensorial experiential and digital food court featuring thematic dining spaces that offer affordable yet superior local and Asian fare.

Diners can pay and earn Linkpoints through their FairPrice app at Kopitiam Food Hall @ Jurong Point while they tuck into their favourite dishes from popular hawker brands including Ah Ma Chi Mian and Kok Kee Wonton Noodles.



GLS PROVIDES LAST MILE DELIVERY TO TAOBAO AND TMALL CUSTOMERS

- + FairPrice Group Supply Chain Business Unit strengthens logistics services in Singapore by partnering with Alibaba's Cainiao
- + Facilitates customs clearance and last-mile delivery for Taobao and Tmall orders

On 1 September 2021, Grocery Logistics of Singapore (GLS), an entity of FairPrice Group Supply Chain business unit, announced its partnership with Cainiao Network, the logistics arm of Alibaba Group to provide full suite logistical service for orders placed on Taobao and Tmall.

Under the partnership, Cainiao would leverage GLS's strong logistics capabilities and resources, including customs fulfillment service and doorstep delivery service. The partnership would increase Cainiao's daily parcel handling capacity to 42 tonnes or 600 bulky items. Customers will also be able to receive their parcels within two working days after customs clearance.

TAKE GROCERY RUNS TO THE NEXT LEVEL AT FINEST GOURMET

- + Finest Gourmet offers a selection of premium ingredients and specialty products, from exquisite meat cuts to exotic fruits and vegetables, frozen seafood to artisanal wine and cheese
- + Features an in-house bakery and coffee house which serve up fresh bakes and brews throughout the day

Recognising the increasing demand for more premium produce, the first FairPrice Finest Gourmet store was launched at Balmoral Plaza in July 2021 to cater to a more discerning and affluent segment of customers. The store features a curated range of premium ingredients and specialty products, from exquisite meat cuts to exotic fruits and vegetables, frozen premium seafood to artisanal wine and cheese.

Customers can enjoy fresh brews created by baristas from Tiong Hoe Specialty Coffee and delicious bread from the bakery while shopping at Finest Gourmet.



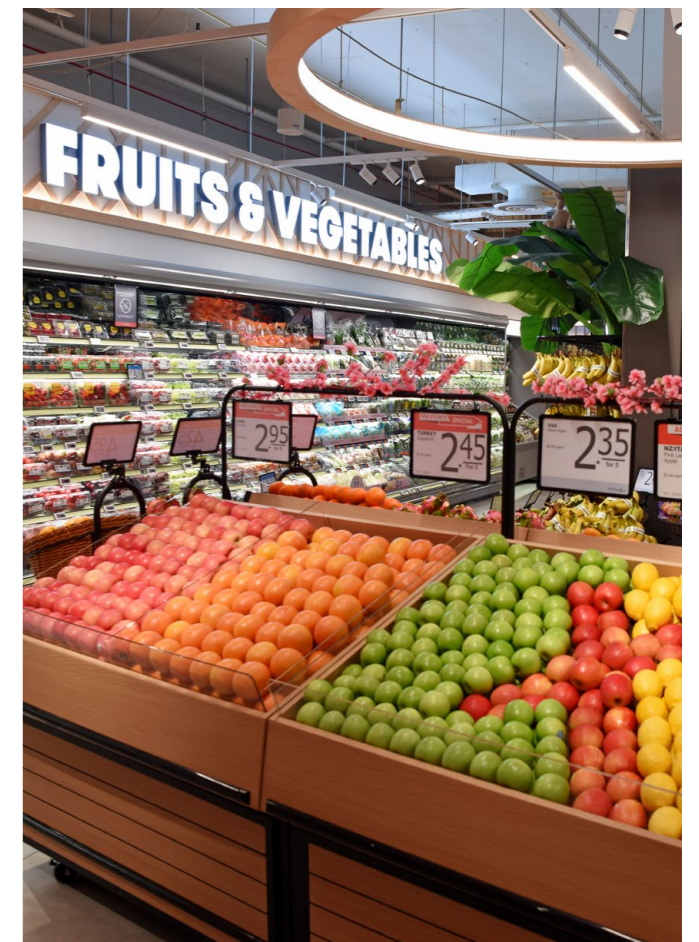
NEW AND UNIQUE BLENDED LIFESTYLE RETAIL SPACE

- + FairPrice Xtra in Parkway Parade offered a novel and unique experience as a "blended lifestyle retail space" featuring retail shopping with a dining experience
- + Widest range of local produce, more than 600 local products, and value-added services for shoppers

The ninth FairPrice Xtra hypermarket opened officially on 22 January 2021 at Parkway Parade to offer customers in the heartlands a unique blended lifestyle retail experience.

Beyond offering a wide range of groceries and fresh produce, including a strong focus on locally grown and locally made products, the sprawling 59,000 sq ft hypermarket also features exclusive and personalised services such as a spice-mixing counter, in-store dining, as well as a cocktail bar for thirsty shoppers. In an effort to provide greater convenience, customers are able to utilise the Scan & Go service where they can skip the queues and digitally pay for their purchases, among a myriad of value-added services.

The store is also used to fulfil online orders, offering FairPrice Online customers residing in the vicinity the option to have their orders delivered in under two hours.



WE EMPOWER  
VULNERABLE  
COMMUNITIES  
TO STAY

## RESILIENT

THROUGHOUT  
THE PANDEMIC



### Everything Food Made Easy

Not only are we ready, responsive, and resilient, but we also aspire to be Singapore's leader in 'Everything Food'. To that end, we are constantly exploring new and innovative ways to serve our customers better and improve their experience with us. In today's digital world, we tap on technology and data to provide seamless convenience and greater value for our consumers to make everything food easy.



## KEEPING SHELVES STOCKED

- + Launched the Supply Chain Operations Centre (SCoPe) for end-to-end visibility and real-time insights to pre-empt potential disruptions and to facilitate critical decision-making

FairPrice Group maintains a pre-emptive strategy of diversifying sources to ensure a stable supply of daily essentials at affordable prices. Despite additional operational challenges caused by the COVID-19 pandemic, FairPrice Group forged ahead and enhanced various aspects of its business operations, including warehouse expansions, online grocery infrastructure upgrades, and system optimisation. One of these initiatives includes the launch of our Supply Chain Operations Centre (SCoPe) to provide end-to-end visibility and real-time insights to pre-empt potential disruptions and facilitate critical decision-making.

These initiatives generated greater efficiency and productivity, ensuring customers have ready and uninterrupted access to daily essentials.

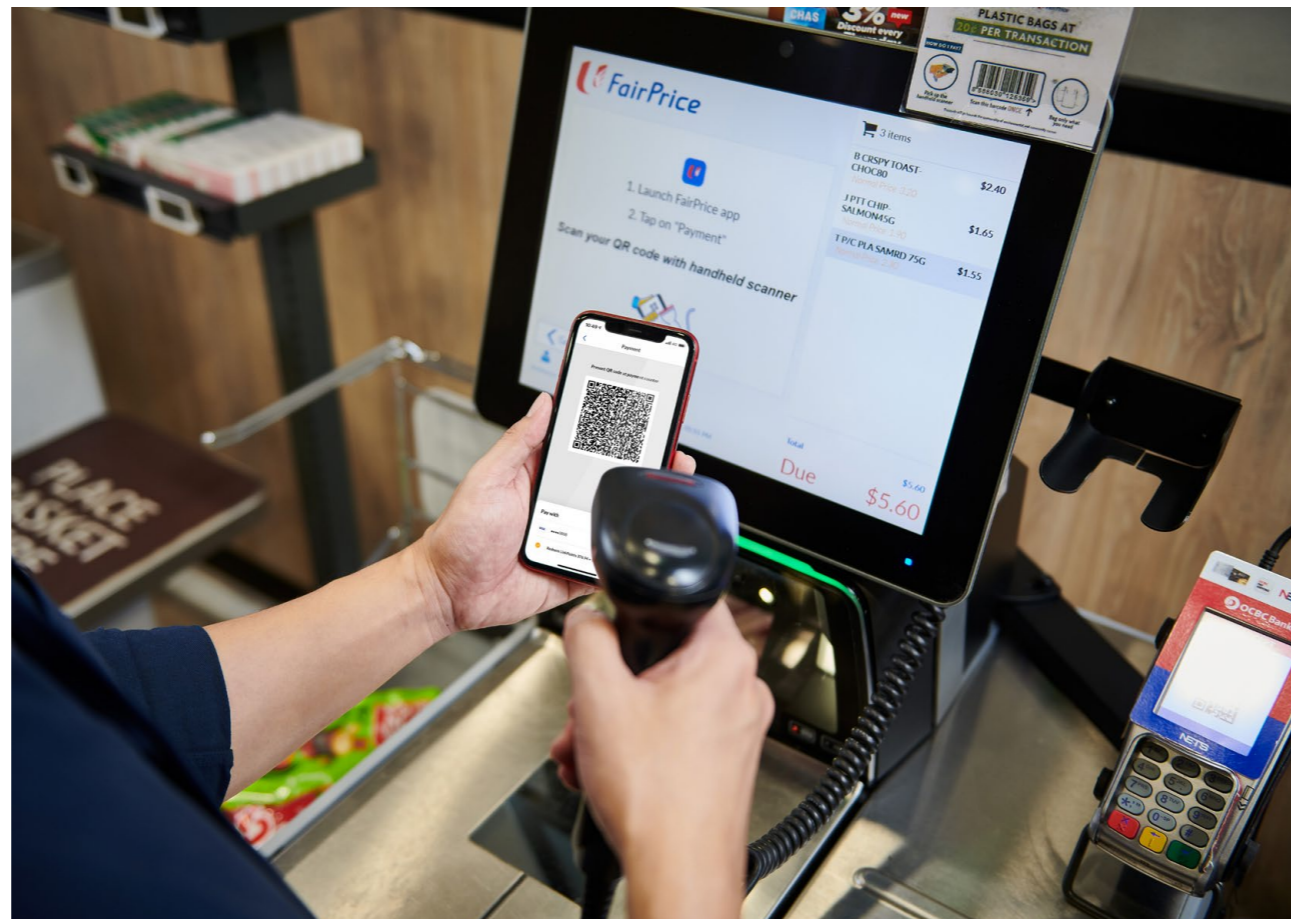


## SEAMLESS OMNICHANNEL SHOPPING EXPERIENCE WITH THE FAIRPRICE APP

- + Revamped FairPrice app made it easier for customers to gain Linkpoints, make payment and reduce queuing times
- + The enhanced FairPrice app offers customers the option to pay for purchases, earn and redeem Linkpoints online and at physical stores, making the new promise, "Your Groceries, Your Way" the reality for customers

As part of FairPrice's digital transformation journey, we rolled out the enhanced FairPrice app in August 2021. Designed to provide greater convenience and a seamless omnichannel shopping experience, the app streamlines a customer's shopping journey from planning and paying, to rewards.

Today, customers can transact card-free in-store with their FairPrice app while earning Linkpoints without the need to fumble through their wallets. At 15 selected stores, customers can also skip queues by simply making use of the Scan & Go kiosks.



## PICK, PACK AND PREPARE

- + The Fulfil-from-Store service is available at 8 sub-zones island-wide

Designed to deliver the freshest items in the fastest way possible, the Fulfil-from-Store (FFS) infrastructure was launched to cater to growing online demand. By leveraging on our brick-and-mortar footprint across the island, FairPrice Online was able to enhance its delivery capacity by over 25 per cent. In 2021, we incorporated FFS with our latest FairPrice Xtra outlet at Parkway Parade. As of March 2022, we have eight FFS sites located island-wide including one "dark store\*" located at Orchid Country Club.

\* A dark store refers to an outlet that serves as a fulfillment centre for online customers. It resembles a normal grocery store but is not open to the public.



## BOARD OF DIRECTORS



**MR BOBBY CHIN**  
CHAIRMAN  
JOINED 2013

Mr Chin is the Chairman of the Housing & Development Board and Corporate Governance Advisory Committee. He is also the Deputy Chairman of NTUC Enterprise Co-operative Limited. Mr Chin sits on the boards of the Singapore Labour Foundation, Temasek Holdings (Private) Limited, and several listed companies including Ho Bee Land Limited and AV Jennings Limited.

Mr Chin was the Managing Partner of KPMG Singapore from 1992 until his retirement in September 2005. He was the former member of Council of Presidential Advisers from 2010 to 2020.



**MR RONALD ONG**  
BOARD MEMBER  
JOINED 2015

Mr Ong is the Chairman and Chief Executive Officer of ASEAN at Morgan Stanley. He is also the Chairman of NTUC Income and sits on the Listings Advisory Committee of Singapore Stock Exchange.

Mr Ong was a council member of the Securities Industry Council and committee member of the 1<sup>st</sup> Capital Markets Committee of the Monetary Authority of Singapore.



**MR ALBERT CHENG**  
BOARD MEMBER  
JOINED 2016

Mr Cheng served as Board Member of NTUC First Campus Co-operative Limited from 2007 to 2016. He is the Group Managing Director of Lion Industries Corporation Berhad. He is also the President Director of P.T. Lion Metal Works Tbk and Vice Chairman of the International Chamber of Commerce Malaysia.

He has more than 40 years of experience in the business operations of the Lion Group encompassing retail, food and beverage, credit financing, property development, mining, steel manufacturing, tyre, motor, agriculture and computer industries.



