



SHENG SIONG



BUILDING SYNERGY EXPLORING POTENTIAL

SUSTAINABILITY REPORT
2019



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ABOUT THIS REPORT

Sheng Siong publishes its sustainability report on an annual basis. This is Sheng Siong's third sustainability report which covers the period between 1 January to 31 December 2019. The previous annual sustainability report was published in May 2019. This sustainability report covers all of the Group's operations in Singapore. Sheng Siong does not have any major operations of significance overseas. Our operations in China contributes less than 2% to our revenue and we have excluded them from the scope of this report.

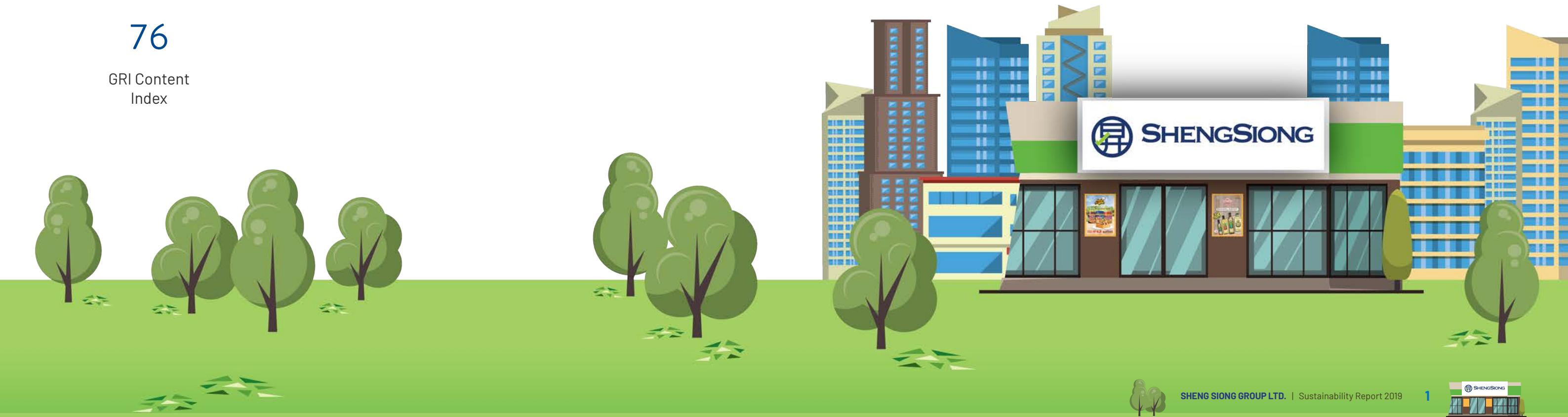
This report has been prepared in accordance with the GRI Standards: Core Option. We have sought to apply the GRI reporting principles for defining report content and report quality. The GRI Content Index can be found in our online report on pages 76-82, which can be accessed from our corporate website. This report also includes the primary components as set out in Listing Rule 711B as required by the Singapore Exchange (SGX). We have not sought external assurance for this report. For any questions or comments, please address them to management@shengsiong.com.sg.

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OUR VISION

To be the preferred retailer in the market, starting from Singapore and expanding further ashore.

从新加坡做起，成为市场首选的零售商，让昇菘迈向国际，生生不息。

OUR MISSION

To create value in a sustainable manner for our customers in a convenient and comfortable shopping environment with good service and quality products at reasonable prices.

以公平的价格、优质的产品 & 卓越的服务，可持续性地创造价值，为顾客提供便捷又舒适的购物环境。

OUR BELIEFS

With morality as our bedrock, we continue our legacy by setting self-expectations to walk the talk and to be good examples for others. With this, we will conquer all odds and ensure the continuity of Sheng Siong.

以道德为基础（自我要求，言行一致），以榜样为传承（走出死亡，永续昇菘）。

OUR VALUES

Be reasonable, harmonious, responsible and dedicated. Be earnest and efficient at work, with no empty promises and excuses.

合理、和谐、尽责、敬业。
认真、快、坚守承诺、决不找借口。

JOINT MESSAGE FROM THE CHAIRMAN AND THE CEO

Lim Hock Eng PBM
Executive Chairman

Lim Hock Chee BBM
Chief Executive Officer

DEAR STAKEHOLDERS,

At the time of writing this statement, the world is dealing with COVID-19. This pandemic has sparked a global economic crisis and many businesses are heading into barely survival mode.

As an essential service supporting Singapore in this unprecedented challenge, Sheng Siong remains committed to ensuring that daily needs are met, with measures in place to protect our employees, customers and the wider community.

Even before it was made mandatory by the local government, we started our mask-up policy and provided disposable gloves for all our employees, as well as commenced taking our customers' temperature. After the government implemented stricter measures, Sheng Siong worked closely with the government to roll out further changes in our operations, such as requiring customers to provide personal details for contact tracing, assigning employees as safe distancing ambassadors and increasing our stock of essential items.



As global supply chains have been disrupted due to lockdown measures around the world, the need to have a diversified sourcing strategy has become ever more crucial. We continue to work closely with trusted suppliers to ensure minimal disruption, and at the same time activate alternate sources to increase our inventory, while keeping prices competitive. We will provide details on our response to the COVID-19 pandemic in a more comprehensive manner in our next sustainability report.

Our ability to tackle the issues related to COVID-19 is supported by a strong foundation established in our sustainability framework, which is built on five key pillars (Business Excellence, Care for Our Customers, Care for Our Employees, Care for the Community and Care for the Environment). Since our inaugural annual sustainability report, which was published in 2018, we have continued to strengthen our management practices on issues which are important both to the long-term success of the business and our key stakeholders.



JOINT MESSAGE FROM THE CHAIRMAN AND THE CEO

HIGHLIGHTS IN 2019

Business Excellence

Technology continues to evolve at a rapid pace and we see its adoption as key to improving operational efficiencies and enhancing our customer experience. By early 2020, we expect to increase our storage and warehousing capacity by 18%, after we implement the Automated Storage and Retrieval System and expand our distribution centre. We also improved the Sheng Siong (SS) Enterprise App, allowing employees to conduct real-time inventory inquiry, sales monitoring and other operational business functions through their mobile phones, with plans to add more functions in the future. We continue to enhance the SS Connect App – currently in its pilot stage – to better connect, communicate and engage with our customers. Lastly, our Hybrid Self-Checkout System (HSCO) and cash withdrawal machine “STM” have been successfully rolled out to all 59 stores.

Care for Our Customers

Healthy living is something that is becoming front and centre of our customers’ minds and we are committed to supporting that. We continue to introduce health and nutritional improvements in processed food products under our housebrands. In 2019, we reduced the sugar content in our FOOJOO Calamansi Lemon and Orange Juice drink which now carries the Healthier Choice Symbol (HCS). We also introduced new products with lower sugar or oil content, such as the Bake-for-you Nonya Kaya and Heritage Farm Nuts series, which also meet the HCS requirements. Our target is to have all our housebrand biscuits, cookies, snacks and instant beverages to be partially hydrogenated oil (PHO) free by June 2020, one year ahead of the effective date of the government ban.



FOOJOO Juice Drinks now sport the HCS and contain a reduced sugar content

As a testament to our efforts in caring for our customers, which also include engaging with them and making sure our products are fresh, safe and affordable, we are proud to share that our score on the Customer Satisfaction Index of Singapore (CSISG) has improved over the last few years. Our market share of Singapore’s grocery shopping industry has also grown from 14% in 2017 to 16.2% in 2019.



Participants at the “train the trainers” programme

Care for Our Employees

Employees are the cornerstone of our business and it is therefore essential that we continue to look after their safety and wellbeing, while ensuring that they are given the opportunity to grow with the business. To prepare for the completion of our training supermarket in 2021 as part of the new extension of our headquarters and distribution centre, we embarked on a “train the trainers” programme with our partner ITE College Central. As part of this programme, our core team of trainers has been developing structured curriculum, materials, delivery and assessment methodologies.

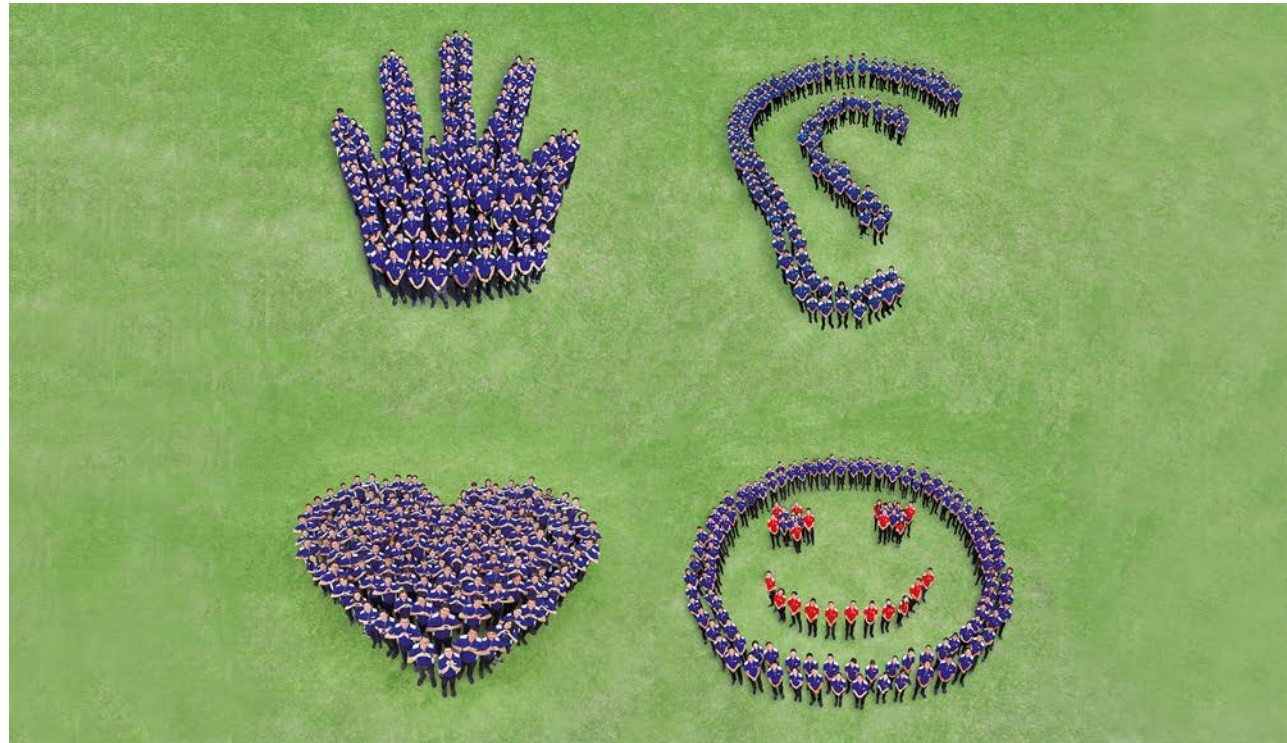
While the number of workplace accidents have not been reduced significantly, we have seen a reduction in the severity of incidents due to improved workplace safety measures.

Care for the Community

To support the rising cost of living in Singapore, especially for the vulnerable groups in the community, we extended our special 3% senior citizen discount programme for another year. We also launched the Merdeka Generation discount programme, by offering this group of senior citizens another 3% discount every Tuesday. The total discount provided under the two programmes was about \$1.5 million. We also support the children of our lower-salaried employees through an education grant funded by the three founders of the Group. Last year, we disbursed a total of \$464,800 to 558 children of our lower-salaried employees. 2019 also marks our fifth year of collaboration with the Movement for the Intellectually Disabled of Singapore (MINDS) by hosting beneficiaries to work at our vegetable packing department. In addition, given the rising focus on food security in Singapore amid COVID-19, we continue to support local vegetable and egg farmers to achieve the national target of producing 30% of our nutritional needs locally by 2030.



JOINT MESSAGE FROM THE CHAIRMAN AND THE CEO



Care for the Environment

Climate change and waste continue to be key environmental issues facing the world and our industry, and we remain committed to do our part as a responsible business. To reduce our carbon footprint, we have been relying partially on the solar photovoltaic system installed at our Mandai Link Distribution centre for our energy needs. This year, the system supplied about 11.8% of our total energy usage at the distribution centre. In 2019, we adapted a framework initially targeted at our store operations, to encourage our office staff to adopt greener practices. This include turning off their monitors when not in use and increasing the air-conditioner temperature to at least 23°C. Our food waste co-digestion project, in collaboration with the National Environmental Agency (NEA), was extended to all 59 stores – including our distribution centre – resulting in about 3,035 tonnes of waste diverted from landfill. We continue to explore opportunities to reduce packaging waste and were conferred the Excellence Award by the Singapore Packaging Agreement (SPA) for our exemplary efforts. We are currently working on improving our data collection system to

prepare for NEA's requirements for companies to implement mandatory reporting of packaging data and waste reduction plans by 2020. We have also been taking a more proactive stance to reduce the use of plastic bags by reviewing our operational procedures on the bagging of products, and saw a rate of reduction by about 6.5% compared to 2018.

Looking Ahead

As we navigate these uncertain times, we hope to continue working with our partners on our sustainability journey to build business resilience and create long-term value for our business and society. The rest of this report will provide you with a detailed update of our sustainability progress in 2019. We would also like to take this opportunity to thank all our stakeholders for the support you have provided so far.

Lim Hock Eng PBM
Executive Chairman

Lim Hock Chee BBM
Chief Executive Officer

LEADERSHIP COMMITMENTS TO SUSTAINABILITY

For more than 30 years, Sheng Siong has striven to excel in our mission to create sustainable value for our customers, with a core focus on good service, quality products, and reasonable prices. To achieve this, sustainability is a theme that pervades our business operations and strategy formulations.

Our sustainability journey is built on 5 key pillars. Each pillar represents different sustainability topics that we hold close to our hearts, as well as our commitments to change and/or influence positively in ways that remain relevant and accountable to our stakeholders.



LEADERSHIP COMMITMENTS TO SUSTAINABILITY

CORPORATE GOVERNANCE

The Sheng Siong Board is the highest governance body consisting of the Executive Chairman, Executive Vice-Chairman, CEO, Managing Director, Executive Director, one Non-Executive Director, and four Independent Directors. Our Board of Directors has expertise in the fields of business management, finance, law, real estate, and food safety, and contributes positively to strategy formulation and risk mitigation.

Together, the Board and Management are responsible for overseeing the Group's risk management framework and policies, and reviewing their effectiveness for all economic, environmental and social topics. While the Executive Management meets regularly, the Board reviews our Group's sustainability topics at least once a year. Sustainability topics are considered by the Board as part of its strategy formulation.

Since 2015, the Group has established a Business Excellence Committee at the management level to review and discuss the topics of innovation and business excellence, including risk management. In 2018, the Group established a Risk and Business Continuity Committee, to dedicate better oversight on risk management and business continuity issues. Both committees report to the CEO.

The Sustainability Committee was set up in 2017 to provide oversight of the Group's material ESG topics. The committee is led by our Executive Director, Lin Ruiwen, and comprises members from senior management of key business functions such as operations, human resource, quality assurance, finance, procurement, IT and corporate communications. The committee is responsible for formulating sustainability policies, championing sustainability projects, and monitoring its effectiveness and performance targets.

We conducted stakeholder consultation in the identification and management of sustainability material topics. Members act as champions of sustainability topics within the Group, and meet regularly to review, discuss and identify potential environmental, social and governance risks that Sheng Siong is susceptible to, as well as to monitor

our progress and performance. The Committee then evaluates and provides advice and recommendations to the CEO and Board of Directors on the areas for improvements, and possible strategies and actions concerning these topics. The Committee is also tasked to work with relevant departments in executing the approved strategies and actions.

SHENG SIONG SUSTAINABILITY COMMITTEE	
1. Lin Ruiwen	Executive Director
2. Wong Heng San	Deputy General Manager <i>International Business Development</i>
3. Serene Ang Suk Ching	Deputy General Manager <i>Finance</i>
4. Tan Siok Tin	Deputy General Manager <i>Information Technology</i>
5. Leong Weng Fong	General Manager <i>Purchasing</i>
6. Chow Kee Min	Deputy General Manager <i>Marketing, Housebrand</i>
7. Tham Wei Chong	Senior Area Manager <i>Operations</i>
8. Kent Lim	Senior Manager <i>Human Resources</i>
9. Hoong Yuiqin	Manager <i>Quality Assurance</i>
10. Teo Zhuan Xin	Manager <i>Corporate Affairs</i>

BUSINESS VALUES AND ETHICS

Our core values were developed over years of engaging with our key stakeholders in fulfilling our mission to serve the needs of our customers and creating sustainable value for them. The eight core values guide our employees to be reasonable, harmonious, responsible, dedicated, earnest and efficient at work, with no empty promises and excuses. These are the cornerstones of how we conduct ourselves and foster valuable relationships with our stakeholders. We also observe a high level of business ethics by working closely with regulators to ensure we comply with the relevant regulations.

Sheng Siong strives to build trust, transparency, integrity and reliability in our relationships with our stakeholders. Our core values and employee code of conduct are communicated to our staff through our Employee Handbook which is written in both English and Chinese and during regular meetings with our staff, suppliers and vendors. The management reviews these values and code of conduct regularly.

