



ANNUAL AND SUSTAINABILITY

REPORT 2017



GIVING
BACK
FOR THE
BETTER

BETTER
FOR OUR
PLANET

BETTER
PLACE
TO WORK

MAKING
EVERY DAY
BETTER

Here To Make Lives Better



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responsible forestry

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Notice Of
Annual General
Meeting



FairPrice senior management and staff volunteering their time at Ren Ci Nursing Home.

Social Mission

To moderate the cost of living in Singapore.

Vision

To be Singapore's leading world-class retailer with a heart.

Mission

To provide customers with the best value, quality products and excellent service, be a preferred employer, to moderate the cost of living in Singapore, and to serve the needs of our members, the Labour Movement, and the community.

Core Values

Customer Focus

Deliver a distinct customer experience

Professionalism

Competent retailer

Teamwork

Support each other to reach our goals

Trustworthy

Conduct ourselves honestly and responsibly

Caring

Genuine concern for colleagues, customers, and community

Empathy

Putting ourselves in the shoes of others

Joint Message From Chairman And Chief Executive Officer

Always Here to Make Lives Better

NTUC FairPrice embarked on our social mission to moderate the cost of living in Singapore 45 years ago. We continue to strive to Do Good and make lives better in all that we do. We are pleased to bring you a snapshot of the various key Do Good initiatives which we carried out last year.

Making Every Day Better

To address the rising prices of infant formula, FairPrice took on a proactive and holistic approach by working with the government and industry partners. Two affordable and high quality formula milk products – FairPrice Gold and Australia's Own were launched. This resulted in the decline in the average price of formula milk and spurred the industry as a whole to offer more affordable options.

To fight diabetes and champion healthy living, we launched a series of campaigns to advocate healthy eating. We encouraged customers to make the switch to brown rice through discounts on

wholegrain rice and on fresh fruits and vegetables every Wednesday. Over a course of five months, the discount on fruits and vegetables amounted to over S\$330,000 in savings for our customers. We also offer over 160 Housebrand and 165 Everyday Low Price (EDLP) products that have been certified by the Health Promotion Board with the Healthier Choice Symbol. Over 200 Housebrand products are also trans fat free.

Last year, we enhanced the Pioneer Generation discount to include Thursday, in addition to Monday, to provide more savings to seniors. This scheme has resulted in over S\$4.5 million in savings for the pioneers.

We continue to innovate and leverage technology to enhance the shopping experience. Our convenience format, Cheers, piloted an unmanned and cashless convenience store at Nanyang Polytechnic. We also launched a "living lab" store at SingPost Centre to test innovative retail technologies. As at end 2017, 70 FairPrice stores – that is, half of all our stores island-wide – have been installed with self-checkout systems while close

to 60 Cheers stores have been fitted with the automated iCash system.

We also integrated Unity Pharmacies into our portfolio of store formats to offer a wider range of health and wellness products and services island-wide.

Another milestone is our strategic partnership with UK supermarket chain, Tesco, to provide a wider range of quality international food products and a new Tesco finest* store-in-store retail experience. Over 400 Tesco products are available at selected FairPrice stores and our online channel, FairPrice On, to cater to a growing cosmopolitan consumer base.

Giving Back for the Better

Part of every dollar that customers spend at FairPrice goes back to help the less fortunate through FairPrice Foundation. Since 2008, FairPrice has donated over S\$118 million to the Foundation, which has thus far given out more than S\$92 million to various causes which supported the poor and needy,

nation building and community bonding, and workers' welfare.

We also believe in giving back to society through volunteerism. Our FairPrice Volunteers Programme provides a platform for both staff and our customers to engage in various charity initiatives. In 2017, we contributed close to 5,000 volunteer hours and reached out to more than 700 beneficiaries through over 70 activities.

We championed various initiatives to galvanise the community to do good for the less fortunate. We launched a digital platform for our signature FairPrice Share-A-Textbook Project to make it more convenient for the community to donate and share used textbooks. Over 300,000 textbooks were collected and redistributed through this initiative.

We partnered the Community Development Councils to launch the S\$1.5 million NTUC FairPrice Foundation-Milk Fund to benefit children from low-income families. We also launched the FairPrice FairMily Kit initiative to provide all Singaporean newborns with baby and family-related



FairPrice Chairman, Mr Bobby Chin and Chief Executive Officer, Mr Seah Kian Peng

products, including formula milk. This initiative is estimated to benefit 35,000 babies per year over a three-year period and will cost FairPrice about S\$14 million.

Better For Our Planet

As one of the largest retailers in Singapore, we recognise our role in promoting environmentally conscious practices and initiatives to educate and engage the community.

Apart from stocking more environmentally friendly products, other notable efforts include our Green Rewards Scheme and FairPrice-CSR Food Waste Reduction Framework which aim to reduce plastic bag usage and food waste. Last year, we saved close to 11.5 million plastic bags and over S\$570,000 in FairPrice Green Rewards rebates were given to reward customers for their efforts.

Beyond these initiatives, we continue to enhance our stores with eco-friendly features. Our headquarters (FairPrice Hub) and 27 stores have attained BCA Green Mark certification and awards in an effort to minimise environmental impact from our operations.

A Better Place to Work

We pride ourselves in having an inclusive workplace and employ over 10,000 staff from various age groups and from all walks of life. Around 16 per cent of our staff force is above 60 years old and close to 50 per cent are over 50 years old. We also work with SG Enable to employ persons with disabilities in FairPrice.

We adopt a family culture, with everyone looking out for and helping one another especially during festive periods. Since 2016, the One FairPrice Family Programme promotes solidarity and camaraderie by allowing corporate employees based at our headquarters to participate in operational tasks at the stores and warehouses.

Financial Performance

2017 was a challenging year due to a soft retail market, higher operating costs and intense competition. Our

financial performance for 2017 was below what we had set to achieve. To address these challenges, FairPrice continued to invest in the future by acquiring new capabilities and new revenue streams.

While group revenue dipped marginally to S\$3.4 billion, group profit from operations declined by 35.8 per cent to S\$94.1 million. The management responded with appropriate and prudent cost management measures, including operational headcount freeze. Management and staff compensation was reduced in line with the decline in operational profit.

As part of a group restructuring exercise at the NTUC Enterprise level, certain properties were transferred at market value to Mercatus Co-operative Limited in exchange for shares. This non-cash transaction resulted in a one-time accounting gain of S\$191.1 million. Consequently, profit before tax amounted to S\$381.3 million.

After contributions to the Central Co-operative Fund and Singapore Labour Foundation as required under the Co-operative Societies Act, the group's net profit was S\$280 million.

The Board has proposed a total patronage rebate of 4 per cent,

amounting to S\$52.4 million. It is also proposing a dividend of 6 per cent, amounting to S\$20.4 million. Total distributions from patronage rebates and dividends, amount to S\$72.8 million. During the year, Link Cardholders received S\$29.3 million worth of LinkPoints and the total payout to our members and Link Cardholders will amount to S\$102.1 million.

Challenges Ahead

Looking ahead, 2018 will continue to be a challenging year given the socio-economic uncertainties, higher operating costs, intense competition from both traditional brick-and-mortar and e-commerce. To future-proof ourselves, we are building new capabilities.

We continue to leverage on technology, invest in data analytics to better understand and deepen our engagement with customers. To serve the ageing population, we will equip more stores with senior friendly features. To cater to the digitally savvy, we launched our new online platform, FairPrice On. We are encouraged by very positive results with significant year-on-year increase for our online business. Ultimately, we look to engage customers on multiple

channels – both online and offline as part of our omni-channel retailing experience.

In Appreciation

We express our heartfelt gratitude to all our valued customers, members, business partners and other stakeholders, who have supported our cause and journeyed alongside us all these years. The confidence entrusted in us continues to spur us in our ongoing journey towards excellence. We topped the supermarket and online retailer category for the third consecutive year at Asia's Top Influential Brands 2017 by Brand Alliance, were awarded the Reader's Digest Platinum Trusted Brand award for the Supermarket category and the 10-Year Outstanding Corporate Platinum Award from Community Chest in recognition for sustained contribution to the less fortunate, among other accolades.

We would also like to thank our past and present Board of Directors for their wise counsel and guidance, our management team and staff for their hard work and dedication.

This combined annual and sustainability report shares details of the various initiatives

and efforts that we have put in place to create a positive impact to our community. We hope it will give you a better understanding of what FairPrice does as a social enterprise, and how we strive to make lives better.

Thank you.



Mr Bobby Chin
Chairman



Mr Seah Kian Peng
Chief Executive Officer



Making Every Day Better

Responsible Retailing

As a retailer that is here to make lives better, we make it a priority to consistently deliver quality, affordable, and wholesome products. Apart from providing good value, convenient access to daily essentials, and creating a wonderful shopping experience for our customers, as a home grown retailer, we also support locally-made products, and small and medium-sized enterprise businesses in Singapore.

To cater to an increasingly segmented community and address market challenges, we have introduced a host of initiatives as part of our strategic intent to meet the changing needs of customers. These initiatives include introducing new low-cost brands of infant milk powder to address rising prices, launching new retail technologies to empower customers to self-service, streamlining business operations and boosting productivity, as well as promoting brown rice and healthier alternatives to support the national fight against diabetes.



KEEPING FORMULA MILK AFFORDABLE

To address the rising prices of infant formula, we introduced our very own range of high quality formula milk under Housebrand label 'FairPrice Gold', to provide better value to parents. Priced under S\$30 per 900 gram tin, the milk is sourced from Australia and manufactured under stringent quality standards in a pharmaceutical grade facility.

Apart from this, we introduced another range of infant formula called "Australia's Own", which is priced under S\$35 to provide parents with a wider variety of affordable options to suit their children's nutritional needs. This infant formula range was previously only available in Australia and is exclusive to FairPrice in Singapore. The introduction of these new milk products expands FairPrice's extensive range of over 150 varieties of formula milk spanning various brands, formulations and pack sizes to cater to the various needs of young children. It complements existing initiatives that FairPrice has put in place, as part of a strategic initiative to help parents make better and more informed choices, while supporting the needs of their children.

FAIRPRICE SHOP SERVES MORE NEEDS

FairPrice Shop, which was introduced to serve the needs of budget-conscious shoppers in mature estates island-wide, has been well-received by customers and has expanded its footprint to eight stores in 2017. The format offers a focused range of essentials that provide greater value including FairPrice housebrands, Everyday Low Price, Yellow Dot and Value Fresh, and our own Housebrand range of fresh vegetables priced at five to 10 per cent lower that is exclusive to this format.