**MS LIM SAU HOONG**  
BOARD MEMBER  
JOINED 2016

Ms Lim is currently the Independent Director of Multi Water Holdings Limited, Group Head for the Committee to Promote Chinese Language Learning, and Chairperson of the Chinese Development Assistance Council Stakeholders Communications Committee.

She was previously the Chief Executive Officer and Executive Creative Director of 10AM Communications Private Limited Singapore. She was also Chairperson for the Public Education Committee of the National Council for Problem Gambling; Promote Mandarin Council and Advisory Committee of Singapore Pavilion, 2010 World EXPO; Vice Chairperson of the Singapore Note and Coin Advisory Committee; the Independent Director of the Board of Ascendas Reit; Member of the National Parks Board; Director of the Singapore Chinese Orchestra Board; Appointed Member of the Singapore50 Culture and Community Committee; and Visual Advisor of the 2008 Beijing Olympics Opening Ceremony.



**MS KRISTY TAN**  
BOARD MEMBER  
JOINED 2017

Ms Tan serves as Senior Director (Advocacy Group) and Deputy Chief Counsel (Civil Division) in the Attorney-General's Chambers (AGC). Prior to joining the AGC, she spent more than a decade in private practice, and was an Equity Partner at Allen & Gledhill LLP.

She was appointed Senior Counsel in 2021. She is also a Board Member of the Casino Regulatory Authority (where she is presently Chairman of the Board's Legal and Regulatory Committee and Disciplinary Committee), and the Bone Marrow Donor Programme.



**MR LEE SEOW HIANG**  
BOARD MEMBER  
JOINED 2018

Mr Lee is the Chief Executive Officer of Changi Airport Group. He is concurrently the Deputy Chairman of Changi Airports International Pte Ltd, as well as Chairman of Jewel Changi Airport Holding Pte Ltd, Changi Foundation Board and Singapore National Library Board.

Mr Lee also holds the appointment of President, Airports Council International (ACI) Asia-Pacific Regional Board and is a Director on the ACI World Governing Board.

## BOARD OF DIRECTORS



**MR HO WAH LEE**  
BOARD MEMBER  
JOINED 2019

Mr Ho Wah Lee is a director at BSI Bank Limited, SNP International Pty Ltd (Australia), Amusic Group (Singapore and China), One Asia Music Inc (Taiwan) and Armoire Ante Pte. Ltd. He was appointed a member of the Public Sector Data Security Review Committee on 31 Mar 2019 to review data security practices across the entire Public Service. He is currently a member of the Infocomm Technology Projects Advisory Panel to assist in the evaluation of complex and high-value public sector IT projects.

Mr Ho retired as a partner from KPMG in 2017 with more than 30 years of experience in Management Consulting, Risk Consulting and Financial Advisory services. He was the Head of Advisory in KPMG Singapore from Oct 2010 to May 2013 and the President Director of PT KPMG Siddharta Advisory from Oct 2014 to Sep 2017. He was a member of the KPMG Global IT Advisory Executive Council.



**MR KEE TECK KOON**  
BOARD MEMBER  
JOINED 2019

Mr Kee is the Deputy Chairman of NTUC Income Insurance Co-operative Limited. He also holds directorships in NTUC Enterprise Co-operative Limited, CapitaLand Investment Limited, Changi Airport Group (Singapore) Pte. Ltd., Mandai Park Holdings Pte. Ltd., and Trust Bank Singapore Limited. He is also a member of the Angsana Fund Investment Committee, Singapore Labour Foundation.

Mr Kee started his career in 1979 with the Singapore Armed Forces and was with the Ministry of Defence until 1991. Thereafter he held senior management appointments with several organisations before joining the CapitaLand Group in 2003. After holding several senior positions, he retired as the Chief Investment Officer of CapitaLand Limited in July 2009.



**MS TAN HWEE BIN**  
BOARD MEMBER  
JOINED 2020

Ms Tan is the Executive Director of Wing Tai Holdings Limited. She serves as a Director of Singapore Labour Foundation and NTUC Enterprise Co-operative Limited, and is a Council Member of Singapore National Employers Federation, and a member of the Corporate Governance Advisory Committee.

She was the Chairman for NTUC Health Co-operative Limited and SLF Strategic Advisers Pte Ltd.



**MR ONG HWEE LIANG**  
BOARD MEMBER  
JOINED 2020

Mr Ong is currently a Vice President of the NTUC Central Committee, the planning, policy and executive organ of NTUC that makes the decisions and takes action to further NTUC's objectives. He also chairs the Labour Movement's Aerospace and Aviation Cluster, and serves as the General Secretary of the SIA Engineering Company Engineers and Executives Union, a post he has held since 2007.

Within the Labour Movement, Mr Ong chairs the NTUC Risk and Audit Committee and is the Chairman of the NTUC Workplace Safety and Health Committee. He is also a Member of the Workplace Safety and Health Council.



**MR ROBERT YAP**  
BOARD MEMBER  
JOINED 2020

Mr Yap is the Chairman, Advisory Board and Non-Executive Director of the Management Board for Sunseap Group. He is also the Chairman of Skylab Holding, and Independent Director with Jurong Port, IMDA Singapore and Alexandra Health Fund Limited. He is also a Council member of the Corporate Governance Advisory Committee under the Monetary Authority of Singapore, member of the Council for Board Diversity under the Ministry of Social and Family Development, and senior advisor to Jubilee Partners.

He was the Advisory Board Co-Chairman of Singapore Management University (SMU) Institute of Service Excellence and Dean's Fellow for SMU School of Computing and Information Systems. In 2020, he was conferred SMU Distinguished Fellow and the inaugural Dean's Fellow of Information Systems. He was a member of IBM Corporation Global Advisory Board in New York, US. His past board directorships of SGX-listed companies included supply chain and technology companies. He was also a Council member for the ASEAN Business Advisory Council and served as Deputy Secretary for Singapore National Employers Federation.

# PRINCIPAL OFFICERS



**MR SEAH KIAN PENG**  
GROUP CHIEF EXECUTIVE OFFICER



**MS ELAINE HENG**  
DEPUTY GROUP CHIEF EXECUTIVE OFFICER  
CHIEF EXECUTIVE OFFICER, RETAIL BUSINESS



**MS THERESA SOIKKELI**  
CHIEF HUMAN RESOURCES OFFICER



**MR ALVIN NEO**  
CHIEF CUSTOMER AND MARKETING OFFICER



**MS CHIA CHEY HUI**  
CHIEF FINANCIAL OFFICER



**MR RAPHAEL ZENNOU**  
CHIEF EXECUTIVE OFFICER, DIGITAL BUSINESS  
CHIEF OMNICHANNEL OFFICER



**MR CHAN TEE SENG**  
CHIEF EXECUTIVE OFFICER, FOOD SERVICES BUSINESS



**MS GRACE CHUA**  
CHIEF EXECUTIVE OFFICER, OWN BRANDS & FOOD SOLUTIONS BUSINESS



**MR NGIEN HOON PING**  
CHIEF EXECUTIVE OFFICER, SUPPLY CHAIN BUSINESS



**MR TNG AH YIAM**  
CHIEF PROCUREMENT OFFICER



**MR DENNIS SEAH**  
CHIEF DIGITAL & TECHNOLOGY OFFICER

\* On 5 April 2022, Mr Vipul Chawla will be Group CEO, FairPrice Group, while Mr Seah Kian Peng will be Deputy Chairman, FairPrice Group, and Chairman, FairPrice Foundation.

## AWARDS AND ACCOLADES



### MARKETING MAGAZINE

Recipient	Award	Category
FairPrice Group	Marketing Magazine's PR Awards 2021, SEA	Best PR-led Integrated Communications

### AGENCY FOR INTEGRATED CARE

Recipient	Award
FairPrice Group	Friends of Community Care Award

### SINGAPORE BUSINESS REVIEW

Recipient	Award	Category
NTUC FairPrice	SBR Management Excellence Awards 2021	COVID Management Initiative of the Year - Retail
NTUC FairPrice	SBR Management Excellence Awards 2021	Executive of the Year - Retail

### ASIA FRUIT CONGRESS

Recipient	Award	Category
NTUC FairPrice	Asia Fruit Award	Produce Retailer of the Year Award

### READER'S DIGEST TRUSTED BRANDS 2021

Recipient	Award	Category
NTUC FairPrice	Gold	Tissue Paper
	Gold	Rice
	Gold	Cooking Oil
	Platinum	Supermarket & Online Grocery

### INFLUENTIAL BRANDS 2021

Recipient	Award	Category
NTUC FairPrice	Top Influential Brand	Supermarket

### RETAIL ASIA

Recipient	Award	Category
NTUC FairPrice	Corporate Social Responsibility (CSR) Initiative of the Year - Singapore	-
	Hypermarket of the Year - Singapore	-
	FMCG Asia Awards	Home Brand of the Year
	FMCG Asia Awards	Campaign of the Year
	FMCG Asia Awards	Product Packaging of the Year for Singapore

### COMMUNITY CHEST AWARDS 2021

Recipient	Award
NTUC FairPrice Foundation	Charity Platinum Award

### SINGAPORE RED CROSS AWARDS 2020/2021

Recipient	Award
NTUC FairPrice Foundation	Distinguished Friend of Singapore Red Cross Award

### MARKETING-INTERACTIVE

Recipient	Award	Category
NTUC Link	Gold	Best CRM Strategy
	Gold	Best Use of Consumer Insights/ Data Analysis

### BUILDING AND CONSTRUCTION AUTHORITY

Recipient	Award	Category
NTUC FairPrice	FairPrice Finest at Funan	GOLD
	FairPrice Xtra at VivoCity	GOLDPLUS
	FairPrice at Tekka	GOLD
	FairPrice Xtra at Hougang 1	GOLDPLUS
	FairPrice at Woodlands Civic Centre	PLATINUM
	FairPrice Finest at PLQ	GOLD
	FairPrice Xtra at Parkway Parade	GOLD
	FairPrice Finest at Lequest	GOLD

### TATLER SINGAPORE

Recipient	Award
Seah Kian Peng	Asia's Most Influential

### IGD

Recipient	Award
NTUC FairPrice	FairPrice Xtra at Parkway Parade is named by IGD as the top 8 global stores to visit in the stores of the Future 2030 report



## FOUNDER, INSTITUTIONAL AND ORDINARY MEMBERS

31 December 2021

No. of Shares of S\$1 each

### FOUNDER MEMBER

National Trades Union Congress	35,642,961
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### INSTITUTIONAL MEMBERS

Citiport Credit Co-operative Limited	55,236
Customs Credit Co-operative Society (S) Limited	127,591
National University of Singapore Multi-Purpose Co-operative Society Ltd	25,100
NTUC Enterprise Co-operative Limited	240,666,368
NTUC Income Insurance Co-operative Ltd	1,762,695
SATU Multi-Purpose Co-operative Society Ltd	226,270
Singapore Association of the Visually Handicapped	5,523
Singapore Labour Foundation	37,562,688
Singapore Mercantile Co-operative Society Ltd	199,543
Singapore Shell Employees' Union Co-operative Ltd	304,766
Telecoms Credit Co-operative Limited	88,511
The Singapore Co-operative Housing & Agencies Society Ltd	20,262
The Singapore Government Staff Credit Co-operative Society Ltd	74,242
The Singapore Teachers Co-operative Society Ltd	55,236

### ORDINARY MEMBER (792,079 MEMBERS)

118,677,015

Balance as at 31 December 2021

435,494,007

## GROUP FINANCIAL HIGHLIGHTS 2021

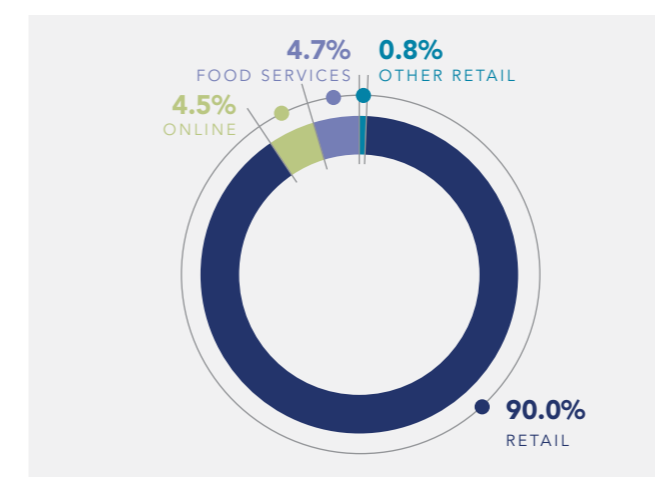
### REVENUE (S\$'m)



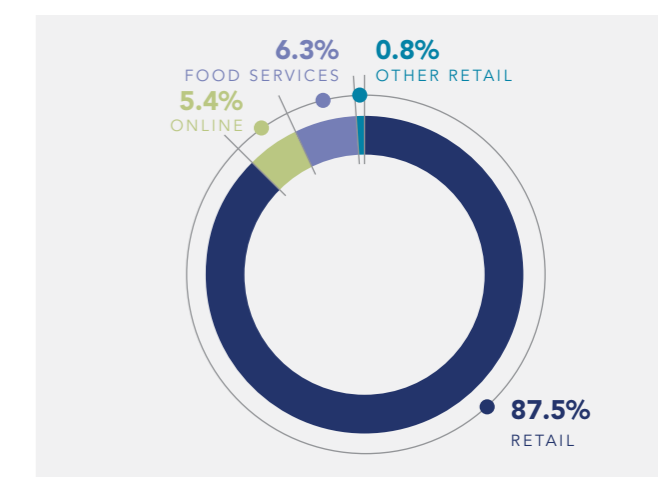
### PROFIT FROM OPERATIONS (S\$'m)