Our high regard for ethics is further displayed in our strong organisational culture and belief of unchanging moral principles - "With morality as our bedrock, we continue our legacy by setting self- expectations to walk the talk and to be good examples for others. With this, we will conquer all odds and ensure the continuity of Sheng Siong".

Once a year, key employees are required to declare any potential conflicts of interest, and all employees are earnestly reminded of the Group's anti-corruption policy on accepting gifts and favours. The Group policies on conflict of interest and anti-corruption serve to guide our employees in their conduct of day-to-day business and in managing our trading relationships with suppliers. Our suppliers are also required to sign a Master Agreement which specifies the terms and conditions and appropriate behaviour when trading with us. Sheng Siong's whistleblowing policy is championed by the Audit Committee at the board level. Our whistleblowing procedure enables employees or any other persons to raise concerns in confidence, without fear of reprisal in any form. The management places great importance to this so much so that the personal contact information of our senior management, including our CEO's, can be found outside our store for ease of reach.

Our employees can access these policies on Sheng Siong's intranet as well. More information on our approach to anti-corruption and anti-competition can be found in the Business Excellence chapter of this report.



OUR APPROACH TO MATERIALITY

STAKEHOLDER ENGAGEMENT

Through an internal stakeholder mapping exercise, we have identified seven key stakeholder groups which we prioritise our engagements with. These include groups which our business has a significant impact on, and those which have a high interest in or considerable influence on the success of our business.

As we adopt sustainability perspectives in our management systems and business strategies, we recognise that different stakeholders may have competing priorities. Through our tailored stakeholder engagement approach, we hope to better understand their needs and expectations as well as to communicate how we are managing the topics of concern. The Group uses the sustainability report as the primary channel for communicating our sustainability efforts to our stakeholders.

STAKEHOLDERS	IMPACT & SIGNIFICANCE
Customers	Our customers are the foundation of our business success. We strive to create value sustainably for our customers by providing a convenient and comfortable shopping environment with good service and quality products at reasonable prices. We want to be able to be stay relevant and responsive to their evolving needs.
Employees	Our employees' performance is critical to the success of our business. They are part of our human capital and their health, safety and well-being, and competencies are fundamental to Sheng Siong's operational effectiveness. We aim to develop their potential to drive innovation, productivity and organisational excellence through promoting close, transparent and direct communication between employees and higher-level management.
Suppliers	Sheng Siong works closely with partners in our value chain to ensure that food and products are in line with industry safety standards, to improve product range and food and service quality, and to reduce risks related to sustainability issues.
Government Agencies	Besides regulatory compliance, we partner with key government agencies to jointly raise industry standards for food and product safety, food security and other sustainability practices, as well as workplace safety and health standards.
NGOs & Voluntary Welfare Organisations	Our business activities have economic, environmental, and social impacts on the communities where we operate. Therefore, it is critical that we give back to our community and work with industry associations, educational/research institutions as well as not-for-profit bodies to promote sustainability along the Group's value chain. This may range from influencing shopper behaviour to raising industry standards.
Media	News and information outlets are one of the main sources of information for our stakeholders and the public. We aim to engage the media to understand societal expectations of the food retail value chain and to influence shopper behaviour positively.
Shareholders/Investors	Our investors play a vital role in the success and growth of our Group. The investment community is a feedback loop for the Group's formulation of its growth strategies. We strive to maximise shareholder returns, observe good corporate governance and improve levels of transparency through the timely communication of our financial and sustainability reporting.

Table 1: Impact & Significance of Key Stakeholder Groups

STAKEHOLDERS	MODE AND FREQUENCY OF ENGAGEMENT	ISSUES & CONCERNS	SHENG SIONG'S EFFORTS AND ACHIEVEMENTS
CUSTOMERS	- Customer feedback forms (in-store and online) - Customer service hotline and email - Social Media - Market research groups such as Nielsen	- Competitive product pricing, affordability, and value for money - Product safety and quality - Providing healthier food - Availability of high quality premium brands - Customer service and customer experience such as: - All-in-one store, well-stocked - Well-displayed store – ease of finding products - Store accessibility - Fast and helpful cashier service - Range and variety of products, new products - Store hygiene and cleanliness - Long opening hours - Loyalty program	- Opened new stores in HDB estates, especially in estates where we do not have a presence - Maintained ISO 22000:2005 certification system for Food Safety Management - Maintained Cold Chain Management for fresh food - Ensured products offered comply with local regulations - Shortened cashier queues with innovations such as Hybrid Self-Checkout, Unified POS and adopting more channels of cashless payment methods - Continued to refresh and renovate older stores - Annual improvement in our Customer Satisfaction Index of Singapore (CSISG) score - Rolled out “Recycling” cash withdrawal machine called “\$tm” across all stores - Expanded range of house brand products with a focus on quality and improved nutrition - Extended 3% special discount to senior citizens every Wednesday for another year - Rolled out 3% Merdeka Generation Special Discount every Tuesday from 1 July 2019 to 31 December 2020 - Offered more quality fresh produce at affordable prices 46 out of 59 stores open 24-hours
EMPLOYEES	- Regular staff meetings and dialogue sessions - Orientation programmes for new employees - Staff engagement events such as Family Day, Annual CNY Dinner, 7th Lunar Month Festival - Grievance/whistleblowing procedures	- Competitive rewards and recognition - Occupational health, safety and well-being - Opportunities for career progression - Learning and development opportunities - Job stability - Good leadership	- Committed performance-sharing scheme - Remuneration and promotion are in line with employee performance - Whistleblowing policy in place to address any fraudulent or unfair practices - Collaborated with Health Promotion Board on Workplace Health Programme - Conducted regular meetings and follow-up on workplace and fire safety - Conducted regular inspections on workplace and fire safety - Committed to setting up an in-house training centre by 2021



OUR APPROACH TO MATERIALITY

STAKEHOLDERS	MODE AND FREQUENCY OF ENGAGEMENT	ISSUES & CONCERNS	SHENG SIONG'S EFFORTS AND ACHIEVEMENTS
SUPPLIERS	- Regular business review sessions - Supplier visits and audits - Annual meetings with key suppliers	- Fair trading agreements - Short credit terms - Punctual payment for supplies - Stable, long-term business relations	- Continued enhancements to Suppliers' Portal to facilitate business administration, communication, and prompt payment - Ensured credit terms are in line with the market - Ensured whistleblowing policy is in place to address any fraudulent or unfair practices
GOVERNMENT AGENCIES	- Regular update meetings - Participation in dialogue sessions organised by the authorities - Relevant project and engagement meetings	- Sustainable sourcing - Food safety and security - Fair and affordable prices - Compliance with industry standards and hygiene practices - Management of negative environmental impacts such as food wastage and packaging waste - Helping communities in need	- Diversified sources of food supply - Carried sustainably-sourced products in relevant categories such as seafood and paper products - Maintained ISO 22000:2005 certification system for Food Safety Management - Adopted Cold Chain Management - Implemented 'Reduce, Reuse, Recycle' approach towards environmental protection - Implemented food waste management initiatives - Signatory to the Singapore Packaging Agreement since 2018, and awarded SPA Excellence Award in 2019
NGOS & VOLUNTARY WELFARE ORGANISATIONS (VWOS)	- Engagement meetings with NGOs & VWOs - Participation in projects and/or volunteer activities - Philanthropy and in-kind sponsorships		
MEDIA	- Media relations engagement - Media monitoring		
SHAREHOLDERS /INVESTORS	Regular investor relations meetings	- Financial performance - Dividend payout - Sound business strategies - Risk management - Governance and transparency - Business continuity	- Reiterated commitment to business excellence and profitability - Ensured consistent dividend distribution momentum - Developed talent management program for succession planning

Table 2: Stakeholder Engagement Activity Matrix (continued)

MATERIALITY ASSESSMENT & TOPIC BOUNDARIES

Materiality in relation to sustainability is an important principle as it helps us to identify and prioritise the economic, environmental and social topics that impact the success of the business and that matters most to our stakeholders. The outcomes of our materiality assessment will be used primarily to inform our sustainability strategy, management approach and report content.

We periodically review our material topics against the changing business landscape, regulatory environment, emerging global and domestic trends, industry best practices, as well as stakeholder opinions to keep abreast on issues that matter to the business and its stakeholders and to stay relevant and responsive to their needs.

In 2018, Sheng Siong commissioned an independent consultant specialising in sustainability to conduct a materiality assessment, based on current and emerging trends, stakeholder perspectives and our list of previously identified material topics. A three-step approach (shown in figure 1) was adopted in the determination and prioritisation of our material sustainability topics.



OUR APPROACH TO MATERIALITY



Figure 1: Materiality Assessment Process

The materiality matrix below (Figure 2) shows the output from the materiality assessment. A comprehensive list of 17 material topics considered was plotted against the x-axis, which shows the importance of each topic on the business, and against the y-axis, which shows how important each topic is for Sheng Siong to manage according to external stakeholders.

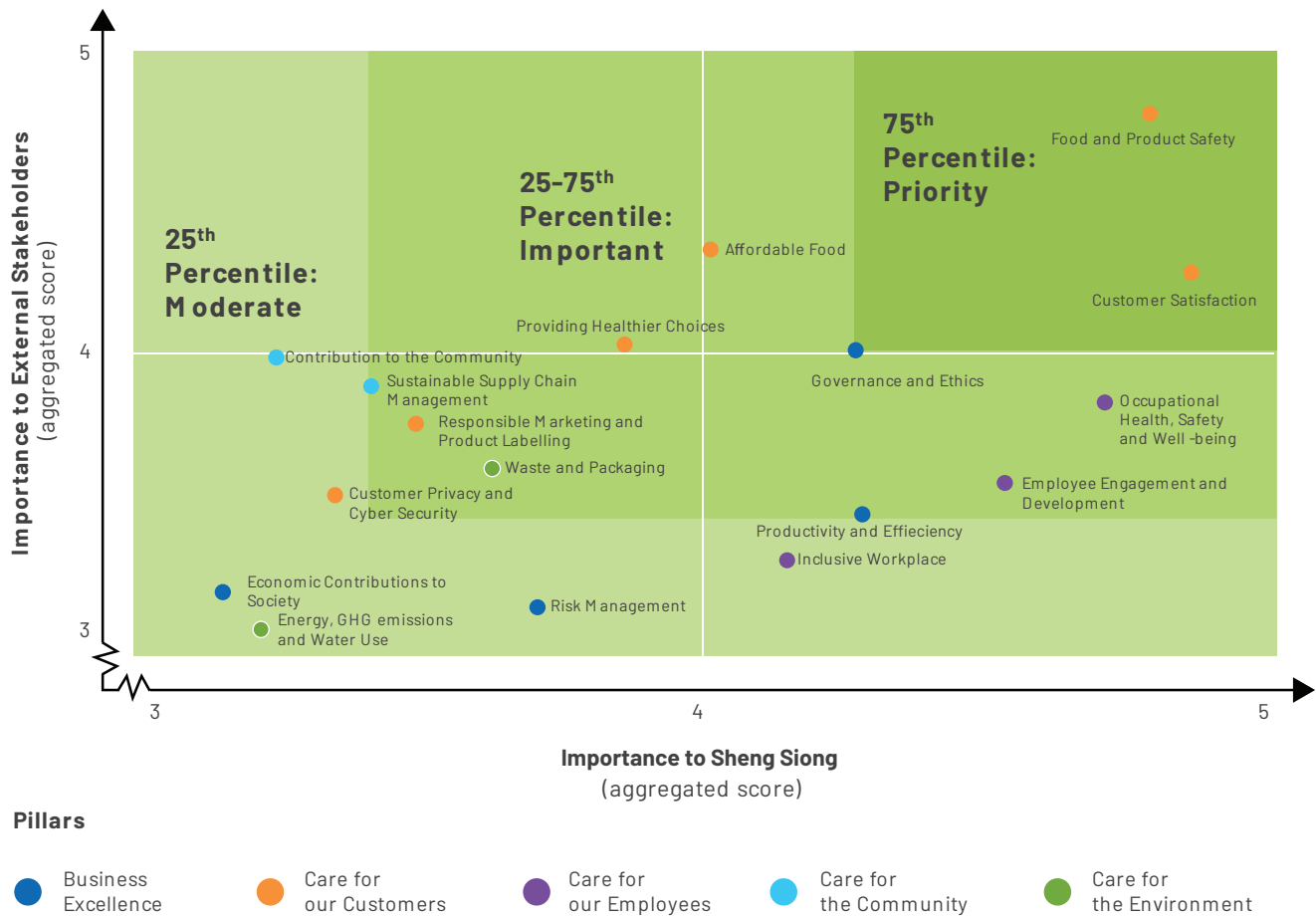


Figure 2: Materiality Matrix

The priority topics are those that internal and external stakeholders view as the highest importance for Sheng Siong to manage and report on. The topics ranked 'Moderate' are less critical and of lower relative importance to both internal and external stakeholders. However, we believe that they remain relevant and should be actively managed and reported to an appropriate degree according to business priorities and stakeholder needs.

In 2019, the Sustainability Committee, in consultation with the Board, concluded that there were no changes to our material topics identified although the Group observed that the following topics have increased in importance.

- More public awareness on environmental issues such as plastic reduction due to Singapore's "Towards Zero Waste" vision and recent "Say 'YES' to Waste Less" Campaigns.
- More incidents of scams mis-using Sheng Siong's intellectual property led to heightened stakeholder views on cyber-security and customers' data protection.
- Greater concern by employees about their health and safety.
- Greater concern by employees about job security and benefits given economic uncertainties.

Our response to managing these rising concerns is detailed in the respective chapters of this report.

OUR APPROACH TO MATERIALITY

Ranking	Pillar	Material Issues	Definition	Where in our value chain the impacts occur		
				Suppliers	Storage & distribution centre, food processing facilities, retail and online store	Customers
Priority	Care for our Customers	Food and Product Safety	Ensuring food and products are safe for consumption and use, and comply with the relevant standards and certifications.	✓	✓	✓
	Care for our Customers	Customer Satisfaction	Focusing on customer care and service and improving the customer experience at all our retail outlets and online store.		✓	✓
	Business Excellence	Governance and Ethics	Conducting our business activities with integrity, maintaining the highest ethical standards and good governance, and complying with the relevant regulations.	✓	✓	✓
Important	Care for our Customers	Affordable Food	Keeping our products and produce affordable and competitively priced.	✓	✓	✓
	Care for our Employees	Occupational Health, Safety and Well-being	Safeguarding and protecting the health, safety and well-being of our employees. This includes our continued focus on maintaining a safe environment for our employees and customers.	✓	✓	✓
	Care for our Employees	Employee Engagement and Development	Attracting, retaining and developing our employees. This includes maintaining a fair remuneration system and recognising employee contributions.		✓	✓
	Care for our Customers	Providing Healthier Choices	Enabling our customers to lead healthier lives. This includes providing healthier food options and improving the nutritional standards of our housebrand products.	✓	✓	✓
	Business Excellence	Productivity and Efficiency	Improving business processes and operational efficiencies, adopting new methods and innovative technologies where feasible.	✓	✓	✓
	Care for our Customers	Responsible Marketing and Product Labelling	Providing accurate and sufficient product information and ensure responsible marketing practices to help customers make informed purchasing decisions.	✓	✓	✓
	Care for the Community	Sustainable Supply Chain Management	Ensuring the responsible and sustainable sourcing of goods and services. This includes making sure we have inclusive, fair and transparent processes to select, manage and pay suppliers. It also includes integrating social and environmental considerations when procuring goods and services.	✓	✓	✓
	Care for the Environment	Waste and Packaging	Driving the 3Rs (Reuse, Reduce and Recycle) approach towards waste and packaging, including food waste.	✓	✓	✓
Moderate	Care for our Employees	Inclusive Workplace	Committing to the principles of equality and non-discrimination, and respecting labour rights.		✓	
	Care for the Community	Contribution to the Community	Giving back to the local communities where we operate through community initiatives and philanthropic activities.		✓	
	Care for our Customers	Customer Privacy and Cyber Security	Protecting customers' rights to privacy and safeguarding important information from the growing risk of cyber threats.	✓	✓	✓
	Business Excellence	Risk Management	Identifying and managing material risks, and ensuring business continuity and succession plans are in place.	✓	✓	✓
	Business Excellence	Economic Contributions to Society	Generating and distributing economic value to our stakeholders, providing a clear understanding of the direct monetary contribution to the local economy by the company.	✓	✓	✓
	Care for the Environment	Energy, Greenhouse Gas (GHG) Emissions and Water Use	Improving water and energy usage efficiency within our operations, and reducing our GHG emissions.	✓	✓	✓



OUR MANAGEMENT APPROACH: EVALUATION, PROGRESS AND TARGETS

●●●● Early Stages
 ●●●○ Further progress needed
 ●●●● Good progress
 ●●●● Goal achieved

The table below provides an overview of our management approach for each material issue, based on the GRI standards 103-1, 103-2, and 103-3. References for where the content can be found are also included where applicable. At the same time, to measure our ongoing sustainability performance and drive improvement, we have developed a set of targets related to our material sustainability issues. The progress of these targets will be reviewed and reported on an annual basis.

