



QAF LIMITED
Sustainability Report 2020

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SUSTAINABILITY REPORT

ABOUT THIS REPORT

QAF Limited is pleased to present our fourth annual Sustainability Report which covers performance data and related information on our material economic, environmental, social and governance issues for the period 1 January 2020 to 31 December 2020.

Report Scope

This report covers the Group's Bakery businesses in Singapore, the Philippines and Australia under the *Gardenia* and *Bakers Maison* brands, and the Group's Primary Production business in Australia. We have also included some information relating to the Group's joint venture bakery operations in Malaysia, although not strictly part of the report scope.

Report Framework

We have prepared our report with reference to the Global Reporting Initiative's ("GRI") Standards 2016 and have applied the following aspects to determine relevant topics that define the report content and quality of information:

- (a) GRI guiding principles for defining the content: Materiality, Stakeholder Engagement, Sustainability Context and Completeness
- (b) GRI guiding principles for defining the quality: Balance, Clarity, Accuracy, Timeliness, Comparability and Reliability.

This report is also aligned with the reporting requirements of the Singapore Exchange Listing Rules 711A and 711B – Sustainability Reporting Guide.

Our last sustainability report was published in March 2020. We publish our sustainability reports annually and our reports for previous years are available on our website www.qaf.com.sg.

Feedback

If you wish to communicate feedback on our report, please send it to sustainability@qaf.com.sg.

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BOARD STATEMENT

We are pleased to present our sustainability report for QAF Limited (“**QAF**” or the “**Company**”), which summarizes the Economic, Environmental, Social and Governance (“**EESG**”) performance of QAF and its subsidiaries (“**Group**”) for FY2020. In this report, we have shared highlights on how we have progressed and our focus going forward.

In 2015, United Nations member states adopted 17 Sustainable Development Goals (“**SDGs**”). To help better assess them, the SDGs are categorised into five dimensions: *Prosperity, Products & Process, Planet, People, and Peace & Partnerships* (“**5Ps**”). Last year, we aligned our sustainability initiatives with two of the SDGs – SDG 3 focusing on good health and well-being and SDG 12 on responsible consumption and production. This year, we intend to continue this commitment, and have prepared this report in alignment with the 5Ps.

Prosperity

Please refer to our economic performance at pages 123 to 130 of our FY2020 Annual Report.

Products and Process

Our business innovates to keep pace with market developments. We find new ways to create positive impact through our new products and make concerted efforts to improve the nutrition and quality of our products to meet ever changing consumer demands. We continue to upgrade our production facilities with hygiene, food safety, increased automation and, ultimately, improved quality in mind. These upgrades help minimise disruptions to our production and supply. During FY2020, we successfully developed various new *Gardenia* products such as *Little Bites Soft Buns*, which are high in calcium and vitamins, the new and improved *Gardenia Gourmet Selections* range, featuring nine products made with sourdough, *Gardenia Multigrain Soft Buns* and *Gardenia Pandesal*. To support the local community, Bakers Maison Australia sources over 90% of the ingredients used in its products locally. Also in

FY2020, as part of its continuing efforts in the area of animal welfare, Rivalea completed a large Australian Research Council project in collaboration with other industry partners to improve pig welfare by understanding stress resilience in pigs. The results and practical experience gained through this research program is invaluable to the industry in enhancing the welfare of pigs.

Planet

We work towards having ecologically efficient operations. For example, we have taken steps to have positive environmental impact, and seek to enhance operational efficiencies to reduce our carbon footprint. Implementation of the Document Management System at Bakers Maison Australia has led to small but impactful environmental changes such as a paperless environment and decrease in energy consumption. Gardenia Singapore, being a signatory to the Singapore Packaging Agreement, seeks to reduce its packaging waste. In FY2020 it distributed larger reusable shopping bags in the *Gardenia* corporate colours to consumers for reuse during their grocery trips. Unsold and returned bread is recycled into animal feed. To reduce carbon footprint and drive renewable energy, the new extension to Bakers Maison Australia’s production facility was installed in 2017 with about 1,000 sqm of solar panels. Rivalea was awarded the prestigious 2020 Australian Packaging Covenant Organization Industry Award in the Agriculture & Nurseries sector for its contribution to sustainable packaging in Australia. Rivalea was also awarded the Woolworths Sustainability Supplier of the Year 2020 for its high animal welfare standards and carbon reduction innovations. Upgrading of one of Rivalea’s farms is being undertaken to improve its environmental impact by the installation of a state-of-the-art integrated biofilter system at the site. The biofilter system would enhance airflow and better manage emissions. To further strengthen its commitment to sustainability, Rivalea is now a member of REDcycle, an organisation that recycles soft plastics. Rivalea is committed to the kerbside recyclability of all thermoformed trays. It has also started to use the Australian Recycling Logo on all retail packaging.

People

We believe we are one of the largest Singapore-based regional employers, with more than 10,000 employees. The Group, including its joint venture, makes important economic and social contribution through provision of employment principally in Singapore, Philippines, Malaysia and Australia. In the Philippines and Malaysia, we have more than 4,000 employees each. For example, the Group's operations in Malaysia actively engages with community leaders and regularly holds recruitment campaigns amongst the communities surrounding its production facilities, with the aim of providing employment opportunities to the local community. Our business also supports many retailers and suppliers.

Like for many others, the Covid-19 pandemic has posed challenges and affected our operations. It has however also given rise to opportunities. As we are a major supplier of consumer staples in the region, demand for our products spiked, especially in the early stages of the pandemic when there was panic buying. Our employees worked hard to put loaves on the shelves in the face of new and constantly changing regulatory rules. Continuity of operations along with health and safety of our employees were, and remain, top priorities. Significant efforts were made to protect their safety and well-being, including the completion of the implementation of Rivalea's 3-year Workplace Health & Safety strategic "*Safety First*" plan. We are proud of the dedication and adaptability of our employees, some of whom demonstrated exceptional commitment and empathy with the general workforce, even voluntarily staying overnight at our Philippines plants to mitigate disruptions during the lockdown, both as to production and the task of distribution. Owing to travel restrictions arising from the pandemic, many of Gardenia Singapore staff from Malaysia chose to stay in Singapore. Gardenia Singapore provided them accommodation and daily transport. To help reduce the financial burden faced by employees during the pandemic, hardship allowance was extended to Gardenia Singapore employees. The learning opportunities for our staff should enable us to enhance our resilience, competitive edge and market leadership. Some information on the Group's response to the pandemic is provided on page 41 under "*Managing Business Continuity through Covid-19*".

Peace and Partnerships

We have extended financial and non-financial help and support during the Covid-19 pandemic to meet the needs of the community, including contributions to local communities where our plants operate. Tapping on our extensive and efficient distribution network, we pushed hard to minimise supply disruptions so that our products could continue to reach consumers, including those in outlying islands and more rural areas. Examples of response initiatives included delivery of loaves to the community, cash donations to the underprivileged, action taken to show appreciation of frontline workers and collaboration with suppliers to convert flour donations to loaves for distribution in communities. Gardenia Malaysia took early action, distributing in the initial stages of the pandemic bread loaves and hygienically-packed servings of mee goreng made with *Gardenia NuMee* noodles to frontline workers at hospitals and policemen at roadblocks. Cash donations were made to the needy in the Bukit Kemuning community, where two of Gardenia Malaysia's bakery operations are located. To help those affected by the pandemic, Gardenia Singapore made cash and bread donations to various charities as well as to migrant workers, and launched two branding campaigns, "*I Love Bread*" and "*Spread the Love*", to educate consumers on the importance of dietary fibre and complex carbohydrates in their diet. In Australia, Rivalea undertook joint initiatives with its business partners to provide social support for communities in need, along with support for cancer treatment and research. Gardenia Philippines also supported frontline workers in hospitals and clinics and mega-swabbing facilities, at security checkpoints, and workers from essential services with donations of *Gardenia* products. In Singapore and the Philippines, our plants have been kept "accessible" to the public through virtual plant tours. Aside from the pandemic, in FY2020 we extended support to victims of natural disasters such as fires, typhoons and floods. Gardenia Philippines distributed close to 50,000 loaves of bread to victims of the Taal volcanic eruption. In response to the devastating aftermath of Super Typhoons Rolly and Ulysses, approximately 53,000 loaves of bread were donated to the hardest hit communities.

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In Malaysia, in addition to winning the “Putra Brand Platinum Award (Foodstuff Category)” for the eleventh time, *Gardenia* was selected by consumers to win the coveted and prestigious “Putra Brand of the Year” award, a testament to our focus on placing customers first and our efforts in maintaining *Gardenia*’s presence in the market amidst headwinds posed by the pandemic.

We collaborated with an independent sustainability consultant to refresh our materiality assessment in FY2020, using a structured process to prioritize EESG factors that we consider have the greatest impact on our performance. The Board is committed to overseeing the management and monitoring of EESG issues. Based on the materiality assessment, additional factors such as occupational health and safety, resource management and climate change were determined to be material.

We wish to thank all who have been with us during our sustainability journey. We look forward to your continued partnership and support. Please refer to pages 47 to 81 for our sustainability progress across the 5Ps during the year.

The Board of Directors

QAF Limited



Gardenia Singapore’s range of 15 wholemeal and multi-grain products carry the Health Promotion Board’s “Healthier Choice Symbol” to help consumers make healthier food choices during grocery shopping.

QAF – AT A GLANCE

QAF is a leading multi-industry food company and has extensive food-related operations and/or distribution networks across the Asia Pacific region, including Singapore, Malaysia, the Philippines, Australia, Myanmar, Thailand, Cambodia, Hong Kong, Taiwan, Macau, Brunei, Indonesia, Vietnam, Laos and the Pacific Islands. The Group, together with our joint venture in Malaysia, currently employs over 10,000 employees. We are listed on the Singapore Exchange Securities Trading Limited.

Our Vision

We are committed to enhancing shareholder value by pursuing a strategy of long-term sustainable growth and value creation. In this respect, we engage with the communities in which we operate and seek to, amongst others, strengthen our market position and brand equity and expand the operations of our core businesses and distribution networks.

Our Brands

Gardenia

Gardenia is the leading packaged bread brand in Singapore, the Philippines and Malaysia. The brand is commonly associated with qualities such as good taste, freshness, nutritional value, trust and reliability. All these are crucial to the brand's continued success in the competitive packaged bread industry.

Bakers Maison

Bakers Maison Australia is a French-style bread specialist manufacturer in Australia that produces par and full-baked frozen bread, pastries and sweets. *Bakers Maison* products are sold to the foodservice sector across Australia. Most *Bakers Maison* products contain no added fat, no preservatives, no added sugar or artificial flavours, and use only natural ingredients (some of which may be imported). A number of *Bakers Maison* products have been endorsed as gluten-free by Coeliac Australia since 2018.

Rivalea

Rivalea is one of Australia's leading vertically integrated industrial pork companies. Rivalea group's notable brands include *Family Chef*, *Murray Valley Pork*, *St Bernard's Free Range* and *Riverview Farms*. Rivalea also produces and markets stockfeed under established brands such as *Optimilk*, *Veanavite*, *Slingshot*, *Grolean*, *Nutrimax* and *Eggstra*.



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1



In 2H2020, Gardenia Singapore was presented with a commemorative plaque signed by Dr Ng Eng Hen, Minister for Defence, in appreciation of its contribution to NDP2020 through its sponsorship of approximately 15,000 *Gardenia Cream Rolls* to parade participants at the National Day Parade 2020 rehearsals.

2



QAF employees participated in the National Steps Challenge: Corporate Challenge 2020 organised by the Singapore Health Promotion Board (“HPB”) to encourage the workforce to be more active and walk more. QAF was awarded a Platinum supporter award (for workforce size less than 200) for its participation.

3



Gardenia Singapore continued to lead the market in the packaged bread industry by securing No. 1 status in four categories, namely, “*Bun Bread*” for the period July 2019 to June 2020, and “*White Bread*”, “*Wholemeal Bread*” and “*Flavoured Bread*” for the period January to December 2020.

4



Gardenia Singapore was awarded NTUC FairPrice’s “*Top Business Partner Award*” and “*Top Brand Excellence Award*”, respectively, for exceptional sales results with remarkable sales growth and consistent quality assurance and brand philosophy.

Other factors included contribution to top category sales, significant market share progression, providing strong partnership support and having a high level of customer centricity.

5



On World Diabetes Day, Gardenia Singapore was presented with a “*Friends of Diabetes Singapore*” plaque in recognition of its commitment in the war on diabetes in Singapore.

6



Gardenia Singapore holds Grade A status for 26 consecutive years under the Singapore Food Agency’s Food Establishment Licensing Scheme which covers food hygiene and safety standards.

7



Rivalea was awarded the prestigious 2020 Australian Packaging Covenant Organization (“APCO”) Industry Award in the Agriculture & Nurseries sector for its contribution to packaging sustainability in Australia. The award is given to the highest performing APCO member in each major industry sector and celebrates the Australian industry’s commitment to building a circular economy approach to packaging in Australia.

8



Rivalea was named “*Woolworths’ Sustainability Supplier of the Year*” for its high animal welfare standards and impressive carbon reduction innovations through its methane capture program. Rivalea has partnered with Woolworths for over 30 years and the award recognises excellence in suppliers who deliver high quality food and everyday needs to its customers.

9



In Malaysia, in 2020, in addition to winning the “*Putra Brand Platinum Award (Foodstuff Category)*” for the eleventh time, our *Gardenia* brand won the prestigious “*Putra Brand of the Year*” in recognition of its excellence in brand communication, product innovation and corporate social responsibility activities. Since the Putra Brand Awards started in 2011, *Gardenia* has won gold and platinum awards. Attaining both awards is a strong reflection of the credibility of our brand. Also known as the People’s Choice Awards, brands are picked by consumers via a robust survey.