### 2020 REVENUE MIX



### 2021 REVENUE MIX



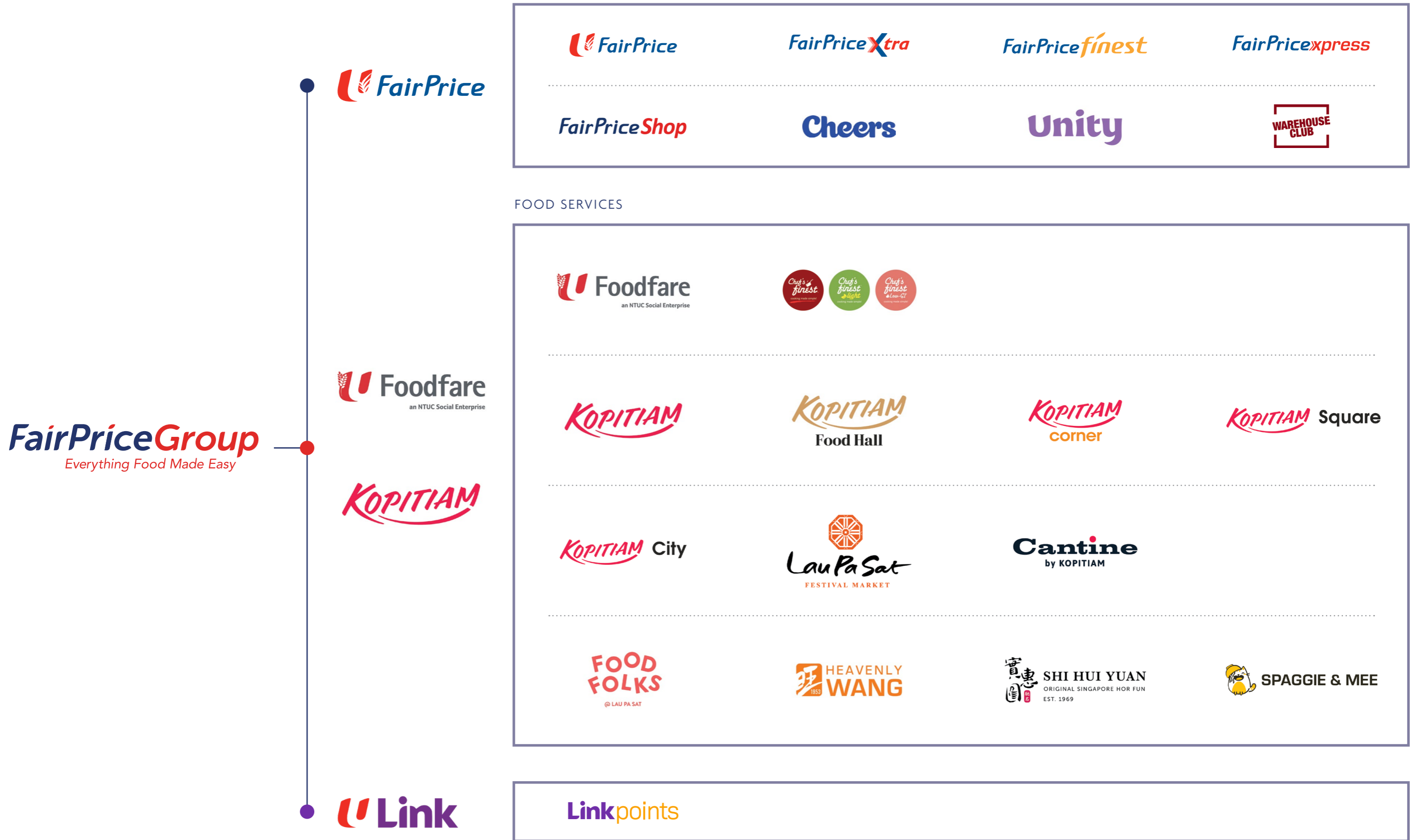
### PATRONAGE REBATES DECLARED (S\$'m)



### DIVIDENDS DECLARED (S\$'m)



GROUP FORMATS



# FRUITS & VEGETABLES

## SUSTAINABILITY REPORT 2021

### CONTENTS

**36**

Message from Group Chief Executive Officer

**38**

Serving Our Customers

**44**

Supporting Livelihoods and Well-Being

**54**

Promoting a Circular and Low Carbon Economy

**59**

FairPrice Group's Approach to Sustainability

**64**

GRI Content Index



## Message from Group Chief Executive Officer



GROUP CHIEF EXECUTIVE OFFICER  
MR SEAH KIAN PENG

Since the onset of the global pandemic, we have grown more resilient, pivoted to embrace new norms and adapted to evolving changes.

FairPrice Group remains agile and safeguards the resiliency of our supply chains while ensuring stakeholders' well-being.

### Sustainability focus towards 2030

Sustainability remains a high priority to us. To demonstrate our commitment towards sustainable development, we have developed our sustainability framework, which consists of three key pillars that articulate our focus areas in driving sustainability:



Serving Our Customers



Supporting Livelihoods and Well-Being



Promoting a Circular and Low Carbon Economy

FairPrice Group remains agile and safeguards the resiliency of our supply chains while ensuring stakeholders' well-being.

### Living with COVID-19

We have implemented a pandemic readiness and action plan supported by an established network of suppliers and a robust supply chain infrastructure. Our strategy includes stockpiling high-demand items like rice, noodles, and paper products to ensure uninterrupted supplies to customers. This also provides a buffer against potential supply chain shocks.

While supporting local produce, FairPrice Group also practices diversified sourcing, carrying products from more than 100 countries. By widening and strengthening our network of suppliers, we are able to ramp up supplies when needed, keeping products available and prices stable for customers.

### Serving Our Customers

With the economy recovering, inflation has become a primary concern. To help customers better manage the cost of living, FairPrice Group has maintained the Pioneer Generation (PG), Merdeka Generation (MG), and senior discounts at supermarkets and food courts. Extending our support to low-income families, FairPrice has introduced a new three per cent discount to benefit all Community Health Assist Scheme (CHAS) Blue cardholders when they shop at FairPrice stores every Thursday.

Apart from providing affordable essentials, our retail business has increased Healthier Choice Symbol (HCS) options in our Housebrand range of food products by about 15 per cent. Customers can also find at least one HCS dish at all stalls in NTUC Foodfare and Kopitiam food courts. These initiatives will help us work towards our goal of introducing more healthy food options to benefit our customers as one of the focus areas of our sustainability framework.

### Supporting Livelihoods and Well-Being

Our heart beats with the community to improve their well-being through various initiatives.

FairPrice Foundation launched the FairPrice Food for Good Community

Fridge @ Marine Terrace to benefit about 200 low-income households in the vicinity with two new chillers and a year's worth of fresh produce valued at S\$100,000. Two of our supermarkets there also donate their wholesome but unsold groceries to the community fridge along with fresh fruits, vegetables, milk, and poultry. This initiative aims to support beneficiaries with better access to nutritious food supplies beyond tackling hunger.

For our 39<sup>th</sup> edition of FairPrice's Share-A-Textbook Project, a record number of over 895,000 textbooks were collected from the community to benefit some 25,000 beneficiaries. This would not have been possible without the overwhelming support of more than 2,100 volunteers from community partners, schools, employees, and the general public who stepped up to help in the collection, sorting, and distribution of the textbooks.

In conjunction with this initiative, we organised the inaugural FairPrice Food-Innovation-Technology (FIT) Hackathon to provide students with a platform to share their ideas and receive guidance from industry practitioners on their solutions to lower carbon emissions, reduce waste, or enhance the Share-A-Textbook Project.

### Promoting a Circular and Low Carbon Economy

We remain committed to adopting greener practices within our operations, including the lowering of our carbon emissions and reducing the amount of waste generated.

We have implemented concrete measures to cut down on excessive plastic bag usage. From 1 January 2022, we extended the "No Plastic Bag" initiative to our entire convenience arm, Cheers and FairPrice Xpress, in addition to the current 24 supermarkets and convenience stores. Through this initiative, customers are encouraged to bring their own bags for their purchases. Plastic bags are charged at S\$0.20 and S\$0.10 per transaction at selected supermarkets and convenience stores respectively. All proceeds go towards supporting green initiatives such as NParks' OneMillionTrees movement. We have also developed a new goal to save 60 million plastic bags annually by 2030.

In 2021, another eight supermarkets attained the Building and Construction Authority (BCA) Green Mark certification, bringing the total count to 41. In addition, FairPrice Hub, which had attained the BCA Green Mark Platinum certification in 2013, will be enhanced with a new rooftop solar system that is integrated with battery energy storage system and electric vehicle chargers. These installations would help FairPrice Group reduce its carbon footprint by approximately 1,200 tCO<sub>2</sub>e annually. Enhancing energy efficiency and using renewable energy will form part of the roadmap towards our new target to reduce our carbon footprint by 50 per cent from a 2021 baseline.

Within FairPrice Group's operations, we have taken strides to reduce waste. For instance, carton boxes were recycled through collaborations with a waste recycling partner. Bread trimmings and catering waste were sent to partners who turned them into animal feed. To solidify our commitment towards building a circular economy, we have set a goal to reduce our food waste by 50 per cent by 2030 from a 2021 baseline.

### Heartfelt appreciation

I am constantly inspired by the agility, talent, and teamwork of our colleagues.

It is through the unwavering support and dedication of our employees and business partners that we are able to ensure that customers' needs are served, and livelihoods are supported.

With our vision and goals set towards 2030, we will pick up the pace and work together for a more sustainable future.

Mr Seah Kian Peng  
Group Chief Executive Officer

# SERVING

## OUR CUSTOMERS



### OUR GOAL

To double the number of affordable and healthy food options by 2030

Strengthening our food resiliency will lay the foundation for us to continue providing affordable and healthy food to our customers. It underpins our commitment towards our social mission of moderating the cost of living in Singapore.



## Ensuring Affordability for Our Customers



Introduced the Community Health Assist Scheme (CHAS) Blue Discount Scheme to benefit low-income families



Enhanced the FairPrice app to let customers pay for purchases, earn, redeem and track Linkpoints



Waived the minimum spend requirement when earning Linkpoints

We remain steadfast in our social mission to moderate the cost of living in Singapore. To curb profiteering, we ensure that our Housebrand products are affordably priced. Accordingly, FairPrice housebrand products are priced around 10 – 15 per cent lower than comparable national brands. Value-conscious customers can also pick up SmartChoice, an exclusive product line that offers core essential items at everyday low prices. There are currently 24 products under the SmartChoice label.

Recognising the importance of self-testing as a pillar of Singapore's COVID-19 response, FairPrice ensured that Antigen Rapid Test (ART) kits were readily available and affordable for the community. We were the first supermarket chain to bring in ART kits that were priced under S\$5 each, effectively lowering the benchmark price for COVID-19 test kits. Prior to the launch of our affordable ART kit, similar kits in the market were priced as high as S\$10 each. FairPrice continues to work closely with suppliers and the authorities to ensure steady supplies of affordably priced ART kits.

For our seniors, we help them to stretch their dollar through dedicated discount programmes including the FairPrice Pioneer

Generation (PG), Merdeka Generation (MG), and Senior Discount Schemes. During Singapore's Phase 2 Heightened Alert period, we re-instated the PG proxy initiative to allow family members to enjoy special savings when they shopped on behalf of their loved ones. Additionally, FairPrice offered a three per cent discount for Community Health Assist Scheme (CHAS) Blue cardholders. In 2021, FairPrice disbursed more than S\$10 million to the community through these schemes.

In commemoration of NTUC's 60<sup>th</sup> anniversary, FairPrice offered a 50 per cent discount on six selected products weekly both online and in stores. Kopitiam and NTUC Foodfare also served coffee and tea at a discounted price of S\$0.50.

To improve our customers' omnichannel experience, FairPrice has enhanced our digital platforms for customers to earn, redeem and track their Linkpoints online at their convenience. In addition, customers no longer need to spend a minimum amount of S\$20 on the Link rewards programme to earn Linkpoints from 1 August 2021, allowing more customers to maximise their savings amidst the challenging economic climate.



## Encouraging Better Health and Nutrition



Over 150 Housebrand products with the Healthier Choice Symbol



One Healthier Choice Symbol dish available at each stall in Kopitiam and NTUC Foodfare food courts

To encourage healthy consumption, all the drink stalls operated by NTUC Foodfare and Kopitiam in healthcare institutions offer "kosong" or sugarless coffee by default.

We ensured our Housebrand products are 100 per cent free of partially hydrogenated oil (PHO) by June 2020, ahead of the government's ban on PHO from 1 June 2021. To promote healthier consumer choices, we redesigned our packaging to include more nutritional facts and highlight key product attributes such as country of origin. These efforts earned us the Packaging of the Year at the 2021 Retail Asia FMCG Awards for FairPrice housebrand kids cereals and packaged milk range.