Pillar	Material Topic	Why is this material?	Management Approach (Refer to chapter indicated)	Evaluation of the Management Approach (Refer to chapter indicated, or otherwise explained here)	Commitments made in 2018	Progress in 2019 ¹	Target Year	Future Targets
 Business Excellence	1. Governance and Ethics	As a responsible business, it is critical that we observe good corporate governance and business ethics in order to achieve our business objectives, build trust among our stakeholders, and drive performance improvement. It also increases the accountability of our company.	- Leadership Commitments to Sustainability - Annual Report 2019	- Leadership Commitments to Sustainability - Annual Report 2019	Provide training and education on anti-corruption and anti-competition for all our employees of managerial position. Ensure all our suppliers are informed of our anti-corruption and anti-competition policies.	●●●○	2020	-
	2. Risk Management	The ability to identify, assess, and manage risks is fundamental to weatherproof our business and help us make better decisions for the future.	- Leadership Commitments to Sustainability - Materiality Assessment - Annual Report 2019	- Leadership Commitments to Sustainability - Materiality Assessment - Annual Report 2019	Consider the adoption of ISO9001 Quality Management framework and Enterprise Risk Management framework.	●●●○	2020	-
	3. Economic Contributions to Society 	The ability to generate economic contributions for our stakeholders and society is a crucial component to ensure business longevity and social development.	- Business Excellence - Care for our Employees - Care for our Community	Our Board of Directors meet regularly to discuss and evaluate the business performance of the Group, and to formulate growth strategies. We measure our financial performance against targets set. Our sustainability report is used to account for our contributions towards community initiatives, and our lower salaried employees.	Continuously strive for excellence in our performance.	●●●●	On-going	-
	4. Productivity and Efficiency 	Managing productivity and efficiency can help the company better utilise its resources, especially in Singapore, where there is an aging population and tightening of foreign labour policies.	- Joint Statement - Business Excellence	When new technologies or business processes are adopted, we evaluate productivity based on performance indicators such as man-hours saved, number of errors reduced, and/or higher outputs level, etc. We also evaluate our financial results to observe improvements in our productivity.	Work closely with key partners to develop and adopt new processes and technology to improve business capabilities.	●●●●	On-going	-

¹ Details of the progress made in 2019 can be found in the relevant chapters.



OUR MANAGEMENT APPROACH: EVALUATION, PROGRESS AND TARGETS

Pillar	Material Topic	Why is this material?	Management Approach (Refer to chapter indicated)	Evaluation of the Management Approach (Refer to chapter indicated, or otherwise explained here)	Commitments made in 2018	Progress in 2019 ¹	Target Year	Future Targets
 Care for Our Customers	5. Customer Satisfaction	Customers are the foundation of our business and therefore it is imperative to ensure that we manage their needs and concerns properly as well as provide better service and experience within stores and online.	Care for our Customers	Our operations and service team monitors feedback from consumers across different channels, such as email, in-store feedback forms, service hotline, social media platforms, etc. We strive to respond to feedback within one working day, and address the issues raised within seven working days. The contact numbers of our senior management are also made available on the notice board of every store to facilitate easy access for our customers, enabling us to address stakeholders' concerns directly.	We seek to improve our customer satisfaction score (CSISG) year-on-year by providing service excellence, meeting the evolving needs of our customers, and keeping prices competitive and affordable.	●●●●	On-going	All stores to be SG Clean certified by 2021.
	6. Providing Healthier Choices 	With an increasing awareness and concern on leading a healthy lifestyle in Singapore, we believe we have a role to play by providing healthier and more nutritious options for our customers.	Care for our Customers	We take the opportunity to review nutritional improvements of our products by paying close attention to market trends and observations. We also believe that our customers will benefit from a wider range of more affordable fresh produce.	Conduct a stock take of our range and selection of 'healthier choice' and 'trans fat free' products to determine the baseline for target setting. Continue efforts to develop new housebrand products which meet 'healthier choice' and/or 'transfat free' criteria.	●●●● ●●●●	2020 On-going	-
	7. Affordable Food 	Keeping essential products and produce affordable is critical for Sheng Siong to remain competitive in the retail industry. As a responsible business, we do not conduct or encourage profiteering or anti-competitive practices.	- Care for our Customers - Care for our Community	We conduct market research regularly to ensure our products and produce are affordable and competitively priced.	Extend special 3% discount to senior citizens every Wednesday for another year. Continue to practise diversification in our sourcing and procurement strategy to ensure the availability of a sustainable supply of food and products at a stable price.	●●●● ●●●●	2020 On-going	-

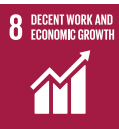


OUR MANAGEMENT APPROACH: EVALUATION, PROGRESS AND TARGETS

Pillar	Material Topic	Why is this material?	Management Approach (Refer to chapter indicated)	Evaluation of the Management Approach (Refer to chapter indicated, or otherwise explained here)	Commitments made in 2018	Progress in 2019 ¹	Target Year	Future Targets
 Care for Our Customers	8. Customer Privacy and Cyber Security	In light of recent and increasing threats of cyber crimes, customers who entrust their personal data to us would expect that their information is protected and not misused. With the increasing use of technology in our business operations, it is critical to safeguard our information technology systems against cyber threats in order to maintain the viability of our business.	- Business Excellence - Care for our Customers	Our IT policy comprises of regular risk assessment that allows us to monitor and establish safeguards within our systems to prevent breaches. We have also established a business continuity plan (BCP) which focuses on the recovery of technology facilities and platforms, such as critical applications, databases, servers or other required technology infrastructure for the viability of the business. We review our policy and BCP regularly to make sure they are relevant.	Ensure all of our employees are aware of and understand our Group's personal data protection policy (PDPC). Provide education and awareness on cyber security among our employees of managerial roles through talks and workshops.	●●●● ●●●●	2020	Work closely with partners to promote cyber security among consumers.
	9. Food and Product Safety 	Safeguarding food and product safety is a basic founding principle of our business, and is essential for our success. We recognise our responsibility as the final gatekeeper in the supply chain to safeguard the health, safety and interests of our customers. Building a strong trusting relationship with our customers fosters their loyalty to continue to shop with Sheng Siong.	Care for our Customers	We monitor our performance in food and product safety through certification assessments such as HACCP and ISO 22000:2005 Food Safety Management System. An in-house Quality Assurance Programme is in place to ensure that our products meet stringent quality standards, and our stores and processing facilities meet hygiene, sanitation, and processing standards in order to comply with regulations. Any non-compliance may warrant a warning or fine from the regulatory authorities and is informed through this report.	Work closely with the newly formed Singapore Food Agency to ensure that our farm fresh produce and processed food products are compliant with Singapore's stringent food safety standards, and that our food handling processes comply with the relevant food hygiene standards. Continue to be certified by ISO 22000:2005 for food safety management. Improve our internal food and product safety, as well as quality assurance programme, by setting more measurable targets.	●●●● ●●●● ●●●●	On-going On-going 2020	-
	10. Responsible Marketing and Product Labelling	Similar to safeguarding food and product safety, the process of building trust and loyalty also includes providing accurate and sufficient product and marketing information for shoppers to make informed choices.	Care for our Customers	We require all our suppliers to comply with the Singapore Sale of Food Act which includes food labelling requirements. Any non-compliance may warrant a warning or fine from the regulatory authorities and is informed through this report.	Ensure that there are no incidents of non-compliance concerning product information and labelling.	●●●●	On-going	-



OUR MANAGEMENT APPROACH: EVALUATION, PROGRESS AND TARGETS

Pillar	Material Topic	Why is this material?	Management Approach (Refer to chapter indicated)	Evaluation of the Management Approach (Refer to chapter indicated, or otherwise explained here)	Commitments made in 2018	Progress in 2019 ¹	Target Year	Future Targets
 Care for our Employees	11. Employee Engagement and Development	The performance of our employees is critical for the success of our business. At Sheng Siong, we seek to attract and retain the best employees through the provision of equal opportunities for growth and development, as well as ensuring that they are recognised for their performance through a fair remuneration and reward system.	Care for our Employees	We closely monitor our employee turnover rate, training hours, and turn out to company events. Employee engagement surveys are also conducted from time-to-time to gather satisfaction level and feedbacks.	Maintain employee annual turnover rate below 40%. Set up in-house training centre by 2021. Improve our talent management programme for succession planning. Conduct a review of current employee engagement activities and identify opportunities for improvement.	●●●● ●●●● ●●●● ●●●●	On- going 2021 2021 2020	-
	12. Inclusive Workplace 	An open and inclusive work culture motivates our employees to perform well as it allows them to be comfortable in the workplace. Diversity in the workplace also allows for contribution from different perspectives, thus promoting creativity and innovation.	Care for our Employees	Disclosures in our sustainability report are used to evaluate the results of our practice.	-	-	-	Zero incidents of discrimination.
	13. Occupational Health, Safety and Well-being 	Employees are key assets of Sheng Siong and it is therefore crucial for the company to provide a safe environment and ensure safe behavior is practised. This will also indirectly ensure that customer health and safety is protected when they shop in our stores.	Care for our Employees	Our WSH committees meet regularly to discuss and review related issues and statistics. Suggestions for improvements are then reported to the management for their review and endorsement.	Reduce the number of workplace accidents by at least 10%. Reduce the number of accidents involving customers by at least 10%. Reduce the number of motor accidents caused by our delivery drivers by at least 20%. Continue to raise awareness and understanding of our WSH policies, and where possible, organise talks, workshops, and trainings on the topic for our employees.	●●●● ●●●● ●●●● ●●●●	On-going On-going On-going On-going	-



OUR MANAGEMENT APPROACH: EVALUATION, PROGRESS AND TARGETS

Pillar	Material Topic	Why is this material?	Management Approach (Refer to chapter indicated)	Evaluation of the Management Approach (Refer to chapter indicated, or otherwise explained here)	Commitments made in 2018	Progress in 2019 ¹	Target Year	Future Targets
 Care for Community	14. Sustainable Supply Chain Management 	Building strong and lasting relationships with our suppliers is essential for the success of our business. With increasing challenges brought about by issues such as climate change, resource conservation and labour practices, Sheng Siong has a role to play in positively influencing how goods and services are produced and supplied, in order to build a sustainable future.	Care for our Community	Leadership Commitments to Sustainability We actively engage with the government, NGOs and VWOs to discuss Sheng Siong's role in sustainable sourcing. Our aim is to continue keeping our products and fresh food affordable while exploring ways to move forward on our sustainable sourcing journey.	Provide education and training to our procurement team on sustainable supply chain management. Improve the collection of data on our range and selection of 'sustainable' products to determine the baseline for target setting. Review and enhance purchasing policies to include sustainability criteria. Build partnerships to provide education and raise awareness of 'sustainable' products among consumers.	●●●● ●●●● ●●●● ●●●●	2020 Extend to 2021 2020 Extend to 2021 2021 On- going	Work with local partners and suppliers to promote the uptake of local produce in line with Singapore's "30 by 30" vision (for 30% of Singapore's nutritional needs to be supplied locally by 2030) and to support "made-in-Singapore" products.
	15. Contribution to the Community 	As part of the community, we believe that it is important for us to lend a hand to the less fortunate, and champion causes that we believe are essential for sustainable development. It is also critical that our business activities are organised with care for the neighbourhood to mitigate disturbance, pollution, and promote safety and community spirit.	- Business Excellence - Care for our Employees - Care for our Community	Our sustainability report is used to report on our philanthropic activities and contributions towards community initiatives. Our operations and service team regularly monitor feedback from consumers about possible disturbances, and address the feedback immediately. We may receive warnings or fines from regulators if these issues are not resolved.	Support community initiatives and make charitable donations and sponsorships to the local community. Founders commit to support the annual Education Grant for children of our lower salaried employees. Continue to work with local town councils to reduce disturbances to the minimum.	●●●● ●●●● ●●●●	On- going On- going On- going	-



OUR MANAGEMENT APPROACH: EVALUATION, PROGRESS AND TARGETS

Pillar	Material Topic	Why is this material?	Management Approach (Refer to chapter indicated)	Evaluation of the Management Approach (Refer to chapter indicated, or otherwise explained here)	Commitments made in 2018	Progress in 2019 ¹	Target Year	Future Targets
 Care for Environment	16. Energy, Greenhouse Gas (GHG) Emissions and Water Use	Conservation of resources is important not only for the preservation of our natural environment, but also for the viability of our business as it enables us to lower our cost and create greater value for our stakeholders.	• Care for our Environment	We monitor and measure the usage of our resources. This data is then reported in our sustainability report. By improving the quality of our disclosures, we strive to strengthen our performance in resource conservation by formulating strategies in line with business and stakeholder priorities.	Develop an internal policy framework for energy and water reduction.	●●●○	2021	-
	17. Waste and Packaging 	Waste is a by-product of our business activities which can have serious impacts on our environment if not managed properly. As a responsible business, Sheng Siong is committed to reducing the amount of waste generated and supporting a circular economy.	• Care for our Environment	We monitor and measure our waste streams. This data is then reported in our sustainability report. By improving the quality of our disclosures, we strive to strengthen our performance in waste management by formulating strategies in line with business and stakeholder priorities.	Continue to drive a Reduce, Reuse, Recycle (3R) approach towards resource and waste management. Adopt the newly-released Singapore Standard SS 640: 2018, "Code of practice for food waste management for food retail, wholesale and distribution establishments". Provide a meaningful performance indicator for tracking. Collaborate with partners to advocate for waste reduction. Prepare for the Mandatory Packaging Reporting Framework and Mandatory Waste Reporting Framework which will come into effect in 2020. Develop a packaging guideline for our suppliers that incorporate the Environmental Code of Practice for the Packaging of Consumer Goods (ECOPP).	●●●● ●●●○ ●●●● ●●●○ ●●●○	On- going 2020 On- going 2020 2021	-



SHENG SIONG AND THE SUSTAINABLE DEVELOPMENT GOALS

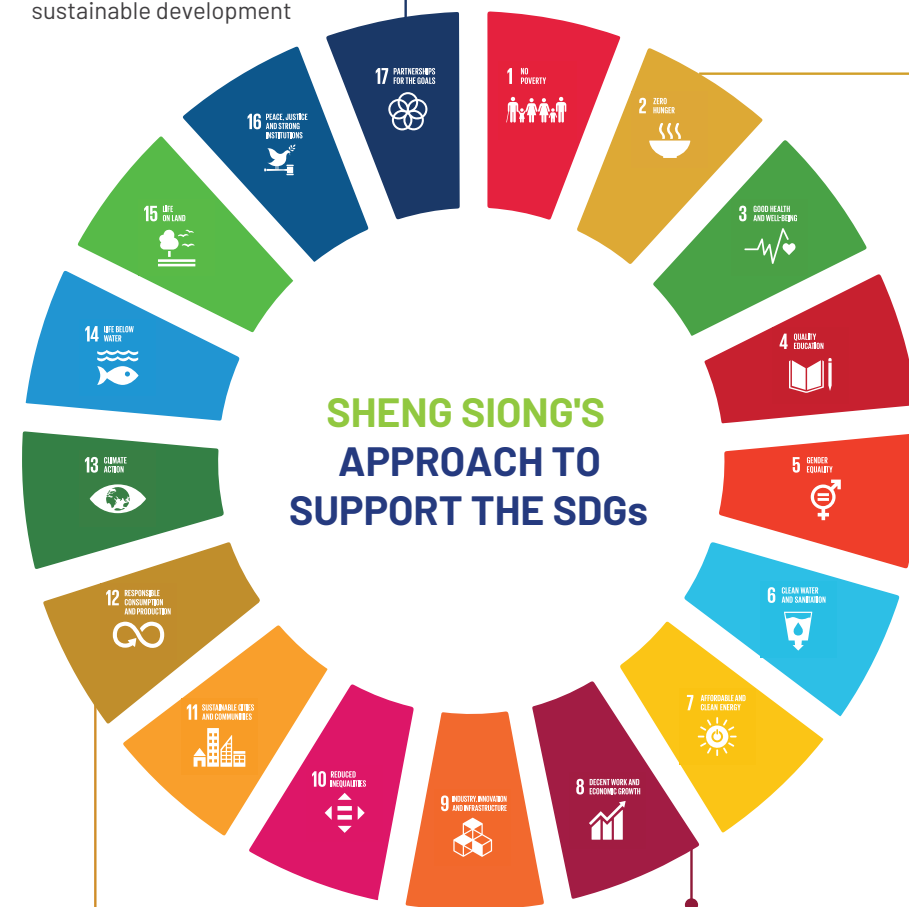
The Sustainable Development Goals (SDGs), comprising 17 of the world's most pressing challenges, were endorsed by the UN in 2015 to achieve the underpinning 169 targets by 2030.

While Sheng Siong has been contributing to sustainable development in several ways over the years, we believe it is important for us to communicate our commitment towards supporting the SDGs.

We have selected four goals to focus on after reviewing each of the SDGs based on where our business can make the biggest impact. These four goals will be used to inform our sustainability strategy and relevant targets going forward and we will report on our progress accordingly.

