

FairPriceGroup

Every Day, Made A Little Better



Defining the Future of Retail

Sustainability Report 2025

About this Report

As the largest retailer in Singapore, FairPrice Group is dedicated to making a positive impact in our community as well as our environment. This report marks the eleventh edition of voluntary sustainability reporting by NTUC FairPrice Co-operative Limited and its subsidiaries (collectively known as FairPrice Group).

The scope of this report encompasses the sustainability performance of the Group's core Singapore operations, which include NTUC FairPrice Co-operative Limited and the following subsidiaries: Cheers Holdings (2004) Pte Ltd, NTUC Foodfare Co-operative Limited, Foodfare Catering Pte Ltd, Kopitiam Investment Pte Ltd, Shiok! Retail Concepts Pte Ltd, NTUC Link Private Limited, Grocery Logistics of Singapore Pte Ltd, Origins Healthcare Pte Ltd, NTUC Enterprise Nexus Co-operative Limited, and Cleaning Concept Pte Ltd.

This report includes data from the reporting periods of 1 January to 31 December 2025, and from the past two reporting periods for comparison where applicable.

Unless otherwise indicated, all monetary figures in this report are expressed in Singapore dollars.

REPORTING STANDARDS

This report was prepared with reference to the Global Reporting Initiative (GRI) Standards 2021, Sustainability Accounting Standards Board (SASB), and United Nations Sustainable Development Goals (SDGs).

EXTERNAL ASSURANCE

This Sustainability Report has been internally reviewed and is not externally assured. We will consider external assurance for future reports.

FEEDBACK

We welcome any feedback or suggestions from our stakeholders on FairPrice Group's Sustainability Report and performance. Please address your feedback to the Chief Sustainability Officer at sustainability@fairpricegroup.sg

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Message from our Group Chief Executive Officer



Since its founding in 1973, FairPrice Group (FPG) has been guided by a clear purpose to keep daily essentials within reach for all in Singapore. Building a sustainable business is not separate from that mission; it is fundamental to it. Our ethos of Every Day, Made a Little Better continues to shape how we serve customers, strengthen communities, and future-proof our operations.

Today, we are navigating an unprecedented era of transformation within the retail landscape. Customer expectations are increasingly gravitating towards affordability and convenience, even as emerging technologies like generative and agentic AI fundamentally redefine our operational environment. Moreover, a volatile geopolitical climate continues to reshape sustainability priorities across the globe, necessitating a more agile and resilient approach.

In the face of this uncertainty, FPG's commitment to our core values remains a constant. Our strong foundation in digital innovation has enabled us to rapidly adapt to industry shifts, stay ahead of customer expectations, and keep essentials accessible and affordable. This foundation has also empowered us to deliver on our green commitments, ensuring that our long-term sustainability goals are not sidelined by short-term pressures.

This 11th edition of our voluntary Sustainability Report marks a decade of dedication to this cause. It documents our continued efforts to contribute to a more sustainable and resilient Singapore.

EASY ON THE PLANET

We are making progress towards our goal of achieving net-zero emissions in our operations by 2045. Our initiatives include the transition of our stores to environmentally friendly refrigerants, the implementation of robust protocols to prevent refrigerant leakage, and the installation of electric vehicle charging points at our distribution centres to encourage greener practices among our partners.

To promote the purchase of sustainable products, we introduced the FPG Go Green Challenge. This was Singapore's first omnichannel consumer education and rewards programme focused on sustainability. Through gamification on the FPG App, we are educating consumers about product eco-labels, and incentivising them to make their shopping baskets greener with discounts on sustainable products. To make such purchases even easier, we also launched our own 'Easy on the Planet' label for eligible products, simplifying the process of locating sustainable choices on supermarket shelves.

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”

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Furthermore, we are bringing sustainability education directly into Singapore’s heartlands through The Carbon Gallery (TCG), Singapore’s first carbon-focused experiential hub. Opened in 2025 with key support from FairPrice Foundation (FPF), TCG combines storytelling, interactive technology, and gamification to engage visitors on how carbon, climate change, and their daily choices are connected. FPF has pledged \$3 million—including funds collected through the Disposable Carrier Bag Charge (DCBC)—to sustain the Gallery’s operations over the next three years, following a successful 2025 that saw over 28,000 visitors go through the Gallery’s doors.

EMBEDDING SUSTAINABILITY INTO THE SUPPLY CHAIN

Beyond our direct operations, we also enhanced our supply chain decarbonisation approach in 2025. We saw the inaugural batch of 15 SME suppliers graduate from our Supply Chain Decarbonisation Programme (SCDP). The SCDP is a structured, capability-led initiative focused on equipping our suppliers with the necessary tools, knowledge, and partnerships to achieve practical and measurable reductions in their direct emissions.

FPG benefits from a vast network of business partners spanning over 100 countries and markets worldwide. Throughout 2025, we also focused on diversifying sourcing, enhancing risk monitoring, and deepening supplier engagement to safeguard our supply of essential goods. Our Supply Chain Operations Centre (SCoPE) has significantly improved real-time visibility and responsiveness, enabling the swift identification of disruptions and more agile intervention. These monitoring capabilities are increasingly vital given the growing unpredictability caused by climate change. In 2025, we also pioneered autonomous vehicle (AV) deployment for supply chain operations, becoming the first organisation in Singapore to receive LTA approval to operate AVs on public roads, driving supply chain resilience and low-carbon logistics innovation.

DELIVERING ON OUR SOCIAL COMPACT

Food and grocery spending represents around 20 per cent of an average household’s budget, with lower-income groups bearing a higher burden. Our laser focus on setting the benchmark for prices of daily staples, especially in the face of disruption, has enabled us to keep essentials within reach for Singaporeans who need them most. In 2025, we returned \$25 million in Linkpoints and Pioneer Generation (PG), Merdeka Generation (MG), Senior, and Community Health Assist Scheme (CHAS) Blue and Orange discounts to the public.

As the nation’s largest retailer across everything food, we are deeply committed to improving nutritional outcomes for Singaporeans through our business, and our community engagement. Across our Own Brands portfolio, we

accelerated the shift towards healthier formulations. Today, 74% of our beverages have an A or B Nutri-Grade rating, and we are progressively phasing out lower-rated options. Within our Food Services business, we strengthened our evidence-based reformulation approach. The meals we serve now align more closely with national nutrition guidelines, and comprise an expanded range of Healthier Choice offerings across retail, childcare, and healthcare settings. Through community initiatives such as the Neighbourhood Food Share programme and the Protein Pledge, we are improving access to nutritious fruits, vegetables, and protein for vulnerable groups across the island.

LOOKING AHEAD

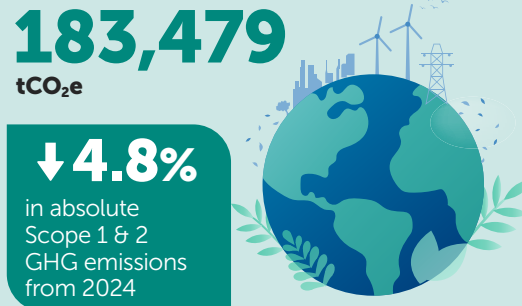
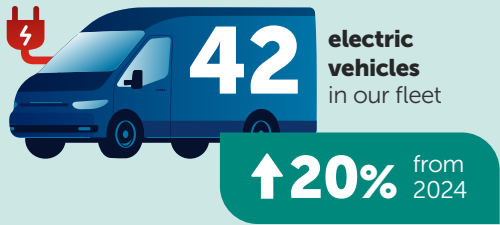
While we are proud of the progress we have made throughout the last year, we acknowledge that there is much more to be done. Even as we navigate an increasingly complex global economic and geopolitical environment, our commitment to transparency and continuous improvement in sustainability will not waver. In fact, it is now more important than ever that we stay on the path we have set to leave a greener planet for the next generation.

In the years to come, we will continue to be a change leader in embracing sustainable practices across our organisation, and shaping the future of retail. We invite our customers, suppliers, and partners to be part of this journey together.

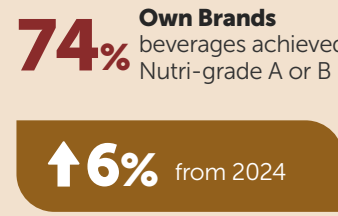
Mr Vipul Chawla
Group Chief Executive Officer

Beyond the Bottom Line: Our 2025 Performance

Better for the Planet



Better for our Suppliers and Customers



Better for our People and Community



Sustainability

at FairPrice Group

08 FairPrice Group's
Sustainability Framework

13 Materiality Approach



FAIRPRICE GROUP'S SUSTAINABILITY FRAMEWORK

As FairPrice Group shapes the future of retail, we remain steadfast in our mission to deliver affordability, accessibility, and environmental stewardship. To ensure our growth creates meaningful shared value, we have evolved our sustainability model—refining our strategic pillars to better deliver on our

promise to make every day a little better. This refreshed framework serves as our blueprint for driving systemic positive impact across five vital dimensions: **Our Planet, Our Customers, Our People, Our Suppliers, and the Community.**

FairPrice Group's Sustainability Model



In 2025, FairPrice Group was recognised by The Business Times and UOB with the Sustainability Impact Enterprise Excellence Award for Large Enterprises, and was conferred the Top Sustainability 2025 award (Retailer & Food Services) by Influential Brands. These recognitions, driven by our sustained progress across our Sustainability key pillars, reaffirm our commitment to responsible growth and long-term value creation for the communities we serve.



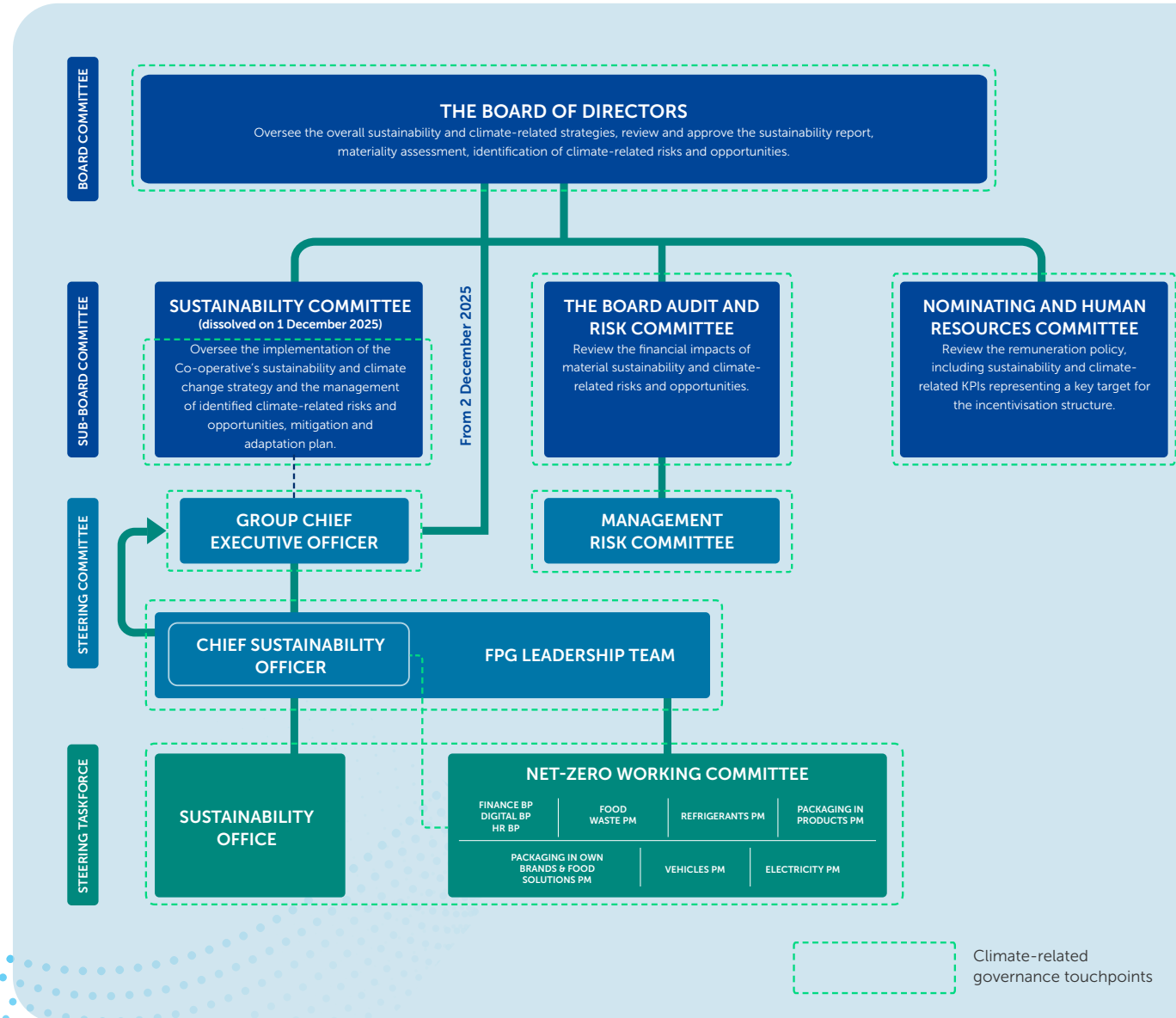
FairPrice Group CEO Vipul Chawla receiving the Impact Enterprise Excellence Award for Large Enterprises from Mr Chee Hong Tat, Minister for National Development, at the 2025 Sustainability Impact Awards.

SUSTAINABILITY GOVERNANCE

FairPrice Group integrates sustainability, including climate-related considerations, into core business decision-making to ensure long-term resilience and value creation. The Board of Directors holds overall accountability for the oversight of climate-related risks and opportunities, ensuring that governance processes are embedded into FPG's overarching strategy. This governance is operationalised through a structured framework of sub-board committees, steering committees, and working groups that monitor progress against climate targets with rigour and transparency.

To ensure management's interests are aligned with our environmental objectives, sustainability performance is one of six key metrics within the FairPrice Group Balanced Scorecard (BSC), which makes up 30% of the annual bonus calculation. This integration ensures that climate-related performance is also a fundamental driver of our corporate goals and executive accountability.

Sustainability is a standing agenda item for FairPrice Group's leadership team meetings, with the Sustainability Committee meeting regularly throughout the year to drive and monitor the organisation's sustainability initiatives.



BOARD OVERSIGHT

MANAGEMENT'S ROLE

BOARD COMMITTEE

The Board oversees FairPrice Group's overall sustainability and climate-related strategies. The Board reviews and approves the progress and performance of the sustainability and climate commitments, as well as the formulation of strategies and policies. The Board discusses sustainability matters as part of its agenda.

BOARD SUB-COMMITTEE

The Board Sustainability Committee (SC) was responsible for advising the Board on reporting obligations and overseeing FairPrice Group's climate disclosures and sustainability reports. Its duties included monitoring climate-related risks, identifying opportunities, and reviewing adaptation plans to maintain business resilience. As FairPrice Group transitioned to a steady state for its net-zero strategy, the SC was dissolved on Dec 1, 2025. Following this, the Board assumed responsibility for tracking the progress of FPG's sustainability initiatives.