MANAGING BUSINESS CONTINUITY THROUGH COVID-19

The Covid-19 pandemic has affected all aspects of our daily lives: workplaces, social interactions, family life, communities and businesses. The Group's *Gardenia Bakery* business and Primary Production business have however to-date managed to mitigate these challenges.

Alignment of business with social needs

The implementation of various forms of lockdowns by governments in Singapore, Malaysia and the Philippines led to an unexpected upsurge in demand for consumer staples, including bread offered by the Group. To meet the sudden surge in the needs of the community, bakery production facilities of the Group and its joint venture in Malaysia increased production and adapted its product mix to focus on production of white and wholemeal bread, which were in high demand during the lockdowns. To allay fears of food shortage and dissuade panic buying, consumers were reassured on social media that adequate quantities of fresh bread would be available daily. To meet the increased demand of our products, alternative and additional sources of raw materials were sourced and additional warehouse space for the storage of raw materials was secured within a very short period of time.

The lockdowns, which implemented various movement restrictions, also led to manpower shortages as workers were unable to travel to some of the Group's production facilities. In response, staff housing and stay-in facilities were provided to some employees whilst others were provided with free temporary accommodation in hotels. Subsidies were also provided to workers who preferred to find their own accommodation. In some cases, additional temporary workers were hired from individuals who were displaced from other industries. To reward employees for their hard work during the pandemic, various hardship allowances were paid to employees in FY2020.

As the Group is not immune to disruptions arising from the pandemic, various contingency plans were put in place to mitigate the adverse impact of the pandemic. This enabled the Group to reduce the risk of any material disruptions to the availability of manpower and the supply of our products to the community.

Keeping safety and people a priority

The safety and well-being of our employees is of utmost importance. Following the outbreak of the Covid-19 pandemic, the Group implemented mandatory health and safety protocols issued by various government agencies. These protocols are regularly updated with the latest relevant public health advisories and restrictions and are communicated to employees; advisories from the Singapore authorities were shared with the overseas units. Examples of safety and precautionary measures include telecommuting where possible, the appointment of Safe Management Officers at workplaces, the wearing of masks at work, team segregation and staggered working hours, provision of disinfectants, safe distancing measures and installation of physical barriers and partitions to allow for physical distancing at workplaces. In the early stages of the pandemic, the business units received internal advisories from the Singapore head office to stock up on safety equipment such as personal protective equipment, thermometers and disinfectants. In 1Q2020, face masks were sent to our business units in Australia as they faced a shortage.

Social responsibility during Covid-19

The Group remains committed to its corporate social responsibility and continues to give back to the community. Recognising that the pandemic has significantly impacted livelihoods, we have actively contributed to the social and economic development of the communities in which we operate in various ways, financially and non-financially.

To read more about our initiatives for communities and societal contribution during the Covid-19 pandemic, refer to Peace and Partnerships on pages 73 to 81.



To encourage Singaporeans to do their part to reduce the spread of Covid-19, Gardenia Singapore launched a series of social media posts to remind the public to remain vigilant and to adopt good personal hygiene practices such as washing their hands frequently.




SUSTAINABILITY REPORT




STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

Stakeholder engagement



Stakeholder engagement is aimed at ensuring that our approach towards sustainable growth is relevant and effective. We maintain close contact with our key stakeholders while partnering with international organisations, government bodies and NGOs, to understand relevant pressing concerns of the industry.

The primary objective of stakeholder engagement process is to attain a better understanding on their perspectives on key issues and building strong relationships.

| Key Stakeholders | Key Topics and Concerns | Engagement Methods | Frequency of Engagement |
|--|---|--|--|
| Employees  | <ul style="list-style-type: none"> • Career progression/development | <ul style="list-style-type: none"> • Training and career development initiatives | <ul style="list-style-type: none"> • Periodically during the year |
| | <ul style="list-style-type: none"> • Compensation and other Benefits | <ul style="list-style-type: none"> • Health and wellness related initiatives • Discussion of performance and achievements | <ul style="list-style-type: none"> • Quarterly “Wellness Week” event at Gardenia Philippines • Annual ‘R U OK Rivalea’ Week • Annual performance reviews are held |
| | | <ul style="list-style-type: none"> • Social and team building activities | <ul style="list-style-type: none"> • Periodically during the year |
| | | <ul style="list-style-type: none"> • Engagement with applicable trade unions | <ul style="list-style-type: none"> • As and when required |
| Shareholders  | <ul style="list-style-type: none"> • Business and financial performance, strategy and outlook | <ul style="list-style-type: none"> • Release of financial results and other announcements and other relevant disclosures through SGXNet and QAF's website • Publish Annual Report • Annual General Meeting • Extraordinary General Meeting(s), where necessary | <ul style="list-style-type: none"> • Half-yearly results announcements • An Annual General Meeting is held once a year • Extraordinary General Meetings are held as and when required |
| | | <ul style="list-style-type: none"> • Responding to questions raised through channel provided (info@qaf.com.sg) | <ul style="list-style-type: none"> • Ongoing as and when relevant questions/concerns are raised |
| Customers  | <ul style="list-style-type: none"> • Quality of products | <ul style="list-style-type: none"> • Participation in in-store promotions and interactive roadshows held in conjunction with health promotion campaigns or initiatives • Customer satisfaction surveys | <ul style="list-style-type: none"> • Periodically during the year • Quarterly |
| | <ul style="list-style-type: none"> • Nutritional content of products • Use of trans-fat free and non-GMO products • Availability/accessibility of products | <ul style="list-style-type: none"> • Advertisements, and marketing and sales promotion activities • Interaction between brands and customers via websites and social media platforms • Customer surveys | <ul style="list-style-type: none"> • Regular interaction throughout the year |

| Key Stakeholders | Key Topics and Concerns | Engagement Methods | Frequency of Engagement |
|---|--|--|--|
| | <ul style="list-style-type: none"> Customer and business partner relationships | <ul style="list-style-type: none"> Bakers Maison Australia conducts business reviews and updates with key customers | <ul style="list-style-type: none"> Periodically during the year |
| | <ul style="list-style-type: none"> Consumer and community ethical concerns, market insight, market conditions, company development | <ul style="list-style-type: none"> Rivalea interacts with customers via formal and informal meetings and presentations | <ul style="list-style-type: none"> Periodically during the year |
| Suppliers and Business Partners  | <ul style="list-style-type: none"> Supplier and business partner relationships Quality of materials supplied On-time delivery of products | <ul style="list-style-type: none"> Supplier meetings Regular audits of production facilities | <ul style="list-style-type: none"> Periodically during the year |
| Government and Regulators  | <ul style="list-style-type: none"> Compliance with relevant rules and regulations | <ul style="list-style-type: none"> Routine and ongoing communication and collaboration Compliance with mandatory reporting requirements | <ul style="list-style-type: none"> As and when required |
| | <ul style="list-style-type: none"> Submissions regarding policy impact and changes in laws affecting Rivalea's business activities | <ul style="list-style-type: none"> Representations to government departments | <ul style="list-style-type: none"> As and when required |
| Local Communities  | <ul style="list-style-type: none"> Promote healthier lifestyles and raise awareness for food nutrition | <ul style="list-style-type: none"> Participation in on-site events and interactive roadshows held in conjunction with health promotion campaigns or initiatives School health outreach activities Educational tours of bread production facilities Gardenia Philippines' "Corporate Wellness Movement" and "Supermarket Wellness Camp" programs and Hospital Activations | <ul style="list-style-type: none"> Periodically during the year |
| | <ul style="list-style-type: none"> Help improve the livelihoods and living quality of the local community | <ul style="list-style-type: none"> Activities to support various philanthropic, community and charitable causes Rivalea's employee community volunteering program | <ul style="list-style-type: none"> Periodically during the year |

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| Key Stakeholders | Key Topics and Concerns | Engagement Methods | Frequency of Engagement |
|---|---|--|--|
| Industry Bodies  | <ul style="list-style-type: none"> Short and long-term interests of the industry body groups | <ul style="list-style-type: none"> Co-operation and/or collaboration with industry bodies and industry distribution channels such as Australian Pork Limited | <ul style="list-style-type: none"> Periodically during the year |
| Animal welfare Groups  | <ul style="list-style-type: none"> Ethical treatment of animals | <ul style="list-style-type: none"> Work with recognised animal welfare groups such as the Animal Welfare Science Centre to determine animal welfare program research strategies and direction | <ul style="list-style-type: none"> Periodically during the year |

Memberships and Associations

The Group has memberships and involvement in industry organisations to participate in and contribute to the food industry. Some of our memberships and involvements which were added in the reporting year are mentioned below:

- Federation of Malaysian Manufacturers
- Australian Packaging Covenant Organisation
- REDcycle membership

For detailed list of Memberships and Associations please visit our QAF Sustainability Report 2019.

Materiality Determination Process




















The assessment of material topics is an ongoing process which helps the Group determine the topics depending on how critical they are to the business to create value. A formal materiality assessment was conducted by us to identify and prioritise the material ESG risks and opportunities in 2020. An independent sustainability consultant was engaged to facilitate a three-step process as summarised in the table below. The materiality assessment was guided by the GRI Materiality Principle.

| | |
|---------------------------------|---|
| Selection of topics | <ul style="list-style-type: none"> Topics of concern in food industry Understanding best practices to determine the common issues across the businesses (Gardenia, Bakers Maison Australia, Rivalea) Sustainability topics disclosed by peers Identification of topics based on risks and opportunities at an organisational level Sustainability topics identified in reporting frameworks i.e. Global Reporting Initiative, Sustainability Accounting Standards Board (SASB)¹ |
| Assessment of topics | <ul style="list-style-type: none"> Material topics were rated on a scale of 1-5 by internal stakeholders through a survey, based on the significance of the economic, environmental and social impact and substantive influence on the assessments and decisions of the stakeholders |
| Prioritization of topics | <ul style="list-style-type: none"> Validation and interaction with senior management and representatives in the organisation Validation of the materiality matrix |

¹ SASB standards enable businesses around the world to identify, manage and communicate financially material sustainability information to their investors.


Material Mapping and Topic Boundary

The material topics have been organised to depict how the eight EESG topics are relevant to each of the businesses which form part of our report scope. The table below shows relevance of the prioritised material topics to the respective stakeholders and businesses along with references to the GRI Standards:

| Alignment with 5Ps | Material Topic | Materiality to QAF | GRI Material Topic | Stakeholder/s | Business | |
|---|---|--|--|--|---|---|
| | | | | | Bakery | Primary Production |
| Prosperity  | Governance and ethics  | Our governance structure, ethics and integrity, anti-corruption policies and procedures, compliance against laws and regulations | GRI 205-3: Confirmed incidents of corruption and actions taken | <ul style="list-style-type: none"> Employees Shareholders Government and Regulators |  |  |
| | Economic Sustainability  | Our financial performance, and economic value generated and distributed | | <ul style="list-style-type: none"> Shareholders Employees |  |  |
| Products and Processes  | Promoting healthy eating and lifestyles ²  | Catering to customers' varying nutritional needs and tastes, spreading the benefits of a healthy diet and lifestyle | | <ul style="list-style-type: none"> Customers |  | |
| | Product responsibility  | Product safety, hygiene and nutritional value | | <ul style="list-style-type: none"> Customers Government and Regulators |  |  |
| | Animal welfare  | Our commitment to the respectful and humane treatment of animals throughout their life cycle | | <ul style="list-style-type: none"> Animal Welfare Groups Customers | |  |
| Planet  | Resource management  | Going beyond environmental compliance and run environmentally sustainable operations | GRI 306-1: Water discharge by quality and destination | <ul style="list-style-type: none"> Shareholders, Suppliers and Business Partners Government and Regulators |  |  |

² Only applicable for Bakery business (Gardenia Singapore and Philippines).

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| Alignment with 5Ps | Material Topic | Materiality to QAF | GRI Material Topic | Stakeholder/s | Business | |
|---|---|---|---|---|---|---|
| | | | | | Bakery | Primary Production |
| People  | Our People  | Creating safe working environments and investing in developing skills and capabilities of our workforce | Disclosure 403-5: Worker training on occupational health and safety | <ul style="list-style-type: none"> Employees |  |  |
| Peace and Partnerships  | Enriching communities ³  | Contributing our resources towards the welfare of the less fortunate and fostering strong ties within the communities in which we operate | | <ul style="list-style-type: none"> Local Communities |  |  |



Gardenia's Jumbo 600g loaves such as the Gardenia Jumbo 600 Enriched White Bread and the Gardenia Jumbo 600 Super Soft Wholemeal White Bread provide consumers with more slices of bread at better value. The bigger loaves are especially suitable for bigger families.



As Singapore's No.1 Wholemeal Bread Brand, Gardenia cares for the health of Singaporeans and actively educates consumers about the importance of including wholegrains in their daily diets.

³ Non-material EESG topic.

APPROACH TOWARDS SUSTAINABLE GROWTH – THE 5Ps

We have aligned our focus areas with the global outlook, adopting Sustainable Development Goals (SDGs) which are relevant and current with international objectives for sustainability.

The SDGs are a universal call for action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. The SDGs represent an opportunity for sustainable business growth, promoting new opportunities and partnerships while contributing to societal development and environmental protection. In FY2019, QAF identified two priority SDGs for which we believe there exist opportunities for us to make positive impact through our business practices, products and community programs.

