南 豐 物 業 管 理
NAN FUNG PROPERTY MANAGEMENT

Sustainability Report

2025/26

Table of Contents

Introduction 1

Message from the Chairperson of the Steering Committee on Sustainable Development 1

1.1 About the Report 2

1.2 About Nan Fung Property Management 3

1.3 Sustainability Highlights 2025/26 4

1.4 Awards and Memberships 5

Sustainability Strategy 9

2.1 Sustainability Framework 2030 10

2.2 Stakeholder Engagement 15

2.3 Materiality Assessment 16

2.4 Sustainability Governance 20

2.5 Sustainability Risk Management 21

People 24

3.1 Talent Attraction and Retention 25

3.2 Employee Learning and Development 28

3.3 Wellness for All 31

3.4 Customer Experience 37

3.5 Community Investment 38

Environment 40

4.1 Environmental Management Approach 41

4.2 Carbon and Energy Management 42

4.3 Water Management 44

4.4 Resources Management and Circularity 45

4.5 Climate Adaptation and Resilience 52

Governance 55

5.1 Data Privacy and Security 56

5.2 Business Ethics and Corporate Compliance 58

5.3 Digitalisation and Smart Operation 59

Partnership 62

6.1 Stakeholder Partnership 63

6.2 Supply Chain Management 66

Appendices 69

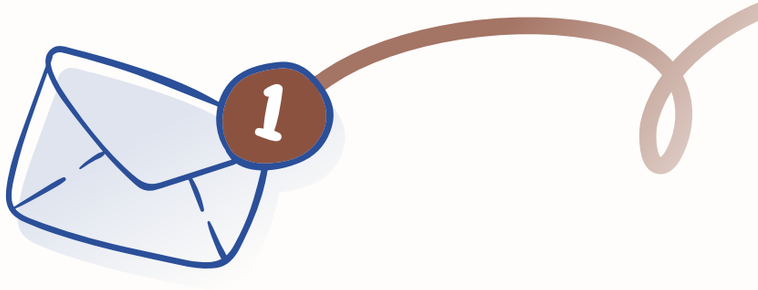
7.1 Performance Data 70

7.2 GRI Content Index 77

7.3 Disclaimer 87

7.4 Verification Statement 88

Message from the Chairperson of the Steering Committee on Sustainable Development



The property management industry stands at a pivotal juncture. Rapid advancements in Artificial Intelligence ("AI") and digitalisation are reshaping how Nan Fung Property Management ("NFPM") operates and serves our communities, while Hong Kong's ageing population calls for more inclusive and accessible living environments. Against this backdrop, collaboration has become increasingly vital to delivering meaningful progress that permeates society. With this understanding, we present our fourth Sustainability Report ("the Report"), themed "Collaboration in all walks of life creates synergy in sustainability." This year also marks the launch of our new three-year strategic planning cycle, Strategic Development 2028 ("SD28"), through which we reaffirm our commitment to collective action, symbiotic growth, and the continued advancement of our Sustainability Framework 2030 ("SF2030").

Our journey of shared purpose begins with our own people. During the year, we introduced a new and accessible communication channel, "VIVA Hub", to strengthen internal engagement. We also invested in comprehensive training to build employee capabilities and inspire ownership from within. This strong foundation enables more effective cross-team collaboration, empowering our people to enhance service quality, proactively safeguard people and assets, and digitise operational workflows to improve efficiency. The same spirit of coordination extends to our external partners. By expanding our sustainability assessment form across all managed properties, we have engaged our supply chain partners through a shared responsibility model, embedding sustainability practices broadly into daily operations. In doing so, we seek to amplify our collective contributions to Hong Kong's sustainable development.

This collaborative mindset is equally central to our environmental stewardship. Leveraging our experts in property and facility management, NFPM is in a unique position to engage closely with our communities and translate evolving stakeholder needs into practical actions. Through active dialogue with customers, we identified valuable opportunities to enhance recyclability and reduce waste. Acting on these insights, we rolled out a suite of targeted waste management solutions, including collaborative recycling programmes across our managed properties, highlighted by the pioneering recycling campaign "Unlocking Waste Diversion at Kwai Chung Plaza". Additionally, we joined forces with social enterprises and business stakeholders to bring "From Waste to Treasure" upcycling workshops to life, transforming discarded materials into valuable resources and fostering a shared sense of environmental responsibility. By aligning our customers' green aspirations with our strategic capabilities, we are accelerating our mutual journey toward decarbonisation and supporting Hong Kong's broader ambition to build a circular economy.

Looking ahead, our vision, "We Improve the Quality of Life", remains as relevant and compelling as ever. The progress highlighted in this Report is a testament to the power of collective action driven by the dedication of our people, the trust of our customers, and the invaluable collaboration with our partners. By continuing to nurture these partnerships and foster a culture of synergy, we look forward to building a resilient and sustainable future for all.

Calvin Lee
Chairperson of the Steering Committee on Sustainable Development
Nan Fung Property Management

1.1

About the Report

NFPM's Sustainability Report 2025/26 showcases our continuous dedication to embracing sustainable development throughout our operations and across the industry. This Report aims to demonstrate our plans, progress and passion for establishing a responsible and resilient business, while outlining opportunities for continuous improvement. Through a synergistic approach that combines the strengths of stakeholders with the sustainability of resources, NFPM aspires to deliver significant positive impacts and contribute to a prosperous and equitable future for all.

1.1.1 Reporting Scope

This Report demonstrates the sustainability performance of all properties managed under NFPM, covering the residential, commercial, retail and industrial segments. To explore our business operations and property portfolio in detail, please refer to Section 1.2.1 "Our Business". Unless indicated otherwise, this Report reflects our performance during the period from 1 April 2025 to 31 March 2026 ("the Reporting Period").

1.1.2 Reporting Standards

This Report has been prepared in accordance with the Global Reporting Initiative Sustainability Reporting Standards ("GRI Standards"), and with reference to the International Financial Reporting Standards ("IFRS") S2 Climate-related Disclosures and Task Force on Climate-related Financial Disclosures ("TCFD"). These standards enable NFPM to evaluate its current position and systematically develop a robust sustainability framework.

1.1.3 Reporting Principles

The GRI's reporting principles have been strictly applied and ensure the rigorousness of our disclosed information.

- Accuracy
- Balance
- Clarity
- Comparability
- Completeness
- Sustainability Context
- Timeliness
- Verifiability

1.1.4 Report Approval and External Assurance

This Report has been endorsed by the Boards of Directors of NFPM ("the Boards"), who are responsible for overseeing our sustainability strategy, risk management framework, and materiality assessment, where the evaluation of material sustainability-related topics is guided by the Steering Committee on Sustainable Development ("the Committee").

To illustrate the credibility and transparency of the published Report contents, we engaged SGS Hong Kong Limited to conduct an independent assurance assessment of this Report. The External Verification Statement issued by SGS Hong Kong Limited can be found in Section 7.4 "Verification Statement" within the Appendices.

1.1.5 Your Feedback

The Report is available in both English and Traditional Chinese. We welcome and appreciate your feedback on our sustainability performance and efforts.

Your valuable insights are integral to helping NFPM improve its approach to sustainability and drive future endeavours. Please share your insights with us by contacting: **property.mgmt@nanfung.com**

1.2

About Nan Fung Property Management

● NFPM Managed Properties

1.2.1 Our Business

NFPM operates as the property management arm of Nan Fung Group ("the Group"), a privately-held conglomerate established in 1954 and headquartered in Hong Kong. The Group has developed an international and diversified portfolio, with ventures spanning property development, cultural projects, and investment management. From humble beginnings in Hong Kong, the Group has extended its outreach to mainland China and beyond. The Group undertakes various development projects, including residential estates, office buildings and shopping malls, which are underpinned by its business philosophy of ICE — Innovation, Creativity and Entrepreneurship.

With over 40 years of industry experience, NFPM leverages its extensive expertise to provide premium property and facility management services, prioritising a customer-driven and people-oriented approach. NFPM manages 81 properties in Hong Kong, comprising residential properties, shopping malls, commercial and industrial buildings, with a total gross floor area ("GFA") exceeding 30 million ft^2.

NFPM comprises New Charm Management Limited (C-381994), Hon Hing Enterprises Limited (C-024549), Main Shine Development Limited (C-314914), Vineberg Property Management Limited (C-590461), and joint venture companies including Providence Bay Property Management Company Limited (C-232844), Providence Peak Property Management Company Limited (C-684704), The Graces – Providence Bay Property Management Company Limited (C-073820) and Mount Nicholson Property Management Limited (C-211955) where applicable.

1.2.2 Vision, Purposes, and Values

NFPM's foundation, guided by our shared spirit of "VIVA", embodies a dynamic approach to sustainable development.

Vision

We Improve the Quality of Life

Purposes

- Creating **V**alues to People
- Forging **I**mpressive Service
- Fabricating **V**ibrant Workplace
- Pursuing **A**spiration to Excellence

Values

- Customer Focus
- Prudent Financial Control
- Integrity
- Swift Action
- Results Driven
- Learning and Change
- Teamwork and Collaboration
- Caring

1.3

Sustainability Highlights 2025/26

People

Delivered **65,800+** training hours

Sustained a **90%+** customer satisfaction rate

Pioneered the **"NFPM Safety Channel"** and virtual safety ambassador **"On Jai"**

Generated **HK$1.1M** social value and achieved a **1:4.3x** SROI through "Let's Move for Zero Hunger"

Environment

Achieved a **16.0%** year-on-year reduction in Scope 1, 2 and 3 GHG emissions intensity across all managed properties

Generated **975,000+ kWh** of solar power

Diverted **3,300+ tonnes** of waste from landfills, marking a **>2.5x** year-on-year increase in overall waste diversion rate

Governance

Advanced double materiality assessment by **integrating three new dimensions** – time horizons, impacted stakeholders and changes in importance

Maintained **zero** recorded data breaches and corruption cases

Instituted an **AI Governance Guidance** for ethical AI deployment

Rolled out the **next generation of "NFPM A.I."**, featuring enhanced capabilities

Partnership

Expanded the **Sustainability Dashboard** to **six wholly-owned properties**

Launched a revamped **Sustainable Procurement Policy**

Deployed **AI-driven due diligence tools** to evaluate and monitor suppliers / contractors' sustainability performance

1.4

Awards and Memberships

1.4.1 Awards and Recognitions

Award	Organiser(s)
"Caring Employer" Medal 2025 Level 2 Disability Inclusive Employer Nan Fung Property Management	Labour and Welfare Bureau
2024 Hong Kong Awards for Environmental Excellence Property Management (Commercial & Industrial) – Gold Award AIRSIDE Property Management (Commercial & Industrial) – Certificate of Merit Nan Fung Tower Property Management (Residential) – Silver Award The Visionary 2024 Outstanding Green Achiever Commendation Scheme – Green Achiever	Environmental Campaign Committee
2024 Security Services Best Training Award Award of Gold (Licensed Security Company – Type I) New Charm Management Limited Main Shine Development Limited Hon Hing Enterprises Limited Vinberg Property Management Limited	The Crime Prevention Bureau of the Hong Kong Police Force and the Vocational Training Council
Building O&M Best Practice Award 2024 Special Award for ESG Nan Fung Property Management Special Award for Innovation Nan Fung Property Management Special Award for Safety Nan Fung Property Management Best Practice Award The Mills Merit Award AIRSIDE	Electrical and Mechanical Services Department
CareER Disability Inclusion Index Disability Inclusive Employer 2025 Nan Fung Property Management	CareER Association Limited

Award	Organiser(s)
Caring Company Scheme 2024/25 Leading Performance No. 80 Robinson Road Summit Terrace Advanced Performance Nan Fung Group – New Charm Management Limited Nan Fung Group – Main Shine Development Limited Nan Fung Group – Hon Hing Enterprises Limited Nan Fung Group – Vinberg Property Management Limited 20 Years Plus Caring Company Logo Summit Terrace 15 Years Plus Caring Company Logo Nan Fung Group – New Charm Management Limited Nan Fung Group – Main Shine Development Limited Nan Fung Group – Hon Hing Enterprises Limited Nan Fung Group – Vinberg Property Management Limited	The Hong Kong Council of Social Service
CLP Smart Energy Award 2025 Energy Management Awards (Commercial) Nan Fung Property Management	CLP Power Hong Kong Limited
Cyber Security Staff Awareness Recognition Scheme 2025 Diamond Tier Nan Fung Property Management	The Hong Kong Internet Registration Corporation Limited and ISACA China Hong Kong Chapter

Award	Organiser(s)
Excellence in Facility Management Award (EFMA) 2025 Distinction Award (Small-scale Residential) 8 Deep Water Bay Drive Excellence Award (Industrial) Asia Trade Centre Golden Dragon Industrial Centre Excellence Award (Large-scale Commercial Building) AIRSIDE Excellence Award (Medium-scale Residential) The Visionary Kwai Chung Plaza Excellence Award (Small & medium-scale Commercial Building) Nan Fung Tower 33 Des Voeux Road West Excellence Award (Small-scale Residential) 7-15 Mount Kellett Road No. 80 Robinson Road Fortuna Court Grand Garden Interocean Court Island Garden La Place de Victoria Mount Nicholson Queen's Cube FM People Award – Best Young Talent Choi Cheuk Ling, Sheila – Senior Property Officer (Nan Fung Centre) FM People Award (Officer Grade) – Silver Award Choi Cheuk Ling, Sheila – Senior Property Officer (Nan Fung Centre) FM People Award (Managerial Grade) – Silver Award Yeung Chun Kit, Wilson – Senior Property Manager (Nan Fung Centre) Theme Award – Embracing ESG in Facility Management (Small & medium-scale Commercial Building) – Gold Award Nan Fung Tower Theme Award – Embracing ESG in Facility Management (Large-scale Commercial Building) – Silver Award AIRSIDE Theme Award – Embracing ESG in Facility Management (Small-scale Residential) – Silver Award Mount Nicholson	The Hong Kong Institute of Facility Management

Award	Organiser(s)
Green Building Award 2025 Green Building Leadership (Facilities Management) – Pioneer Award Nan Fung Property Management Existing Building (Facilities Management) – Grand Award AIRSIDE	Hong Kong Green Building Council and Professional Green Building Council
HIREA Awards of Excellence 2025 Silver Award Nan Fung Property Management	The Hong Kong Institute of Real Estate Administrators

Award	Organiser(s)
Hong Kong Institute of Human Resource Management (HKIHRM) HR Excellence Awards 2025/26 Community Caring Award (Organisational Sub-Category) – Merit Award Nan Fung Property Management	Hong Kong Institute of Human Resource Management
Hong Kong Outstanding Green Management Award 2025 Gold Level AIRSIDE The Visionary Kwai Chung Plaza Profit Industrial Building	Greeners Action
Hong Kong Volunteer Award Corporate – Volunteer Hour Bronze Award Nan Fung Property Management	Home and Youth Affairs Bureau and the Agency for Volunteer Service
Privacy-Friendly Awards 2025 Gold Award Nan Fung Property Management	The Office of the Privacy Commissioner for Personal Data
RICS Awards 2025 Commercial Property Project of the Year AIRSIDE	RICS
Social Enterprise Supporter Award Scheme 2025 Social Enterprise Supporter Award Excellence Nan Fung Property Management	Fullness Social Enterprises Society
UNSDG Achievement Awards (UNSDGAA) Hong Kong 2025 Project Award – Individual SDG Award – Goal 8: Decent Work and Economic Growth RISE Pathways Organisation Award – Sustainable Organisation – Gold Nan Fung Property Management	Green Council

1.4.2 Charters and Memberships

Charter	Organisation(s)
4T Charter	Environment and Ecology Bureau and Electrical and Mechanical Services Department
Breastfeeding Friendly Community Initiative	School of Nursing, The University of Hong Kong, Hong Kong Breastfeeding Mothers' Association and Natural Parenting Network
Charter for Age-friendly Shopping Malls	The Jockey Club Age-friendly City Project
Charter on External Lighting	Environment and Ecology Bureau
ECH2O – Enterprises Cherish Water Charter	Water Supplies Department, Green Council
EMployment Friendly Charter	The Hong Kong Council of Social Service
Energy Saving Charter	Environment and Ecology Bureau and Electrical and Mechanical Services Department
Good Employer Charter 2024	Labour Department
Heart Caring Charter	Occupational Safety & Health Council
Mental Health Workplace Charter	Department of Health, the Labour Department and the Occupational Safety and Health Council
Net-zero Carbon Charter	Business Environment Council
Say Yes to Breastfeeding	Hong Kong Committee for UNICEF

Membership	Organisation(s)
Corporate Member (Bronze Member)	Green Council
Full Member (Main Shine Development Limited)	Hong Kong Association of Property Management Companies
Corporate Member	Hong Kong Institute of Human Resource Management
Corporate Member (New Charm Management Limited)	Hong Kong Property and Facilities Management Association of the Greater Bay Area

Academic qualifications and professional memberships of leading industry associations:

- BEAM Society
- Building Services Operation and Maintenance Executives Society
- Chartered Institute of Housing Asian Pacific Branch
- Chartered Institution of Building Services Engineers
- CPA Australia
- Engineering Council
- Engineers Registration Board
- Hong Kong Institute of Certified Property Managers
- Hong Kong Institute of Certified Public Accountants
- Hong Kong Institute of Real Estate Administrators
- Housing Managers Registration Board
- Institution of Mechanical Engineers
- International Facility Management Association
- Royal Institution of Chartered Surveyors
- Society of Operations Engineers
- The Association of Chartered Certified Accountants
- The Hong Kong Institute of Facility Management
- The Hong Kong Institute of Housing
- The Hong Kong Institution of Engineers
- The Institute of Internal Auditors

Sustainability Strategy

At-a-glance

- Advanced double materiality assessment by integrating three new dimensions – time horizons, impacted stakeholders and changes in importance
- Identified "Water" as a new material topic

2.1

Sustainability Framework 2030

2.1.1 Sustainability Vision, Themes and Targets

The driving force behind NFPM's sustainability journey is our vision "We Improve the Quality of Life" and "SF2030", which together provide a clear sense of purpose, enhance transparency and strengthen stakeholder collaboration. "SF2030" is aligned with the Group's sustainability framework, SEWIT, creating strategic synergy across the five strategic pillars of **S**ocial Cohesion, **E**nvironment, **W**ellness, **I**nnovation, and **T**echnology.

Underpinning our "SF2030" are aspirations across the four key themes of People, Environment, Governance, and Partnership, synthesised by technology and innovation. These themes are guided by 27 actionable targets, demonstrating our tenacity in overcoming challenges and driving continuous improvement in priority areas. Simultaneously, NFPM has prioritised 10 United Nations Sustainable Development Goals ("UNSDGs") from the 2030 Agenda to drive positive impact.

The Committee and functional teams evaluate our targets annually to incorporate the latest strategic developments while conducting performance-driven reviews against key performance indicators ("KPIs"). Our ambition is demonstrated through the early attainment of nine targets in 2024/25. To build on this momentum, we will review these accomplished targets in the next reporting cycle.