The Board Audit and Risk Committee (ARC) oversees the adequacy and effectiveness of FairPrice Group's internal control systems, including financial, operational, compliance, and climate-related risk management processes. It reviews the financial statements to ensure fair presentation and consistency of material sustainability and climate-related risks and opportunities, and recommends risk management strategies to the Board.

The Nominating & Human Resources Committee (NHRC) oversees the remuneration policy and compensation structure for non-executive directors and the leadership team.

STEERING COMMITTEE

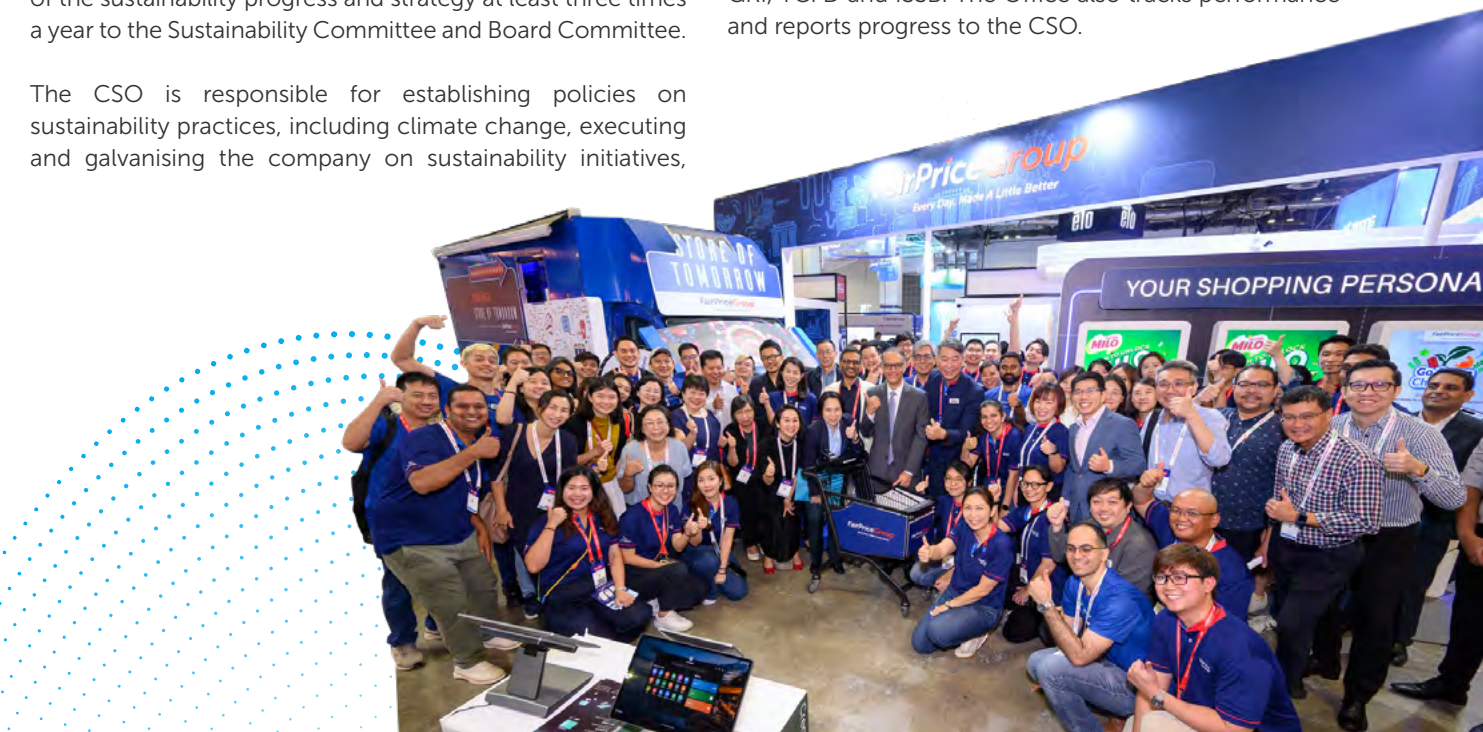
The Management Risk Committee (MRC) reviews and monitors the identification of climate-related risks and their mitigation and adaptation plans. The MRC also integrates climate-related risks into the existing Enterprise Risk Management framework, ensuring that the identified climate-related risks are relevant, and monitoring FairPrice Group's exposure to the identified risks.

The Group Chief Executive Officer (GCEO) leads the Leadership Team and is responsible for approving the sustainability targets, including the climate-related targets proposed by the Chief Sustainability Officer (CSO). The Group CEO and CSO report back the results of their review of the sustainability progress and strategy at least three times a year to the Sustainability Committee and Board Committee.

The CSO is responsible for establishing policies on sustainability practices, including climate change, executing and galvanising the company on sustainability initiatives,

monitoring progress, and managing risks and impacts. The CSO oversees the management of sustainability and climate-related matters, including FairPrice Group's sustainability performance, the relevance of FairPrice Group's sustainability road map, and regulatory compliance on sustainability matters.

The Sustainability Office supports the delivery of the Group's sustainability and climate roadmap. It develops and implements related policies and work plans, reviews climate-related risks and opportunities, and prepares the annual Sustainability Report and climate disclosures in line with applicable international standards, including GRI, TCFD and ISSB. The Office also tracks performance and reports progress to the CSO.

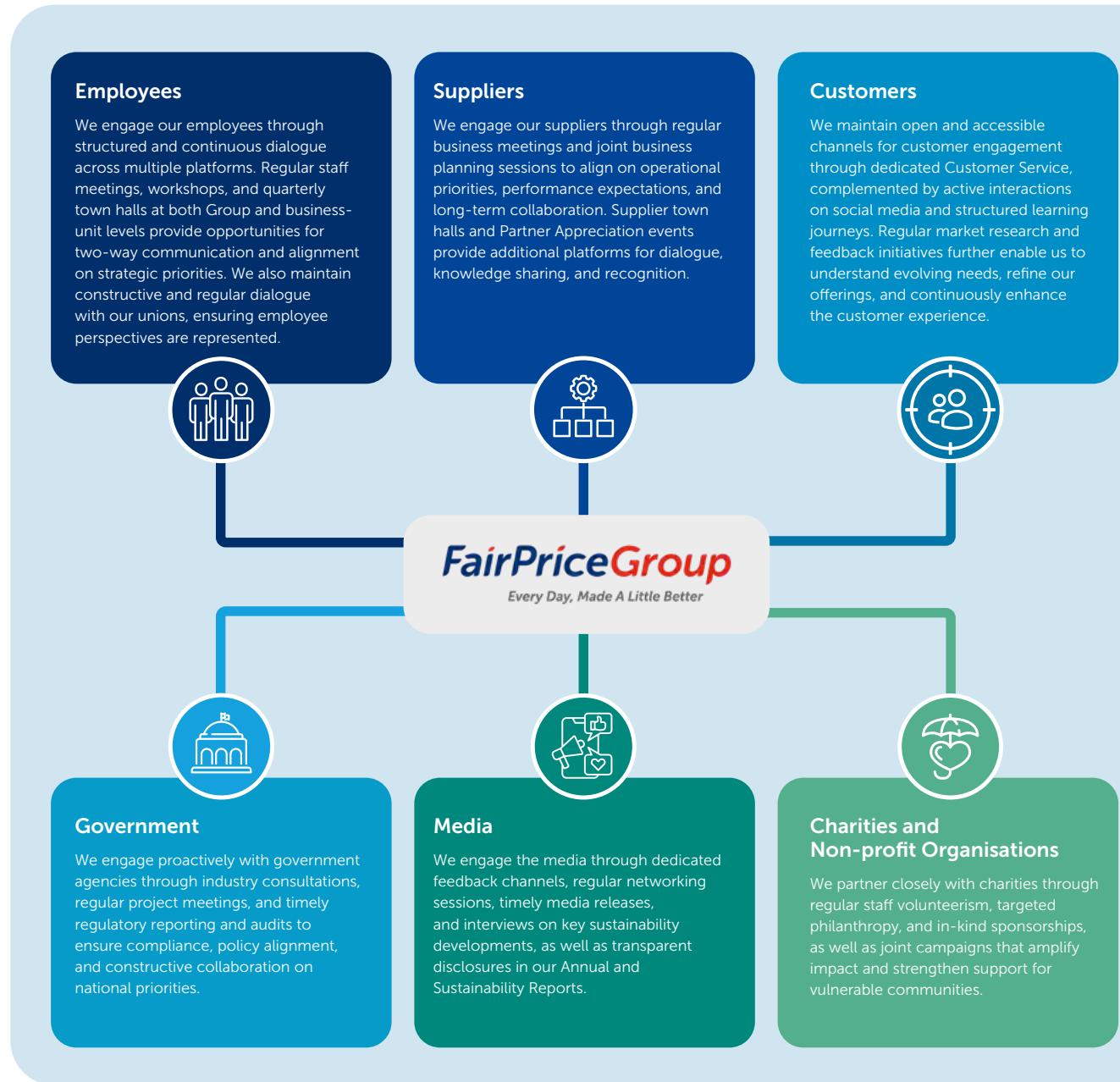


STAKEHOLDER ENGAGEMENT

We recognise that our stakeholders influence our business and are, in turn, affected by our actions. We therefore prioritise structured and transparent engagement to build constructive, long-term relationships.

We engage stakeholders through a range of formal and informal channels, including day-to-day interactions, dialogues, surveys, forums and collaborative initiatives, with the frequency and approach calibrated to the relevance of the issues involved.

Insights from these engagements inform our decision-making and help ensure that material sustainability topics reflect stakeholder priorities, expectations, and emerging concerns.



MEMBERSHIPS AND ASSOCIATIONS

FairPrice Group collaborates with leading sustainability-related organisations and networks to advance industry best practices and ESG commitments:



CONSUMER GOODS FORUM (CGF)

FairPrice Group CEO Vipul Chawla serves on its Board. FairPrice Group also participates in the CGF's Plastic Waste Coalition of Action (circular economy for plastic packaging) and Collaboration for Healthier Lives Coalition of Action (healthier, more sustainable lives).



Network Singapore

GLOBAL COMPACT NETWORK SINGAPORE

Founding Signatory

A founding signatory since 2005, the Group is dedicated to advancing the 10 United Nations principles through operations and community programmes.



PACKAGING PARTNERSHIP PROGRAMME (PPP)

Member

FairPrice Group is a member of this initiative led by the Singapore Manufacturing Federation and the National Environment Agency, actively supporting the reduction of packaging waste.

RSPO

Roundtable on Sustainable Palm Oil

ROUNDTABLE ON SUSTAINABLE PALM OIL (RSPO)

Member

NTUC FairPrice Co-operative Limited was Southeast Asia's first homegrown supermarket retailer to join the RSPO in 2018, championing responsible industry practices.



SINGAPORE NATIONAL CO-OPERATIVE FEDERATION (SNCF)

Affiliate

As an affiliate of the apex body, NTUC FairPrice Co-operative Limited supports the development of co-operatives addressing social, environmental, and economic needs.

TAFEP

Tripartite Alliance for Fair & Progressive Employment Practices

TRIPARTITE ALLIANCE FOR FAIR AND PROGRESSIVE EMPLOYMENT PRACTICES (TAFEP)

Signatory

FairPrice Group actively supports TAFEP's initiatives, including the accelerated implementation of the Progressive Wage Model, advocating for fair and progressive employment practices.

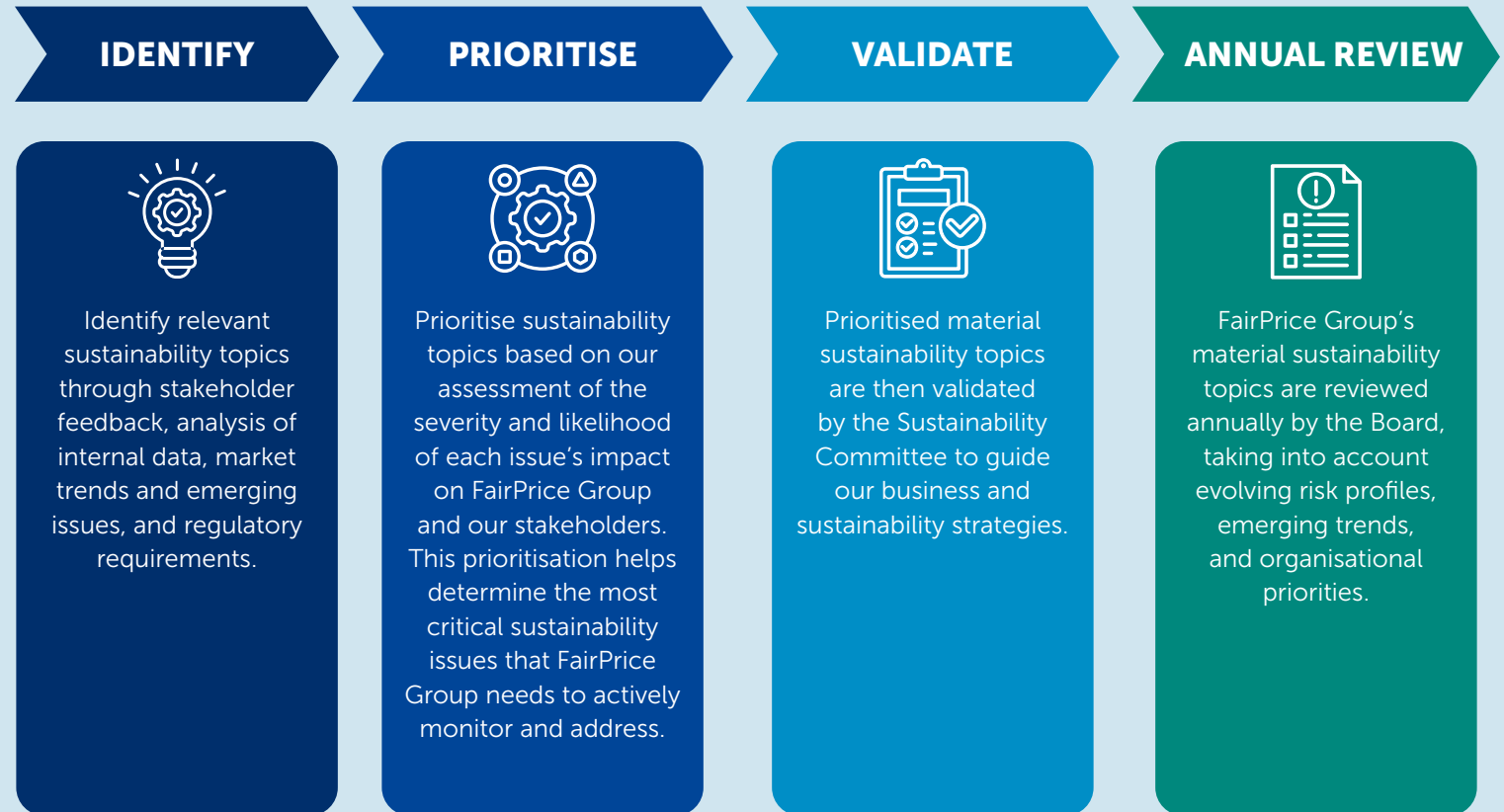
MATERIALITY APPROACH

We refresh our materiality assessment annually to ensure our sustainability priorities remain aligned with evolving stakeholder expectations, regulatory developments, and business risks. In 2025, we conducted our first double materiality assessment to identify sustainability issues most financially relevant to our business and stakeholders.