Care for Sustainability

- Build partnerships for sustainable development



Care for our Customers

- Providing healthier choices
- Providing affordable food
- Ensuring food and product safety

Care for our Community

- Contributions to the Community through community initiatives and philanthropic activities

Care for our Community

- Enhance sustainable supply chain management

Care for our Environment

- Manage waste and packaging

Business Excellence

- Improve economic contributions to society
- Improve productivity and efficiency

Care for our Employees

- Enhance occupational health, safety and well-being
- Build an inclusive workplace



BUSINESS EXCELLENCE

Partnerships for Smart Business



BUSINESS EXCELLENCE

PARTNERSHIPS FOR SMART BUSINESS

A FORERUNNER FOR NEW PROCESS AND TECHNOLOGY

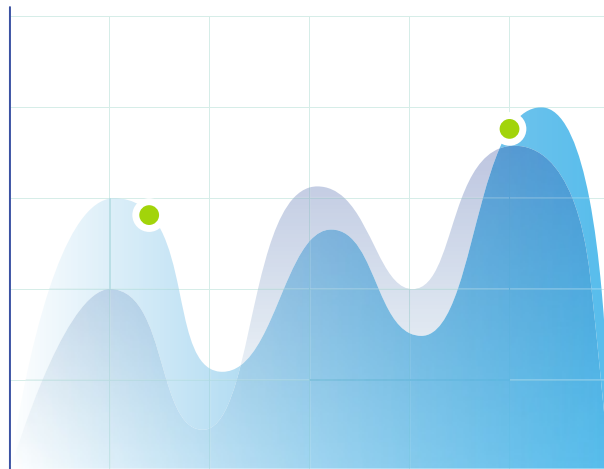
Sheng Siong strives to be a forerunner in the adoption of new processes and technology that improve operational efficiencies and productivity, simplify workflow and enhance customer experience to achieve outstanding performance. This earned us the SPRING Innovation Excellence Award in 2015.

We continue to work closely with key partners such as Enterprise Singapore to develop and adopt new processes and technology to improve our business capabilities. This is an important foundation for us in our plan to expand into the international market.

Riding on the momentum towards building a Smart Nation, we have adopted the following new technologies and made improvements to existing ones.

Expansion of Distribution Centre

The expansion of our Distribution Centre was completed in March 2020. The new extension sees a boost to our storage and warehousing capacity by about 18%, due to our adoption of the Automated Storage and Retrieval System (ASRS). The system automatically places and retrieves products and inventory on demand from defined storage locations, which helps us to save floor space, improve safety, and increase productivity.



Enhancements to the Suppliers' Portal

We continue to enhance our suppliers' portal to include new features to facilitate communication with our suppliers and simplify administrative procedures. This enables our clerical staff to free up their time to take on job roles with greater responsibilities which require greater skill sets.

Integration of Business Processes under the Sheng Siong (SS) Enterprise App

We have started to integrate some of our business processes under the SS Enterprise App, a mobile application that facilitates operational business functions such as purchase order (PO) approvals, real-time inventory inquiry and sales monitoring – all conducted through the mobile phone. We will continue to include more functions within the app, such as human resource management, inventory management, logistics management and even supplier management. As work is likely to be less desk-bound in the future, we believe new technology such as these will have a lasting impact on productivity and efficiency.

Experimenting with Data Analytics

We are working to improve our capability on data analytics, going beyond simple sales analysis to discovering more useful information to support our business functions and decision-making.

Improve Goods Receiving and Distribution of Fresh Food

The goods receiving and distribution process of fresh produce such as seafood and meat by weight has been time-consuming and prone to errors. Last year, we implemented a new PC-based weighing scale which is programmed to integrate with our inventory management and distribution systems at our distribution centre. This has shortened suppliers' waiting time at delivery, and as a result, enabled us to distribute fresh produce to our retail stores more efficiently and accurately. This program has been successfully rolled out to our purchase station in the Jurong Fishery Port (JFP) in 2019.

Connecting with our Customers through Sheng Siong (SS) Connect

As society becomes more digitally connected, it is paramount that Sheng Siong also explores ways to better connect, communicate and engage with our customers. We created the SS Connect App with this vision in mind. At its pilot stage, we have included features such as in-store promotion alerts, auto-completion of Sheng Siong's mega promotion lucky draw entry form, e-receipts, purchase history records and store locator. We envision SS Connect to play the role of a shopping assistant to our customers and see ourselves adding more exciting functions and features in the near future.

Enhancing Customers' In-Store Experience through Technology

Between 2015 and 2019, we successfully rolled out our Hybrid Self-Checkout System (HSCO) in all our 61 stores. The HSCO has allowed us to successfully reduce customer waiting times at checkout by more than 30 seconds, while freeing up cashiers and tellers to take on roles that enlarge the scope of their responsibilities and skill sets.



"When I first started working as a cashier, I have to manually count the cash float before and after every work shift. Especially for newcomers, they would be very worried about giving the wrong change to customers. With the implementation of the Hybrid Self-Checkout System (HSCO), we can focus on scanning and bagging the products for our customers, while payment is done at the payment kiosk. As a chief cashier now, I feel that the HSCO has simplified and streamlined the payment process for my colleagues. While customers find it quick and convenient to checkout, our cashiers can focus on serving and interacting with customers."

Mdm Khoo Suk Li (35, Chief Cashier)



BUSINESS EXCELLENCE

PARTNERSHIPS FOR SMART BUSINESS



Singapore's first "recycling" cash withdrawal machine, which we call "Stm", is now available across all our stores. We top up the Stm machines with cash from our supermarket sales, and customers are able to withdraw money from their bank accounts using their DBS, POSB, OCBC or UOB ATM cards. This reduces the amount of cash required to be collected daily and deposited at the bank by our cash handling service provider, thereby enabling us to save on cash handling charges. This should improve productivity across our stores nationally as cash is recycled at our stores, eliminating the stage in which it is transferred to the banks and then back to their ATMs. Even as we move towards a cashless society, we believe such a system remains crucial as cash will continue to play a role in society, albeit a diminished one.

Managing Risk of Petty Theft

We continue to work closely with the Singapore Police Force to deter shop theft. Some initiatives include raising awareness on the A.S.K. Protocol, a 3-steps procedure for our frontline colleagues to take in deterring thefts, and placing publicity materials at our stores to enhance deterrence. To deter shop theft, Sheng Siong supermarket employees double up as security officers and wear vests bearing the words "SHOPWATCH". At the same time, they assist our customers with their shopping needs, thus promoting quality customer service. We channelled the financial savings from hiring security officers to awards for our employees and customers who identify potential incidents of petty theft.



PARTNERSHIPS FOR EXCELLENCE

In 2018, we signed an MOU with ITE to formalise a partnership for student and staff development through collaborations in areas such as internship opportunities, attachments for ITE staff and industry projects related to Sheng Siong's business and operations. By 2019, we have recruited interns from ITEs and sent our trainers for training in a program specially tailored to our needs, alongside the set-up of our supermarket training centre. We believe that our partnership will bring about opportunities for learning and innovation for both organisations, and enhance the practical training for students who will form the future workforce in the retail business industry.

PROTECTING OUR DIGITAL INFRASTRUCTURE & INTELLECTUAL PROPERTY

The digital transformation of our business brings increasing cybersecurity threats. We recognise the growing risk and have taken steps to secure and protect our digital infrastructure and intellectual property. Besides regular monitoring and establishing safeguards within our systems to prevent breaches, we have also established a business continuity plan which focuses on the recovery of technology facilities and platforms, such as critical applications, databases, servers or other required technology infrastructure for the viability of the business.



"My impression of workshops is that the sharing is usually quite conceptual. However, our cybersecurity in-house workshop has really left its mark on me. The information shared across is directly relatable to my work scope and the company's practices. Also, it corrects the mistaken belief that cybersecurity only involves the IT department. In reality, every department plays a part in safeguarding the company's interests by being informed and vigilant towards spear phishing, ransomware and business email compromise."

Ms Lee Shu Leng (29, Accounts Associate)

COMMUNICATION AND TRAINING ON ANTI-CORRUPTION AND ANTI-COMPETITION

Our policy on anti-corruption is disseminated to all our employees, our Board and Executive Management. We have a set of guidelines specifying the responsibilities of each employee to observe and uphold Sheng Siong's zero-tolerance stance towards all forms of corruption and collusion. It also provides information and guidance to employees on how to recognise, address and prevent instances of corruption and collusion which may arise in the course of their work.

Key personnel identified as holding sensitive positions are also required to declare any conflicts of interest and sign an agreement with the company.

In 2019, we had zero incidents of corruption and zero cases of legal actions for anti-competitive behaviour.

In 2018, outreach talks were conducted for our senior and middle management staff. This includes a session conducted by the Corrupt Practices Investigation Bureau (CPIB) on anti-corruption laws in Singapore, and a session conducted by the Competition & Consumer Commission Singapore (CCCS) on the Anti-Competition Law and Consumer Protection Fair Trading Act in Singapore.

We recognise the importance of conducting an ethical and fair business with our suppliers and strive to improve transparency in our business dealings.



BUSINESS EXCELLENCE

PARTNERSHIPS FOR SMART BUSINESS

Striving for Improvement

At Sheng Siong, we embrace a culture of learning from mistakes and experiences. When we do make mistakes, we want to make sure that they were not made with ill intentions. Thus, we investigate and review our business processes, learn from our mistakes, make corrections, communicate on our process, and implement preventive measures to avoid repeating similar mistakes.

	2017	2018	2019	Corrective Actions & Management Approach
No. of Incidents of Corruption				
Corruption	0	0	0	-
No. of Cases of Legal Actions for Anti- Competitive Behaviour				
Anti- Competitive Behaviour	0	0	0	-
No. of Incidents of Non-Compliance with Environmental Law and Regulations				
Mosquito Breeding	0	*2	0	• Immediate clean- up of mosquito breeding area. • Conduct more regular inspections especially during rainy seasons. • Improve training and awareness on mosquito breeding problems.
No. of Incidents of Non-Compliance with Laws and Regulations in the Social and Economic Area				
Fire Safety	0	*8	*5	• Improve the training of our employees in fire safety.
Obstruction and misuse of common spaces	*14	*6	*5	• Spaces were reverted to their original purpose of use.
Breach of Work Pass Conditions - Unacceptable accommodation	0	0	*1	• The offence has been corrected immediately.
Workplace Health & Safety	0	1 • The group was fined S\$2,000.00 for non-compliance concerning workplace safety.	*1 3 - warnings	• Improve the training of our employees in workplace health & safety.
No. of Incidents of Discrimination	0	0	0	-
Others	0	1 • The Group was fined S\$19,662.26 for mistakes made in our GST reporting. • Remedial: Improve training of accounting staff on GST reporting.	2 • The Group was fined S\$2,500.00 for operating without Temporary Occupation Permit at Blk 539 Bedok North branch. • The Group was fined S\$2,000.00 for failure to renew the permit to operate a lift located within Blk 539 Bedok North branch, although the lift has been regularly serviced.	• Spaces were reverted to their original purpose of use. • Permit to operate lift has been renewed.
No. of Incidents of Non-Compliance concerning Products & Services				
Health and Safety Impacts of Products and Services	*2 fines 3 warnings 2 internal findings	*4 fines 2 warnings 1 internal finding	*2 fines 4 warnings	• Enhance Internal Quality Assurance Program
Product and Service Information and Labelling	0	2 warnings	2 warnings	• Improve checks of product labels.
Marketing Communications	0	0	0	-
Substantiated Complaints concerning Breaches of Customer Privacy and Losses of Customer Data	0	0	0	-

*No Significant monetary fine was imposed. Significant monetary fines are defined as being greater than \$1,000 per incident.



BUSINESS EXCELLENCE PARTNERSHIPS FOR SMART BUSINESS

EXTERNAL INITIATIVES

Sheng Siong is committed to uphold the highest food and product standards and quality management systems that reflect our values and meet the demand of our customers and other stakeholders. We continuously challenge ourselves to be better – a better retailer, a better employer, and a better organisation. External initiatives that we subscribe to or endorse are as follows:

- Singapore Code of Corporate Governance (2018)
- Singapore Quality Class
- ISO22000:2005 Food Safety Management
- Singapore Standard for Cold Chain Management for Vegetables SS552: 2016
- Singapore Standard Code of practice for chain management of milk and dairy products SS621: 2016
- Singapore Standard Code of practice or conditioned SS629: 2017
- Tripartite Guidelines on Fair Employment Practices (TAFEP)
- Forest Stewardship Council (FSC)

Singapore Packaging Agreement

The Singapore Packaging Agreement (SPA) is a voluntary agreement and joint initiative by the government, industry and NGOs to reduce packaging waste in Singapore. We became a signatory of the Agreement in 2018. In 2019, we were conferred the Excellence Award (MNC and LLE) by SPA for our exemplary efforts in reducing packaging waste.

Climate Action SG: Switch and Save - Use LED

“Switch and Save – Use LED” (SSUL) is a Climate Action SG initiative that started in August 2018 to encourage households living in 1 and 2-room HDB flats to use LED lights. Eligible households will receive a \$25 voucher by the government to purchase LED lights from participating retailers. Sheng Siong has pledged our support for the initiative and is one of the partnering retailers accepting the SSUL vouchers. Sheng Siong has continued to support the program all through 2019.

Singapore Healthier Choice Symbol Programme

By 2019, the number of products under our housebrands carrying the Healthier Choice Symbol (HCS) had increased to 83 products, up from 25 products in 2017. These products include brown rice, red rice, cooking oil, red cargo rice vermicelli, baked beans, sardines in tomato sauce and wholemeal bread products.

NS Mark Accreditation

We have pledged and signed the declaration of support for National Service and Total Defence 2017-2020. The NS Mark is a national-level accreditation scheme that recognises businesses and organisations with policies and human resource practices that support National Service and Total Defence.

SGX Fast Track

In 2019, Sheng Siong has been included in the SGX Fast Track until the next review cycle in 2021. SGX Fast Track recognizes the efforts and achievements of listed issuers which have upheld high standards of corporate governance and maintained a good compliance track record. This allows the Group to receive prioritised clearance for submissions of corporate actions to SGX RegCo.

SG:D | GET READY! DIGITAL PARTICIPATION PLEDGE

Amid a technology-driven landscape, improving the digital readiness of our employees is paramount to our success. We took the Digital Participation Pledge initiated by the Infocomm Media Development Authority (IMDA) in 2019 to show our commitment in supporting our employees to acquire digital skills, and encouraging our stakeholders to use our digital services.

MEMBERSHIP OF ASSOCIATIONS

We are a member of the following associations:

- Food Drinks & Allied Workers Union (FDAWU)
- Corporate Member of Singapore Chinese Chamber of Commerce and Industry (SCCCI)
- Singapore Business Federation (SBF)
- Consumer Goods Forum





CARE FOR OUR CUSTOMERS

A Responsible Retailer

CARE FOR OUR CUSTOMERS A RESPONSIBLE RETAILER

GATEKEEPER OF CONSUMER HEALTH & SAFETY

As a supermarket operator, we recognise our responsibility as the final gatekeeper in the supply chain to safeguard the health, safety and interests of our customers. Our promise to our customers is based on three core pillars: Quality, Service and Price. We take responsibility in providing accurate and sufficient product and marketing information for shoppers to make informed choices. We also protect the privacy of personal information that our customers entrust to us.

In the supermarket retail business, the supply chain is a long and complex one. We work with over 1,000 local and international suppliers including farmers, manufacturers, local distributors, concessionaires, importers and exporters. They supply to us a wide range and variety of groceries, household products and fresh produce.

As we work with various types of suppliers, the boundaries for some of these material topics may be beyond our reasonable purview. However, we seek to continuously improve the selection procedures of our suppliers and products, while monitoring their operation standards. We recognise our ability to influence our supply chain, and strive to do so positively within reasonable means.

CUSTOMER SATISFACTION

Sheng Siong's tagline "All for you" reflects our organisation's focus on customer care and service. It is one of the Group's key objectives to constantly improve consumer experience at all our retail outlets. Our score on the Customer Satisfaction Index of Singapore (CSISG) has improved consistently over the last few years.

2017	2018	2019
72.4	73.1	73.7

540 employees were rewarded for good service rendered to our customers in 2019 (compared to 326 in 2018 and 284 in 2017). To fulfil the evolving needs of our consumers, 46 of our stores (out of 59 as at end 2019) are opened 24-hours. During Chinese New Year in 2019, 24 of our stores remained open during the two days of public holiday. In addition, we continue to offer our e-commerce "allforyou.sg" online grocery shopping service to customers who prefer the alternative shopping platform. We will continue to explore further ways to leverage on technology to improve our efficiency and last-mile delivery.

Customer Engagement

In 2018, we re-launched the Sheng Siong Facebook page. By 2019, we had close to 70,000 followers. Our presence on social media platforms allow us to better communicate and engage with our customers, in a more direct manner, providing customers with greater accessibility to after-sales care. However, the improved accessibility also meant we received more feedback in 2019, bringing our complaint to compliment ratio to 1.4 (compared to 1.3 in 2018 and 1.02 in 2017). We appreciate the enhanced communication and engagement with our customers, as we believe that the constructive feedback provided will keep us grounded and help us better understand the needs of our customers.



CARE FOR OUR CUSTOMERS

A RESPONSIBLE RETAILER

AFFORDABILITY OF DAILY NECESSITIES

We continue to collaborate closely with government agencies such as the Singapore Food Agency (SFA) and SingStat to monitor excessive price increases in daily necessities to address profiteering and anti-competitive practices in Singapore. In 2019, we took a step further and supported the launch of the Price Kaki mobile application developed by the Consumers Association of Singapore (CASE), supported by the Ministry of Trade and Industry (MTI). Price Kaki allows consumers to compare and contribute in-store retail and promotional prices of common household items and groceries on its platform, thereby empowering consumers to make informed purchasing decisions.

Diversification is also practised in our sourcing and procurement strategy to ensure a sustainable supply of food and products at a stable and affordable price. Regular market research and benchmarking are conducted to ensure that Sheng Siong provides the best value in a basket of essential goods.