We seek to embed the SDGs into our business planning and activities, with a focus on those SDGs that have greater relevance to our business. Our approach and activities to support the SDGs are summarised below:



Goal 3: Good Health and Well Being

Ensure healthy lives and promote well-being for all at all ages

Why it matters?

Global commitment to universal health coverage is an opportunity to integrate nutrition carefully into health systems as stated in the Global Nutrition Report. Through some of our brands, we have created a portfolio of healthy products and continually seek to enhance their nutritional profile. Beyond products, we also work with partners to promote healthy and active lifestyles.

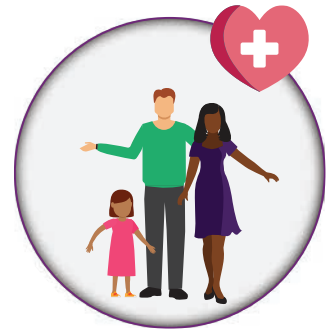
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Our Contribution



Consumer Health and Well-being

- Gardenia Singapore actively encourages consumption of products with more fibre and less sugar in one's daily diet through its product range of wholemeal and multi-grain and low in sugar bread and buns.
- Gardenia Singapore collaborated with Minmed Group to showcase different recipes made with its wholemeal and multi-grain loaves on Facebook Live.
- Gardenia Singapore collaborated with its long-term corporate partner, the Singapore Heart Foundation, to promote the importance of good heart health in support of World Heart Day and National Heart Week. On World Diabetes Day, Gardenia Singapore encouraged consumers to lead a healthier lifestyle and promoted the benefits of Low GI bread.
- Gardenia Philippines conducted "Corporate Wellness Movement" programs for government and BPO employees and "Supermarket Wellness Camps" for market shoppers and hospital activations for doctors, patients and hospital visitors.
- Gardenia Philippines collaborated with the Philippine Red Cross and the Department of Education in a nutrition and sanitation campaign to promote proper hand washing and healthy eating habits to schoolchildren.
- Gardenia Philippines' 'School Nutri-Tour' program benefitted approximately 29,800 schoolchildren from 77 schools in the Philippines. 'School Nutri-Tour' is a health and wellness program that focuses on nutrition education, sandwich recipe demonstration, entertainment activities and bread sampling.
- Most *Bakers Maison* products do not contain added fat, preservatives, sugar or artificial flavours and selected products are high in fibre and gluten free.



Employee Health and Well-being

- QAF employees were encouraged to be more physically active and participate in the "National Steps Challenge: Corporate Challenge 2020", a 4-month long walking challenge.
- Bakers Maison Australia encouraged employees to participate in "The March Charge", an individual month-long step-tracking challenge.
- Employees of Bakers Maison Australia and Rivalea are provided with free influenza vaccinations.
- Rivalea completed the implementation of its 3-year comprehensive Workplace Health & Safety strategic "Safety First" plan.
- Provision of mental health support to Rivalea employees and their families through the annual 'R U OK Rivalea?' program in partnership with the Amaranth Foundation.



Read more on the following pages of this report for contributions through the Group's Bakery and Primary Production businesses.



Goal 12: Responsible Consumption and Production

Ensure sustainable consumption and production patterns

Why it matters?

Asia Pacific region plays a central role in global value chains with large opportunities for resource-efficient production practices as per the UNESCAP report. The region has regressed on its sustainable consumption and production pathway and urgently needs to renew its efforts. The rising constraints in the availability of natural resources and access to energy is a serious challenge. Responsible use of resources is centric to sustainable business practices.

Our Contribution



Transformation in business practices such as procurement, energy management and disposal help in improved resource efficiency. At QAF, we have undertaken multiple initiatives towards responsible consumption and production through the following areas:

Energy management

We seek to manage and reduce our energy consumption where practicable.

- To promote energy efficiency, Gardenia Singapore installed LED lights at both its plants, its corporate office and warehouse which resulted in combined savings of approximately \$13,000 for 2020.
- At Bakers Maison Australia, the 2,100 sqm of solar panels on the rooftops of its production facility are 'green rated' and generate over 15% of its electricity requirements.
- Our Primary Production business has three biogas collection facilities that capture and burn methane generated from its farming operations to produce electricity. Rivalea also supplies Australian Carbon Credits under contract to the Australian government through the Commonwealth Emissions Reduction Fund.



Waste management

- Gardenia Singapore and Rivalea are signatories to the Singapore Packaging Agreement and the Australian Packaging Covenant, respectively, and aim to reduce packaging wastes through product packaging development. Rivalea is a member of REDcycle for soft plastic recycling.
- In 4Q2020, Rivalea was awarded the prestigious 2020 APCO Industry Award in the Agriculture & Nurseries sector for its contribution to packaging sustainability in Australia. Through product innovation, Rivalea's packaging was optimized for minimum material use while maintaining industry safety standards. It was also awarded the *Woolworths Sustainability Supplier of the Year 2020* for its high animal welfare standards and carbon reduction innovations.



SUSTAINABILITY REPORT

- Bakers Maison Australia rolled out a food waste reduction and composting system with an aim to reuse waste and reduce its carbon footprint.

Sustainable sourcing

- We strive to source responsibly through our supply chain, for example, assessing suppliers' business practices and preferring locally produced raw materials, where applicable.
- Gardenia Singapore uses sustainable palm oil from a source that practices a policy of "No Deforestation, No Development on Peat and No Exploitation of People and Local Communities" for selected bakery products.
- In Australia, Bakers Maison primarily sources local Australian raw materials.

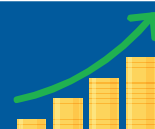
Read more on the following pages of this report for contributions through the Group's Bakery business and Primary Production business.



Gardenia Singapore's "Spread the Love" campaign was launched to spread positivity, gratitude and warmth to people in all parts of Singapore during the difficult and uncertain period of the Covid-19 pandemic.

PROSPERITY

We aspire to the Group being resilient to material external challenges and our vision guides us in considering or developing opportunities for a sustainable future.



|  Material Topics* |  FY2020 Achievements |  Target 2021 |
|--|--|---|
| Governance and Ethics  | Zero confirmed incidents of corruption based on internal audits conducted | Continue to maintain zero confirmed incidents of corruption |

* For Economic Sustainability, please refer to the section entitled “Prosperity” on page 36 of this report.

GOVERNANCE AND ETHICS

Our corporate governance is guided by the Singapore Code of Corporate Governance. More information can be found in our Corporate Governance Report on pages 83 to 112 of our FY2020 Annual Report.

In 2020, QAF maintained its place in the Singapore Exchange’s Fast Track list for continuing to uphold high corporate governance standards and for maintaining a good compliance track record. Fast Track companies can expect prioritised clearance for corporate action submissions to the regulator, such as for circulars and requests for waivers from relevant listing rules.

Ensuring strong Sustainability Governance

The Company’s Audit and Risk Committee (“**ARC**”) is responsible for overseeing and making recommendations to the Board on sustainability matters. The ARC is also responsible for approving the material EESG factors identified. The Group has appointed an external consultant to advise it on this report. The ARC is supported by the Sustainability Working Group that consists of executives of the Company who work with employees from the relevant business units.

Anti-Corruption

The Group adopted the Code of Business Conduct which emphasises commitment to conduct business with integrity and good ethical standards, in compliance with applicable anti-bribery and anti-corruption laws. Corrupt practices could subject the Group and individuals concerned to criminal and civil liabilities and negatively impact the Group’s reputation and the confidence of material stakeholders. In addition to the Code of Business Conduct, some of our Group members have implemented policies specific to their operations and jurisdictions.

The Group has put in place a Whistleblowing Policy that provides an avenue for its employees and officers to raise, in confidence, any concerns about actual or suspected improprieties on financial reporting, corruption, bribery, fraud and other matters, directly to the Chairman of the ARC.

SUSTAINABILITY REPORT

Gardenia

In Singapore, employees are required to maintain high standards of integrity and to adhere to the company's Employee Code of Conduct, which covers, *inter alia*, proper conduct and behaviour and food hygiene. New employees are informed of the Employee Code of Conduct including the Group's code of business ethics, which covers anti-corruption, and are required to confirm they understand them when they join the company.

In the Philippines, Gardenia established an Employee Code of Conduct that sets out expectations in relation to issues such as fraud and bribery. To monitor compliance, spot audits are carried out on departments within the company. Gardenia is also a signatory to the Philippine Integrity Initiative program for the promotion of common ethical and acceptable integrity standards in the business community. Its suppliers are required to sign commitments adhering to the company's integrity initiative.

Bakers Maison

Bakers Maison Australia is committed to maintaining high level of integrity and ethical standards in its business practices. It has put in place an Ethics Code, an Anti-Corruption and Fraud Policy and Code of Conduct Policy. Its anti-corruption and fraud policy are applicable to all

employees and contractors of the Company. Bakers Maison Australia also conducted a training needs analysis where appropriate employees were selected to be trained on the importance of compliance with the policy.

Existing practices are reviewed against department policies annually. For new staff, these are raised at the one-month, three-month and six-month marks during probationary review meetings.

Bakers Maison Australia does not employ young people under the age of eighteen and will only deal with suppliers and their sub-suppliers who uphold the same values and have fair working conditions in safe and hazard-free working environments. To achieve accreditation and compliance with its stringent customer standards, Bakers Maison Australia has established a formal framework for the handling and management of any suspected violation of child labour laws by any supplier or sub-supplier.

Rivalea

Rivalea has a strong commitment to ethical business practices and operates an Ethical Sourcing Policy with the objective of ensuring that its labour, health, safety and environmental practices are all in accordance with regulations. In 2019, Rivalea adopted the Group's Code of Business Ethics policy and a whistle-blower policy compliant with Australian legislation. Rivalea also has a Privacy Policy.








Water storage dams at Rivalea's Corowa site in New South Wales.

PRODUCTS AND PROCESS

We are committed to providing high quality, safe and nutritious food to the diverse communities which we serve through innovation, R&D, compliance and community outreach. Our people and best practice systems at Rivalea deliver high standards in “caring for every animal, every day”.



|  Material Topics |  FY2020 Achievements |  Target 2021 |
|--|--|--|
| <p>Product responsibility (Producing safe and high-quality products)</p>  | <p>Total production volume manufactured in sites certified by an independent third party according to internationally recognised food safety management system standards.</p> <ol style="list-style-type: none"> 1. Gardenia: 65%* 2. Bakers Maison Australia: 100% 3. Rivalea: 100% <p>*The percentage for Gardenia was 65% compared to 67% in 2019 as the production volumes in Gardenia Philippines' two new bakery plants at Mindanao and North Luzon (which, in FY2020, were not yet HACCP and ISO certified) increased.</p> <p>The North Luzon plant was certified earlier in 2021 and the Mindanao plant is targeted to be HACCP and ISO certified in 2H2021.</p> <p>Please see the write-up for the Philippines in the section “Product Responsibility” on page 54 of this report.</p> | <p>For the Group's Bakery and Primary Production business, to maintain the FY2020 percentage of total production volume manufactured in sites certified by an independent third party according to internationally recognised food safety management system standards.</p> |
| <p>Promoting healthy eating and lifestyles⁴</p>  | <ol style="list-style-type: none"> 1. To meet consumers' demand for healthier products, Gardenia Singapore launched the <i>Gardenia Little Bites Soft Buns</i> which are high in calcium and vitamins and relaunched its <i>Country Loaf</i> range as '<i>Gardenia Gourmet Selections</i>', baked with sourdough made from natural starter culture containing Lactobacteria. 2. Gardenia Philippines launched the <i>Gardenia Multigrain Soft Bun</i> with 6 types of grains and is high in Vitamin B1 and <i>Gardenia Pandesal</i> which is high in Folate and Vitamin A. 3. Gardenia Singapore conducted numerous in-store and online promotions for its healthier choice of wholemeal and multi-grain products. 4. Gardenia Philippines conducted free educational tours of its factories until the first quarter of 2020 due to the Covid-19 pandemic. | <ol style="list-style-type: none"> 1. Gardenia Singapore aims to sustain its leadership position in the wholemeal bread segment by developing more variants of healthier choice products and promoting the health benefits of its range of wholemeal and multi-grain products to consumers. 2. Gardenia Philippines will continue to produce more innovative and healthier product offerings for different target markets. |

⁴ Only applicable for Bakery business (Gardenia Singapore and Philippines).

SUSTAINABILITY REPORT

|  Material Topics |  FY2020 Achievements |  Target 2021 |
|--|---|--|
| Animal welfare ⁵  | For the Group's Primary Production business under Rivalea, zero incidents of significant non-compliance with Australian laws and regulations related to transportation, handling and slaughtering practices for live terrestrial animals. | Rivalea intends to maintain zero incidents of significant non-compliance with Australian laws and regulations related to transportation, handling and slaughtering practices for live terrestrial animals. |

PRODUCT RESPONSIBILITY

Our commitment to food safety and quality

Gardenia

Gardenia is committed to producing food that is consistently high in quality, nutritious and meets the requirements of all applicable food safety standards. The Group maintains a stringent set of standard operating procedures with the aim of ensuring that products and production processes are safe, hygienic and compliant with the relevant regulations and quality standards.

Singapore

Our bakery operations in Singapore comply with Good Manufacturing Practice ("GMP") hazard management procedures so that our products are produced consistently and controlled according to quality standards. They also fulfil the stringent requirements of the Hazard Analysis and Critical Control Point ("HACCP") certification, an internationally recognised food safety management system.

