

Growing Sustained Impact for Stronger Communities

FairPrice Foundation Annual Report 2025



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Every Day, Made a Little Better for the Community

In 2025, FairPrice Foundation, the philanthropic arm of FairPrice Group, continued to make steady progress in strengthening its support for the community amidst evolving social needs. As society's challenges become increasingly complex, we are refining our approach to ensure our programmes remain relevant, thoughtful and responsive, with greater emphasis on more holistic support and longer-term outcomes. Guided by research and evidence, we are enhancing the quality and effectiveness of our contributions beyond immediate relief.

Looking ahead, supporting Singapore's rapidly ageing population will be an important priority as we continue to deliver meaningful assistance that improves everyday life and nourishes stronger, more resilient communities.

OUR MISSION

FairPrice Foundation is dedicated to building stronger communities through better nutrition, by uplifting communities through nutrition and access to daily essentials, strengthening community welfare and engagement, and supporting workers' welfare.



STRENGTHENING COMMUNITIES THROUGH BETTER NUTRITION EVERY DAY

FairPrice Foundation's Theory of Change guides how we build stronger communities through better nutrition and daily essentials, community welfare and engagement, and workers' welfare. By combining funding, food, volunteers, insights and partnerships, we support vulnerable families, workers and seniors by improving nutrition access and nutrition education, strengthening social cohesion, and contributing to a more sustainable future.



THEORY OF CHANGE

Driven By



**Nutrition &
Daily Essentials**



**Community Welfare
& Engagement**



**Workers'
Welfare**

We Give

Finance

Food

Volunteers

Insights

Heritage

To Whom



**Children
& Youth**



Families



Workers



Elderly

With a focus on poor, needy, and nutritionally vulnerable groups

By Means of

Advocacy

By influencing knowledge, attitudes and behaviours

- Elevate understanding of good nutrition (*Start Strong, Stay Strong*)
- Champion sustainable consumption (*The Carbon Gallery*)
- Be a leading voice on nutrition, sustainability & well-being (*A Full Plate Report, Stay Strong study*)

Action

By supporting our diverse communities

- Improve access to nutritious food and daily essentials (*Protein Pledge, Cheers Breakfast Club, A Full Plate*)
- Celebrate and strengthen communities (*Day of Service, Neighbourhood Food Share*)

To Influence

**Better health through
better nutrition access**

**Caring and cohesive
communities**

**Sustainable ecosystem
with reduced food waste**

Ultimately Ensuring

STRONGER COMMUNITIES THROUGH BETTER NUTRITION, EVERY DAY

HOW WE WORK

- We are responsive to community needs
- We work collaboratively to share learning, drive change, and scale impact through strong partnerships
- We are dedicated to good governance, transparency, and accountability



Signature Programmes, Singapore-Firsts



STAY STRONG: STRENGTHENING NUTRITION FOR SENIORS

Supporting seniors to stay strong in their golden years, requires more than healthcare. It includes improving seniors' access to nutritious food and helping them to translate nutrition knowledge into healthier eating habits.

By 2026, one in five Singaporeans is expected to be 65 years old or older. As the nation's largest retailer, FairPrice Group has a unique role to play in meeting the evolving food and nutrition needs of an ageing population.

To better understand and address these needs, FairPrice Foundation conducted the *Stay Strong* study in the third quarter of 2025 to gain insights into the challenges seniors face in accessing nutrition in their daily lives.

FairPrice Foundation's *Stay Strong* study explores seniors' attitudes, habits and challenges in the area of nutrition, and identifies opportunities for FairPrice Group to support all seniors in Singapore with staying strong in their golden years.



The study comprised a survey of over 500 seniors and interviews with seniors and their caregivers, and revealed a gap in nutrition knowledge and access:

86%

of seniors believe they need to eat more nutritiously as they age, **yet more than half** could not correctly identify what goes into a healthy plate.

Taste

is the number one priority for seniors when it comes to mealtimes, with **nutrition and cost tied as the fourth priority**. However, among lower-income seniors, cost is the primary consideration.

67%

of seniors agree that they need more protein than younger adults, but **1 in 2 still do not meet recommended protein intake levels**.

This suggests that seniors may still not be consuming enough protein to prevent muscle loss, frailty and other related issues, despite understanding how important it is.

* Source: Health Promotion Board

6 in 10

seniors rarely seek out new information on nutrition.

7 in 10

seniors cite family traditions and eating habits as key motivators in influencing their decision to eat nutritiously.

Guided by insights from the study, FairPrice Foundation's new Stay Strong programme will be rolled out in 2026 and focus on supporting seniors' nutritional needs in engaging and meaningful ways. It aims to bring together an ecosystem of partners to provide holistic support for seniors, starting with Tan Tock Seng Hospital – one of Singapore's largest hospitals with a strong geriatric practice, and a long history of serving seniors in the community. The programme will focus on strengthening seniors' access to nutritious essentials and nutrition knowledge through fun, gamified experiences.