Customers-Centric Initiatives

Our market share of Singapore's grocery shopping industry has grown from about 14% in 2017 to 14.9% in 2018 and 16.2% in 2019. This is a good proxy indicator for our success in improving customer satisfaction notwithstanding the increase in store count. Besides, we also implemented the following initiatives to enhance customer satisfaction in 2019:

- Extension of 3% Special Discount for Senior Citizens every Wednesday
- 3% Special Discount for the Merdeka Generation every Tuesday from 1st July 2019 to 31st December 2020
- Complete roll-out of Hybrid Self-Checkout systems that shorten customers' queue time
- Complete roll-out of Cash Withdrawal Machines "STM" that provides value-added service to our customers at their convenience
- Continue to reward lucky customers for their loyalty through the Sheng Siong Mega Promotion Campaign (The Sheng Siong Show)
- Improve procedures and increase awareness among employees to ensure the safety of customers in our stores

HEALTHIER DIET CHOICES, HEALTHIER SINGAPORE

We care about our impact on consumer health. This is why we seek continuous improvements on the health and nutritional standards of processed food products under our housebrands. This is in line with the national movement towards leading a healthier lifestyle, which saw the Health Promotion Board (HPB) introduce the Healthier Choice Symbol (HCS) programme for packaged food products to help consumers make healthier choices in their grocery shopping.

Less Sugar

In 2019, two products - FOOJOO Calamansi Lemon Juice Drink and FOOJOO Orange Juice Drink - were reviewed for possible nutritional improvements and were successfully reformulated to reduce the

level of sugar content. The two products now meet the nutritional standards set by HPB and carry the HCS logo. An additional 3 flavours of the juice drink (Apple, Mango and Pineapple) carrying the HCS logo were also introduced into the market.

For new products, we plan to develop them in line with the nutritional standards of the HCS. For example, we launched the 'Bake-for-You Nyonya Kaya' series in 2019, comprising of a 'No Added Sugar' and 'Less Sugar' variants. The 'No Sugar Added' variant uses maltitol as a sugar substitute which brings a slower rise in blood sugar and insulin levels as compared to refined sugar. Again, these products were specially formulated to meet the nutritional standards of the HCS programme.



Less Oil

We also launched the 'Heritage Farm Nuts' series - Heritage Farm Cashew Nuts, Almonds, Baked Pistachios and Walnuts. Instead of oil roasting these nuts, we offer a healthier alternative to our customers by dry roasting the nuts to meet the HCS requirements. We strongly encourage our customers to try these healthy snacks of great source of nutrients and antioxidants.

Trans Fat Free

In total, we now have 83 housebrand products (compared to 65 in 2018, and 25 in 2017) carrying the HCS logo, and 216 housebrand products (186 in 2018) that are trans fat free. These include canned seafood, canned vegetables, canned fruit, rice, confectionaries, cooking oil, titbits, instant beverages, canned tuna and condiments.

Partially hydrogenated oil (PHO) is the main source of trans fat in the Singaporean diet and is linked to increased risk of cardiovascular diseases. Four

high-risk food categories - baked good, snacks, ready meals and spreads make up the majority of packaged foods containing PHO. Sheng Siong recognises the Singapore government's call to take action to eliminate the use of PHO in food and commits to the PHO-Free pledge by ensuring that our housebrand products across the four high-risk food categories are PHO-free by June 2020 - one year ahead of the effective date of the ban. We will continue relentlessly to work with our suppliers to expand the range and selection of healthier choice products.

Since 2017, we partnered the HPB in the "Eat, Drink, Shop Healthy Challenge" to encourage consumers to make healthier choices during their daily grocery shopping. For every HCS product purchased, customers can scan the QR code generated on their receipts to be awarded Healthpoints. These Healthpoints can be used to redeem grocery shopping vouchers. In 2019, we continued to support the initiative.

FRESH AND SAFE

Maintenance of the cold chain is important for preserving the safety, freshness, shelf life and quality (including nutritional value and sensory characteristics) of fresh produce while reducing wastage from spoilage throughout the supply chain. We adopted Cold Chain Management in the storage and handling of our fresh produce in 2011. This covers major supply chain links including transportation, distribution as well as storage at our logistics centre and retail outlets. In addition, we have attained ISO 22000:2005 Food Safety Management System certification since 2016 for our processing facility where we process seafood, meat and vegetables and repackaged dried food, frozen food and fruits. At our stores, an internal grading system has been put in place to check and improve hygiene and cleanliness.

As part of our Quality Assurance Programme, we have a self-test programme to check and review products that are prone to food safety issues. We send samples of products and fresh produce from our logistics centre regularly to an external lab to test microbial, chemical and pesticide residue levels.



CARE FOR OUR CUSTOMERS

A RESPONSIBLE RETAILER

CERTIFICATIONS

- HACCP certified since 2013
- ISO 22000:2005 Food Safety Management System certified since 2016

NON-COMPLIANCE

In 2019, we had six incidents relating to food safety, all of which were raised by the authorities. Whenever such incidents arise, our suppliers are immediately informed, and the products recalled and disposed of. We received four warnings and two non-significant monetary fines*. We have since taken actions to prevent such lapses.

We received two warnings for non-compliance concerning product and service information and labelling. There have been no cases of non-compliance concerning marketing communications that have resulted in a fine, penalty or warning.

*Significant monetary fines are defined as being greater than \$1,000 per incident.

RESPECTING CUSTOMER PRIVACY

Every year, we run two seasons of our weekly “Sheng Siong Show” where customers can participate for prizes by submitting their receipts at our retail outlets. To protect the privacy of customer data, receipts which contain personal particulars of customers are shredded fortnightly.

Sheng Siong complies with the Personal Data Protection Act (PDPA) which governs the collection, use and disclosure of personal data which has taken effect since 2014. Our IT policy comprises of regular risk assessment that allows us to monitor and establish safeguards within our systems to prevent breaches. In 2019, there were zero substantiated complaints received concerning breaches of customer privacy or loss of customers’ data.



CARE FOR OUR EMPLOYEES

A Responsible Employer

CARE FOR OUR EMPLOYEES

A RESPONSIBLE EMPLOYER

BUILDING AN INCLUSIVE WORKPLACE

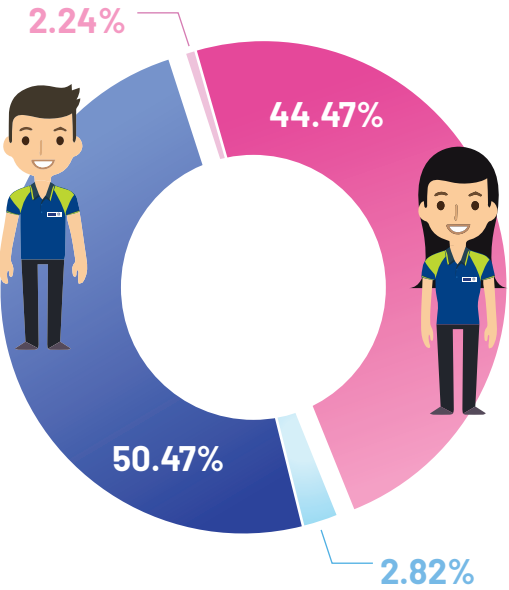
We value and recognise the contributions of our colleagues, and strive to provide a safe and conducive working environment based on an inclusive, productive, innovative and ownership-driven culture. We observe the Tripartite Guidelines on Fair Employment Practices (TAFEP) and are committed to the principles of equality and non-discrimination, with equal treatment for employees regardless of gender, age, race or religion.

Sheng Siong employs 3265 employees as at 31st Dec 2019 with a healthy gender distribution of about 50:50. Most of our employees are engaged on a full-time basis in Singapore. 99% of our managerial employees are Singapore Citizens or Permanent Residents.



"I decided to return to the workforce when my kids got older. There was a recruitment advertisement at the store and I called in. The first thing I asked was if the position was opened to non-Chinese. The HR manager told me candidly that the company hires people regardless of race. Since then, it has been my 6th year in Sheng Siong. I am very happy here and my co-workers respect me and are friendly to me. Language has never been a problem, I learnt some Malay in my younger days and I picked up some simple Mandarin on the job from my customers and colleagues."

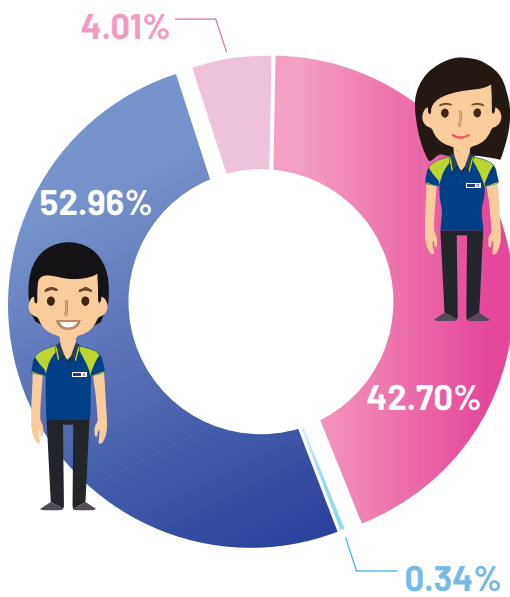
Mdm Sridevi d/o Kanayaram (45, Cashier)



Distribution of Sheng Siong Employees Based on Gender and Employment Type

As at 31 December 2019

- Female Regular
- Female Contract
- Male Regular
- Male Contract



Distribution of Sheng Siong Employees Based on Gender and Employment Status

As at 31 December 2019

- Female Full-Time
- Female Part-Time
- Male Full-Time
- Male Part-Time

Our operations in China started in mid-November 2017. In June 2019, we opened our second store in Kunming City. As of 31 December 2019, our staff strength for our supermarkets in China was 145.

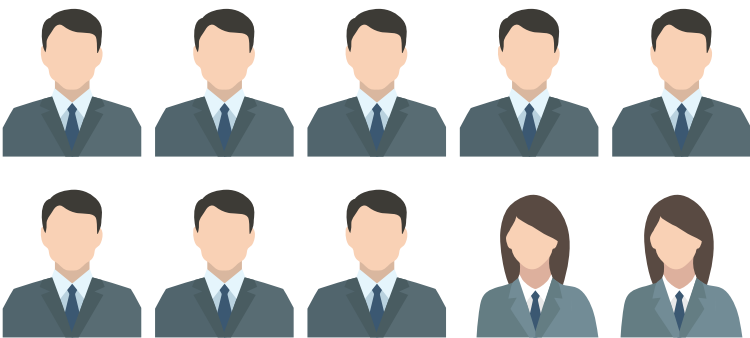
EMBRACING DIVERSITY

Sheng Siong's flat corporate hierarchy fosters close, transparent and direct communication between employees and high-level management. We are family-friendly, approachable and have an open-door work environment.

Our whistleblowing policy offers a channel for our employees to raise sensitive issues without the fear of retaliation. Proper procedures have been established to address complaints with regards to abusive, fraudulent, unethical behaviour and misconduct of our employees.

We have encountered zero cases of incidents relating to discrimination.

Composition of Board of Directors



Composition of Board by gender

8 Males
2 Females

Composition of Board by age

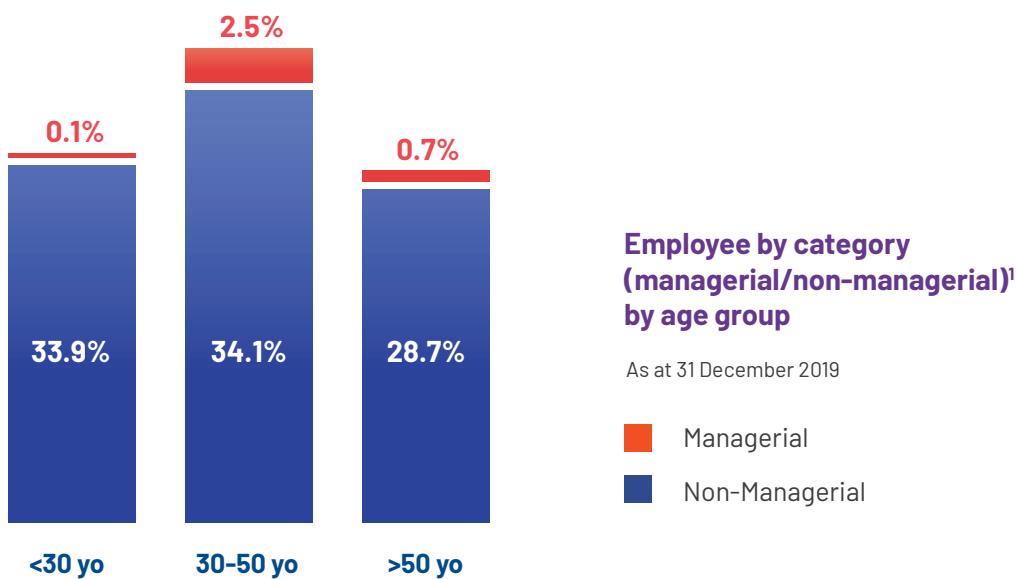
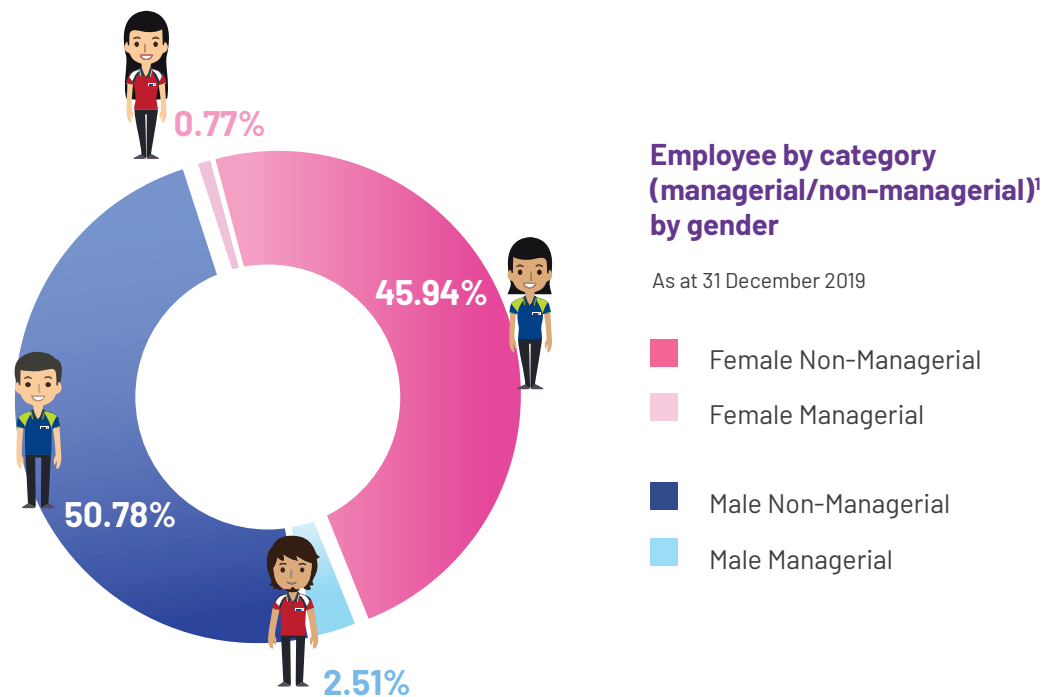
2 30-50 years old
8 over 50 years old



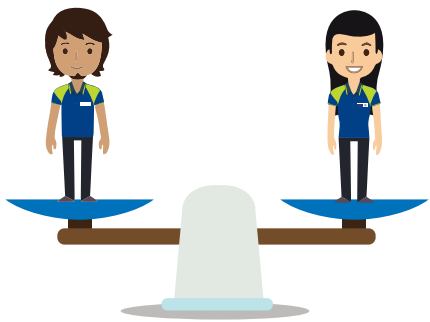
CARE FOR OUR EMPLOYEES

A RESPONSIBLE EMPLOYER

Composition of Employees by gender and age



¹ The managerial category is made up of staff from the rank of "assistant manager" and above



Sheng Siong practices transparency and equal treatment in remuneration and promotion prospects. There is no disparity in pay scale and career opportunities for reasons arising from gender, religion, and race in each employee category.

EMPLOYEE RIGHTS

Sheng Siong complies with Singapore’s Employment Act for the minimum notice period of termination to affected employees. At least two weeks’ notice period or two weeks’ salary in lieu of notice is given to an affected employee of a non-managerial role who has served for a minimum of two years, and at least one month’s notice period or one month’s salary in lieu of notice if he/she has served for a minimum of five years.

At least one month’s notice period or one month’s salary in lieu of notice is given to an affected employee of a managerial position.

Other changes to employment arrangements such as change of work shifts and location of work are discussed amicably with the employee such that an agreement is reached.

92.65% of total employees are covered by collective bargaining agreements. The notice period and provisions for consultation and negotiation are specified in the collective agreements and are binding for three years. Both parties may commence negotiation for a new collective agreement three months before the current agreement expires.