People

Sustainability Framework 2030

	SF2030 Targets	Progress in 2025/26		
		Commenced	On Track	Achieved
Community Investment	Increase volunteer service hours by 40% from the 2021/22 baseline year			✓
	Increase volunteer participation rate by 100% from the 2021/22 baseline year			✓
	Measure social impact of our community programmes			✓
Talent Development	At least 75% of employees trained by each operational function			✓
	Deliver sustainability training sessions to all departments and seniority levels			✓
Wellness	Maintain work-related injury rate of employees to 20 per 1,000 or below[1]		◌	
	Maintain a lost time injury rate of 2 or below for employees		◌	
	Maintain record of 0 work-related fatalities for employees[1]		◌	
	Seek to achieve 0 discrimination cases		◌	
	Continuously develop, improve and evaluate wellness programmes for our employees, customers & tenants		◌	

1 Work-related injury and work-related fatality refer to an injury or death as a result of an accident arising out of and in the course of his/her employment; in accordance with the definition in Employees' Compensation Ordinance (Cap. 282)

Environment

Sustainability Framework 2030

	SF2030 Targets	Progress in 2025/26		
		Commenced	On Track	Achieved
Carbon & Energy Management	Greenhouse gas reduction targets aligned with the Group's science-based targets[2]		◌	
	Reduce electricity consumption by at least 25% from baseline years[3, 4]		◌	
	Generate more than 750,000 kWh of renewable energy annually			✓
	100% of eligible properties[5] conduct voluntary energy audit			✓
Water Management	At least 80% of eligible properties installed water efficient devices		◌	
	At least 85% of properties awarded the Quality Water Supply Scheme for Buildings – Fresh Water Certificate		◌	
Resources Management & Circularity	Divert at least 30% of municipal solid waste from landfill		◌	

2 Covering eight Nan Fung wholly-owned properties

3 Covering 12 managed properties

4 Baseline years for various managed properties are 2017 to 2023

5 Eligible properties are defined as properties that meet all of the following criteria: (i) they are currently in operation, (ii) their common areas are under NFPM's operational control, (iii) the relevant meters are under NFPM's ownership, and (iv) NFPM has obtained the consent of the Owners' Representatives for participation in the audits

Governance

Sustainability Framework 2030

	SF2030 Targets	Progress in 2025/26		
		Commenced	On Track	Achieved
Sustainability-related Governance Structure	Establish a mechanism to identify, review and manage sustainability-related risks			
	Establish Sustainability Framework 2030 and targets to drive progress towards our Sustainability Vision			
Sustainability-related Policies	Review and establish policies to address industry-specific sustainability issues			
Sustainability Disclosure & Report	Utilise digital technologies to enhance sustainability data collection and reporting			
	Report publicly on sustainability performance in accordance with global standards			

Partnership

Sustainability Framework 2030

	SF2030 Targets	Progress in 2025/26		
		Commenced	On Track	Achieved
Sustainable Procurement	Require all listed suppliers to comply with Supplier Code of Conduct		○	
	Establish a mechanism to assess suppliers' sustainability risks and performance			✓
	Wholly-owned managed properties are governed by our sustainable procurement guidelines		○	
Stakeholder Partnership	Continuously collaborate with like-minded business partners / tenants to drive sustainability		○	
	Implement Sustainable Fit-out Guide at commercial properties[6] to encourage tenants to incorporate more sustainable features during fit-out and renovations			✓

6 Covering five Nan Fung wholly-owned properties

2.2

Stakeholder Engagement

At NFPM, we actively engage with stakeholders through diverse channels, integrating their invaluable insights to cultivate resilient and long-term relationships. During the Reporting Period, we launched new communication channels for employees, including "VIVA Hub" enabling employees to receive company updates via WhatsApp, and a confidential online platform, allowing them to share feedback directly with management.

Key Stakeholders	Communication Channels
Business Partners	• Meetings • Social Media • Surveys
Customers	• Meetings • Circulars • Hotlines • Suggestion Cards • Annual Survey • "VIVA Xplore" (Online lifestyle programme for residents and tenants) • Social Media
Employees	• Meetings • Intranet • "VIVA Connect" (Staff information platform) • "VIVA Hub" (Staff WhatsApp channel) • "Speak Up, We're Listening" (Staff feedback platform) • E-newsletters • Annual Survey • Focus Groups • One-on-one Session with Management • Social Media • "VIVA Lab" (Staff training institute) • Mobile Learning Application • Exit Interview
Industry Associations / Government Departments	• Site Visits • Meetings • Seminars • Social Media • Surveys
Non-governmental Organisations ("NGOs")	• Surveys • Joint Projects • Community Events • Social Media
Owners' Representatives[7]	• Meetings • Circulars • Social Media
Suppliers / Contractors	• Meetings • Social Media • Surveys

7 Owners' Representatives include the landlords, Incorporated Owners and Owners' Committees

2.3

Materiality Assessment

We continue to conduct an annual double materiality assessment to identify and prioritise our significant impacts on the economy, environment, and society. This assessment also covers the sustainability-related risks and opportunities that may affect our enterprise value. The methodology aligns with the GRI Standards for impact materiality and the IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information for financial materiality.

This year's assessment was further strengthened by incorporating three new dimensions: impacted stakeholders, time horizons, and changes in importance. These refinements provide a forward-looking analysis, enabling a deeper insight into the evolution of our material topics over time. To ensure rigour and impartiality, an independent third-party sustainability consultant was appointed to facilitate the process. For the Reporting Period, the assessment confirmed 16 material topics, including one new topic, that are critical to shaping NFPM's sustainability strategy.

New Dimension	Description
Impacted Stakeholders	Identifies the key stakeholder groups that are most significantly linked or impacted by each material topic
Time Horizons[8]	Determines the timeframe(s) over which a topic is expected to have significant financial or external impacts
Changes in Importance	Measures the year-on-year percentage change in the average materiality score of each topic

2.3.1 Methodology Enhancement

Expanding on our four-step process, the methodology was further strengthened with the incorporation of three new dimensions:

1 Identification

Updated our list of impacts, risks, and opportunities ("IROs") through industry benchmarking and standards review. This refined 19 existing and potential material topics for assessment, covering 101 risks and opportunities, and 83 impacts. Stakeholder groups impacted by each material topic were also identified.

2 Assessment

Convened two focus group interviews with internal and external stakeholders respectively[9] to assess the financial and impact materiality of the identified IROs, and the timeframe(s) over which the material topics are expected to have significant financial effects and external impacts.

3 Prioritisation

Applied a structured methodology to prioritise the IROs by significance. Associated IRO scores were averaged to determine material topic scores, which were then aggregated to group the 19 topics.

4 Validation

The results were reviewed and endorsed by the Committee, confirming the final list of material topics and the analysis of the three new dimensions.

8 Timeframes are defined as: short-term (by 2027), medium-term (by 2030), and long-term (by 2050)

9 Internal stakeholder participants include representatives of budget owners from different functional teams and taskforces, while external stakeholder participants include business partners, suppliers / contractors, NGOs, tenants and residents

2.3.2 Double Materiality Assessment Matrix

The 16 topics were categorised into three tiers based on their combined financial and impact materiality scores. Following a comprehensive evaluation and discussion, “Water” was added to our material topics this year to reflect its growing strategic importance.

Tier 1[10]

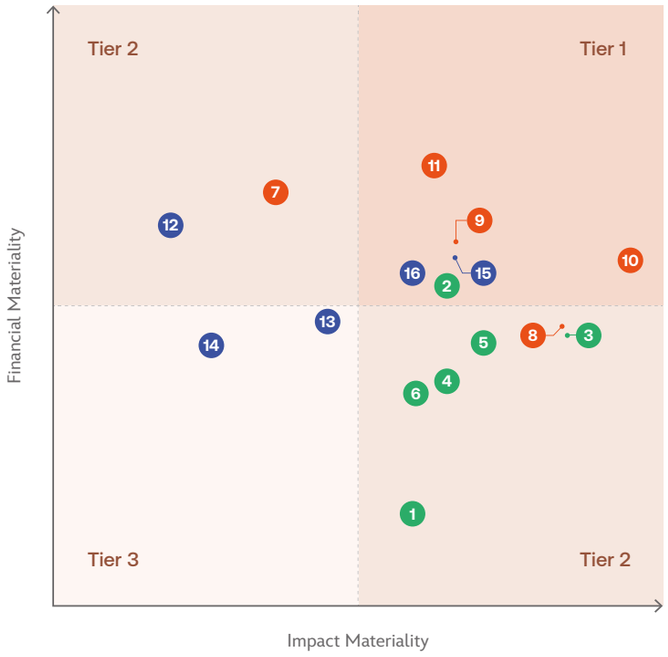
- 11 Talent Attraction and Retention
- 10 Learning and Development
- 9 Health, Safety and Wellness
- 15 Data Privacy and Security
- 2 Energy
- 16 Operational Efficiency and Continuous Improvement

Tier 2[11]

- 7 Customer Experience
- 8 Employee Experience and Human Rights
- 3 Resources Management and Circularity
- 5 Climate Change
- 12 Business Continuity
- 4 Sustainable Buildings
- 6 Water
- 1 Emissions

Tier 3[12]

- 13 Business Ethics
- 14 Corporate Governance



Material Topics

- Environmental
- Social
- Governance

10 Tier 1 - High financial and high impact materiality topics central to our business strategy and external impact management

11 Tier 2 - High financial or high impact materiality topics requiring heightened management focus

12 Tier 3 - Lower financial and impact materiality topics to be monitored for future developments

2.3.3 Implications from New Dimensions

Mapping our 16 material topics to our seven key stakeholder groups clarifies our sphere of influence. The analysis confirms that our employees are impacted by all material topics, reinforcing our people-centric strategy, while Environmental and Governance topics have a broader reach across our customers, suppliers / contractors, and the wider community. Furthermore, our assessment of time horizons reveals that all material topics (except Resources Management and Circularity) generate significant financial and external impacts across the short-, medium-, and long-term timeframes, indicating that these topics require sustained management oversight and strategic planning. Meanwhile, we tracked the year-on-year change in materiality of each topic, observing that the importance increased across all topics except Emissions. This trend reflects a growing expectation from stakeholders and inclination for NFPM to strengthen its management approach.

		Impacted Stakeholders								
Item	Topic	Employees	Business Partners	Suppliers / Contractors	Customers	Owners' Representatives	Industry Associations / Government Departments	NGOs	Time Horizons	Changes in Importance[13]
1	Emissions	✓	✓	✓	✓	✓	✓	✓		−−
2	Energy	✓		✓	✓	✓	✓			++
3	Resources Management and Circularity	✓	✓	✓	✓	✓	✓	✓		++
4	Sustainable Buildings	✓	✓	✓	✓	✓	✓			+++
5	Climate Change	✓	✓	✓	✓	✓	✓	✓		+++
6	Water	✓			✓	✓	✓			+++
7	Customer Experience	✓	✓	✓	✓	✓				++
8	Employee Experience and Human Rights	✓		✓			✓	✓		++
9	Health, Safety and Wellness	✓		✓	✓	✓	✓			++
10	Learning and Development	✓								++
11	Talent Attraction and Retention	✓					✓			+
12	Business Continuity	✓	✓	✓	✓	✓				++
13	Business Ethics	✓	✓	✓	✓	✓	✓			+++
14	Corporate Governance	✓	✓	✓	✓	✓	✓			++
15	Data Privacy and Security	✓	✓	✓	✓	✓	✓			+++
16	Operational Efficiency and Continuous Improvement	✓	✓	✓	✓	✓				+++

Short-term | Medium-term | Long-term

13 If the year-on-year percentage change of a topic:
(a) increased by more than 10%, then denote as "+++";
(b) increased by more than 5%, and less than or equal to 10%, then denote as "++";
(c) increased by more than 0%, and less than or equal to 5%, then denote as "+";
(d) decreased by more than 0%, and less than or equal to 5%, then denote as "-";
(e) decreased by more than 5%, and less than or equal to 10%, then denote as "--";
(f) decreased by more than 10%, then denote as "---"

2.3.4 Most Material Impacts, Risks, and Opportunities

For each material topic, we identified the IROs with the highest scores assigned by stakeholders. The most material IROs for our Tier 1 topics represent the primary focus areas for our management approach and sustainability reporting.

Topics		Impacts	Risks and Opportunities
11	Talent Attraction and Retention	**Social Impact:** a diverse array of activities for staff leading to a higher degree of enjoyment and performance in the workspace	**Operational Risks:** offering extensive employee benefits could involve more staffing costs **Boost Profitability:** providing opportunities to grow and advance careers retains competent individuals and enables higher service quality
10	Learning and Development	**Social Impact:** skilled and knowledgeable employees enhancing customer satisfaction and productivity **Social Impact:** invest in employee development enabling a skilled and competent workforce	**Revenue Generation:** investing in employee training programmes on emerging trends creates competitive advantages
9	Health, Safety and Wellness	**Economic Impact:** occupational safety and health training as well as wellness programme provision for employees leading to a boost in economic productivity and efficiency	**Safety Risks:** accidents in the workplace may result in increased medical expenses and compensation
15	Data Privacy and Security	**Social Impact:** stringent guidelines for reviewing and approving marketing and communications help safeguard customer privacy	**Operational Risks:** implementation of advanced cybersecurity measures may require higher capital expenditure
2	Energy	**Economic Impact:** fluctuating energy prices or potential carbon pricing mechanisms leading to potential increase in operation cost, and thus barriers in growth of local economy	**Supply Chain Risks:** energy prices are susceptible to fluctuations and could result in higher energy costs from purchased electricity
16	Operational Efficiency and Continuous Improvement	**Social Impact:** increasing reliance on data and technology may result in data privacy concerns from stakeholders	**Operational Costs Reduction:** employing AI to optimise resources consumption can minimise unnecessary spending

2.4

Sustainability Governance

NFPM has established a robust sustainability governance framework to promote a sustainable business model grounded in integrity, equity and transparency.

The Boards of Directors

The Boards are NFPM's highest governance body and co-chaired by three senior executives, with representatives responsible for overseeing our sustainability strategy and upholding accountability in pursuit of our "SF2030".

As part of their remit, representatives of the Boards conduct an Annual Management Review on material operational, sustainability and climate-related matters. They also review and endorse the materiality assessment and Sustainability Report annually.

Representatives of the Boards hold monthly meetings and engage with internal stakeholders to identify opportunities to enhance progress on sustainable development. On their own initiative, the Boards participate in sustainability-related training programmes, seminars, symposiums, and community events.

Steering Committee on Sustainable Development

Serving as NFPM's management body and supporting the Boards with strategic planning, the Committee is chaired by the Director & General Manager and comprises Deputy General Managers, Assistant General Managers, and employees from functional teams and properties.

Within their remit, the Committee champions the "SF2030" by formulating initiatives and monitoring their effectiveness against sustainability targets.

The Committee meets every two months to identify material sustainability issues, such as climate-related risks, and to drive the implementation of related policies and initiatives. It also reports critical matters to the Boards on a regular basis.

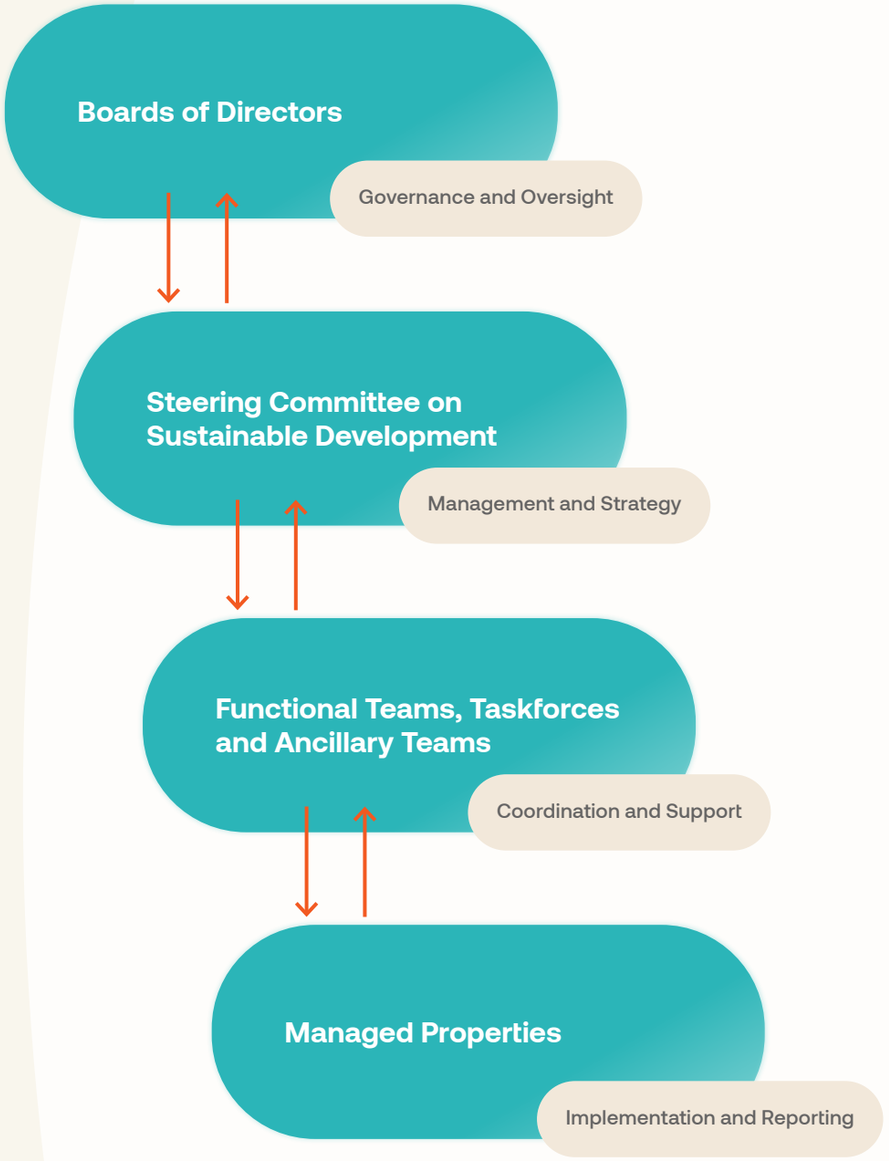
Functional Teams, Taskforces and Ancillary Teams

Providing critical coordination and support, NFPM has taskforces and ancillary teams focusing on dedicated topics, which comprise designated personnel from various functional teams, managed properties and seniority levels.

These taskforces reconvene every two months to review progress and drive forward sustainability initiatives and target achievements.

Managed Properties

Tasked with implementation and reporting, NFPM's managed properties drive sustainability initiatives and facilitate the seamless integration of sustainable development into business operations.



2.5

Sustainability Risk Management

NFPM has established a solid risk management framework that encapsulates our identification, assessment and monitoring processes for the effective management of sustainability risks and opportunities.

Our Integrated Management System ("IMS") is governed by various policies and procedures backed by six key principles: "Strict Control", "Standardised Management", "Promotion of Occupational Safety and Health", "Advocacy of Environmental Protection", "Quality Service", and "Customer Experience". Through the Plan-Do-Check-Act approach, we institutionalise these principles, embedding them into daily business operations. Employees fulfil defined risk management duties and adopt specialised tools, while monthly environmental and safety inspections and risk assessment reports are integral components of our risk management system. Collectively, these components create an intertwined blueprint.

CASE STUDY

Portfolio-wide Fire Risk Management: Safeguarding our Stakeholders and Assets

NFPM treats fire safety as the utmost priority, taking concerted action to protect our people and assets by providing the necessary safeguards.

A series of training sessions centred on fire risk management has been delivered to keep abreast of recent developments, including fire incidents and lessons learned, fire prevention awareness, and property insurance. The Quality System ("QS") Team and Safety Team collectively carried out unannounced site inspections at 16 managed properties to identify potential fire safety hazards, where reports detailing findings and the necessary rectifications were shared. Internal audits scrutinising compliance with safety regulations, firefighting equipment, operating licenses, amongst others, were conducted at high-risk managed properties to communicate actionable insights. The annual company-wide fire drill was arranged at 77 managed properties by March 2026 to ensure employees and customers are well-prepared to tackle emergency fire outbreaks.