Beyond nutrition, the Foundation also invests in sustainability education to strengthen community engagement.

BRINGING SUSTAINABILITY EDUCATION TO SINGAPORE'S HEARTLANDS



The Carbon Gallery, Asia's first carbon-focused experiential hub, was launched by President Tharman Shanmugaratnam in October 2025, to bring sustainability education to Singapore's heartlands in a simple, engaging, and accessible way.

It is championed by Terra SG with key support and funding from FairPrice Foundation and FairPrice Group, including funds collected from the government's mandated Disposable Carrier Bag Charge. Complementing the secondary school Geography curriculum and supporting primary school sustainability and environmental learning, the Gallery nurtures stewards and empowers communities to make more conscious everyday choices.

As the founding partner, FairPrice Foundation is committing \$3 million through 2027 to support carbon literacy, education, and programmes to strengthen community engagement while advancing sustainability. A portion of FairPrice Group's Disposable Carrier Bag Charge proceeds also supports the Gallery, reinforcing the Group's commitment to keep things Easy on the Planet.

The Carbon Gallery is expected to reach 28,000 visitors annually. Through this initiative, FairPrice Group seeks to make sustainability education tangible and accessible, equipping Singaporeans with the knowledge to make informed, responsible choices to build a better future for our communities and the planet, one decision at a time.

\$3 MILLION
committed through 2027

Expected to reach
28,000 VISITORS
annually

Our Impact

In 2025, FairPrice Foundation contributed \$11.7 million to uplift communities across Singapore, delivering more than 1.3 million beneficiary touchpoints through sustained support for vulnerable families, children and youth, and seniors.

600,000

low-income families and seniors supported through A Full Plate



950,000

eggs distributed under the Protein Pledge to nutritionally vulnerable groups



REACHED OVER 11,000

preschoolers through the Start Strong, Stay Strong nutrition education programme



OVER 12,000

nutritious breakfast bundles were provided to Primary 6 students through the Cheers Breakfast Club



OVER 29,000

youths and families engaged at The Carbon Gallery



75,000

complimentary Buka Puasa refreshment sets distributed across 59 stores



Employee volunteerism continued to grow, with total volunteer hours increasing to

5,109 HOURS IN 2025



COMMUNITY PARTNERS

We are proud to collaborate with some 200 partners that share our mission of doing good for the community and giving back to those in need.



Scan to find out more



WE'RE LOOKING FORWARD TO MAKING EVERY DAY A LITTLE BETTER FOR THE COMMUNITY

Our Leadership

Board of Directors



MR KEE TECK KOON
CHAIRMAN
Joined 2023

Mr Kee serves as the Chairman of NTUC FairPrice Foundation Ltd.

He also holds other appointments, serving as a Non-Executive Director on the boards of Changi Airport Group (Singapore) Pte. Ltd, Mandai Park Holdings Pte. Ltd, and Tangram Asia Capital Holdings Pte. Ltd.

Mr Kee was awarded the Public Service Star (BBM) by the Singapore Government and the Meritorious Service Award by the National Trades Union Congress in 2021.

Mr Kee holds a Master of Arts in Engineering Science from Oxford University, United Kingdom.

MS LIM SAU HOONG
BOARD MEMBER
Joined 2016



Ms Lim is currently a Board Director and EXCO Member of the Chinese Development Assistance Council (CDAC) and the Chairperson of its Stakeholders Communications Committee. She is also a Director of Shaofen Labs Pte. Ltd. and the Lee Kuan Yew Fund for Bilingualism. She previously served as Chief Executive Officer and Executive Creative Director of 10AM Communications Private Limited Singapore, as well as an Independent Director of Multi Water Holdings Limited.

She was also Chairperson of the Public Education Committee of the National Council for Problem Gambling; Chairperson of the Promote Mandarin Council; Vice Chairperson of the Singapore Note and Coin Advisory Committee; Independent Director of the Board of Ascendas REIT; Member of the National Parks Board; Director of the Singapore Chinese Orchestra Board; Appointed Member of the Singapore50 Culture and Community Committee; Visual Advisor of the 2008 Beijing Olympics Opening Ceremony; Chairperson of the Advisory Committee of Singapore Pavilion, 2010 World Expo; and the Group Head for the Committee to Promote Chinese Language Learning.

MR ARASU S/O DURAISAMY
BOARD MEMBER
Joined 2024



Mr Arasu is a member of the NTUC Central Committee and serves as the President of the Singapore Port Workers Union.

Within the Labour Movement, he participates in various NTUC Committees, including the NTUC Industrial Relations and NTUC Training Councils. Additionally, Mr Arasu is a member of the ITE Board of Governors and serves on the NTUC Investment Committee, as well as the NTUC Club Management, Finance & Strategy, and Audit Committee.