REWARDING WORK EFFORT AND EXCELLENCE

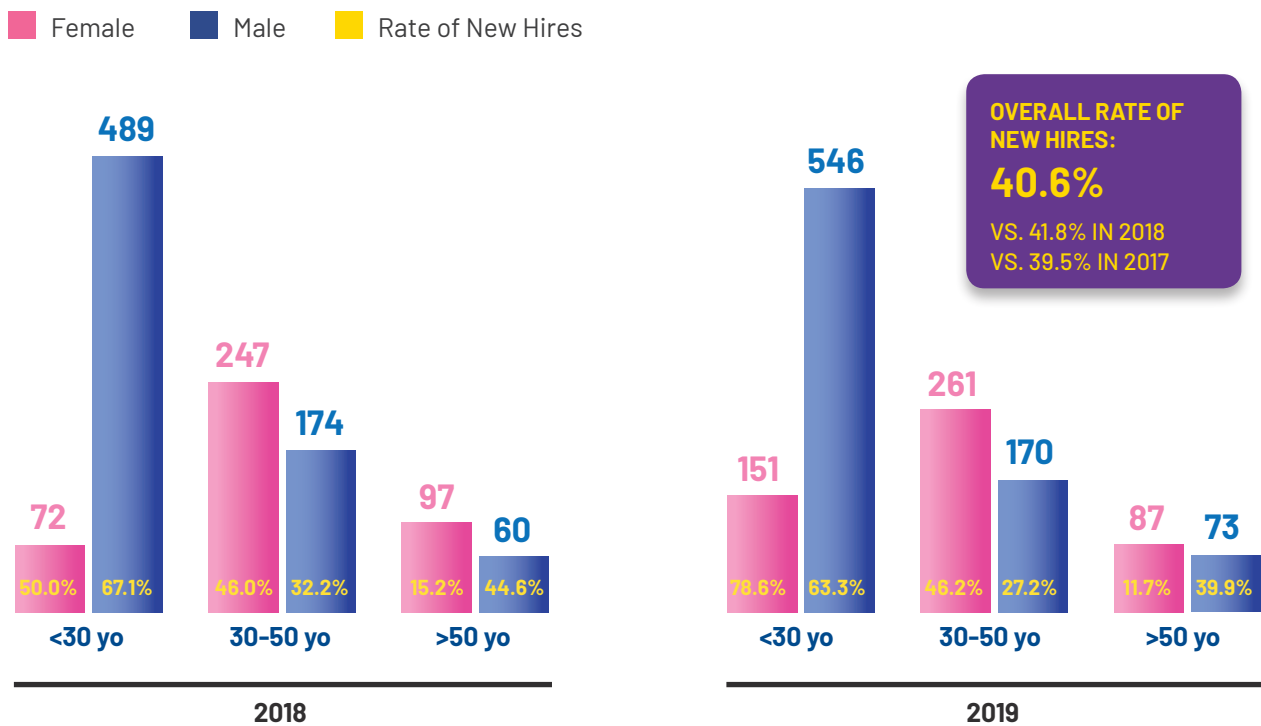
We strongly believe that our employees play a critical role in the success of our business and we provide due recognition for their excellence. Besides the common remuneration benefits, we have committed to a profit-sharing scheme to reward our employees’ good performance.

We also reward our employees based on the following merits:

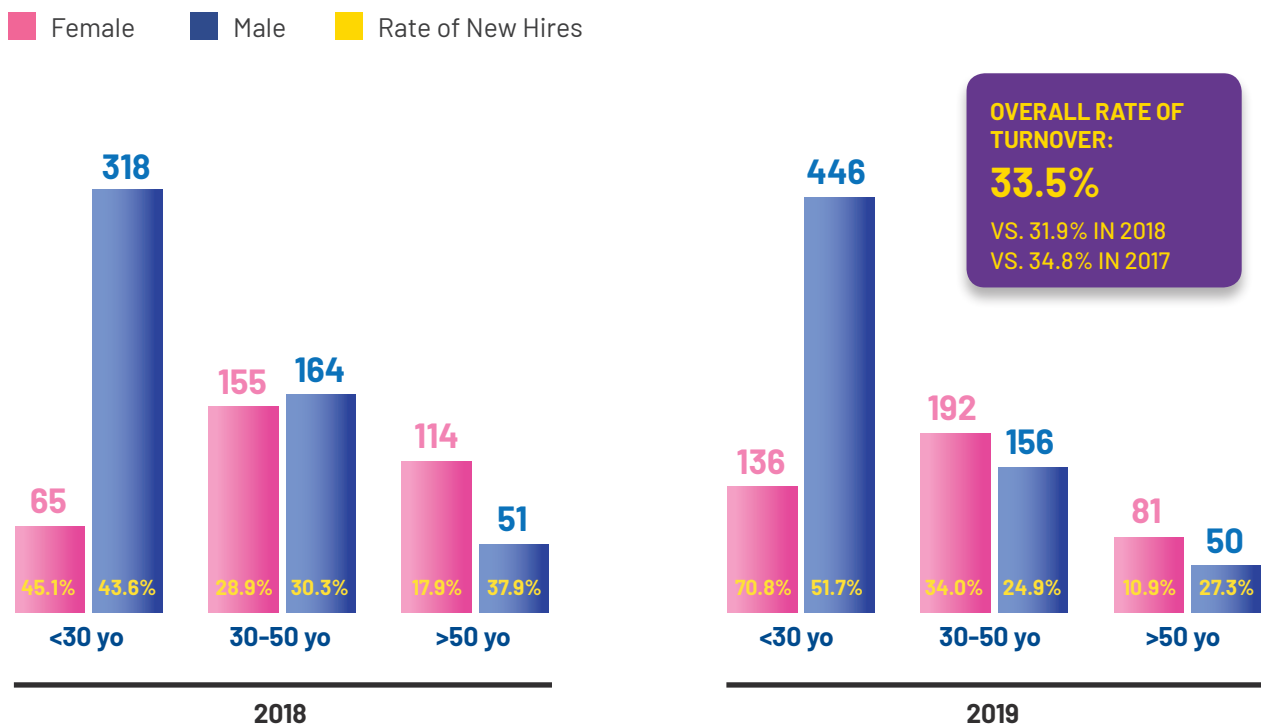
- Long service
- Innovation
- Making recommendations for new products
- Excellent service
- Reporting theft - Everyone is an effective “security officer”
- Workplace safety

CARE FOR OUR EMPLOYEES A RESPONSIBLE EMPLOYER

Total Number and Rate of New Hires by Age Group and Gender in FY2018 and FY2019



Total Number and Rate of Employee Turnover by Age group and Gender in FY2018 and FY2019



STAFF TRAINING



"I participated in the 'train the trainers' programme at ITE, where we develop the training standards for all the departments. Although I am with procurement, but the training has allowed everyone to have a better understanding of the other departments. For the continuity of the business, it is very important that we do the curriculum well so that when anyone leaves the company, institutional knowledge is preserved for the newcomer. Also, different trainers can assess the performance of the newcomers based on a standard set

of training requirements. With an effective set of training manuals, it is easier to pick up the required skills, and our colleagues can be more cross-functional."

Miss Seow Wen Yi (28, Assistant Manager, Purchasing)

At Sheng Siong, new employees are welcomed into the company through a one-day orientation programme. We place a strong emphasis on on-the-job training as we believe it assimilates a new employee into his or her job's role and responsibilities more easily.

Since 2018 and well into 2019, the rapid expansion of the Group coupled with the tightening of foreign labour policy has resulted in a manpower strain. It was challenging to send our employees for formal training continuously without having a drastic impact on our business functions. However, Sheng Siong remains committed to the training and skills upgrading of our staff. There is a strong emphasis for on-the-job training due to the nature of our business, and we believe that this will remain the foundation of our training method as learning through role modelling and from experience is fundamental to our operational effectiveness. We assess the skills and performance of our employees on a regular basis, and are quick to share learning points across our communication

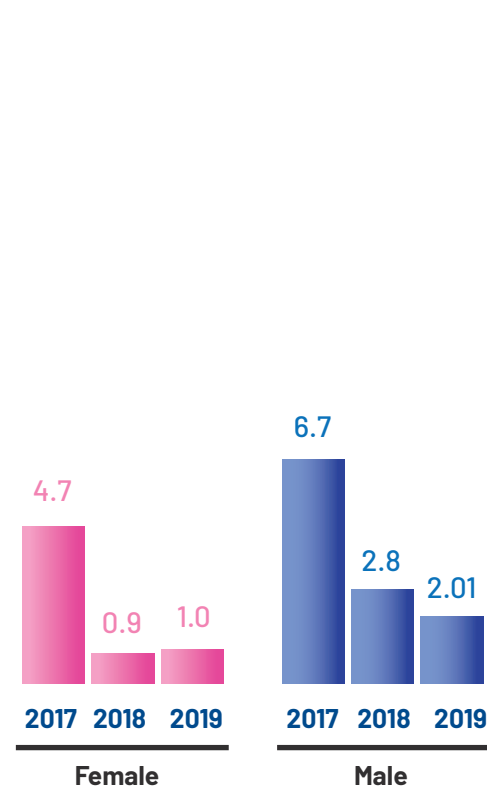
channels with all employees. Daily staff briefings and monthly meetings with store managers and head of departments are also opportunities to deliver bite-sized trainings.

We have decided to set up a more structured approach to our training and are currently exploring the adoption of on-the-go e-learning as a training platform to deliver bite-sized trainings that can be more accessible and receptive among our employees. In 2019, to prepare for the completion of our training supermarket as part of the new extension of our HQ and distribution centre, we embarked on a 'train the trainers' programme with our partner, ITE College Central. The specially tailored program saw our core team of trainers developing structured training curriculum, materials, delivery and assessment methodologies. The set-up of the training supermarket is expected to be completed by early 2021.

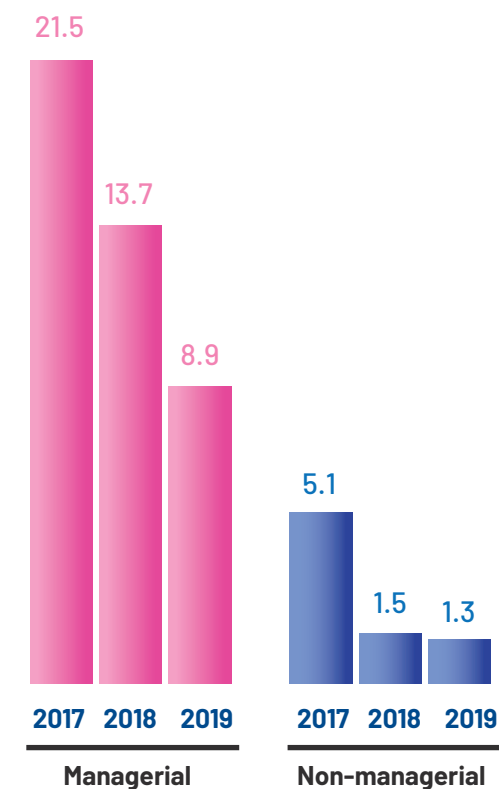
CARE FOR OUR EMPLOYEES

A RESPONSIBLE EMPLOYER

Average Training Hours Per Head by Gender



Average Training Hours Per Head by Employee Category



Our employee upgrading courses include the following:

- Frontline Cashier Skills
- Proficiency in the English language
- Management Trainee Programme
- Ongoing Product Knowledge Workshops
- First-Aid
- Workplace & Fire Safety
- Food Safety & Hygiene
- Digital & Social Marketing
- Cyber Security & Awareness
- Others

WORKPLACE SAFETY AND HEALTH

Our Workplace Safety and Health (WSH) management system is developed based on the result of our risk assessment and covers all our employees, business activities and locations of our business operations. The last risk assessment was conducted in 2019. Our WSH policies comply with the Singapore Workplace Safety and Health Act. As part of compliance, the Group is required to set up a Workplace Safety and Health Committee. We also abide by the Fire Safety Act and have developed an Emergency Response Plan (ERP) and established a Company Emergency Response Team (CERT).

100% of our workforce is represented by two joint management-worker WSH Committees – one for our warehousing and distribution centre, and the other for our stores. The committees report to the Risk Management and Business Continuity Committee that is chaired by the Executive Director.

Each WSH Committee:

- Meets on a monthly basis to discuss matters related to WSH and fire safety.
- Conducts monthly workplace inspections and provide reports documenting the observations and recommendations on remedial actions required.
- Investigates and reports on accidents and recommend actions to be taken.
- Promotes WSH among colleagues.
- Collects feedback on WSH related issues from employees.
- Conducts regular WSH related training and staff briefings.

We have been working with a professional WSH consultant since 2015 to advise us on our Group's WSH related issues. Regular review meetings are also conducted with our insurance brokerage firm which also provides advice on risk management.

The most common causes of our workplace injuries include:

- Cut or laceration – 29.0%
- Hit by objects – 18.6%
- Over-exertions – 17.7%
- Slipped, tripped, fell – 14.7%

In 2019

No. of workplace accidents per 100 employees	7
No. of accidents involving customers per million transactions	2.72
No. of motor accidents per 100 delivery trips	28

Although we have not reduced the number of workplace accidents significantly, improving workplace safety measures such as making it mandatory to wear anti-cut gloves, safety-shoes, and ergonomic coaching on heavy-lifting, have resulted in the reduction of the severity of the accidents that have taken place. There has been no case of fatality.

Our employees are encouraged to report on potential WSH hazards and may report these anonymously through our feedback box. Our whistleblowing procedure allows our employees to raise their concerns in confidence and remain protected against reprisals.

Our sub-contractors make up less than 0.5% of our workforce and are required to comply with our WSH policies. Their management is given direct access to provide feedback to our Group's management. Sheng Siong has not gone on to manage our suppliers' responsibilities towards their employees' safety and health. This information is currently unavailable. We shall continue to explore how the Group can play a positive role in fostering workplace safety and health along the supply chain.

CARE FOR OUR EMPLOYEES

A RESPONSIBLE EMPLOYER

NON-COMPLIANCE

In 2019, the Group received three warnings and one non-significant monetary fine*. Gaps were immediately identified in our risk management on the use of certain equipment and our safe work procedures. Affected employees were also briefed again on the safety procedures. Such lessons are also shared during staff briefings with the greater group of employees, and everyone are strongly reminded to follow established safety procedures.

WORKPLACE SAFETY TRAINING & EDUCATION

Every year, we conduct two refresher training sessions on the use of forklifts and electronic power jacks at our distribution centre. We will continually provide training in:

- First Aid
- Fire Safety
- Emergency Response

A group sharing channel has also been established to send regular safety reminders, to promote learning from accidents that have occurred within the Group, and sharing of best safety practices.

PROVIDING MORE HEALTHCARE BENEFITS

We partner government agencies and NGOs to promote workplace health and safety. From 2014 to 2018, we partnered the Singapore Health Promotion Board (HPB) to roll out impactful targeted interventions for retail workers at our outlets and employees working in back-of-house support. The workplace health promotion programme consisted of health screening, health and ergonomic coaching and enhancement of our company's meals by adopting less oil, less salt and less sugar in our food preparation. Our efforts have been recognised by the HPB when we were conferred the HEALTH AWARD 2019 – Special Mention Award. Towards the end of 2019, we further collaborated with HPB to organise weekly Kickboxing Fitness Classes for our employees at our HQ Office.



"As I am deskbound in the office most of the time, it is great to have the chance to work out at the workplace. It helps me to clock some workout time which gets pushed to the backburner. The kickboxing fitness class is well-suited for people across all fitness levels and our instructors have been very meticulous. When our instructor saw that we are not keeping up, she will slow down the class for everyone to catch up. It is more than burning the extra calories, I have also enjoyed the bonding time with my colleagues."

Mr Gan Kang Boon
(27, Purchasing Executive)

We offer medical benefits by reimbursing our employees for medical consultation fees charged by government polyclinics or hospitals. Employees who face financial difficulties and challenging medical conditions may also apply to us for financial assistance.

Every year, our founders also distribute healthcare equipment such as electronic toothbrushes and massage pads to our employees to promote preventive care and healthy living.

CARE FOR EMPLOYEES

To ease the rising cost of living and encourage our employees to eat more healthily, we introduced in 2017 a staff purchase scheme for groceries and fresh produce at our stores. Last year, the scheme paid out more than \$382,000 in benefits, an increase of 23% as compared to 2018.

Other employee benefits that promote work-life balance and a pro-family culture include:

- Annual family day
- Family care leave
- Marriage leave and a congratulatory gift are given to eligible staff to prepare for their wedding or honeymoon.
- A newborn care package is presented to female employees and the wives of our male employees who have given birth.
- Bereavement contributions to employees for the loss of their loved ones.
- Flexi-work arrangements were introduced back in 2015. Our employees are allowed to take half-day leave. We also provide them with flexibility in work-time arrangements as required.

A record-breaking number of 46 employees received their long service award for 20 years of service to the Group.

"When I was 19 years old, I borrowed \$200 from my mother and came to Singapore to find a job. But it took me some time and I was left with only 20 cents in my pocket when I finally found a job as a stacker in Sheng Siong. Luckily, the company provided meals and I managed to sustain till the first pay check. Since then, I have been with Sheng Siong for two decades, rising through the ranks from a stacker, store manager to a senior manager."

Back in school, I was quite resistant to the idea of working in a supermarket, as I thought it was not a real skillset. But I have learnt how to work with people, manage a store, and now I am responsible for warehouse operations."



Mr Tan Booh Cheng (40, Senior Manager)

* Significant monetary fines are defined by no more than a \$1,000 charge per incident.



CARE FOR OUR EMPLOYEES A RESPONSIBLE EMPLOYER

SUSTAINABLE EMPLOYMENT PLEDGE

In 2019, we joined the Singapore Business Federation in pledging our commitments towards sustainable employment, recognising that we play an important role as an employer to take purposeful actions towards treating our employees fairly and with respect, and supporting them to contribute their best to our business.