This assessment builds on our 2024 materiality review that was developed using insights from developments in the global retail and food services sector, and aligned with Sustainability Accounting Standards Board (SASB)'s Multiline and Specialty Retailers & Distributors and Food Retailers and Distributors standards.

This structured approach enables us to assess both the impact and financial materiality of sustainability matters and to integrate material topics into our strategy, risk management, and reporting processes.

Materiality Assessment Approach



Stewardship for the United Nations Sustainable Development Goals (UN SDGs)

We prioritise our efforts on the Sustainable Development Goals that align with our ability to create the most significant contribution and impact.



Better for the Planet

MATERIAL TOPIC	FINANCIALLY MATERIAL ¹	WHY THIS IS FINANCIALLY MATERIAL TO US	OUR APPROACH	SDGS SUPPORTED
CLIMATE CHANGE STRATEGY		Climate-related risks and transition requirements have financial implications for FairPrice Group. Physical climate risks impact product availability and revenue stability. At the same time, evolving regulatory requirements and stakeholder expectations may increase operating costs and capital expenditure as we transition towards lower-carbon operations. Proactive climate governance and decarbonisation planning are therefore critical to safeguarding long-term business resilience and maintaining stakeholder confidence.	We have integrated decarbonisation and circularity into our operations and supply chain strategy to deliver a credible pathway to net-zero and long-term environmental resilience. We are guided by the Food Waste Framework focusing on preventing food from being disposed of as waste, through mark-downs and surplus food distribution to the community.	
ENERGY USE AND GREENHOUSE GAS (GHG) EMISSIONS	The global shift towards decarbonisation is reshaping cost structures and regulatory expectations across industries. Rising energy prices, carbon-related compliance obligations, and the need for equipment upgrades may increase operating expenses and capital investment requirements. Maintaining energy efficiency and emissions management supports cost optimisation, regulatory compliance, and long-term competitiveness.			
WASTE MANAGEMENT	Increasing regulations on waste management and packaging may lead to higher compliance costs and operational adjustments. Inefficient waste handling can also drive disposal expenses and expose the Group to reputational risks. Effective waste reduction and circular practices help manage cost exposure while reinforcing responsible operations.			
WATER USE	Water is used across FairPrice Group's retail, food services, and logistics operations. Disruptions in water supply or rising utility costs may affect operational continuity and cost efficiency. Improving water efficiency supports business reliability and mitigates exposure to supply and pricing volatility.			

¹ Based on the top-ranked material topics in the 2025 double materiality assessment result.

Topics marked with a tick are deemed highly financially material.



Better for our Suppliers

MATERIAL TOPIC	FINANCIALLY MATERIAL ¹	WHY THIS IS FINANCIALLY MATERIAL TO US	OUR APPROACH	SDGS SUPPORTED
<p>SUSTAINABLE PROCUREMENT</p>		Supply chain resilience directly influences revenue continuity and cost stability. Disruptions may lead to stock-outs, expedited logistics costs, and operational inefficiencies. In addition, inadequate oversight of supplier sustainability practices may expose the Group to reputational and compliance risks. Strengthening responsible sourcing and supplier capability helps safeguard revenue streams and operational continuity.	We strengthened supply resilience and sustainability performance through diversified sourcing, real-time risk visibility, and structured supplier capability-building in their sustainability journeys.	



Better for our Customers

MATERIAL TOPIC	FINANCIALLY MATERIAL ¹	WHY THIS IS FINANCIALLY MATERIAL TO US	OUR APPROACH	SDGS SUPPORTED
<p>SAFETY, PRODUCT QUALITY AND SERVICE QUALITY</p>		Maintaining high standards of food safety and product quality is essential to protecting revenue and brand trust. Regulatory non-compliance or product recalls could result in fines, remediation costs and temporary disruptions to operations. Robust quality management systems mitigate these risks and support sustained customer confidence.	Apart from stringent audits, we have also leveraged technology to ensure high food safety and quality while also upholding service quality.	
<p>AFFORDABILITY FOR CUSTOMERS</p>		Macroeconomic factors, including inflation and tariffs, may increase input costs across sourcing and distribution. Maintaining disciplined cost management and price leadership is critical to protecting market share and long-term revenue stability.	We anchor affordability and health outcomes through price benchmarking, targeted discount schemes, and portfolio reformulation aligned with national nutrition priorities.	
<p>CUSTOMER HEALTH AND NUTRITION</p>		Regulatory requirements on food labelling and nutritional standards continue to evolve. Non-compliance could result in financial penalties and reputational impact. As consumer preferences increasingly favour healthier options, adapting product portfolios and reformulation strategies also presents revenue opportunities in growing market segments.		

¹ Based on the top-ranked material topics in the 2025 double materiality assessment result.

✓ Topics marked with a tick are deemed highly financially material.

Better for our Customers (cont'd)

MATERIAL TOPIC	FINANCIALLY MATERIAL ¹	WHY THIS IS FINANCIALLY MATERIAL TO US	OUR APPROACH	SDGS SUPPORTED
 CORPORATE GOVERNANCE	✓	Robust governance and oversight are fundamental to managing financial, regulatory, and operational risks. Weak governance practices may expose the Group to legal liabilities, fines and reputational impact, affecting revenue and stakeholder confidence. Strong governance frameworks support long-term value creation and risk mitigation.	We uphold disciplined governance and risk management. We also strengthened cyber resilience while embedding digital innovation into our day-to-day operations, to deliver trusted, future-ready operations.	 
 ETHICAL BUSINESS CONDUCT	✓	Compliance with laws and ethical standards safeguards the Group against legal penalties, investigations, and reputational damage. Maintaining a zero-tolerance approach to misconduct protects stakeholder trust and long-term business viability.		
 CYBERSECURITY AND DATA PROTECTION	✓	Cyber threats and data breaches may result in regulatory penalties, remediation costs, and operational disruption. Loss of customer data or service downtime may also erode trust and impact revenue. Continued investment in cybersecurity and data governance strengthens digital resilience and protects business continuity.		

Better for our People





MATERIAL TOPIC	FINANCIALLY MATERIAL ¹	WHY THIS IS FINANCIALLY MATERIAL TO US	OUR APPROACH	SDGS SUPPORTED
 WORKPLACE SAFETY AND HEALTH	✓	Non-compliance with safety regulations may result in fines, increased insurance premiums, and operational disruptions. Conversely, strong safety management reduces incident-related costs and supports workforce productivity and retention, contributing to long-term operational stability.	We build a resilient, inclusive, and high-performing workforce through structured skills development, safety leadership, and holistic well-being programmes.	  
 EMPLOYEE ENGAGEMENT, WELL BEING AND DEVELOPMENT		Attracting, retaining and developing talent is critical to operational continuity. Weak succession planning or high turnover may increase recruitment and training costs, and disrupt service delivery. Investment in workforce development strengthens organisational capability and reduces long-term human capital risks.		
 DIVERSITY AND INCLUSION		Effective diversity and inclusion practices support talent attraction, retention, and innovation. Conversely, inadequate management of diversity-related risks may affect workforce stability and stakeholder trust. Embedding inclusive practices enhances organisational performance and long-term competitiveness.		

¹ Based on the top-ranked material topics in the 2025 double materiality assessment result.

✓ Topics marked with a tick are deemed highly financially material.



Better for the Community

MATERIAL TOPIC	FINANCIALLY MATERIAL ¹	WHY THIS IS FINANCIALLY MATERIAL TO US	OUR APPROACH	SDGS SUPPORTED
 <p>SUPPORTING LOCAL COMMUNITIES</p>		<p>Strong community engagement supports brand trust and the social licence to operate. Insufficient engagement may affect reputation and customer loyalty, particularly in a community-centric retail model. Strategic community investment reinforces long-term stakeholder relationships and brand strength.</p>	<p>We strengthen food security, nutrition access, and sustainability awareness through scaled partnerships and targeted support for vulnerable groups.</p> <p>We use a data-driven approach and direct dialogue with community partners to ensure our outreach remains responsive to evolving local needs.</p>	  

¹ Based on the top-ranked material topics in the 2025 double materiality assessment result.

Better for the Planet



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CLIMATE CHANGE STRATEGY

STRATEGY

In 2024, we conducted a climate-related risk scenario analysis covering our operations in Southeast Asia and Oceania, where we operate and source key supplies. Our analysis assessed both physical and transition risks across short-term (present–2030), medium-term (2031–2045), and long-term (2046 and beyond) horizons, utilising scenarios derived from the Shared Socioeconomic Pathways (SSPs) 8.5 and the Network for Greening the Financial System (NGFS) Below 2°C scenario. Further details on the assumptions, key findings, identified risks and opportunities, and our response strategies are set out on pages 25 to 28 of our [2024 Sustainability Report](#).

In 2025, we deepened the integration of climate-related risks and opportunities into our governance and strategic planning. Leveraging a supply chain climate vulnerability analysis conducted this year, we identified key physical risks across our value chain. These insights have been used to refine our risk management processes, ensuring that climate considerations are embedded in our capital allocation and operational strategies.

We also integrated Internal Carbon Pricing (ICP) into our investment due diligence to better evaluate the long-term financial implications of decarbonisation and ensure our growth remains resilient against future carbon regulations.

The ICP price is set at \$80 per tonne of CO₂e, which reflects the projected upper end of the Singapore carbon tax for 2030 and aligns with our internal costs for Scope 2 decarbonisation. To ensure this mechanism remains robust and reflective of current market conditions, we conduct a formal review of the ICP rate on an annual basis.

Our assessment confirms that our current strategic roadmap and mitigation initiatives provide a robust framework to manage these exposures, supporting the Group’s long-term financial and operational resilience in a transitioning economy.



IDENTIFYING CLIMATE-RELATED RISKS IN OUR SUPPLY CHAIN

Most of our risk sits at the very beginning of our supply chain, specifically with the suppliers who gather and supply our goods. Events like floods, wildfires, and extreme heat can ruin harvests, lower product quality, and damage roads or warehouses. For FPG, this means we could face empty shelves, higher costs to get what we need, and lost sales because we simply don’t have the products available.



MITIGATION AND RESPONSE

One of the ways to protect against climate risks is to diversify our supply sources to keep our business resilient. Supporting this is SCoPe, our digital “nerve centre”. It gives us a real-time view of our entire supply chain, allowing us to spot potential problems early and take action immediately to keep things moving.

PHYSICAL RISKS	<ul style="list-style-type: none"> ● Flooding ● Wildfire ● Extreme heat
BUSINESS IMPACT	Product stock-outs and/or poorer product quality due to climate change events’ impact on production processes, resources, and/or agricultural yields
FINANCIAL IMPACT	<ul style="list-style-type: none"> ● Increased procurement costs because of rising prices ● Increased operational cost from sourcing alternative suppliers ● Loss of revenue due to product shortage
TIME HORIZON	Short, Medium, Long
RESPONSE STRATEGIES	<ul style="list-style-type: none"> ● Continue strategic diversification of procurement and supply chain ● Our SCoPe supply chain nerve centre drives real-time, end-to-end visibility to enable early detection of disruptions, enabling swift intervention to minimise impact on our operations

RISK MANAGEMENT

Climate risk adaptation and mitigation measures are monitored year-round by the Management Risk Committee in collaboration with the Steering Committee and Steering Taskforce. These risks are assessed alongside other business risks, such as supply chain vulnerabilities and operational challenges, to provide a comprehensive view of their potential impact on FairPrice Group. We aim to further integrate climate-related risk management into FairPrice Group's Enterprise Risk Management (ERM) framework and enhance our understanding of the potential financial impact of the climate-related risks through quantitative assessments.

METRICS AND TARGETS

FairPrice Group's climate strategy focuses on reducing emissions across our operations. We have established key metrics and targets and remain committed to regularly monitoring and disclosing our progress. Looking ahead, we will explore incorporating additional metrics and targets aligned with ISSB requirements to improve our monitoring of climate-related risks and opportunities.

AREA	METRICS	OPPORTUNITIES
Greenhouse Gas (GHG) emissions	Scope 1 GHG emissions	FPG is the first homegrown food retailer to commit to operational net-zero greenhouse gas emissions in Scope 1 and Scope 2 by 2045, supporting Singapore's national climate ambition to be net-zero by 2050. The emissions reduction targets and pathways are set in alignment with the Paris Agreement to limit global temperature increase to 1.5°C.
	Scope 2 GHG emissions	
	Scope 3 GHG emissions	In 2024, we initiated a study to enhance our understanding of emissions throughout our value chain. Building on this, we have launched a decarbonisation programme aimed at our suppliers.

We are on track to halve our Scope 1 and Scope 2 emissions by 2030.

DECARBONISING OUR OPERATIONS AND OUR VALUE CHAIN

Management Approach

As the nation's largest retailer, FairPrice Group is dedicated to keeping things 'Easy on the Planet' for the next generation. We continue to be committed to achieving operational net-zero emissions by 2045, and our approach to net-zero is guided by the following decarbonisation levers:



Our Efforts

Recognising that the majority of our carbon footprint resides within our logistics and value chain operations, we launched a comprehensive suite of initiatives this year to drive decarbonisation across our value chain. Ranging from digitally-enabled innovations to supplier capacity building, these programmes demonstrate our commitment to sustainable operations and our role in supporting partners on their own sustainability journeys.

DECARBONISING OUR OPERATIONS

SCALING SOLAR ENERGY GENERATION



All our owned-rooftops are now equipped with solar PV systems.

Following the addition of solar photovoltaic (PV) systems at two additional locations, we have successfully equipped all our owned-rooftops with on-site solar energy capabilities. In 2025, solar generation across our four primary sites totalled 7,151 MWh, of which 5,351 MWh (75%) was consumed directly for our own operations. By scaling our self-generation capacity, we are reducing reliance on grid electricity and lowering our Scope 2 emissions. This transition to solar energy not only accelerates our decarbonisation journey but also strengthens energy resilience and contributes to more stable long-term operating costs.



The FPG GenZero E-mobility Workshop was attended by 100 ecosystem stakeholders, including suppliers and transporters, to foster cross-sector collaboration aimed at overcoming transport decarbonisation obstacles and driving collective value chain action.

ELECTRIFYING OUR FLEET

FairPrice Group is the first organisation in Singapore approved by the Land Transport Authority to operate autonomous vehicles (AVs) on public roads for cargo transportation. In October 2025, we signed a collaboration agreement with Zelos Technology, an autonomous driving technology company, to integrate electric battery-powered AVs into our operational fleet, marking a significant milestone in advancing sustainable logistics in Singapore. Under this partnership, we aim to progressively deploy close to 30 AVs across our operations. Each AV is projected to reduce approximately 27 tonnes of CO₂ emissions annually, contributing meaningfully to our emissions reduction targets while enhancing logistics performance.

We hosted an e-Mobility workshop convening the Land Transport Authority (LTA), transporters, suppliers, financial institutions, carbon platforms, and automotive dealers to accelerate EV adoption. The session shared practical insights from fleet electrification pilots, such as the business case for converting diesel vans to electric, while addressing real-world barriers and financing pathways. As an industry-focused initiative, key learnings are being shared through public platforms to support broader ecosystem adoption.

