



Mrs Ayesha Macpherson Lau
Chairman

Chairman's Statement

I am honoured to be re-appointed as Chairman of eMPF Company for another term, and have the opportunity to continue to serve the public and participate in the eMPF Platform project (Project) which will benefit all employers and employees in Hong Kong. In year 2024–25, there has been remarkable progress as we navigate through our strategic roadmap. I am pleased to present to you the annual report of the year.

eMPF in the Digital Age

In the digital age we live in today, technology pervades every facet of our daily lives, reshaping how we work, communicate, learn, and interact with one another. The striving for cost-efficiency in modern times and the demand for an enhanced user experience in evolving digital landscape are drivers for change.

We launched eMPF on 26 June 2024, an initiative that echoes with the Government's policy to promote green finance and aims to rationalize the MPF ecosystem and address longstanding challenges.

The centralized eMPF is the first of this kind in the world that offers a seamless and personalized experience, empowering users to efficiently manage their MPF investment and savings so as to building a more secure financial future.

By 31 March 2025, six MPF schemes have onboarded since the launch of eMPF. Three more schemes have onboarded by early May 2025. Approximately 8% of the total assets-under-management within the MPF System, previously scattered across different MPF schemes administered by different trustees with separate systems, are now centrally administered on this single platform. With the joint effort by MPFA, eMPF Company and the Core Contractor¹, I am pleased to see that eMPF has been operating effectively, as proven by the number of transactions it handled.

We are making relentless efforts to prepare for the migration of MPF accounts from the remaining MPF schemes over the coming months. With the experience of onboarding and users' feedback, we are continually making enhancements to improve the service quality and operations. Despite the technical and operational complexities involved in data migration, we remain focused on and are confident in attaining our goal of onboarding all MPF trustees to eMPF by end December 2025.

Building a Sustainable Future

With the Government's support, the Project is backed by public funding of approximately \$4.9 billion for software and hardware development, system maintenance and initial operation of eMPF. This financial commitment and our continuous investment of resources underscore a steadfast dedication to the success of the Project.

The long-term benefits generated by eMPF will far outweigh the upfront cost, providing tangible value for money.

By harnessing contemporary technologies, eMPF establishes a foundation for efficiency and effectiveness in delivering MPF services and solutions. Its impact goes beyond financial metrics, offering efficiency gains and an enhanced user experience.

eMPF will lead to steady declines in the average MPF administration fee by 36% in the first two years of operation, potentially achieving total cumulative cost savings of \$30 billion to \$40 billion over the course of 10 years, representing a 41% to 55% reduction in MPF administration fee. According to the statutory requirements of a "straight pass-on" of cost savings and "corresponding fee reduction", scheme members will directly benefit from these substantial fee reductions.

¹ PCCW Solutions Limited has been engaged as the Core Contractor for the design, development and operation of eMPF.

eMPF also contributes to fostering a thriving green fintech ecosystem in Hong Kong. Digital transformation driven by eMPF is promising with almost two-thirds of MPF instructions for onboarded schemes submitted electronically, indicating a successful tactic to encourage digital uptake in MPF administration.

By adopting energy-efficient data centres, digital workflows, and cloud-based solutions, eMPF vastly enhances the eco-friendliness of MPF operations and reduces its environmental impact, thereby promoting sustainability and environmental stewardship in the quest for a greener future.

Further aspirations to realize

While the Project execution and eMPF operation are managed by the Core Contractor under a total outsourcing arrangement, eMPF Company maintains rigorous contractor management to drive for the success and smooth operation of eMPF. Regular dialogues are maintained at multiple levels from the top management of the Core Contractor's group company to operational teams for prompt resolution of issues. Together, we strive for excellence.

Increasing digital uptake enhances the cost-efficiency of eMPF. Our baseline target is to achieve 90% digital adoption in the fifth year of its operation. In the long term, we aspire to transition the MPF System into a greener operating environment, with the ultimate goal of becoming fully paperless and digital.

We remain attuned to technological advancements, with our strategic roadmap featuring continued investments in digital infrastructure, smart technologies and big data analytics. These efforts aim to enhance the functionalities of eMPF and provide top-notch and bespoke services that not only meet but exceed user expectations. Robust security measures will continue to be strengthened as reliance on technology grows, cybersecurity and data privacy have become more crucial.

Addressing different users' needs

While back-end system engineering is essential, the user interface is equally crucial for gaining buy-in. We actively respond to users' feedback and are committed to raising public awareness and securing users' support for eMPF. In addition to extensive publicity and education efforts, we conduct regular stakeholder engagements to keep abreast of changing user needs and collect users' feedback through various means.

We will continue to modernize services across all channels and prioritize service delivery performance. Alongside the eMPF hotline, service centres, and user training, kiosks have now been installed at all 18 districts throughout Hong Kong. Additionally, personalized and on-site support is available to assist employers in registering for and using eMPF.

As we continue to innovate and evolve, we will maintain agility in our approach, staying resilient and adaptive to change, while enhancing our capabilities. Our commitment includes investing in our people, systems, and technology to achieve smarter and more effective outcomes. With a clear roadmap and a team of dedicated professionals, we are confident in our ability to achieve sustained success and create long-term value for our stakeholders.

Acknowledgements

I would like to take this opportunity to extend my gratitude to my fellow directors for their valuable insights and guidance, which have been instrumental in navigating eMPF Company through this challenging journey.

The guidance of the HKSAR Government and the staunch support from the Mandatory Provident Fund Schemes Authority, the parent entity of eMPF Company, have been crucial to the success of the Project.

I also express my sincere appreciation to the MPF industry for their contribution to the Project and to our stakeholders for their unwavering support.

eMPF Company operates eMPF as a public utility on not-for-profit and cost-recovery principles. Exercising stringent fiscal prudence, eMPF Company, underpinned by the dedication and expertise of its talented team under the capable leadership of Chief Executive Officer, Mr Eric Lui, continues to fulfil its mission.

Together, we will continue to overcome future challenges and uphold our commitment to excellence.



Ayesha Macpherson Lau
Chairman



Chairman at the media interview on Annual Report 2023-24