Our private label, Origins Healthcare, offers a range of healthier food products. Through social media platforms, we publish simple recipes for our customers to create delicious and nutritious home-cooked meals using Origins products.

## Upholding Product Quality and Safety



Supermarkets, fresh food distribution centre, central kitchen, institutional catering, and camp operations are ISO 22000 and HACCP certified



98.01 per cent of our retail stores conform to our internal quality audit for hygiene, food safety and housekeeping

We maintain a high standard of food safety and quality to reassure customers whenever they shop with us. To ensure the highest levels of quality and safety, we implemented rigorous quality assurance programmes across our supply chain involving audits, tests, hygiene checks, supplier controls, and monitoring. We help fresh produce suppliers ensure that their supplies to FairPrice are of the best quality by providing guidance on strengthening their quality controls.

In stores, FairPrice continues to maintain a frequent cleaning regime, especially for high-touch surfaces like railings, trolleys, baskets, and checkout counters. For our Food Service business, we instituted clear operating procedures to guide our employees and tenants on proper housekeeping, food handling, and personal hygiene practices.

In 2021, FairPrice received penalties for three incidents, of which one involved a significant monetary fine<sup>1</sup>. The first concerned the release of products for sale before scheduled inspections by the Singapore Food Agency (SFA). Remedial actions were immediately taken to address the process gaps that resulted in this lapse. The product was eventually released for sale as it was certified safe for consumption.

The second incident involved the detection of cadmium above acceptable levels in a seaweed product. FairPrice promptly consolidated the product and abided by SFA's guidelines for proper disposal. The last incident was the display of expired juice for sale. Corrective actions were quickly implemented to remove the expired product and briefed employees on the protocols to prevent recurrences.

<sup>1</sup> A significant monetary fine is defined as a fine of more than S\$500 per incident.



## Achieving Supply Chain Resiliency



Raised our investment to S\$2.5 million in the Suppliers Support and Development Programme (SSDP)



Offered over 9,000 locally made products at our stores

## Supporting Local Suppliers and Produce

For the 10<sup>th</sup> year, FairPrice launched the annual "Made in Singapore" Fair to spotlight local producers. More than 40 locally produced items were featured at this fair.

Created to support local Small and Medium Enterprises (SME) partners since 2009, the FairPrice's Suppliers Support and Development Programme doubled its annual budget from S\$1 million to S\$2 million during the first year of the pandemic, and further raised its support to S\$2.5 million in 2021. The programme supports about 500 SME partners, where they enjoy benefits such as accelerated payment terms to ease cash flow, discounts for processing and listing fees for new products as well as inclusion to the FairPrice housebrand programme.

FairPrice Group has taken the lead to provide consumers with a convenient avenue to access their daily necessities while offering opportunities for SME partners to showcase their products. In partnership with NTUC U SME, FairPrice Online's Marketplace has on-boarded 12 participating SME partners who provide a range of products including food, kitchenware, and travel supplies. The FairPrice Online Marketplace platform also features local food and beverage products under the YummySG! Programme - a joint initiative by FairPrice and Enterprise Singapore. This programme now features 250 products from more than 30 Singapore brands.

Among the active product suppliers in our network, 91 per cent are locally registered companies, representing 93 per cent of our total spend.

Our efforts to support local producers and suppliers align with the nation's goal to produce 30 per cent of our nutritional needs by 2030.

## Meeting Demand for Daily Necessities

When the pandemic disrupted global supply chains, we took affirmative steps to ensure customers have access to basic essentials, including rice and paper products. In January 2021, we launched our Supply Chain Ops Centre (SCoPe), which equips FairPrice Group with asset visibility and data analytics capabilities to enhance business planning and facilitate crisis management. This system greatly enhanced our inventory tracking and logistical capacities as part of our pandemic readiness and action plan.

To mitigate risks from supply chain disruption, FairPrice has diversified its sources to over 100 countries. For essential staples like rice, FairPrice stockpiles more than three months' worth of products to ensure they remain readily available to all customers.



## Upholding Cyber Security and Customer Privacy

While digitalisation can give rise to smarter solutions and enhance productivity, businesses and consumers alike are subject to greater cyber security risks. At FairPrice, we take a proactive approach to mitigate cyber security risks and protect critical or sensitive information.

To enhance our cyber security culture, monthly newsletters educating employees on subjects like phishing malware and ransomware are disseminated. During the annual cyber security awareness month in October, weekly safety tips and virtual training on various cyber security topics are shared to deepen interest and understanding of its importance. In 2021, there were also three lunch-time sessions covering different topics, including Internet Safety 101.

With these measures in place, we achieved a 6.1 per cent phishing failure rate against our target of below 20 per cent. FairPrice also recorded zero cyber security incidents as a result of phishing attacks.

At the same time, we take our customers' data privacy seriously. FairPrice Group has a Data Protection Office supported by cross-functional departments to ensure data privacy is not compromised. There are well-established policies and frameworks in place that align with the Personal Data Protection Commission (PDPC) guidelines to help us manage personal data.

Despite our best efforts, we received two substantiated complaints concerning breaches of customer privacy. Each incident was escalated to the PDPC and FairPrice Group's Data Protection Office. Both incidents concerned deviations from our Standard Operating Procedures by delivery personnel from our contracted delivery vendor. In the two independent incidents, the delivery personnel did not observe proper procedures when handling customers' contact information. To prevent future recurrences, we gave the vendor a disciplinary warning while tightening our processes to better manage essential data disclosures. There were no losses of customer data in the process, and we did not receive a penalty from the PDPC.



# SUPPORTING

LIVELIHOODS AND  
WELL-BEING



## OUR GOAL

To provide less fortunate communities with access to daily essentials and a decent work environment for employees

As a social enterprise, our community and employees are at the heart of all we do. We enable communities to gain better access to daily essentials, and foster a great workplace for our employees to thrive in. Hand in hand, we uplift spirits and enhance lives.





Contributed S\$20 million to FairPrice Foundation

## Supporting Local Communities through FairPrice Group and FairPrice Foundation

Registered as a charity in 2008, FairPrice Foundation donates based on its three strategic thrusts of supporting the poor and needy (49.6 per cent), advancing workers' welfare (11.8 per cent) as well as contributing towards nation building and community bonding (38.6 per cent). Here is a glimpse of our work in 2021:

### Supporting the Community through the Heartstrings Buy

Under the second edition of the FairPrice Heartstrings Buy initiative, FairPrice Foundation matched donations on a dollar-for-dollar basis for over 30 selected items purchased at FairPrice, Cheers and FairPrice Xpress stores. Through this initiative, FairPrice raised S\$260,000 and donated full proceeds to Community Chest to support various social service agencies that serve children with special needs and youth-at-risk, adults with disabilities, and seniors and families in need of assistance.

### Celebrating Raya with MENDAKI

In celebration of Ramadan, FairPrice Foundation donated S\$20,000 and 100 hampers to Yayasan MENDAKI to provide relief to low-income families in the Muslim community. The cash donation was earmarked for bursaries, subsidies for school fees and other academic programme initiatives, while the hampers contained daily necessities to help alleviate the cost of living for these families.



### Appreciating Healthcare Workers

In appreciation of healthcare workers for their tireless service throughout the pandemic, FairPrice partnered NTUC and the Healthcare Services Employees' Union (HSEU) to prepare 12,000 care packs. This initiative aimed to bring cheer and encouragement to the healthcare workers.

### Uplifting Communities through the Community Chest Vertical Challenge 2021

FairPrice Foundation donated S\$100,000 to Community Chest where all proceeds and donations raised through this event go towards over 100 social service agencies supported by Community Chest, to empower children with special needs and youth-at-risk, adults with disabilities, persons with mental health conditions, and seniors and families in need of assistance.



### Supporting the Bright Horizons Fund

FairPrice Foundation collaborated with NTUC First Campus' Bright Horizons Fund to launch a new Food and Nutrition programme to support low-income families who often face challenges in accessing good nutrition. These families received food packs with healthier food products and guidance on healthier meal preparation and living through health and nutrition workshops. FairPrice Foundation donated S\$100,000 through this programme, benefiting approximately 2,500 low-income families.

### Nurturing Parent-Child Relationships

FairPrice Foundation donated S\$30,000 to Focus on the Family to educate and promote the importance of the family unit. The educational resources developed have reached out to about 1.6 million parents.

### Spreading Festive Joy during Lunar New Year

To galvanise the community to do good together while spreading festive cheer during the Lunar New Year period, FairPrice Foundation donated S\$80,000 to Children's Aid Society and Lions Home for the Elders through the sale of its Housebrand mandarin oranges, where S\$2 were donated for every box sold.

### Supporting school-going children and low-income families

FairPrice Foundation donated S\$75,000 to benefit 17,000 school-going children from 8,500 low-income families supported by the Chinese Development Assistance Council (CDAC).

### Fulfilling the wishes of critically-ill children

FairPrice Foundation donated S\$50,000 to Make-A-Wish Santa Run to grant the wishes of children with critical illnesses.

### Nourishing lives through Food from the Heart's (FFTH) charitable causes

FairPrice Foundation donated S\$100,000 to FFTH's Clean Plate Campaign and Charity Golf Tournament which aimed to provide food aid to less fortunate families. In particular, the Clean Plate Campaign received more than 16,000 pledges to prevent food waste and successfully reached out to 45 schools and 14 preschools.

### Supporting Central Community Development Council's (CDC) "Give and Take" Sustainability Market

FairPrice Foundation donated S\$100,000 to support low-income families and create a dignified shopping experience for those residing near Central CDC. Due to prevailing safe management measures, deliveries were made by volunteers to the beneficiaries. The programme supported about 1,600 vulnerable families.

### Celebrating the spirit of light and marking the season of giving during Deepavali

During Deepavali, FairPrice Foundation donated S\$20,000 to Singapore Indian Development Association (SINDA) to support the educational needs of its beneficiaries.





**Providing nutrition with FairPrice Food for Good Community Fridge @ Marine Terrace**

In partnership with the Marine Terrace Breeze Residents' Committee in Marine Parade, FairPrice Foundation launched the Food for Good Community Fridge @ Marine Terrace to supply nutritious fresh produce to about 200 low-income families in the area. FairPrice Foundation sponsored two new chillers and stocked up a year's supply of fruits, vegetables, milk, and meat worth an estimated S\$100,000. At the same time, unsold but wholesome food from FairPrice Finest @ Katong Village and FairPrice Finest @ Marine Parade was donated to the community fridges to minimise food wastage.

**Supporting SPD's Transition to Employment Programme**

To reintegrate people with acquired physical disabilities into the workforce, FairPrice Foundation donated S\$50,000 to SPD's Transition to Employment programme. Our donation supported over 80 jobseekers, helping over 30 individuals secure employment within the year.

For its efforts in supporting the community, FairPrice Foundation was presented with several industry awards. These included the Community Chest Awards 2021's Charity Platinum Award, Agency for Integrated Care (AIC) Friends of Community Care Award, and the Distinguished Friend of Singapore Red Cross Award.



**Enriching lives through the President's Challenge 2021**

To help Singaporeans embrace digitalisation and build a digitally inclusive society, FairPrice Foundation donated S\$300,000 to the President's Challenge 2021, supporting over 90 agencies in children and family services, healthcare and eldercare, disability services and rehabilitation of ex-offenders.

**Nourishing lives with "Singapore Red Cross-FairPrice Meals with Love" programme**

FairPrice Foundation committed S\$1.2 million to empower about 2,250 individuals from 450 less fortunate families to purchase fresh and nutritious food over three years. These families included those with lower-middle income and required urgent assistance due to the pandemic.



**Supporting the Boys' Brigade Share-A-Gift Project**

For 21 years, FairPrice has been supporting the Boys' Brigade Share-A-Gift project. In support of the Boys' Brigade's efforts to present gifts to the less fortunate during the Christmas season, FairPrice Foundation donated S\$75,000.

**Supporting the disadvantaged**

FairPrice Foundation donated S\$20,000 to BizLink Centre Singapore to help less privileged individuals and persons with disabilities undergo training and gain employment.

**Supporting communities with food donations**

In light of the continued challenges brought about by the pandemic, FairPrice Group donated S\$12.5 million worth of daily essentials to 32 organisations, supporting underprivileged beneficiaries throughout the year.



**Partnering Cheers and Yeo Hiap Seng Ltd to Do Good**

FairPrice Foundation, Cheers and Yeo Hiap Seng made a joint pledge to donate up to S\$20,000 to help beneficiaries under TOUCH Community Services. The initiative rallied the community to purchase their favourite Yeo's beverage at Cheers and FairPrice Xpress stores as 20 cents would be donated for every beverage sold.

**Providing Financial Relief to Lower-Income Union Members**

Jointly organised by the Food, Drinks and Allied Workers Union (FDAWU) and Chemical Industries Employees' Union (CIEU), FairPrice Foundation donated S\$40,000 to Gift from the Heart. This donation helped defray the cost of living of some 2,000 lower-income union members by supplying daily necessities.

**Extending FairPrice's Retail Therapy @ Ren Ci**

FairPrice Foundation donated S\$50,000 to Ren Ci's senior Rehab and Reward (R<sup>2</sup>) programme dedicated to dementia care. The programme encouraged seniors to partake in rehabilitation activities and be rewarded with grocery items found at the FairPrice minimart, which is located in the day care centre.