He was also appointed as a Nominated Member of Parliament for one term.

MR VIPUL CHAWLA
BOARD MEMBER

Joined 2024



Mr Chawla is the Group Chief Executive Officer of FairPrice Group, which comprises NTUC FairPrice, Kopitiam, NTUC Foodfare, and NTUC Link. The Group has over 570 touchpoints across the island and employs almost 13,000 staff, with an annual turnover of \$4.7 billion in 2025.

Mr Chawla ensures FairPrice Group delivers on its promise to make every day a little better for those it serves, by keeping daily essentials within reach for all in Singapore. He guides the business in remaining purpose driven, and operationally sustainable for the long term.

Mr Chawla brings 30 years of retail industry experience to his role as Group CEO. Prior to joining the organisation in 2022, he led Fortune 500 companies across the world based in global hubs such as the UK, US, and Singapore. In his previous role, he was the Division President for Pizza Hut International, a part of Yum! Brands Inc., the world's largest restaurant company with 50,000 restaurants globally.

Mr Chawla led Pizza Hut International's digital transformation, spearheading its transition into a purpose-driven, digitally enabled business. Under his management, the company increased its digital engagement from 15 to 60 percent. He oversaw more than 350,000 employees across 110 countries.

Mr Chawla was named CEO of the Year - Singapore at the Retail Asia Awards 2026.

MR DON YEO
BOARD MEMBER

Joined 2025



Mr Yeo is currently the Chief Corporate Officer at NTUC Enterprise, stewarding NTUC's social enterprises including NTUC FairPrice, Income Insurance, NTUC First Campus, NTUC Health and NTUC LearningHub. He holds directorships on the board of the NTUC Community Fund, as well as MoneyOwl under Temasek Trust.

Prior to joining NTUC Enterprise, Mr Yeo had served as Deputy President at the National University of Singapore, and as Deputy CEO of the Central Provident Fund Board. He was previously a board member on the Singapore Examinations and Assessment Board and the CPA Australia Singapore Division Council.

Management Team

MS JEAN KHONG
GENERAL MANAGER



Ms Khong was appointed the General Manager of FairPrice Foundation in April 2024. She is also the Group Head of Marketing and Communications for FairPrice Group.

Ms Khong oversees the Foundation's initiatives to ensure that they resonate with and contribute meaningfully to FairPrice Group's social mission to keep daily essentials within reach for all in Singapore.

She brings with her close to two decades of experience in integrated communications from the banking industry, with a proven track record of strategic leadership in aligning an organisation's mission and values. She holds a Bachelor of Journalism from the University of Queensland.

MR YEW CHEE MENG
CHIEF FINANCIAL OFFICER



Mr Yew was appointed Chief Financial Officer of FairPrice Foundation in March 2026. He has been with FairPrice Group since 2019 and currently serves as Senior Director and Head of Governance, Risk and Compliance. Prior to joining FairPrice Group, he was the Financial Controller at NTUC Enterprise.

Mr Yew brings over two decades of experience in financial management, including corporate finance, treasury management, capital structuring, financial planning and analysis, financial reporting, tax management, audit and consulting. He holds a Bachelor of Accountancy from Nanyang Technological University. He is also a Chartered Accountant of Singapore.

Chairman's Message

FairPrice Foundation remains guided by a simple but enduring belief: every act of support should contribute towards making everyday life a little better for the communities we serve.

Social impact is often spoken about. However, meaningful social impact in the communities we serve is built through sustained commitment, thoughtful intervention at times of greatest need, and the willingness of a charity to evolve as community needs change.

This conviction continues to shape the work of FairPrice Foundation. While our mission remains anchored in FairPrice Group's founding purpose of keeping daily essentials within reach, our approach is moving towards support that is more focused, more evidence-led, and more enduring in the outcomes we seek to create for the people at the heart of our mission.

DRIVING PURPOSEFUL IMPACT

In 2025, FairPrice Foundation contributed \$11.7 million towards programmes and initiatives that improve access to daily essentials and nutrition, strengthen community welfare and engagement, as well as support workers' welfare.

Through our signature programmes and collaborative efforts with community organisations, we delivered more than 1.3 million beneficiary touchpoints across Singapore, helping vulnerable families, children and youth, and seniors. This included reaching over 600,000 low-income families and seniors through A Full Plate, distributing 950,000 eggs to nutritionally vulnerable groups under the Protein Pledge, and providing more than 12,000 nutritious breakfast bundles to Primary 6 students through the Cheers Breakfast Club.

Beyond immediate assistance, we continued investing in upstream interventions that build long-term resilience, reaching over 11,000 preschoolers through the Start Strong, Stay Strong nutrition education programme and engaging more than 29,000 youths and families through The Carbon Gallery's sustainability education initiatives.