Quantified Achievements

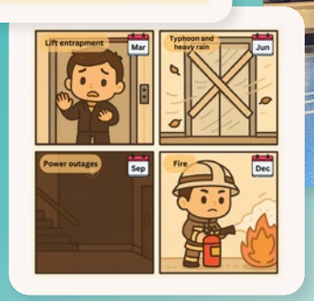
- **77** fire drills
- **10** training sessions
- **16** inspections
- **24** internal audits

Delivered Impact

- Strengthened fire safety risk management
- Optimised operation procedures

Synergistic Partners

- Employees
- Customers
- Industry Associations / Government Departments



Plan 1

Do 2

Check 3

Act 4

Senior Management

The Senior Management leads our corporate risk management system by identifying, assessing, and addressing internal and external risks and opportunities. They apply a risk-based approach to prioritise material matters and shape effective actions. Senior Management coordinates with various functional teams to ensure the consistent implementation, accurate monitoring and efficient optimisation of the IMS across all managed properties.

Quality System Team

The QS Team utilises the “Risk and Opportunity Register” to monitor risks and opportunities and manage response measures. In addition to maintaining the policies and procedures of the IMS, the QS team also performs internal audits and facilitates annual external audits across managed properties. The team submits internal audit reports for the Senior Management’s review and endorsement.

Internal Audit (“IA”) Team

Working in collaboration with the QS Team, the Internal Audit Team is responsible for conducting regular internal audits to identify, assess and prioritise risks, including financial risks at managed properties. The IA Team also conducts preliminary assessments of whistleblower allegations to determine the need for further investigations.

Employees

Employees must strictly adhere to the policies and procedures delineated in the IMS to ensure exceptional service delivery while maintaining legal compliance, environmental responsibility, workplace safety, and customer satisfaction.

Mechanism	Initiatives and Progress in 2025/26
Audit	The QS Team and IA Team conduct regular internal audits at selected properties. The QS team focuses on compliance with standard operation procedures and legal requirements, while the IA team evaluates broader corporate risks. Following these assessments, comprehensive audit reports detailing actionable recommendations are shared with relevant employees to drive continuous improvement. This year, our audit framework was benchmarked against both our operation procedure and best practice guidelines issued by the Property Management Services Authority (PMSA). Furthermore, to evaluate the on-site sustainability-related risks and opportunities, the Sustainability Team conducted targeted sustainability audits at four major wholly-owned properties. These assessments measured performance across five focus areas: implementation status, performance awareness, stakeholder engagement, planning capability, and ownership and initiative.
Training	Training sessions are co-organised by the Safety Team, Technical Team, Security Team and Learning & Development Team for dedicated employees to share fire safety issues, audit observations and common audit red flags, to facilitate continuous improvements.
Information Sharing	Our educational series “VIVA Nutshell” delivers digestible videos which facilitate employees’ ability to apply knowledge in the IMS. These resources are accessible on demand by all employees via “VIVA Connect”, “VIVA Lab Hall” and mobile learning applications. This year, nine videos emphasising fire safety, cleaning and landscaping, and environmental management were curated and shared. The QS Team initiated the “AI-Powered Reminder Poster Series” in 2025, leveraging AI image generation tools to produce impactful posters as reminders for employees to effectively execute operation procedures.
System Upgrade	The Smart Milestone System, launched in 2022, was refined in 2025 to embed audit outcomes and enhance operational workflows through automated protocols. This system enables a structured and compliance-based approach to managing maintenance and service contracts across managed properties, maintaining service quality.
Emergency Drills	Property managers are responsible for coordinating monthly emergency drills for employees, suppliers / contractors and tenants. These drills target topics pertinent to their managed properties and must be documented in an annual plan. Additionally, emergency drills for essential topics relating to lift entrapment, typhoon and heavy rain, power outages and fires need to be conducted quarterly.
Critical Incident Report	These reports document essential details of incidents taking place at managed properties or NFPM customer service centres within 24 hours of occurrence, serving as a useful mechanism to refine safety protocols. During the Reporting Period, the respective operation procedure was updated to utilise AI to efficiently provide important feedback to managed properties after report submission. 39 such incidents were reported and communicated to the Boards for their oversight.

People

3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
8 DECENT WORK AND ECONOMIC GROWTH
11 SUSTAINABLE CITIES AND COMMUNITIES
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

Related Material Topics

- Customer Experience
- Employee Experience and Human Rights
- Health, Safety and Wellness
- Learning and Development
- Talent Attraction and Retention

At-a-glance

Talent Attraction and Retention

- Established a comprehensive and transparent **career path framework** across diverse operational functions
- **100%** of SEN talents who completed the RISE Pathways (Phase II) were transitioned into full-time roles

Employee Learning and Development

- Delivered **65,800+** training hours
- Become an approved company under the **Hong Kong Institution of Engineers (HKIE) Scheme "A"** Graduate Training Programme
- Engaged **1,600+** employees in the new Sustainability E-learning Module

Wellness for All

- Maintained **zero** recorded work-related fatalities and high-consequence injuries
- Pioneered the **"NFPM Safety Channel"** and virtual safety ambassador **"On Jai"**

Customer Experience

- Sustained a **90%+** customer satisfaction rate

Community Investment

- Generated **HK$1.1M** social value and achieved a **1:4.3x** SROI through "Let's Move for Zero Hunger"
- Dedicated **5,800** employee volunteer hours with **42.6%** participation rate

Human capital is central to NFPM's long-term growth, innovation, and sustainable development. Guided by our purpose of "Creating Values to People," we actively invest in a safe, inclusive, and empowering workplace where our employees can realise their full potential. By putting our people first, we foster a resilient internal culture that naturally translates into the high-quality, compassionate service we deliver to the communities we serve.

3.1

Talent Attraction and Retention

Behind every service we deliver and every value we create is the dedication of our people. We are committed to investing in our human capital through transparent career development pathways and purposeful performance management.

3.1.1 Employee Welfare

Our holistic approach to talent attraction and retention is underpinned by competitive benefits, supportive leave provisions, and responsible employee practices. We are committed to complying with all applicable labour laws and regulations, including Hong Kong's Employment Ordinance (Cap. 57) and maintaining a zero-tolerance principle towards human rights violations, including child labour and forced labour. All employee rights and benefits are clearly set out in the Staff Handbook, which also upholds rigorous ethical standards across our employment practices. Key benefits include comprehensive medical coverage and retirement provisions, including the Mandatory Provident Fund ("MPF") scheme and the Occupational Retirement Scheme ("ORSO").

NFPM continues to adopt a performance-based approach to assess employee contributions while advancing our sustainability goals. All managerial-grades employees at headquarters are evaluated through our Objectives and Key Results ("OKR") framework with goals linked to sustainability. For outpost employees, we conduct Performance and Development Reviews ("PDRs") tailored to the unique operational requirements of each role, with sustainability metrics incorporated into managerial-grade evaluations. This balanced approach ensures our performance assessment mechanisms remain responsive to industry trends and closely aligned with our sustainable development aspirations.

To provide employees with greater visibility over career progression, we have developed a comprehensive and structured career pathway framework across key operational functions, including property management, clubhouse, concierge, and security. Through transparent visual guides, employees can better understand the experience, competencies, and professional qualifications required for advancement, such as the progression from Property Assistant to Chief Property Manager. By setting out clear and accessible pathways, we empower employees to take ownership of their career development and envision a long-term future with NFPM.

Recognising that career transitions provide valuable learning opportunities, we enhanced our Exit Survey in January 2026 to systematically capture more candid and feedback from departing employees. To better support our multicultural workforce, the survey is now fully bilingual and features expanded criteria covering workplace challenges, cross-functional collaboration, and corporate culture. Collecting these insights prior to departure allows us to better understand workforce dynamics and proactively respond to employee needs. Ultimately, this data-driven approach enables us to continuously refine our welfare policies and people management strategies. Moving forward, we will launch a digital analytics dashboard to strengthen data interpretation and help management to translate feedback into targeted retention and engagement initiatives.

3.1.2 Diverse and Inclusive Workforce

Embracing talent from diverse backgrounds is not only a cornerstone of our culture, but also a key driver of our competitive advantage. This principle is enshrined in our Staff Handbook and embedded throughout NFPM. Beyond mandating anti-discrimination training across the organisation, we seek to ensure that all decisions relating to recruitment, remuneration, and advancement are based strictly on merit, qualifications, and professional capability.

Our unwavering dedication to a people-oriented and inclusive workplace continues to gain recognition from the wider community. During the Reporting Period, NFPM received multiple accolades, including the **"Caring Employer" Medal 2025 (Level 2 Disability Inclusive Employer)**, the **CareER Disability Inclusive Employer 2025**, and the **Caring Company Scheme 2024/25 (Advanced Performance)**. Furthermore, our alignment with global sustainability targets was validated by the **UNSDGAA Hong Kong 2025 Individual SDG Award for Goal 8: Decent Work and Economic Growth**. These milestones reaffirm the positive impact of our inclusive practices and inspire our ongoing efforts to champion workplace diversity. At the same time, we continue to strengthen our efforts to nurture future talent and cultivate a robust pipeline for the property management industry.

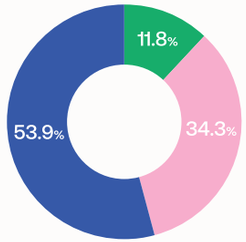
Workforce Statistics 2025/26

Breakdown by Gender

1,140 Male — 56.7%

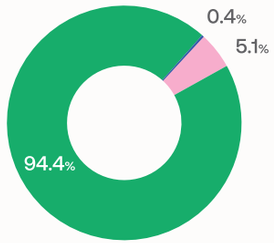
871 Female — 43.3%

Breakdown by Age Group



- 1,084 Over 50 years old
- 690 30–50 years old
- 237 Under 30 years old

Breakdown by Grade



- 9 Senior Management
- 103 Middle Management
- 1,899 General Employee

Featured Inclusivity and Youth Empowerment Initiatives in 2025/26

RISE ("Respect, Inclusion, Support, Employment") Pathways (Phase II)

Initiated in 2024, NFPM's partnership with the Caritas Lok Mo Integrated Vocational Training Centre ("Caritas Lok Mo") creates meaningful employment pathways for individuals with Special Educational Needs ("SEN"). Building on a successful inaugural year, in which all four participants transitioned into full-time roles, the programme maintained strong momentum during the Reporting Period. In Phase II, three additional SEN talents completed their placements, with all successfully securing full-time employment across our managed properties. These tangible outcomes reflect our deepening dedication to workplace diversity and social inclusion.

Looking ahead, we will further strengthen the partnership by expanding the role to include serving as a curriculum consultant for Caritas Lok Mo, while continuing to provide customised training to support the long-term development of our SEN employees.

Work & Learn Experience 2025

Building on the foundation established over the last two years, we hosted four students from Matchbox for a two-week immersive internship. Through learning across functional teams at headquarters and our managed properties, participants gained hands-on operational experience and explored diverse career trajectories within the sector.

"My Way" Project on Life Planning for Secondary Schools Students

In partnership with the TWGHs Ho Yuk Ching Educational Psychology Service Centre, we invited students to visit our managed properties and gain first-hand exposure to real-world operations. This immersive experience allowed students to discover their potential and visualise their futures, while enabling NFPM to actively contribute to youth empowerment.

3.2

Employee Learning and Development

NFPM views professional development as a continuous journey. By equipping employees with dynamic learning tools and meaningful development opportunities, we empower our people to excel in their roles and deliver excellent services to our customers.

Transitioning our extensive training investments into targeted career progression, NFPM is proud to be an approved company under the Hong Kong Institution of Engineers (HKIE) Scheme "A" Graduate Training Programme. Through this programme, we provide young engineers with a structured two-year pathway for professional development. Our technical teams support graduates through cross-disciplinary rotational training, including exposure to safety and quality assurance, enabling them to build a well-rounded and hands-on understanding of engineering in property management. This reflects NFPM's commitment to nurturing future leaders and future-proofing the industry.

Training Statistics 2025/26

Total Training Hours
65,815.7 hrs

Average Training Hours
36.3 hrs / employee

Average Training Hours by Gender

Male
35.5 hrs

Female
37.2 hrs

Average Training Hours by Grade

Senior Management	30.9 hrs
Middle Management	56.9 hrs
General Employee	28.4 hrs

Percentage of Employees Trained by Operational Function

Management	95%
Technical	96%
Club House	98%
Operation	92%
Cleaning	92%

CASE STUDY

"Sustainability 101 – Getting Started with NFPM": Fostering a Ground-Up Culture of Sustainability

NFPM aspires to take a leading role in cultivating a truly sustainable urban ecosystem within the industry. Understanding that material progress begins with widespread awareness, we developed an interactive e-learning module "Sustainability 101 – Getting Started with NFPM" for our employees.

Moving beyond traditional "read-and-sign" compliance training, the module features gamified elements to strengthen employee engagement. The module is specifically designed to bridge the gap between theory and practice, equipping employees with concrete and actionable steps that can be directly integrated into their daily operations. To foster a consistent culture of corporate responsibility, the module is mandatory for all existing employees and forms part of the orientation programme for new hires, serving as a vital first touchpoint for NFPM's sustainability ethos. Through this dynamic approach, we empower our entire workforce to champion sustainability from the ground up.

Quantified Achievements

1,600+
employees engaged

Synergistic Partners

- Employees

Delivered Impact

- Enhanced employees' understanding of their role in supporting NFPM's sustainability vision
- Enriched self-learning through interactive modules
- Linked sustainability concepts to daily operations

Featured Training in 2025/26

Crisis Handling Workshop for Violent Attacks

Equipping frontline employees with expert-led response strategies, including global threat assessments, case studies, and the “Run, Hide, Report” emergency protocol.

E-payment Point of Sale (“POS”) System Workflow Seminar

Educating managerial-grade employees and relevant personnel with the technical understanding of workflow for integrating POS data across various electronic payment scenarios.

Combined First Aid and Automated External Defibrillator (“AED”) Certificate Course

Providing employees with life-saving skills in partnership with the Red Cross, covering basic bandaging, bleeding control, and simulated AED usage.

Engineering Decoding – Mechanical and Civil Engineering Operations

Diagnosing common operational issues in mechanical, electrical, and civil engineering systems to equip the technical team with practical troubleshooting solutions.

Exercise for an Alert Mind

Empowering employees to understand common occupational strain injuries and practise simple stretching exercises for different parts of the body, supporting workplace wellness.

Handy Tips for Work

Our “Handy Tips for Work” Customer Experience (“CX”) training series provides practical bilingual guidance to help frontline employees navigate challenging situations with professionalism, from de-escalating verbal conflicts and responding to media inquiries, to managing critical on-site emergencies.

3.3

Wellness for All

The pursuit of 'Wellness for All' permeates NFPM's organisational culture, shaping our safety and health initiatives for our workforce and customers, while invigorating healthier lifestyles to contribute to the wellness of society.

3.3.1 Occupational Safety and Health

NFPM has established a robust safety governance system and Risk Assessment and Risk Control framework to manage Occupational Safety and Health ("OSH") matters effectively, underpinned by our commitment to maintaining a strong track record of OSH compliance.

Our comprehensive Safety Management System sets out stringent Safety and Health protocols, providing a fundamental safety blueprint for different job roles. In parallel, the overarching OSH Policy communicates explicit protocols to employees and suppliers / contractors, helping to maintain a safe workplace throughout the value chain. Together, these mechanisms assist in strict adherence to local statutory requirements and the ISO 45001:2018 Occupational Health and Safety Management System standards.

Building on this foundation, our comprehensive safety organisational structure defines accountability at every level and fosters a collaborative, safety-first culture. To further embed this mindset and mitigate on-site hazards, we have formulated an OSH Training Plan tailored to operational needs.

Steering Committee on Sustainable Development

- Formulate and evaluate the progress of annual OSH objectives
- Review and update the OSH Policy

Wellbeing Taskforce

- Coordinate OSH initiatives and maintain regulatory compliance
- Drive employee participation and engagement across all levels

Safety Team

- Conduct internal safety audits
- Evaluate the OSH performance of employees and suppliers / contractors

Wellbeing (District) Taskforce

- Enforce OSH protocols at individual managed property
- Monitor the implementation of relevant measures

Risk Assessment and Risk Control Framework

1. Identify Hazard
2. Determine Risk
3. Develop and Implement Risk Control Action Plan or Safety Procedure
4. Review Safety Action Plan or Safety Procedures

OSH Statistics 2025/26

	Employee	Suppliers / Contractors
Number of recordable work-related injuries	30	7
Rate of recordable work-related injuries / Lost time injury rate (per 200,000 hours worked)	1.2	0.7
Number of high-consequence work-related injuries	0	0
Rate of high-consequence work-related injuries / Lost time injury rate (per 200,000 hours worked)	0	0
Number of fatalities	0	0
Rate of fatalities (per 200,000 hours worked)	0	0

Beyond formal governance frameworks, NFPM seeks dynamic, ground-level ways to engage employees on OSH. To coincide with the International Labour Organisation's "World Day for Safety and Health at Work", we hosted the "Fabricating a Safe Workplace Together" campaign at AIRSIDE. Combining the enthusiasm of approximately 100 employees with the expertise of representatives from the Association for the Rights of Industrial Accident Victims and Asphodel House, the event provided valuable insights on industrial accidents and included a revitalising stretching session. To turn OSH aspirations into action, employees created paper cranes as symbols of their dedication to workplace safety.

To further operationalise our safety protocols in daily operations, our Safety Team has organised the "'My Safe Way' Safety talk Roadshow" since July 2025. This ongoing campaign allows our Safety Team to engage directly with property-based personnel across our managed properties. Through interactive seminars, real-life accident case studies, and practical on-site inspections, employees receive tailored, property-specific risk management advice. As at March 2026, we have delivered 65 workshops with over 550 participants, helping to embed a vigilant, safety-conscious culture across NFPM's daily operations.

During the Reporting Period, NFPM implemented diverse OSH initiatives to reinforce strong safety practices.

Featured OSH Initiatives in 2025/26

"Accidents Insights" Newsletter

Sharing monthly safety incident updates from managed properties, along with practical guidance for prevention

"Fire Services Department Community Emergency Responder" Scheme

Delivering a fire safety awareness training programme for employees in collaboration with the Fire Services Department

Regional Safety Quizzes

Showcasing safety knowledge through regional, industry-wide quizzes and competitions

Safety Recognitions and Accolades

Exemplifying a safety-driven workplace by adopting impactful and innovative solutions

CASE STUDY

"NFPM Safety Channel": Modernising Communication to Strengthen OSH with Virtual Ambassador

In September 2025, NFPM's Safety Team launched the "NFPM Safety Channel", featuring virtual safety ambassador "On Jai". Through short and engaging videos, the channel communicates key safety topics relevant to the daily operational duties of employees, including "Patrol at the Staircases", "Emergency Escape" and "Manual Handling".

By introducing a virtual safety ambassador, we enable employees to absorb safety protocols in a more memorable and accessible way, while making safety updates easier to understand and apply in day-to-day operations. Blending innovation with learning encourages regular employee engagement, strengthens their safety awareness and embeds a safety-driven culture across our managed properties.

Quantified Achievements

7
videos

Delivered Impact

- Strengthened employee engagement with essential safety messages
- Reinforced employees' understanding and application of OSH procedures

Synergistic Partners

- Employees

3.3.2 Employee Wellness

By embedding employee engagement and delivering enriching experiences, NFPM brings its people-oriented ethos to life. We care for our people through impactful initiatives and targeted wellness programmes.