Gardenia Singapore continues to hold Grade A status for the 26th consecutive year under the SFA Food Establishment Licensing Scheme which covers food hygiene and safety standards. It is accredited with BizSAFE Level 4 by the Workplace Safety and Health Council and attained ISO 22000:2018 in October 2020. Gardenia Singapore adheres to Singapore Food Agency legislation with the implementation of comprehensive programs with food safety and quality control foremost in mind. It has mechanisms within its sourcing practices to only source from suppliers that meet its stringent supplier screening requirements. Gardenia engages with about 200 suppliers both locally and internationally.

The Group's bakery plant in Johor upgraded its food safety management system to FSSC 22000 v.5 in November 2020. FSSC 22000 is based on existing ISO standards and consists of ISO 22000:2018, ISO TS/22002-1:2009 and additional FSSC 22000 requirements (version 5). The plant has also attained Halal certification for all its products. Its compliance with stringent plant hygiene standards was recognised by the City Council of Iskandar Puteri with a silver medal award for the Cleanest Food Premise 2019 under the food processing plant category in 2019.

Philippines

Gardenia Philippines has maintained its HACCP and ISO certifications since 2003. The Gardenia plant at Laguna was upgraded to ISO 9001:2015 Quality Management System in 2018. It has also obtained Halal Plant Accreditation from the Islamic Da'wah Council of the Philippines (IDCP). A number of Gardenia Philippines' products have also obtained Halal certification. In 2020, the Gardenia plant at Mindanao was granted Halal Accreditation by the Islamic Da'wah Council of the Philippines ("IDCP"). All products produced in the Mindanao plant were also given Halal Certification by the IDCP Halal Certification and Accreditation Authority. All the Philippines operations comply with strict GMP procedures to ensure that products are manufactured with consistency and meet high quality standards.

Internal Quality Audits are performed regularly for compliance with quality management systems, food safety and Halal standards. With a view to ensuring quality consistency, Gardenia Philippines has also established stringent procedures for its supplier accreditation process. As part of this supplier accreditation process, it conducts supplier audits and site visits to check that suppliers are compliant with the company's requirements, product specifications and standards. There were no significant findings during the supplier audits conducted in 2020. Environmental and product microbial analyses are conducted by external laboratories accredited by the Food and Drug Administration of the Philippines.

⁵ Only applicable for Primary Production business.

Malaysia

The Group's joint-venture operations in Malaysia are HACCP-certified by the Ministry of Health of Malaysia. Gardenia Malaysia is in the process of upgrading its Food Management System to ISO22000:2018. All Gardenia Malaysia's production plants and products have received Halal certification from the Department of Islamic Development Malaysia ("**JAKIM**") and are included in JAKIM's White List, a list which recognises companies that are committed to the requirements of halal certification in Malaysia.

Bakers Maison Australia

Bakers Maison Australia is committed to delivering safe and high-quality products and has attained both HACCP certification and Safe Quality Food ("**SQF**") Version 8 certification, the highest available level. Its operations also apply the GMP hazard management procedures. Bakers Maison Australia has obtained Halal certification for most of its products from the Australian Federation of Islamic Councils Incorporated, Australia's National Islamic Organisation.

Through its Quality Assurance Team, Bakers Maison Australia practices stringent internal quality control checks and regular product checks to maintain high standards. The company also undergoes annual audits by the certifying bodies of SQF and HACCP, and by key customers.

Rivalea

Rivalea possesses certifications such as SQF Food Safety Code for Manufacturing, Australian Livestock Animal Welfare Certification, Australian Pork Industry Quality Assurance Program, HACCP and GMP certification under the Australian Government approved arrangement and FeedSafe accreditations. Rivalea is also accredited by many of Australia's leading supermarket chains. It supports high quality standards and its food processing plants operate under Australian Government approved arrangements. The export registered processing plants maintain various

accreditations including the Australian Meat Industry National Animal Welfare Standards, the Food Safety Assessment, Hazard Analysis and Critical Control Point, the International Food Safety Standard, and Safe Quality Food Institute Level 3. Rivalea's farms are accredited under the Australian Pig Industry Program ("**APIQ**") and its feed milling operations are certified under the Australian Feed Manufacturers FeedSafe® program. The food processing plants and farms also hold accreditations with many of Australia's leading supermarket chains.

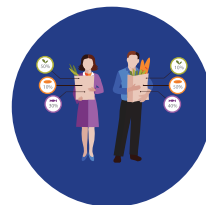
Rivalea has a team of quality assurance officers who conduct daily inspection and sampling of both products and equipment to comply with food safety and customer standards. To ensure that its products and processes meet the highest quality, Rivalea collaborates with industry bodies, associations and organisations to constantly improve industry standards with a strong focus on research, innovation, environment, welfare, safety and training. The samples are evaluated at Rivalea's onsite microbiology laboratory accredited with the National Association of Testing Authorities ("**NATA**").

The company's quality program is verified through independent auditing. A comprehensive training and awareness program for staff promotes understanding of its quality systems.

Rivalea has provided updated African Swine Fever ("**ASF**") awareness training for all Meat Processing inspection staff. Key members of the Rivalea management team continue to actively participate in ASF workshops, consultative groups and preparedness exercises with federal and state government organisations. Rivalea works closely with the Australian pork industry association ("**APL**") and is in constant dialogue with government officials to enhance preparedness against ASF. Currently, Rivalea's farming operations are spread over 29 piggeries in New South Wales and Victoria, 7 of which are Rivalea-owned farms, 18 are owned by Contract Farmers and 4 are leased by Rivalea. The geographical diversification of the farming operations assists in mitigating the spread of disease.

SUSTAINABILITY REPORT

Innovating and developing wholesome and nutritious food



GARDENIA

- To keep abreast of consumers' demands for great tasting, wholesome and nutritious foods, Gardenia regularly reviews its product range and develops new products to satisfy the changing tastes and demands of consumers. The Group's in-house laboratories handle the development of new products, including nutritional values, shelf-life, compliance of new products and ingredients with local food legislation, labelling requirements, and initiating the Halal certification process.
- Together with its joint venture in Malaysia, the Group's laboratories currently employ a total of 29 staff to undertake research and development and compliance responsibilities for Gardenia. These staff comprise 10 professional staff, 6 laboratory technicians, 10 baking technologists and 3 support staff.

SINGAPORE

Gardenia Singapore takes pride in producing safe, wholesome and healthy food that does not contain trans-fat. Since the early 2000s, *Gardenia* products do not contain Partially Hydrogenated Oils ("**PHOs**"), an ingredient which is a major source of artificial trans-fat. According to the World Health Organization, artificial trans-fats increase the risk of heart disease.

MALAYSIA

In Malaysia, *Gardenia* products do not contain PHOs. *Gardenia* sandwich bread is low in fat and free from artificial preservatives. The *Gardenia Fibremeal* range of bread meets the requirements of Malaysia's Ministry of Health for "high fibre" and "source of fibre" content. *Gardenia* bread that is high in fibre contains 6g of fibre per 100g, and bread that is a source of fibre contains 3g of fibre per 100g loaf. All *Gardenia* cream rolls do not contain artificial colouring.

BAKERS MAISON AUSTRALIA

In Australia, most *Bakers Maison* products contain no added fat, preservatives, sugar or artificial flavours and use only natural ingredients some of which may be imported. To support the local community, over 90% of the ingredients used in the products are locally sourced and produced. A selection of the products is also high in fibre and gluten free. In 2020, the bakery's gluten free certification was renewed by the Coeliac Association. Bakers Maison Australia conducts daily swabs of its gluten free manufacturing section to check that it is free from gluten contamination.

RIVALEA

Rivalea's research and development efforts are focused on improving the nutrition and quality of its products.



Gardenia Singapore's Gourmet Selections range is a premium artisanal brand made with high quality ingredients such as sourdough.

Engaging people around great taste

Gardenia

Singapore

- Owing to the Covid-19 outbreak, new Gardenia products were launched after the circuit breaker lockdown. During the year, Gardenia Singapore extended its premium *Country Loaf* range with the introduction of *Gardenia Croissants*. The croissants are made with premium ingredients from Australia and are freshly baked in Singapore.
- Gardenia Singapore launched the *Gardenia Little Bites Soft Buns* as an extension of its *Grab&Go* bun category. The buns cater to consumers who are looking for a bite-sized, calorie-friendly nutritious snack. Co-developed with a Japanese R&D laboratory, the new 30g buns are high in Calcium and Vitamins B1, B2 and B3 and come in two flavours, *Creamy Hokkaido Cream* and *Rich Chocolatey Cream*. The buns are packaged in a fun packaging with lively bun visuals and are retailed at an affordable price.
- In 2H2020, the *Gardenia Country Loaf* range and the *Gardenia Focaccia* bread were rebranded under a new

premium sub-brand, “*Gardenia Gourmet Selections*”. To drive visibility and awareness of the new “*Gardenia Gourmet Selections*” range, dedicated racks bearing the “*Gardenia Gourmet Selections*” brand were installed in key retail stores. This promoted the brand as a premium artisanal brand made with high quality ingredients such as sourdough. The sourdough is made from natural live starter culture and fermented for 16 hours to give a distinct, delicious and airy texture to the loaves. To further promote the premium “*Gardenia Gourmet Selections*” range, a live cook-off session between a Michelin-starred French chef and an ambassador from Singapore Home Cooks was streamed on Facebook. The live cook-off session, entitled “*Around the World with Gardenia Gourmet Selections*” showcased how products from the range may be used to create high quality fine dining-inspired meals at home.

Philippines

Recognizing the needs of Filipino consumers for high quality pandesal, Gardenia Philippines launched *Gardenia Pandesal*, soft and fluffy buns which are high in Folate and Vitamin A. The buns are also a source of Vitamins B1, B2, Calcium and Iron.

SUSTAINABILITY REPORT

Malaysia

In Malaysia, the Group's joint-venture introduced a new variant to its *Fluffy Buns* range, the *Gardenia Fluffy Buns – Traditional Kaya* bun. It also launched a larger 375g-sized jar of its popular *Gardenia Delicia Chocolate Spread* in two variants, *Milky Chocolate* and *Hazelnut Chocolate*. The spreads do not contain artificial colours or preservatives.

During the year, Gardenia Malaysia was awarded "*Putra Brand Platinum Award (Foodstuff Category)*". This award is the eleventh win for the company and is a testament to its quality products and strength in brand building. The Putra Brand Awards 2020 also crowned *Gardenia "Putra Brand of the Year"* in recognition of its excellence in brand communication, product innovation and corporate social responsibility activities.

PROMOTING HEALTHY EATING AND LIFESTYLES

Making our products accessible



GARDENIA

With 16 production facilities located in four countries, Singapore, Philippines, Malaysia and Australia, the Group's network of extensive distribution channels includes supermarkets, hypermarkets, convenience stores, mini marts, petrol kiosks, caterers, restaurants, hotels, hospitals, airlines and schools.

SINGAPORE

- In Singapore, Gardenia delivers fresh bread daily to close to 3,500 distribution outlets including supermarkets, hypermarkets, convenience stores, mini marts, petrol kiosks, caterers, restaurants, hotels, hospitals, airlines and schools. Nearly 300 *Gardenia* bread-vending machines located in selected high-density residential areas, corporations and schools also provide customers with greater convenience and accessibility to *Gardenia* bread and bun products 24 hours a day, rain or shine.
- To cater to the fast-paced lifestyle of today's tech-savvy consumers in Singapore and overseas, *Gardenia* products are sold online through e-retailers such as *Redmart*, *Amazon*, *FairPrice Online*, *PandaNow* and *Alibaba*. Gardenia actively advertised and promoted its products on these e-commerce platforms.

BAKERS MAISON AUSTRALIA

In Australia, *Bakers Maison* products are distributed as far as Tasmania, Western Australia and the Northern Territories, using third party transport companies. The products are delivered frozen, enabling them to remain fresh and to retain their quality and taste for longer periods of time before they are freshly baked for consumption. Frozen products also reduce the need for frequent deliveries thereby reducing environmental impact.

Making our products affordable

Gardenia

Singapore

- To encourage customers to purchase healthier wholemeal loaves, weekend giveaway promotions such as the “Gardenia’s So Good Wholemeal Bundle” were launched at selected retail chains to promote Gardenia 100% Wholemeal Extra Soft & Fine Bread loaves. Affected by the current pandemic, many consumers were more concerned about their daily expenses. To promote the affordability of Gardenia products, Gardenia held various promotions throughout the year such as “Gardenia’s So Good Wholemeal Bundle” and “Gardenia’s So Good Weekend Special Promotions”. Under these promotions, complimentary Gardenia wholemeal hotdog buns or limited-edition Gardenia premiums were given away to consumers to promote its wholemeal breads, cream rolls and buns.
- Gardenia Singapore collaborated with FairPrice to provide consumers a savings voucher of 40 cents for the purchase of the Gardenia Low GI Nutri Multi-Grain Loaf. The savings vouchers were distributed to 1,000 consumers at selected FairPrice outlets.
- During the year-end festive period, a discount of 40 cents on the Gardenia Fruit & Nut Loaf and Gardenia California Raisin Loaf was given under the

“Spread the Love” Festive Promotion. Special bulk discounts on the two loaves were also extended to corporations and institutions.

- Gardenia Singapore held various promotions throughout the year at various retail chains, especially for its cream rolls and buns, which were sold at discounted prices. Gardenia Singapore also collaborated with various FMCG brands for bundle deal promotions that offered greater savings to consumers.
- To help consumers save on their daily expenses, Gardenia Singapore featured a series of innovative and nutritious bread recipe ideas on social media where healthy meals could be created for under \$2 per serving.