GREATER VALUE AND CONVENIENCE FOR SENIOR SHOPPERS

We recognise the growing segment of the silver generation in Singapore and the need to cater to them. We want to help alleviate expenses for their daily needs. Hence, we extended the Pioneer Generation (PG) Discount Scheme for another year until 31 December 2018, allowing pioneers to enjoy a three per cent discount on both Monday and Thursday every week. It is the third time that we have extended the year-long initiative for our PG shoppers, where more than S\$11.5 million in discounts have been disbursed since it was introduced in 2014. This is in addition to the Seniors Discount Scheme where customers above 60 years old enjoy a two per cent discount every Tuesday. In total, we gave out over S\$6.9 million in discounts to seniors and PG shoppers in 2017. Beyond savings, we also enhanced the shopping experience for PG shoppers and seniors with priority payment counters, and retrofitted 15 stores with senior-friendly features such as wider check-out lanes, magnifying glasses and call assist buttons.



- Opened seven senior-friendly stores.
- 59 frontline employees have undergone specialised training to serve seniors.

SUPPORTING LOCAL BUSINESSES AND PRODUCE

In support of local small and medium-sized enterprises (SMEs), we invested more than S\$1.4 million to renew the SME Suppliers Support and Development Programme (SSDP) for another year. The SSDP was introduced in 2009 to ease our local SME partners' cash flow pressures and boost their capabilities for business growth. The programme has since benefitted more than 360 SME partners. Supporting local produce also helps to enhance our food security.

We brought back the popular Made in Singapore Fair for the sixth year to encourage shoppers to buy locally-made products, including the newly introduced line of chilled ready-to-eat meals by Taste Asia under the Select Group. To date, we carry over 5,700 locally-made products.



- Invested more than S\$1.4 million to benefit over 360 SME partners.

INTEGRATING UNITY PHARMACIES TO MAXIMISE SOCIAL IMPACT

NTUC Unity was integrated with FairPrice to optimise resources and leverage the respective strengths of both social enterprises in the supermarket and retail pharmacy industry. This integration aims to bring greater value to our customers and maximise our social impact on the community.

With more than 60 outlets island-wide, Unity Pharmacies offer a wide range of health and wellness products and provide pharmacist counselling services within the heartlands to improve the health and total well-being of our customers.



UNMANNED AND CASHLESS STORE TO DRIVE THE INDUSTRY FORWARD

In line with the Food Services and Retail Industry Transformation Maps launched by the Ministry of Trade and Industry and SPRING Singapore, Cheers piloted an unmanned and cashless convenience store in Nanyang Polytechnic. The unmanned store utilises front-line retail technologies that enable customers to process their own purchases with ease and features a unified self-checkout system that incorporates various cashless payment modes. The unmanned store was also the first convenience store in Singapore that offers NETS payment by QR code, a new form of payment that utilises DBS Paylah, OCBC Pay Anyone and UOB Mighty. Next-generation vending machines provide a variety of ready-to-eat foods. At the back-end, the store utilises data and video analytics to customize the store's inventory to suit customer preference by analysing purchasing behaviour within the store. An auto-ordering system also eliminates the need to manually track and order stocks while minimising out-of-stock situations to enhance customer satisfaction. The use of automation streamlines processes and eliminates the need to perform manual tasks, saving up to 180 man-hours weekly, allowing staff to be redeployed and up-skilled to focus on higher-value jobs.



TESTING NEW TECHNOLOGY AT OUR 'LIVING LAB'

We launched our technology-driven supermarket that showcases innovative retail technology in a real-world environment, designed to revolutionise the grocery shopping experience. The 'living lab' at SingPost Centre utilises the 'FairPrice@Singpost' mobile app and visible light communication technology to support in-store navigation. It allows customers to plan and plot a route while picking items from their customised shopping list through the mobile app. The store also features improved SCAN2GO personal shopper systems, automated Click&Collect lockers, convertible checkout systems, and a dedicated 'experiential corner' to showcase and test new and creative point-of-sale displays to engage customers.



10 YEARS OF THE FINEST COMMITMENT

The FairPrice Finest format commemorated its 10th anniversary and held a month-long Finest Festival to thank customers for their support, and offered exclusive promotions and discounts. Apart from this, customers received a free Finest Gift Card. A cooking demonstration, food tasting and special cook-off competition conducted by celebrity chef and owner of Saint Pierre, Chef Emmanuel Stroobant, was also organised, where parent-children pairs were taught to prepare simple and tasty dishes.

FairPrice Finest was established to provide consumers with a wide range of cosmopolitan and healthy products along with daily essentials that are affordably priced. Products sold at all 22 FairPrice Finest stores are also uniformly priced across the entire stable of FairPrice's supermarket retail formats and locations island-wide.

To cater to increased demand for healthier food products, FairPrice Finest has committed to increase its range of organic and fresh produce by over 15 and 10 per cent respectively over the next two years. Currently, over 1,700 organic products are available for customers to choose from at FairPrice Finest stores.

REDESIGNED FOR AN XTRA UNIQUE SHOPPING EXPERIENCE

FairPrice Xtra marked its 10th anniversary with the launch of a new experiential retail concept at its FairPrice Xtra hypermarket in Jurong Point shopping centre. The hypermarket is redesigned to engage and entertain families in a carnival-like atmosphere with dedicated zones. The retail space comprises five distinctive zones, where related products and activities are grouped together to make it more convenient and intuitive for differing shopper needs. Features of the store include an interactive play area for children to keep occupied while their parents shop, an integrated Unity pharmacy store with a licensed pharmacist to provide consultations on medication, a wide range of organic, free-from, natural, low glycemic index (GI) and fresh produce, and an extensive range of cooked meats, seafood and ready-to-eat foods.



HEALTHIER OPTIONS WITH FAIRPRICE HOUSEBRANDS

As part of our ongoing efforts to support the national drive towards healthy eating, we continue to work closely with suppliers to reformulate our Housebrand products to make them healthier and trans fat free.

We also rolled out a series of public education campaigns to advocate healthy eating, which include promoting the consumption of brown rice by providing a 10 per cent discount on healthier rice and wholegrain rice in August and October respectively. In addition, customers also enjoyed a two per cent discount on fresh fruits and vegetables on Wednesdays, from October to December.

Beyond discounts, we also launched a brown rice campaign to encourage the community to make the switch. Dedicated brown rice bays were installed at more than 140 stores island-wide to make the products more visible and prominent for shoppers.



- Over 160 FairPrice housebrand products carry the Healthier Choice Symbol.
- Over 200 FairPrice housebrand products are trans fat free.
- Over 40 Pasar Organic produce can be found in FairPrice stores.



STRATEGIC PARTNERSHIP WITH TESCO TO PROVIDE WIDER RANGE OF PRODUCTS

We forged a strategic partnership with Tesco and launched the first ever Tesco finest* store-in-store concept at the Bukit Timah Plaza FairPrice Finest outlet. With this partnership, over 400 Tesco products are also available at over 60 FairPrice stores island-wide and on FairPrice Online. This store-in-store concept features 150 specially curated Tesco finest products.



FOOD SAFETY AND QUALITY

Food safety and quality are of paramount concern to FairPrice. Our team of food safety and quality professionals conduct regular food safety audits in our supply chain and work closely with Agri-Food & Veterinary Authority of Singapore (AVA) to ensure all products meet stringent quality and safety standards.

We were awarded with the Certificate of Commendation from AVA in 2017 for attaining an 'A' grade for excellence in food hygiene, sanitation and processing for 14 consecutive years.



- FairPrice complies with international standards such as ISO 22000 and ISO 9001.

- Food safety breaches: No significant monetary fines for the three incidents relating to food products past expiry date and registration of food handler.¹

¹ Significant monetary fines are defined by no more than S\$500 charge per incident.

SUSTAINABLE SOURCING

FairPrice is part of a complex food supply chain that stretches from farm to fork. Our stakeholders are increasingly concerned about the origins of how the products they consume are being sourced. We strive to offer our customers products that are sourced from socially and environmentally responsible suppliers. A recent addition to our product purchasing policy gives preference to products from sustainable sources. We have progressively converted our Housebrand products to be certified by third party certification bodies for sustainable practices.

- 100% of FairPrice housebrand paper products are certified by the Forest Stewardship Council.
- Over 50 sustainable seafood products certified by Marine Stewardship Council, Aquaculture Stewardship Council and Friend of the Sea.

CUSTOMER PRIVACY

FairPrice ensures all customer data is protected. Since the Personal Data Protection Act (PDPA) took effect in 2014, the Co-operative has complied with the law that governs the collection, use, and disclosure of personal data.

- Zero cases of substantiated complaints regarding breaches of customer privacy and loss of customer data.

SUSTAINABILITY TARGET TOWARDS 2018

TARGET SET TOWARDS 2018

2017 PERFORMANCE

Offer a minimum 5% increase of healthier products against a 2017 baseline.

We had a stock take on the number of products that carry the Healthier Choice Symbol, organic as well as fresh fruits and vegetables. With this baseline established, the percentage increase in healthier options will be reported in 2018.

Maintain at least 96% rating for internal quality audit, which governs the stores' level of hygiene, food safety and housekeeping.

We achieved a rating of 95.3% for internal quality audit. A review of our performance and areas for improvement has been noted. These issues have been highlighted to relevant stakeholders for follow-up actions and progress will be monitored by the FairPrice management.



Giving Back For The Better

Community Care

Doing good is at the heart of what we do at FairPrice. While our business continues to evolve with the times, so have our efforts to care for the community. Our long-standing initiative, FairPrice Share-A-Textbook, has now gone digital to improve on the process of giving and receiving pre-loved textbooks. To address concerns on rising milk powder prices, we launched a milk fund to help alleviate the financial burden of low-income families with young children, and gave out the FairPrice FairMily Kit to benefit all Singaporean babies. We continue to reach out to the less privileged in the community through FairPrice Foundation to provide monetary support, and we incorporated customers in our FairPrice Volunteers Programme to engage in various charitable activities. Through these initiatives, we strengthened our partnerships with the community and aligned our efforts to serve their needs.

CELEBRATING NEW LIFE WITH FAIRMILY KIT

We launched the FairPrice FairMily Kit initiative as part of the NTUC Good Start Bundle, to better serve and care for families in Singapore. Every Singaporean baby born from January 2016 to the end of 2019 will each be given a kit, worth up to S\$100, containing baby and family-related products such as infant formula and brown rice. The scheme, which aims to alleviate the cost of living for families with newborns, is expected to benefit about 35,000 babies per year, which amounts to approximately S\$14 million in value over three years.



MILK FUND SCHEME TO HELP LOW-INCOME FAMILIES

We partnered the five Community Development Councils (CDCs) and launched a S\$1.5 million milk fund scheme to help alleviate the financial burden of low-income families with young children. Through the NTUC FairPrice Foundation-CDC Milk Fund, specially created milk vouchers were distributed to about 7,500 children, aged between 6 months to 6 years old from low-income families, to be used for purchasing milk powder at all FairPrice retail formats.





FAIRPRICE SHARE-A-TEXTBOOK

A new digital platform was launched at the 35th instalment of the FairPrice Share-A-Textbook Project. The mobile app and online portal, developed in partnership with Microsoft Singapore and Nanyang Polytechnic, utilises cloud computing to improve the process of giving, receiving and coordinating pre-loved textbooks, making it more convenient for the community to share textbooks among themselves. This initiative is aligned with the government's Smart Nation initiative that aims to utilise technology to make lives better.