Sustainable Employment Pledge

Thriving customers, employees and communities lead to better business and healthier long-term growth. Purposeful actions by companies will foster a vibrant economy and society through sustainable employment practices and encouraging innovation. We want to play our part.

- ✓ **Our employees are critical to our success.** We will compensate them according to performance, providing important benefits for their well-being and training and education support to keep their skills and knowledge up to date. We offer a work environment that treats every employee with respect and dignity.
- ✓ **Mature employees are valued assets.** We will redesign roles to fit their strengths and abilities and make best endeavour to help them contribute their best to the business.
- ✓ **Fair and ethical contracts are essential for businesses to grow together.** We will be good partners to our suppliers, large and small, and individuals that we engage.
- ✓ **We can learn from each other.** We will share our best practices in sustainable employment to help Singapore move towards a more caring and inclusive society.



We pledge to make at least one improvement to our practices in sustainable employment every twelve months.



CARE FOR THE
COMMUNITY
Care for Our Home



CARE FOR THE COMMUNITY CARE FOR OUR HOME

GIVING BACK TO THE COMMUNITY

It is our policy to give back to the local communities where we operate, by supporting our employees and their family as well as contributing to community initiatives organised by NGOs, educational institutions and our suppliers.

The Group contributed a total of \$168,312 to community initiatives in 2019. This may not seem like a significant amount, but we believe that charitable contributions should go beyond the monetary form. Therefore, when it comes to giving back to the community, Sheng Siong's focus has consistently been a contribution of in-kind resources such as space, time, effort and labour.

The supermarket is a space where the community congregates and we believe that we have an important role to play in promoting the community spirit, racial harmony and neighbourliness, as well as supporting conversations that matter to our community and the environment.

We also supported initiatives in 2019 such as:

- NEA's Food waste reduction campaign
- NEA's Say 'YES' to Waste Less campaign
- Zero Waste SG's Bring-Your-Own campaign
- J.O.E's Plastic Reduction campaign
- Red Cross Project R.I.C.E. 2019
- Switch&Save – Use LED (SSUL) Campaign
- Heartwarmers Volunteer Group

Our approach to community contribution and philanthropic activities are in line with our core mission of value creation for our stakeholders.



Photo Credit: J.O.E Eco Alliance



Photo Credit: J.O.E Eco Alliance



A Youth-Led
Initiative by:



HEARTWARMERS VOLUNTEER GROUP

In 2019, we continued to partner with Heartwarmers Volunteer Group to build and expand the ground-up initiative called "Project 100=50". This was the third year we participated in the project, which was originally a collaboration between multiple parties, including Henderson-Dawson CCC, Nee Soon Central Grassroots Organisations and Sree Narayana Mission Home, and has since expanded to include Tampines North CCC, Kembangan-Chai Chee Social Team and Jurong Spring CCC. Project 100=50 allows selected beneficiaries to purchase items at a 50% discount, up to a maximum discount of \$50. These invited beneficiaries typically belong to lower middle-income families who require some form of financial help. The programme had helped these beneficiaries save money when buying groceries through discounted prices. Sheng Siong had supported 53 such events throughout 2019 by setting up booths, providing shopping trolleys, baskets, fridges and shopping bags. Our colleagues from the Housebrand Department have also volunteered their services, contributing about 742 volunteer hours at these events.



Photo Credit: Heartwarmers Volunteer Group



HELPING WITH RISING COST OF LIVING

While Sheng Siong strives to keep essential products affordable, we also believe in extending a helping hand to vulnerable groups in the community. In 2019, we extended our special 3% senior citizen discount programme for another year. To show our support and appreciation towards the Merdeka Generation for their contribution towards the development of Singapore in the early years, we launched the Merdeka Generation discount programme, by offering this group of seniors another 3% discount on every Tuesday of the week. The total discount provided under the two programmes was about S\$1.5 million in 2019. We also work closely with community centres to organise trips for senior citizens to watch the live telecast of the Sheng Siong Show at Mediacorp which could be a privilege for some.



CARE FOR THE COMMUNITY CARE FOR OUR HOME

EDUCATION GRANTS FOR LOWER-SALARIED EMPLOYEES' CHILDREN

The children of our lower-salaried employees are entitled to receive an education grant. The Annual Education Grant which was inceptioned in 2013 is fully paid for by the three founders of the Group, who are also major shareholders.

Last year, we disbursed a total amount of \$464,800 to 558 children of our lower-salaried employees. The three founders are committed to supporting the philanthropic activities of the Group and have contributed to causes such as the President's Challenge 2019, Chinese Development Assistance Council, SPD, and Blossom Seeds Limited.



"Finances are tight as I have 5 children to bring up. My eldest is 15 years old, while my youngest is 5 years old. My four older kids have been receiving the education grant since I joined the company two years ago. The grant has been of great help to my family as it gets the kids ready for school. We replace their worn out school bags and buy schoolbooks for the new school year. Imagine having to buy new shoes three times a year as they worn out their school shoes very quickly. We are definitely thankful for the company's benefits. Besides the education grant, the monthly staff purchase scheme and birthday vouchers also help to cover our family expenses."

Mdm Nur Hidayu Binte Abdul Hamid (41, Cashier)

A MORE VIBRANT SINGAPORE

Singapore imports more than 90% of our food sources. To remain competitive and create greater value for our shoppers, our Group has adopted a direct sourcing strategy over the years, especially for our fresh food category. This has not only shortened the supply chain and improved savings but also helped us to have better oversight on food quality, food safety and food security issues. Sheng Siong also practises diversification in sourcing to keep supplies of our products stable and affordable throughout the year and in times of crisis. We work with about 1,000 suppliers in our supply chain, where 84% of them are locally-registered companies and represent about 93% of our total purchases. We support our locally-registered suppliers by improving communications and business administration procedures through our suppliers' portal and bulk handling of their products.

SUPPORTING LOCAL FARMS

During the 2019 Budget, the Singapore government announced a target to produce 30% of Singapore's nutritional needs locally by 2030 in a bid to strengthen food security amidst increasing threats from climate change. We continue to support local vegetable farmers such as Quan Fa Organic Farm(全发有机农业), Yili Vegetation & Trading Pte Ltd, and local egg farms such as N&N Agriculture. We hope that the presence of local produce at Sheng Siong's mass market distribution channels will encourage venture capital interest for the support of farms in Singapore, and we hope to help local farmers build a strong brand of safe, quality, and affordable locally-produced vegetables, with increased demand from our customers.



"I did a 3-month stint at Sheng Siong's head office for my final year internship as a ITE student in "Games Art and Design". Initially, I thought there would be nothing much for me to learn as my course was about making games. But I put to use the Photoshop and video-editing skills learnt in school to design graphics for posters, photo-taking and video-editing. My time there has greatly improved my Photoshop and drawing skills. I also learnt to plan my work to meet deadlines and be organised in the things I do. My colleagues were very friendly and they were always offering me food and drinks!"

Mr Tan Kok Khin (20, Polytechnic Student)

CREATING JOB OPPORTUNITIES FOR MINDS' TRAINEES

Since 2014, we have collaborated with the Movement for the Intellectually Disabled of Singapore (MINDs) through their enclave work model. We host 10 MINDs beneficiaries to work at our vegetable packing department. They work alongside our staff, dine with us for lunch at our canteen, and are invited to our company's annual family day event to socialise with our employees. 2019 marks the 5th year of our collaboration.



CARE FOR THE COMMUNITY

CARE FOR OUR HOME

SUPPORTING A LOCAL SEAFOOD SUPPLIER

Together with its parent company Jurong Cold Store, JCS Shrimps owns about 500 hectares of prawn farms in Indonesia, Kalimantan. From the hatchery, grow out farms, to processing factory and cold chain distribution in Singapore, JCS Shrimps holds up to its name of “The Freshness Keepers” by managing a fully integrated frozen prawns supply chain.

Today, all Sheng Siong stores across the island retails frozen shrimps and shrimp meat supplied by JCS Shrimps.

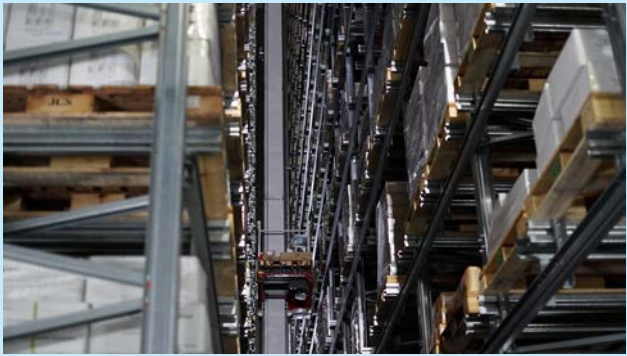


Photo credit: Jurong Cold Store

“Since 2010, we have been supplying frozen prawns to Sheng Siong. We have enjoyed a good working relationship and believed that our business partnership will continue.

Sheng Siong has supported our business in many ways. We are always able to discuss and plan our sales strategy together. We also appreciate that Sheng Siong’s executives have always provided us with valuable insights on consumers’ perspective of our products.

As both companies’ management take a very hands-on approach to the business, it brings great benefits to both parties. Through this, we are able to react very quickly to consumers’ feedback and improve on our product continuously.”

Mr Darren Lee, Director, Jurong Cold Store Pte Ltd and JCS Shrimps Pte Ltd

SUSTAINABLE SOURCING

We are committed to promoting sustainability along our value chain and intend to enhance our purchasing policies to address our material topics with our suppliers. We are mindful of our customers’ needs, and while we strive to source more sustainably, it is our goal to continue to ensure our products and produce remain affordable and competitively priced.

90% of our housebrand paper products are certified under the Forest Stewardship Council (FSC). Our selection of sustainable seafood now includes the Norwegian salmon (GSSI) , Norwegian mackerel (MSC certified), live Boston lobsters (MSC certified), live oysters (Ocean Wise Sustainable Seafood program), and frozen shrimp paste (ASC certified).

SAFE NEIGHBOURHOODS

We continue to work closely with the Singapore Police Force to deter shop thefts. Sheng Siong supermarket employees will wear vests bearing the words “SHOPWATCH. May I help you?” that signals our employees are present to deter theft. In addition, it is also a non-intrusive way of offering customers assistance for shopping needs, thus promoting quality customer service.

	2017	2018	2019
No. of customer thefts	250	257 ¹	281
No. of stores	44	54	59
No. of thefts per store	5.68	4.76	4.76

¹The disclosure in 2018 should have been 257 instead of 248 due to surfacing of new data.

Theft rate per transaction has fallen by 1% as compared to 2018.



CARE FOR THE COMMUNITY CARE FOR OUR HOME

QUIET NEIGHBOURHOODS

To play our part in promoting the quality of life in the heartlands, we worked with town councils to restrict delivery times by food suppliers to mitigate noise disturbance in the HDB neighbourhoods. Special delivery arrangements are made to ensure deliveries to the stores are carried out at appropriate timings, and extreme care is taken during loading and unloading with noise-reducing equipment such as noise-absorbing pallet jacks to mitigate the disturbance. In 2019, a total of 12 instances of feedback were received on noise disturbances.

CLEAN NEIGHBOURHOODS

We play our part in contributing to the cleanliness of the community we operate in. Pest control programmes are in place to alleviate the risk of pest infestations.

LET'S FIGHT SCAMS

Singapore reported a significant increase in scams in 2019¹. The top ten² scams including social media impersonation scams and lucky draw scams, which constituted almost 95% of all scam cases reported. Sheng Siong also observed more incidents of such scams where our brand is used purportedly to phish for netizens' personal information or for their money. Since 2018, we have collaborated with the National Crime Prevention Council (NCPC) to provide anti-scam and crime prevention training for staff. Posters were placed at all outlets to alert customers on the latest scams. Incidents are reported to the Singapore Computer Emergency Response Team (SingCERT), the Cyber Security Agency of Singapore, as they come to our knowledge. In addition, we update our social media sites on a timely basis to inform netizens of circulating scams, and encourage the public to only trust information from our official website and social media accounts.



¹ Source: Annual Crime Brief 2019, Singapore Police Force

² The top ten scam types are e-commerce scams, loan scams, credit-for-sex scams, social media impersonation scams, Internet love scams, investment scams, China officials impersonation scams, business email impersonation scams, lucky draw scams and tech-support scams.



CARE FOR THE ENVIRONMENT

Conserving Resources



CARE FOR THE ENVIRONMENT CONSERVING RESOURCES

In 2016, Singapore joined 170 other countries in signing the Paris Agreement to combat climate change. The Sustainable Singapore Blueprint was developed to guide our nation towards the goal of building a more liveable and sustainable Singapore. In 2019, our government announced the adoption of circular economy strategies towards becoming a Zero Waste Nation, and launched the nationwide 'Say Yes to Waste Less' Campaign which Sheng Siong supported and participated in. The mandatory waste reporting regulation will also be extended to large industrial developments like our distribution centre in 2020.

Sheng Siong recognises its responsibility to contribute towards the goal of becoming a Zero Waste Nation, and has viewed the conservation of resources as a key business objective. We adopt the 3Rs 'reduce, reuse, recycle' principle in the management of our resources and waste. We monitor and measure the usage of our resources and waste streams because we believe that through conserving precious resources, we not only contribute to a more sustainable environment but also lower our cost and create value for our stakeholders.



Photo credit: Zero Waste SG



Photo credit: Zero Waste SG

REDUCING OUR CARBON FOOTPRINT

Using Solar Energy

To reduce our carbon footprint and our electricity consumption from the grid, a major photovoltaic system was installed in 2013 on the rooftop of our Mandai Link Distribution Centre. The panels occupy an area of about 11,000 square metres, making full use of its available roof area. Upon commissioning in 2014, the installation was the largest single photovoltaic system in Singapore with a capacity of 1,200 kWp (kilowatt-peak). Our proactive effort to be environmentally friendly was recognised and it led the Group to become a recipient of the Singapore Economic Development Board (EDB) Solar Pioneer Award. In 2019, our PV (Solar) system supplied about 11.8% of our total energy usage at our distribution centre.



Improving Energy Efficiency

Our distribution centre has been awarded the BCA Green Mark Compliance for 100% use of LED lights, a cold storage heat recovery system, and its rainwater recovery system.

The completion of our distribution centre in 2011 enabled us to improve our capacity and ability in the bulk handling of products for our suppliers by switching from a direct store delivery model to a centralised distribution model. We successfully reduced the number of trips our suppliers have to make to deliver to our stores - from 50-60 deliveries per day per store in the past, to 5-6 deliveries per day directly from our distribution centre today. This enabled us to reduce our carbon footprint associated with the transportation of goods. Our warehouse is equipped with efficient inventory and distribution management systems that allow us to exercise better control over our logistics operations.

Sheng Siong owns a fleet of 75 delivery vehicles. Since 1 January 2018, the National Environment Agency (NEA) requires all new diesel vehicles to meet the Euro VI emission standard. Our fleet replacement policy is to choose vehicles with engineering solutions that adhere to the latest emission standards.

All our 59 stores have been fitted with LED lights. LED bulbs are the most efficient lighting choice, using only a third of the energy of fluorescent lights and potentially reducing the energy consumption of our lights by up to 80%.



CARE FOR THE ENVIRONMENT

CONSERVING RESOURCES

Driving Behavioural Change Among Our Employees

We have been collaborating with the Building and Construction Authority (BCA) and Singapore Green Building Council (SGBC) since 2018 to develop a framework to drive behavioural change among our staff and customers towards environmental protection.

In 2018, we piloted a programme to drive energy consumption change in our store operations. In 2019, we adapted the framework to encourage our employees who work in the offices to turn off their computer monitors when not in use, and increase the temperature of their air-conditioners to at least 23°C. As a result, we saw 29.3% more staff switch off monitors after work and 20% more staff increase the temperature of their air-conditioners.

The framework encourages us to self-reflect and investigate our everyday behaviour for opportunities to improve. The bottom-up approach is also practical and invokes a sense of ownership among our stakeholders.