Recognising the value of open communication with our people, we launched our face-to-face initiative "Listen to Us" during the Reporting Period. Through dynamic activities, employees were encouraged to share their perspectives and engage in meaningful dialogue. In addition, they can connect with us through our new digital platform "Speak Up, We're Listening" to share constructive opinions. The insights gathered will be shared with senior management to drive future improvements.

Featured Employee Activities in 2025/26

Sports Teams

Fostering camaraderie and team spirit through football, basketball, running sessions

Super Slow Jogging Workshop

Cultivating healthy movement through guidance on proper slow jogging techniques and awareness of their health benefits

Autonomous Sensory Meridian Response ("ASMR") Workshop

Providing an immersive ASMR experience to encourage relaxation and enhance sensory wellness

Coffee Landscape Painting

Exploring the essence of coffee to ignite artistic inspiration

Magical Halloween Night

Experiencing a Halloween-themed excursion at Disneyland Hong Kong

Herbal Tea Workshop

Unlocking the calming properties of common herbal teas to support different body constitutions

Hong Kong Security Personnel Day – 7.24 Service Appreciation

Celebrating the tireless dedication of our security personnel by presenting them with teabags produced by rehabilitated individuals. Three long-serving security personnel were also invited to take part in a video, sharing their work experiences

3.3.3 Customer Wellness

By extending our reach beyond physical space, we promote healthy living among our customers and the community. “VIVA Xplore” serves as a digital platform that connects customers with experts, fostering mutual learning and dialogue on topics relevant to the community. During the Reporting Period, nearly 2,000 customers registered for six online activities, focused on different themes including children’s emotions, window safety, and elderly illnesses management.

We also continued to celebrate World Smile Day to promote this simple yet effective gesture and remind our people to always serve with a smile. During the event, our concierge personnel distributed stickers to customers, creating joyful moments and spreading positivity throughout the community. By building meaningful connections through memorable interactions, NFPM is inspired to continuously communicate impactful human-centric messages.

“Many great themes, will keep supporting.”

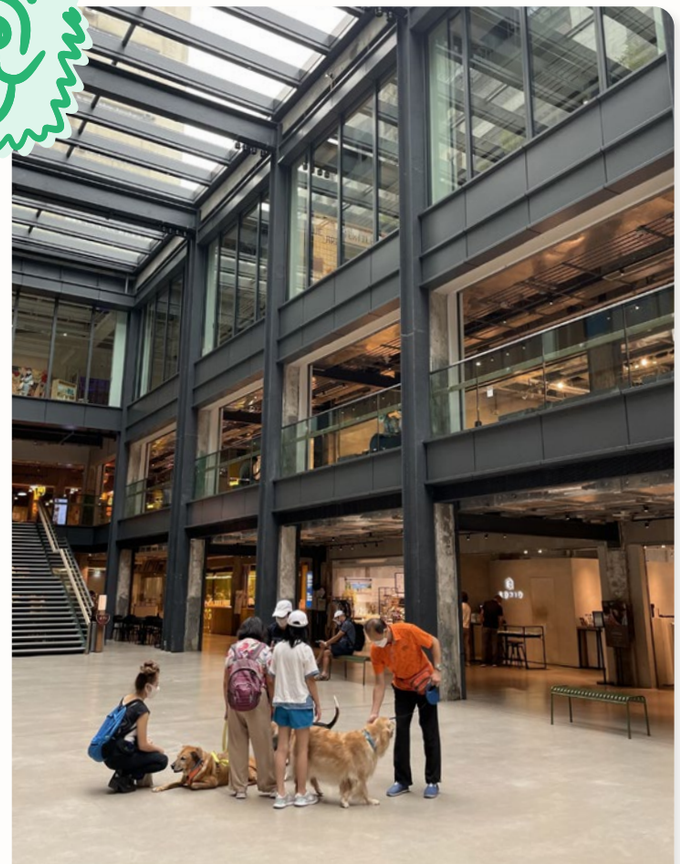
“Made me appreciate myself and my family more.”

— Participants’ Testimony

3.4

Customer Experience

Delivering an outstanding customer experience lies at the heart of our business operations. By listening continuously to our residents, tenants, and visitors, and embracing innovative solutions at every opportunity, we refine our service delivery models to exceed their expectations.



3.4.1 Communication and Feedback

At NFPM, active listening and transparent communication are the cornerstones of our customer relationships. Guided by our Customer Care Policy, we have established clear principles for effective engagement, helping to deliver a consistently reliable experience for every customer.

This approach is embedded in our IMS and accredited to ISO 9001:2015 and ISO 10002:2018, supporting quality service delivery and continuous improvement through regular policy reviews aligned with evolving expectations.

We maintain open dialogue with customers through diverse channels (see Section 2.2 "Stakeholder Engagement" for more details), turning everyday feedback into practical service improvements. During the Reporting Period, we enhanced our IMS manual to streamline communication channels and support agile responses to customer needs.

Customer Satisfaction Statistics

91.8%

Customer satisfaction rate

Covered Period: 1 January 2025 – 31 December 2025
5,000+ Valid Surveys Collected

3.4.2 Customer Satisfaction

Dedicated to service excellence, we continuously refine our standards through targeted training and objective evaluation. Our CX training empowers employees with essential skills in complaint handling and trust building. To assess our service standards objectively, we continued the Mystery Visitor and Caller Programme ("MVP"), which provides an independent evaluation of our frontline service quality, highlighting strengths and identifying opportunities for further development. During the Reporting Period, an independent third-party agency conducted assessments across all managed properties and gave solid commendations for our service quality. These practices support the consistent delivery of high-quality service and sustained customer satisfaction.

3.4.3 Inclusivity and Accessibility in Operations

We are committed to creating environments that serve a wide spectrum of stakeholders, ensuring our spaces remain family-friendly, elderly-friendly, barrier-free, and pet-friendly.

Building on previous successes in universal design, we further strengthened operational inclusivity during this year by rolling out our targeted guidelines under our "Handy Tips for Work" series. Our guidelines on serving elderly and wheelchair users provide practical advice on offering physical assistance and communicating respectfully. Similarly, protocols for assisting visually impaired persons ensure employees can confidently guide and support these customers safely. In response to the growing number of pet owners, we introduced comprehensive guidelines for pet-friendly operations, covering reception, hygiene, and incident management. Through these targeted training efforts, we aim to foster a welcoming environment that respects the diverse needs of every customer.

3.5

Community Investment

Beyond delivering exceptional property management services, we are deeply dedicated to creating shared value and fostering thriving, sustainable communities where we operate. Our Volunteer Team leads the design and delivery of diverse community initiatives:

Volunteering Services Statistics 2025/26

773
Total number of volunteers participated

5,794.3
Total volunteering hours contributed

42.6%
Volunteering participation rate

Featured Community Programmes in 2025/26

Let's Move for Zero Hunger – 5th Anniversary

For the fifth consecutive year, we continue to turn calories burned into food for those in need, promoting healthy living while supporting underprivileged communities. This year, we achieved a record-breaking participation, with 420 individuals burning over 2,100,000 kcal and contributing 480 food packs. Across five years of action, more than 6,200,000 kcal has been transformed into support and warmth for vulnerable communities.

Mid-Autumn Festival Community Celebration

Embracing the spirit of the season, our employees participated in the "Joyful Mid-Autumn Festival" event organised by the Lok Sin Tong Benevolent Society, helping to distribute festive gift bags to more than 2,000 elderly individuals and low-income families.

Food Angel Food Rescue and Assistance Programme

We proactively address food waste and hunger. Our volunteers assisted the Food Angel team in processing rescued vegetables from the food industry and in packing meal boxes, helping to transform edible surplus ingredients into nutritious meals that are distributed to people in need in the community.

Mountain Cleanup Action 2025

Our volunteers took practical steps to protect Hong Kong's natural ecology by clearing litter from mountains, raising awareness of environmental pollution and promoting physical wellness through outdoor exercise.

1:4.3x

Social Return on Investment ("SROI") ratio

$1.1 million

Total social value generated[14]

14 According to Social Value International, social value is the value that stakeholders experience through changes in their lives. Some, but not all of this value is captured in market prices

Environment

Related Material Topics

- Climate Change
- Emissions
- Energy
- Resources Management and Circularity
- Sustainable Buildings
- Water

At-a-glance

Environmental Management Approach

Retained ISO 14001:2015 certification across the portfolio

Carbon and Energy Management

Achieved green building certifications for 55% of managed properties

Achieved a 16.0% year-on-year reduction in Scope 1, 2 and 3 GHG emissions intensity across all managed properties

Generated 975,000+ kWh of renewable energy

Water Management

Upgraded 74 managed properties with water-saving devices

Resources Management and Circularity

Diverted 3,300+ tonnes of waste from landfills, marking a >2.5x year-on-year increase in overall waste diversion rate

Climate Adaptation and Resilience

Empowered property managers with advanced training on the financial impacts of climate incidents

NFPM advances environmental excellence by leveraging progressive practices and cutting-edge PropTech solutions. Drawing on the experience and expertise of all stakeholders, we are committed to managing resources responsibly, optimising energy use, and decarbonising our managed properties to cultivate a climate-resilient future.

4.1

Environmental Management Approach

Our Environmental Management System ("EMS") provides a robust framework to guide our approach to environmental stewardship, while the EMS Manual clearly defines the roles and responsibilities of relevant personnel to ensure consistent implementation. Certified to ISO 14001:2015, the EMS is regularly reviewed and monitored by the Sustainability Team and QS Team, under the oversight of the Committee, reinforcing accountability and governance.

Serving as a blueprint for regulatory compliance across all managed properties, the Environmental Management Plan is implemented throughout the portfolio and regularly updated in response to evolving regulatory requirements. Together with our overarching Environmental Policy, the plan sets out specific targets and performance metrics to drive enhancements in energy, water, and waste management. Recognising that our environmental footprint extends beyond our direct operations, we require all suppliers / contractors to adhere to our environmental standards. To support this, an Environmental Factors Identification and Assessment Form is completed at least annually to assess potential environmental impacts and compliance risks associated with managed properties. This is reinforced through monthly environmental inspections targeting both managed properties and suppliers / contractors, ensuring stringent environmental standards are upheld and high-priority risks are promptly addressed.

To translate sustainability commitments into concerted action, we prioritise internal capacity building through regular bilingual environmental e-newsletters featuring interactive quizzes, alongside immersive workshops. In parallel, our "Sustainability Hub", available through our employee communication platform "VIVA Connect", functions as an integrated platform that equips employees with training resources and practical tools to raise awareness of our latest sustainability initiatives and empower them to contribute to our "SF2030".

Featured Decarbonisation Achievements 2025/26

Green Buildings

- 55% of managed properties certified with local and/or international green building certificates as of 31 March 2026
- 23 certifications newly achieved or renewed

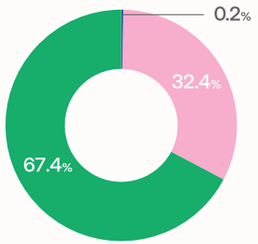
Green Mobility

- 44% of managed properties equipped with green mobility infrastructure as of 31 March 2026
- 2,128 cumulative EV charging facilities

Renewable Energy

- 975,208 kWh of solar power generated
- 2,653,541 kWh cumulative solar power generated since 2023/24

GHG Emissions in 2025/26



- 197.3 tCO_2e Direct emissions (Scope 1)
- 43,319.1 tCO_2e Energy indirect emissions (Scope 2)
- 89,997.0 tCO_2e Other indirect emissions (Scope 3)

16.0%

Reduction in Scope 1, 2 and 3 GHG emissions intensity against 2024/25

4.2

Carbon and Energy Management

NFPM is dedicated to advancing low-carbon and energy-efficient operations across the property and facility management industry. By integrating physical infrastructure with modern technologies, we strategically enhance the energy efficiency attributes of our portfolio and contribute to broader decarbonisation efforts.

4.2.1 Decarbonisation

In alignment with the Group's science-based targets ("SBTs"), we have developed a decarbonisation roadmap for our eight wholly-owned managed properties. The roadmap outlines annual energy-saving strategies through to 2030, alongside planned equipment and system enhancement measures extending to 2050. Please refer to Section 4.5.4 "Metrics and Targets" for more details.

4.2.2 Energy Efficiency

NFPM continues to optimise energy efficiency through innovative PropTech and smart solutions. “Aeroseal”, a state-of-the-art, water-based polymer sealant, had been installed within the Heating, Ventilation, and Air Conditioning (HVAC) systems serving Food and Beverage (“F&B”) tenants at AIRSIDE. During the Reporting Period, the technology continued to deliver energy-saving benefits by sealing leakages in exhaust air ducts, significantly reducing heating and cooling losses and lowering overall energy consumption. In addition to improving energy performance, it eliminates smoke odours from exhaust ducts, enhancing indoor air quality for customers. As part of our digital transformation, PropTech solutions are integrated into building management systems, such as Quantum Optimisation Technology and AI-driven chiller plant control systems, further advancing energy conservation across our portfolio.

CASE STUDY

Digital Lift Logbook: Uplifting Energy Efficiency

As part of our broader transition toward smart digital operations, NFPM successfully implemented a company-wide digital lift logbook system. Rolled out as a mandatory upgrade across all applicable managed properties, the system has transformed lift management from manual tracking into a centralised digital ecosystem. To support a smooth transition, we prioritised stakeholder alignment by conducting two targeted training sessions for 75 managerial-grade employees and key personnel, enabling close coordination with the lift contractors prior to on-site implementation.

Accessible via a dedicated web portal and mobile app, the system enables real-time monitoring and immediate performance reviews by our teams. A key advantage of this architecture lies in its tamper-resistant design, which transforms traditional data logs into immutable, verifiable records. This not only enhances data transparency for stakeholders, but also enables proactive tracking of maintenance trends. By analysing fault reporting and maintenance frequency, our Technical Team can swiftly identify anomalies that may cause lifts to consume excess power. This shift towards predictive maintenance helps ensure all components operate at optimal electrical efficiency. Furthermore, capturing accurate operational data allows us to optimise lift scheduling and standby modes during off-peak hours, reducing mechanical inefficiencies and strengthening energy conservation across our building infrastructure.

During the Reporting Period, 23 of our managed properties were recognised under the EMSD’s Quality Lift Service Recognition Scheme, with over 95% achieving the prestigious ‘Gold’ or ‘Excellence’ ratings.

Quantified Achievements

79 managed properties applied

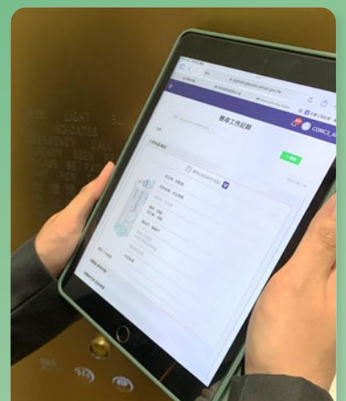
75 employees engaged through two training sessions

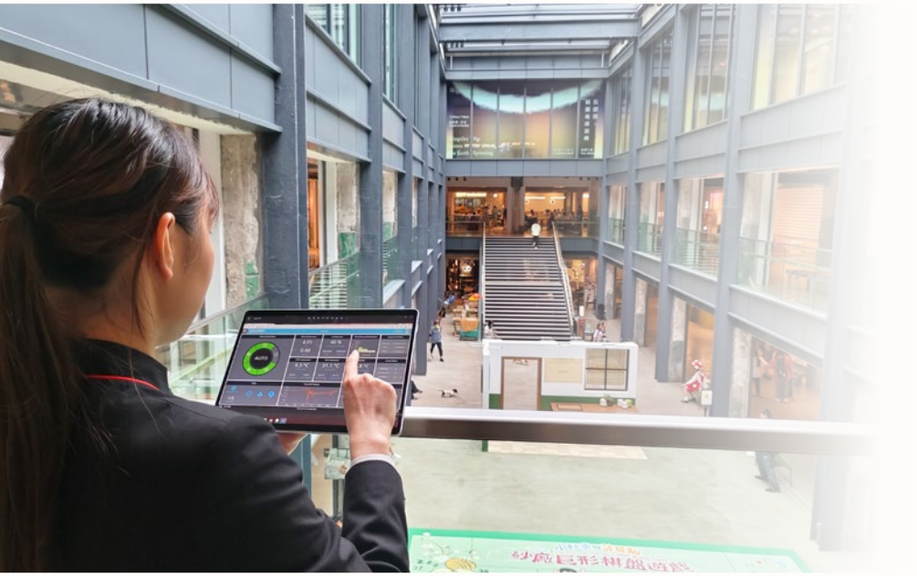
Delivered Impact

- Digitalised and centralised data on issues and performance trends
- Enhanced authenticity of data entry logs
- Boosted energy efficiency attributes of buildings

Synergistic Partners

- Employees
- Suppliers / Contractors





Complementing these technological upgrades, we continue to place strong emphasis on proactive performance monitoring. Demonstrating our determination to exceed mandatory regulatory requirements, we maintain a stringent voluntary energy audit programme. Following the completion of initial voluntary audits across 100% of our eligible properties in 2024/25, more than 87% of these buildings had completed second-round voluntary energy audits as of 31 March 2026, supporting continuous improvement in energy performance. Additionally, we undertake retro-commissioning projects in collaboration with partners to identify energy-saving opportunities and optimise building performance.

4.3

Water Management

The EMS Manual sets out our procedures for promoting responsible water consumption and safe water discharge. We systematically record and track at least three years of water consumption data across all managed properties to identify and act on efficiency opportunities. We also extend our environmental commitments to suppliers / contractors, who are required to comply strictly with applicable regulations, conduct routine risk inspections, and promptly address any water-related environmental impacts.

4.3.1 Water Efficiency

To optimise water efficiency, we have implemented a range of water-efficient upgrades across 74 managed properties as of 31 March 2026, including flow restrictors, sensor-activated taps, low-flow dual-flush fittings, and smart water meters. In addition to hardware enhancements, we promoted behavioural change with over 50% of our managed properties participating in the Enterprises Cherish Water Campaign (“ECH2O”). In recognition of our efforts, NFPM received 15 awards during the Reporting Period, notably the Grand Cherishing Water Promotion Award, Outstanding ECH2O Manager Award, and Cherishing Water Recognition Award.

4.3.2 Water Quality

We are committed to safeguarding water quality across our portfolio and ensuring a reliable water supply for customers. Reflecting our high operational standards, 56 and 63 managed properties had obtained certificates from the Quality Water Supply Scheme for Buildings – Fresh Water (Management System) and Quality Water Supply Scheme for Buildings – Flushing Water, respectively, as of 31 March 2026.

4.4

Resources Management and Circularity

While conventional property management often focuses on basic cleaning and waste disposal, NFPM is pioneering a more intelligent approach designed to support operational efficiency and reduce environmental impacts where practicable. Steered by the Resources Management and Circularity Taskforce, we have transitioned from traditional service delivery towards smart waste management. By leveraging technology, we are moving beyond recycling to embed circular economy principles into our operations and stakeholder engagements, thereby driving measurable improvements in resource management.

4.4.1 Waste Management Blueprint

Launched in 2024, "Waste Zero" is NFPM's strategic initiative to achieve a minimum 30% Municipal Solid Waste diversion rate by 2030, with the long-term goal of zero landfill disposal. During the Reporting Period, we accelerated progress on multiple fronts.