Beyond the digital platform, FairPrice continued to collect textbooks at all FairPrice Xtra and FairPrice Xpress stores. Over 300,000 textbooks were donated, which were reserved for beneficiaries of the FairPrice Share-A-Textbook priority scheme—students from low-income families shortlisted from the Ministry of Education, social service organisations, various labour unions and Community Development Councils. Over the past 35 years, this meaningful community initiative has collected and redistributed over 5 million textbooks.



- Over 300,000 books collected and redistributed to underprivileged families.



WALKING FOR RICE

The annual FairPrice Walk for Rice @ South East, a joint collaboration between FairPrice and South East Community Development Council, was held for the ninth consecutive year. The initiative rallied over 42,000 participants in 2017, comprising community and corporate partners to walk and raise rice for the underprivileged families residing in the South East district. The initiative was also enhanced to complement the national agenda to reduce the risk of diabetes by encouraging the community to make the switch to brown rice. The participants collectively walked over 283,000km – surpassing the target of 50,000km – and raised half a million bowls of brown and white rice to benefit some 7,000 low-income families. Since 2009, we have donated a total of 4 million bowls of rice to this good cause.

FAIRPRICE VOLUNTEERS PROGRAMME

In 2017, we renewed our commitment to volunteerism by pledging another 5,000 volunteer hours from our staff, and 500 hours from the public, under the FairPrice Volunteers Programme.

Under the renewed commitment, we turned our volunteerism focus to senior-related activities, and called upon youths to join us in our efforts. The volunteers contributed their time through activities such as food packing and distribution, visiting elderly at nursing homes, and befriending clients at more than 10 social service organisations.



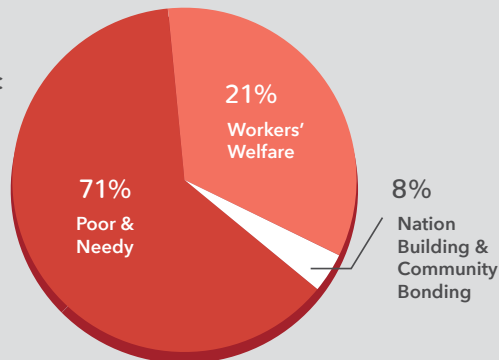
- Staff volunteers contributed 4,532 hours.
- Reached out to more than 700 beneficiaries.
- Public volunteers contributed 240 hours.
- 73 volunteer activities organised.

FAIRPRICE FOUNDATION

Guided by the philosophy to do well so as to do good for the community, FairPrice Foundation was launched in 2008 to deepen our community impact. We adopt a structured giving approach based on three strategic thrusts: the poor and needy, workers' welfare, and nation building and community bonding.



Breakdown of giving for the three strategic thrusts



- FairPrice donated S\$10 million to FairPrice Foundation.
- Disbursed funds to more than 240 charity organisations that reach out to the less fortunate.
- Caring for the Poor and Needy
- Advancing Workers' Welfare
- Promoting Nation Building and Community Bonding



EXTENDING PARTNERSHIPS

As a social enterprise, we are committed to creating a positive impact to the community we serve. To establish regular and sustainable outreach to those in need, we work closely with community partners and social service organisations.



- More than 10 mid to long-term partnerships with community partners and social service organisations.



FAIRPRICE WALKS WITH U AND FAIRPRICE FOOD VOUCHER SCHEME

Our signature event, FairPrice Walks With U, promotes a healthy lifestyle and galvanises the community to play a part for the less fortunate. The fifth edition of the event brought together a record 8,500 participants, comprising participants of all age groups and inter-generational families to walk for a good cause.

FairPrice Foundation pledged S\$150 to the needy for every ticket sold and S\$1.2 million was donated in 2017 to benefit about 20,000 low-income families and individuals at all 89 constituencies and selected welfare organisations through the FairPrice Food Voucher Scheme.



CELEBRATING OUR ANNIVERSARY BY GIVING BACK

In celebration of our 44th Founders Day, FairPrice Foundation announced a donation of up to S\$2.6 million in proceeds from the sale of FairPrice housebrand bread during the month of August, to support low-income families through the NTUC-U Care Fund. Over the past nine years, FairPrice Foundation has donated a total of S\$24.3 million in support of the Labour Movement's fundraising efforts to assist low-income members and their families.

SUPPORTING INCLUSIVITY THROUGH CHARITY CARWASH

To support Disabled People's Association's (DPA) efforts in reaching out to persons with disabilities, Cheers partnered ExxonMobil and Hock Cheong Group and held a charity carwash to raise funds for the cause. More than 50 members of the FairPrice and Cheers senior management team and staff, as well as volunteers from DPA, banded together to wash cars and raised over S\$12,900 in donations. All proceeds went towards supporting DPA's various programmes for the community.



BOYS' BRIGADE SHARE-A-GIFT PROJECT

We continued to support the Boys' Brigade Share-A-Gift (BBSG) initiative and provided essential items for over 42,000 beneficiaries. Members of the public were invited to contribute to the initiative by purchasing essential food at 12 selected FairPrice stores and online. In addition, FairPrice Foundation also donated S\$75,000 to the cause. We have partnered BBSG to support this initiative for 17 years.

SUSTAINABILITY TARGET TOWARDS 2018

TARGET SET TOWARDS 2018

Commit S\$20 million to FairPrice Foundation to reach out to the community.

Pledge 5,000 volunteer hours from employees and 500 hours annually from the public under the FairPrice Volunteers Programme.

2017 PERFORMANCE

We contributed S\$10 million to FairPrice Foundation and are on track to meeting the target set for 2018.

We achieved 4,532 staff volunteer hours and 240 public hours in 2017. We encountered scheduling challenges in the year and are looking to establish strategic partnerships to optimise community outreach.



Better For Our Planet

Sustainable Environment

As a responsible retailer, we continue to champion and support various environmentally friendly initiatives. We continue to make efforts on food waste reduction through the FairPrice-CSR Food Waste Reduction Framework while also reducing plastic bag use through the FairPrice Green Rewards Scheme. To reduce carbon footprint in our operations, more of our stores have been retrofitted with eco-friendly features and attained the Building and Construction Authority (BCA) Green Mark certification.

CREATING A SUSTAINABLE ENVIRONMENT

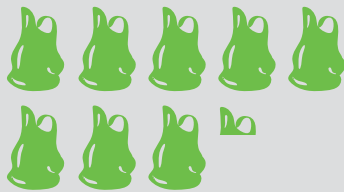
In land-scarce Singapore, we have to consciously optimise the use of our only landfill. FairPrice's approach to material waste is to reduce, reuse and recycle whenever possible. We are the first supermarket that rewards our customers with a token rebate when they bring their own bags for grocery purchases at stores, to facilitate the reduction of plastic bag wastage since 2007. Through the strong support of customers, close to 11.5 million plastic bags were saved in 2017. We also gave out more than S\$570,000 in FairPrice Green Rewards rebates to thank customers for supporting this initiative. Beyond rebates, selected stores also feature dedicated green checkout lanes for customers who bring their own bags.



- In the last five years, FairPrice saved close to 50 million plastic bags.

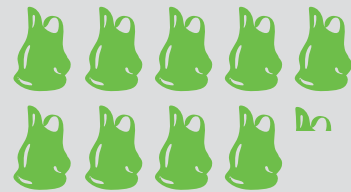
2013

8.2 million



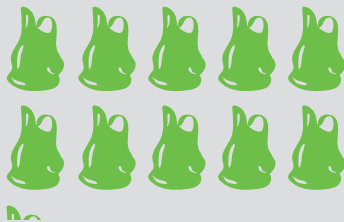
2014

9.2 million



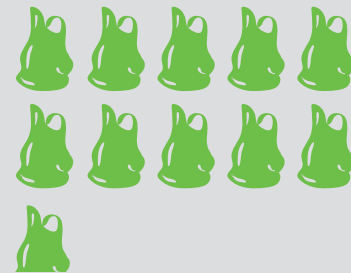
2015

10.1 million



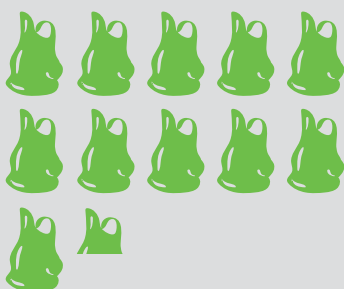
2016


10.9 million



2017

11.5 million



1 million = 

- Within our operations, we engage waste disposal contractors to recycle the key material waste that is generated.



- Over 13,700 tonnes of carton materials recycled.¹



- Over 52 tonnes of styrofoam boxes recycled.²



- Over 48 tonnes of stretch film recycled.³

^{1,2,3} Data obtained from waste disposal contractor.

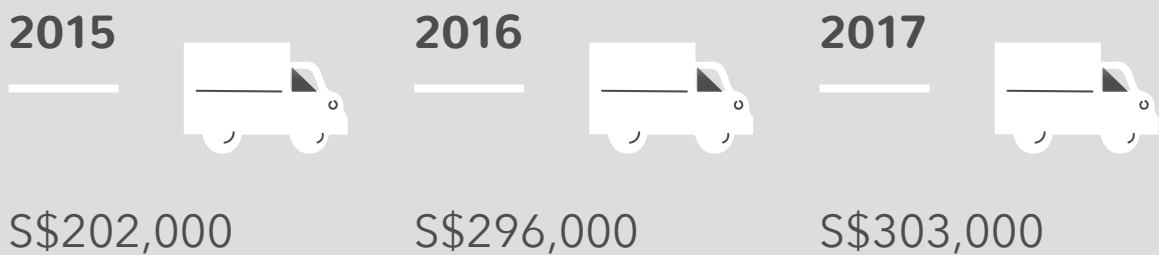
EFFORTS TO REDUCE FOOD WASTE

According to the United Nation's Food and Agriculture Organisation, one-third of the food produced in the world for human consumption is lost or wasted every year. As a major food retailer in Singapore, reducing food waste is a key priority in our sustainability agenda. Our partnership with Food from the Heart (FFTH) saw more than S\$300,000 worth of products donated to charity. We also expanded the 'Great Taste Less Waste' programme, where fruits and vegetables with slight blemishes are cut into smaller pieces or repackaged and sold at a marked-down price, to all FairPrice stores island-wide.

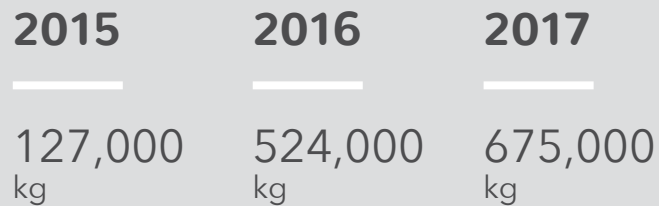
We also supported special projects such as FFTH's Clean Plates campaign which encouraged over 10,000 primary school students not to waste food, where we donated S\$100,000 to benefit needy families; and Ngee Ann Polytechnic's 10-Tonne Food Drive for Food Bank Singapore to aid the needy with food donations.