Energy Intensity (Megajoules per \$ revenue)

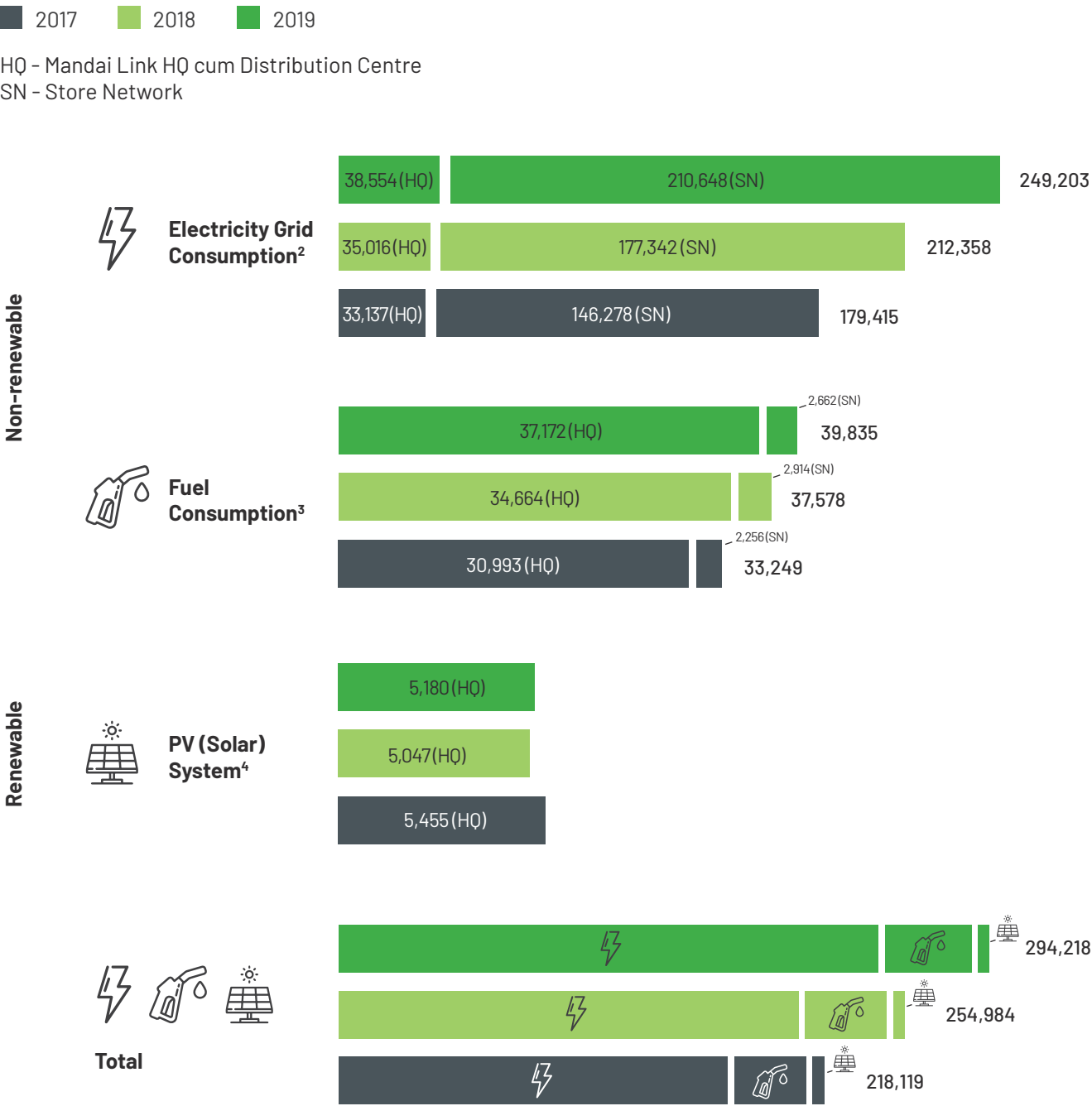


Greenhouse Gas Emissions Intensity (kg CO2e per \$ revenue) ¹



¹ Both Scope 1 and Scope 2 emissions are included in the intensity ratio.

Energy Consumption within Sheng Siong (gigajoules) ¹



¹ Source: https://www.eia.gov/energyexplained/index.cfm?page=about_energy_conversion_calculator

² Data on energy consumption is collected through monthly utility bills.

³ Sheng Siong Group's own fleet of delivery trucks.

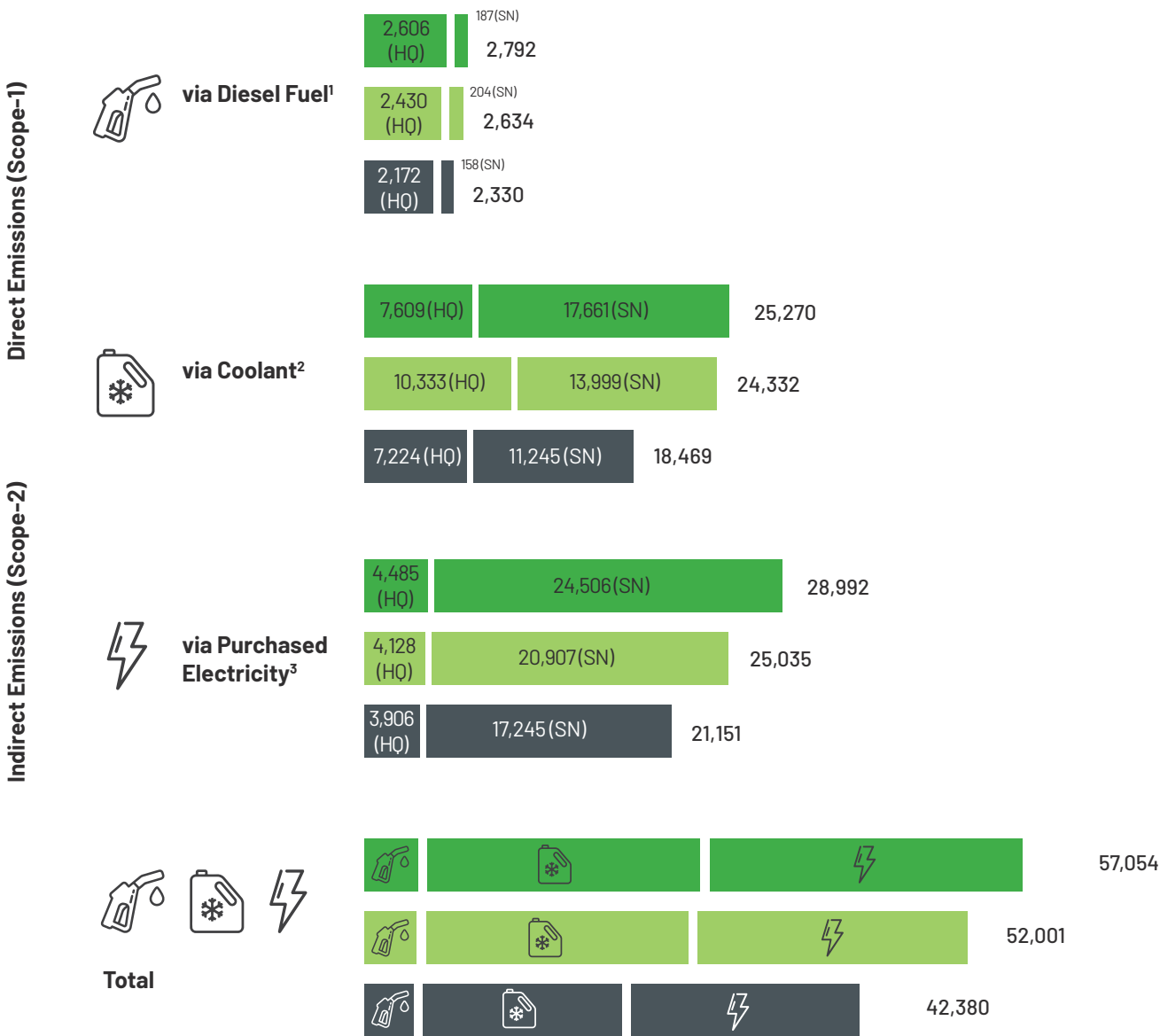
⁴ A monitoring system is installed with our PV (Solar) System and provides the daily generation of energy.

CARE FOR THE ENVIRONMENT

CONSERVING RESOURCES

Greenhouse Gas Emissions (tons)

2017 2018 2019



¹ Source: https://www.eia.gov/environment/emissions/co2_vol_mass.php

² Source: <https://www.epa.gov/sites/production/files/2015-07/documents/fugitiveemissions.pdf>
United States Environmental Protection Agency, Greenhouse Gas Inventory Guidance Direct Fugitive Emissions from Refrigeration, Air Conditioning, Fire Suppression, and Industrial Gases Nov 2014

³ Source: https://www.ema.gov.sg/cmsmedia/Publications_and_Statistics/Statistics/18RSU.pdf
Electricity Grid Emissions Factors and Upstream Fugitive Methane Emission Factor

MANAGING FOOD WASTE

In 2019, close to 744 million kilograms of food waste¹ was generated in Singapore. This is a big problem for land scarce Singapore because our only landfill will soon run out of space. In addition, when we waste food, it is not just the food that is thrown out, but also the resources and effort devoted to nurturing, delivering and marketing it.

We are gravely concerned about the need to reduce and manage food waste and believe that we need to do it right from the start. We have put in place sound purchasing and inventory management policies, excellent storage and food handling standards and systems, and adopted state-of-the-art packaging and processing techniques to prolong the shelf life of our products and produce.

We have participated in Food Waste Reduction Campaigns headed by the National Environmental Agency (NEA). This includes putting up posters and signage in our stores to raise awareness and educate consumers to handle our fresh produce with care, to shop wisely and adopt good storage practices at home, so as not to waste food.

“Reduced to Clear” sections have also been introduced since 2011, where fresh produce that is slightly blemished but still wholesome, or that are close to expiry are sold at reduced prices.



Since 2017, we have been collaborating with NEA on a food waste co-digestion project, where source-segregated food waste collected from 13 of our stores and distribution centre is sent daily to a facility at Ulu Pandan Water Reclamation Plant for co-digestion with used water sludge. This co-digestion process yields more biogas from the anaerobic digestion process compared to the treatment of used water sludge alone, thereby enhancing energy recovery. By 2019, the project was extended to all 59 stores including our distribution centre, and an estimated 3,035 tonnes of food waste generated was successfully diverted.

	2018	2019
Food Waste Recycled (Tons)	2,340	3,035
Food Waste Recycled per sqft* (kg)	5.19	5.97

RECYCLING AND REDUCING OUR WASTE

We partner a handful of our suppliers to reuse plastic crates for the supply of our fresh vegetables, fruits, seafood and eggs. Styrofoam boxes that are typically used by suppliers to supply temperature-sensitive products are also washed, sanitised and reused internally. Excess styrofoam boxes are collected to be recycled.

We sort our waste conscientiously for recycling. A paper-compacting machine is used to compact carton boxes (collected from the stores) into cubes to reduce the space required for delivery to the recycling plant. We also recycle food waste, plastic, wooden pallets, stretched film, styrofoam boxes, cans and metals.

*Weighted average floorspace area

¹ <https://www.nea.gov.sg/our-services/waste-management/3r-programmes-and-resources/food-waste-management>



CARE FOR THE ENVIRONMENT

CONSERVING RESOURCES

¹Recycled Waste within Sheng Siong in 2019 (relative to base year of 2017)

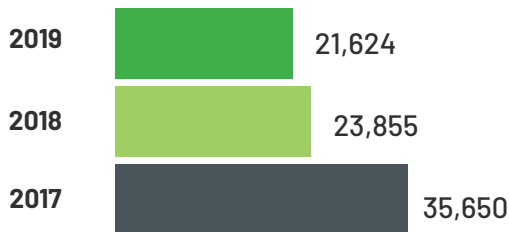
Carton Materials (tons):



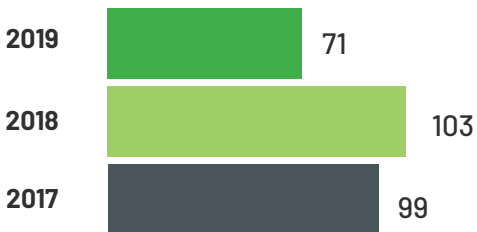
Styrofoam Box (tons):



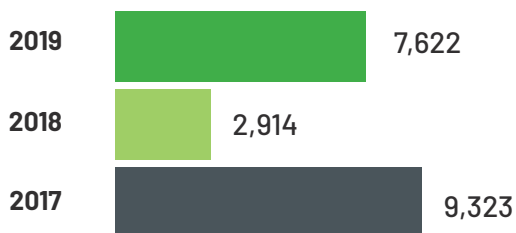
Rice Sacks (unit):



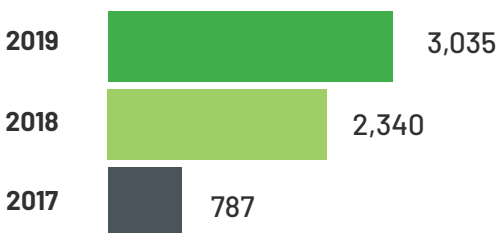
Stretch Film (tons):



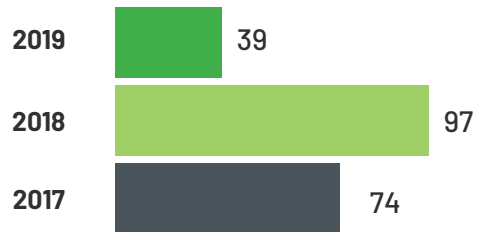
Wooden Pallets (units):



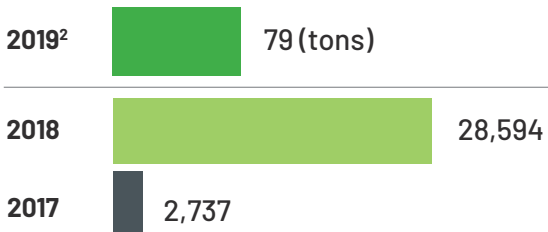
Food Waste (tons):



Metal (tons):



Plastic Crates/ Baskets (units):



¹ Errors are retrospectively corrected.
² We have changed the measurement of units to weight.

Reducing Packaging Waste

The excessive usage and disposal of plastics continues to be one of the most concerning environmental problems today. The debate continues regarding the best way to address this problem, from incentivising bringing-your-own bags to imposing a plastic bag charge. There is also ongoing debate on whether reusable bags are more harmful to the environment if they are not reused enough times¹, or if disposables made from paper or other biodegradable materials are indeed better for the environment².

There is no straightforward solution to this complex problem which has been perpetuated by our over-reliance on usage of plastic disposables for convenience and economic development. However, the message is clear – there needs to be a concerted effort with every stakeholder doing what is within their means to reduce our dependency on plastics.

Sheng Siong has been a signatory to the Singapore Packaging Agreement (SPA) since 2018. In 2019, we were conferred the Excellence Award (Multinational Company and Local Large Enterprise Category) by SPA for our exemplary efforts in reducing packaging waste. Some of the initiatives we have continued to implement include:

- Reviewing packaging of our housebrand products: Packaging used for our housebrand products falls within the “Lightest” to “Median” range of the Packaging Benchmarking Database developed by the SPA, where information about the packaging of the product is available.
- Making a conscientious effort in the design and choice of packaging when developing new housebrand products.
- Working with suppliers to replace styrofoam packing with alternative materials such as paper cartons wherever possible without compromising on the freshness and quality of our fresh food products.
- Collaborating with partners to continue raising awareness on the need to reduce plastic usage, and actions that every shopper can take.



¹ Life cycle study conducted by the Finnish Environment Institute (SYKE) in 2009
² Study commissioned by the NEA in 2016 and released in 2018

CARE FOR THE ENVIRONMENT

CONSERVING RESOURCES

In 2019, we successfully reduced the use of pallet stretch film by 22.5% compared to 2018 by switching to one of a different material specification. Pallet stretch film is used for wrapping and securing bulk cargo during transportation.



Our adoption of a newer assisted pallet wrapping system with a handheld tool (right) has enabled us to optimise our stretch film use and reduce our staff's workload.

Some shoppers in Singapore have become increasingly concerned about the excessive use of plastic bags, while some remain indifferent. We recognise our ability to positively influence the choices made by our consumers and suppliers. We have taken a more proactive stance to campaign for a reduction in the use of plastic bags among our shoppers and will continue to review our operational procedures on the bagging of products at the checkout counters and weighing stations. We estimate that we have reduced the rate of usage of plastic bags by about 6.5% as compared to 2018, and we are grateful to our shoppers who have made the difference.

To date, we continue to sell some basic food ingredients like potatoes, onions, and ginger on loose display, without the use of packaging. However, certain fresh produce is still better sold pre-packed as we consider factors such as hygiene, preservation of freshness and shelf life, and potential food wastage

caused by inappropriate handling by consumers. This is because the supermarket is air-conditioned which causes fresh fruits and vegetables to lose moisture more easily. Hence, moderate packaging can retain the moisture content in fresh produce and prevent cross-contamination. That said, we continue to work closely with our suppliers to avoid unnecessary packaging or use environmentally-friendly materials while keeping food competitively priced and affordable.

The mandatory reporting framework for packaging will be imposed by 2020. To prepare for this new compliance requirement, we have taken steps to improve our data collection system. We hope that this new set of data will help us to chart a clearer path to managing our packaging waste.

Waste Disposal

The company does not produce any hazardous waste. Our waste is directly disposed of by the company, except for general waste from the supermarkets that are collected by the public waste management companies.

General Waste disposed by incineration¹ (mass burn) (tons)

2017 (base)	2018	2019
2,867	1,442	1,407

MANAGING OUR WATER USAGE

Water is a scarce resource in Singapore. Our water at the distribution centre and retail outlets are supplied by the public utility company and is used mainly for general cleaning, food processing, and meal preparation. We are committed to reducing our water usage, by implementing initiatives such as the new rainwater recovery system in our distribution centre which allows us to use recovered rainwater for toilets, general washing and gardening on the distribution centre's premises.

Sheng Siong complies with the NEA's Environmental Protection and Management (Trade Effluent) Regulations which regulates the quality of trade effluent discharge in Singapore.

Water Use² (m³)

2017 (base)	2018	2019
180,859	211,283	220,539

¹ Excludes general waste generated by the supermarkets that are collected by the public waste management companies. This data is not available.
² Data on water use is collected through monthly utility bills. The figure excludes rainwater recovered at our distribution centre – this information is not available.



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	102-6	Markets served	Annual Report 2019: 1
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