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Each AV is projected to
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emissions annually.



DECARBONISING OUR VALUE CHAIN

In 2024, we initiated a study to enhance our understanding of emissions throughout our value chain. Building on our findings, we launched FPG's Queen Bee Supply Chain Decarbonisation Programme in 2025 to strengthen decarbonisation capabilities across our suppliers through a structured, phased approach. Regardless of their size and level of sustainability maturity, suppliers participating in our fully-funded programme will receive one-to-one support to establish emissions baselines, set credible reduction targets, and implement practical decarbonisation measures, driving measurable progress across the value chain.



15 suppliers, including SMEs, graduated from the inaugural FPG Queen Bee Supply Chain Decarbonisation Programme in 2025.



DRIVING NET ZERO THROUGH INDUSTRY LEADERSHIP



FairPrice Group continues to play an active role in advancing the net zero agenda beyond our own operations.

Photo from WWF-Singapore Earth Summit 2025.

At the WWF-Singapore Earth Summit 2025, FairPrice Group CEO, Vipul Chawla, was invited to speak at the WWF-Singapore Earth Summit 2025, where he joined the keynote panel, *"Will Companies and Countries Meet Their Net Zero Targets?"*

The discussion brought together regional leaders to examine the pace of decarbonisation and the collective action required across governments, businesses, and

consumers. Through our participation, FairPrice Group contributed perspectives from the retail sector—highlighting both the challenges and opportunities in driving emissions reductions across complex supply chains.

We believe that meaningful progress towards net-zero requires strong collaboration across the ecosystem, and we remain committed to supporting industry dialogue and action to accelerate the transition.

Our Progress

FPG's decarbonisation strategy has reached a turning point, with total emissions peaking in 2024 and now entering a downward trend.

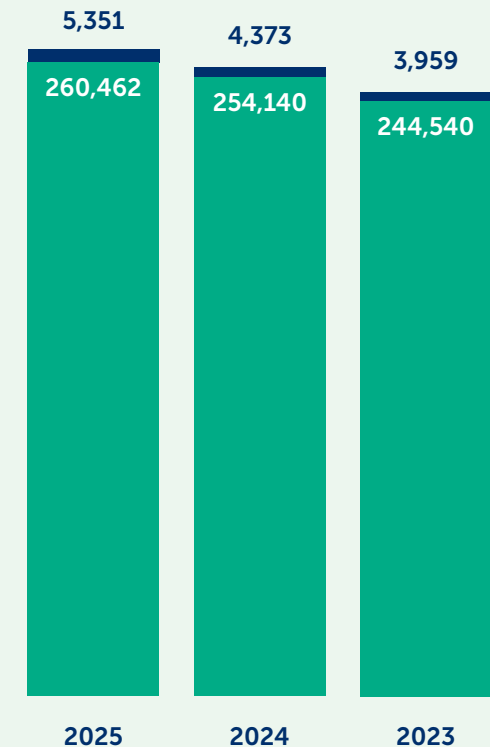
While 2025 emissions remain 1.1% above our 2023 baseline due to the expansion of our food services outlets resulting in increased electricity consumption, we achieved a significant 5% year-on-year reduction in combined Scope 1 and 2 emissions compared to 2024. This momentum is driven by a 13.4% improvement in refrigerant management, including the change to environmentally friendly CO₂ refrigerants. We remain on track to meet our 2045 operational net-zero target.



During the reporting period, FPG retired 7,151 MWh of Renewable Energy Certificates (RECs) corresponding to total on-site solar generation. Of this, 5,351 MWh matched on-site consumption and is reported as zero-emission electricity under the market-based Scope 2 method (GHG Protocol Scope 2 Guidance). The remaining 1,800 MWh of surplus solar was exported to the grid, with associated RECs retired by FPG to prevent double-counting.

EMISSIONS (ktCO ₂ e)	2025	2024	2023 (baseline)
Total emissions²	183.5	192.8	181.4
Scope 1	87.9	99.3	85.7
Refrigerant	76.9	88.8	75.4
Mobile Combustion	10.1	9.6	9.8
Stationary Combustion	0.9	0.9	0.6
Scope 2	95.6	93.5	95.7
Electricity and Cooling Purchased (Location-based)	95.6	93.5	95.7

ENERGY (MWh)	2025	2024	2023 (baseline)
Electricity and Cooling Purchased	260,462	254,140	244,540
Solar Energy Generated³	7,151	6,085 (restated) 5,726 (previous)	5,722
Solar Energy Consumed	5,351	4,373 (restated) 3,974 (previous)	3,959
% of electricity backed by renewable sources	2.1%	1.7%	1.6%

Total Electricity Consumption (MWh)



 Total Electricity Consumption from on-site solar generation
 Total Electricity Purchased from Non-Renewable Sources

² Refer to the GRI Content Index on page 59 for the methodology, assumptions and emission factors used.

³ 2024 solar energy generated and consumed has been restated to include additional output from the Sunview site, where a newly installed solar photovoltaic system had commenced partial generation during the reporting period but was not fully operational, and was omitted due to data capture limitations during commissioning. Following a review of data collection processes, the figures have been updated to improve completeness and accuracy. The impact of this restatement is not material to the Group's overall emissions profile.

WASTE AND WATER MANAGEMENT

FPG's "IMPerfect Fellas" initiative offers blemished fruits and vegetables at significantly lower prices. Since 2015, 964 tonnes of produce have been successfully diverted from the waste stream.

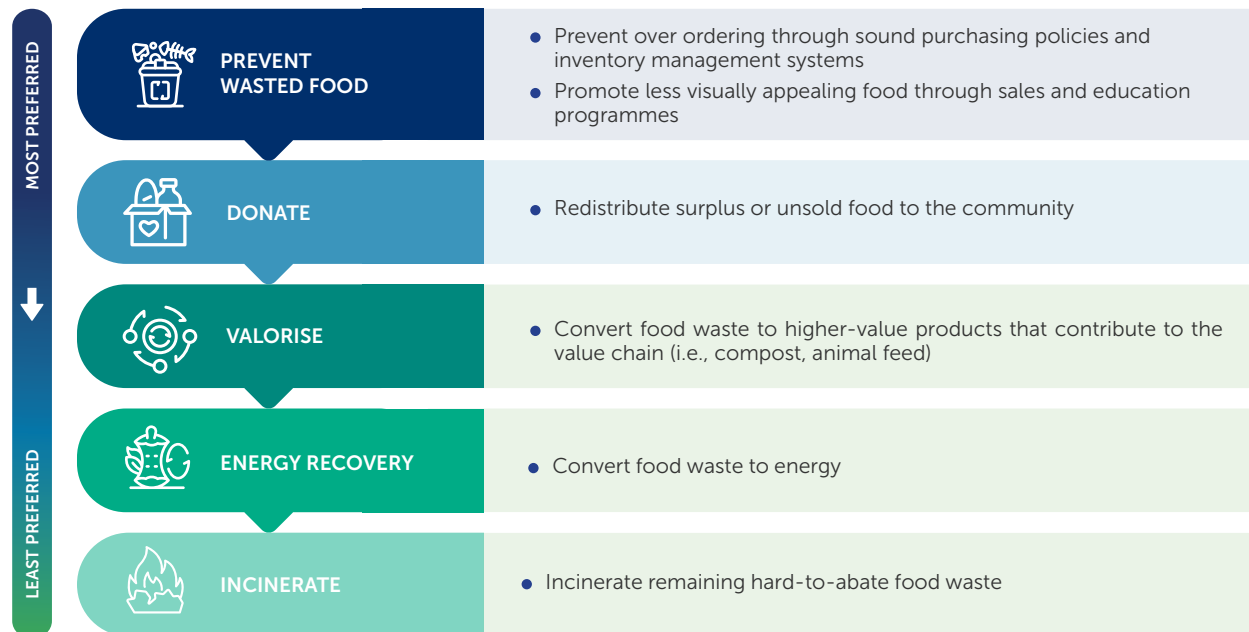


Management Approach

FairPrice Group views waste and water management as key pillars of our operational excellence. As we continue to expand, we are committed to growing our business while using fewer resources. Our approach focuses on prevention at the source, targeting high-impact areas in food waste and packaging. Through data-driven inventory management and smarter water-use across our stores, we are actively reducing our pressure on Singapore's Semakau Landfill and national water resources. By aligning our internal operations with consumer education, we ensure that every resource is managed with the precision required for a more resilient Singapore.

REDUCING FOOD WASTE

Food Waste Framework



Our Efforts

Guided by our Food Waste Framework, FairPrice Group prioritises the reduction of food waste disposal. A primary strategy involves proactive inventory management to prevent overstocking, alongside initiatives to sell or donate surplus food rather than allowing it to go to waste. Since its introduction in 2015, the "IMPerfect Fellas" label (formerly "Great Taste, Less Waste") has offered blemished fruits at significantly lower prices. This initiative later expanded to include vegetables, successfully diverting 964 tonnes of produce from the waste stream.

The Group also maintains a long-standing surplus food donation programme supporting various charities in Singapore. In 2025, we scaled the Neighbourhood Food

Share initiative, collaborating with grassroots organisations and Residents' Networks to redistribute unsold fruits and vegetables directly to the community. Through these efforts, approximately 162 tonnes of surplus edible food were channelled from our retail outlets to food charities and approximately 70 community distribution points, an increase from 56 points in 2024.

While our food surplus distribution volumes increased in 2025, the Food Waste Index (tonne/million \$ sales) has also increased. We remain committed to refining our procurement and operational processes to realign with our reduction targets.



FPG volunteers distribute surplus fruits and vegetables at a Neighbourhood Food Share session.

Our Progress



964 tonnes

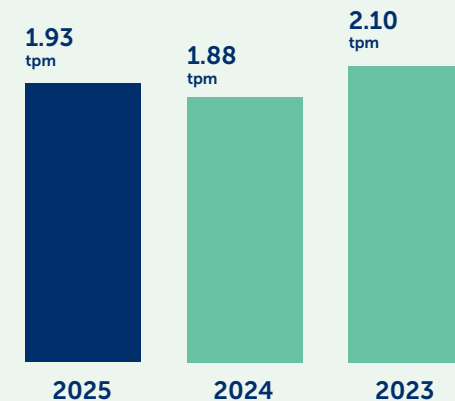
of blemished fruits and vegetables sold under "IMPerfect Fellas" initiative



162 tonnes

of surplus food distributed to the community and those in need

Food Waste Index



tpm: tonne/million \$ sales

REDUCING PACKAGING WASTE

OUR APPROACH TO PROMOTING SUSTAINABLE PACKAGING PRACTICES

FOR OWN BRANDS PRODUCTS AND PACKAGING



Eliminating excess
through better
design



Switching to more
sustainable materials

STAKEHOLDER ENGAGEMENT



Promoting
sustainable
packaging efforts
by suppliers



Consumer education
efforts on reducing,
reusing, and recycling



Our Progress



Number of disposable carrier
bags saved in retail stores:⁴

819,343



Amount of e-waste recycled
through our stores:

51 tonnes

We continue our commitment to sustainable packaging practices through our participation in the Packaging Partnership Programme, an initiative led by the Singapore Manufacturing Federation and the National Environment Agency. Our approach to addressing packaging waste operates on two complementary fronts: directly reducing virgin plastic consumption in our packaging materials and fostering awareness about sustainable packaging practices among customers and suppliers alike.

We work closely with suppliers and brand partners to eliminate unnecessary packaging where feasible. Within our retail operations, we have implemented initiatives to minimise single-use plastic bags, promote reusable bag adoption, and establish clear in-store recycling for customer convenience.

4 The figure for 2025 is calculated based on the number of plastic bags sold in our supermarkets and convenience stores in 2025 compared to 2024 bags sold.

RESPONSIBLE WATER CONSUMPTION

Water supports essential operations in FPG, mainly in sanitation, food preparation, cleaning, and dishwashing. We are committed to responsible water management by minimising consumption wherever feasible. To advance this commitment, we are progressively retrofitting our stores with water-efficient fixtures that reduce usage while maintaining hygiene and operational standards.



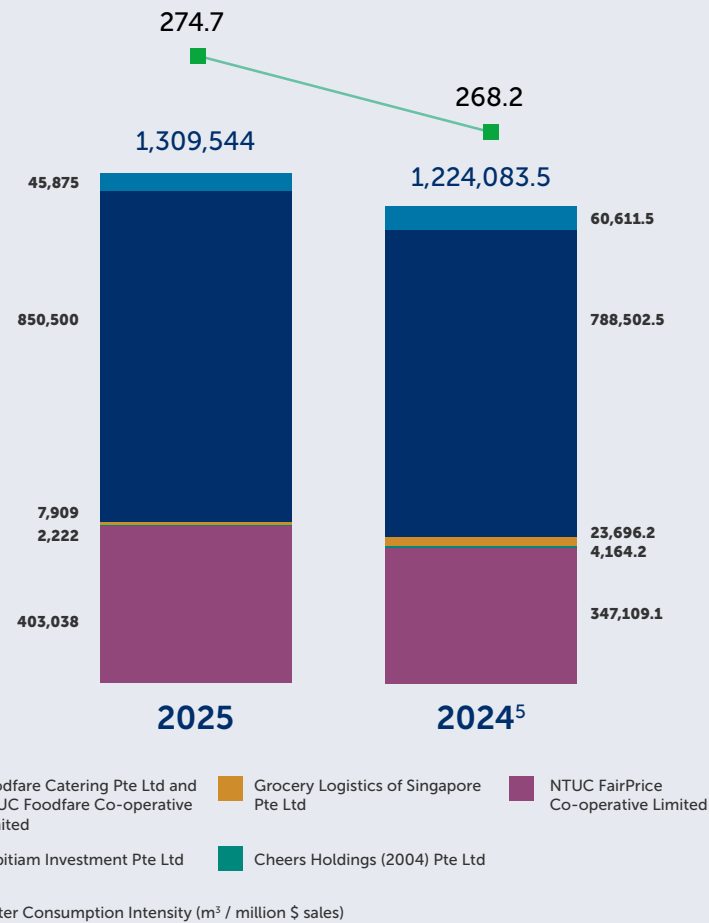
DRIVING WATER EFFICIENCY AT KOPITIAM

In 2025, Kopitiam piloted automated, water-efficient handwashing units at Mapletree Business City to strengthen its responsible water management efforts. The system utilises a touchless mixing technology that delivers an effective wash using just 200ml of water and achieving a 90% water reduction compared to conventional taps. Designed for high-traffic environments, this pilot demonstrates how precision technology can significantly lower resource intensity while maintaining high hygiene standards across our food courts.



Our Progress

Water Consumption (m³)



Our Water Footprint



Commitment:
To continue to monitor usage as we scale.



Source Verification:
100% Municipal supply.



Water Stress:
Using the WRI Aqueduct tool, we have verified that zero percent of our water consumption occurs in water-stressed areas.

5 2024 data is corrected based on updated information.

Better for our Suppliers

29 Sustainable Procurement



SUSTAINABLE PROCUREMENT

Management Approach

FairPrice Group benefits from a vast network of business partners spanning over 100 countries and markets worldwide. Our supplier ecosystem includes local farmers and international manufacturers, both playing a critical role in supporting our sustainable procurement strategy. This extensive global reach allows us to strengthen the resilience and flexibility of our supply chain, ensuring that we can deliver quality products consistently to our customers.