- FairPrice donates unsold but wholesome food to Food from the Heart.



- Food saved through Great Taste Less Waste

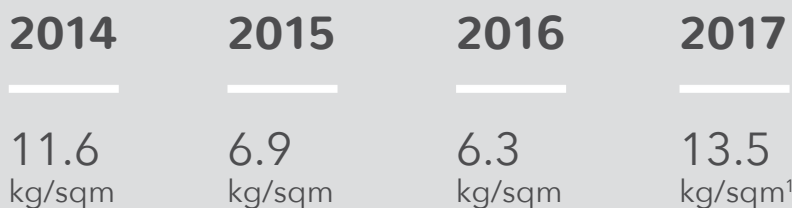


- Total food waste generated by stores

1,000 tonnes = 



- FairPrice Food Waste Index



¹ Possible causes include occasional quality issues, customers' handling of products, and competitive retail climate leading to more write offs. To address this, we will step up on our 3P framework - Processes, Partnerships and Public Education.

ADOPTING GREEN PRACTICES

We operate a network of over 360 outlets in Singapore. To manage our carbon footprint, FairPrice incorporates green thinking into the design of our supermarkets. We apply the five eco-friendly design guidelines in renovating old stores and the setup of new ones. These five eco-friendly design guidelines include (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 (5) Use of water-efficient fittings.

In support of the global campaign, Earth Hour, to save energy, we switched off all non-essential lights such as signage and refrigerator lightings in our stores, offices and distribution centres, and donated S\$10,000 to support World Wildlife Fund's climate change initiatives.



BCA GREEN MARK

- 27 BCA Green Mark stores.



- 65% of stores implemented the five eco-friendly guidelines.



- The total energy consumed by FairPrice is 236,552,033 kWh.¹



- 349,263 m³ of water consumed by FairPrice's operations.²



- 207,131,462 kWh electricity consumed by FairPrice's operations.³



- 87,823 tonnes CO₂ emissions generated by FairPrice's operations.⁴



- 189,163 kWh solar energy generated from FairPrice Hub.⁵



- 2,913,427 litres of diesel fuel consumed by FairPrice's fleet.



- 7,797 tonnes of CO₂ emissions generated by FairPrice's fleet.⁶

¹ Conversion of diesel fuel data to kWh is based on CDP's Technical Note - Conversion of Fuel Data to MWh.

² Water was withdrawn from the water utilities and data was obtained through the utility bills.

³ Data for electricity consumption was obtained through the utility bills.

⁴ FairPrice's Scope 2 emissions are derived from our electricity consumption. Only carbon dioxide was considered in the calculation. It was calculated using the electricity grid emission factor (0.424 kg CO₂ / kWh) reported in 2016 by the Energy Market Authority.

⁵ Data obtained by own meter reading.

⁶ FairPrice's Scope 1 emissions are derived from our own fleet fuel consumption. It was calculated using the GHG Protocol Transport Tool which provided the quantity of carbon dioxide emissions.

SUSTAINABILITY TARGET TOWARDS 2018

TARGET SET TOWARDS 2018

Achieve BCA Green Mark certificate for six more stores.

Set up an energy management system that measures store operations emissions.

2017 PERFORMANCE

One more store achieved BCA Green Mark certification in the year, adding to a total of 27 stores.

Selected stores are in progress to establish a network for the monitoring of energy consumption.



Better Place To Work

**Wonderful
Workplace**

More than just a place to work, we strive to create a conducive and nurturing environment for employees, by enhancing the long-term employability of our staff and facilitating better work-life balance. More than 133,000 hours are invested in providing training for our employees annually and we have implemented the One FairPrice Family Programme to foster greater teamwork among our over 10,000 strong workforce.

The various employee-focused initiatives culminate in an inclusive, progressive and engaged workforce.

ONE FAIRPRICE FAMILY

Launched in 2016, the One FairPrice Family Programme is designed to foster greater inter-department integration and sharpen our focus on being a customer-centric organisation. The structured initiative allows corporate employees based at our Headquarters (HQ) to commit a minimum of three days annually to participate in operational tasks at the stores and warehouses. Over 50 per cent of HQ employees participated in this programme last year, contributing more than 8,500 hours.



LEARNING AND DEVELOPMENT

FairPrice embraces a positive workplace culture and we strongly believe in enhancing the life-long employability of all our employees. This keeps our workforce engaged and ensures business continuity. Our employees are sent for a variety of training programmes that are relevant to their professional development, ranging from operational competencies like food safety and customer service, to management and leadership skills. Our in-house training facility, FairPrice Training Institute, is an accredited training centre for key modules of the Workforce Skills Qualification in retail operations.

In addition, we also subsidise or sponsor employees who wish to pursue higher education in retail studies ranging from diplomas to master's degrees, and have in place a structured Management Trainee Programme to attract young talents.



- 100% of employees receive regular performance feedback and career development reviews.
- Close to 134,000 training hours invested.
- 29 training hours per year per executive.
- 19 training hours per year per non-executive.

WORKPLACE SAFETY AND STAFF WELFARE

At FairPrice, workplace safety is a high priority agenda and we recognise that our employees are one of our most important assets. Our workplace safety and health policy is aligned to the Workplace Safety and Health (WSH) Act. A joint management-worker Workplace Safety Committee was set up with 100 per cent representation for the workforce. Regular safety inspections and safety-related staff briefings are conducted to ensure a safe working environment for all employees by the Workplace Safety Department.

A healthy and vibrant workforce is important to FairPrice's continued growth and success. We have in place various policies to help promote work-life balance for our employees. Our Social Recreation Committee organises an array of events throughout the year, including sports competitions, health talks as well as recreational activities for our staff. On top of this, we provide our full-time employees with comprehensive medical benefits, which includes a free basic annual health screening for non-executive employees and junior executive employees. A pro-family culture is also cultivated at FairPrice, where employees get to enjoy flexi-work arrangements, various leave entitlements including child care, paternity and maternity leave, as well as time-off on Eat With Your Family Day yearly to spend quality time with their family, among other initiatives. Employees who face financial difficulties may also apply for various grants such as the study grant for their children.

With these practices in place, we continue to nurture a healthy and happy workforce that will help the organisation to do well so that we may do more good for the community.



- Workplace safety breaches: No significant monetary fines for the seven incidents relating to obstructing common spaces, fire safety and mosquito breeding.¹

¹ Significant monetary fines are defined by no more than S\$500 charge per incident.

FAIR AND INCLUSIVE WORKPLACE

FairPrice pledged our commitment to Tripartite Guidelines on Fair Employment Practices (TAFEP) towards fair and progressive workplace for our employees. In recognition of our efforts in investing on our human capital and adopting fair and progressive workplace practices, we were named the Human Capital Partner (HCPartner) by TAFEP and the tripartite partners in 2017.

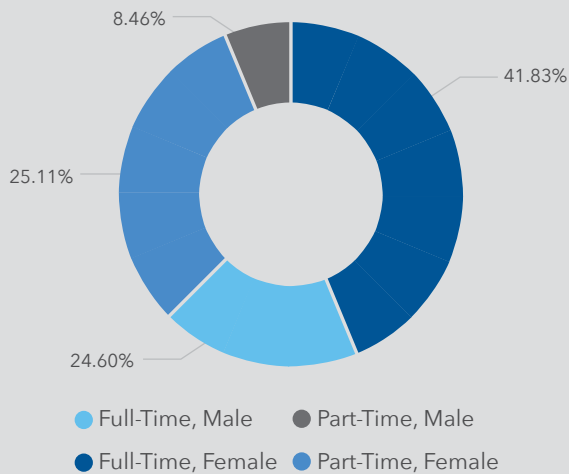
FairPrice employs over 10,000 staff from various age groups, ethnicity, religion, and social background. Currently, 16 per cent of our employees are above 60 years old and close to 50 per cent are over 50 years old. Since 2015, we have been working with SG Enable for the Train and Place Programme. To date, we have employed over 50 persons with disabilities in FairPrice, where jobs are redesigned to fit their abilities. With such diversity and inclusivity, amidst a large workforce, we have the advantage of being able to tap on the collective wisdom, experience and expertise of all.



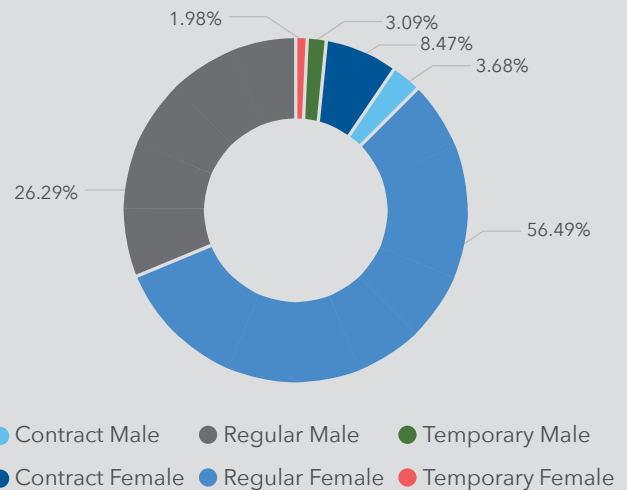
Aged 62 years or more

- 13% of employees who reach 62 years and beyond stay in active employment with FairPrice.
- 51 employees hired through SG Enable, Voluntary Welfare Organisations, and Special Schools.