These efforts were further strengthened by the growing commitment of FairPrice Group employees, whose volunteer hours increased 10 per cent to 5,109 in 2025.

Their contributions reflect the collective role we all play in building a more caring and inclusive society.

As social needs become increasingly complex, immediate assistance alone is no longer sufficient. Vulnerability today extends beyond access to essentials, often intersecting with health, nutrition, education and social resilience.

Therefore, we took deliberate steps to strengthen the quality and relevance of our interventions so that our support remains responsive not only to present needs, but also poised to respond to longer-term community challenges in the horizon.

MOVING TOWARDS SUSTAINED SUPPORT

This has meant moving beyond conventional aid towards more holistic forms of support. In food security, our focus is no longer solely on quantity, but also on nutritional quality and dignity of access.

Through initiatives such as A Full Plate, Protein Pledge and the expansion of Neighbourhood Food Share, we have strengthened access to fresh, nutritious essentials for vulnerable communities to meet everyday needs.

At the same time, we are investing more intentionally in upstream education to help drive behavioural change. Our Start Strong, Stay Strong and The Carbon Gallery initiatives provide families with the practical knowledge to support healthier, more sustainable, and informed choices.

RESPONDING TO EMERGING COMMUNITY NEEDS

One of the most pressing priorities ahead lies in addressing the needs of Singapore's rapidly ageing population. We launched the Stay Strong study, which provided valuable insights into seniors' nutrition knowledge, behaviours

and challenges. The study found that while many seniors recognise the importance of nutrition as they age, there are still gaps in understanding healthy diets and meeting recommended protein intake. These findings are helping to shape targeted interventions that address gaps in nutrition awareness and healthy eating habits.

Our partnership with Tan Tock Seng Hospital marks an important step in this journey, combining community reach with clinical expertise to develop practical interventions, particularly in nutrition and nutrition education, that can better support seniors within their communities.

BUILDING LASTING VALUE FOR COMMUNITIES

Guiding our work is a stronger commitment to research, data and purposeful partnerships. Our Theory of Change and structured impact measurement practices strengthen transparency, accountability and continuous learning, enabling us to ground our decisions in evidence and outcomes, while building trust with stakeholders.

Increasingly, our programmes are shaped not only by the needs of communities today, but by what will create the greatest sustained value. This allows us to deploy resources more intentionally, refine our support more thoughtfully, and deepen our impact in more meaningful ways.

As we continue in our mission, FairPrice Foundation remains guided by a simple but enduring belief: every act of support should contribute towards making every day a little better for the communities we serve.

True progress is measured not only by the number of lives reached in a moment, but by the resilience, dignity and hope we help to build over time. This is the future of giving we remain committed to. One that uplifts not only for today, but for the years to come.

MR KEE TECK KOON
Chairman
FairPrice Foundation

Our core pillars of giving focus on nutrition, community engagement, and welfare. Through targeted programmes in these key areas, we aim to build stronger communities through better nutrition, working closely with strategic partners to deliver greater impact and foster more meaningful and lasting change.

PILLAR 1

Uplifting Communities through nutrition and daily essentials

Through our community partners, we support over one million beneficiaries with food donation drives and nutritious meal deliveries.

Our key initiatives which include A Full Plate, Singapore's largest donation drive, and the CHAS Blue and Orange discount schemes, help ensure daily essentials and fresh, nutritious produce are kept within reach for all in the community. Through these efforts, we aim to build more nutrition-resilient communities across Singapore.



A FULL PLATE



“As an elderly couple with health challenges, the food support makes daily life easier. With A Full Plate, you can share that relief with others too.”

— **MDM ELIZABETH AND MR ANTHONY, BENEFICIARY OF FILOS COMMUNITY SERVICES**



“I am thankful for these groceries. Simple food like oats keeps me healthy and saves me from going hungry.”

— **MDM LAM CHOON KEW, BENEFICIARY OF XIN YUAN COMCARE**



CHAS BLUE AND ORANGE (FIRST 60 DAYS OF SG60)

“My husband is 76 and I’m 80 this year, and we live on our own. The enhanced 6 per cent CHAS discount at FairPrice really helps lighten our daily expenses, especially as we manage our spending carefully. We often plan our grocery trips around special discount days, and this additional savings makes a meaningful difference in stretching our budget and supporting our daily needs.”

— **MR & MRS MOSTAPHA, BENEFICIARY OF WOODLANDS SOCIAL CENTRE**

PROTEIN PLEDGE

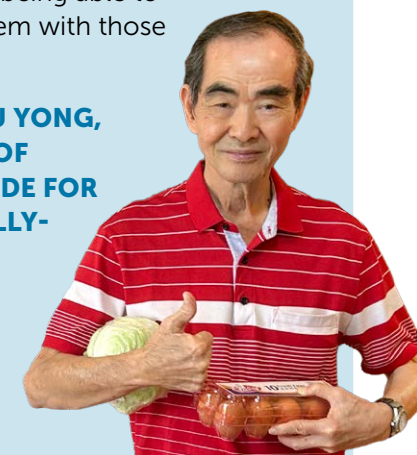
“I feel very grateful that this programme exists,” she says. “I used to be unsure what foods were nutritious. Now I know eggs are a good source of protein. It shows that the organisers understand the challenges some seniors face.”