Promoting the benefits of whole grains

Gardenia

Singapore

- As Singapore’s No. 1 wholemeal bread brand, Gardenia actively collaborates with government agencies, healthcare organisations and community partners to encourage the public to consume more fibre and wholegrains in their daily diet through regular promotions, collaborations and community outreach. In 2020, approximately 43,000 Gardenia loaves and buns have been sponsored to the community, of which approximately 16,700 were healthier choice wholemeal products.



To encourage customers to purchase healthier wholemeal loaves, weekend giveaway promotions such as the “Gardenia’s So Good Wholemeal Bundle” promoted Gardenia 100% Wholemeal Extra Soft & Fine Bread loaves and gave away complimentary Gardenia wholemeal hotdog buns.



To help consumers save on their daily expenses, Gardenia Singapore featured a series of innovative and nutritious recipe ideas on social media to help consumers create healthy and affordable meals for under \$2 per serving.

SUSTAINABILITY REPORT

Gardenia Singapore's wholemeal and multi-grain range carry HPB's "Healthier Choice Symbol" to help consumers make healthier food choices during grocery shopping. Gardenia currently has 15 wholemeal products certified as "Healthier Choice". These products contain no trans-fat and at least 25% of wholegrains per loaf. Gardenia also offers ten "Low in Sugar" white bread and wholemeal loaves, and two "Low GI" loaves. Products featuring the Low in Sugar logo contain less than 5g of sugar per 100g of bread. The Low GI loaves have a GI value of less than 55 per loaf.

To support the fight against cardiovascular disease, Gardenia Singapore took part in the Singapore Heart Foundation's National Heart Week/World Heart Day virtual event as a virtual exhibitor to promote the benefits of wholegrains and the consumption of *Gardenia Low GI* bread. Gardenia Singapore also participated in the World Diabetes Day virtual event held in November 2020 as a virtual booth exhibitor to encourage consumers to lead a healthier lifestyle and to promote the benefits of low GI bread.

In support of World Diabetes Day 2020, Gardenia Singapore pledged support to Diabetes Singapore through product sponsorships in Diabetes Singapore's community screening programmes. In recognition of Gardenia Singapore's commitment to the war on diabetes, Diabetes Singapore presented the company with a plaque.

- To encourage consumers to create healthier meals at home, recipes using Gardenia Singapore's range of wholemeal and multi-grain loaves were featured every month on social media.



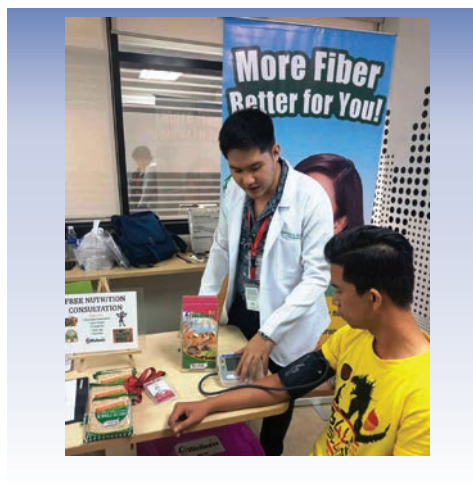
In recognition of Gardenia Singapore's commitment to the war on diabetes, Diabetes Singapore presented the company with a "Friends of Diabetes Singapore" plaque.

Philippines

- In 2H2020, Gardenia Philippines launched the *Gardenia Multigrain Soft Bun* which was positioned as a healthier option featuring 6 types of grains: wheat, sunflower, linseed, oat, millet and chia. The bun is high in Vitamin B1 and is a source of Vitamin A, Iron and Folate.

Reaching out to the community

- Gardenia Philippines continued its health and wellness campaign in offices, supermarkets and hospitals. The company's Nutrition and Wellness team conducted "Corporate Wellness Movements" for government and BPO employees and "Supermarket Wellness Camps" for market shoppers. In 2020, approximately 31,000 beneficiaries from 125 offices attended a Gardenia Philippines-initiated webinar on nutrition and wellness. Participants received free nutrition counselling, diet prescription and product sampling. Gardenia Philippines visited 19 outlets and counselled approximately 1,200 clients or market shoppers under this campaign.
- Gardenia Philippines also conducted hospital drives to promote healthy eating, active lifestyles and proper nutrition to doctors, patients and hospital visitors. During the year, Gardenia Philippines visited 20 hospitals and reached out to approximately 35,000 beneficiaries.



Gardenia Philippines' "Corporate Wellness Movement" provided free nutrition counselling, diet prescriptions and product sampling to approximately 31,000 government and BPO employees from 125 offices in 2020.

Reaching out to schools

- In 2020, Gardenia Philippines collaborated with the Philippine Red Cross and the Department of Education in a nutrition and sanitation campaign to promote proper hand washing and healthy eating habits to schoolchildren. The campaign, “*Nutrisyon at Kalinisan para sa Maayos na Kinabukasan*” (Nutrition and Proper Hygiene for a Better Future) reached out to about 9,100 students from 54 public elementary schools in Laguna.
- Gardenia Philippines’ School Nutri-Tour program is a health and wellness program for private and public schools in the Philippines. During the year, Gardenia visited some 29,800 schoolchildren from 77 schools in the one-day activity. The program focused on nutrition education, sandwich recipe demonstration, entertainment activities and bread sampling.
- Community quarantines, lockdowns and strict health protocols were imposed by the Philippine authorities to contain the spread of Covid-19. People had limited movement outside their homes and children had to stay indoors. Gardenia Philippines however remained committed to continue its outreach activities and facilitated online Kiddie Workshops to highlight the importance of eating a well-balanced diet and practicing good hygiene, particularly during the pandemic. More than 1,000 children participated in the two-hour sessions that comprised a virtual plant tour, lecture on healthy eating habits, proper hand washing demonstration and bread and sandwich making.
- In partnership with the Department of Education (DepEd) – Division of Laguna, Gardenia Philippines initiated an educational program in primary and secondary public schools dubbed “*I Learn with Gardenia*” in 2H2020. Gardenia Philippines provided educational video materials on nutrition, proper hand washing and hygiene, and the modern bread-making process. These materials were incorporated into the schools’ online lectures and asynchronous learning sessions in Health, Science and Technology and Livelihood (TLE) subjects. During the launch, 25 schools in Biñan participated in the program. The “*I Learn with Gardenia*” initiative will continue in Laguna and other DepEd divisions until the end of the 2020-2021 school year.



SUSTAINABILITY REPORT



In partnership with the Philippine Red Cross and the Department of Education, Gardenia Philippines' "Nutrisyon at Kalinisan para sa Maayos na Kinabukasan" (Nutrition and Proper Hygiene for a Better Future) campaign benefitted some 9,100 public elementary school students in 2020.



Educating through bread plant tours

- Owing to the Covid-19 pandemic, Gardenia Singapore's daily educational bakery tours were suspended. To continue its engagement with the public during the pandemic, Gardenia Singapore will launch virtual bakery tours. A soft launch of the virtual bakery tour was conducted in December 2020 and the official virtual bakery tours will be launched in early 2021.
- Up till March 2020 when social distancing measures were not mandatory, Gardenia Philippines' bakery plants in Laguna, Cebu and Cagayan de Oro conducted free plant tours with supplementary activities such as lectures on healthy eating and hygienic practices, values enhancement activities, sandwich-making demonstrations and entertainment programs. During the 1Q2020, approximately 46,000 visitors toured Gardenia's state-of-the-art bread making facilities. Subsequently, in compliance with the Education Department's Memorandum, all off-campus activities including educational field trips were suspended until further notice, as part of measures for the prevention and control of Covid-19. Gardenia commenced its virtual plant tours from September 2020 and more than 7,000 students from 51 schools joined via Zoom video conferencing.

their entire life cycle. Rivalea breeds and raises animals within systems that deliver high standards of animal welfare.

Rivalea is well recognised for operating one of the largest private sector pig research groups in Australia and is proud to work alongside industry bodies, universities and various animal welfare groups to conduct research, produce recommendations and establish best practices in the area of animal welfare. Rivalea continued its best practice and leadership in animal welfare in 2020, including:

- Rivalea completed a large Australian Research Council project in collaboration with other industry partners to improve pig welfare by understanding stress resilience in pigs. Rivalea's animal welfare strategy is focused on reducing confinement, promoting environmental enrichment and increasing the positive affective state of animals.
- Continued to implement enrichment programs across farms and training its people in animal handling programs that foster positive interactions between people and pigs. Through its Animal Welfare Awards Program, Rivalea recognised the contributions of its four employees who strived to deliver high standards of welfare and commitment to continuous improvement in this area.

ANIMAL WELFARE

Rivalea





Rivalea is committed to "caring for every animal, every day" and has systems and practices that deliver high standards of welfare for its animals. This means a commitment to the respectful and humane treatment of all animals throughout

Rivalea is accredited under the Australian Pork Industry Quality Assurance Program (APIQ®, APIQ® Free Range, APIQ® Gestation Stall Free and APIQ® Customer Specifications Verification for Coles Supermarkets Australia). All Rivalea sites handling livestock are accredited under the Australian Pork Industry Quality Program ("APIQ") or the Australian Livestock Animal Welfare Certification. This includes auditing for compliance to the program's animal welfare Standard that is externally audited by AUSMEAT.

PLANET

We strive to protect our environment from degradation through sustainable consumption and production, improving our management of natural resources in our business.



|  Material Topics |  FY2020 Achievements |  Target 2021 |
|--|--|---|
| <p>Resource management (Energy, Waste)</p>  | <ol style="list-style-type: none"> 1. Rivalea was awarded the prestigious 2020 APCO Industry Award in the Agriculture & Nurseries sector. The award is given to the highest performing APCO Member in each major industry sector for its contribution to packaging sustainability in Australia. 2. Rivalea was awarded the Woolworths Sustainability Supplier of the Year 2020 for its wide-ranging efforts towards sustainability. 3. Creation of the role of Continuous Improvement Manager in Bakers Maison Australia to advise and implement environmental changes in the operations. 4. Implementation of a Document Management System at Bakers Maison Australia to replace paper with e-forms thereby reducing waste and energy usage. 5. No incidents of non-compliance with the applicable regulations and wastewater requirements of the local authorities in respect to the water quality discharge. | <p>To maintain no incidents of non-compliance with the applicable regulations and wastewater requirements of the local authorities in respect to the water quality discharge.</p> |

SUSTAINABILITY REPORT

RESOURCE MANAGEMENT

We recognise the importance of reducing material negative impact on the natural environment. We depend on the availability of natural resources such as energy and water for our operations and as our business grows, our requirements will increase. However, we strive for greater efficiencies in our operations to reduce or mitigate such environmental impact.

Energy management

Gardenia

The Gardenia operations in Singapore and the Philippines use liquefied petroleum gas as a fuel for their main ovens. Delivery trucks also undergo regular maintenance to ensure that they are running in good condition and are fuel efficient.

Gardenia Singapore's Engineering Department has laid down the energy-saving measures that are required to be implemented in all facility upgrades and renovations, such as movement sensors for toilet lighting.

Some of Gardenia's other energy management initiatives:

- Replacement of all metal halide lights in Gardenia Singapore's corporate office, warehouse and both its production plants with LED lights, resulting in a combined savings of approximately \$13,000 for 2020.
- In Malaysia, five out of seven bread production lines use natural gas and liquified petroleum gas as a fuel for ovens. Gardenia Malaysia intends to further reduce negative impact on the environment by converting more of its production lines to natural gas in the future.
- In 4Q2020, Gardenia Malaysia completed the replacement of the sodium vapour lights along the streets and surrounding areas of its Bukit Kemuning 1 Plant with LED lights. The initiative is expected to save the company in terms of its energy costs.
- The installation of a new heat recovery system at the Group's Bakers Maison Malaysia plant in September 2020 enables hot water to be produced from the condensers of the plant cooling system and the hot water is used to clean the cream roll injectors and bread cooler conveyors instead of using electrical

heaters. The investment has enabled us to qualify for a 24% tax allowance exemption under green technology initiatives and resulted in an annual saving of approximately RM30,000 from September to December 2020. A similar heat recovery system installed at Bukit Kemuning Plant 1 provided energy savings of approximately RM120,000 in 2020.

Bakers Maison Australia

During the year, the Environmental Policy was updated to include a newly created role of Continuous Improvement Manager who is responsible for upholding the company's Policy and Action Plan and advising management staff on new proposals and implementations. The company's Environmental Policy was also updated to enable office stationery and supplies to be sourced from the local Officeworks branch. Officeworks had embarked on a year-long Positive Difference Plan to operate a socially responsible and sustainable business which is in line with the values held by Bakers Maison Australia.

Bakers Maison Australia uses natural gas instead of electricity where possible and is gradually shifting its fuel mix to cleaner fuels. It has reduced its energy consumption by some 30% over the past two years and continues to monitor its carbon footprint. In this regard, its solar panel system generates renewable energy over 15% of Bakers Maison Australia's electricity requirements. Liquefied petroleum gas is used as a source of direct energy and the remaining requirements are fulfilled by indirect energy (electricity) from authorised utility vendors.

Bakers Maison Australia sources approximately 90% of its raw materials locally and believes that this practice indirectly reduces carbon emissions from transportation of raw materials for the business.

Some of its other energy management initiatives are mentioned below:

- The company implemented Document Management System to automate the Finance process and replace paper forms with e-forms. This paperless initiative has not only increased efficiency in transaction processing and reduced processing time and costs but has also led to small but impactful environmental changes, with less energy consumption required for printers, fax machines and scanners.