Composition of Employees by Employment Type and Gender

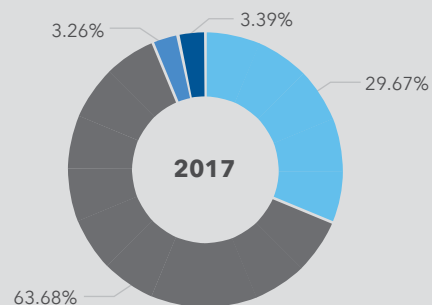


Composition of Employees by Employment Contract and Gender



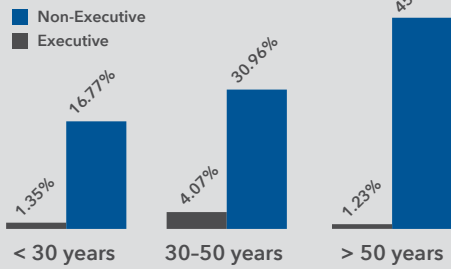
Composition of Employees by Employee Category and Gender

- Non-Executive, Male
- Non-Executive, Female
- Executive, Male
- Executive, Female

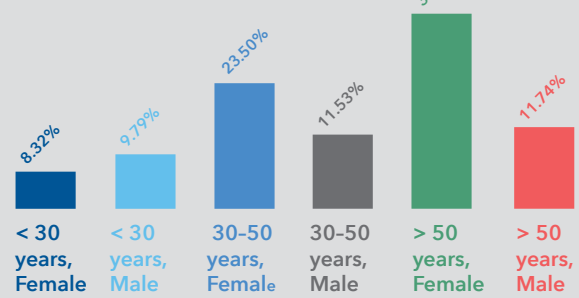




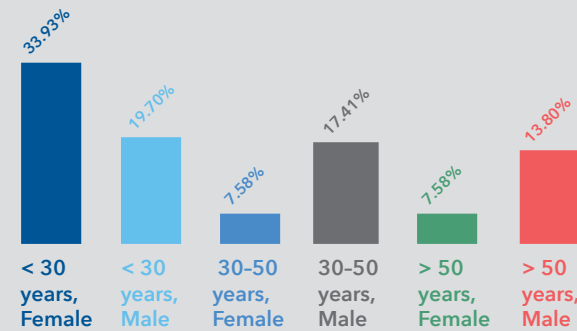
Composition of Employees by Employee Category and Age



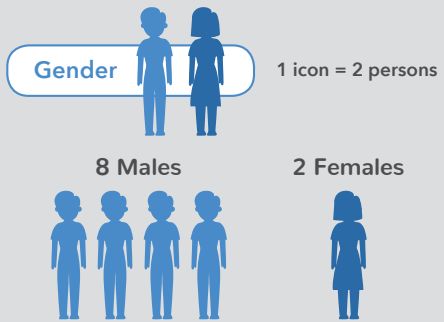
Rate of New Employee Hires by Age Group and Gender



Rate of Employee Turnover by Age Group and Gender



Composition of Board of Directors



LABOUR RELATIONS

All FairPrice's employees are represented by the Food, Drinks and Allied Workers' Union, an affiliate of the National Trades Union Congress.

- 94.88% of total employees are covered by collective bargaining agreements.
- Collective Agreement is binding on both parties, and negotiation for a new agreement may commence three months before the current agreement expires. At least two months' notice of termination or two months' salary in lieu of notice is given to affected employees.

REWARDS AND APPRECIATION

We have in place structured policies on staff remuneration and rewards, including salary structure, job-related allowances, incentives and performance bonuses. We also conduct annual reviews of our wages, to be aligned with the recommendations made by the National Wage Council (NWC).

In recognition of employees who consistently deliver high-quality performance, we have various internal awards to appreciate these individuals. Apart from individual awards including Long Service Awards, Model Employees and Service Champion, we also reward team efforts with incentives and awards such as Contribution Sharing and Food Safety Excellence Award.

SUSTAINABILITY TARGET TOWARDS 2018

TARGET SET TOWARDS 2018

Every non-executive and executive employee should achieve at least 25 hours and 50 hours of training respectively each year.

Establish competency frameworks and training roadmaps for core, leadership, and functional areas in FairPrice.

2017 PERFORMANCE

Non-executives and executives received 19 hours and 29 hours training due to the transition of our trainers to NTUC Learning Hub. With this complete, we are on track to meet our target next year.

The leadership and core competencies have been established and endorsed by FairPrice's Board of Directors. The training roadmap for our core workforce will be completed in 2018.

FairPrice's Approach To Sustainability

For over 40 years, FairPrice has remained true to our social mission to moderate the cost of living for all our customers in Singapore. Beyond our social mission, we have played an active role in ensuring that we continue to develop sustainably and are accountable to our stakeholders. We embrace sustainability as a strategy to tackle emerging risks and challenges posed to our business, and that helps to ensure we meet the evolving needs of society.

At FairPrice, we frame our Corporate Social Responsibility (CSR) efforts based on four pillars. They are Responsible Retailing, Community Care, Sustainable Environment and Wonderful Workplace. Each pillar represents FairPrice's commitments in creating a sustainable and positive impact in the marketplace, the community, the environment and the workplace.

FAIRPRICE'S SUPPLY CHAIN

FairPrice works with over 4,000 product suppliers in our supply chain. About 70 per cent of them are locally registered companies, which represent over 90 per cent of our total spending. In terms of our product offerings, FairPrice practises diversified sourcing to keep supplies of our products stable and affordable throughout the year and in times of crisis.

CORPORATE GOVERNANCE

FairPrice observes strong corporate governance to ensure continued fulfilment of our social mission and sustainable development of our business. Starting from the top, the FairPrice Board is the highest governance body consisting of the Chairman and nine Non-Executive Directors who have expertise in the fields of food science, business management, technology, finance, communications and law. Together they contribute to strategy formation, risk mitigation, technology and innovation advisory, FairPrice Foundation funds disbursement, review and approve annual budgets, and provide insight on the Co-operative's performance on all economic, environmental and social fronts.

While the Board has ultimate responsibility for overseeing sustainability at FairPrice, responsibility for the execution of strategic goals, including sustainability goals, lies with the Executive Management Team led by the Chief Executive Officer (CEO). Since 2010, FairPrice has established a CSR Committee responsible for the creation of sustainability policies, championing sustainability initiatives and monitoring the progress of sustainability targets. The CSR Committee reports to the CEO, who reports to the Board. It comprised of key business leads from the management team specialising in human resource, operations, procurement and corporate communications.

The sustainability performance championed by the CSR Committee is reviewed and monitored by the CEO, who is responsible for evaluating the management of FairPrice's material sustainability issues. This includes the evaluation of performance against our set goals and targets, and the identification of areas for improvement in order to continue to work towards our commitment to operating sustainably and responsibly.

CORPORATE VALUES AND BUSINESS ETHICS

FairPrice's six core values serve as the foundation of how we conduct ourselves and maintain business relationships. The core values are customer focus, professionalism, teamwork, trustworthy, caring and empathy. The Co-operative observes high levels of business ethics and works closely with authorities to ensure that we are compliant with relevant legislations and regulations.

FairPrice has an Employee Code of Conduct that broadly defines the standards of integrity and business conduct that all employees must adhere to. Employees are required to make an annual declaration of possible conflict of interests and indebtedness. The Category Manager Code of Practice serves to guide the procurement team on maintaining high levels of conduct in our trading relationships with suppliers. In managing product suppliers, FairPrice requires the supplier to sign the Master Agreement which comprises of the terms and conditions when dealing with us. They will also be given a corporate supplier kit which outlines the policies and guidelines in maintaining proper trading relations.

FairPrice's Whistleblowing Policy, championed by the internal audit department, aims to demonstrate our commitment to integrity and ethical behavior by helping to foster and maintain an environment where employees can act appropriately, without fear of retaliation. There are established procedures for reporting, receipt and treatment of complaints regarding fraudulent or unethical behavior, misconduct or irregularities. As part of our anti-corruption training, more than 100 employees underwent a briefing conducted by the Corrupt Practices Investigation Bureau (CPIB) on the corruption control framework that the government administers in the year. Employees can access the Codes as well as the Whistleblowing Policy on FairPrice's intranet.

BENCHMARKS OF EXCELLENCE AND MEMBERSHIPS

FairPrice subscribes to ISO 9001 for quality management as well as ISO 22000 and HACCP for our food safety and cold chain management. FairPrice is certified by the Singapore Service Class by SPRING Singapore. FairPrice is a signatory to the Global Compact Network Singapore and Tripartite Alliance for Fair and Progressive Employment Practices. We are also a member of the Consumer Goods Forum and our CEO, Mr Seah Kian Peng, is one of the global Board of Directors.

MATERIALITY REVIEW

Our understanding of what is material informs not only our management of sustainability, but also the content and focus of our sustainability reporting. In our third year of reporting, we streamlined the list of issues that are intrinsic to our business priorities while keeping stakeholder interests in view. Based on the issues identified in the materiality assessment and stakeholder engagement survey from the previous two years, a consultation with our internal CSR champions and key department heads was conducted to reassess the top issues that we should focus on. Several issues that were previously reported are now not considered a strategic priority for the business and were not raised as areas of interest in our recent stakeholder engagements. These issues are 'Anti-corruption', 'Customer Privacy', 'Market Presence', 'Water' and 'Diversity and Equal Opportunity'. While not considered material, we will continue to report on many of these issues as relevant. We have also removed 'Social Mission' as a material issue, as this is a core philosophy that underpins our overall business and economic performance, since it is an essential element of any business. On the other hand, a new indicator added is 'Employee Welfare'.

The final list of issues has been endorsed by the CEO and are in the table below.

CSR Pillar	Material Issue	Aspect Boundary	Page Reference
Responsible Retailing	Affordable, healthy and safe products	FairPrice, Suppliers, Customers	<ul style="list-style-type: none"> FairPrice Shop serves more needs, pg 9 Healthier options with FairPrice housebrands, pg 12 Food safety and quality, pg 13
	Support for local suppliers	FairPrice, Suppliers	Supporting local businesses and produce, pg 10
	Senior friendly retailer	FairPrice, Customers	Greater value and convenience for senior shoppers, pg 9
	Sustainable sourcing	FairPrice, Suppliers	Sustainable sourcing, pg 13
Community Care	Caring for local community	FairPrice, Community	Giving back for the better, pg 14 - 19
	Extending partnerships	FairPrice, Community	Giving back for the better, pg 14 - 19
Sustainable Environment	Energy and greenhouse gas emissions	FairPrice, Suppliers	Adopting green practices, pg 23
	Food waste	FairPrice, Suppliers, Customers	FairPrice-Efforts to reduce food waste, pg 22
	Material waste	FairPrice, Suppliers, Customers	Creating a sustainable environment, pg 21
Wonderful Workplace	Learning and development	FairPrice	Learning and development, pg 25
	Inclusive workplace	FairPrice	Fair and inclusive workplace, pg 26
	Employee health, safety and well-being	FairPrice, Customers	Workplace safety and staff welfare, pg 25

STAKEHOLDER ENGAGEMENT

To stay relevant and responsive to the needs of our stakeholders, FairPrice takes a proactive approach to engage our stakeholders and keep abreast on issues that matter to them. A stakeholder engagement survey was conducted for the purpose of the sustainability report between December 2016 and January 2017. It involved customers, employees, government, non-government organisations and media. These stakeholder groups were selected based on their direct influence on our business. Over 90 per cent of the respondents were customers, with 67 per cent indicating that they were pleased with our sustainability activities. Stakeholders also ranked 'Affordable Price', 'Safe and Good Quality Products' and 'Healthy Eating' as the issues that mattered to them. These views were incorporated into our materiality assessment, which has informed the development of this report. Our sustainability report is the primary channel for communicating our sustainability efforts to stakeholders.