Waste Statistics 2025/26

>2.5x

year-on-year increase in overall waste diversion rate

3,300+ tonnes

waste diverted

Waste Diversion Strategies

Recognising that data accuracy is fundamental to strategic planning, we advanced our Smart Scale Pilot Scheme to Phase 2 across four managed industrial properties, including Asia Trade Centre, Kar Wah Industrial Building, Tak Fung Industrial Centre and Treasure Centre. This PropTech solution enables the systematic tracking of waste metrics through a dynamic, property-level dashboard, enhancing data transparency and building an NFPM-specific database. A total of eight managed properties participated in the programme, exceeding the original scheme target, delivering an average diversion rate of 16.0% during the scheme period. Beyond our headquarters-led pilot scheme, a growing number of managed properties adopted smart scales compatible with NFPM's centralised database. During the Reporting Period, six managed properties self-funded the installation of smart scales, while two managed properties independently installed food waste decomposers to convert food waste into water or fertiliser onsite. This broader embrace of smart waste solutions marks a shift from centralised pilots to property-led adoption, while the expansion of the scheme reflects our drive to systematise and accurately track waste data.

Translating data into action, we curated highly targeted, site-specific strategies to address the distinct waste challenges faced by individual properties.

CASE STUDY

"Unlocking Waste Diversion in Kwai Chung Plaza": Redefining the Takeaway Culture

Quantified Achievements

18,600+
paper and plastic containers diverted

440+kg
waste diverted

10,200+
participants engaged

Delivered Impact

- Developed a recognised and effective recycling system
- Enhanced corporate image and reputation
- Transformed visitors' behavioural changes towards "Waste Zero"

Synergistic Partners

- Business Partners
- Customers

Kwai Chung Plaza ("KCP") is known for its bustling street food scene and high footfall, which inherently generates substantial volumes of single-use takeaway containers. Due to significant contamination and technical processing challenges, these materials are often considered unrecyclable by the market. Recognising an opportunity to challenge this industry constraint, NFPM partnered with like-minded recycler, The Loops to launch the educational and incentive-based campaign, "Unlocking Waste Diversion at Kwai Chung Plaza". The initiative aimed not only to disrupt the conventional "takeaway-and-toss" habit, but also to cultivate a new and more sustainable pop culture of recycling within the property.

Another major hurdle to recovering contaminated recyclables is the lack of public rinsing facilities. To address this, we implemented a bottom-up innovation proposed by our frontline employees and installed an intuitive onsite rinsing station that reuses greywater, enabling the public to practice clean recycling.

The campaign exceeded its original targets, successfully diverting over 18,600 containers and engaging more than 10,200 visitors, while driving visible behavioural change. Amplified by positive feedback on social media—with patrons praising KCP for "setting a new trend in the food court"—the initiative reflected a resounding success. Looking ahead, NFPM will expand the campaign's digital reach and continue to optimise the self-service recycling station, turning a targeted campaign into a lasting circular culture.

Featured Feedback on Social Media

"A huge thank you to you guys! Every time I see the bins at KCP constantly overflowing with endless disposable containers and cutlery, it honestly breaks my heart. I try my best to bring my own utensils, but you guys are making real impact with your action, support support!!!!!"

"This is honestly so awesome, fingers crossed this trial run paves the way for more! Would be so great if this becomes a permanent thing"

"KCP is totally setting a new trend for food courts! Waste sorting PLUS Food waste recycling"

CASE STUDY

Food Waste Management at NFPM: Leveraging Data to Create Rewarding Resourcefulness

Quantified Achievements

349,000+kg
of food waste at residential properties was diverted

25.4%
food waste diversion rate among five commercial properties

Delivered Impact

- Achieved closed-loop resources recovery
- Fostered strong community habits

Synergistic Partners

- Suppliers / Contractors
- Customers
- Owners' Representatives
- Industry Associations / Government Departments

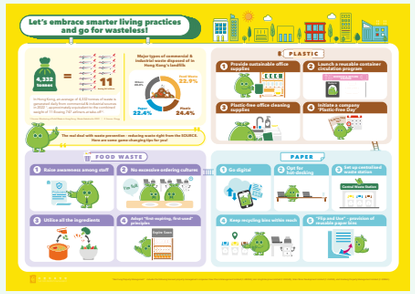
Food waste constitutes a significant proportion of municipal solid waste in Hong Kong. Across our diverse portfolio, from high-end residential properties to bustling commercial malls, the key barriers to food waste recycling have historically included logistical hurdles, limited onsite pre-treatment facilities, and low stakeholder participation. NFPM acts as a central coordinator, bridging the gap between authorities, recyclers, and our stakeholders through targeted interventions.

Strategies for Residential Properties

Acting as the crucial link between government authorities, recyclers, and onsite teams, we effectively bridged the gap between policy implementation and operational execution. We successfully removed logistical barriers by securing dedicated collection services, whilst introducing a tiered reward mechanism to support local sustainability projects based on performance. Supported by comprehensive promotional materials for frontline employees and residents, this holistic approach facilitated smooth implementation. Consequently, we transformed a logistical bottleneck into a measurable success: residential food waste diversion surged almost fourfold, rising from over 60,000 kg in 2024/25 to more than 349,000 kg in 2025/26.

Strategies for Commercial Properties

In the commercial sector, we set clear diversion targets and actively collaborated with tenants. Across five major malls, we successfully engaged 95 F&B tenants in our tailored food waste recycling scheme. During the Reporting Period, this collaborative effort resulted in the collection of more than 290,000 kg of food waste, achieving a 25.4% food waste diversion rate across the participating commercial properties.



After collection, we facilitate responsible downstream processing via two primary pathways: distribute food waste-derived compost to managed properties, such as 8 Deep Water Bay Drive, as a form of environmentally friendly landscaping, and directing the remaining waste to O·PARK for conversion into biogas for electricity generation. Together, these channels create a tangible resources opportunity.

Internally, to ensure our strategies remain responsive to operational needs at property level, we distributed the GreenBean Recycling eDirectory survey in September 2025. This portfolio-wide assessment allowed us to evaluate the current landscape, map available recycling resources, and systematically understand the specific waste management challenges faced by individual properties. In addition, the first issue of "Spilling the Green Beans", a quarterly bulletin designed to facilitate employees' understanding of the latest updates to the GreenBean Recycling eDirectory, was released in February 2026. This regular communication equips employees with the knowledge required to execute onsite recycling initiatives.

Going beyond conventional recyclables, we continue to identify opportunities to capture often-ignored waste streams:

Contact Lens Blister Packs

Nine managed properties partnered with a local eyewear brand to collect these niche plastics and foil lids from customers

Wooden Pallets

More than 509,000 kg of wooden pallets collected from commercial and industrial properties to support recycling efforts

Festive Packaging

Over 1,000 kg of festive packaging including plastic trays, fruit wrapping and mooncake boxes collected

Surplus Food

More than 7,000 kg collected via NGO partnerships and dedicated collection initiatives, including regular food donations and festive collections

Communication and Education Strategies

To foster a community-wide culture of “Waste Zero”, we launched the “Waste Zero” Roadshows and the accompanying the “Waste Zero Pledge”, actively engaging customers to commit to daily waste reduction and recycling practices. Rolled out across 11 managed properties, these engagement initiatives featured an animated video, educational information boards, interactive game booths, and a GreenBean photo corner, securing more than 700 customer pledges.

To support communities in putting these pledges into practice, we provided a comprehensive suite of communication and information tools:

1 Engagement Tools

GreenBean Souvenirs

A set of GreenBean souvenirs including a sticker, a clip and a fridge magnet to boost engagement

Theme Song

A creative and catchy audio campaign designed to educate younger audiences on proper recycling categories and criteria

2 Information Tools

Recycling and Waste Data Dashboard

A property-level dashboard offering complete visibility into key waste metrics and performance

Recycling Facilities Map

A property-specific practical guide to help customers conveniently locate recycling points within managed properties

Recyclable Management User Guide

A unified handbook that educates residents on recycling processes whilst equipping frontline employees to accurately handle customer enquiries

4.4.2 Resources Circularity

Reflecting our commitment to a circular economy, we explore practical and engaging ways to divert everyday waste streams into valuable resources. Through collaboration with employees, customers, downstream recyclers, and social enterprises, we promote reuse, repurposing, and upcycling, reinforcing our shared responsibility for closing the resources loop.

Internal Circularity: Giving Uniforms a Second Life

Uniforms are indispensable to daily operations in the property and facility management industry, yet textile waste is often overlooked. To address this, we collected retired uniforms and partnered with Dress Green to organise an upcycling workshop.

Through this hands-on session involving around 30 employees, retired uniforms were creatively transformed into practical office supplies, such as staff card holders and lanyards, giving these materials a renewed purpose.

Tenant Synergy: Advancing Upcycling and Wellness Together

Extending our sustainability efforts beyond internal operations, we actively engage tenants to drive “SF2030”. In collaboration with F&B tenant Tam Jai International Co. Limited, we collected 60 kg of food waste, surplus pork belly, and upcycled it into handcrafted scented candles through a workshop involving 30 employees.

To broaden the impact of this collaboration, we joined hands with newlife 330 to incorporate a mindfulness and mental wellness session, fostering stronger partnership between tenants and us.

Creative Utilisation: Deriving Dyes from Coffee

Targeting coffee grounds, a high-volume waste stream frequently generated by our F&B tenants, we partnered with Eco-Greenergy to launch a dedicated collection service for nine F&B tenants at The Mills.

The collected coffee grounds were subsequently repurposed into natural dyes for hands-on upcycling workshops, where 25 employees crafted tie-dyed fabric scarves, towels, and tote bags. By transforming organic waste into aesthetic goods, inspiring creative circular practices across our portfolio.

Fostering Community Value: Redefining Seasonal Waste

To tackle non-routine and unconventional waste streams, we collected 130 discarded Lunar New Year citrus fruits and gave them a new purpose through a milestone community collaboration.

Working together with Ways Out Hong Kong, we organised an upcycling workshop in which 50 employees transformed discarded kumquat peels into stylish circular jewellery. This initiative not only diverted seasonal waste from disposal but also created meaningful opportunities for community engagement by reimagining festive waste as a niche resource.

CASE STUDY

NFPM Resources Sharing Platforms: Cultivating a Culture of Resources Circulation

Quantified Achievements

More than
4
structured resources-sharing platforms established

Delivered Impact

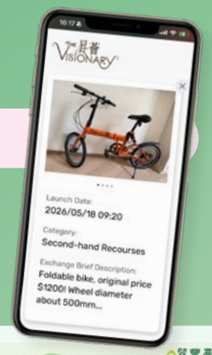
- Maximised the lifecycle of everyday goods
- Strengthened neighbourhood bonds

Synergistic Partners

- Employees
- Customers

Company-wide Foundation: Second-Hand Trading Platform

Starting in January 2026, NFPM launched a company-wide second-hand trading platform to serve as an internal sharing channel for the systematic reuse of surplus and idle resources. Through NFPM MALL, functional teams and managed properties can upload available items and browse materials shared by others, enabling underutilised assets to be redistributed where they are most needed. All items are provided free of charge and subject to prior checks to ensure they remain fit for use. Through leading by example, we aim to cultivate a culture of resources circularity and inspire a wider adoption of responsible resources management practices across our operations. By centralising access to reusable resources, the platform also establishes a scalable foundation for embedding circular practices across our company.



Property-Level Activations: Tailored Neighbourhood Initiatives

Leveraging the corporate-level second-hand trading platform, individual managed properties have introduced tailored, site-specific initiatives to encourage resident participation in the circular economy.

Island Garden

Island Garden hosts a monthly **"Exchange of Goods Day"** at the clubhouse, providing residents with a dedicated space to share surplus household items through giveaways or in-person barter. The initiative transforms unwanted items into shared resources. Besides extending the useful life of everyday goods, it helps strengthen community bonds by allowing residents to arrange exchanges with ease close to home.

The Visionary

The Visionary has enhanced its existing clubhouse booking system with a new **"Exchange Board"** function on the residential mobile app. This feature offers residents a convenient digital channel to post and browse listings for idle item trading, rentals, exchanges, giveaways, and lost-and-found notices. By integrating resources-sharing functions into a familiar resident platform, circular living is made more seamless and accessible in daily life.

Summit Terrace

Summit Terrace has made effective use of its **"Resources Sharing Platform"**, a physical notice board located in a high-footfall area of the clubhouse. With its strong visibility and resident reach, the platform provides a convenient and secure channel for residents to post notices for the exchange of idle items within the neighbourhood, promoting waste reduction while fostering neighbourly interaction, encouraging resources sharing habits and strengthening a more connected community.

4.5

Climate Adaptation and Resilience

Building on our climate risk assessment (see Section 7.4 "Response to Task Force on Climate-related Financial Disclosures Recommendations" of NFPM Sustainability Report 2023/24), NFPM conducted a review during the Reporting Period in response to the evolving climate-related disclosure requirements. The review further strengthened our climate strategy and supports our transition towards IFRS S2 Climate-related Disclosures, enabling the progressive integration of climate-related financial considerations into our corporate reporting.

4.5.1 Governance

NFPM's climate governance is embedded in a tiered structure that integrates Board-level oversight with cross-functional management and operational support (see Section 2.4 "Sustainability Governance"). To streamline our approach to long-term climate management, we established the Carbon, Energy & Water Management Taskforce, consolidating previous taskforces to drive a more cohesive, long-term approach to climate management.

4.5.2 Strategy

Our climate strategy is anchored in the scenario analysis conducted in previous reporting cycles. During the Reporting Period, we reviewed and confirmed that the findings remain valid and strategically relevant. Please refer to Section 4.4.2 "Strategy" of NFPM Sustainability Report 2024/25 for comprehensive details.

CASE STUDY

"Level Up in Climate Risk Management": Introducing Financial Impact Assessments to Data-informed Strategies

As climate change becomes a pressing operational reality, NFPM hosted an intensive online training session in July 2025 titled "Level Up in Climate Risk Management" for property managers. The session covered four strategic pillars:

Four strategic pillars

- "SF2030" and climate risk management
- Financial impacts of climate incidents
- Proactive precautionary measures
- NFPM's climate event reporting mechanisms

By analysing the financial implications of an extreme weather event in Hong Kong, the training provided managers with a tangible framework for climate risk assessment. This structured approach equipped property management teams to estimate potential financial impacts more accurately and justify budgets for preventive measures more effectively.

The training also reinforced the adoption of NFPM's climate incident reporting protocols. The "Weather Damage Report" consolidates all typhoon-related damage data across managed properties into a centralised database, while the "Climate Incident Report" supports the tracking of financial losses and reputational exposure. By standardising these practices, we empower our employees to make data-informed financial decisions and drive long-term resilience planning, ensuring that our climate adaptation strategies are cohesively executed across all operations.

Quantified Achievements

Property managers of **100%** managed properties completed training

Delivered Impact

- Bolstered portfolio-wide climate resilience
- Standardised internal climate incident reporting protocols

Synergistic Partners

- Employees

4.5.3 Climate Risk Management

We continuously monitor climate-related risks through ongoing adaptation and mitigation measures. Following the review, we confirmed that physical and transition risks identified in the previous year remain valid for this Reporting Period (see Section 4.4.3 "Climate Risk Management" of NFPM Sustainability Report 2024/25). In response, we have implemented several targeted measures during the Reporting Period to further mitigate these risks.

Physical Risks

Climate-related Risk	Potential Financial Impact	Our Responses
• Typhoon • Flooding • Landslides	• Increased operating and maintenance costs • Higher repair and restoration expenditure • Reduced revenue due to business disruptions • Higher insurance premiums	• Conducting tree risk assessments with appropriate mitigation measures and maintenance works at least once a year • Undertaking regular preventive inspections of water tanks, water level sensors, and piping systems • Installing flood sensors at high-risk locations for real-time alerting and rapid response • Utilising sump pumps to manage water levels during extreme weather • Consulting qualified arboricultural professionals to undertake tree risk assessments

Transition Risks and Opportunities

Climate-related Risk / Opportunity	Description	Potential Financial Impact	Our Responses
Policy Risk	Stricter environmental management regulations	• Increased compliance costs and operating costs	• Regularly reviewing the Climate Change Policy and the Environmental Policy • Conducting a gap analysis against the latest climate-related disclosure requirements
	Emerging building energy efficiency mandates		• Evaluating the "Energy Efficiency Dashboard" across all managed properties, complemented by voluntary energy audits
Technology Risk and Opportunity	Transition from fossil fuel to renewable energy sources	• Higher initial capital expenditures • Lower operating expenses due to low-carbon technologies scale up • Lower operating expenses • Growth in net operating income • Long-term asset value appreciation	• Achieving a year-on-year increase of 1.2% in renewable energy generation and 2,128 EV charging stations installed cumulatively
	Adoption of advanced energy-efficiency and resources-saving solutions for decarbonisation		• Adopting comprehensive energy efficient measures across our portfolio • Equipping employees with the latest energy management practices
Market and Reputation Risk and Opportunity	Rising stakeholder expectations for decarbonisation	• Lower operating costs • Improved access to green capital • Eligibility or potential subsidies	• Upholding certified green building standards while securing green credentials for potential managed properties • Promoting sustainable practices through initiatives such as "Waste Zero" and a culture of resources circulation among customers

4.5.4 Metrics and Targets

NFPM has woven its SBTs into a long term, decarbonisation roadmap for eight[15] wholly-owned properties spanning from 2021 to 2050, aligned with climate science, Hong Kong's carbon neutrality goals and the Group's science-based targets.

Indicator	Near-term Target	Progress in 2025	Unit
Scope 1 and 2 emissions	By 2031, reducing absolute Scope 1 and 2 emissions by 46.2% in the eight managed properties from the 2022 baseline	10,356	tCO_2e
Scope 3 emissions	By 2031, reducing absolute Scope 3 emissions by 46.2% in the eight managed properties from the 2022 baseline	13,501	tCO_2e

Please refer to Section 7.1 "Performance Data" for NFPM-wide emissions data.

15 The eight wholly owned properties include 33 Des Voeux Road West, AIRSIDE, The Mills, MOS Centre, Nan Fung Tower, On Lan Centre, Ori (Mall) and TKO Plaza

Governance

12 RESPONSIBLE CONSUMPTION AND PRODUCTION
16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Related Material Topics

- Business Continuity
- Business Ethics
- Corporate Governance
- Data Privacy and Security
- Operational Efficiency and Continuous Improvement

At-a-glance

Data Privacy and Security

- Maintained **zero** recorded data breaches
- Attained the highest **"Diamond Tier"** at the Cyber Security Staff Awareness Recognition Scheme

Business Ethics and Corporate Compliance

- Maintained **zero** recorded corruption incidents
- Delivered **1,000+** hours of anti-corruption training

Digitalisation and Smart Operation

- Instituted an **AI Governance Guidance** for ethical AI deployment
- Rolled out the **next generation of "NFPM A.I."**, featuring enhanced capabilities
- **Upgraded our suite of internal systems** and dashboards (e.g., Smart Milestone System) to optimise operational efficiency

At NFPM, robust corporate governance is the cornerstone of our sustainable development. We believe ethical business practices and corporate responsibility are collective endeavours, shaped by both strong leadership and active engagement across all levels of the organisation. By fostering close collaboration between frontline employees and senior management, we strengthen a culture of accountability and integrity throughout our operations, reinforcing the trust we have built with the communities we serve. Navigating a landscape of rapid technological advancement and evolving regulatory requirements, we work proactively with stakeholders to adopt innovative solutions that enhance communication, improve operational efficiency, and reinforce risk management. Through this shared commitment, we are building a secure, responsive, and trustworthy service ecosystem.