- To further reduce paper consumption, a Human Resource Information System was implemented to enable employees to submit their leave applications, update training and development records, and access personnel particulars, through a mobile phone application.
- It has implemented various energy efficiency initiatives on its premises, such as the installation of LED lighting and sensor-activated lighting that automatically turn off when there is no activity.

Rivalea

Rivalea employs a dedicated Environmental Management team that oversees its Environmental Management System in managing compliance with environmental laws and regulations, identifying and managing environmental risks, energy consumption and water resources, and advising operational groups on key issues.

The Rivalea group has various site-specific licences, permits, approvals and consents with the relevant environmental authorities, such as the Environmental Protection Authority, and local councils/shires. These licences/permits regulate a range of environmental matters, and includes the monitoring and recording of data, completion of audits and providing annual reports to the regulatory authorities.

Rivalea is focused on reducing emissions and has taken significant steps towards reduction of carbon emissions. It is registered under the National Greenhouse and Energy Reporting Act and the National Pollutant Inventory pursuant to which it has undertaken reporting for the relevant reporting period.

Some of the energy management initiatives undertaken are mentioned below:

- Rivalea's biogas power generators and methane capture facilities at Corowa produce clean power on site, enabling it to reduce carbon emissions and reliance on external energy providers. Biogas from the two Corowa collection facilities supply fuel for three 500KW power units (generators) that supply power to the site, offsetting the demand from grid supplied energy. The three generators will provide up to approximately 75% of the power requirements of the Corowa processing, farm and administration sites.
- Rivalea has contractual arrangements with the Australian Government to deliver Australian carbon credit units from the three facilities.



Rivalea's biogas power generators at Corowa, New South Wales.

Rivalea is upgrading one of its farms to improve its environmental impact by the installation of a state-of-the-art integrated biofilter system at the site, with completion scheduled in December 2023.

Waste and effluents management

Gardenia

Singapore

Gardenia Singapore's production plants are both located in a designated Food Zone and all wastewater discharge is handled by the Public Utilities Board ("PUB"). Gardenia commits to comply with the rules and regulations set by the Singapore government through the PUB Sewerage and Drainage Act and the Sewerage and Drainage (Trade Effluent) Regulations. The Operations team monitors the daily waste from production for compliance with government regulations.

Some of the waste management initiatives undertaken by Gardenia Singapore are set out below:

- Gardenia Singapore is a signatory to the Singapore Packaging Agreement and seeks to reduce its packaging wastes through product packaging development. It recycles its returned bread packaging into trash bags.
- Gardenia Singapore actively encourages consumers to reduce the use of plastic bags. During the year, larger reusable shopping bags in *Gardenia's* corporate colours were given to consumers for use during their grocery shopping. *Gardenia* sandwich boxes were also distributed through retail promotions to encourage consumers to pack their food in reusable containers.

SUSTAINABILITY REPORT



Rivalea was awarded the 2020 APCO Industry Award in the Agriculture & Nurseries sector for its contribution to packaging sustainability in Australia.

At the Johor bakery plant, wastewater discharge from production is treated to Standard A of the Environmental Quality Act 1974, the highest standard required by the Department of Environment (“DOE”) for the discharge of industrial effluent. Wastewater analysis is performed weekly and test reports are submitted online to the DOE on a monthly basis. All tests are carried out at an accredited laboratory. Waste disposal at the plant is undertaken by a licensed collector authorized by the DOE.

Philippines

In the Philippines, wastewater discharge from the Gardenia plants is treated at wastewater facilities before being discharged into the sewers. In compliance with the requirements of the Department of Environment and Natural Resources, Gardenia Philippines conducts monthly testing and regular monitoring of standard effluent parameters like pH value, discharge temperature, oil and grease, biological oxygen demand and total suspended solids to ensure that the effluents meet water quality standards. Gardenia Philippines also submits Self-Monitoring Reports and Compliance Monitoring Reports on a quarterly and semi-annually basis to the relevant authorities.

In response to waste management, the company strictly implements recycling and waste segregation activities in plants and offices to reduce residual waste volume.

Bakers Maison Australia

Bakers Maison Australia’s wastewater discharge complies with the Sydney Water Board regulations. Wastewater is discharged through grease traps before being released into the sewer. The company undertakes the inspection and cleaning of grease traps every quarter and a quarterly review is carried out by its maintenance manager, approved contractors and service providers. The outcomes of the review are discussed with senior management.

During the year, Bakers Maison Australia rolled out a food waste reduction and composting system to encourage staff to reduce their carbon footprint and contribute to the creation of renewable energy. Employees were encouraged to place organic materials in designated composting bins in the workplace.

Bakers Maison Australia is committed to reducing cardboard waste during bulk packaging of its products and has been recycling its cardboard since 2017. In 2020, it recycled almost 40,000 kg of cardboard. Bakers Maison Australia supports local farmers with regular donations of edible waste from production, which are then mixed with grains and recycled into animal feed.

Twice the Goodness!

FREE*

REUSABLE NON-WOVEN BIG BAG

PROMO PERIOD: 06 - 19 FEB 2020 (WHILE STOCKS LAST)

GARDENIA FINE GRAIN WHOLEMEAL JUNIOR (310G)

GARDENIA ENRICHED WHITE BREAD JUNIOR (300G)

REDEMPTION AT CASHIER/CUSTOMER SERVICE COUNTERS.

FRIENDS OF GARDENIA

Take us on Facebook.com/FriendOfGardenia

Gardenia Singapore actively encourages consumers to reduce the use of plastics by distributing free reusable shopping bags and sandwich boxes through various retail promotions.

Rivalea

Rivalea has been working towards reducing its packaging footprint for many years through reducing dependency on single-use packaging and increasing the use of recyclables. Rivalea is a strong advocate for innovation and sustainability of commercial packaging within the pork industry. Rivalea's packaging has been optimized for minimum material use while maintaining industry safety standards. In 2H2020, Rivalea was rewarded with the prestigious 2020 APCO Industry Award in the Agriculture & Nurseries sector for its contribution to packaging sustainability in Australia. The award is given to the highest performing APCO member in each major industry sector and celebrates the Australian industry's commitment to building a circular economy approach to packaging in Australia.

By actively engaging with peers, suppliers and customers, Rivalea has further increased its solid waste diversion from landfills. By focusing on business-to-business relationships, Rivalea has also increased recycled content throughout all secondary cardboard packaging and PET distribution trays as well as increasing the use of reusable crates.

To further strengthen its commitment, Rivalea is now a member of REDcycle, an organisation that recycles soft plastics. Rivalea is committed to the kerbside recyclability of all thermoformed trays. It has also started to use the Australian Recycling Logo on all retail packaging. Rivalea intends to increase the usage of reusable crates for its boned meat products and will encourage suppliers and stakeholders to reduce non-recyclable packaging.

To meet its environmental and sustainability objectives, Rivalea recovers nutrients and water from its farming operations. Across many of its farming sites, treated wastewater is used to grow crops on its own land and on neighbouring properties. Compost is used on its properties as a nutrient supplement or sold to other agricultural enterprises.

Wastewater samples are taken at regular scheduled intervals at various points through the treatment process, from raw effluent through to treated water used for irrigation. Schedules of sampling are determined based on regulatory requirements, relative risk of reuse of treated wastewater in local environmental context. Samples are analysed by NATA accredited labs and results are reviewed by the Environmental team and referred to external consultants for review where required by licence conditions or identified need.

In Rivalea's piggeries, wastewater is treated biologically via its wastewater treatment system (typically in anaerobic and aerobic lagoons). After treatment, the wastewater is either evaporated or stored in tertiary storage ponds to allow disposal by irrigation onto agricultural land (either owned by Rivalea or third parties). At the processing plant in Laverton, Melbourne, wastewater is collected and pre-treated onsite using a Dissolved Air Flotation ("DAF") process which clarifies the water and removes suspended material such as solids (sludge) and oil. The sludge from the DAF is disposed of as prescribed waste and is transported offsite to be processed at a dedicated compost facility. The remaining wastewater is then pumped from the site and discharged to the sewer in line with the Trade Waste agreement with the local water authority.







Biogas collection and effluent ponds at Rivalea's Corowa site in New South Wales.

SUSTAINABILITY REPORT

PEOPLE

We strive to provide a workplace where our people may perform and achieve in a healthy, safe and inclusive environment.



|  Material Topics |  FY2020 Achievements |  Target 2021 |
|---|---|---|
| <p>Our People (Health and safety, Training and Education)</p>  | <ol style="list-style-type: none"> 1. QAF was awarded Platinum Supporter in the National Steps Challenge: Corporate Challenge 2020. 2. Bakers Maison Australia's employees participated in "The March Charge", an individual month-long step-tracking challenge. 3. Provision of free influenza vaccinations for employees of Bakers Maison Australia and Rivalea. 4. Rivalea completed the implementation of its 3-year comprehensive Workplace Health & Safety strategic "Safety First" plan. | <p>Health and Safety:</p> <ol style="list-style-type: none"> 1. Gardenia Singapore plans to organize in-house Occupational First Aid training for its employees and refresher Food Hygiene/Hazard Control Plan & Food Allergy training for its production workers. It is scaling up to conduct more monthly Workplace Safety and Health training for different groups of employees and organise Hygiene talks and Audiometric tests for production workers. 2. Gardenia Philippines is committed to providing Basic Occupational Safety and Health training in compliance with the Philippines Department of Labor & Employment requirements. 3. Rivalea is committed to the ongoing implementation of various health and safety initiatives and the continuous improvement of workplace health and safety across all sites. <p>Training and Education:</p> <p>Bakers Maison Australia and Rivalea are committed to investing in the education and development of its people to build knowledge, skills and internal capabilities.</p> |

Health, safety and well-being

We are committed to efforts in creating a work environment that fosters the well-being of our employees.

Gardenia

- In Singapore, QAF employees were encouraged to participate in the National Steps Challenge: Corporate Challenge 2020. This was organised by the HPB to encourage the workforce to be more physically active. The campaign ran for four months and QAF was awarded a Platinum Supporter award (for workforce size less than 200) for its participation. During the Covid-19 pandemic when it was not possible or feasible for QAF employees to utilise their annual leave due to movement restrictions, employees were allowed to encash a portion of their unutilised annual leave.
- At Gardenia Malaysia's Johor plant, employees working in areas with high noise levels were provided with earplugs and earmuffs to reduce noise exposure. Chemical health risk assessments were also conducted to assess the level of chemical exposure and appropriate personal protective equipment was issued to employees to reduce or eliminate the risk of chemical exposure.
- At our joint venture bakery operation in Malaysia, Gardenia organised a team-building training activity to enhance productivity and strengthen working relationships between staff from different departments. The activity improved bonds between team members and intensified employees' sense of belonging to the company.



An employee team-building training activity at Gardenia Malaysia to enhance productivity and strengthen working relationships between staff from different departments.

Bakers Maison Australia

- In 1Q2020, employees of Bakers Maison Australia participated in "Clean Up Day" at the Georges River National Park. "Clean Up Day" is a community-based environmental event to inspire local communities to get involved by helping to clean up and conserve the environment. Employees collected and separated recyclable and non-recyclable rubbish across picnic areas of the Georges National Park and were presented with participation certificates.
- For the company's End-Of-Year celebrations, employees were invited to participate in the decision making by voting on their preferred activity in a "2020 End of Year Party Survey". The survey enabled the company's Social Committee to gain an insight on what the staff really wanted as a token of the company's appreciation.
- To encourage workplace health and well-being, all employees were encouraged to participate in an individual month-long step-tracking challenge to complete the universally recommended 10,000 steps a day. Employees were encouraged to walk more and spend more time outdoors. The initiative was accompanied by regular emails to staff containing information on healthy weight management, bone and muscle strengthening and reducing the risks of heart disease. Each week "The March Charge" leader board with the names of the Top 7 Fittest Staff was posted in the staff common area. The top two "Chargers" were recognised.



Employees of Bakers Maison Australia participate in "Clean Up Day" at Georges River National Park. "Clean Up Day" is a community-based environmental event to encourage local communities to clean up and conserve the environment.

SUSTAINABILITY REPORT

- Bakers Maison Australia employees across all shifts and departments were given the opportunity to take an influenza vaccination before the start of winter. A medical practitioner came on site to give the vaccinations and distribute flyers containing health tips on how to reduce the chances of catching influenza.

Rivalea

Rivalea completed the implementation of its 3-year comprehensive Workplace Health & Safety strategic “Safety First” plan in 2020. The company’s new Safety Management System has enabled the transition into a phase of review, audit and continuous improvement of the system. Rivalea engaged a specialised Workplace Health and Safety (“WHS”) lawyer to review its higher risk procedures such as work at height and confined space entry to ensure they met legislative compliance. In addition, external consultants were engaged to review compliance with higher-risk workplace practices. WHS training remains a high priority for Rivalea and an ongoing commitment to ensure that all leaders and employees have the knowledge and skills required to undertake their roles safely.



Rivalea’s “Safety First” poster reminds employees of the importance of workplace health and safety.

A major focus for Rivalea during the year was maintaining the health and wellbeing of its employees during the Covid-19 pandemic. The company provided free influenza vaccinations to about 460 employees. Its on-site physiotherapist spent a significant time reviewing tasks and advising on injury prevention opportunities.

The company’s annual ‘R U OK Rivalea?’ program in partnership with the Amaranth Foundation, provided invaluable mental health support to many employees and their families throughout the year and continued to provide active support to employees, especially during the pandemic.