FairPrice's Stakeholders	Mode and Frequency of Engagement	Stakeholders' Concerns	FairPrice's Efforts
Customers	<ul style="list-style-type: none"> Feedback through Customer Relations Officers and CSR email Social media Participation in volunteering activities 	<ul style="list-style-type: none"> Offer affordable pricing Provide safe, quality products Promote healthy eating 	<ul style="list-style-type: none"> Continue to moderate the cost of living through Housebrands and Stretch Your Dollar initiatives Ensure products sold are in compliance with local regulations Offer a variety of fresh and healthier options at affordable prices
Employees	<ul style="list-style-type: none"> Regular staff meetings and dialogues Townhalls and engagement events Grievance mechanisms Participation in staff volunteering activities 	<ul style="list-style-type: none"> Competitive rewards and recognition Opportunities for career progression Learning and development opportunities 	<ul style="list-style-type: none"> Remuneration and promotion commensurate with performance of employee Offer further education sponsorships to employees
Suppliers	<ul style="list-style-type: none"> Regular meetings Participation in the SME Suppliers Support and Development Programme Participation in annual supplier seminar 	<ul style="list-style-type: none"> Fair deals and to be paid on time Stable, long term business relations 	<ul style="list-style-type: none"> Renew the SME Suppliers Support and Development Programme, which shares industry trends and eases cash flow of SME partners
Government	<ul style="list-style-type: none"> Participation in dialogue sessions organised by the authorities 	<ul style="list-style-type: none"> To take leadership in sourcing sustainably 	<ul style="list-style-type: none"> Product listing policy gives preference to products from sustainable sources
Non-Governmental Organisations	<ul style="list-style-type: none"> Participation in their projects and / or volunteering activities Philanthropy efforts and in-kind sponsorships 	<ul style="list-style-type: none"> To take leadership in sourcing sustainably 	
Media	<ul style="list-style-type: none"> Feedback through media relations email Annual media networking 	<ul style="list-style-type: none"> To take leadership in sourcing sustainably 	

FAIRPRICE AND THE SUSTAINABLE DEVELOPMENT GOALS

The 17 UN Sustainable Development Goals (SDGs) were launched in 2015 as a framework to guide our actions towards the global challenges we face towards 2030. While FairPrice sees the SDGs as a holistic and interconnected framework that we impact in several ways, we reviewed each of the SDGs against our business priorities, in order to identify five goals that we believe we can make the biggest contribution to.

Looking ahead, we hope to continue to look for opportunities to make a difference with regards to these five prioritised SDGs and reporting on our contributions.



GOAL 2

End hunger, achieve food security and improved condition, and promote sustainable agriculture.

FairPrice is committed to make lives better by upholding our social mission to moderate the cost of living in Singapore.

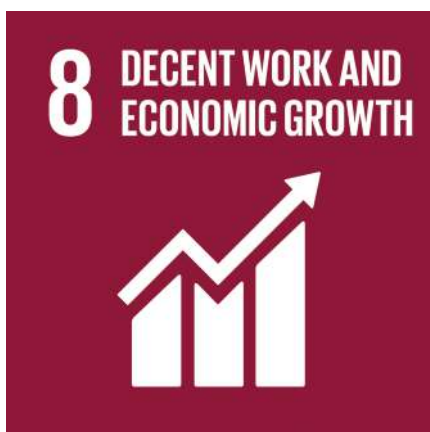
Efforts Taken

Responsible Retailing

- Offers affordable pricing of food and daily essentials through Yellow Dot items, Everyday Low Price items, FairPrice housebrand products and FairPrice Shop provisions.
- Provides safe and healthy food.

Community Care

- Supports the poor and needy through FairPrice Foundation's philanthropic giving.



GOAL 8

Promote inclusive and sustainable economic growth, employment, and decent work for all.

FairPrice strives to be the 'Best Place to Work' for our employees and actively seeks ways to improve productivity.

Efforts Taken

Responsible Retailing

- Implements front-line retail technologies to boost productivity and redesign jobs.

Wonderful Workplace

- Provides employment to more than 10,000 people.
- Serves as signatory to the UN Global Compact since 2005 as well as the Tripartite Guidelines on Fair Employment Practices of Singapore.



GOAL 12

Ensure sustainable consumption and production patterns.

FairPrice takes responsibility for our 'food print' through a sound framework created specifically to address this issue.

Efforts Taken

Sustainable Environment

- Established FairPrice-CSR Food Waste Reduction Framework.
- Developed the FairPrice Food Waste Index to benchmark progress.



GOAL 13

Take urgent action to combat climate change and our impact.

FairPrice takes a serious stance on managing our environmental impact by implementing eco-friendly infrastructures and processes.

Efforts Taken

Sustainable Environment

- Established FairPrice-CSR Food Waste Reduction Framework.
- Implements eco-friendly designs for new and renovated stores.
- Continued subscription to BCA Green Mark stores and buildings.
- Encourages customers to bring their own bags through the FairPrice Green Rewards Scheme.



GOAL 17

Revitalise the global partnership for sustainable development.

FairPrice identifies opportunities to work with the local community to further our agenda for sustainable development.

Efforts Taken

Community Care

- Works closely with grassroots and social service organisations to reach out to people in need.

Sustainable Environment

- Works with Food from the Heart to channel unsold but wholesome food to the needy.

Board Of Directors

10

08

06

04

02





01

03

05

07

09

Board Of Directors



Mr Bobby Chin

Chairman

Joined 2013

Mr Bobby Chin is a member of the Council of Presidential Advisers. He is the Chairman of the Housing & Development Board, and 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 Yeo Hiap Seng Limited, Ho Bee Land Limited, Singapore Telecommunications Ltd and AV Jennings Limited.

Mr Chin was the Managing Partner of KPMG Singapore from 1992 until his retirement in September 2005. He was also the former Chairman of Singapore Totalisator Board and the Urban Redevelopment Authority.

Mr Chin holds a Bachelor of Accountancy from the University of Singapore. He is an associate member of the Institute of Chartered Accountants in England and Wales.



Dr Chua Sin Bin

Board Member

Joined 2009

Dr Chua is a Principal Consultant with the AgriFood Technologies Pte Ltd of AVA and an Adjunct Professor of Food Science and Technology Programme at the National University of Singapore. In addition, he serves as Chairman of the Food Innovation & Resource Centre Advisory Panel of Singapore Polytechnic and Advisor of the Food Standards Committee of SPRING Singapore. He is also the Chairman of the Industrial Academic Advisory Board of NUS FST Programme and a member of the Scientific Committee of the Abu Dhabi Food Control Authority.



Mr Wahab Yusoff

Board Member

Joined 2010

Mr Wahab is the Vice President and General Manager of Forescout Inc, Asia. Previously he had held similar posts at CyberSecurity Firms, Palo Alto Networks and McAfee. He is currently a Board Director of EZ-Link Pte Ltd and Workforce Singapore (WSG), Ministry of Manpower (MOM). He was previously a Board Member of the Association of Muslim Professionals, and a Board Director of the Land Transport Authority.



Mr Stephen Lim

Board Member

[Joined 2012](#)

Mr Lim is the Chief Executive Officer and Managing Director of SQL View Pte Ltd. He sits on the Boards of ST Electronics (Info-Software Systems), and ST Electronics (E-Services). He is currently Chairman of NTUC Link Private Limited.



Mr Ronald Ong

Board Member

[Joined 2015](#)

Mr Ong is the Chairman and Chief Executive Officer of Morgan Stanley's South East Asia business. He is a Member of the Advisory Boards of the Lee Kong Chian School of Business and Sim Kee Boon Institute for Financial Economics, both at the Singapore Management University; Member of the Board of AIESEC Singapore and Singapore Stock Exchange Listings Advisory Committee. He is also Member of the investment committee of the Roman Catholic Archdiocese in Singapore.



Mr Karthikeyan Krishnamurthy

Board Member

[Joined 2016](#)

Mr Karthikeyan is the General Secretary of the United Workers of Petroleum Industry and the Vice-President of NTUC Central Committee, and Consumers Association of Singapore. He is the Chairman of the Workplace Safety and Health Council (Chemical Industries) Committee, Board of Director for Institute of Human Resource Professionals, and also a member of Workplace Safety & Health Council. He continues to serve the Industrial Arbitration Court panel and as Board of Trustees in Shell Thrift and Loan.

Board Of Directors



Mr Albert Cheng

Board Member

[Joined 2016](#)

Mr Cheng has been serving on the Board of NTUC First Campus Co-operative Limited (First Campus) since 2007. He is the Group Managing Director of both Lion Industries Corporate Berhad and Lion Diversified Holdings Berhad, and President Director of P.T. Lion Metal Works Tbk.



Ms Lim Sau Hoong

Board Member

[Joined 2016](#)

Ms Lim was 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, Chairperson for the Promote Mandarin Council, Member of the National Parks Board, Director of the Singapore Chinese Orchestra Board and appointed member of the Singapore50 Culture and Community Committee. Currently, she is the Vice Chairperson of the Singapore Note and Coin Advisory Committee, the Director of the Board of Ascendas Reit, Director of the Hyfluxshop Holdings Limited, Group Head for the Committee to Promote Chinese Language Learning, as well as Chairperson of the Chinese Development Assistance Council Stakeholders Communications Committee.



Ms Kristy Tan

Board Member

[Joined 2017](#)

Ms Tan spent 13 years as a litigation and dispute resolution lawyer in private practice, eight of which as a Partner, in one of Singapore's largest and leading law firms. She then joined the Attorney-General's Chambers, serving as Senior Director (Advocacy) in the Attorney-General's Office. She is also a Board Member of the Casino Regulatory Authority.



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 and Director of Jewel Changi Airport Holding Pte Ltd. He is a Member on the Airports Council International (ACI) World Governing Board and Chair of ACI Asia-Pacific Regional Board. He is also a Director of SMRT Corporation Ltd.

Principal Officers



Mr Gerry Lee

Deputy Chief Executive Officer
CEO office



Mr Seah Kian Peng

Chief Executive Officer



Mr Tng Ah Yiam

Deputy Chief Executive Officer
Head of Products



Mr Lim Kok Guan

Managing Director
Head of Integrated Infrastructure
and Support



Ms Adeline Sum

Managing Director
Head of Customers



Ms Elaine Heng

Managing Director
*Head of Channels



Mr Johnny Wong

Managing Director
Digital and Technology

Mr Victor Chai

Director (Products)

Ms Cheah Yee Hooi

Director (Internal Audit)

Mr Victor Cheong

General Manager (Convenience)

Ms Chong Nyet Chin

Director (Food Safety & Quality)

Mr Jonas Kor

Director
(Corporate Communications and Brand)

Mr Neo Seng Giap

Deputy Director (Real Estate)

*Effective 1 October 2018.