FairPrice Group oversees and manages our supply chain through a structured supplier governance framework anchored on our Supplier Code of Conduct and contractual arrangements with suppliers. The Code establishes baseline expectations for suppliers, while procurement and relevant business teams are responsible for communicating these requirements and managing supplier relationships as part of day-to-day operations.

Compliance with the Supplier Code of Conduct is supported through supplier onboarding processes, information requests and, where applicable, assessments or audits conducted by FairPrice Group or its appointed representatives. Where non-compliance is identified, FairPrice Group may engage suppliers to address gaps and take appropriate actions in accordance with contractual terms, which may include corrective measures or termination of supplier relationships.



LAWS AND REGULATIONS

Suppliers to comply with all relevant laws and regulations in the jurisdictions where they operate.



ETHICS AND INTEGRITY

Suppliers to uphold ethics and integrity in their business conduct, aligning with FairPrice Group's ethical business standards, which include a commitment to anti-corruption principles.



OCCUPATIONAL SAFETY AND HEALTH; PRODUCT SAFETY AND QUALITY

Suppliers to observe applicable laws concerning product safety, as well as occupational safety and health, in all their activities.



SUSTAINABILITY

Suppliers to adopt sustainable business practices and actively support our endeavours towards fostering a circular and low-carbon economy.



HUMAN RIGHTS AND EMPLOYMENT PRACTICES

Suppliers to respect labour rights, including those established in the International Labour Organisation's Labour Standards.



CONFIDENTIALITY AND DATA PROTECTION

Suppliers to honour the terms of non-disclosure and confidentiality.



BUSINESS CONTINUITY PLANNING

Suppliers are expected to implement policies aimed at mitigating exposures to incidents that may threaten business continuity.



IMPLEMENTATION AND COMPLIANCE

Suppliers to demonstrate that their policies and procedures align with and comply with our Supplier Code of Conduct.

Our Efforts

CULTIVATING A MARKETPLACE FOR “EASY ON THE PLANET” PRODUCTS

To ensure that our partners’ investments in sustainability translate into commercial success, FPG is committed to building a vibrant and educated consumer base. We recognise that for suppliers to scale their green innovations, there must be active market demand. Our strategy centres on lowering the barriers to sustainable shopping by making “Easy on the Planet” products more visible, understandable, and attractive to the everyday consumer. By aligning our marketing power with our suppliers’ environmental efforts, we create a marketplace where responsible sourcing is rewarded by informed shopper choices.



FPG’s “Easy on the Planet” label makes it easy for consumers to identify sustainable products.

A primary driver of this effort is the FPG Go Green Challenge, an omnichannel initiative that uses gamification to demystify sustainability for our customers. In 2025, the challenge engaged over 117,000 participants through interactive digital games that taught shoppers how to identify eco-labels and understand the impact of their purchases. By rewarding them with vouchers for a curated selection of over 1,300 “Easy on the Planet” products, we successfully encouraged thousands of customers to try sustainable alternatives. This initiative directly supports our suppliers, including those who have achieved certifications from the Marine Stewardship Council, Rainforest Alliance, as well as cage-free eggs, etc., by giving their products a distinct competitive edge in a high-traffic retail environment.

CELEBRATING LOCAL SUPPLIERS

As a highlight of our SG60 celebrations in 2025, FPG debuted the first Made in Singapore (MIS) Farmers Market at FairPrice Xtra JEM. This flagship initiative provided a prominent stage for local producers to engage with the public, highlighting the exceptional freshness of goods that travel from farm to shelf in less than 24 hours. By reimagining the retail environment as an interactive festival, we transcended standard product placement to share the compelling narratives and dedication of our local agricultural partners.

The two-day event featured over 60 local products from six primary partners, including established brands like The Fish Farmer, Sustenir, and Chew’s Egg, alongside innovative tech-farms such as Growy.

The MIS Farmers Market reflects our ongoing commitment to empower local producers by providing the market access and marketing visibility necessary for them to thrive.



The MIS Farmers Market demonstrated the creativity and versatility of local ingredients through interactive family activities and live culinary demonstrations.

Our Progress

Own Brands and Food Solutions business

 **100%**
of housebrand cooking oil products procured from suppliers certified by the Roundtable of Sustainable Palm Oil (RSPO)

Across our stores

 **100%**
of dry paper products such as facial tissues, bathroom tissues, and kitchen towels have Forest Stewardship Council (FSC) certification or Programme for the Endorsement of Forest Certification (PEFC)



Better for our Customers



- 32 Upholding Safety and Quality
- 36 Maintaining Accessibility and Affordability
- 38 Promoting Health and Nutrition
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- 44 Ethical Business Conduct

UPHOLDING SAFETY AND QUALITY

Management Approach

As Singapore’s leading retailer, we place the highest priority on the safety and quality of our products. We adhere to stringent internal controls and external audit requirements for food safety and quality, with our Food Safety and Quality Management System regularly reviewed to ensure it continues to meet regulatory requirements and stakeholder expectations.

Our Efforts

GROCERY BUSINESS

We maintain a comprehensive, end-to-end food safety framework spanning sourcing, storage, distribution, and retail. All our supermarkets and the FairPrice Fresh Distribution Centre (FFDC) have achieved ISO 9001 for quality management and ISO 22000 for food safety. Our Central Processing Unit has successfully secured the ISO 22000 food safety certificate at its new Sunview premises. Additionally, FairPrice Group e-commerce has adopted the Singapore Standard 687:2022 Guidelines, which defines best practices to ensure the safety of food sold through e-commerce channels.

We maintain an extensive food safety and quality assurance programme, exclusively partnering with reputable companies that meet stringent food safety requirements consistent with international standards.

OWN BRANDS AND FOOD SOLUTIONS

Our Research and Development (R&D) and Quality Assurance (QA) team ensures a comprehensive product qualification and quality assurance programme for Own Brands products, focused on safeguarding food safety and quality. It covers stringent supplier onboarding processes, including plant audits, verification of certifications, assessments of food safety management systems, and comprehensive product testing. The team also ensures compliance with regulatory requirements for ingredients and formulations, supported by ongoing post-market testing.

All our supermarkets and the FairPrice Fresh Distribution Centre (FFDC)

ISO 9001
QUALITY MANAGEMENT

ISO 22000
FOOD SAFETY

Our Central Processing Unit

FairPrice Group e-commerce

ISO 22000
FOOD SAFETY

(SS) 687
GUIDELINES

FOOD SERVICES BUSINESS

FairPrice Group maintains a rigorous food safety framework across our Food Services business, built on strict housekeeping, sterilised food handling, and comprehensive hygiene audits. Our commitment to safety is validated through regular surface swab tests and laboratory food sampling, ensuring all operations meet our high internal standards. To sustain this, every employee undergoes mandatory annual food safety training to stay current with the latest hygiene protocols.

In 2025, our commitment to transparency included addressing 10 warnings and \$1,700 in fines for hygiene-related non-compliances. We treated these instances as opportunities for systemic improvement, taking immediate corrective action at the affected sites. To prevent recurrence, we implemented business-wide improvements, including targeted staff retraining, enhanced supervisory oversight, and tighter cleaning schedules. These decisive steps have further strengthened our compliance monitoring and hygiene protocols, reflecting our unwavering dedication to upholding the highest public safety standards across all our operations.



STRENGTHENING FOOD SAFETY CULTURE

In 2025, Food Services reinforced its Safety-First culture by hosting its inaugural Food Services Safety Day, bringing together senior leadership and business units to strengthen food and workplace safety awareness.

The programme included practical training sessions, sharing on food and workplace safety, and hands-on activities conducted in partnership with SCDF to equip teams with essential life-saving skills. The day concluded with the presentation of Food Safety and Workplace Safety awards to our business units, recognising their hard work and dedication in upholding strong safety and hygiene standards.



BUILDING CONSUMER TRUST: RESPONSIBLE MARKETING AND LABELLING

At FPG, we provide clear and accurate labelling so customers can shop with confidence. We maintain high safety standards through strict packing guidelines and supervisor spot checks for fresh produce, while our Food Safety and Quality team ensures prepackaged items meet the Singapore Food Agency's regulations and ISO 9001/22000 standards.

To safeguard consumer interests, we maintain robust systems for prompt product recalls and seamless refunds for any labelling concerns. By continuously evolving our practices, we ensure our public accountability remains as strong as our operational growth.

ELEVATING CUSTOMER EXPERIENCE THROUGH INNOVATION & DEDICATION



Through our operational Net Promoter Score (NPS) framework, we capture real-time customer insights that fuel ongoing enhancements across our Grocery and Food Services sectors. Our commitment to accessible engagement remains firm, supported by a cohesive network of physical in-store counters, specialised hotlines, and various digital channels. Building upon these existing strengths, 2025 represents a major milestone in our service evolution as we incorporate AI technology to improve the availability and efficiency of every customer support.

In our pursuit of a deeply customer-focused organisational culture, we organised our yearly Customer Fanatic Festival, which brought together 200 store leaders for expert-led

service leadership development. We have further solidified our core "Service from the Heart" values by facilitating the exchange of best practices and insights across all business divisions. These concerted efforts are designed to equip our personnel with the tools needed to provide superior customer experiences.

Furthermore, we partnered with the Singapore Airlines (SIA) Academy to put our frontline Grocery and Food Services leaders through the SIA Service Leadership programme. This collaboration allowed our teams to adopt world-class service benchmarks, ensuring our customers enjoy a high-quality and reliable experience across our touchpoints.



SHAPING THE FUTURE OF PERSONALISED EVERYDAY SHOPPING

In 2025, FairPrice Group launched our Store of Tomorrow (SOT) at Punggol Digital District, which redefined the retail journey by integrating generative AI (GenAI), advanced data analytics, and automation across our store and omnichannel platforms to remove friction from the shopping trip.

Our vision of "Easy on the Experience" was brought to life through AI-powered smart carts, GenAI shopping assistants, and digital "endless aisles" that provide personalised recommendations. To further simplify the journey, we have automated discount applications at checkout for seniors and CHAS cardholders, ensuring those who need it most benefit instantly without the hassle of manual verification.





MAKING SHOPPING “EASY ON THE EXPERIENCE” FOR TRAVELLERS

To make every journey “Easy on the Experience,” FairPrice Group partnered with Ant International to launch the Cheers Mini App on Alipay+, a first for Singapore’s convenience retail sector. Serving as a digital concierge, the app removes language and navigation barriers for international visitors by offering location-based rewards, curated promotions, and real-time in-store assistance.

We have further simplified the shopping trip by enabling cross-border mobile payments from 18 Alipay+ partners across more than 500 FairPrice Group outlets, including supermarkets and food courts. This integration provides seamless payment flexibility, allowing global guests to shop with the same ease they enjoy at home. By strengthening our omnichannel reach, we continue to deliver a more inclusive and frictionless retail experience for all.

Launching the Cheers Mini App on Alipay+, a first for Singapore’s convenience retail sector



Our Progress

0 summonses, warnings or monetary losses arising from marketing or labelling non-compliance

5 awards conferred to our **Customer Service team in 2025**

Grocery Business & Own Brands and Food Solutions:

0 summonses and penalties related to food safety and labelling

Did You Know?

INNOVATING WITH AI FOR GREATER ACCURACY

In 2025, we significantly enhanced our labelling precision by integrating Generative AI into our compliance workflow. This technology automatically checks food product labels against the Singapore Food Agency’s requirements with over 90% detection accuracy. By automating these complex checks, we have not only improved operational efficiency but also substantially reduced manual errors, ensuring our labels are more reliable and compliant than ever before.

MAINTAINING ACCESSIBILITY AND AFFORDABILITY

Management Approach

The founding mission of FairPrice Group is to ensure that daily essentials remain accessible to all in Singapore. By maintaining a strong focus on setting the benchmarking for prices of everyday staples amid supply chain disruptions and rising costs, we have helped keep essential goods affordable for those who need them most. Our Own Brands products are key levers to help deliver everyday value. They are carefully sourced to ensure quality comparable to leading brands, while remaining 10% to 15% more affordable on average.



GREATER VALUE EVERYDAY

FPG's key initiatives bring greater savings to our customers and vulnerable communities everyday.



Since 1994, we have curated a basket of "Everyday Low Price" items comprising essential goods that are popular among households, to bring greater savings to consumers. This basket has since grown to more than 500 items, including fresh

fruits, vegetables, dairy, detergent, and more. These products continue to be priced low to provide the best value to the community.



Various discount schemes are available for Pioneer Generation (PG), Merdeka Generation (MG), Seniors Discount, and CHAS Blue and Orange card holders from Monday to Friday.

On top of discounts, seniors and underprivileged communities also enjoy the usual member rebates and Linkpoints. We also honour seniors and workers through the FairPrice senior discount and periodic 50% off discounts for NTUC Union and Link members for specially selected items.



We offer weekly discounts on selected items at FairPrice, allowing shoppers to enjoy savings on a wider range of products.



Launched in 2009, FairPrice Group's Rice Garden Community Project aims to provide affordable and nutritious meals for everyone, especially vulnerable groups.

By partnering with hawkers across Singapore, the initiative offers economic rice sets at heavily subsidised prices. ComCare cardholders can enjoy a complete meal featuring one meat and two vegetable dishes for just \$1.50, while concession cardholders like Pioneer Generation, Merdeka Generation, CHAS Blue, and NTUC Union members can purchase the same meal for a low price of \$2.70.

Our Efforts

In 2025, FairPrice Group extended its daily discount schemes for Seniors, Pioneer Generation, Merdeka Generation, and Community Health Assist Scheme (CHAS) Blue and Orange cardholders until 31 December 2026. The CHAS schemes, funded by FairPrice Foundation, delivered over \$6 million in support to households facing cost pressures.

In addition to daily discounts, FPG rolled out a series of initiatives in 2025 to help Singaporeans stretch their dollar, including:



Supplemented the government's Community Development Council (CDC) support package by offering four tranches of FairPrice return vouchers to customers in 2025.



Enhanced CHAS Blue and Orange discounts including temporary doubling at the start of the year and additional support for large families in the final quarter.



Froze prices on selected fresh food items ahead of Chinese New Year.

Offered over \$5 million worth of NTUC Union and Link member deals at FairPrice supermarkets and selected Kopitiam outlets during May Day.



Return of the Save Every Day campaign with more than 400 vouchers providing customers with over \$1,000 in potential savings.

Weekly offers with discounts of up to 20% every Thursday, helping customers access everyday essentials at more affordable prices.

In 2025, we returned almost \$200 million in discounts, rebates, contributions, and donations to members, customers, and the community.



FROM VOUCHERS TO MEALS

Food Services integrated national voucher schemes into its Point-Of-Sale systems, enabling seamless redemption of CDC and SG60 Vouchers across 32 Kopitiam and Cantine Corner outlets.

This facilitated the redemption of nearly 1.5 million vouchers worth over \$10.1 million in 2025, ensuring government support was easily accessible as hot meals for residents.



PROMOTING HEALTH AND NUTRITION

Management Approach

FairPrice Group supports healthier food choices for consumers through alignment with national health guidelines and regulatory frameworks that address key nutritional and health concerns. This includes product-level requirements related to nutrition labelling and responsible product offerings. FairPrice Group supports the Health Promotion Board’s Nutri-Grade initiative and its planned expansion to include sodium. In 2025, the Group continued engagement with relevant authorities and industry stakeholders in relation to this expansion, supporting greater transparency to help consumers make informed food choices.