5.1

Data Privacy and Security

As a responsible property and facility management service provider, NFPM recognises that safeguarding stakeholder information is fundamental to maintaining trust and upholding sound corporate governance. Our robust data protection framework is governed by our Personal Data Protection Policy and Staff Handbook, which requires employees to comply strictly with Hong Kong's Personal Data (Privacy) Ordinance (Cap. 486) and exercise due care in protecting personal data at all times. We embed data minimisation principles into our daily operations, collecting only essential information for specified purposes. All personal data is protected within secure systems, with access strictly limited to authorised personnel on a need-to-know basis. To mitigate privacy risks, we have established a formal Data Breach Handling Procedure that is designed to enable a swift, coordinated response to any incident. This protocol requires immediate reporting, thorough impact assessments, and the rapid deployment of containment measures.

Demonstrating the effectiveness of these controls, no substantiated complaints regarding loss, theft, or unauthorised disclosure of customer data were recorded during the Reporting Period.

To continuously enhance our data privacy and security performance, we rolled out a series of initiatives during the Reporting Period to strengthen employees' awareness and readiness.

IT Security Updates

Through weekly AI-powered IT check-ins, employees receive timely updates on emerging cyber threats, including AI-driven phishing and attacks on critical infrastructure. These briefings help employees stay alert to cybersecurity risks in their daily work.

Phishing Simulations

Through bi-monthly phishing simulations, employee engagement increased by over 20% (May 2025 to March 2026), while the average passing rate exceeded 97% during the Reporting Period, reflecting a heightened workforce vigilance.

Cybersecurity Awareness Training

The mandatory quarterly training equips all full-time employees to identify and respond to core risks, such as social engineering and mobile threats.

Specialist Training

In collaboration with the Office of the Privacy Commissioner for Personal Data (PCPD), we conducted targeted compliance workshops for high-risk roles. These workshops covered critical topics such as "Data Protection in Property Management" for frontline employees handling customers' data, and "Data Protection in Human Resource Management" for administrative teams managing employee records.

Keeping pace with technological advancements and regulatory shifts, we comprehensively reviewed and enhanced our Personal Data Handling Procedure to address the use of AI and drones, align with updated guidance from the Privacy Commissioner for Personal Data ("PCPD"), and support compliance with the Property Management Services Ordinance (Cap. 626).

Our sustained efforts have garnered external recognition. In 2025, we were honoured with the Gold Award at the Privacy-Friendly Awards by the Office of the PCPD, acknowledging our commitment to embedding data privacy into innovations, including our proprietary "NFPM A.I." platform. We also attained Diamond Tier, the highest accolade, in the Cyber Security Staff Awareness Recognition Scheme, co-organised by the Hong Kong Internet Registration Corporation Limited and ISACA China Hong Kong Chapter. This marks our ongoing excellence in cybersecurity awareness. Embracing our value of "Learning and Change", we continue to drive comprehensive initiatives, ensuring employees are fully equipped to anticipate, manage and mitigate evolving cyber threats.

5.2

Business Ethics and Corporate Compliance

Anchored by our value of "Integrity", NFPM upholds high standards of legal compliance and ethical conduct throughout all operations. This steadfast approach prevents misconduct, safeguards our reputation, and cultivates enduring stakeholder trust and customer loyalty.

5.2.1 Anti-corruption

Our Staff Handbook and Code of Conduct require strict adherence to the Prevention of Bribery Ordinance (Cap. 201), providing a clear framework for ethical business practices. All new employees and Board members are required to disclose any potential or perceived conflicts of interest by signing the Conflict-of-Interest Declaration and Declaration of Director's Fee and Other Income Acceptance. Beyond these individual declarations, our IMS systematically evaluates and documents corruption risks as a distinct category across all managed properties.

To reinforce the value of integrity, we have established internal compliance policies that provide comprehensive training on Cap. 201 to all employees. During the Reporting Period, we collaborated with the Independent Commission Against Corruption to deliver a specialised webinar entitled "Corruption Prevention and Integrity Training", equipping employees with expert insights on identifying corruption risks and managing conflicts of interest. Notably, the total anti-corruption training hours completed by our employees reached more than 1,000 hours in 2025/26. Reflecting our commitment to ethical business conduct, there were no recorded corruption or related legal cases during the Reporting Period.

5.2.2 Whistleblowing and Grievance Mechanism

We maintain a stringent Whistleblowing Procedure that offers secure and confidential channels for reporting suspected unethical, improper or fraudulent activities. Upon receiving a disclosure, an initial assessment is conducted by the Internal Audit Manager, after which the Director & General Manager determines an appropriate investigation strategy, often involving multi-functional teams when necessary. In parallel, our Staff Handbook outlines a formal grievance mechanism. This empowers employees to report violations of the Code of Conduct or instances of unfair treatment in the workplace, with measures that ensure anonymity and prohibit retaliation.

5.2.3 Legal and Regulatory Compliance

NFPM has established protocols within our IMS to identify applicable legal requirements and assess ongoing compliance. Supported by seamless collaboration between our legal department and frontline property management teams, we vigilantly monitor the evolving regulatory landscape. Demonstrating operational agility, upon the introduction of the new inspection regime by the Property Management Services Authority (PMSA) in January 2026, we swiftly formulated and deployed standardised protocols across all managed properties to ensure immediate, company-wide compliance. During the Reporting Period, no significant instances of non-compliance with relevant laws and regulations were recorded.

5.3

Digitalisation and Smart Operation

Digitalisation powers smarter and more efficient operations at NFPM. By integrating technological innovation into our workforce development efforts, we deploy digital solutions that streamline workflows, sharpen decision-making and alleviate industry-wide manpower constraints while fostering a culture of continuous enhancements.

	Smart Milestone System ("SMS")	Finance & Accounting ("F&A") Issue Tracker and ePayment	Facility Management System ("FM System")	NFPM Mall
System Upgrade and Automation	Launched via "VIVA Connect" in December 2025, the upgraded SMS automates the tracking of maintenance contracts and statutory inspection records across all managed properties. To help prevent compliance lapses, the system features automated alerts, to site teams together with weekly "Ops Pulse Reminder overviews, enabling timely follow-up and strengthening risk management.	With the new F&A Issue Tracker, we have transitioned from cumbersome hard-copy payment memos to digital review processes, reducing paper consumption and streamlining workflows. Simultaneously, our automated pipelines for point-of-sale and ePayment financial data are designed to support absolute data integrity for transaction records through a "zero-touch" approach.	Completed in December 2025, recent enhancements to the FM System have optimised preventive maintenance and security patrol workflows. The upgraded patrol application minimises manual data entry and accelerates the issuance of follow-up work orders. By empowering frontline employees to prioritise tasks effectively, these improvements have resulted in substantial time savings, significantly reduced equipment failures, and enhance service reliability for customers.	NFPM Mall consolidates standalone procurement processes into a cohesive digital ecosystem, featuring a consumer-grade interface for internal procurement. This platform replaces manual workflows with streamlined and automated processes.

Information Accessibility

Launched in September 2025, our Power Business Intelligence ("BI") Dashboard provides managers with actionable daily insights sourced from the FM System. It automatically visualises completion rates for technical maintenance, cleaning, and security patrols, offering a comprehensive snapshot of service delivery across our managed properties.

This powerful tool assists property managers in monitoring the operational efficiency in real time, identifying potential bottlenecks, and taking immediate, data-driven action to improve service delivery and resources utilisation. By providing access to historical and current performance data, the dashboard facilitates trend analysis and supports strategic decision-making. These capabilities drive consistent and measurable operational improvements and advance our pursuit of operational excellence.

Capacity Building

We actively closed the loop between communication, customer feedback, and skill development. Internally, we established "VIVA Hub" as our official internal WhatsApp channel for instant dissemination of corporate updates. Externally, we implemented an automated post-case feedback mechanism to capture customer ratings on resolved inquiries and utilise this direct data to continuously elevate our service standards. Concurrently, we invested in workforce upskilling through targeted trainings, such as "Unlocking NFPM AI Work Modes", ensuring employees are fully equipped to master new digital capabilities.

CASE STUDY

NFPM A.I. Generation: Scaling Up Responsible AI and Operational Excellence

Building on the development of our proprietary "NFPM A.I." tools, we made a strategic leap from standard automation towards intelligent, personalised, and predictive capabilities. We integrated advanced large language models into daily operations and introduced new functionalities such as image generation. To govern the application of these powerful tools responsibly, we formally launched our AI Governance Guidance during the Reporting Period, establishing a framework for ethical AI deployment aligned with our corporate values and data privacy commitments.

Imagen Integration & AI-enhanced Staff Photo

Expanding AI utility beyond text-based tasks, we embedded Imagen capabilities to empower all employees in efficiently producing visual content. Complementing this, AI-supported photo enhancement and background standardisation for employee profiles reduces manual editing time while ensuring a consistent, professional corporate image.

AI Due Diligence Support

Strengthening suppliers / contractors onboarding and supply chain management, we introduced an AI-assisted search tool, that acts as a digital analyst, rapidly consolidating and cross-checking multi-source information to accelerate preliminary supplier / contractor reviews.

Cyber AI Agent

Fortifying our human firewall against emerging threats, we deployed an autonomous Cyber AI Agent. Each week, this agent curates relevant cybersecurity threat intelligence, translates complex technical jargon into accessible updates, and distributes them to all employees, maintaining high employee vigilance while eliminating the administrative burden of manual drafting.

Site-Specific AI Assistant Enablement & "VIVA Genie" Upgrade

Addressing the unique demands of individual properties, we empowered site teams to train bespoke AI assistants tailored to their operational needs, strictly bound by central governance requirements. Concurrently, we upgraded our "VIVA Genie" workflow companion with advanced models to accelerate internal information retrieval, sharpen response quality, and expertly support complex employee requests.

Daily Incident Reporting ("DIR") AI Advisor

Ensuring consistent, rapid, and compliant handling of daily incidents at property-level, we transformed the DIR process with an AI advisor. This system provides instant incident analysis and workflow guidance, identifying issue types and recommending the relevant Operation Procedures or follow-up process by simply reading incident descriptions.

Partnership

Related Material Topics

- Business Continuity
- Customer Experience
- Operational Efficiency and Continuous Improvement

At-a-glance

Stakeholder Partnership

- Expanded the Sustainability Dashboard to six wholly-owned properties
- Streamlined Sustainable Fit-out Guides and launched centralised submission platform

Supply Chain Management

- 100% of approved local suppliers / contractors are fully committed to our Code of Conduct
- Launched a revamped Sustainable Procurement Policy
- Deployed AI-driven due diligence tools to evaluate and monitor suppliers / contractors' sustainability performance

Solving today's complex sustainability challenges requires transformative collaboration, rooted in our belief in "Partnership". By forging strong, synergistic relationships with our stakeholders, including customers, suppliers / contractors, NGOs, and the wider community, we amplify our positive impact and accelerate systemic change. During the Reporting Period, we significantly strengthened our collaborative platforms and supply chain governance to embed sustainability more deeply into our value chain.

6.1

Stakeholder Partnership

At the core of our stakeholder engagement approach is a commitment to creating shared value through transparency, mutual empowerment, and open dialogue. We strive to equip our customers, business partners and community partners with the resources and knowledge needed to engage meaningfully in sustainability initiatives. Through these collaborations, we are cultivating a unified ecosystem in which genuine partnership drives progress across the value chain.

Significant Progress in 2025/26

I. Sustainability Dashboard Expansion

Following the successful launch at 33 Des Voeux Road West, AIRSIDE and The Mills in previous years, we expanded our Sustainability Dashboard to six major wholly-owned managed properties during the Reporting Period. By sharing transparent data on resources use and waste generation, the platform strengthens collaboration between property management and the tenants. The platform provides actionable insights that empower tenants to better understand and manage their environmental footprint.

II. Sustainable Fit-out Guide Upgrades at AIRSIDE

Since 2022, we have applied Sustainable Fit-out Guide across five commercial properties, encouraging tenants to incorporate sustainability features into renovations. Drawing on the feedback of our invaluable stakeholders in the past three years, we introduced four major workflow upgrades at AIRSIDE to streamline implementation and reduce complexity:

1 Consolidated Requirements

Merging design, construction and operation stage requirements into one cohesive "Sustainable Fit-out Guide"

2 Efficient Verification

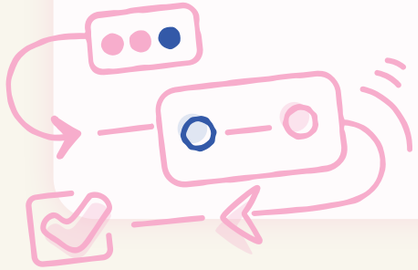
Streamlining the post-completion review process

3 Accessible Documentation

Replacing complex technical calculations with straightforward documentation, such as on-site measurements, photographs and catalogues

4 Centralised Digital Submission Platform

Centralising submission channels through a unified digital platform to ensure cross-functional alignment and efficient scheduling of verifications



Together, these targeted enhancements drive operational efficiency for our tenants, substantially minimising administrative burdens while maintaining stringent oversight of fit-out works to align them with our sustainability requirements across applicable managed properties.

III. Targeted Recyclable Collection Programme

At Profit Industrial Building, our customer service centre identified a tenant whose surplus fresh fruit was regularly going to waste. Acting as a catalyst, we connected the tenant with the Conservancy Association and DBS Foundation's Food Resources Recycling Programme. This localised cross-sector partnership established a reliable pipeline that redirected over one tonne of fruit per month. Between August 2025 and February 2026, more than 10 tonnes of fresh fruit were donated to the Food Resources Recycling Centre, successfully transforming commercial food surplus into valuable community nourishment.

CASE STUDY

Mid-Autumn Recycling Programme: A Value Chain Approach to Circularity

Recognising that festive periods often increase packaging waste and surplus food, we mobilised our stakeholder network to address these interconnected environmental and social challenges during the Mid-Autumn Festival in 2025.

This year, we launched a comprehensive recycling programme across 78 of our managed properties, broadening collection beyond traditional mooncake boxes to include plastic trays and styrofoam fruit wraps — materials less commonly accepted in recycling streams. To deepen tenant engagement and demonstrate the power of partnership in action, we also supported Maxim's Group in rolling out their "Project Green Moon 2025" initiative across our major managed properties. Through these efforts and in collaboration with a recognised downstream partner, we successfully diverted 980.5 kg of packaging waste from landfills.

Quantified Achievements

980.5kg
of packaging waste recycled

1,000+
surplus food donated

500+
low-income, elderly, and Comprehensive Social Security Assistance ("CSSA") families benefited

Delivered Impact

- Diverted significant festive waste from landfills
- Alleviated food insecurity for vulnerable groups
- Fostered a culture of waste reduction among tenants

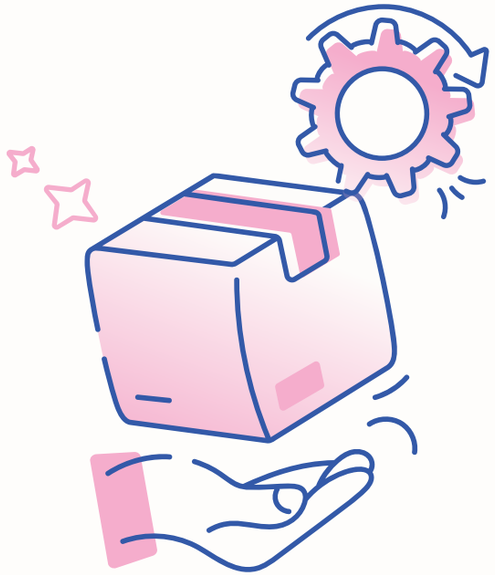
Synergistic Partners

- Business Partners
- Suppliers / Contractors
- Customers
- NGOs

Beyond environmental stewardship, we joined forces with the NGO, Food Grace, to tackle food waste and food insecurity through the "Share the Grace: A Mid-Autumn of Nourishment 2025" initiative. From July to October 2025, our managed properties collectively donated more than 1,000 mooncakes and surplus food items, providing tangible support to 514 low-income, elderly, and CSSA families. Highlighting the collaborative efforts, our initiatives were featured in the Hong Kong Green Shop Alliance's "Green Shop Connect" e-newsletter, furthering our dedication to facilitating industry-wide best practices sharing.

6.2

Supply Chain Management



Our supply chain is an essential extension of our business operations and a key partner in our sustainability journey. We actively collaborate with suppliers / contractors who share our dedication to environmental stewardship, social responsibility, and ethical governance. In 2025/26, we significantly elevated our supply chain management framework through comprehensive policy revamps, more robust evaluation mechanisms, and targeted capacity building, ensuring our upstream partners grow and evolve alongside us.

In December 2025, we comprehensively revised our procurement guidelines, transitioning from the previous "Green Procurement Policy" to a more holistic "Sustainable Procurement Policy." The new policy broadens the scope of our procurement criteria beyond basic environmental considerations to encompass carbon footprint reduction, responsible and ethical sourcing, life cycle impact and local community support. We explicitly prioritise suppliers / contractors that demonstrate strong environmental management, uphold labour rights, and hold recognised certifications such as ISO 14001 or ISO 45001.

To provide practical guidance for responsible purchasing decisions, we curated a list of 17 products with mandatory requirements and desirable specifications relevant to property and facility management, benchmarked against the government's list of Green Procurement Items. During the Reporting Period, we reviewed and expanded the list by adding three new items, including printer cartridges/toners, rechargeable batteries, and general/alkaline batteries. Effective from 1 April 2026, this expansion extends our rigorous environmental standards to a wider spectrum of routine operational purchases.

Procurement Statistics 2025/26

1,532
approved suppliers / contractors

100%
of approved suppliers / contractors are local suppliers

100%
of approved suppliers / contractors signed the Code of Conduct

Beyond strengthening our internal purchasing criteria, we continuously adapt our supply chain governance to respond proactively to regulatory changes. In response to the new legislation regulating disposable plastic tableware and other plastic products, which took effect on 22 April 2024, we proactively updated our procurement guidelines to ensure strict compliance and mandated that all managed properties avoid purchasing products containing oxo-degradable plastics. To enforce this, we have introduced a specific clause in all procurement invitations to suppliers / contractors, explicitly prohibiting the provision of such products.

Effective supply chain management begins internally. To build capacity and ensure the seamless rollout of our updated frameworks, we hosted a "Sustainable Procurement 101" training course in January 2026, upskilling 106 employees. The training covered core sustainable procurement principles, updates to NFPM's Sustainable Procurement Policy and workflow processes, and actionable case studies for daily operations. The training was jointly delivered by a representative from the Institute of Purchasing & Supply of Hong Kong ("IPSHK") and our internal Procurement and Sustainability teams. The session combined external best practices with internal policies and case studies, equipping our teams with a holistic understanding of sustainable sourcing, empowering them to drive meaningful change from the ground up.

Sustainable Procurement Policy

- Carbon footprint reduction
- Responsible and ethical sourcing
- Life cycle impact
- Local community support

Sustainable Procurement 101

Delivered by
IPSHK
and NFPM internal Procurement & Sustainability Teams

Upskilling
106
employees

- Covered core sustainable procurement principles
- Updates to NFPM's sustainable procurement policy and workflow processes
- Actionable case studies for daily operations

CASE STUDY

Supply Chain Evaluation Mechanism: Enhancing Sustainable Procurement Lifecycle

To ensure our supply chain consistently meets our elevated standards, we have comprehensively enhanced our suppliers / contractors' evaluation framework across the entire procurement lifecycle, from pre-qualification to post-contract review. Rather than treating procurement as a transactional process, these upgrades enable us to identify, monitor, and support partners that align with our strategic sustainability objectives.