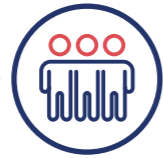
**Walking for Rice**

Into its 13<sup>th</sup> year, the FairPrice Walk for Rice<sup>+</sup> @ South East saw a record mileage clocked with a more than tenfold increase since its inception in 2009. Under this initiative, FairPrice Foundation sponsored 500,000 bowls of white and brown rice and 50,000 bowls of instant oats worth S\$100,000 for over 7,000 underprivileged families. The initiative also encouraged the community to lead active lifestyles while doing good.

## Supporting Educational Needs



Over 895,000 textbooks collected from the community



2,100 volunteers involved



Reached out to 25,000 beneficiaries aged seven to 16 years old



Into its 39<sup>th</sup> edition, the “FairPrice Share-A-Textbook” project broke two records – one for collecting the greatest number of textbooks, and the other for recruiting the most volunteers since its inception. Strict safe management practices were observed to ensure the safety of the public and volunteers. This included having smaller teams to sort the textbooks, and each volunteer was provided with care packs consisting of face masks, wet wipes, disposable gloves, and hand sanitiser. The number of beneficiaries and volunteer textbook collectors were regulated through prior bookings. High-touch surface areas were also sanitised promptly after each collection session.

In conjunction with the Share-A-Textbook project, the inaugural FairPrice Group Food, Innovation, and Technology (FIT) Hackathon 2021 was launched. 10 finalists were shortlisted among 70 entries to present solutions around reducing waste, lowering carbon emissions, and optimising the annual FairPrice Share-A-Textbook project. This hackathon provided students from secondary schools and tertiary institutions with the opportunity to finetune and develop their solutions with guidance from industry practitioners over a three-day period.

## Volunteering Amidst COVID-19



Employees contributed 222 volunteering hours



Members of the public and community partners contributed 12,600 volunteering hours



7 activities organised

FairPrice employees continued to extend care and conduct befriending activities virtually in compliance with the prevailing safe management measures at nursing homes. Snacks and refreshments were delivered to the beneficiaries to help them feel connected and cared for.

FairPrice employees were also empowered to manage their own volunteering activities through a supporting volunteerism fund. Some of the virtual activities implemented under our employee volunteer scheme include work-outs, art and craft sessions, and simple games which help prevent cognitive deterioration from Alzheimer’s disease.



## Meeting Basic Food Needs



Collected close to S\$225,000 worth of groceries through three food donation drives at 99 FairPrice and FairPrice Xpress stores

In response to the growing financial hardship caused by the pandemic, FairPrice collaborated with The Food Bank Singapore and Food from the Heart to hold food donation drives, during which food donations were solicited from the public to support less fortunate families. The initiative was also extended to seven FairPrice Xpress stores to increase our outreach efforts. These donations helped to alleviate the cost of living for our beneficiary families.

During the temporary closure of our stores and community wet markets, FairPrice on Wheels was promptly deployed to provide community members with quick access to daily necessities.

## Developing Our Employees



55,604 training hours provided

FairPrice Group invests in our employees and continually explores ways to further their capabilities and career aspirations through various learning and development opportunities. Among others, this included training programmes on digital literacy, productivity optimisation, and people management skills. Employees were notified of these programmes through internal circulars.

Through this programme, we empower and engage our employees to learn and develop new skills, all while broadening their experiences for their professional growth. This will enable employees to achieve their full potential and career aspirations - all in one organisation.

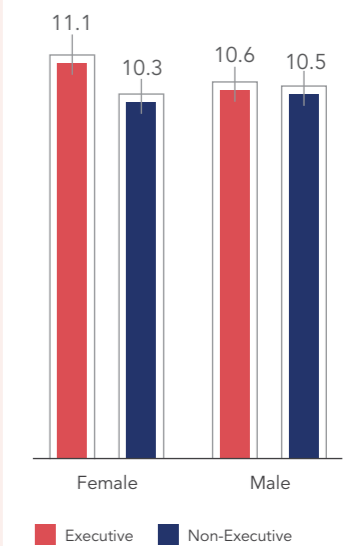


99 per cent of our employees received regular performance and career development reviews

We implemented the “One FairPrice Family” programme to promote functional collaboration among corporate and operational employees. For instance, employees in corporate functions can step forward to support frontline employees during festive peak periods. Our employees also rose to the occasion and collectively extended their support in anticipation of potential panic buying during the COVID-19 period. We believe that working together builds a stronger team spirit grounded in camaraderie and empathy, allowing us to advance as a Group together.

With multiple businesses across various closely related industries, we are committed to provide more growth and development opportunities for our employees. With the launch of our internal mobility programme, employees can seamlessly apply for and take on new roles anywhere across FairPrice Group.

Average Training Hours Received by Employees (by Employee Category and Gender)



## Building a Diverse and Inclusive Workplace



32 employees hired from special education schools

A firm believer in diversity, FairPrice Group's workforce comprises over 13,000 employees from diverse age groups, ethnicities, and social backgrounds. We believe that everyone's varied strengths and experiences can elevate FairPrice Group to greater heights.

FairPrice Group also provided employment opportunities to 32 persons hired from special education schools. Our mature workers have been helping to nurture younger employees by imparting their deep experience. We are pleased to report that



81 per cent of employees reached 62 years and stayed in employment with FairPrice

81 per cent of our employees who are over the age of 62 years continue to stay employed with us.

Our employees are represented by the Food, Drinks and Allied Workers Union, an affiliate of the National Trades Union Congress, of which 61 per cent are covered by the collective bargaining agreements. The terms of our collective bargaining agreement cover employee wages, benefits, employment terms, and grievance procedures. Employees have access to the collective bargaining agreement located in our intranet.



FairPrice Group's Board consists of 8 men and 3 women

## Upholding Workplace Safety and Health



Certified bizSAFE Level 3 by the Workplace Safety and Health (WSH) Council

The health and safety of our customers, employees, and business partners remain a key priority to us. Having gained experience from the first year of the pandemic, we were able to respond quickly to changes in safe management measures despite the dynamic COVID-19 situation. In addition to complying with safe management measures established by the authorities, we also had other initiatives like floor markings at checkout queues, broadcast announcements, and in-store posters to remind customers to maintain safe distancing. High-touch surfaces like railings, trolleys, baskets, and checkout counters were disinfected frequently. Our employees also received face masks and hand sanitisers to ensure their well-being.

For our employees in corporate functions, working from home became the norm. To prevent burnout, employees were encouraged to take time off. An initiative supported by FairPrice Group is the 'Eat with your Family Day', where employees can knock off an hour earlier to enjoy dinner with their family. We also designated Friday afternoons as a 'Meeting-Free'

period, enabling employees to enjoy the afternoon or complete their work.

Furthermore, employees regularly received wellness tips and attended workshops to help maintain their well-being. For employees who needed emotional support, they were able to reach out to professional counsellors through a dedicated hotline where information disclosed is kept confidential.

All employees also enjoy the benefit of having FairPrice Group co-pay both outpatient and inpatient medical expenses within a cap that is commensurate to their remuneration package. This benefit is applicable to employees' visits to any of the over 700 panel doctors or government medical institutions. Employees also receive subsidies for annual health screenings.

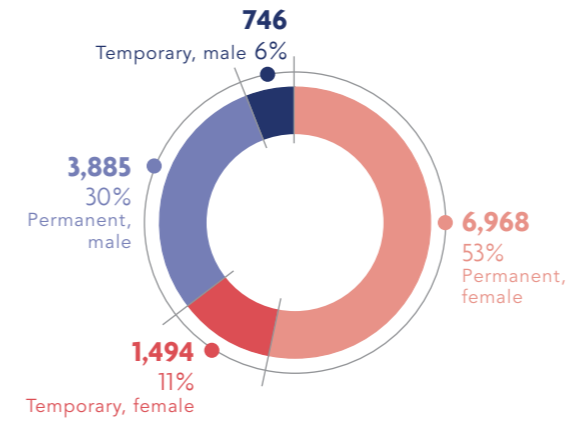
FairPrice Group has been awarded the bizSAFE level 3 certification by WSHC across our retail business, warehouses, central kitchen, institutional catering, and camp operations. Risk assessments in line with the Workplace Safety and Health regulations are carried out in our operations. Findings from the risk assessment are documented and communicated to employees with appropriate control measures tailored to specific work activities. To ensure the competencies of our in-house risk management personnel, appointed risk management champions undergo two days of training conducted by a bizSAFE approved training organisation. Identified first responders in respective workplaces

also go through occupational first aider refresher courses to update their skillsets.

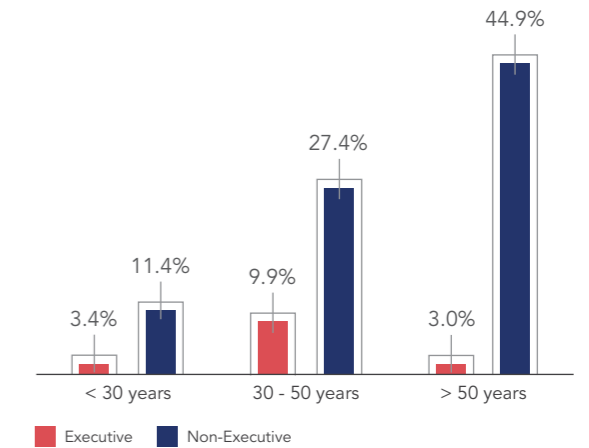
All employees are to report any hazards or unsafe actions and conditions to their reporting officers for immediate intervention. Besides preventing accidents, corrective actions can be quickly implemented by our in-house registered workplace safety and health officers, allowing for a timely review of risk assessments to avert future recurrences. Apart from reporting incidents to their reporting officers, employees may also go through the channels elaborated in FairPrice Group's whistleblowing policy to escalate their concerns while removing themselves from hazardous situations without fear of reprisal. The FairPrice Workplace Safety and Health Committee is equally represented by employees and management as stipulated in the Workplace Safety and Health Act. The Committee convenes monthly to discuss workplace health and safety issues and recommend improvements to promote a safe workplace.

There were no work-related fatalities in 2021. However, despite our best efforts to prevent workplace injuries<sup>2</sup>, we recorded five major injuries and 199 minor injuries in 2021. This represented a major injury rate of 4.2 and a minor injury rate of 169.8. Both major and minor injury rates are lower than the overall industry and retail trade sector rates reported by the Ministry of Manpower for 2021. Work-related injuries were mainly attributed to slips, trips, and falls. There were zero incidents that warranted a significant monetary fine for 2021<sup>3</sup>.

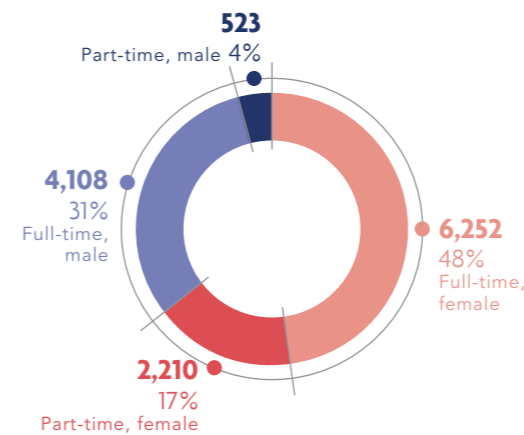
Total Number of Employees by Employment Contract and Gender



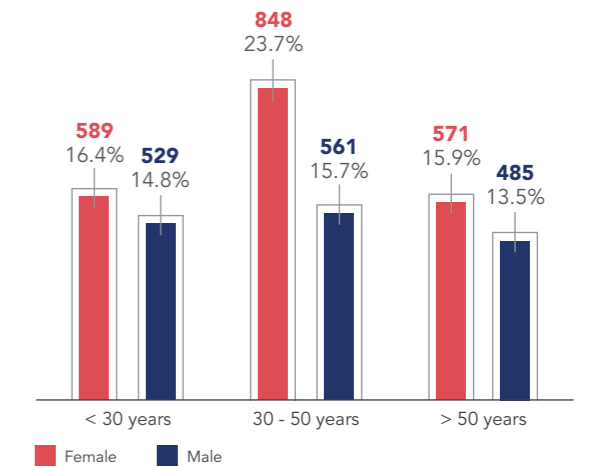
Percentage of Employees per Employee Category and Age Group



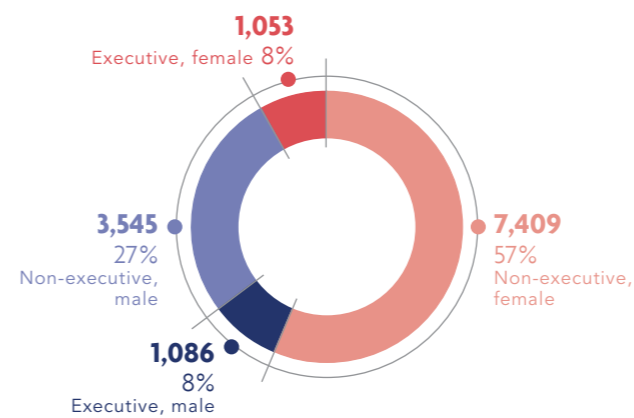
Total Number of Employees by Employment Type and Gender



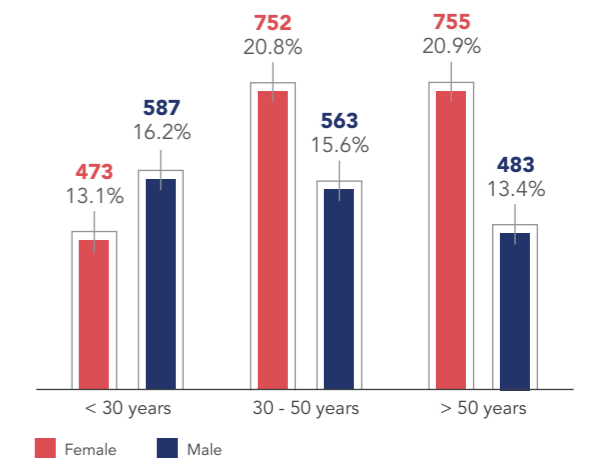
Total Number and Rate of New Employee Hires by Age Group and Gender



Percentage of Employees by Employee Category and Gender



Total Number and Rate of Employee Turnover by Age Group and Gender



<sup>2</sup> The scope of workplace injury data covers FairPrice Group's retail business only.  
<sup>3</sup> A significant monetary fine is defined as a fine of more than S\$500 per incident.