EMPOWERING SHOPPERS THROUGH UNIT PRICE TRANSPARENCY

To make value-based shopping “Easy on the Experience”, FPG collaborated with the Competition and Consumer Commission of Singapore (CCCS) and the Consumers Association of Singapore (CASE) to pilot unit pricing in 2025.

This initiative simplifies the decision-making process, allowing shoppers to easily compare different pack sizes and brands to find the best value. By championing price transparency across our fresh and grocery categories, we are empowering consumers to make more informed, confident purchasing decisions that best suit their household budgets.



By displaying the cost per unit (e.g., per 100g or per litre) for essentials like rice, meat, eggs, and cooking oils, we provide customers with clear, relative price information at a glance.

We adopted an “ABCD” approach in championing healthy eating:

Offer healthier food
Providing a good range of healthier food options for sale

Reward healthy food choices
Making healthier food options more attractive through lower cost and rewards

AAvailability

Donation

Benefit

Choice

Donate healthier food
Ensuring healthier food choices remain accessible to disadvantaged communities

Enable healthier decisions
Provide clear nutritional information to enable consumers to make healthier food choices



Our Progress

A

AVAILABILITY

- We align our offerings with the Health Promotion Board's Healthier Dining Programme, Healthier Catering Programme, and nutrition frameworks that support healthier meal provision for institutional and childcare settings.
- Consumers can choose from more than 1,700 products with Healthier Choice Symbols in our stores.
- 12 in-house bakery products were successfully developed and endorsed under the Healthier Choice framework.
- Pilot of Healthier Dining Programme at Heavenly Wang at Khoo Teck Phuat Hospital with 8 menu items approved and tagged with "Lower in Calories", "Lower in Calories and Sodium", and "Higher in Wholegrains and Lower in Calories".

B

BENEFIT

- We are the first grocery retailer to integrate the FairPrice mobile app with HPB's Healthy 365 app—allowing customers to earn Healthpoints more easily when they make healthier food purchases across our supermarkets, Unity pharmacies, and Kopitiam.
- We partnered the Health Promotion Board in 2025 to launch a targeted Lower Sodium Campaign where consumers were incentivised to purchase lower sodium products during the festive period.

C

CHOICE

- We assist consumers in making healthier food choices by providing clear nutritional information through the Healthier Choice Symbol and Nutri-Grade label. This is applicable to both retail products and freshly prepared drinks at our Kopitiam outlets.
- Kopitiam was the first food services operator in Singapore to commit to offering less sweet coffee and tea recipes by default at selected outlets.

D

DONATION

- We strive to keep healthier food choices accessible to low-income communities through initiatives like our Neighbourhood Food Share programme and our Protein Pledge.
- The second edition of Singapore's largest food donation drive raised over \$3 million for over 1.3 million households, providing vegetables, fruits, and protein to communities in need.



Our Efforts

ADVANCING HEALTHIER AND AFFORDABLE OWN BRANDS PRODUCTS

We integrate regulatory developments, market trends, and consumer insights into the development of our Own Brands portfolio. Over the years, this has translated into a steady expansion of healthier options across categories. In 2025, 74% of our Own Brands beverages achieved an A or B Nutri-Grade rating and lower-rated beverages were progressively delisted to encourage healthier consumption patterns.

We intend to continue expanding “Better-for-you” offerings beyond the government regulated categories to better meet consumers’ needs in nutrition and health. Recent “Better-for-you” product launches include FairPrice Unsalted Potato Chips, FairPrice No Added Sugar & Salt Peanut Butter, FairPrice No Added Sugar Nonya Kaya, and FairPrice Lower Sodium Salt with Potassium.



ENHANCING CARE THROUGH NUTRITIONAL EXCELLENCE AND EDUCATION

In 2025, our Food Services business deepened its commitment to the medically vulnerable by embedding clinical nutrition standards directly into our operations. Within Institutional Catering Management (ICM), we reformulated recipes and enhanced texture-modified meal processes to ensure safety and nutritional adequacy for those with swallowing difficulties. These operational standards were complemented by professional EatSafe SG training for meal preparers and targeted outreach to the community. From introducing healthy eating concepts at childcare centres to equipping caregivers with practical dietary strategies, we are strengthening nutrition literacy and safe meal practices across every stage of care.



NOURISHING THE NATION: THE \$1 MILLION PROTEIN PLEDGE

In 2025, FairPrice Group and FairPrice Foundation launched the Protein Pledge to provide high-quality, nutritious food to the community. This initiative follows our *A Full Plate* study, which identified a critical nutrition gap for lower-income households. By partnering with 40 community groups and social service agencies, we distributed fresh proteins such as eggs to over 95,000 beneficiaries, including seniors, low-income families, and migrant workers. This pledge ensures that fresh, essential nutrition is accessible to all, supporting the long-term health and well-being of our community.

\$1 million worth of fresh protein in the form of fresh eggs will be distributed to vulnerable communities across the island by 2030 as part of the Protein Pledge.



CYBERSECURITY AND DATA PROTECTION

Management Approach

FPG's approach to cybersecurity starts at the top. The Board Audit and Risk Committee provides oversight of our Enterprise Risk Management framework, placing data protection front and centre. Our dedicated Data Protection Office, led by our Head of Legal and Data Protection Officer, ensures we comply with Singapore's Personal Data Protection Act (PDPA). We have established clear data governance policies that guide how we collect, use, and disclose personal information.

Our Efforts

In 2025, we significantly strengthened our digital defences across our organisation. We updated our Group-wide Cybersecurity Policy to align with international best practices (NIST CSF 2.0) and launched a Developer Community Security Initiative, training our staff to build secure systems from the start. To keep our digital operations secure, we migrated most of our legacy data centres to a secure cloud environment for better real-time monitoring of vulnerabilities. We also tightened security on critical internal accounts by using "just-in-time" access, which prevents misuse by only granting permission for a specific period when needed.



Our Progress



Zero customer data leaks, theft, or loss occurred due to system breaches.



Achieved full compliance with the Payment Card Industry Data Security Standard (PCI DSS), underscoring our rigour in safeguarding customer financial information.



Retained the highest tier of the Cyber Security Agency of Singapore's (CSA's) Cyber Trust Mark certification for FairPrice Online website and mobile app.

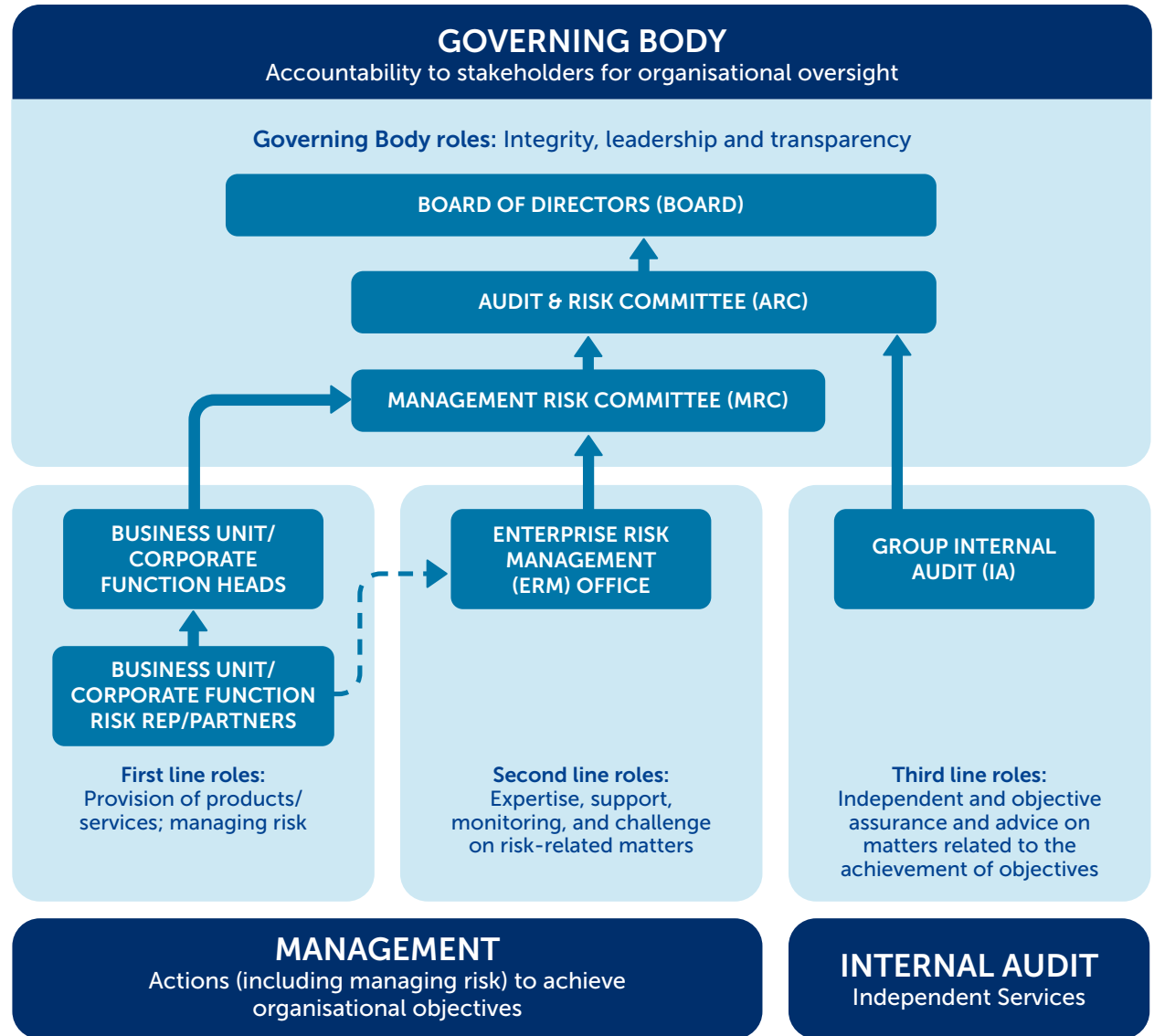


CORPORATE GOVERNANCE

Management Approach

At FairPrice Group, we believe that strong governance and ethical practices are essential for long-term sustainability. They provide the foundation for our initiatives and guide us in fulfilling our mission and upholding our values.

Our comprehensive risk governance structure ensures that risks are identified, assessed, and mitigated across all levels of the organisation. This structure encompasses the Board of Directors, the Audit and Risk Committee, the Management Risk Committee, the Enterprise Risk Management Office, Internal Audit, risk owners, control owners, business unit representatives, and corporate function representatives. This multi-layered approach ensures that risk management is integrated into all aspects of our operations. Our risk philosophy, appetite, approach, and processes are clearly defined, providing a robust framework for proactive risk management.



Legend:

→ **Direct Reporting**

- - - → **Indirect Reporting**

Board of Directors and Committees

As of 31 December 2025, the NTUC FairPrice Co-operative Limited Board of Directors consists of nine members. The Board defines FairPrice Group's strategic direction and corporate governance framework, ensuring the organisation maintains high ethical standards and a strong culture. An independent and diverse Board is central to our decision-making process and overall business performance.

Board Nomination and Review

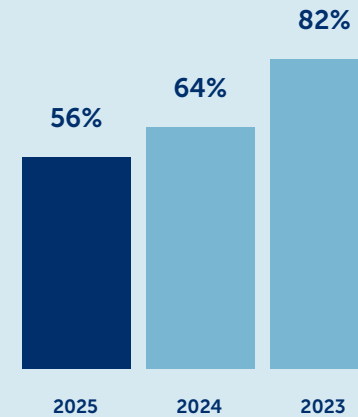
We have a structured process for nominating and electing our Board of Directors. Candidates are presented for election at the Annual General Meeting (AGM) in accordance with the Co-operative's by-laws. We also conduct periodic reviews of the Board's effectiveness, both individually and collectively, to ensure continuous improvement and alignment with our strategic goals.



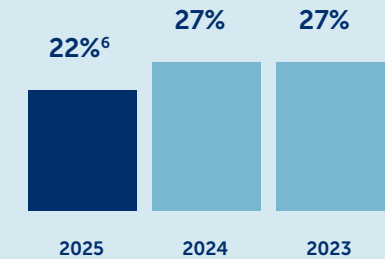
Our Progress



Director Independence
Independent directors as a percentage of all directors



Director Diversity
Female directors as a percentage of all directors



⁶ 1 out of 3 female directors retired from the Board last year, causing the percentage to drop. The Board considers renewal regularly, and may in future add female directors.

ETHICAL BUSINESS CONDUCT

Management Approach

FairPrice Group upholds the highest standards of ethical conduct across all interactions with employees, suppliers, and business partners. Our operations are governed by a comprehensive framework of policies and procedures, including the Employee Code of Conduct, Supplier Code of Conduct, Category Manager Code of Practice, Fraud Risk Management Policy, and Anti-Corruption Policy. This framework applies to our Board of Directors, our Management, and our workforce.

We conduct regular compliance reviews, including annual fraud risk assessments, to ensure these standards are maintained across our operations and our controls remain effective.

Whistleblowing and Grievance Mechanisms

We promote a culture of transparency and accountability through our confidential whistleblowing programme, governed by our Whistleblowing Policy which has been communicated to all employees. This programme provides a secure channel for internal and external stakeholders to report concerns about potential fraud, unethical behaviour, or irregularities involving employees, suppliers, or third parties. Managed by the Internal Audit department, all reported cases and investigation outcomes are thoroughly reviewed and reported to the Audit and Risk Committee and the Board, ensuring robust governance and oversight.

We value feedback and offer multiple channels for employees and the general public to share concerns or comments, with the option to submit their comments anonymously via the [Whistleblowing platform](#).

Combating Bribery, Corruption, and Fraud

FairPrice Group adopts a zero-tolerance policy towards bribery and corruption, and is anchored in a preventive approach to mitigate such risks. This approach is underpinned by our Code of Conduct, robust internal controls, and an active Whistleblower Programme. Furthermore, we have an established Anti-Corruption Policy and Code of Conduct that stipulates internal directives, guidelines, mandatory declarations, and disciplinary action that must be taken when violations occur.

We assess our operations throughout the year to identify and mitigate potential risks, including fraud, bribery, or collusion involving employees, third parties, or processes such as procurement, receiving, storage, distribution, and payment. Since 2023, all new hires have been required to complete a mandatory Risk Awareness Orientation, an e-learning programme covering ethics and integrity, including the Code of Conduct, Gift & Hospitality Policy, Whistleblowing Policy, and Anti-Corruption Policy. Successful completion of the e-learning tests is required before concluding the orientation.

Since 2023, all new hires have been required to complete a mandatory Risk Awareness Orientation, an e-learning programme covering ethics and integrity, including the Code of Conduct, Gift & Hospitality Policy, Whistleblowing Policy, and Anti-Corruption Policy.

Cultivating a Risk-aware Culture

FPG took an active stance during the 2025 International Fraud Awareness Week, a global initiative by the Association of Certified Fraud Examiners. We launched an organisation-wide advocacy campaign, deploying targeted educational messages and case-study analyses to equip our workforce with the tools to identify sophisticated fraud “red flags” and prevention strategies.