— **MADAM ZAINAB ABDULLAH, BENEFICIARY OF GOODLIFE MAKAN**



“Receiving fresh eggs through the Protein Pledge Initiative has been a great help. I use them to prepare meals such as fried rice, fried noodles and roti john to share with my friends at Sunlove Active Ageing Centre. The eggs add a good source of protein to our meals, and I enjoy being able to cook and share them with those around me.”

— **MR CHENG SIU YONG, BENEFICIARY OF SUNLOVE ABODE FOR INTELLECTUALLY-INFORMED LTD**



PILLAR 2

Strengthening Community

Welfare & Engagement

Taking an upstream approach, we nurture strong communities through a focus on nutrition and sustainability education. Our signature initiatives include the Start Strong, Stay Strong nutrition education programme for preschoolers, and The Carbon Gallery, Asia's first carbon-focused experiential hub. Through these efforts, we aim to keep nutrition accessible for all and empower families to make choices that are better for their health and for the planet.



START STRONG, STAY STRONG

“Isaac has become much more mindful about what he eats, especially when his grandmother prepares dinner. He often talks about which foods on his plate are healthy, and even separates his plate into a “healthy food” section - carefully portioning his rice, meat, and vegetables to match what he has learnt... We overhauled our eating habits and now choose only healthier options. With Isaac attending this programme, he has become our little health ambassador at home, reminding us to buy food products that carry the Healthier Choice symbol.”

— MADAM SIM LEE ONG, PARENT OF ISAAC YAP (K2), MY FIRST SKOOL @ BLK 796A YISHUN RING ROAD

“Since the programme began, we have seen clear improvements in the children's understanding of healthy eating. They can now identify food groups, recognise energy-giving goods like rice and bread, and explain why fruits and vegetables provide essential vitamins. Many can also interpret nutrition labels, such as spotting drinks with high sugar content, and confidently remind their peers during meals to “eat your broccoli, it will make you strong!” or “balance your meat and vegetables”... While previously picky eaters still had preferences, they showed greater willingness to try small portions of new foods.”

— MS ALICIA KHOO XIN HUI, TEACHER, MY FIRST SKOOL @ 3 PASIR RIS DRIVE

THE CARBON GALLERY

“The Carbon Gallery provides an immersive and hands-on experience... It translates abstract concepts like carbon footprint and net-zero targets into tangible actions. Students could visualise the impact of carbon emissions through simulations, interactive stations, and real-life examples, something that goes beyond classroom discussions. [After the visit] many became more conscious of their daily habits. Some started bringing reusable bottles or initiated recycling drives at school. The visit sparked meaningful conversations about personal responsibility and environmental action.”

— SARIFAH TAMSIR, GEOGRAPHY TEACHER, PASIR RIS SECONDARY SCHOOL

“In school, we mostly learn through textbooks and discussions. At The Carbon Gallery, the experience was much more hands-on and visual. I could actually see how my choices affect the planet. It made the topic feel more real and personal, not just something to study for exams... I learned that sustainability isn't about making huge sacrifices. It's about making consistent small changes that add up over time. I also realised that everyone, no matter their age, has a part to play. The visit made me more aware of how connected our actions are to the planet's health.”

— KENDRA MOO YUN XIN, SECONDARY 2 STUDENT, PASIR RIS SECONDARY SCHOOL



PILLAR 3

Supporting

Workers' Welfare

We are committed to uplifting vulnerable workers across all industries, ages, and backgrounds—fostering an inclusive society where no one is left behind. From providing 50-cents coffee and tea during May Day to organising regular distributions of eggs through our Protein Pledge, we support their wellbeing through access to nutritious, affordable food.



“Receiving the eggs has made a real difference for me and my fellow migrant workers. After long workdays, it's not always easy to prepare proper meals, and eggs are a simple, filling source of protein that we can rely on. This programme not only supports our nutrition but also shows that the community understands and cares about our wellbeing. We are grateful for this support and look forward to more initiatives like this in the future.”

— BROTHER KUMAR, MIGRANT WORKERS' CENTRE

2025 Highlights

JANUARY – MARCH

SG60 CELEBRATION: DOUBLED CHAS BLUE AND ORANGE DISCOUNTS TO 6% FOR THE 1ST QUARTER - FROM 1ST JAN TO 1ST MAR

Supported lower-income families and seniors with greater savings and continued access to affordable daily essentials through enhanced 6% discounts for CHAS Blue and Orange cardholders in Q1 2025 and extended CHAS, Pioneer and Merdeka Generation discounts through 2025.