# PROMOTING

## A CIRCULAR AND LOW CARBON ECONOMY



### OUR GOAL

Halve our carbon footprint and food waste,  
and save 60 million plastic bags by 2030

In our quest to build a sustainable future,  
we embrace green practices to reduce our  
environmental footprint, advocate and promote  
sustainable production and consumption, source  
responsibly and offer opportunities for young minds  
to co-create new possibilities for our community.



## Reducing Material Waste



15.6 million plastic bags saved through bring-your-own bag (BYOB) transactions at supermarkets and convenience stores

From sourcing to retailing, packaging and food waste are the two main waste streams that flow through our value chain. In our effort to extend the life of our only landfill in Singapore, we focus our energies on better management of these waste streams.

Currently in its second year running, the “No Plastic bag” initiative recorded 7.2 million BYOB transactions at 24 supermarkets and convenience stores. More than 30 million plastic bags have been avoided since the start of the initiative in 2019. Over the two year period, seven in 10 customers either brought their own bags or refused plastic bags. We are pleased to cultivate a growing BYOB culture at these locations and are moving ahead to extend this initiative for another year at the same stores. The initiative was expanded to all convenience stores starting 1 January 2022 which will contribute to our target of saving 60 million plastic bags annually by 2030.

While we refine our internal processes, we are also actively engaging the public through educational efforts to raise awareness on reducing packaging and food waste. We supported campaigns such as the “Say Yes to Waste Less” by the National Environment Agency (NEA) and “Bring Your Own Container” (BYOC) by Zero Waste SG.

To reduce the amount of waste going to landfill, we engaged waste contractors to recycle key material waste which in 2021, amounted to 14,500 tonnes of carton material, 192 tonnes of styrofoam boxes, and 38 tonnes of stretch films.

## Sourcing Sustainably



100 per cent of Housebrand dry paper products were certified by Forest Stewardship Council (FSC)



Close to 40 sustainable seafood products certified by Marine Stewardship Council (MSC), Aquaculture Stewardship Council (ASC) and Friend of the Sea



In addition to providing customers with affordable and good quality products, we also strive to offer products from sustainable origins whenever possible. Our Housebrand dry paper products are 100 per cent certified by FSC. Customers can also choose from close to 40 sustainable seafood options certified by MSC, ASC, and Friend of the Sea. Since 2018, we have been a member of the Roundtable on Sustainable Palm Oil (RSPO). Special preference is accorded to all new product listings with sustainability certifications.

## Addressing Food Waste



More than S\$234,000 worth of unsold but wholesome groceries donated to Food from the Heart and Foodbank



About 1,033 tonnes of fruits saved through the “Great Taste Less Waste” initiative

Under the FairPrice-CSR Food Waste Reduction Framework, we explore different ways to better prevent and manage the food waste generated through our operations.

Our continued partnership with Food from the Heart and Food Bank saw FairPrice Group donating over S\$234,000 worth of unsold but wholesome groceries to their food distribution programme, supporting approximately 400 welfare homes.

Food literacy plays an important role in reducing food waste. Towards this end, we partnered with Eco-Business to jointly organise a public webinar on the challenges, opportunities, and latest developments around food waste and its implications for food security. The webinar was live-streamed on three platforms – Facebook, YouTube, and Zoom – and attracted more than 500 viewers.

Our “Great Taste Less Waste” programme saves wholesome albeit blemished produce from going to waste. We sold 1,033 tonnes of fruit at marked down prices to customers who supported these wholesome produce. We also support alternative end-of-life treatments for our food waste, such as diverting them to food waste digesters provided by our landlords. In 2021, we collaborated with a local biotechnology start-up in a pilot project that converts food waste into feed for black soldier flies. The larvae of these black soldier flies break down food waste into frass, a by-product that can be used as plant fertiliser. In four months, this circular economy project turned about 5,200 kg of our food waste into a valued ecosystem resource. Our Institutional Catering Management and Food Manufacturing Division also diverts bread trimmings to partners who convert it to animal feed, preventing over 25,500 kg of food from going to waste. Overall, our supermarkets and pharmacies generated 3,745 tonnes of food waste. This is about a two per cent<sup>4</sup> increase from our food waste in 2020. The FairPrice Food Waste Index measures 16.9 kg/sqm. Our convenience stores generated 493 tonnes of food waste with a Food Waste Index of 63.1 kg/sqm.

4 The 2020 food waste figure is restated to 3,657,409 kg with the FairPrice Food Waste Index measuring 16.8 kg/sqm.

## Embracing Eco-Friendly Practices



75 per cent of stores adopted our five eco-friendly guidelines<sup>5</sup>



S\$180,000 donated to the National Parks Board's (NParks) OneMillionTrees movement



Eight stores received the Building and Construction Authority (BCA) Green Mark Certification

Beyond reducing our emissions, FairPrice Group also employed various nature-based solutions to address climate change. In November 2021, we donated S\$180,000 to NParks' OneMillionTrees movement. This donation will be used to plant 600 trees by 2022. FairPrice will also leverage the tree planting activities to foster closer ties with beneficiaries of Fei Yue Community Services.

In partnership with Singapore Environment Council, we hosted close to 1,000 students and teachers across 115 schools on a virtual supermarket tour. During the sharing, we showcased FairPrice's sustainability efforts and explained the green features that earned us the BCA Green Mark Platinum Award for our stores. Participants were encouraged to also do their part in lowering their environmental footprint by bringing their own bags when shopping.

We have been steadfastly working on greening up our infrastructure. In all, 41 of our stores have attained the BCA Green Mark certification, with 75 per cent of our stores adopting the five eco-friendly design guidelines<sup>5</sup>. In addition to the initial

installations at our Green Mark Platinum certified Headquarters, FairPrice will be deploying a 2.45MWp Rooftop Solar System integrated with Battery Energy Storage System and Electric Vehicle (EV) Chargers at FairPrice Hub. The solar system is projected to reduce FairPrice's carbon footprint by approximately 1,200 tCO<sub>2</sub>e annually. This would also be in support of the SG Green Plan 2030 target to deploy 2GWp of solar and 60,000 EV charging points. In addition, FairPrice has also set a target to reduce its carbon footprint by 50 per cent by 2030 from a 2021 baseline.

In 2021, our total energy consumption was 204,423,172 kWh<sup>6</sup>, of which 190,888,305 kWh<sup>7</sup> is from purchased electricity. Through the solar panels installed on the roof of FairPrice Hub, we harnessed 151,580 kWh of solar energy<sup>8</sup> which was used to power the mechanical ventilation of fans in the multi-storey carpark. Our logistic fleet consumed 1,348,989 litres of diesel fuel.

Our Scope 1 emissions was 3,610 tonnes<sup>9</sup> of carbon dioxide equivalent (tCO<sub>2</sub>e) while our Scope 2 emissions was 77,979 tCO<sub>2</sub>e<sup>10</sup>. A total of 1,269,656m<sup>3</sup> of water<sup>11</sup> was drawn and used for our operations.



5 The five eco-friendly guidelines are: (1) All lighting used are LED; (2) Energy-efficient refrigeration system using automated temperature monitoring and energy-saving system, EC fan motor, electronic expansion valves, variable speed compressor, etc.; (3) Zonal lighting circuit design; (4) Motion sensor installed for office preparation rooms, and storerooms; and (5) Use of water-efficient fittings.  
 6 Conversion of diesel fuel to kWh is based on CDP's Technical note – Conversion of fuel data to MWh.  
 7 Data for electricity consumption is obtained through utility bills. Scope of report does not include Corporate Cheers stores, Unity stores, Camps Operations, Institutional Catering sites, and stores operated by Shiook Retail Concept. We are currently in the process of establishing data collection systems for these entities to be included in future reporting.  
 8 Data is obtained from FairPrice's own meter reading.  
 9 FairPrice's Scope 1 emissions consist of the fuel consumption from the fleet supporting our logistics movements. It is calculated using the GHG Protocol Transport Tool, which provides the quantity of carbon dioxide emissions in CO<sub>2</sub>e. Scope of report covers our mileage from warehouse to supermarkets only. FairPrice uses the operational control approach based on the GHG Protocol to calculate Scope 1 and 2 emissions.  
 10 FairPrice's Scope 2 emissions are derived from our electricity consumption. It was calculated using the electricity grid emission factor (0.4080 kg CO<sub>2</sub>/kWh) reported by the Energy Market Authority in 2020.  
 11 Water used is from public utilities and data is obtained through utility bills. Scope of report does not include Corporate Cheers stores, Unity stores, Origins office, Camps Operations, Institutional Catering sites, and stores operated by Shiook Retail Concept. We are currently in the process of establishing data collection systems for these entities to be included in future reporting.

## FairPrice Group's Approach to Sustainability

As the leading food retailer in Singapore, we strive to inspire bold actions to support sustainable development. Our Sustainability Framework provides a clear blueprint for how we plan to embed responsible and sustainable practices into everything we do. Supported by three key pillars, our aim at FairPrice Group is to enable *Healthier Lives* and a *Healthier Planet*.

### Our Sustainability Framework

#### Our Purpose

Healthier Lives, Healthier Planet

#### Our Priorities & Goals



#### Serving Our Customers

**Ensure affordable-healthy food and maintain food resiliency**  
 Our Goal: Double the number of affordable-healthy food options by 2030

#### Supporting Livelihoods and Well-Being

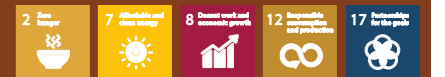
**Enable the underprivileged and maintain a supportive workplace**  
 Our Goal: Provide less fortunate communities with access to daily essentials and a decent work environment for employees

#### Promoting a Circular and Low Carbon Economy

**Reduce environmental footprint, promote sustainable production, consumption, and product sourcing**  
 Our Goal: Halve our carbon footprint and food waste, and save 60 million plastic bags by 2030

Our approach is underpinned by a strong focus on embedding responsible and sustainable business practices into everything we do.

Aligned to UNSDG Goals



The world is still navigating the COVID-19 pandemic which has brought to front many issues including the resilience of Singapore's food supply. Other sustainability challenges we face, including climate change, also continue to pose a threat to ecosystems and livelihoods. FairPrice recognises the urgency for action and has included a new target under our framework to reduce our greenhouse gas emissions by 50 per cent by 2030. In addition, we have also added a target to save 60 million plastic bags by 2030, as part of our continuing efforts to reduce waste and conserve resources.

### Key targets under our Sustainability Framework:



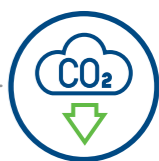
**Health & Nutrition**  
 Encourage healthy food options towards 2030



**Food Resilience**  
 Halve food waste by 2030





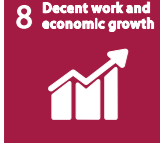


**Packaging**  
 Save 60 million plastic bags annually by 2030



**Carbon Footprint**  
 Reduce 50 per cent in carbon footprint by 2030

## Supporting the Sustainable Development Goals

The UN Sustainable Development Goals (SDGs) provide a shared blueprint to address the global challenges faced by the world today and promote a more sustainable future for all. FairPrice Group contributes to the SDGs in varying degrees, directly and indirectly. In line with Singapore's national priorities and our sustainability framework, we have identified five focus SDGs where we can make the most significant contribution. The following table highlights some examples of how we have contributed to each of the five goals.