To promote workplace health and safety, Rivalea has committed to provide all operational supervisors and managers training under the nationally accredited “Risk Management for Supervisors & Management” (BSBWHS404A) training course. Rivalea has also committed to providing at least 30 of Rivalea’s contractors and/or community members complimentary work-at-heights training. In addition, an external workplace health and safety consultant was engaged to audit the work-from-height procedures and practices on Rivalea’s New South Wales sites.

Training and education

We recognise the need to keep our people updated to keep abreast with changing market requirements and developments. The training and developing of our human capital not only improve their professional skills but also enhances their overall personal development. We believe in empowering our employees with the right skills and relevant work experience.

Gardenia

Singapore

Gardenia Singapore implements an annual departmental training plan and engages external training providers to customise training content for its employees. There are various online and classroom-based programmes and employees are encouraged to provide feedback on completion of the training.

To uphold its commitment towards health and safety, Gardenia Singapore organized various occupational health and safety training sessions for employees relating to road safety driving, occupational first aid, and workplace safety and health training. All employees attend a food hygiene, quality & safety talk once a year and undergo a mandatory annual audiometric examination.

With a majority of its workforce working from home during the pandemic, staff attended numerous online courses on topics such as project management, engineering courses such as machine learning, marketing management, data science, emotional intelligence and strategies towards changing consumer behaviour.

Philippines

Gardenia Philippines provides training to ensure that staff are equipped for their respective roles. All newly hired employees are required to undergo the BOSH training, an 8-hour in-house training program. Other programs are National Examination Board in Occupational Safety and Health for appointed safety officers, Occupational First Aid CPR/AED training, a two-day program conducted by the Philippine Red Cross for employees who are the First Aid responders of the company, and fire safety training, an 8-hour program conducted by the Bureau of Fire for employees who are part of the fire brigade team.

To further enhance the skills and knowledge of its employees, Gardenia Philippines sent many of its staff for internal and external webinars and training during the year. Employees also took advantage of the free webinars sponsored by organizations such as the Employers' Confederation of the Philippines, Philippine Chamber of Commerce and Industry, Makati Business Club, Management Association of the Philippines and People Management Association of the Philippines. Gardenia Philippines also sponsored one employee for professional certification.

Malaysia

At our joint venture bakery in Malaysia, employees undergo mandatory training in food safety and workplace health and safety management to ensure that they comply with Gardenia Malaysia's stringent standard operating procedures. All new Van Sales Merchandisers are required to undertake formal sales operations training, in addition to on-the-job training. The training covers the fundamentals of sales operations to give them a better understanding of the sales system and increases job efficiency.

During the year, Gardenia Malaysia continued its partnership with Shell Malaysia Trading Sdn Bhd and TC Trucks After Sales Sdn Bhd in conducting the Intelligent Defensive Driving Course and Basic Truck Operation Course for its drivers. The course has improved the drivers' techniques and has enabled them to be fuel-efficient.

In compliance with regulatory requirements, employees at Gardenia Malaysia's Johor plant received training as health and safety officers, authorised entrants for confined spaces, food handlers, certified environmental professionals in scheduled waste management and operators of industrial effluent treatment systems in physical chemical processes.

Bakers Maison Australia

In 2020, Bakers Maison Australia's employees successfully completed the 'Food Safety Update' training conducted by Australian Food Microbiology. The course covered topics such as food safety programs, the risks of food poisoning, food safety programs and different types of contaminations. Participants were required to take a quiz in order to pass the course.

Bakers Maison Australia's manufacturing manager and production supervisors underwent a 'Frontline Leadership Program' where they were required to concurrently apply skills learnt to real life workplace situations. Topics covered included goal setting, team skills, problem-solving and change management. Employees from multiple departments were enrolled in the Microsoft Excel Advanced Training Course to provide them with advanced skills to complete their tasks more efficiently.

A professional firefighter was engaged to conduct quality emergency response training for eight managers, office staff and production staff who had volunteered to be fire wardens. The training took place onsite and the trainees were taught how to respond to real-life building evacuations and bomb threats, and how to operate a fire extinguisher. After the theoretical training was completed, the volunteers were required to demonstrate what they had learnt and conduct a site-wide fire drill. All volunteers successfully completed the training and were certified to perform fire warden duties for Bakers Maison Australia for a period of 12 months.



Eight Bakers Maison Australia employees who had volunteered to be fire wardens received fire warden and emergency response training from a professional firefighter.

SUSTAINABILITY REPORT

The Continuous Improvement Manager, a newly created role, supports the production department in identifying, verifying, analysing and implementing process improvement re-engineering opportunities. A cross-skills training matrix is currently being developed to enable production staff to learn new skills, multi-task and train others so as to boost levels of productivity and improve staff retention rate.

Rivalea

Rivalea introduced a new training record management system called *"I Leader"* to streamline the recording of all safety training and learning and development records of employees. This system is designed specifically to meet organisational training needs and can be used on any

device. The system allows Rivalea to maintain a detailed training history of every employee, provide comprehensive training records, create training plans, and schedule employees for refresher training. The implementation of the *"I Leader"* management system supports the streamlining and standardising of training processes across all parts of the business.

Rivalea continued to facilitate personal development in its workforce in 2020. 40 employees were enrolled in the Certificate III Pork Production programme. Opportunities continued to be provided to employees in its Agricultural Graduate program. Further, a new workplace program designed to develop young employees who show potential, *"The Young Leaders Program"*, was implemented.

PEACE AND PARTNERSHIPS

We believe in supporting and uplifting the communities in which we operate.



Material Topics



FY2020 Achievements

Enriching Communities⁶



1. Giving back to society through our support of philanthropic, community and charitable causes such as cash sponsorships to Children's Wishing Well and Migrant Workers Centre.
2. Gardenia Singapore was presented with a commemorative plaque by the Ministry of Defence in appreciation of its contribution to NDP2020 through its sponsorship of about 15,000 *Gardenia Cream Rolls* to the parade participants at the National Day Parade 2020 rehearsals.
3. Gardenia Singapore collaborated with Minmed Group to showcase different recipes made with its wholemeal and multi-grain loaves on Facebook Live.
4. Gardenia Singapore launched two branding campaigns, "*I Love Bread*" and "*Spread the Love*" on social media to foster strong family relationships and promote love and positivity within the community.
5. To share the spirit of togetherness, Gardenia Philippines threw a free virtual concert for the public on Facebook Live. The '*Laging Kasama*' virtual concert was held in 3Q2020 in celebration of World Bread Day.

ENRICHING COMMUNITIES

We seek to impact lives through our corporate social responsibility initiatives which support a range of philanthropic, community and charitable causes. Our initiatives resonate with the SDGs agenda outlined in the United Nations 2030 Agenda for Sustainable Development. In 2020, staff allowances and donations distributed by the Group and its joint venture totalled approximately \$3.6 million.

Supporting philanthropic, community and charitable causes

Gardenia

Singapore

- **Delivering wholesome of goodness and love**
In Singapore, the "*Gardenia Cares*" Programme was set up to actively support community initiatives that foster a loving, kind and caring society. Through the programme, Gardenia Singapore contributes to the community through cash donations and healthier wholemeal loaves to charitable organizations that support community sectors badly affected by the

pandemic. During the year, beneficiaries of the programme included the Children's Wishing Well and Migrant Workers' Centre, schools and hospitals, caterers serving foreign workers in quarantined dormitories, frontline essential workers, needy families, the elderly and migrant workers. As of December 2020, about 43,000 *Gardenia* loaves and buns had been sponsored to the community.

- **Sponsorships to underprivileged communities**
Gardenia Singapore provided sponsorships to various communities in 2020 such as the Ang Mo Kio Family Service Centre Community Services Ltd to help needy families, New Hope Community Services to provide shelter for the homeless, Man Fut Tong Welfare Society

⁶ Non-material EESG topic

SUSTAINABILITY REPORT

to support the elderly, and St. John Ambulance of Malaysia and Singapore to help ferry pregnant Malaysian women and the vulnerable elderly across Singapore-Malaysia border in light of travel restrictions arising from the pandemic.

Gardenia Singapore celebrated World Bread Day by collaborating with the South West Community Development Council (“CDC”) to spread love through a distribution of bread to vulnerable families in the South West District. Gardenia Singapore management and staff, together with VIPs and volunteers from Hong Kah North Grassroots Organisations, distributed *Gardenia Super Soft Wholemeal White Bread* and *Gardenia Little Bites Buns* to the doorsteps of residents. The VIPs of the event were Dr Amy Khor, Senior Minister of State, Ministry of Sustainability and the Environment and Ministry of Transport, and Adviser to Hong Kah North Grassroots Organisations and Ms Low Yen Ling, Mayor of South West District.

- **Supporting the nation’s National Day celebrations**

In support of the National Day celebrations, Gardenia Singapore sponsored about 15,000 pieces of *Gardenia Cream Rolls* to parade participants at the National Day Parade 2020 rehearsals. A commemorative plaque signed by Dr Ng Eng Hen, Minister for Defence, was presented to Gardenia Singapore in appreciation of its contribution to NDP2020.

In celebration of National Day, Gardenia Singapore collaborated with Limbang Grassroots Organisations on 1 August to sponsor *Gardenia Super Soft Wholemeal White Bread* as part of the ‘Limbang National Day Care Pack Distribution’ event. The loaves were distributed to lower-income families residing at rental blocks in the constituency. Together with

Mr. Lawrence Wong, Minister for Education and Second Minister for Finance (Adviser to Marsiling-Yew Tee GRC Grassroots Organisations), Gardenia Singapore’s staff volunteers and Limbang volunteers helped in the distribution of the care packs to the beneficiaries. A video recording of the event was shared on the ‘Friends of Gardenia’ Facebook Page.

- **The Gardenia Bursary programme**

Gardenia had established the *Gardenia Bursary* in 2017 involving the pledge of a gift of \$100,000 to each of the National University of Singapore, Faculty of Science, and Nanyang Technological University’s School of Mechanical and Aerospace Engineering and School of Biological Sciences, Food Science and Technology Programme. The *Gardenia Bursary* seeks to help talented students achieve their educational and career aspirations and is awarded over a period of five years. In 2020, the bursary amounts were disbursed to award recipients.

Philippines

During the year, Gardenia Philippines continued to pursue its philanthropic and charitable giving under the *Daily Bread*, *Nutrition Assistance Program* and *Quick Response* disaster relief program.

- **Daily Bread**

Gardenia Philippines donated more than 87,000 loaves to 65 charitable institutions and organizations under its *Daily Bread* nutrition program.

- **Nutrition Assistance Program**

Through its regular feeding program, the *Nutrition Assistance Program*, Gardenia Philippines helped some 1,600 malnourished students in public elementary



Gardenia Singapore celebrated World Bread Day by distributing bread with Dr Amy Khor, Ms Low Yen Ling and grassroots volunteers to vulnerable families in the South West District.



In celebration of National Day, Mr. Lawrence Wong, Minister for Education and Second Minister for Finance (Adviser to Marsiling-Yew Tee GRC Grassroots Organisations) together with Gardenia Singapore’s staff volunteers and Limbang volunteers distributed care packs consisting of Gardenia bread to the beneficiaries.

schools in Biñan, Laguna improve their nutritional intake. During the 2020-2021 school year, approximately 660 public elementary students in four schools within Biñan will receive one loaf of bread a week.

- **Quick Response disaster relief**

Gardenia Philippines is at the forefront of efforts to respond to victims of fires, typhoons, floods and other natural calamities and disasters. Under its *Quick Response* disaster relief program, Gardenia Philippines distributed nearly 50,000 loaves of bread to victims of the Taal volcanic eruption in 1Q2020. The loaves were distributed in heavily affected areas of the provinces of Batangas, Laguna and Cavite with the help of the Philippine Red Cross, Philippine Army, Local Government Units ("LGUs") and private organizations. Gardenia Philippines also distributed about 1,100 loaves to 800 families affected by fires. As part of calamity relief efforts and in response to the devastating aftermath of the Super Typhoons Rolly and Ulysses, Gardenia Philippines donated 53,000 bread loaves in 4Q2020 to hardest hit communities.

Malaysia

- Gardenia Malaysia made cash donations to those in the Bukit Kemuning community who had lost their livelihoods due to the pandemic. The Bukit Kemuning area is where two of Gardenia Malaysia's bakery operations are located and the donation reinforced the close bond that Gardenia Malaysia enjoys with the community.

- Gardenia Malaysia supports many charitable causes through product donations. During the year, it made donations of fresh bread to more than 70 selected charity homes, including old folks' homes, children's homes, rehabilitation centres and shelters. It also delivered nutritious breakfasts to help alleviate hunger and provide better nutrition to more than 350 under-privileged students in several schools in Kuala Lumpur and Selangor.
- To help local university undergraduates prepare for future employment, Gardenia Malaysia offered 19 internship positions to students from different fields of study to provide them with real-life working experience.

Bakers Maison Australia

- Bakers Maison Australia supported the Cancer Council Australia by ordering its corporate 'Thank You' cards from Charity Greeting Cards. The card company has been working with Australian charities since 1999 and donates a portion of the price of the card to the sender's charity of choice.
- As part of its ongoing waste management initiative, Bakers Maison Australia continued to support local farmers with regular donations of edible waste from the production process. The edible waste is mixed with grains and recycled into animal feed.
- In 2H2020, Bakers Maison Australia supported the Rotary Club in the launch of its newly-upgraded facilities at Milperra Community Hall. The event was attended by a local state MP, and the CEO of Playgroup NSW. The contribution of Bakers Maison was well appreciated by the Rotary Club of Padstow.