CHINESE NEW YEAR BLOCK PARTIES

Engaged over 400 low-income residents through festive activities and distribution of goodie bags filled with nutritious items during the Chinese New Year period.



PROTEIN PLEDGE LAUNCH



Launched our Protein Pledge programme, committing \$1 million over five years to provide fresh protein to nutritionally vulnerable groups.

MARKED 17 YEARS OF RAMADAN SUPPORT INITIATIVES FOR THE MUSLIM COMMUNITY



- **In-store distribution:** Engaged volunteers from FairPrice Group's headquarters alongside frontline staff to distribute over 75,000 complimentary Buka Puasa refreshment sets across 59 FairPrice stores.
- **Packing of care packs, distribution and engagement @ ITE College Central (with Mendaki Youths):** Befriended and packed 1,300 Ramadan Care Packs for Yayasan Mendaki & M³ beneficiaries with FairPrice Group and Mendaki volunteers.
- **NTUC Buka Puasa:** Celebrated Buka Puasa with over 100 beneficiaries from Mendaki, M³, Pertapis, Muhammadiyah Welfare Home & NTUC union leaders.

APRIL – JUNE

HARI RAYA BLOCK PARTY

In celebration of Hari Raya, FairPrice Group hosted two Hari Raya Block Parties in Tampines Changkat and Marsiling.



MAY DAY BLOCK PARTY

Engaged over 1,100 residents through May Day block parties with community activities, care packs and affordable essentials for vulnerable households.

NTUC UNION AND LINK MEMBERS ENJOYED OVER \$5 MILLION WORTH OF SAVINGS ON DAILY ESSENTIALS THIS MAY DAY



- Committed over \$5 million in savings for NTUC Union and Link members during the May Day campaign, alongside 50-cent kopi and teh at 70 Kopitiam outlets.
- FairPrice Foundation and Kopitiam offered popular 50 cents kopi and teh deal across 70 outlets islandwide from 1 to 31 May 2025.

JULY – SEPTEMBER

NEIGHBOURHOOD
FOOD SHARE EXPANSION

Expanded the Neighbourhood Food Share programme to over 60 distribution points by end-2025, improving access to fresh produce for over 25,000 beneficiaries.



GIFT FROM THE HEART



Supported 800 low-wage workers with \$25 FairPrice vouchers. The event benefited over 1,050 low-wage workers from the Food, Drinks, and Allied Workers union.

CHEERS BREAKFAST CLUB
FUELING PSLE STUDENTS FOR SUCCESS

Through the Cheers Breakfast Club, we provided more than 12,000 free breakfast bundles worth over \$20 each to Primary 6 students across 113 outlets. This included more than 1,300 bundles for beneficiaries of CDAC, SINDA and Yayasan MENDAKI.



FAIRPRICE GROUP WALK
FOR HEALTH @ SOUTH EAST



Formerly known as Walk for Rice+, the refreshed FairPrice Group Walk for Health @ South East continued to rally the community to stay active while supporting vulnerable residents. Organised in partnership with the South East Community Development Council (SECDC), the initiative encourages individuals and organisations to contribute towards a shared cause through everyday activity.

Kicked off in August 2025, the programme saw over 46,000 participants clock a total of 947,762 kilometres, including over 100 FairPrice Group staff and suppliers. The refreshed format featured interactive health and wellness booths, bringing together community partners such as Unity, Health Promotion Board and SG Digital Office to promote healthy living and community engagement.

Through the initiative, FairPrice Foundation impacted over 1,100 low-income families, with \$100k donation of grocery vouchers, volunteer shopping trips and nutrition education.

CELEBRATING SG60: CHAS 6% DISCOUNT
SCHEME FOR LARGE FAMILIES

Funded the doubling of CHAS Blue and Orange discounts to 6% for large families from September to December 2025 in celebration of SG60, supporting lower-income households with greater savings on daily essentials.



OCTOBER – DECEMBER

THE CARBON GALLERY:
ASIA'S FIRST CARBON-FOCUSED
EXPERIENTIAL HUB

Partnered Terra SG to launch The Carbon Gallery, Asia's first carbon-focused experiential hub, providing free public access to sustainability education.

2ND EDITION OF A FULL PLATE:
THE NATION'S LARGEST FOOD
DONATION DRIVE



Launched the second edition of A Full Plate, Singapore's largest food donation drive, contributing \$1 million to provide nutritious food support to close to 700,000 beneficiaries across 21 community and charity partners (two times the number of beneficiary partners from 2025).

STAY STRONG
A STRATEGIC
PARTNERSHIP
FORGED WITH TTSH
& LAUNCH OF THE
STAY STRONG STUDY

Conducted the *Stay Strong* study to identify nutrition gaps amongst seniors. Launched a strategic partnership with Tan Tock Seng Hospital to drive senior nutrition outcomes through education and increased access to healthier food options.