Quantified Achievements

190
new suppliers / contractors completed pre-qualification assessment

513
suppliers / contractors were evaluated on their sustainability performance during post-contract review

Delivered Impact

- Incorporated environmental and social considerations into procurement practices and influenced supply chain sustainability
- Reduced engagement of substandard suppliers / contractors and enhanced due diligence through AI tools

Synergistic Partners

- Employees
- Suppliers / Contractors

Pre-qualification Evaluation

As the first gateway in our supply chain management framework, we expanded the application of our "Sustainability Assessment Form". Previously applied only to bulk tenders initiated by Headquarters, it is now a standard requirement for all new suppliers / contractors across our managed properties. This form evaluates suppliers / contractors on their sustainability management, covering aspects such as environmental policies, labour law compliance, and corporate governance. By scaling this requirement across the company, we systematically prevent engagement with substandard partners, ensuring a consistently high baseline of sustainability compliance across our supply chain.

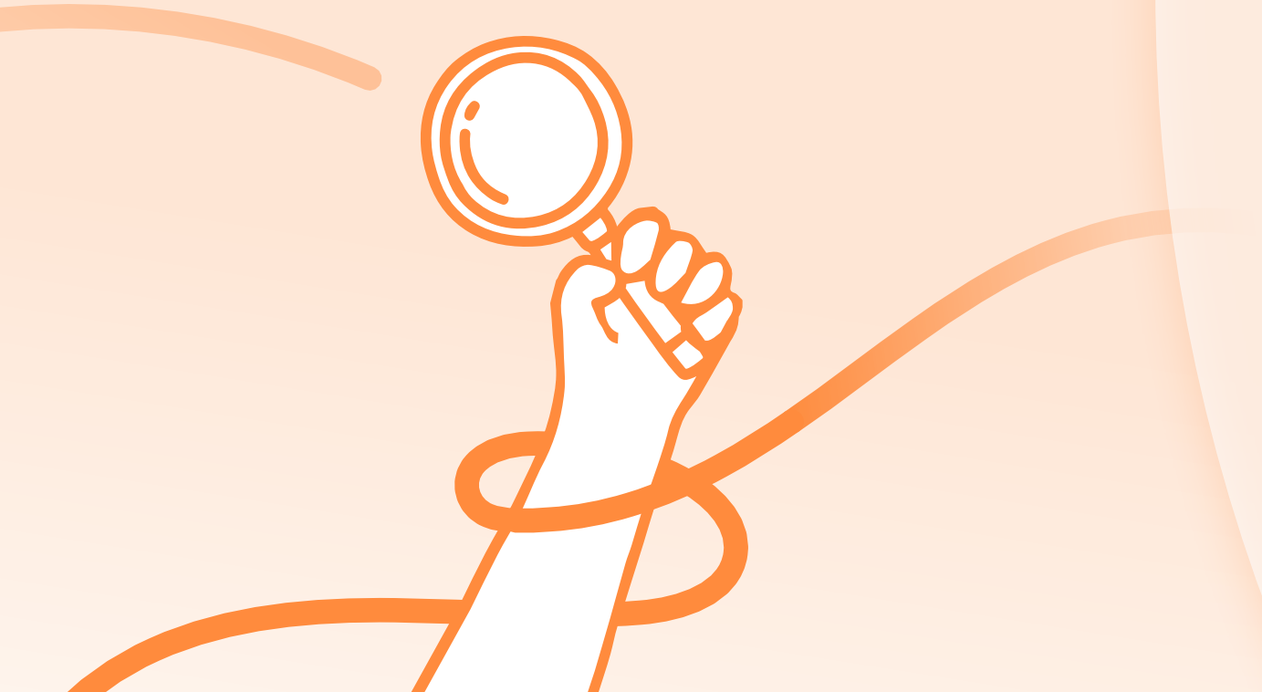
Post-contract Review

In December 2025, we enhanced our procurement system by incorporating a dedicated "Sustainability" scoring criterion into the existing post-contract evaluation mechanism. Upon contract completion, all managed properties are now required to formally evaluate the sustainability performance of suppliers / contractors, which accounts for 15% of the overall score. This helps ensure that suppliers / contractors are held accountable for meeting sustainability requirements throughout their service delivery, aligning their operations with our strategic objectives. Moving forward, we will introduce more granular assessment metrics to provide our employees and suppliers / contractors with clearer and more standardised guidelines for future evaluations.

AI-Driven Due Diligence

Embracing digitalisation and smart operations, we developed an AI tool to streamline and strengthen due diligence processes. This innovative tool enables our managed properties to rapidly cross-check potential suppliers / contractors against suspension and watchlists, reducing the risk of engaging high-risk or substandard suppliers / contractors. Furthermore, we also encourage our employees to use AI for in-depth internet screenings of potential bidders prior to issuing RFT and RFQ invitations. In February 2026, a secondary AI tool has been implemented to automatically scan online media for adverse news relating to our existing suppliers / contractors. This enhances the agility of our regular review process and strengthens overall supply chain risk management.

Appendices



7.1

Performance Data

Environmental

Indicators[1]	Unit[2]	2025/26[3]	2024/25[4]
EMISSIONS			
Greenhouse Gas Emissions[5, 6]			
Total GHG emissions	**tCO_2e**	**133,513.4**	**158,990.7[7]**
GHG emissions intensity	**$tCO_2e/1,000ft^2$**	**4.4**	**5.2[7]**
Direct emissions (Scope 1)	tCO_2e	197.3	1,870.1
Fuel	*tCO_2e*	*8.9*	*40.6*
Refrigerant	*tCO_2e*	*187.4*	*1,828.6*
Towngas	*tCO_2e*	*1.1*	*0.91*
Energy indirect emissions (Scope 2)	tCO_2e	43,319.1	48,880.5[7]
Electricity purchased[8]	*tCO_2e*	*43,318.9*	*48,880.3[7]*
Towngas	*tCO_2e*	*0.23*	*0.20*
Other indirect emissions (Scope 3)	tCO_2e	89,997.0	108,240.1
Fresh water and sewage processing	*tCO_2e*	*210.8*	*224.4*
Waste disposal at landfills	*tCO_2e*	*89,784.7*	*108,015.7*
Type of Emissions[9]			
Nitrogen oxides (NOx)	kg	0.08	0.07
Sulphur oxides (SOx)	kg	0.00	0.00
Particulate matter (PM)	kg	-	-

Indicators[1]	Unit[2]	2025/26[3]	2024/25[4]
ENERGY			
Energy Consumption[10]			
Total energy consumption	**GJ**	**404,730.9**	**419,028.7[7]**
Total energy consumption intensity	**$GJ/1,000ft^2$**	**13.3**	**13.8[7]**
Direct energy consumption	GJ	151.4	614.5
Diesel	*GJ*	*130.7*	*597.4*
Towngas	*GJ*	*20.7*	*17.1*
Indirect energy consumption[11]	GJ	404,579.5	418,414.2[7]
Purchased electricity	*kWh*	*112,383,196.4*	*116,226,161.4[7]*
Purchased electricity	*GJ*	*404,579.5*	*418,414.2[7]*
Energy Generation[12]			
Renewable electricity generated from solar photovoltaic system	GJ	3,510.7	3,469.8
WATER			
Fresh water	**m^3**	**463,287.1[13]**	**471,381.9[14]**
Fresh water intensity	**$m^3/1,000ft^2$**	**15.3[13]**	**15.5[14]**

Environmental

Indicators[1]	Unit[2]	2025/26[3]	2024/25[4]
WASTE[15]			
Waste Generated			
Waste generated	**tonne**	**63,162.7**	**73,522.7**
Waste generated intensity	**tonne/1,000ft²**	**2.1**	**2.4**
Waste Disposed			
Waste disposed	**tonne**	**59,856.5**	**72,010.4**
Waste disposed intensity	**tonne/1,000ft²**	**2.0**	**2.4**
Waste Diverted			
Waste diverted	**tonne**	**3,306.2**	**1,512.2**
Waste diverted intensity	**tonne/1,000ft²**	**0.11**	**0.05**
Total non-hazardous waste	tonne	3,190.7	1,482.7
Paper	*tonne*	*1,190.8*	*880.0*
Metal	*tonne*	*152.5*	*68.9*
Plastic	*tonne*	*158.2*	*125.2*
Glass	*tonne*	*120.5*	*110.3*
Beverage carton	*tonne*	*4.2*	*4.2*
Food waste	*tonne*	*722.7*	*159.5*
Used clothes	*tonne*	*77.9*	*78.3*
Others	*tonne*	*764.0*	*56.3*

Indicators[1]	Unit[2]	2025/26[3]	2024/25[4]
Total hazardous waste	tonne	115.4	29.6
Rechargeable battery	*tonne*	*0.79*	*0.55*
LED & light bulb	*tonne*	*4.3*	*1.3*
Toner & inkjet cartridge	*tonne*	*0.86*	*0.37*
Electronic & electrical waste	*tonne*	*109.4*	*27.1*
Others	*tonne*	*0.11*	*0.25*

Social

Indicators[16]		Unit	2025/26	2024/25
EMPLOYMENT				
Total Workforce[17]				
Total number of employees		**number**	**2,011**	**1,963**
By gender	Male	number (percentage)	1,140 (56.7%)	1,099 (56.0%)
	Female	number (percentage)	871 (43.3%)	864 (44.0%)
By employment contract	**Permanent**	**number**	**1,170**	**1,730**
	Male	number (percentage)	976 (55.1%)	936 (54.1%)
	Female	number (percentage)	794 (44.9%)	794 (45.9%)
	Temporary	**number**	**241**	**233**
	Male	number (percentage)	164 (68.0%)	163 (70.0%)
	Female	number (percentage)	77 (32.0%)	70 (30.0%)
By employment type	**Full-time**	**number**	**1,815**	**1,710**
	Part-time	**number**	**196**	**253**

Indicators[16]		Unit	2025/26	2024/25
By age group	Under 30 years old	number (percentage)	237 (11.8%)	232 (11.8%)
	30-50 years old	number (percentage)	690 (34.3%)	665 (33.9%)
	Over 50 years old	number (percentage)	1,084 (53.9%)	1,066 (54.3%)
By grade[18]	Senior Management	number (percentage)	9 (0.45%)	9 (0.46%)
	Middle Management	number (percentage)	104 (5.2%)	103 (5.2%)
	General Employee	number (percentage)	1,898 (94.4%)	1,851 (94.3%)
Total number of Senior Management		**number**	**9**	**9**
By gender	Male	number (percentage)	6 (66.7%)	6 (66.7%)
	Female	number (percentage)	3 (33.3%)	3 (33.3%)
By age group	Under 30 years old	number (percentage)	0 (0%)	0 (0%)
	30-50 years old	number (percentage)	2 (22.2%)	2 (22.2%)
	Over 50 years old	number (percentage)	7 (77.8%)	7 (77.8%)

Social

Indicators[16]		Unit	2025/26	2024/25
Total number of Middle Management		**number**	**104**	**103**
By gender	Male	number (percentage)	69 (66.3%)	69 (67.0%)
	Female	number (percentage)	35 (33.7%)	34 (33.0%)
By age group	Under 30 years old	number (percentage)	0 (0%)	0 (0%)
	30-50 years old	number (percentage)	78 (75.0%)	80 (77.7%)
	Over 50 years old	number (percentage)	26 (25.0%)	23 (22.3%)
Total number of General Employee		**number**	**1,898**	**1,851**
By gender	Male	number (percentage)	1,065 (56.1%)	1,024 (55.3%)
	Female	number (percentage)	833 (43.9%)	827 (44.7%)
By age group	Under 30 years old	number (percentage)	237 (12.5%)	232 (12.5%)
	30-50 years old	number (percentage)	610 (32.1%)	583 (31.5%)
	Over 50 years old	number (percentage)	1,051 (55.4%)	1,036 (56.0%)

Indicators[16]		Unit	2025/26	2024/25
New Hires				
Total number of new hires		**number**	**903**	**957**
Total new hires rate[19, 20]		**percentage**	**44.9%**	**48.8%**
By gender	Male	number (percentage)	547 (48.0%)	516 (47.0%)
	Female	number (percentage)	356 (40.9%)	441 (51.0%)
By age group	Under 30 years old	number (percentage)	193 (81.4%)	192 (82.8%)
	30-50 years old	number (percentage)	256 (37.1%)	312 (46.9%)
	Over 50 years old	number (percentage)	454 (41.9%)	453 (42.5%)
Turnover				
Total employee turnover		**number**	**855**	**767**
Total employee turnover rate[21, 22]		**percentage**	**42.5%**	**39.1%**
By gender	Male	number (percentage)	506 (44.4%)	432 (39.3%)
	Female	number (percentage)	349 (40.1%)	335 (38.8%)
By age group	Under 30 years old	number (percentage)	162 (68.4%)	134 (57.8%)
	30-50 years old	number (percentage)	220 (31.9%)	238 (35.8%)
	Over 50 years old	number (percentage)	473 (43.6%)	395 (37.1%)

Social

Indicators[16]	Unit	2025/26		2024/25	
OCCUPATIONAL HEALTH AND SAFETY[23]					
		Employee	Suppliers / Contractors	Employee	Suppliers / Contractors
Work-related Fatalities and Injuries					
Number of work-related fatalities	number	0	0	0	0
Rate of work-related fatalities	number per 200,000 hours worked	0	0	0	0
High-consequence work-related injuries[24]	number	0	0	0	0
Rate of high-consequence work-related injuries	number per 200,000 hours worked	0	0	0	0
Recordable work-related injuries[25]	number	30	7	31	7
Rate of recordable work-related injuries	number per 200,000 hours worked	1.2	0.67	1.3	0.55
Total hours worked[26]	hour	5,107,903	2,081,205	4,899,962	2,564,477
Work-related Ill Health					
Number of fatalities as a result of work-related ill health	number	0	0	0	0
Number of cases of recordable work-related ill health	number	0	0	0	0

Indicators[16]		Unit	2025/26	2024/25
TRAINING AND EDUCATION[27]				
Breakdown of Employees Trained				
By gender	Male	percentage	58.8%	58.5%
	Female	percentage	41.2%	41.5%
By grade	Senior Management	percentage	0.40%	0.42%
	Middle Management	percentage	5.4%	5.9%
	General Employee	percentage	94.2%	93.6%
Training Hours				
Total training hours		**hour**	**65,815.7**	**59,557.4**
Average training hours		**hours/employee**	**36.3**	**34.8**
By gender	Male	hours/employee	35.5	31.2
	Female	hours/employee	37.2	29.2
By grade	Senior Management	hours/employee	30.9	24.4
	Middle Management	hours/employee	56.3	57.3
	General Employee	hours/employee	35.0	33.4

Social

Indicators[16]		Unit	2025/26	2024/25
PARENTAL LEAVE[28]				
Total employees entitled to parental leave		**number**	**1,709**	**1,587**
By gender	Male	number	983	918
	Female	number	726	669
Total employees who took parental leave		**number**	**12**	**13**
By gender	Male	number	4	6
	Female	number	8	7
Total number of employees who returned to work in the Reporting Period after parental leave ended		**number**	**10**	**10**
By gender	Male	number	4	6
	Female	number	6	4
Total number of employees who returned to work after parental leave ended and were still employed 12 months after returning to work		**number**	**9**	**1**
By gender	Male	number	6	1
	Female	number	3	0
Return of work rates of employees that took parental leave[29]				
By gender	Male	percentage	100%	100%
	Female	percentage	75.0%	57.1%
Retention rates of employees that took parental leave[30]				
By gender	Male	percentage	100%	50.0%
	Female	percentage	75.0%	0%

Governance

Indicators			Unit	2025/26	2024/25
ANTI-CORRUPTION					
Total number of anti-corruption training[31]					
Total employees trained			number	1,721	1,522
Total training hours			hour	1,047.4	925.2
Percentage of employee trained			percentage	94.8%	89.0%
By grade	**Senior Management**				
		Employee trained	number	8	9
		Trained hours	hour	4.8	10.9
		Percentage of employee trained	percentage	88.9%	100%
	Middle Management				
		Employee trained	number	104	103
		Trained hours	hour	75.5	83.4
		Percentage of employee trained	percentage	100%	100%
	General Employee				
		Employee trained	number	1,609	1,410
		Trained hours	hour	967.1	830.9
		Percentage of employee trained	percentage	94.5%	88.2%
Total confirmed anti-corruption case			**number**	**0**	**0**
Total anti-competitive behaviour and violations of anti-trust and monopoly legislation case			**number**	**0**	**0**

1 Due to rounding, figures may not sum exactly to the totals shown. Figures of previous reporting years may update accordingly due to updated conventions.

2 Abbreviations of units: tonnes of CO_2 equivalent ("tCO_2e"), gigajoules ("GJ"), kilowatt hours ("kWh").

3 The calculation of the intensity of each environmental indicator is based on the total gross floor area 30,370,825.8 ft^2 managed by NFPM as of the end of the respective Reporting Period.

4 2024/25 GHG emissions, energy indirect emissions, energy consumption and purchased electricity data have been restated to reflect an update in the electricity mix used for calculation and to align with the latest Reporting Period methodology.

5 The standard and methodology adopted for calculating and reporting on GHG emissions is based on the Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2026 edition) published by the Environment and Ecology Bureau and the Electrical and Mechanical Services Department of the HKSAR Government and the GHG Protocol – A Corporate Accounting and Reporting Standard published by World Business Council for Sustainable Development and World Resources Institute.

GHG types include CO_2, CH_4, N_2O, HFCs and PFCs. Global Warming Potential ("GWP") values are sourced from the Sixth Assessment Report ("AR6") of the Intergovernmental Panel on Climate Change ("IPCC"). These factors reflect a 100-year time horizon.

The operational control consolidation approach is used to account for GHG emissions.

6 The source of emissions factors for the calculation of GHG emissions include Guidelines to Account for Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2026 edition), How to Prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs published by The Stock Exchange of Hong Kong Limited ("HKEX"), Annual Report of Water Supplies Department, Sustainability or ESG Reports of Drainage Services Department, CLP Holdings Limited, Hongkong Electric Company Limited and The Hong Kong and China Gas Company Limited.

7 The data has been restated based on updated calculation methodology.

8 Scope 2 energy indirect emissions include all grid electricity purchased for managed properties and electricity consumed by NFPM-owned EVs.

9 The calculation methodologies and emission factors are referenced from AR6 of the IPCC and How to Prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs published by HKEX.

10 Conversion factors used to standardise the units to GJ: diesel (0.039GJ/L), towngas (0.048GJ/unit) and electricity (0.0036GJ/kWh).

11 Total electricity consumption includes all grid electricity purchased for managed properties and electricity consumed by NFPM-owned EVs. Electricity consumption is calculated based on the vehicle's fuel efficiency, which is derived from the battery capacity and range. Assumptions include standard charging efficiency and nominal driving conditions.

12 The renewable energy generated is sold to the power company.

13 Water consumption data are based on Water Supplies Department records and/or meter records.

14 Water consumption data of the 24 managed properties for 2024/25 were unavailable from the Water Supplies Department at the time of the Report publication, thus the corresponding water consumption was estimated.

15 Waste data is captured from the records issued by licensed suppliers / contractors and recycling facilities.

16 Due to rounding, percentages may not add up to 100%. Figures of previous reporting years may update accordingly due to updated conventions.

17 Workforce data of employees and suppliers / contractors is provided in headcount.

18 Senior Management refers to Assistant General Manager or above (including Boards of Directors), Middle Management refers to Assistant Manager to Senior Manager and General Employee refers to all other employees.