The annual FPG Risk Awareness Day remains a cornerstone of our risk engagement efforts, serving as a high-impact platform where risk champions and senior leaders interface directly with staff, transitioning from basic awareness to discussions on robust, proactive defence strategies. This ongoing initiative ensures that risk-vigilance and ethical conduct are deeply integrated into our daily operational practices.

Responsible Giving and Grant Management

We maintain clear processes in place to ensure that charitable grants, donations, and sponsorships (financial and in-kind) that are made to other organisations are not used as a disguised form of bribery. As a charity registered with the Commissioner of Charities in Singapore—the national governing body for charities, FairPrice Foundation is guided by the Commissioner’s requirements and guidelines on charity governance matters.

FairPrice Foundation has established a robust governance and internal control framework. All grant applications are reviewed based on a set of evaluation criteria to ensure that the funds go towards activities that fall within FairPrice Foundation’s mission. Clear delegation of authority and segregation of duties are implemented for the review and approval of grant applications, as well as the disbursement of funds. The Board conducts annual reviews of past donations and approves donations to future charitable causes in alignment with the Foundation’s strategic priorities.

FairPrice Foundation operates within a well-defined charter that outlines its strategic priorities. The Foundation only collaborates with reputable and established charities and organisations to fulfil its charitable objectives, requiring clear accountability on the use of funds to ensure transparency and responsible stewardship.



Our Progress



No legal actions related to violations of our Code of Conduct, anti-competitive behaviour, anti-trust violations, or monopoly practices.

Better for our People

47 Workplace Safety and Health

49 Supporting our Employees



WORKPLACE SAFETY AND HEALTH

Management Approach

Every injury is one too many. We have implemented a range of initiatives and policies to strengthen safety awareness and promote the overall well-being of our employees across the workplace.

In addition to regular management engagement on Workplace Safety and Health (WSH) matters, WSH is also a regular agenda item in our Board Meeting, where the Board provides guidance and oversight on WSH practices.

Our WSH Policy Statement, endorsed by our Group CEO, sets out our commitment to WSH. This is supported through the allocation of adequate resources, as well as the provision of training and support to both management and staff. Our WSH management system covers all employees, work activities, and workplaces, and includes safety briefings, risk assessments, and related measures.

Structured Safety Governance and Continuous Staff Training

FairPrice Group maintains a robust safety culture through clear governance and continuous training. The Group Workplace Safety and Health (WSH) Committee, which includes business unit, union, and corporate representatives, oversees all health and safety matters. All individual entities maintain their own WSH Committee, which meets monthly under senior management leadership to review risks and actions. In 2025, we achieved 100% compliance with the WSH Act. We also reinforce safety awareness through joint leadership site inspections and our inaugural Safety Day. We ensure staff competency through ongoing development, including WSH e-learning programmes for independent knowledge refresh, regular safety training sessions, and on-the-job toolbox briefings.

Incident Reporting and Response

Both our employees and contractors are empowered to report hazards and unsafe conditions without fear of reprisal with our established whistleblowing and disciplinary management policies.

We have established standardised operating procedures for workplace incident reporting and investigation across all business units. FPG's mobile incident reporting platform "My Safety First Portal" enables staff to report unsafe conditions and near misses, strengthening our safety culture and streamlining follow-up actions.

Audits and Assessments

We conduct routine risk assessments in accordance with WSH regulations, including site inspections and audits. The WSH Committee in each business unit conducts monthly meetings to review inspection results, safety issues, and recommendations for correction and prevention.

All FairPrice Group business units have conducted risk assessments for all work activity and processes, attaining bizSAFE Level 3 certification.

Our Progress

0 work-related fatalities in 2025.

Our major injury rate was

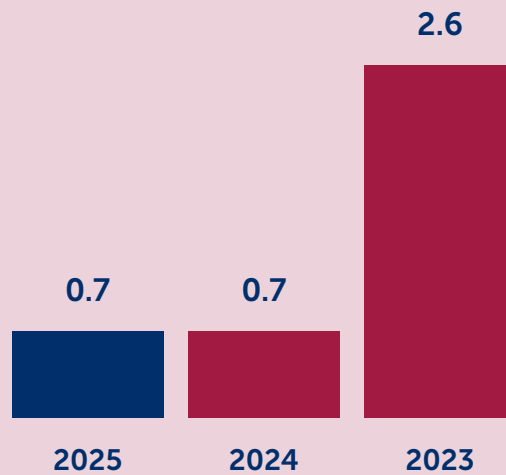
0.7 per 100,000 workers, significantly **lower than the national average of 15.5⁷**

Our minor injury rate was

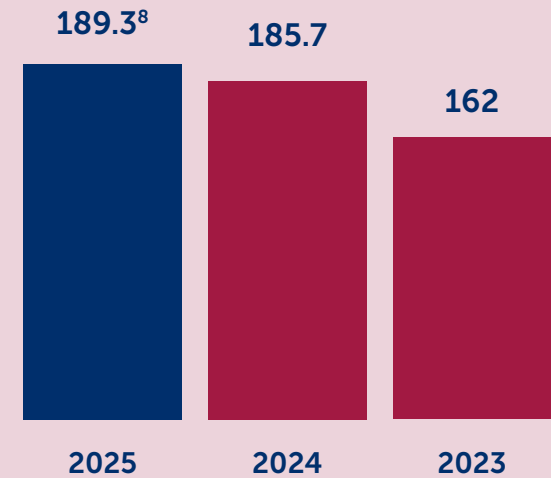
189.3

per 100,000 workers, also well **below the national average of 280.**

Major injury rate



Minor injury rate



Work-related injuries primarily arose from slips, trips and falls, being struck by moving objects, burns and scalds, as well as cuts or stab wounds from objects.

⁷ Major and minor injury rates are calculated per 100,000 workers employed. National statistics are from the Ministry of Manpower's Workplace Safety and Health Report January-June 2025, which is our latest point of reference at the time of writing.

⁸ The increase in minor injury rate was attributed to more active reporting in support of our "Speak-Up" initiative to encourage reporting of all incidents of injuries.

SUPPORTING OUR EMPLOYEES

Management Approach

FairPrice Group is committed to fostering a workplace where employees can thrive physically, mentally, and professionally. We develop a future-ready workforce through structured learning and leadership programmes. We believe that a merit-based and inclusive culture enhances innovation and deepens our connection with the communities we serve. By embedding diversity and inclusion into our operations and prioritising holistic well-being, we cultivate an engaging and rewarding environment that strengthens our employer brand and enables us to attract and retain talent.

Our Efforts

SUPPORTING EMPLOYEE WELL-BEING

We provide a comprehensive range of benefits to meet our employees' diverse needs:



HEALTHCARE COVERAGE:

Includes group outpatient, specialist insurance, and portable medical benefits.



FLEXIBLE BENEFITS:

A cash allowance for individual needs, plus app-based loyalty points for groceries and meals at FPG outlets.



LEAVE BENEFITS:

Includes family, matrimonial, study, and compassionate leave.



FINANCIAL SUPPORT:

Festival salary advances to help with seasonal expenses.



MENTAL HEALTH SUPPORT:

Confidential professional counselling through the Care Angel Programme, Peer Supporter workshops.



WELLNESS WEEK:

An annual event offering free health screenings, wellness activities, and nutrition guidance from our in-house nutritionists.



DIVERSITY AND INCLUSION

As an organisation with a diverse workforce and inclusive people practices, we align our core values by putting customers first and beating our best to win as One FPG. We are committed to fair and equitable treatment, competitive wages, and equal opportunities for all employees. We believe that a merit-based, inclusive workforce fosters innovation and strengthens our community connections, creating an engaging and rewarding environment for all employees. We uphold this commitment across all aspects of our operations, regardless of gender, age, race, religion, marital status, political beliefs, sexual orientation, disability, or nationality.

We practise inclusive hiring and promote accessible, bias-aware recruitment practices, supported by partnerships with unions, e2i, and SG Enable. Flexible work arrangements, including hybrid work and flexible hours where applicable, support employees in achieving better work-life integration.

In 2025, FPG continued to expand inclusive employment initiatives through collaborations with organisations such as the Autism Resource Centre (ARC), SG Enable, Yellow Ribbon Singapore (YRSG), Care Corner Singapore, Centre for Seniors, and the Institute of Mental Health (IMH). All six trainees placed at the Central Kitchen through ARC were converted to permanent employment. Additional programmes included structured work attachments with Metta School.

Our Progress

87%

Active workforce covered under collective bargaining agreement



Food, Drinks and Allied Workers Union (FDAWU)



Singapore Manual & Mercantile Workers' Union (SMMWU)

Unions we work with:

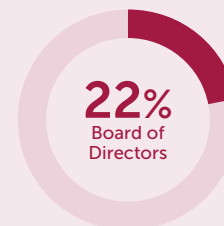
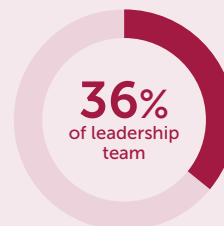
90%

One-year retention rate of returning mothers from maternity leave

94.1%

of employees aged >63 continued their employment with us, significantly exceeding the national employment rate of 31.5%⁹ for individuals >65 in 2025.

Women representation



Awards on People Excellence



9 [Based on the Singapore Ministry of Manpower's Labour Force in Singapore 2025 Report.](#)

Total number of employees by age group and gender

AGE GROUP	2025			2024			2023		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
<30 years old	813	684	1,497	931	879	1,810	1,009	1,018	2,027
30-50 years old	2,566	2,798	5,364	2,563	2,841	5,404	2,453	2,920	5,373
>50 years old	1,375	3,982	5,357	1,409	4,049	5,458	1,455	4,115	5,570
Total	4,754	7,464	12,218	4,903	7,769	12,672	4,917	8,053	12,970

Parental leave and retention rate of returning mothers

	2025	2024	2023 (baseline)
Total number of employees who took parental leave	1,542	1,541	1,437
Total number of female employees who took parental leave	691	701	707 ¹⁰
Total number of female employees who returned to work after parental leave ended, who were still employed 12 months after their return to work	630	528	498
One-year retention rate of returning mothers	90%	75%	78%

COMMITMENT TO EMPLOYEE DEVELOPMENT

To prepare our workforce for the evolving retail landscape, we provide a wide array of training initiatives tailored for employees across all seniority levels. Through a strategic partnership with NTUC LearningHub, we have developed a comprehensive curriculum featuring more than 100 courses. These modules focus on essential skills, including digital proficiency, productivity enhancement, effective leadership, and various interpersonal competencies, ensuring that everyone from frontline staff to senior executives can access meaningful growth opportunities.

CULTIVATING LEADERSHIP AND STRATEGIC AGILITY

In 2025, FPG introduced dedicated leadership development initiatives by collaborating with renowned academic institutions and specialist consultants. These programmes were designed to bolster fundamental management skills and foster strategic agility throughout our leadership ranks.

ADVANCING FRONTLINE CAREERS

Aligned with our broader workforce strategy and the Progressive Wage Model, we remain dedicated to enhancing the professional capabilities and career trajectories of our frontline staff in the food services and retail sectors. Our structured training focuses on key areas such as service excellence, inventory management, technology integration, customer engagement, and sales, thereby supporting both earning potential and career advancement. Furthermore, we facilitate career mobility and reskilling by encouraging our employees to participate in Workforce Singapore’s Career Conversion Programmes.

PERFORMANCE MANAGEMENT

Our structured performance management system provides a framework for aligning individual aspirations with business objectives, promoting transparency, and empowering employees to excel in their roles. Key components of our performance management system include structured performance reviews, a harmonised job grade structure, and performance management guidelines.

10 This figure, which was previously reported as 696 in the FPG Sustainability Report 2024, has since been updated and corrected.



STRENGTHENING THE RETAIL ECOSYSTEM VIA SKILLSFUTURE QUEEN BEE



In October 2025, FPG was designated a SkillsFuture Queen Bee, formalising a three-year Memorandum of Understanding with NTUC and SkillsFuture Singapore. As the inaugural Queen Bee within the wholesale and retail trade sector, FPG is committed to sharing its operational insights and digital transformation expertise with 100 SME suppliers. Furthermore, we aim to facilitate the upskilling of 1,000 workers, fostering a more robust and capable national supply chain.

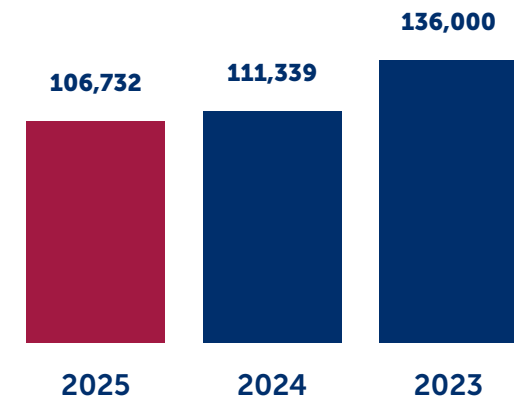
Average training hours for FairPrice Group employees by gender

	2025	2024	2023
Average training hours per employee	8.7	8.8	10.5
Average training hours per female employee	8.8	8.4	9
Average training hours per male employee	8.7	9.4	11

Average training hours for FairPrice Group employees by employee category

	2025	2024	2023
Average training hours per executive	9.8	9.5	7
Average training hours per non-executive	8.4	8.6	10.5

Total training hours



Percentage of employees who received performance reviews in 2025

BY GENDER	Male	97.61%
	Female	96.27%
BY EMPLOYEE CATEGORY	Executive	97.75%
	Non-executive	96.58%

Better for the Community



54 Community Engagement

COMMUNITY ENGAGEMENT

Management Approach

Since 1973, FairPrice Group has remained committed to keeping daily essentials accessible and affordable for all Singaporeans. This social mission is supported by FairPrice Foundation, our philanthropic arm, which focuses on structured community engagement and support for the vulnerable.

The Foundation anchors its efforts on three strategic pillars: uplifting communities through nutrition, strengthening community welfare, and supporting workers. By partnering with various charities, we aim to deliver a lasting positive impact and foster a more inclusive Singapore.

Our operations integrate sustainability and responsible governance, supported by the National Council of Social Service's (NCSS's) Sustainable Philanthropy Framework. We use a data-driven approach and direct dialogue with community partners to ensure our outreach remains responsive to evolving local needs.

To maximise impact, FairPrice Foundation employs a clear Theory of Change and rigorous measurement strategies. This focus on transparency and accountability helps build trust with our stakeholders and ensures our programs effectively support stronger communities through better nutrition.

Highlights

ADVANCING CARBON LITERACY IN THE HEARTLANDS

In 2025, The Carbon Gallery (TCG)—Asia's first carbon-focused experiential hub—was launched to make sustainability education accessible, practical, and relevant to everyday life in Singapore's heartlands. As founding partner, FairPrice Foundation has committed \$3 million to advance carbon literacy and community engagement programmes designed to translate complex climate concepts into engaging, real-world learning experiences that empower individuals to make more informed choices. This initiative is supported by proceeds from the Disposable Carrier Bag Charge¹¹, which are reinvested into community programmes that deliver environmental and social impact beyond our operations. TCG is expected to reach approximately 28,000 visitors annually.