START STRONG,
STAY STRONG

Reached over 11,000 preschoolers and scaled the nutrition education programme to preschools such as M.Y World, and Skool4Kidz.



BLUE & ORANGE CHAS:
RENEWED DAILY DISCOUNTS +
EXTENDED PIONEER & MERDEKA
GENERATION DISCOUNT SCHEME

Extended FairPrice Group's daily discount schemes for seniors, Pioneer and Merdeka Generation, and CHAS Blue and Orange cardholders through 2026, supporting vulnerable groups with continued savings on daily essentials.

SHARE-A-
TEXTBOOK

Appreciation and recognition of long-serving volunteers.



Recognition

14 AWARD WINS

We are honoured by the recognition for our programmes and partnerships which affirm our ongoing commitment to uplift communities in Singapore. These awards include the following:



NATIONAL VOLUNTEER & PHILANTHROPY CENTRE
CHAMPION OF GOOD



SORISTIC
SINGAPORE'S BIGGEST PHILANTHROPIC ORGANISATIONS 2025 (TOP 10)



COMMUNITY CHEST
CHARITY GOLD AWARD



PEOPLE'S ASSOCIATION
PA COMMUNITY SPIRIT AWARD



CHINESE DEVELOPMENT ASSISTANCE COUNCIL (CDAC)
DEDICATED DONOR AWARD



THE SINGAPORE RED CROSS
FRIEND OF SRC



EFFIE AWARDS - SINGAPORE
SOCIAL GOOD: BRANDS, NON-PROFIT (SILVER)



THE SHORTY IMPACT AWARDS GLOBAL
FINALIST - A 360° COMMUNICATIONS STRATEGY FOR NUTRITIONAL ENGAGEMENT



THE SHORTY AWARDS GLOBAL
SOCIAL GOOD CAMPAIGN (BRONZE) - A FULL PLATE

Financial Report

INCOME

Donation income	\$ 6,695,463
Interest income	\$ 688,548
	<u>\$ 7,384,011</u>

EXPENDITURE

Donations to beneficiaries	(\$11,726,802)
Other operating expenses	(\$ 1,411,634)
	<u>(\$13,138,436)</u>

SHORTFALL FOR THE PERIOD	(\$ 5,754,425)
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AUDITED FINANCIAL STATEMENTS

Please refer to FairPrice Foundation’s audited financial statements for the financial year ended 31 December 2025 for more information.

MAJOR FINANCIAL TRANSACTIONS

Nil

PURPOSE OF CHARITABLE ASSETS HELD

For more information on the purpose of FairPrice Foundation’s assets held, please refer to Notes 4 to 7 of FairPrice Foundation’s audited financial statements.

FUTURE PLANS AND COMMITMENTS

FairPrice Foundation will continue to do good for the community at large as our grant making philosophy is anchored in stronger communities through better nutrition every day. We remain committed to lending a helping hand to those who are in need and contributing to causes that are aligned with FairPrice Co-operative’s philanthropic efforts in a systematic and sustained manner.

LIST OF RELATED ENTITIES¹

For more information on the list of related entities, please refer to Note 4 of FairPrice Foundation’s audited financial statements.

¹ For the purpose of Regulation 8 of the Charities (Accounts and Annual Report) Regulations 2011, “related parties”, in relation to a charity, means subsidiaries, associates or joint ventures of the charity.

Governance

NTUC Fairprice Foundation Ltd. (“FairPrice Foundation”) was incorporated in Singapore under the Companies Act 1967 on 1 August 2006 as a company limited by guarantee.

FairPrice Foundation was registered under the Charities Act 1994 on 18 August 2006.

Unique Entity Number (UEN)	200611163W
Registered Address	1 Joo Koon Circle, #13-01, FairPrice Hub, Singapore 629117
Name, designation and date of appointment of each Board Member and management committee	FairPrice Foundation is governed by the Board and is headed by the General Manager. Please refer to Page 10 for the list of Board Members and management committee of the Foundation as at 30 June 2026.
Banker	DBS Bank Ltd
Auditor	KPMG LLP (appointed on 9 September 2015)
Investment Adviser(s)	NIL
Other Adviser(s)	NIL

ROLE OF THE GOVERNING BOARD

The Board’s role is to provide strategic direction and oversight of FairPrice Foundation’s programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance. As part of its role, the following matters require Board’s approval:

- Approve budget for the financial year and monitor expenditure against budget;
- Review and approve annual audited financial statements;
- Regularly monitor the progress of the charity’s programmes

BOARD MEETINGS AND ATTENDANCE

A total of two Board meetings were held during the financial year 2025. The following sets out the individual Board member’s attendance at the meetings:

NAME OF BOARD MEMBERS	% OF ATTENDANCE
Kee Teck Koon	100%
Lim Sau Hoong	100%
Arasu s/o Duraisamy	100%
Vipul Suren Chawla	100%
Yeo Yong Kiang Don (Appointed on 1 May 2025)	100%

DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY BOARD MEMBERS

No Board members are remunerated for their Board services for FairPrice Foundation in the financial year 2025.