SDGs	FairPrice Group's Efforts in 2021
 <p><b>2 Zero hunger</b></p>	<p><b>Relevant underlying targets:</b></p> <p><b>2.1</b> By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations including infants, to safe, nutritious and sufficient food all year round</p> <ul style="list-style-type: none"> <li>Offered affordable food pricing through Every Day Low Price items, Housebrand products, and FairPrice Shop.</li> <li>Partnered with Food from the Heart, Food Bank, and other community partners to run food donation drives to provide free food for the underprivileged.</li> <li>Philanthropic giving over the last few years through the FairPrice Foundation.</li> <li>Engaged in philanthropic giving in a sustained manner through the FairPrice Foundation such as "FairPrice Walk for Rice" @ South East."</li> <li>Set up FairPrice Food for Good Community Fridge @ Marine Terrace to support 200 low-income families with nutritious fresh produce.</li> </ul>
 <p><b>7 Affordable and clean energy</b></p>	<p><b>Relevant underlying targets:</b></p> <p><b>7.2</b> Increase substantially the share of renewable energy in the global energy mix by 2030</p> <p><b>7.3</b> Double the global rate of improvement in energy efficiency by 2030</p> <ul style="list-style-type: none"> <li>Generate electricity through solar panels installed at FairPrice Hub.</li> <li>Continued subscription to BCA Green Mark stores and buildings.</li> <li>Applied the five eco-friendly design guidelines at all new and renovated supermarkets.</li> </ul>
 <p><b>8 Decent work and economic growth</b></p>	<p><b>Relevant underlying targets:</b></p> <p><b>8.5</b> By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p><b>8.8</b> Protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment</p> <ul style="list-style-type: none"> <li>Provided jobs to over 13,000 people, including persons hired from special education schools.</li> <li>Signatory to the UN Global Compact since 2005 and the Tripartite Guidelines on Fair Employment Practices of Singapore.</li> <li>Obtained bizSAFE certifications to ensure a safe and conducive environment for employees.</li> </ul>
 <p><b>12 Responsible consumption and production</b></p>	<p><b>Relevant underlying targets:</b></p> <p><b>12.3</b> By 2030, halve per capita global food waste at the retail and consumer level, and reduce food losses along production and supply chains including post-harvest losses</p> <p><b>12.5</b> By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse</p> <ul style="list-style-type: none"> <li>Implemented FairPrice-CSR Food Waste Reduction Framework.</li> <li>Benchmarked food waste generated in FairPrice with the FairPrice Food Waste Index.</li> <li>Extended the "No Plastic Bag" initiative for another year until November 2022 and expanded the programme to include all convenience stores.</li> </ul>
 <p><b>17 Partnerships for the goals</b></p>	<p><b>Relevant underlying targets:</b></p> <p><b>17.17</b> Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships</p> <ul style="list-style-type: none"> <li>Collaborated with Eco-Business, Singapore Environment Council (SEC), and Zero Waste SG, on sustainability initiatives such as reducing plastic bag use and food wastage.</li> <li>Supported national agencies on goals towards zero waste and healthy living through partaking in their activities.</li> <li>Worked closely with grassroots and social service organisations to reach out to people in need.</li> </ul>

## FairPrice Group's Approach to Sustainability

### Corporate Governance

FairPrice Group is committed to upholding high standards of corporate governance to ensure the continued fulfilment of our social mission and the delivery of our sustainability goals. The FairPrice Group Board is the highest governance body consisting of the Chairman and ten Non-Executive Directors who have expertise in the fields of accountancy, business management, technology, finance, communications and law. Together, they provide direction on strategy formation, risk mitigation, technology and innovation advisory, while the FairPrice Foundation funds disbursement, review and approval of annual budgets, as well as the Group's performance on economic, environmental and social initiatives.

The Executive Management Team, led by the Group Chief Executive Officer (Group CEO), charts the strategic goals that the Group will undertake. It also reports to the Board five times a year. The Group CEO is supported by the Sustainability Committee which is responsible for establishing sustainability policies, executing sustainability initiatives and monitoring the progress of our sustainability targets.

The Sustainability Committee comprises business leads from the management team specialising in human resource, operations, procurement, supply chain and corporate communications. Where relevant, specific business functions will inform the Sustainability Committee of initiatives and developments relevant to FairPrice Group's sustainability issues. FairPrice Group's sustainability performance is evaluated against targets approved by the Group CEO who monitors and reviews our progress.

### Corporate Value and Business Ethics

FairPrice Group's six core values serve as the foundation of how we conduct ourselves and maintain business relationships. The core values are Act for community, Service, Pioneering, Integrity, Relate like family and Excellence.

The Group observes high levels of business ethics and works closely with the local authorities to ensure that we comply with relevant legislation and regulations. Our Employee Code of Conduct defines the standards of integrity and business

conduct that all employees must adhere to. Employees are required to make an annual declaration on possible conflicts of interest and indebtedness. The Category Manager Code of Practice guides the procurement team on maintaining high levels of conduct in our trading relationships with suppliers. We require all suppliers to sign the Master Agreement which comprises the terms and conditions of dealing with us. They will also be given a corporate supplier kit that outlines the policies and guidelines in maintaining proper trading relations.

FairPrice Group's Whistleblowing Policy, championed by the internal audit department, aims to foster and maintain an environment where employees can report fraudulent or unethical behaviour, misconduct or irregularities, without fear of retaliation. Employees can access the Codes and Whistleblowing Policy on the Group's intranet. Posters with the whistleblowing hotlines are also displayed in our premises. The whistleblowing programme is published on FairPrice Group's corporate website, providing an avenue for the members of the public to report cases of suspected misconduct.

The Board champions our values and standards of behaviour, taking a proactive role in setting the tone at the top for the organisation. Our Codes and supporting policies are reinforced through communication, training, monitoring and enforcement programmes. The Audit and Risk Management Committee, involving the Board and senior management, meets at least three times a year to discuss issues concerning corporate governance and initiatives to ensure FairPrice Group continues to operate fairly. In 2021, we received three cases of employee corruption allegations through our whistleblowing channels. The cases are currently still pending investigation by the Corrupt Practices Investigation Bureau.

### Our Material Assessment Process

In 2020, we engaged an independent sustainability consultant to conduct a materiality review to identify any new sustainability topics that have emerged as well as reassess our priorities. The three-stage materiality assessment process was conducted in line with the principles of stakeholder inclusiveness and materiality set out in the GRI Standards:



In 2021, we conducted a high-level internal review of stakeholder feedback and ongoing sustainability trends. Based on the outcome of the review, we will be providing additional focus on four material topics which are key areas of our Sustainability Framework. These four topics are Customer Health and Nutrition, Supply Chain Resiliency, Material Waste (packaging), Energy Use and Greenhouse Gas Emissions.



**Material Sustainability Topics**



**Serving Our Customers**

<b>Affordability for customers</b>	Ensuring affordable pricing of our products, fulfilling our mission to moderate the cost of living in Singapore.
<b>Customer health and nutrition</b>	Empowering our customers and the community to lead healthier lives and have better nutrition.
<b>Product quality and safety</b>	Ensuring high standards of product quality and safety.
<b>Supply chain resiliency</b>	Ensuring that our products have diversified sources and supporting the building of Singapore's food resiliency.
<b>Store hygiene</b>	Ensuring compliance with regulations and best practices for hygiene within our operations and premises.



**Supporting Livelihoods and Well-being**

<b>Supporting local communities</b>	Contributing to the community through our flagship initiatives, volunteering and donations as well as support for the underprivileged.
<b>Talent management</b>	Attracting, developing and retaining a future-ready workforce.
<b>Diversity and inclusion</b>	Promoting a culture that supports diversity and inclusive practices regardless of gender, race, age and disability and ensuring a work environment free from harassment and discrimination.
<b>Workplace health and safety</b>	Protecting the health and safety of our employees and customers at our offices, warehouse, retail stores and food courts.



**Promoting a Circular and Low Carbon Economy**

<b>Material waste</b>	Implementing reduce, reuse and recycle programmes to minimise the unnecessary use of materials and the amount of waste generated, including packaging.
<b>Food waste</b>	Implementing solutions to reduce food waste to landfill.
<b>Sustainable procurement</b>	Integrating environmental and social considerations when sourcing for products and services, managing environmental and social impact within our supply chain, as well as maintaining a fair and transparent relationship with our suppliers.
<b>Energy use and GHG Emissions<sup>12</sup></b>	Adopting energy-efficiency measures, using renewable energy and reducing our carbon footprint.
<b>Water use<sup>12</sup></b>	Reducing avoidable water use within our operations.



**Responsible Business Practices**

<b>Ethical business conduct</b>	Upholding high standards of integrity and business conduct.
<b>Cyber security and data privacy</b>	Putting in place structures and programmes to protect our systems and data, as well as respecting customer privacy.

<sup>12</sup> Other relevant topics that we report on.

**FairPrice Group's Approach to Sustainability**

**Stakeholder Engagement**

Gathering feedback from our key stakeholders helps us to prioritise and develop programmes to address issues that are critical to them and the Group. Our key stakeholders have been identified based on an assessment of their interest and impact on our business, and the impact we have on them. Apart from the regular channels that we use to engage our stakeholders, we also conducted an engagement survey in 2020 as part of our materiality assessment.

FairPrice Group's Stakeholders	Mode and Frequency of Engagement	Stakeholders' Concerns	FairPrice Group's Efforts
<b>Customers</b> 	<ul style="list-style-type: none"> <li>Feedback through Customer Relations Officers and CSR email</li> <li>Social media</li> </ul>	<ul style="list-style-type: none"> <li>Ensure affordable pricing of products</li> <li>Offer safe and quality products</li> <li>Ensure store hygiene</li> </ul>	<ul style="list-style-type: none"> <li>Continue to moderate the cost of living in Singapore</li> <li>Ensure products sold are compliant with local regulations</li> <li>Uphold proper housekeeping practices and provision of sanitisers for customer use</li> </ul>
<b>Employees</b> 	<ul style="list-style-type: none"> <li>Regular staff meetings and dialogues</li> <li>Town halls and engagement events</li> <li>Internal communication via digital and print platforms</li> <li>Participation in staff volunteering activities</li> </ul>	<ul style="list-style-type: none"> <li>Ensure affordable pricing of products</li> <li>Offer safe and quality products to customers</li> <li>Safe and healthy workplace</li> </ul>	<ul style="list-style-type: none"> <li>Continue to moderate the cost of living in Singapore</li> <li>Ensure products sold are compliant with local regulations</li> <li>Provide training on best practices to enable a safe workplace</li> <li>Offer dedicated initiatives to safeguard employees' mental well-being</li> </ul>
<b>Suppliers</b> 	<ul style="list-style-type: none"> <li>Regular business meetings</li> <li>Participation in the SME "Suppliers Support and Development Programme" (SSDP)</li> <li>Participation in supplier town halls</li> </ul>	<ul style="list-style-type: none"> <li>Support for suppliers in product listing and promotion</li> <li>Partnership opportunities to further sustainability causes</li> </ul>	<ul style="list-style-type: none"> <li>Continue to support suppliers through SSDP</li> <li>Adopt a collaborative approach to review and participate in suitable initiatives</li> </ul>
<b>Government</b> 	<ul style="list-style-type: none"> <li>Participation in dialogue sessions</li> </ul>	<ul style="list-style-type: none"> <li>Support more local produce and businesses</li> <li>Support and promote more sustainable practices</li> </ul>	<ul style="list-style-type: none"> <li>Continue to support local produce and businesses through SSDP, spotlight local produce in stores and new platforms like YummySG! to showcase Singapore food manufacturers</li> <li>Partake in workgroup discussions to reduce disposables in Singapore and support campaigns like "Say Yes to Waste Less"</li> </ul>
<b>Non-Governmental Organisations</b> 	<ul style="list-style-type: none"> <li>Participation in their projects and volunteering activities</li> <li>Philanthropy efforts and in-kind sponsorships</li> </ul>	<ul style="list-style-type: none"> <li>Receive regular donations and volunteer support</li> </ul>	<ul style="list-style-type: none"> <li>Support causes that are aligned to FairPrice Foundation's three key strategic thrusts through consistent funds disbursement</li> <li>Make a positive social impact in the community through the FairPrice Volunteers Programme</li> </ul>
<b>Media</b> 	<ul style="list-style-type: none"> <li>Feedback through media relations email</li> <li>Annual media networking</li> </ul>	<ul style="list-style-type: none"> <li>Take leadership in sustainability matters</li> </ul>	<ul style="list-style-type: none"> <li>Trailblaze new sustainability initiatives such as the "No Plastic Bag" initiative</li> </ul>

**Benchmarks of Excellence and Memberships**

- ISO 9001 for quality management
- ISO 22000 and HACCP for food safety and cold chain management
- Signatory to the Global Compact Network Singapore
- Tripartite Alliance for Fair and Progressive Employment Practices
- Member of The Consumer Goods Forum where our Group CEO, Mr Seah Kian Peng, is one of the global Board of Directors

## GRI Content Index

GRI Standard Disclosure	GRI Disclosure Number and Title	Page Reference/ Reason for Omission
<b>GENERAL DISCLOSURES</b>		
<b>GRI 102: General Disclosures 2016</b>	<b>Organisational Profile</b>	
	102-1 Name of the organisation	70
	102-2 Activities, brands, products, and services	Refer to our webpage. <a href="https://www.fairpricegroup.com.sg/our-businesses/">https://www.fairpricegroup.com.sg/our-businesses/</a>
	102-3 Location of headquarters	70
	102-4 Location of operations	Refer to our webpage. <a href="https://www.fairpricegroup.com.sg/our-businesses/">https://www.fairpricegroup.com.sg/our-businesses/</a>
	102-5 Ownership and legal form	Refer to page 15 of Financial Report
	102-6 Markets served	Refer to our webpage. <a href="https://www.fairpricegroup.com.sg/our-businesses/">https://www.fairpricegroup.com.sg/our-businesses/</a>
	102-7 Scale of the organisation	Refer to our webpage. <a href="https://www.fairpricegroup.com.sg/our-businesses/">https://www.fairpricegroup.com.sg/our-businesses/</a>
	102-8 Information on employees and other workers	53
	102-9 Supply chain	43
	102-10 Significant changes to the organisation and its supply chain	69
	102-11 Precautionary Principle or approach	FairPrice does not explicitly refer to the Precautionary Principle or approach in its risk management principles. Please see our approach to sustainability on page 59.
	102-12 External initiatives	63
	102-13 Membership of associations	63
<b>Strategy</b>		
	102-14 Statement from senior decision-maker	36-37
	102-15 Key impacts, risks, and opportunities	59, 62
<b>Ethics and Integrity</b>		
	102-16 Values, principles, standards, and norms of behaviour	61
	102-17 Mechanisms for advice and concerns about ethics	61
<b>Governance</b>		
	102-18 Governance structure	61
	102-19 Delegating authority	61
	102-20 Executive-level responsibility for economic, environmental, and social topics	61
<b>Stakeholder Engagement</b>		
	102-40 List of stakeholder groups engaged	63
	102-41 Collective bargaining agreements	52
	102-42 Identifying and selecting stakeholders	63
	102-43 Approach to stakeholder engagement	63
	102-44 Key topics and concerns raised	63