19 New hires rate is calculated by the total number of new employee hires during the Reporting Period divided by the total number of employees at the end of the Reporting Period, and then multiplied by 100%.

20 New hires rate by gender and age group is calculated by the total number of new employee hires (per each gender type and age group) during the Reporting Period divided by the total number of employees (per each gender type and age group) at the end of the Reporting Period, and then multiplied by 100%.

21 Turnover rate is calculated by the total number of employee turnover during the Reporting Period divided by the total number of employees at the end of the Reporting Period, and then multiplied by 100%.

22 Turnover rate by gender and age group is calculated by the total number of employee turnover (per each gender type and age group) during the Reporting Period divided by the total number of employees (per each gender type and age group) at the end of the Reporting Period, and then multiplied by 100%.

23 Occupational health and safety data includes both employees and suppliers / contractors engaged by NFPM.

24 High-consequence work-related injuries (excluding fatalities) refer to work-related injury that results in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

25 Work-related injury or ill health that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury or ill health diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.

26 Total worked hours are calculated by estimations.

27 Training data consists of full-time employees.

28 Full-time employees are entitled to parental leave.

29 Return to work rate is calculated as the total number of employees who did return to work after parental leave divided by the total number of employees due to return to work after taking parental leave, and then multiplied by 100%.

30 Retention rate is calculated as the total number of employees retained for 12 months after returning to work following a period of parental leave divided by the total number of employees returning from parental leave in the prior Reporting Period(s), and then multiplied by 100%.

31 Training data consists of full-time employees.

7.2

GRI Content Index

NFPM has reported in accordance with the GRI Standards for the period 1 April 2025 to 31 March 2026.

GRI Standard	Disclosure	Reference / *Remarks or Reason for Omission
GRI 1: Foundation 2021		
General Disclosures		
GRI 2: General Disclosures 2021	**The organisation and its reporting practices**	
	2-1 Organisational details	Introduction – About Nan Fung Property Management
	2-2 Entities included in the organisation's sustainability reporting	Introduction – About the Report Introduction – About Nan Fung Property Management
	2-3 Reporting period, frequency and contact point	Introduction – About the Report *This Sustainability Report published in September 2026.
	2-4 Restatements of information	*Restatements of information are provided in the corresponding report sections.
	2-5 External assurance	Introduction – About the Report Appendices – Verification Statement
	Activities and workers	
	2-6 Activities, value chain and other business relationships	Introduction – About Nan Fung Property Management Sustainability Strategy – Stakeholder Engagement Partnership – Supply Chain Management *NFPM has engaged in both long-term and short-term business relationships with various suppliers / contractors, depending on the scale and nature of business activities, ranging from providing construction materials and office equipment to project-based landscape design and consultancy services. All of NFPM's suppliers / contractors and downstream entities are from Hong Kong. Our downstream entities consist of residential and commercial tenants. There were no significant changes in the organisation's sectors, value chain and other business relationships compared to the previous Reporting Period.

GRI Standard	Disclosure	Reference / *Remarks or Reason for Omission
GRI 2: General Disclosures 2021	2-7 Employees	People – Talent Attraction and Retention Appendices – Performance Data
	2-8 Workers who are not employees	Appendices – Performance Data *Suppliers / contractors are major workers who are not employees in NFPM.
	Governance	
	2-9 Governance structure and composition	Sustainability Strategy – Sustainability Governance Appendices – Performance Data
	2-10 Nomination and selection of the highest governance body	*Potential new Directors are identified and considered by the Boards / Companies based on a range of objective criteria, including gender, age, cultural diversity, educational background, professional knowledge, sustainability-related metrics, skills and experience, which, in the opinion of the Directors, will enable them to make positive contributions to the performance of the Boards.
	2-11 Chair of the highest governance body	Sustainability Strategy – Sustainability Governance Governance – Business Ethics and Corporate Compliance
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Strategy – Sustainability Governance
	2-13 Delegation of responsibility for managing impacts	Sustainability Strategy – Sustainability Governance
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Strategy – Sustainability Governance
	2-15 Conflicts of interest	Governance – Business Ethics and Corporate Compliance *Conflicts of interests are confidential and reported internally.
	2-16 Communication of critical concerns	Governance – Business Ethics and Corporate Compliance Sustainability Strategy – Sustainability Risk Management
	2-17 Collective knowledge of the highest governance body	Sustainability Strategy – Sustainability Governance People – Employee Learning and Development Governance – Business Ethics and Corporate Compliance
	2-18 Evaluation of the performance of the highest governance body	People – Talent Attraction and Retention
	2-19 Remuneration policies	People – Talent Attraction and Retention
	2-20 Process to determine remuneration	People – Talent Attraction and Retention
	2-21 Annual total compensation ratio	*Compensations of employees are confidential and protected under our human resources practices.

GRI Standard	Disclosure	Reference / *Remarks or Reason for Omission
GRI 2: General Disclosures 2021	**Strategy, policies and practices**	
	2-22 Statement on sustainable development strategy	Introduction – Message from the Chairperson of the Steering Committee on Sustainable Development
	2-23 Policy commitments	Sustainability Strategy – Sustainability Governance Sustainability Strategy – Sustainability Risk Management People – Talent Attraction and Retention People – Wellness for All People – Customer Experience Environment – Environmental Management Approach Environment – Climate Adaptation and Resilience Governance – Data Privacy and Security Governance – Business Ethics and Corporate Compliance Partnership – Supply Chain Management *Policy commitments are not publicly available as NFPM does not have a company website. All policies are endorsed by the Steering Committee on Sustainable Development.
	2-24 Embedding policy commitments	Sustainability Strategy – Sustainability Governance Sustainability Strategy – Sustainability Risk Management People – Talent Attraction and Retention People – Wellness for All People – Customer Experience Environment – Environmental Management Approach Environment – Climate Adaptation and Resilience Governance – Data Privacy and Security Governance – Business Ethics and Corporate Compliance Partnership – Supply Chain Management
	2-25 Processes to remediate negative impacts	Sustainability Strategy – Sustainability Risk Management People – Talent Attraction and Retention People – Wellness for All People – Customer Experience Environment – Environmental Management Approach Environment – Climate Adaptation and Resilience Governance – Data Privacy and Security Governance – Business Ethics and Corporate Compliance Partnership – Supply Chain Management

GRI Standard	Disclosure	Reference / *Remarks or Reason for Omission
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	Sustainability Strategy – Sustainability Governance Governance – Business Ethics and Corporate Compliance
	2-27 Compliance with laws and regulations	Governance – Business Ethics and Corporate Compliance
	2-28 Membership associations	Introduction – Awards and Memberships
	Stakeholder engagement	
	2-29 Approach to stakeholder engagement	Sustainability Strategy – Stakeholder Engagement
	2-30 Collective bargaining agreements	*There are no formal collective bargaining agreements within NFPM. However, all our employees are free to engage in trade unions and collective bargaining agreements.
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Strategy – Materiality Assessment
	3-2 List of material topics	Sustainability Strategy – Materiality Assessment
Governance		
Indirect Economic Impacts		
GRI 203: Indirect Economic Impacts 2016	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment People – Talent Attraction and Retention People – Employee Learning and Development People – Wellness for All People – Customer Experience People – Community Investment Environment – Environmental Management Approach Environment – Carbon and Energy Management Environment – Water Management Environment – Resources Management and Circularity Environment – Climate Adaptation and Resilience Governance – Data Privacy and Security Governance – Business Ethics and Corporate Compliance Governance – Digitalisation and Smart Operation Partnership – Stakeholder Partnership Partnership – Supply Chain Management
	203-1 Infrastructure investments and services supported	*Immaterial to NFPM's operations*
	203-2 Significant indirect economic impacts	*NFPM has identified impacts, risks and opportunities for material topics through the double materiality assessment, which includes significant indirect economic impacts.

GRI Standard	Disclosure	Reference / *Remarks or Reason for Omission
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment Governance – Business Ethics and Corporate Compliance
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Governance – Business Ethics and Corporate Compliance
	205-2 Communication and training about anti-corruption policies and procedures	Governance – Business Ethics and Corporate Compliance Partnership – Supply Chain Management Appendices – Performance Data
	205-3 Confirmed incidents of corruption and actions taken	Governance – Business Ethics and Corporate Compliance
Anti-competitive Behaviour		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment Governance – Business Ethics and Corporate Compliance
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	*No cases regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation were identified by NFPM during the Reporting Period.
Environment		
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment Environment – Environmental Management Approach Environment – Carbon and Energy Management
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Appendices – Performance Data
	302-2 Energy consumption outside of the organisation	*NFPM is in the process of collecting energy consumption data of downstream leased assets. Relevant information will be disclosed in future reports.
	302-3 Energy intensity	Appendices – Performance Data
	302-4 Reduction of energy consumption	Sustainability Strategy – Sustainability Framework 2030 Environment – Carbon and Energy Management Appendices – Performance Data
	302-5 Reductions in energy requirements of products and services	*Not applicable to NFPM's operations.

GRI Standard	Disclosure	Reference / *Remarks or Reason for Omission
Water and Effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment Environment – Water Management
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environment – Water Management
	303-2 Management of water discharge-related impacts	Environment – Water Management *Wastewater from NFPM's operations is discharged to municipal sewerage systems for treatment, in full compliance with applicable local laws and regulations.
	303-3 Water withdrawal	Appendices – Performance Data *All water consumed in NFPM's operations are sourced from municipal water supplies.
	303-4 Water discharge	Appendices – Performance Data *Wastewater from NFPM's operations is discharged to municipal sewerage systems for treatment.
	303-5 Water consumption	Appendices – Performance Data
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment Environment – Environmental Management Approach Environment – Carbon and Energy Management
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Appendices – Performance Data
	305-2 Energy indirect (Scope 2) GHG emissions	Appendices – Performance Data
	305-3 Other indirect (Scope 3) GHG emissions	Appendices – Performance Data *The calculation of NFPM-wide Scope 3 emissions follows the GHG Protocol and encompasses category 1 purchased goods and services, and category 5 waste generated in operations. We are in the process of improving Scope 3 emissions inventory to further evaluate and monitor our carbon footprint across the value chain.
	305-4 GHG emissions intensity	Appendices – Performance Data
	305-5 Reduction of GHG emissions	Sustainability Strategy – Sustainability Framework 2030 Appendices – Performance Data
	305-6 Emissions of ozone-depleting substances (ODS)	*Production, imports, and exports of ODS are considered as not applicable to NFPM's operations.
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Appendices – Performance Data

GRI Standard	Disclosure	Reference / *Remarks or Reason for Omission
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment Environment – Environmental Management Approach Environment – Resources Management and Circularity
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environment – Environmental Management Approach Environment – Resources Management and Circularity
	306-2 Management of significant waste-related impacts	Environment – Environmental Management Approach Environment – Resources Management and Circularity Partnership – Stakeholder Partnership
	306-3 Waste generated	Appendices – Performance Data
	306-4 Waste diverted from disposal	Appendices – Performance Data *Recyclable non-hazardous waste and hazardous waste generated by NFPM were collected by qualified suppliers / contractors.
	306-5 Waste directed to disposal	Appendices – Performance Data *Non-hazardous waste generated by NFPM was directed to the landfills in Hong Kong.
Social		
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment People – Talent Attraction and Retention
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	People – Talent Attraction and Retention Appendices – Performance Data
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	People – Talent Attraction and Retention
	401-3 Parental leave	Appendices – Performance Data

GRI Standard	Disclosure	Reference / *Remarks or Reason for Omission
Labour / Management Relations		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment People – Talent Attraction and Retention
GRI 402: Labor / Management Relations 2016	402-1 Minimum notice periods regarding operational changes	*Minimum notice periods can be found in employment contracts. No collective bargaining agreements were signed between NFPM and worker's organisations.
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment People – Wellness for All
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	People – Wellness for All
	403-2 Hazard identification, risk assessment, and incident investigation	People – Wellness for All
	403-3 Occupational health services	People – Wellness for All
	403-4 Worker participation, consultation, and communication on occupational health and safety	People – Wellness for All
	403-5 Worker training on occupational health and safety	People – Wellness for All
	403-6 Promotion of worker health	People – Wellness for All
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	People – Wellness for All Partnership – Supply Chain Management
	403-8 Workers covered by an occupational health and safety management system	People – Wellness for All
	403-9 Work-related injuries	People – Wellness for All Appendices – Performance Data
	403-10 Work-related ill health	People – Wellness for All Appendices – Performance Data

GRI Standard	Disclosure	Reference / *Remarks or Reason for Omission
Training and Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment People – Employee Learning and Development
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	People – Employee Learning and Development Appendices – Performance Data
	404-2 Programmes for upgrading employee skills and transition assistance programmes	People – Employee Learning and Development
	404-3 Percentage of employees receiving regular performance and career development reviews	People – Talent Attraction and Retention *All eligible employees received an annual performance evaluation during the Reporting Period.
Diversity and Equal Opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment People – Talent Attraction and Retention People – Employee Learning and Development
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Appendices – Performance Data
	405-2 Ratio of basic salary and remuneration of women to men	*Compensation information of employees is confidential and protected under our human resources practices.
Non-discrimination		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment People – Talent Attraction and Retention People – Employee Learning and Development People – Customer Experience Partnership – Supply Chain Management
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	*No violation of laws and regulations related to discrimination was identified in our operations or across our supply chain.

GRI Standard	Disclosure	Reference / *Remarks or Reason for Omission
Child Labour		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment People – Talent Attraction and Retention Partnership – Supply Chain Management
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	*NFPM's operations are routinely assessed to eliminate any potential cases of child labour. Since most of our suppliers / contractors operate in Hong Kong and are service providers, the occurrence of child labour is deemed very unlikely. Nevertheless, suppliers / contractors are obligated to comply with our Supplier Code of Conduct.
Forced or Compulsory Labour		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment People – Talent Attraction and Retention Partnership – Supply Chain Management
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	*NFPM's operations are routinely assessed to eliminate any potential cases of forced labour. Since most of our suppliers / contractors operate in Hong Kong and are service providers, the occurrence of forced labour is deemed very unlikely. Nevertheless, suppliers / contractors are obligated to comply with our Supplier Code of Conduct.
Customer Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment People – Wellness for All People – Customer Experience
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	People – Customer Experience
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	*There were no incidents of non-compliance identified concerning the health and safety impacts of our services.
Customer Privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Strategy – Materiality Assessment Governance – Data Privacy and Security
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance – Data Privacy and Security

7.3

Disclaimer

The information, statements, analyses, views, opinions and conclusions contained in this Report and any related materials are intended solely for reference. They are not intended to constitute advice of any kind or the rendering of legal, consulting or other professional services.

No warranty, representation or undertaking (express or implied) is given, and no reliance should be placed on, the accuracy, fairness, completeness, suitability or reliability of the data, information, contents or opinions represented in this Report or any verbal or written communication in connection with this Report (collectively, the "Contents"). No responsibility or liability is assumed by NFPM or by any of its agents, directors, employees, advisers, representatives or by any person giving or providing any Contents in respect of any losses, claims, costs or expenses, including indirect or consequential damages or loss of profit, arising in any way from or in connection with any Contents. All Contents found in this Report and any related materials including figures, tables, charts, texts, images, audio, recording or in any other format were created for information purposes only.

This Report may contain certain forward-looking statements that reflect NFPM's beliefs, plans or expectations about the future or future events. These forward-looking statements are based on assumptions, current predictions and projections, and are therefore subject to inherent risks, uncertainties and other factors beyond NFPM's control. The actual results or outcomes may differ materially and/or adversely due to a number of factors. Nothing contained in these forward-looking statements is, or shall be, relied upon as any assurance or representation as to the future or as a representation or warranty otherwise. Neither NFPM nor any of its agents, directors, employees, advisers or representatives assume any responsibility to update these forward-looking statements or to adapt them to future events or developments or to provide supplemental information in relation thereto or to correct any inaccuracies.

No part of this Report may be used, reproduced, distributed or transmitted in any form or by any means, including photocopying, recording or other electronic or mechanical methods without the prior written consent of NFPM.

NFPM reserves the right to amend, supplement, delete and retract any of the Contents and any part of this Report at any time without notice. This Report may include links or references to other resources and websites. These links and references are provided for convenience only and NFPM does not endorse, guarantee, approve or make any representation or claim regarding their accuracy, completeness, copyright, compliance or legality.

NFPM disclaims any and all liability to you or any person for any direct, indirect, implied, punitive, special, ancillary, incidental or other consequential damages arising directly or indirectly from this Report or its Contents.

In case of discrepancies between the English version and Chinese version in respect of all or any part of this Report, the English version shall prevail.

7.4

Verification Statement

SGS

ASSURANCE STATEMENT

SGS HONG KONG LIMITED'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE SUSTAINABILITY REPORT 2025/26 OF NAN FUNG PROPERTY MANAGEMENT

NATURE OF THE ASSURANCE/VERIFICATION

SGS Hong Kong Limited (hereinafter referred to as SGS) was commissioned by Nan Fung Property Management (hereinafter referred to as NFPM) to conduct an independent assurance of the "Sustainability Report 2025/26" (hereinafter referred to as the Report). The reporting period of the Report is 1 April 2025 to 31 March 2026.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all NFPM's Stakeholders.

RESPONSIBILITIES

The information in the Report and its presentation are the responsibility of the directors, governing body and the management of NFPM. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of verification with the intention to inform all NFPM's stakeholders.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

The SGS ESG & Sustainability Report Assurance protocols used to conduct assurance are based upon internationally recognised reporting and assurance guidance and standards including the principles of reporting process contained within the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) GRI 1: Foundation 2021 for report quality, GRI 2 General Disclosure 2021 for organisation's reporting practices and other organizational detail, GRI 3 2021 for organisation's process of determining material topics, its list of material topics and how to manage each topic, and the guidance on levels of assurance contained within the AA1000 series of standards and International Standard on Assurance Engagements 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (ISAE 3000).

The assurance of this report has been conducted according to the following Assurance Standards:

Assurance Standards		Level of Assurance
A	SGS ESG & SRA Assurance Protocols (based on GRI Principles and guidance in AA1000)	N/A
B	ISAE 3000	Limited

SCOPE OF ASSURANCE AND REPORTING CRITERIA

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information and evaluation of adherence to the following reporting criteria:

Reporting Criteria Options	
1	GRI Standards 2021 (In Accordance with)

GP5024 Issue 6

ASSURANCE METHODOLOGY

The assurance comprised a combination of pre-assurance research, interviews with relevant employees, documentation and record review as well as data validation.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

LIMITATIONS AND MITIGATION

Financial data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process. Note here any other specific limitations for the assurance engagement and actions taken to mitigate those limitations.

Some statements and data within the scope were not assured due to lack of accessible records during the timescale allowed for assurance.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in testing, inspection and certification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirms our independence from NFPM, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors and sustainability professionals specializing in the Environmental, Social and Governance (ESG), environmental and carbon fields.

ASSURANCE/VERIFICATION OPINION

On the basis of the methodology described and the verification work performed, nothing has come to our attention that causes us to believe that the specified performance information included in the scope of assurance is not fairly stated and has not been prepared, in all material respects, in accordance with the reporting criteria.

We believe that NFPM has chosen an appropriate level of assurance for this stage in their reporting.

Signed:
For and on behalf of SGS Hong Kong Limited

Director
Business Assurance
5th August 2026

WWW.SGS.COM

GP5024 Issue 6

We Improve the Quality of Life

南 豐 物 業 管 理
NAN FUNG PROPERTY MANAGEMENT

Sustainability Framework 2030