28,000 students and visitors inspired in 2025



11 Please refer to the [FPG Disposable Carrier Bag Charge Report 2024](#) for more information.

SHAPING SOLUTIONS FOR EMERGING NEEDS

As Singapore moves towards super-aged status, with one in five residents expected to be aged 65 or older by 2026, supporting seniors to age well requires more than healthcare alone. It also requires access to nutritious food and practical knowledge that empowers healthier everyday choices. As the nation's largest retailer, FairPrice Group recognises our role in responding to the evolving nutritional needs of an ageing population.

In 2025, FairPrice Foundation conducted the *"Stay Strong" study* to better understand the challenges seniors face in accessing and acting on nutrition information. Based on a survey of over 500 seniors and in-depth interviews with seniors and caregivers, the study revealed a gap between awareness and action.

Guided by insights from the study, FairPrice Foundation's new Stay Strong programme will be rolled out in 2026, beginning with Tan Tock Seng Hospital as a key partner. The initiative will bring together healthcare institutions and community stakeholders to improve access to nutritious essentials and credible guidance through engaging and interactive approaches, supporting seniors in maintaining strength, independence, and quality of life.

EMPLOYEE VOLUNTEERISM

Our employees play a key role in our community engagement efforts. Our corporate volunteering programme, Day of Service, connects employees with opportunities to give back, including regular food rescue and distribution, as well as nutrition education initiatives, that support the vulnerable. In 2025, our employees contributed a total of 5,109 volunteer hours as we identified new ways to serve the needs of the community. These efforts reflect FairPrice Group's enduring commitment to promoting volunteerism, fostering meaningful social connections, and delivering tangible, lasting impact to society.



NUTRITION FOR VULNERABLE COMMUNITIES


In 2025, FairPrice Foundation's *A Full Plate*—Singapore's largest food donation drive—reached new heights, raising over \$1.69 million. Backed by a \$1 million commitment from the Foundation, the initiative more than doubled its partner network, strengthening its capacity to deliver healthy, essential food to those in need.

More than just a relief effort, *A Full Plate* addresses long-term nutrition gaps for vulnerable communities while providing families the dignity of choice. By ensuring access to high-quality staples and fresh produce, the programme helps build a more food-secure and healthy Singapore.



 **Our Progress**

\$11.7 million donated to uplift communities through the FairPrice Foundation

 **1.2 million** beneficiary touchpoints delivered, reflecting sustained support and families in need, including:

600,000


low-income families and seniors supported through *A Full Plate*

Over **10,000**

children reached through the *Start Strong, Stay Strong* nutrition education programme

28,000

youths and families engaged at The Carbon Gallery

 **Delivering nutrition through distribution of:**

>12,000


nutritious breakfast bundles for Primary 6 students under the Cheers Breakfast Club

950,000

eggs to Singapore's nutritionally vulnerable groups under the Protein Pledge

>75,000

complimentary *buka puasa* refreshment sets across 59 stores

 **Key Awards:**



	2025	2024	2023
Philanthropic contributions (\$ Million) through the FairPrice Foundation	11.7	12.7	10.5
Total employee volunteer hours	5,109	4,636	3,749

Appendix

GRI CONTENT INDEX

STATEMENT OF USE	FairPrice Group has reported the information cited in this GRI content index for the period from 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
GRI 1 USED	GRI 1: Foundation 2021

GENERAL DISCLOSURES			
THE ORGANISATION AND ITS REPORTING PRACTICES			
GRI 2: General Disclosures 2021	2-1	Organisational details	FairPrice Group is headquartered in Singapore and has operations in Singapore. "About this report" section, page 2.
	2-2	Entities included in the organisation's sustainability reporting	Page 2
	2-3	Reporting period, frequency and contact point	Page 2
	2-4	Restatements of information	We have revised our 2024 solar energy generated and consumed to include additional output from a newly installed solar photovoltaic system that had commenced partial generation during the reporting period but was not fully operational, and was omitted due to data capture limitations during commissioning. More details refer to Page 23. We have restated prior-year water consumption data to reflect revised reporting boundaries, ensuring more accurate representation of operations with material water use. More details refer to Page 27. We have restated the number of female employees who took parental leave in 2023 to reflect updated data. More details refer to Page 51.
	2-5	External assurance	Page 2

GENERAL DISCLOSURES			
ACTIVITIES AND WORKERS			
GRI 2: General Disclosures 2021	2-6	Activities, value chain and other business relationships	FairPrice Group is active in the retail trade industry primarily for food and consumer goods. For more information on our business activities, please refer to our corporate website at: https://www.fairpricegroup.com.sg/our-group FairPrice Group has a network of suppliers spanning over 100 countries and markets worldwide that supply the food and consumer goods sold at our stores. Through the FairPrice Foundation, our philanthropic arm, we share our profits with the community for good. For more information, please refer to the FairPrice Foundation website at: https://www.fairpricegroup.com.sg/fairprice-foundation/
	2-7	Employees	We have a total of 12,218 employees based on headcount as of the end of 2025. Please refer to page 51 for more details.
	2-8	Workers who are not employees	This information is currently not available.

GENERAL DISCLOSURES

GOVERNANCE

GRI 2: General Disclosures 2021	2-9	Governance structure and composition	Pages 42-43
	2-10	Nomination and selection of the highest governance body	Page 43
	2-11	Chair of the highest governance body	Refer to the FPG 2025 Annual Report pages 4-6.
	2-12	Role of the highest governance body in overseeing the management of impacts	Pages 9-10
	2-13	Delegation of responsibility for managing impacts	Pages 9-10
	2-14	Role of the highest governance body in sustainability reporting	Pages 9-10
	2-15	Conflicts of interest	Page 44
	2-16	Communication of critical concerns	Page 44
	2-17	Collective knowledge of the highest governance body	The information is currently not available.
	2-18	Evaluation of the performance of the highest governance body	Page 43
	2-19	Remuneration policies	Pages 9-10
	2-20	Process to determine remuneration	Pages 9-10
	2-21	Annual total compensation ratio	The information is currently not available.

GENERAL DISCLOSURES

STRATEGY, POLICY AND PRACTICES

GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	Page 8
	2-23	Policy commitments	Pages 9, 10, 29, 41, 44, 45
	2-24	Embedding policy commitments	Pages 9, 10, 29, 41, 44, 45
	2-25	Processes to remediate negative impacts	Pages 33, 34, 41, 44, 45
	2-26	Mechanisms for seeking advice and raising concerns	Page 44
	2-27	Compliance with laws and regulations	Pages 29, 33, 35, 41, 44, 45, 47
	2-28	Membership associations	Page 12

STAKEHOLDER ENGAGEMENT

GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement	Page 11
	2-30	Collective bargaining agreements	Page 50

MATERIAL TOPICS

GRI 3: Material Topics 2021	3-1	Process to determine material topics	Page 13
	3-2	List of material topics	Pages 14-17

BETTER FOR THE PLANET

CLIMATE CHANGE STRATEGY

GRI 3: Material Topics 2021	3-3	Management of material topics	Page 19
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DECARBONISING OUR OPERATION AND OUR VALUE CHAIN

GRI 3: Material Topics 2021	3-3	Management of material topics	Page 20
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GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Page 23
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GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Page 23
	305-2	Energy indirect (Scope 2) GHG emissions	<p>FPG uses an operational control approach as defined by the GHG Protocol to consolidate greenhouse gas (GHG) emission data.</p> <p>FPG measures and discloses location-based Scope 2 GHG emissions. The calculation applies an emission factor sourced from the International Energy Agency (IEA), using a factor of 0.3671 kgCO₂e/kWh.</p> <p>The reported Scope 1 GHG emissions cover those from diesel, petrol, natural gas, liquefied petroleum gas (LPG), and refrigerants. Conversion factors were primarily sourced from the UK Department for Environment, Food and Rural Affairs (DEFRA).</p>

WASTE AND WATER MANAGEMENT

GRI 3: Material Topics 2021	3-3	Management of material topics	Page 24
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BETTER FOR THE PLANET

WASTE AND WATER MANAGEMENT

GRI 306: Waste 2020	306-1	Waste generation and significant waste- related impacts	Page 25
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306-2	Management of significant waste- related impacts	Pages 25-26
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GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 24, 27
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GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Page 27
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BETTER FOR OUR SUPPLIERS

SUSTAINABLE PROCUREMENT

GRI 3: Material Topics 2021	3-3	Management of material topics	Page 29
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GRI 403: Occupational Health and Safety 2018	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 29
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BETTER FOR OUR CUSTOMERS

UPHOLDING SAFETY AND QUALITY

GRI 3: Material Topics 2021	3-3	Management of material topics	Page 32
GRI 416: Customer health and safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Pages 33, 35
GRI 417: Marketing and labelling 2016	417-1	Requirements for product and service information and labelling	Page 33
	417-2	Incidents of non-compliance concerning product and service information and labelling	Page 35
	417-3	Incidents of non-compliance concerning marketing communications	Page 35

MAINTAINING ACCESSIBILITY AND AFFORDABILITY

GRI 3: Material Topics 2021	3-3	Management of material topics	Page 36
GRI 203: Indirect economic impacts 2016	203-2	Significant indirect economic impacts	Page 37

PROMOTING HEALTH AND NUTRITION

GRI 3: Material Topics 2021	3-3	Management of material topics	Page 38
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CYBERSECURITY AND DATA PROTECTION

GRI 3: Material Topics 2021	3-3	Management of material topics	Page 41
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 41

CORPORATE GOVERNANCE

GRI 3: Material Topics 2021	3-3	Management of material topics	Page 42
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BETTER FOR OUR CUSTOMERS

ETHICAL BUSINESS CONDUCT

GRI 3: Material Topics 2021	3-3	Management of material topics	Page 44
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	Page 44
	205-2	Communication and training about anti-corruption policies and procedures	Page 44
	205-3	Confirmed incidents of corruption and actions taken	Page 45
GRI 206: Anti-competitive behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Page 45

BETTER FOR OUR PEOPLE

WORKPLACE SAFETY AND HEALTH

GRI 3: Material Topics 2021	3-3	Management of material topics	Page 47
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Page 47
	403-4	Worker participation, consultation, and communication on occupational health and safety	Page 47
	403-5	Worker training on occupational health and safety	Page 47
	403-8	Workers covered by an occupational health and safety management system	Page 47
	403-9	Work-related injuries	Page 48

BETTER FOR OUR PEOPLE

SUPPORTING OUR EMPLOYEES

GRI 3: Material Topics 2021	3-3	Management of material topics	Page 49
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GRI 401: Employment 2016	401-3	Parental leave	Page 51
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GRI 403: Occupational Health and Safety 2018	403-6	Promotion of worker health	Page 49
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GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Page 52
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404-2	Programs for upgrading employee skills and transition assistance programs	Page 51
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404-3	Percentage of employees receiving regular performance and career development reviews	Page 52
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GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Pages 50-51
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BETTER FOR THE COMMUNITY

COMMUNITY ENGAGEMENT

GRI 3: Material Topics 2021	3-3	Management of material topics	Page 54
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GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	Pages 54-56
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SASB INDEX

Table 1. Sustainability Disclosure Topics & Metrics

FOOD RETAILERS & DISTRIBUTORS					
TOPIC	SASB CODE	METRIC	CATEGORY	UNIT OF MEASURE	REMARKS / PAGE REFERENCE
Fleet Fuel Management	FB-FR-110a.1	Fleet fuel consumed, percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	3,797,330 Litre or 146,583 GJ, 0%
Air Emissions from Refrigeration	FB-FR-110b.1	Gross global Scope 1 emissions from refrigerants	Quantitative	Metric tons (t) CO ₂ e	76.9 ktCO ₂ e
Energy Management	FB-FR-130a.1	(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	(1) 265,813 MWh or 957,527 GJ (2) 97.9% (3) 2.1%
Food Waste Management	FB-FR-150a.1	Amount of food waste generated, percentage diverted from the waste stream	Quantitative	Metric tons (t), Percentage (%)	162 tonnes surplus food distributed, 964 tonnes blemished fruits and vegetables sold
Data Security	FB-FR-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected	Quantitative	Number, Percentage (%)	(1) 0 (2) 0% (3) 0
	FB-FR-230a.2	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	Our Group-wide Cyber Security Policy (CSP) outlines our approach to user access controls, vulnerability management, incident response, and data backup and recovery. Refer to “Better for our Customers—Cybersecurity and Data Protection” sections for more details. Page 41

Table 1. Sustainability Disclosure Topics & Metrics

FOOD RETAILERS & DISTRIBUTORS (cont'd)					
TOPIC	SASB CODE	METRIC	CATEGORY	UNIT OF MEASURE	REMARKS / PAGE REFERENCE
Food Safety	FB-FR-250a.2	(1) Number of recalls,	Quantitative	Number,	(1) 0
		(2) number of units recalled,		Percentage	(2) 0
		(3) percentage of units recalled that are private-label products		(%)	(3) 0
Product Health & Nutrition	FB-FR-260a.2	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	Discussion and Analysis	N/A	FPG integrates regulatory developments, market trends, and consumer insights into the development of our Own Brands portfolio. Refer to “Better for our Customers—Promoting Health and Nutrition” sections for more details. Pages 38-40
Product Labelling & Marketing	FB-FR-270a.1	Number of incidents of non-compliance with industry or regulatory labelling and/or marketing codes	Quantitative	Number	0
	FB-FR-270a.2	Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labelling practices	Quantitative	Presentation currency	\$0
Labour Practices	FB-FR-310a.2	Percentage of active workforce covered under collective bargaining agreements	Quantitative	Percentage (%)	87%
Management of Environmental & Social Impacts in the Supply Chain	FB-FR-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Discussion and Analysis	N/A	FairPrice Group encourages investment in supplier sustainability by cultivating a marketplace for “Easy on the Planet” products to support suppliers with certifications from Marine Stewardship Council, Rainforest Alliance, etc. Refer to “Better for our Suppliers—Sustainable Procurement” sections for more details. Pages 29-30
	FB-FR-430a.4	Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	N/A	FairPrice Group continues to participate in the Packaging Partnership Programme, which has a dual approach to address the issue of packaging waste. Refer to “Better for the Planet—Waste and Water Management” sections for more details. Page 26

Table 1. Sustainability Disclosure Topics & Metrics

MULTILINE AND SPECIALTY RETAILERS & DISTRIBUTORS					
TOPIC	SASB CODE	METRIC	CATEGORY	UNIT OF MEASURE	REMARKS / PAGE REFERENCE
Energy Management in Retail & Distribution	CG-MR-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	(1) 265,813 MWh or 957,527 GJ (2) 97.9% (3) 2.1%
Workforce Diversity & Inclusion	CG-MR-330a.1	Percentage of gender and racial/ ethnic group representation for (1) management, (2) all other employees	Quantitative	Percentage (%)	Leadership team: 36% (Female), 64% (Male) Total workforce: 61% (Female), 39% (Male)
Product Sourcing, Packaging & Marketing	CG-MR-410a.3	Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	N/A	FairPrice Group continues to participate in the Packaging Partnership Programme, which has a dual approach to address the issue of packaging waste. Refer to “Better for the Planet–Waste and Water Management” sections for more details. Page 26