Ms Toh Hui Leng
Chief Supply Chain Officer



Ms Lian Lay Yong
Chief Integrated Support Officer



Mr Elvin Too
Chief Omnichannel Officer
General Manager of FairPrice Online



Mr Joshua Lye Kah Yin
Chief Financial Officer



Mr Cheum Chee Leong
Chief Information Officer



Ms Theresa Soikkeli
Chief Human Resource Officer

Mr Poh Leong Sim
Group Company Secretary and
Director (Legal)

Mr Qian Xiao Dong
Head (Analytics & Insights)

Mr Traves Tan
General Manager
(Supermarket/FairPrice Shop)

Mr Peter Teo
Director (Products)

Mr Mark Teo
Deputy Director (Fresh Food Logistics)

Mr Marcus Wong
General Manager
(Hypermarket/Finest)



Ms Grace Chua
Chief Strategy Officer
CEO office
Deputy Head of Products

Corporate Information

For the year ended 31st December 2017

Board Of Directors

Mr Bobby Chin (Chairman)
Dr Chua Sin Bin
Mr Wahab Yusoff
Mr Stephen Lim
Mr Ronald Ong
Mr Karthikeyan Krishnamurthy
Ms Lim Sau Hoong
Mr Albert Cheng
Ms Kristy Tan
Mr Lee Seow Hiang

Exco

Mr Bobby Chin (Chairman)
Mr Albert Cheng
Mr Stephen Lim

Nominating & Remuneration Committee

Mr Bobby Chin (Chairman)
Ms Lim Sau Hoong
Mr Ronald Ong

Audit & Risk Management Committee

Mr Ronald Ong (Chairman)
Dr Chua Sin Bin
Mr Wahab Yusoff
Mr Ronald Ong
Mr Karthikeyan Krishnamurthy
Ms Kristy Tan

Technology & Innovation Advisory Committee

Mr Wahab Yusoff (Chairman)
Mr Stephen Lim
Mr Lee Seow Hiang

FairPrice Foundation Committee

Mr Bobby Chin (Chairman)
Dr Chua Sin Bin
Mr Seah Kian Peng
Mr Karthikeyan Krishnamurthy
Ms Lim Sau Hoong
Ms Kristy Tan

Secretariat and Corporate Office

Mr Poh Leong Sim, Group Company Secretary

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 Raymond Koh (Chairman)
Mr Yeo Soon Hock (Secretary)
Mr Kee Yew Chye (Treasurer)

Advocates & Solicitors

KhattarWong
Allen & Gledhill

Auditor

KPMG LLP

Bankers

Development Bank of Singapore
Oversea-Chinese Banking Corporation

Registered Address

NTUC Fairprice Co-operative Limited

Headquarters

No. 1 Joo Koon Circle
#13-01 FairPrice Hub
Singapore 629117
Main: 6888 1888
Fax: 6397 4001
Website: www.fairprice.com.sg

Number of Stores (by year of establishment)

FAIRPRICE SUPERMARKETS – 108
FAIRPRICE XTRA – 7
FAIRPRICE FINEST – 22
FAIRPRICE SHOP – 8
FAIRPRICE XPRESS - 26
CHEERS - 134
WHC – 1
UNITY – 61
TOTAL – 367

Founder And Institutional Members

NTUC Fairprice Co-operative Limited

No. of Shares of S\$1 each

Founder Member

National Trades Union Congress	100,000
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Institutional Members

Citiport Credit Co-operative Limited	55,236
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Customs Credit Co-operative Society (S) Limited	127,591
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National University of Singapore Multi-Purpose Co-operative Society Ltd	25,100
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NTUC Enterprise Co-operative Limited	157,966,368
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NTUC Income Insurance Co-operative Ltd	1,762,695
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SATU Multi-Purpose Co-operative Society Ltd	226,270
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Singapore Association of the Visually Handicapped	5,523
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Singapore Labour Foundation	56,108,445
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Singapore Mercantile Co-operative Society Ltd	199,543
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Singapore Shell Employees' Union Co-operative Ltd	304,766
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SSE Multi-Purpose Co-operative Society Ltd	22,199
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Telecoms Credit Co-operative Limited	88,511
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The Singapore Co-operative Housing & Agencies Society Ltd	20,262
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The Singapore Government Staff Credit Co-operative Society Ltd	74,242
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The Singapore Teachers Co-operative Society Ltd	55,236
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Ordinary Members	122,210,120
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Balance as at 31 December 2017	339,352,107
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Awards And Accolades 2017

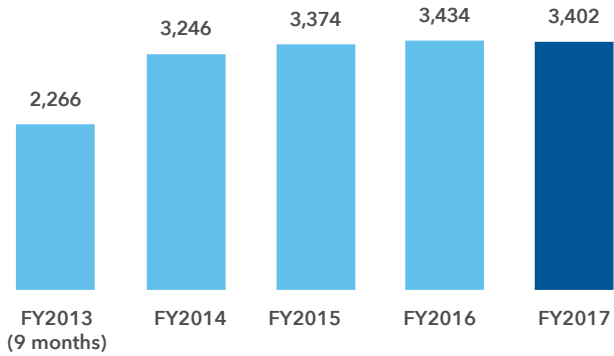
- FairPrice's CEO, Mr Seah Kian Peng, won the coveted **Top CEO of the Year** at Influential Brands 2017.
- Topped the Supermarket and Online Grocery Retailer category for the third consecutive year at **Asia's Top Influential Brands 2017** by Brand Alliance.
- Ranked third in **Campaign Asia-Pacific's 2017 Top 100 Singapore Brands**.
- Awarded the **Reader's Digest Trusted Brand (Platinum)** accolade for the Supermarket Chain category in Singapore (10th year).
- Clinched **Gold Awards** for Cooking Oil, Rice, and Tissue Paper categories in Reader's Digest Trusted Brands 2017.
- Awarded the **SkillsFuture Employer Award 2017** presented by SkillsFuture SG.
- Recognised as a **Human Capital Partner** by the Tripartite Alliance for Fair and Progressive Employment Practices for our exemplary human capital development practices.
- Accorded the **Leader Award** at the fourth Enabling Employers Awards presented by SG Enable.
- Received the **Food Safety Partner Award** from the Agri-Food & Veterinary Authority of Singapore (AVA). Awarded the **Certificate of Commendation** from AVA for achieving Grade 'A' status for excellence in food hygiene, sanitation and processing for 14 consecutive years.
- FairPrice Finest at JCube awarded prestigious **BCA Platinum Award**.
- FairPrice Foundation awarded the **PA Community Spirit Award** for the fifth consecutive year.
- FairPrice Foundation awarded **YMCA-Lim Kim San Corporate Volunteer Excellence and Corporate Volunteer Long Service Award** for our continuous support towards YMCA's programmes held in 2016.
- FairPrice Foundation received the **10-Year Outstanding Corporate Platinum Award** from Community Chest in recognition of our sustained contribution to the less fortunate.



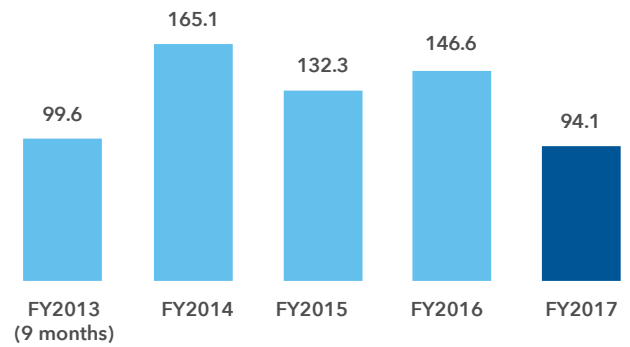
Mr Seah Kian Peng, CEO of FairPrice, won the coveted Top CEO of the Year at the Influential Brands 2017 CEO Asia Conference.

Group Financial Highlights 2017

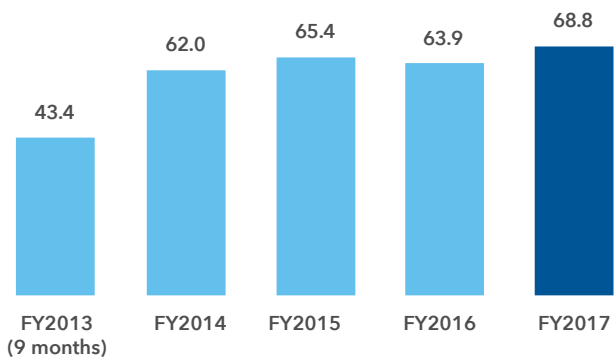
Revenue (\$'m)



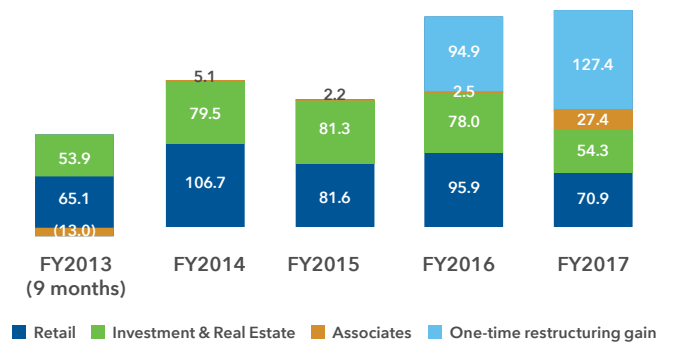
Profit from Operations (\$'m)



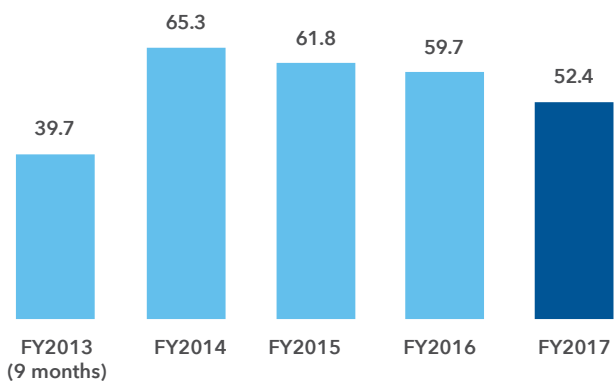
Investment Income (\$'m)



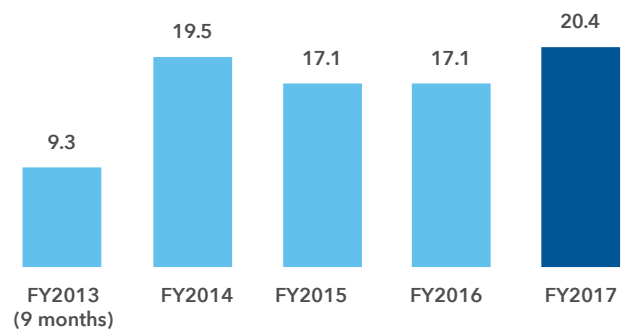
Net Profit for the Year (\$'m)



Patronage Rebates (\$'m)



Dividends Declared (\$'m)



Making Lives Better At A Glance 2017



Introduced **2 new brands** of affordable infant milk formula into the market – FairPrice Gold and Australia's Own.



A weekly discount given on all fruits and vegetables every Wednesday for more than 3 months, which translates to **over S\$330,000 in savings**.



Installed specially designed brown rice bays at over **140 stores** to encourage community to incorporate wholegrain rice in their diet.



Launched the **first 'Living Lab' store** at SingPost centre and **piloted an unmanned Cheers store**.



Retrofitted **7 FairPrice stores** with senior-friendly features.



Over **S\$6.9 million** given in discounts to seniors and pioneer generation shoppers.