GRI Standard Disclosure	GRI Disclosure Number and Title	Page Reference/ Reason for Omission
<b>GENERAL DISCLOSURES</b>		
<b>GRI 102: General Disclosures 2016</b>	<b>Reporting Practice</b>	
	102-45 Entities included in the consolidated financial statements	69. Financial Report 43-45.  Refer to our webpage. <a href="https://www.fairpricegroup.com.sg/media-and-reports/reports/">https://www.fairpricegroup.com.sg/media-and-reports/reports/</a>
	102-46 Defining report content and topic Boundaries	61-62
	102-47 List of material topics	62
	102-48 Restatements of information	57
	102-49 Changes in reporting	59, 61
	102-50 Reporting period	69
	102-51 Date of most recent report	4 May 2021
	102-52 Reporting cycle	Annual
	102-53 Contact point for questions regarding the report	69
	102-54 Claims of reporting in accordance with the GRI Standards	69
	102-55 GRI content index	64-68
	102-56 External assurance	69
<b>TOPIC SPECIFIC DISCLOSURES</b>		
<b>ECONOMIC</b>		
<b>Ethical Business Conduct (Material topic)</b>		
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	61-62
	103-2 The management approach and its components	61
	103-3 Evaluation of the management approach	61
<b>GRI 205: Anti-Corruption 2016</b>	205-2 Communication and training about anti-corruption policies and procedures	61
	205-3 Confirmed incidents of corruption and actions taken	61
<b>Supply Chain Resiliency (Material topic)</b>		
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	39, 61-62
	103-2 The management approach and its components	43
	103-3 Evaluation of the management approach	43, 61
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	43
<b>Other Topics Reported On</b>		
<b>GRI 201: Economic Performance</b>	201-1 Direct economic value generated and distributed	31

## GRI Content Index

GRI Standard Disclosure	GRI Disclosure Number and Title	Page Reference/ Reason for Omission	
<b>TOPIC SPECIFIC DISCLOSURES</b>			
<b>ENVIRONMENTAL</b>			
<b>Energy use &amp; greenhouse gas (GHG) emissions (Relevant topic)</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	54, 61-62
	103-2	The management approach and its components	58
	103-3	Evaluation of the management approach	58, 61
<b>GRI 302: Energy 2016</b>	302-1	Energy consumption within the organisation	58
<b>GRI 305: Emissions 2016</b>	305-1	Direct (Scope 1) GHG emissions	58
	305-2	Energy indirect (Scope 2) GHG emissions	58
<b>Food Waste (Material topic)</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	54, 61-62
	103-2	The management approach and its components	57
	103-3	Evaluation of the management approach	57, 61
<b>Non-GRI Indicator</b>	N/A	Quantity of food waste generated per sqm of retail space	57
<b>Non-GRI Indicator</b>	N/A	Total food waste generated by stores	57
<b>Non-GRI Indicator</b>	N/A	Amount of unsold food donated	57
<b>Material Waste (Material topic)</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	54, 61-62
	103-2	The management approach and its components	56
	103-3	Evaluation of the management approach	61
<b>GRI 306: Waste 2020</b>	306-1	Waste generation and significant waste-related impacts	56
	306-2	Management of significant waste-related impacts	56
	306-3	Waste generated	56. FairPrice is currently unable to obtain waste data of adequate quality to report for stores that are located in shopping malls and establishments where waste is centrally managed and consolidated by the landlord.
<b>Sustainable Procurement (Material topic)</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	54, 61-62
	103-2	The management approach and its components	57
	103-3	Evaluation of the management approach	57, 61
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1	New suppliers that were screened using environmental criteria	57
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1	New suppliers that were screened using social criteria	57
<b>Non-GRI indicator</b>	N/A	Percentage of FairPrice housebrand paper products certified by the Forest Stewardship Council	57
<b>Non-GRI indicator</b>	N/A	Number of seafood products certified by Marine Stewardship Council, Aquaculture Stewardship Council and Friend of the Sea	57

GRI Standard Disclosure	GRI Disclosure Number and Title	Page Reference/ Reason for Omission	
<b>TOPIC SPECIFIC DISCLOSURES</b>			
<b>ENVIRONMENTAL</b>			
<b>Water use (Relevant topic)</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	54, 61-62
	103-2	The management approach and its components	58
	103-3	Evaluation of the management approach	58, 61
<b>GRI 303: Water and Effluents 2018</b>	303-3	Water withdrawal	58
<b>SOCIAL</b>			
<b>Affordability for Our Customers (Material topic)</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	38, 61-62
	103-2	The management approach and its components	40
	103-3	Evaluation of the management approach	40, 61
<b>Non-GRI Indicator</b>	N/A	Proportion of Housebrand products which are at least 10% cheaper than comparable brands	40
<b>Customer Health and Nutrition (Material topic)</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	38, 61-62
	103-2	The management approach and its components	41
	103-3	Evaluation of the management approach	41, 61
<b>Non-GRI Indicator</b>	N/A	Number of food products which carry the Healthier Choice Symbol	41
<b>Cyber Security and Data Privacy (Material topic)</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	61-62
	103-2	The management approach and its components	43
	103-3	Evaluation of the management approach	61
<b>GRI 408: Customer Privacy 2016</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	43
<b>Diversity and Inclusion (Material topic)</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	52, 61-62
	103-2	The management approach and its components	52
	103-3	Evaluation of the management approach	52, 61
<b>GRI 405: Diversity and Equal Opportunities 2016</b>	401-1	Diversity of governance bodies and employees	52-53
<b>Product Quality and Safety (Material topic)</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	61-62
	103-2	The management approach and its components	41
	103-3	Evaluation of the management approach	41, 61
<b>GRI 416: Customer Health and Safety 2016</b>	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	41

## GRI Content Index

GRI Standard Disclosure	GRI Disclosure Number and Title	Page Reference/ Reason for Omission	
<b>TOPIC SPECIFIC DISCLOSURES</b>			
<b>SOCIAL</b>			
<b>Store Hygiene (Material topic)</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	61-62
	103-2	The management approach and its components	41
	103-3	Evaluation of the management approach	61
<b>Non-GRI Indicator</b>	N/A	Rating for internal quality audit, which governs the stores' level of hygiene, food safety and housekeeping	41
<b>Supporting Local Communities (Material topic)</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	54, 61-62
	103-2	The management approach and its components	46-51
	103-3	Evaluation of the management approach	46-51, 61
<b>Non-GRI Indicator</b>	N/A	Number of books collected and redistributed to underprivileged families	50
<b>Non-GRI Indicator</b>	N/A	Number of hours contributed by the public on volunteering activities organised by FairPrice	50
<b>Non-GRI Indicator</b>	N/A	Number of beneficiaries reached	50
<b>Non-GRI Indicator</b>	N/A	Number of volunteer activities organised	50
<b>Talent Management (Material topic)</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	44, 61-62
	103-2	The management approach and its components	51
	103-3	Evaluation of the management approach	51, 61
<b>GRI 401: Employment 2016</b>	401-1	New employee hires and employee turnover	53
<b>GRI 404: Training and Education 2016</b>	404-1	Average hours of training per year per employee	51
	404-2	Programmes for upgrading employee skills and transition assistance programmes	51
<b>Workplace Health and Safety (Material topic)</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	61-62
	103-2	The management approach and its components	52
	103-3	Evaluation of the management approach	52, 61
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1	Occupational health and safety management system	52
	403-2	Hazard identification, risk assessment, and incident investigation	52
	403-3	Occupational health services	52
	403-4	Worker participation, consultation, and communication on occupational health and safety	52
	403-5	Worker training on occupational health and safety	52
	403-6	Promotion of worker health	52
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	52
	403-9	Work-related injuries	52. FairPrice Group reports on injury rates based on the requirements by the Singapore Ministry of Manpower.

### About this Report

We are pleased to present FairPrice Group's Sustainability Report 2021. This report provides an update on the sustainability activities carried out across FairPrice Group in 2021, which runs from 1 January 2021 to 31 December 2021. This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. The GRI Content Index can be found on pages 64 to 68 of this report. No external assurance was sought for this report. For any questions or comments on this report, please address them to [csr@fairprice.com.sg](mailto:csr@fairprice.com.sg)

### Reporting Scope

This Sustainability Report covers all of FairPrice Group's Singapore operations, consisting of NTUC FairPrice, NTUC Foodfare, Kopitiam, Cheers, Unity, NTUC Link, Origins, Nexus and Cleaning Concept. FairPrice Group does not have any major operations overseas. This report is published as a supplement to FairPrice Group's Annual Report 2021.

## CORPORATE INFORMATION

### BOARD OF DIRECTORS\*

Mr Bobby Chin (Chairman)  
Mr Seah Kian Peng (Deputy Chairman)  
Mr Ronald Ong  
Mr Albert Cheng  
Ms Lim Sau Hoong  
Ms Kristy Tan  
Mr Lee Seow Hiang  
Mr Ho Wah Lee  
Mr Kee Teck Koon  
Ms Tan Hwee Bin  
Mr Ong Hwee Liang  
Mr Robert Yap

### AUDIT & RISK COMMITTEE ("ARC")

Mr Ho Wah Lee (Chairman)  
Ms Kristy Tan  
Ms Tan Hwee Bin  
Mr Robert Yap

Ms Cheah Yee Hooi (Secretary)

### EXECUTIVE COMMITTEE

Mr Bobby Chin (Chairman)  
Mr Ronald Ong  
Mr Albert Cheng  
Mr Ong Hwee Liang

Mr Edmund Lam (Secretary)

### NTUC FAIRPRICE FOUNDATION LIMITED\*

Mr Seah Kian Peng (Chairman)  
Ms Lim Sau Hoong  
Ms Kristy Tan  
Mr Ong Hwee Liang

Mr Edmund Lam (Secretary)

### NOMINATING & REMUNERATION COMMITTEE

Mr Bobby Chin (Chairman)  
Mr Ronald Ong  
Mr Albert Cheng  
Ms Lim Sau Hoong  
Ms Tan Hwee Bin

Ms Theresa Soikkeli (Secretary)

### TRANSFORMATION COMMITTEE

Mr Kee Teck Koon (Chairman)  
Ms Lim Sau Hoong  
Mr Lee Seow Hiang  
Mr Ho Wah Lee  
Mr Robert Yap

Mr Edmund Lam (Secretary)

### SECRETARIAT

Mr Edmund Lam, Head (Legal)

### UNION

#### Union Food, Drinks and Allied Workers' Union:

Ms Cheong Ai Hung Julie (President)  
Mr Tan Hock Soon (General Secretary)  
Ms Toh Hwee Tin (Executive Secretary)

#### FairPrice – Union Branch Committee:

Mr Lim Wen Sheng (Chairman)  
Mr Yeo Soon Hock (Secretary)  
Mr Kee Yew Chye (Treasurer)

### REGISTERED ADDRESS

NTUC Fairprice Co-operative Limited

### HEADQUARTERS

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#### NTUC Link Pte Ltd

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Website: <https://link.sg>

## ACKNOWLEDGEMENTS

### On Cover:

Ms Chua Tze Lin, Group Manager, Supermarket Format  
Mr Kenny Tan

### Inside Pages:

#### Staff Talents

Mr Bertrand Andrew Jonathan, Executive, Food Safety & Quality  
Ms Ellyn Lim, Executive, Group Corporate Communications  
Ms Hong Shi Hui, Executive, Product Sales & Promotion  
Ms Mary Magdalene Pereira, Social Media Manager  
Ms Ng Shu Ling, Pharmacist, Unity at Jurong Point  
Ms Diyanah Afiqah, Team Leader, Product Sales & Promotion  
Ms Sarinah, Retail Assistant, FairPrice Xtra at Jurong Point  
Ms Siti Nurain Binte Ayub, Receptionist  
Ms Veronica Oh, Senior Team Leader, Product Sales & Promotion  
Mr Wesley Yim, Executive, Group Corporate Communications  
Ms Zaibon Mohamed Zain, Retail Assistant, FairPrice Finest at Marine Parade

### Others:

Mr Goh Siang, Mdm Tay Chui Khim & family  
Mr Saju S Pillai, Ms Preetha Pillai & family

Our heartfelt appreciation to all who have contributed to this Annual & Sustainability Report in one way or another.

\* With effect from 5 April 2022

**FairPriceGroup**  
Everything Food Made Easy