DISCLOSURE OF REMUNERATION OF THREE HIGHEST PAID STAFF

No staff are remunerated for their services for FairPrice Foundation in the financial year 2025.

DISCLOSURE OF APPOINTMENT OF DIRECTORS’ FAMILY MEMBERS

None of the staff serve on the Board and none are close members of the family of the Board members.

PROCEDURE FOR SUBMISSION OF SPONSORSHIP REQUESTS

Requests for Sponsorships must be submitted via Online Sponsorship Request Form found at <https://www.fairpricegroup.com.sg/fairprice-foundation/#sponsorship-and-grants> at least 3 months prior to the commencement of the Event or Programme.

DISCLOSURE OF APPOINTMENT OF DIRECTORS’ FAMILY MEMBERS

Nil. FairPrice Foundation has no paid staff, who are close members of the family of the Board members.

POLICIES

FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

The Board reviews and approves the annual budget prepared by management. The charity’s budget and cashflow are regularly monitored. Policies and procedures are in place for key areas, such as procurement and payment procedures. All spending is to be approved per the FairPrice Foundation’s delegation of authority.

GRANT EVALUATION AND DISBURSEMENT POLICY

FairPrice Foundation has a clear policy governing the evaluation and disbursement of grants. The policy ensures that all grant activities align with the FairPrice Foundation’s charitable objectives and key pillars. The grant evaluation process involves assessing impact measurement, cost efficiency, strategic partnerships and governance of the grant requests. All grants are to be approved per the FairPrice Foundation’s delegation of authority.

CONFLICT OF INTEREST POLICY

FairPrice Foundation has in place policies and procedures to manage and avoid situations of conflict of interest. All Board and employees are required to make declarations of conflict of interest, whether actual or perceived, as soon as such conflict or the possibility of such conflict arises. Conflicted individuals must abstain from any involvement in the decision-making on matters where they have a conflict of interest.

RESERVES MANAGEMENT POLICY

This policy governs the principles in which FairPrice Foundation manages its reserves to ensure that there are sufficient resources to support the charity. The reserve level is reviewed annually by the Board to ensure that the reserves are adequate to fulfil the charity’s continuing obligations.

FUNDING FROM EXTERNAL PARTIES POLICY

FairPrice Foundation does not conduct fundraising activities but may receive funds from external sources as long as it is unsolicited. For all external funds received, due diligence is performed to ensure that the finds align with FairPrice Foundation’s mission and key pillars. FairPrice Foundation does not accept funds from sources that could pose risks, such as those with unacceptable conditions, conflicting interests, or unknown origins.

PREVENTION OF MONEY LAUNDERING AND TERRORIST FINANCING ACTIVITIES

FairPrice Foundation is committed to preventing money laundering and the financing of terrorism. Our Anti-Money Laundering and Countering Terrorist Financing Policy ensures that we conduct due diligence on key donors, beneficiaries and partners. FairPrice Foundation aims to verify their identities and ensure that all transactions are carried out through regulated financial channels. Any suspicious activities will be reported to the authorities to comply with laws and regulations, and to protect our charitable assets from misuse.

FINANCE AND FUNDING

FairPrice Foundation is entirely funded by NTUC FairPrice Co-operative Limited.

ADOPTION OF NEW ACCOUNTING STANDARDS AND AMENDMENTS

The Foundation has applied Amendments to FRS 21 *Lack of Exchangeability* for the first time for the annual period beginning on 1 January 2025. The application of these amendments to standards did not have a material effect on the financial statements.

NAME	DESIGNATION	DATE OF APPOINTMENT	OCCUPATION
Kee Teck Koon	Chairman Director	30 September 2023 1 September 2023	Director, various board of directors
Lim Sau Hoong	Director	20 July 2016	Businesswoman
Arasu s/o Duraisamy	Director	21 May 2024	Member of the NTUC Central Committee
Vipul Suren Chawla	Director	21 May 2024	Group Chief Executive Officer
Yeo Yong Kiang Don	Director	1 May 2025	Chief Corporate Officer, NTUC Enterprise Co-operative Limited
Yew Chee Meng	Chief Financial Officer	1 March 2026	Senior Director & Head (Governance, Risk & Compliance)
Khong Lye Yee, Jean	General Manager	1 April 2024	Senior Director & Group Head of Marketing & Communications, and General Manager, FairPrice Foundation
See Keng Mun, Mark	Secretary	11 October 2024	Head, Legal & Corporate Secretariat