8 FairPrice Shop stores to serve the needs of budget-conscious shoppers to-date.



Donated **S\$10 million** to FairPrice Foundation to benefit over **240 charity organisations**.



Contributed over **4,770** volunteer hours.



27 FairPrice stores were awarded Green Mark certification in an effort to minimise environmental impact from our operations to-date.



Saved **close to 11.5 million** plastic bags through the FairPrice Green Rewards Scheme.



Saved **675 tonnes** of food through the Great Taste Less Waste programme.

Global Report Initiative (GRI) Content Index

FairPrice adopted GRI Standards: Core option as a basis in developing the report. The GRI Content Index is as follows:

Disclosure Number	Disclosure Title	Page Reference/Comment/Reason for Omission
General Standard Disclosures		
Organisational Profile		
102-1	Name of the organisation	pg 42
102-2	Activities, brands, products, and services	pg 42. For more information, please refer to our About NTUC FairPrice Webpage.
102-3	Location of headquarters	pg 42
102-4	Location of operations	pg 53
102-5	Ownership and legal form	pg 14 of FairPrice's Financial Report 2017
102-6	Markets served	pg 4 - 7, 53
102-7	Scale of the organisation	pg 5, 26, 44 - 45, 47
102-8	Information on employees and other workers	pg 26
102-9	Supply chain	pg 28
102-10	Significant changes to the organisation and its supply chain	pg 53. There are no significant changes to FairPrice's supply chain.
102-11	Precautionary Principle or approach	FairPrice applied due diligence and precautionary principles in its decision making.
102-12	External initiatives	pg 29
102-13	Membership of associations	pg 29
Strategy		
102-14	Statement from senior decision-maker	pg 4 - 7
102-15	Key impacts, risks, and opportunities	pg 4 - 7, 30
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	pg 28 - 29
102-17	Mechanisms for advice and concerns about ethics	pg 29
Governance		
102-18	Governance structure	pg 28
102-19	Delegating authority	pg 28
102-20	Executive-level responsibility for economic, environmental, and social topics	pg 28
Stakeholder Engagement		
102-40	List of stakeholder groups	pg 30 - 31
102-41	Collective bargaining agreements	pg 27
102-42	Identifying and selecting stakeholders	pg 30
102-43	Approach to stakeholder engagement	pg 30 - 31
102-44	Key topics and concerns raised	pg 30 - 31

Disclosure Number	Disclosure Title	Page Reference/Comment/Reason for Omission
Reporting Practice		
102-45	Entities included in the consolidated financial statements	pg 53
102-46	Defining report content and topic Boundaries	pg 29
102-47	List of material topics	pg 30
102-48	Restatements of information	pg 53
102-49	Changes in reporting	pg 29, 48
102-50	Reporting period	pg 53
102-51	Date of most recent report	pg 53
102-52	Reporting cycle	pg 53
102-53	Contact point for questions regarding the report	pg 53
102-54	Claims of reporting in accordance with the GRI Standards	pg 53
102-55	GRI content index	pg 47 - 51
102-56	External assurance	pg 53
Topic Specific Disclosure: Economic		
Economic Performance		
201-1	Direct economic value generated and distributed	pg 6, 47 and pg 7, 12, 58 - 59 of FairPrice's Financial Report 2017
Procurement Practices (Material Issue: Support for Local Suppliers)		
103-1	Explanation of the material topic and its Boundary	pg 8, 10, 29
103-2	The management approach and its components	pg 10
103-3	Evaluation of the management approach	pg 28
204-1	Proportion of spending on local suppliers	pg 28
Topic Specific Standards: Environment		
Energy (Material Issue: Energy & GHG Emissions)		
103-1	Explanation of the material topic and its Boundary	pg 20, 29
103-2	The management approach and its components	pg 23
103-3	Evaluation of the management approach	pg 28
302-1	Energy consumption within the organisation	pg 23

Disclosure Number	Disclosure Title	Page Reference/Comment/Reason for Omission
Emissions (Material Issue: Energy & GHG Emissions)		
103-1	Explanation of the material topic and its Boundary	pg 20, 29
103-2	The management approach and its components	pg 23
103-3	Evaluation of the management approach	pg 28
305-1	Direct (Scope 1) GHG emissions	pg 23
305-2	Indirect (Scope 2) GHG emissions	pg 23
Water		
303-1	Water withdrawal by source	pg 23
Effluents And Waste (Material Issue: Material Waste)		
103-1	Explanation of the material topic and its Boundary	pg 21, 29
103-2	The management approach and its components	pg 21
103-3	Evaluation of the management approach	pg 28
306-2	Waste by type and disposal method	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.
Material Issue: Food Waste		
103-1	Explanation of the material topic and its Boundary	pg 22, 29
103-2	The management approach and its components	pg 22
103-3	Evaluation of the management approach	pg 28
N/A	Total food waste per sqm of retail space	pg 22
N/A	Total food waste generated by stores	pg 22
N/A	Products amount worth/quantity of unsold food redistributed	pg 22
Topic Specific Standards: Social		
Employment		
401-1	New employee hires and employee turnover	pg 27
Occupational Health and Safety (Material Issue: Occupational Health & Safety; and Employee Welfare)		
103-1	Explanation of the material topic and its Boundary	pg 25, 29
103-2	The management approach and its components	pg 25
103-3	Evaluation of the management approach	pg 28
403-1	Workers representation in formal joint management-worker health and safety committees	pg 25

Disclosure Number	Disclosure Title	Page Reference/Comment/Reason for Omission
Training and Education (Material Issue: Learning and Development)		
103-1	Explanation of the material topic and its Boundary	pg 25, 29
103-2	The management approach and its components	pg 25, 27
103-3	Evaluation of the management approach	pg 28
404-1	Average hours of training per year per employee	pg 25. FairPrice does not track training by gender as the same training courses are available to all employees at the same level.
404-3	Percentage of employees receiving regular performance and career development reviews	pg 25
Diversity and Equal Opportunity (Material Issue: Inclusive Workplace)		
103-1	Explanation of the material topic and its Boundary	pg 26, 29
103-2	The management approach and its components	pg 26
103-3	Evaluation of the management approach	pg 28
405-1	Diversity of governance bodies and employees	pg 27
Local Communities (Material Issue: Caring for Local Communities)		
103-1	Explanation of the material topic and its Boundary	pg 14, 29
103-2	The management approach and its components	pg 14 - 19
103-3	Evaluation of the management approach	pg 28
N/A	Number of books collected and redistributed to underprivileged families	pg 16
N/A	Number of hours contributed by the public on volunteering activities organised by FairPrice	pg 17
N/A	Number of beneficiaries reached	pg 17
N/A	Number of volunteer activities organised	pg 17
Local Communities (Material Issue: Extending Partnerships)		
103-1	Explanation of the material topic and its Boundary	pg 17, 29
103-2	The management approach and its components	pg 17
103-3	Evaluation of the management approach	pg 28
N/A	Number of partnerships with community partners and social service organisations	pg 17

Disclosure Number	Disclosure Title	Page Reference/Comment/Reason for Omission
Customer Health and Safety (Material Issue: Healthy and Safe Products)		
103-1	Explanation of the material topic and its Boundary	pg 8, 11 - 13, 29
103-2	The management approach and its components	pg 11 - 13
103-3	Evaluation of the management approach	pg 28
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	pg 13, 25
N/A	Number of products that carry the healthier choice symbol and organic products	pg 11 - 12
N/A	Rating for internal quality audit, which governs the stores' level of hygiene, food safety and housekeeping.	pg 13
Material Issue: Affordable Products		
103-1	Explanation of the material topic and its Boundary	pg 8, 29
103-2	The management approach and its components	pg 9, 11
103-3	Evaluation of the management approach	pg 28
N/A	Number of FairPrice Shop stores	pg 9
Material Issue: Senior Friendly Retailer		
103-1	Explanation of the material topic and its Boundary	pg 9, 29
103-2	The management approach and its components	pg 9
103-3	Evaluation of the management approach	pg 28
N/A	Number of senior-friendly stores	pg 9
N/A	Number of staff who have undergone specialised training to serve seniors	pg 9
Material Issue: Sustainable Sourcing		
103-1	Explanation of the material topic and its Boundary	pg 13, 29
103-2	The management approach and its components	pg 13
103-3	Evaluation of the management approach	pg 28
N/A	Percentage of FairPrice housebrand paper products certified by the Forest Stewardship Council	pg 13
N/A	Number of seafood products certified by Marine Stewardship Council, Aquaculture Stewardship Council and Friend of the Sea	pg 13
Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	pg 13

Notice Of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the 36th Annual General Meeting of NTUC FAIRPRICE CO-OPERATIVE LIMITED will be held at Seminar Rooms 1 - 3, FairPrice Hub (10th level), 1 Joo Koon Circle, Singapore 629117 on Thursday, 17 May 2018 at 2.30 p.m. for the following purposes:

1. To confirm the Minutes of the 35th Annual General Meeting held on Monday, 29 May 2017.
2. To consider and, if approved, adopt the Directors' Report and the Audited Accounts for the period 1 January 2017 to 31 December 2017.
3. To declare a first and final dividend of 5% + 1% and a patronage rebate of 4% for the period 1 January 2017 to 31 December 2017.
4. Election of Director(s).
5. To consider and determine S\$750 million as the maximum amount the Society may borrow subject to the provisions of By-law 12.5.
6. To approve the payment of honoraria to Directors for the period 1 January 2017 to 31 December 2017.
7. To re-appoint KPMG LLP as Auditor and to authorise the Management to fix their remuneration.
8. To transact any other ordinary business of the Society of which at least ten days' notice in writing shall have been given to the Secretary.

By Order of the Board of Directors

Poh Leong Sim

Secretary
7 May 2018

Note:

1. Registration of attendance at the meeting will be from 1.30 p.m. to 2.15 p.m. Members are advised to be early.
2. Copies of the Annual and Sustainability Report 2017 are available for inspection and/or collection at Head Office or all FairPrice Supermarkets or viewed at website www.fairprice.com.sg from 7 May 2018 onwards.

About This Report

This is FairPrice's third sustainability report in conjunction with the annual report for financial year 2017, which runs from 1 January to 31 December 2017. The previous annual sustainability report was published in May 2017.

This report has been prepared in accordance with the GRI Standards: Core option. The GRI Content Index can be found on the online report page 47 - 51, which can be accessed from our corporate website. There are no restatements of information for this year's report. We have not sought external assurance for this report.

For any questions or comments on this report, please address them to csr@fairprice.com.sg

Reporting Scope

This sustainability report covers all of FairPrice's Singapore operations with the exception of Unity and its convenience arm (FairPrice Xpress and Cheers Convenience stores). FairPrice does not have any major operations overseas. The financial statements of the organisations include all the activities of the Co-operative relating to supermarket, department store and convenience store retailing and investment holding.

Unity was integrated with FairPrice in the year though there have been no significant changes from previous reporting period or boundaries. However, FairPrice has reassessed its material topics, as described on page 29 - 30 of this report.