Gardenia Philippines' Nutrition Assistance Program helped some 1,600 malnourished students in public elementary schools in Biñan, Laguna improve their nutritional intake in 2020.



Distribution of Gardenia bread to victims of Super Typhoon Ulysses in Marikina City. Gardenia Philippines donated some 53,000 bread loaves to calamity-stricken communities affected by Super Typhoons Rolly and Ulysses under its "Quick Response" disaster relief program in 2020.

SUSTAINABILITY REPORT

Rivalea

Rivalea continued to support local communities through its Community Support Model which focuses on five pillars: mental health services, cancer treatment and research, the disadvantaged, community groups and community projects.

- **Mental Health Services**

Rivalea has been supporting the Amaranth Foundation since 2012, an organisation established in response to an identified need in rural and regional communities for social, emotional and psychological support. The Foundation provides much needed counselling services to Corowa and surrounding areas.

- **Cancer treatment and research**

Rivalea has been a 'Shine' supporter of The Albury Wodonga Regional Cancer Centre since 2016. The Centre services the local region with invaluable cancer treatments, and conducting research on cancer diseases. For the second year in a row Rivalea employees volunteered their own time and effort to form a team to participate in the "Sunshine Walk" – the Centre's major annual fundraiser. The amount raised by Rivalea team exceeded previous year's fundraising efforts and the team won the coveted "2020 Corporate Cup".

- **The disadvantaged**

Rivalea has been providing support to FoodShare since 2017. FoodShare provides support services across the local region to disadvantaged people experiencing food shortages, poverty and homelessness.

- **Community projects**

In 2020, Rivalea partnered with The Amaranth Foundation and FoodShare in a charitable initiative to support the local community through the donation of food to those in need. During the year, the food

donations delivered by FoodShare to the Amaranth Foundation benefitted over 200 individuals and families-in-need.

In February 2021, Rivalea will be hosting "Farmsafe", an event for members of the local Corowa and surrounding regional communities. "Farmsafe" aims to provide attendees with an increased awareness and understanding of the importance of health and safety, specifically on and around a farm. Attendees will also learn practical measures to reduce the risk of injury.

Contributions to the community during the Covid-19 pandemic

Gardenia

Singapore

- **Donation to Children's Wishing Well**

Gardenia made a cash donation and gave away almost 2,000 Gardenia loaves and buns to Children's Wishing Well, a Social Service Agency for children from low-income families or whose parents had lost their jobs due to the Covid-19 pandemic. The donation supported the immediate needs of the children and their families by funding weekly grocery expenses and daily lunch expenses and providing online learning assistance for the children.

- **Donation to Migrant Workers' Assistance Fund**

As a gesture of support and appreciation to the migrant worker community, Gardenia Singapore extended a cash donation to the Migrant Workers' Assistance Fund, the charity of the Migrant Workers' Centre. The donation provided for the workers' daily needs such as accommodation and meals, as well as interim financial assistance for workers who were displaced and unable to recover their salaries.



Bakers Maison Australia supported the Rotary Club of Padstow in the launch of its newly upgraded facilities at Milperra Community Hall.



Employees of Rivalea participated in The Albury Wodonga Regional Cancer Centre's annual "Sunshine Walk" fundraiser and in 2020 were honoured to be awarded the 2020 Corporate Cup.

- Appreciating our frontline healthcare workers**

In appreciation of the hard work of frontline healthcare workers and essential workers during the pandemic, handwritten notes of appreciation from *Gardenia* Singapore employees and healthier *Gardenia* wholemeal loaves and buns were distributed to frontline workers at many healthcare organisations, including National Healthcare Group, Tan Tock Seng Hospital, Ng Teng Fong General Hospital and Healthcare Services Employees' Union.

- Bringing cheer to our cleaners and essential workers**

To show appreciation to the cleaners who kept Singapore clean during the pandemic, loaves of *Gardenia Super Soft Wholemeal White Bread* were distributed to cleaners in the North East estates through the North East CDC. *Gardenia* Singapore also collaborated with the National Environment Agency to reach out to cleaners from the Block 20/21 Marsiling Lane Market and Marsiling Mall Hawker Centre. Together with the *Gardenia* mascot, staff volunteers from *Gardenia* Singapore distributed gift packs to the cleaners. A video featuring this community outreach was featured on the 'Friends of *Gardenia*' Facebook Page.

- Singapore Kindness Day**

In celebration of Singapore Kindness Day, a social media giveaway contest was conducted on Facebook to encourage the public to create the iconic yellow gerbera of the Singapore Kindness Movement using the packaging of *Gardenia 100% Wholemeal Extra Soft & Fine Bread*. Participants of the contest were invited to pen a thank you note or encouraging message to show appreciation to any individual important to them or to "silent heroes" who worked tirelessly during

the pandemic. A collage of all entries received was featured on social media as part of the celebration for Singapore Kindness Day.

- Activities to keep people healthy whilst working from home**

To encourage people to live healthy and active lives, nutritionists from Minmed Group, a healthcare group specialising in nutrition programs and corporate health screenings, hosted four recipe videos on Facebook Live showcasing recipes using *Gardenia* wholemeal, multi-grain and Country loaves. Two sessions of virtual fitness classes were also conducted on Zoom by Minmed's fitness instructors who educated viewers on the health benefits of *Gardenia Low GI Nutri Multi-Grain Loaf* and *Low GI Soft Grain Loaf*.

- Creation of affordable and healthy meals**

To help consumers affected by the pandemic, *Gardenia* featured a series of innovative and nutritious bread recipe ideas on social media to inspire the public to create healthy meals under \$2 per serving.

Philippines

- Gardenia* Philippines supported frontline workers in hospitals and medical clinics, military, police and LGUs at security checkpoints, and workers from essential services with donations of *Gardenia* products. It also donated *Gardenia* bread to frontliners at the mega swabbing facilities at the World Trade Center, Ninoy Aquino Stadium and Rizal Memorial Coliseum. Over the course of 2020, *Gardenia* Philippines donated more than 637,000 loaves of bread to frontliners and under-privileged communities across the country.



Gardenia Singapore made a cash donation and gave away almost 2,000 *Gardenia* loaves and buns to Children's Wishing Well, a Social Service Agency for children.



As a gesture of support and appreciation to the migrant worker community, *Gardenia* Singapore made a cash donation to the Migrant Workers' Assistance Fund to help provide for the workers' daily needs.

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- Gardenia Philippines collaborated with organisations such as the Philippine Red Cross, Armed Forces, media foundations, government agencies, charitable institutions, and private groups to coordinate the distribution of bread products to various beneficiaries. With the help of its partner agencies, Gardenia Philippines' bread donations have reached areas outside of National Capital Region and Region 4A (CALABARZON) which is an administrative region in the Philippines occupying the central section of Luzon including Abra, Ilocos Sur, Mountain Province in the North and as far as Davao City, Zamboanga City, General Santos City and Marawi City in Mindanao.
- Gardenia Philippines partnered with its major flour suppliers such as Asian Grains, Mabuhay Interflour, Morning Star and Pilmico Food Corporation in an initiative where flour donated by these suppliers were baked into bread loaves and distributed to hospitals, checkpoints and affected communities.
- In a collaboration with the United Architects of the Philippines, Gardenia Philippines donated an emergency quarantine facility equipped with 28 beds to Ospital ng Biñan (Biñan Community Hospital) in Laguna for Covid-19 patients. The facility increased the hospital's capacity.
- To share the spirit of togetherness and bring music and joy during the pandemic, Gardenia Philippines threw a free virtual concert for the public on Facebook Live. The 'Laging Kasama' virtual concert was held in 3Q2020 in celebration of World Bread Day and featured popular local artists, singers and musicians. Viewers were treated to a variety of live performances of Pop, Pinoy Rap & Hip Hop, Ballad, and alternative Indie Rock songs. A raffle was also hosted, and viewers stood a chance to win special Gardenia bread packs.



Gardenia Philippines supported the military at a security checkpoint in General Santos City with donations of Gardenia bread.



Gardenia Singapore supported healthcare frontliners with gifts of healthier Gardenia wholemeal loaves and buns and handwritten notes of appreciation from Gardenia Singapore employees.



Gardenia Singapore collaborated with the National Environment Agency to show appreciation to cleaners from the Block 20/21 Marsiling Lane Market and Marsiling Mall Hawker Centre.

Malaysia

- Gardenia Malaysia pledged products and cash to the Gardenia Covid-19 Aid Programme to help alleviate some of the hardship faced by low-income households and daily-wage earners. The donation was distributed throughout Peninsula Malaysia to B40 households (bottom 40% household income range), the Food Bank, 'orang asli' and front liners. The Gardenia Covid-19 Aid Programme is an initiative of Gardenia Malaysia and the company intends to rally the support of more partners to extend the charitable initiative to benefit more needy households.
- Gardenia Malaysia supported the Muslim Consumers Association of Malaysia's 'Zero Hunger Project' and collaborated with the Department of Social Welfare (JKMM), Department of Federal Territory Islamic Affairs (JAWI), Food Bank Foundation, Centre for 'Orang Asli' Concerns and the Retired Senior Police Association to distribute gift packs and products to more than 30,000 households and the homeless.

- Through the Federal Territory Education Department, *NuMee Gardenia* and the Ministry of Education collaborated in the '*KitaJagaKita*' campaign launched in selected schools. The '*KitaJagaKita*' campaign taught students the "3W" way to keep themselves safe during Covid-19 by (1) Washing hands with water and soap, (2) Wearing face masks, and being (3) Warned to take precautions in public places. The campaign also taught students to avoid 3Cs (crowded places, confined places and close conversation). Gardenia Malaysia donated pre-packed packets of *NuMee* yellow noodles to the students in these schools.
- To provide support and show appreciation to frontline workers who had worked tirelessly to contain Covid-19 during the Movement Control Order, Gardenia Malaysia distributed bread loaves, buns and hygienically-packed servings of mee goreng made with *Gardenia NuMee* noodles to frontline healthcare professionals and police officers in 12 hospitals, 8 police stations and 2 health clinics under the '*NuMeeKasih*' campaign.
- Gardenia Malaysia launched the *#AlwaysWithYou* campaign to provide hope and comfort to Malaysians who were experiencing challenging and difficult times. The campaign evoked nostalgic memories of *Gardenia* as a caring brand that had gone through thick and thin with Malaysians, over the years.



In a collaboration with the United Architects of the Philippines, Gardenia Philippines donated an air-conditioned emergency quarantine facility equipped with 28 beds to Ospital ng Biñan (Biñan Community Hospital) in Laguna for Covid-19 patients.



Medical frontliners at Caloocan City Medical Center with gifts of Gardenia bread donated by Gardenia Philippines.



Gardenia Philippines distributed free Gardenia bread loaves to indigent families in Mabalat, Pampanga.

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Gardenia Malaysia donated gifts of bakery products to cheer up medical frontliners after a hard day's work.

Branding campaigns to foster strong family relationships and promote love and positivity within the community

Singapore

During the Covid-19 pandemic, work from home arrangements became the “new normal” and consumers spent more time on social media platforms. Recognising this trend, Gardenia Singapore launched two branding campaigns on social media, “I Love Bread” (from March to July 2020) and “Spread the Love” from (August to December 2020).

“I Love Bread” branding campaign

To encourage bread consumption, Gardenia Singapore launched the “I Love Bread” campaign to promote the consumption of packaged bread. The campaign focused on educating consumers about the different ways of enjoying bread through creative recipes and fun activities.

To connect with consumers who were working from home, Gardenia Singapore conducted weekly contests by encouraging consumers to share photos of delicious meals that they had created with Gardenia products on social media using the hashtag #StayhomewithGardenia. Winners of these weekly contests were given shopping vouchers.



Gardenia Malaysia supported the Muslim Consumer Association's “Zero Hunger Project” by distributing more than 10,000 food gift packs to the urban poor community.



Gardenia Malaysia's donation of fried Gardenia Noodle Mee yellow noodles to provide comfort and support to frontliners in their efforts in containing Covid-19.

“Spread the Love” branding campaign

- With the community facing difficult and uncertain times due to the Covid-19 pandemic, Gardenia Singapore made effort to spread positivity, gratitude and warmth to the community through its *“Spread the Love”* campaign.
- The *“Spread the Love”* campaign was officially launched on Gardenia Singapore’s social media channels with a digital mural on Singapore’s National Day. The digital mural was created using images submitted by the public to form the outline map of Singapore. Together with the *“Spread the Love”* logo and images of a Gardenia truck and the Gardenia mascot, the digital mural represented Gardenia Singapore’s commitment to spread love through the supply of Gardenia bakery products to different parts of Singapore.
- The highlight of the campaign was a Facebook contest with the grand prize of a three-month supply of Gardenia bread. The contest encouraged the public to spread love by writing a message of appreciation to any individual important to them or to the “silent heroes” who worked tirelessly during the pandemic. Five chosen winners and their nominated recipients received three months’ supply of Gardenia bread worth up to S\$90. Winners had the option of donating their prizes to the underprivileged community.

The *“Spread the Love”* campaign was promoted on Instagram with an Augmented Reality game filter to reach out to younger consumers. To strengthen awareness and engagement, the *“Spread the Love”* campaign was widely promoted on social media and on many radio stations in different languages.



Gardenia Malaysia showed its appreciation to frontliners, including Grab riders and taxi drivers, with gifts of Gardenia products.



Gardenia Malaysia donated pre-packed packets of Gardenia NuMee yellow noodles to students in selected schools during the “KitaJagaKita” campaign which taught students how to keep themselves safe during the Covid-19 pandemic.



Spread the
Love