Directors' Report

Directors' Report

The directors present herewith their annual report together with the audited financial statements for the year ended 31 March 2026.

Principal Place of Business

eMPF Company is a company incorporated and domiciled in Hong Kong and has its registered office and principal place of business at Level 12, Tower 1, The Millennity, 98 How Ming Street, Kwun Tong, Hong Kong.

Principal Activities

The principal activities of eMPF Company are to carry out the functions delegated by MPFA and any other functions as stipulated under the applicable legislation, including but not limited to designing, building, developing and operating the eMPF Platform, to standardize, streamline and automate the administration processes of the MPF schemes of Hong Kong.

Business Review

eMPF Company's businesses and performance can be found throughout this annual report and their cross references are set out in the table below. These discussions form part of this directors' report.

Required Disclosures		Relevant Sections
1	A fair review of eMPF Company's business and a discussion and an analysis of its performance during the year	• Performance Highlights • CEO's Message (pages 7 to 8) • Business Review (pages 25 to 31)
2	Description of the principal risks and uncertainties facing eMPF Company	• Business Review (page 27)
3	Particulars of important events affecting eMPF Company that have occurred since the end of the financial year	• Chairman's Statement (pages 3 to 4) • CEO's Message (page 7) • Risk Management and Internal Controls (page 22) • Business Review (page 25)
4	Outlook of eMPF Company's business	• Chairman's Statement (pages 3 to 5) • CEO's Message (pages 8 to 9)
5	Details regarding eMPF Company's compliance with relevant laws and regulations which have a significant impact on eMPF Company	• Risk Management and Internal Controls (pages 23)
6	Description of eMPF Company's relationships with its stakeholders that have a significant impact on eMPF	• CEO's Message (pages 7 to 9) • Business Review (pages 28 to 30 on stakeholders engagement, page 31 on financial resources, attracting and developing talents)

Results and Appropriations

The results of eMPF Company for the year ended 31 March 2026 are set out in the income and expenditure account on page 40.

The directors do not recommend payment of a dividend.

Share Capital

Details of share capital of eMPF Company are set out in Note 22 to the financial statements.

Directors

The directors during the year and up to the date of this report are:

Non-Executive Directors

Ayesha Abbas Macpherson
Chan Kam-lam
Tang Ka-piu
Leung Kwong-wai
Li Tsz-shu
Webster Ng Kam-wah
Dieter Yih Lai-tak
Yip Chung-yin
Chan Hoi-yan
Jack Poon Sik-ching
Cheng Yan-chee
Yan Mei-mei *(retired on 8 April 2026)*
Ho Siu-hong *(appointed on 11 April 2026 and retired on 26 May 2026)*
Fung Wing-ping Angelina (appointed on 26 May 2026)
Ko Yee-wai *(alternate to Yan Mei-mei, retired on 8 April 2026) (alternate to Ho Siu-hong, appointed on 11 April 2026 and retired on 26 May 2026) (alternate to Fung Wing-ping Angelina, appointed on 26 May 2026)*
Fan Kwok-shun *(alternate to Yan Mei-mei, retired on 8 April 2026) (alternate to Ho Siu-hong, appointed on 11 April 2026 and retired on 26 May 2026) (alternate to Fung Wing-ping Angelina, appointed on 26 May 2026)*
Chan Wing-shiu *(retired on 2 July 2025)*
Hui Chark Shum *(appointed on 2 July 2025)*
Lai Sai-ming *(alternate to Chan Wing-shiu, retired on 2 July 2025) (alternate to Hui Chark Shum, appointed on 2 July 2025 and retired on 2 October 2025)*
Cheung Yuet *(alternate to Hui Chark Shum, appointed on 20 October 2025)*

Executive Director

Lui Chi-kin

Permitted Indemnity Provision

A permitted indemnity provision (as defined in section 469 of the Companies Ordinance (Cap. 622)) for the benefit of the directors of eMPF Company is currently in force and was in force throughout the year in accordance with section 470 of the Companies Ordinance (Cap. 622).

A directors and officers liability insurance is currently in place, and was in place during the year to protect the directors and officers of eMPF Company against potential costs and liabilities arising from claims brought against them.

Directors' Interests in Transactions, Arrangements or Contracts

No transaction, arrangement or contract of significance to which eMPF Company, or its holding company was a party, and in which a director of eMPF Company had a material interest subsisted at the end of the year or at any time during the year.

Directors’ Interests in Shares, Underlying Shares and Debentures

At no time during the year was eMPF Company, its parent company or its other associated corporations a party to any arrangement to enable the directors or chief executive officer of eMPF Company to hold any interests in the shares or underlying shares in, or debentures of, eMPF Company or its specified undertakings.

Management Contracts

No contract, other than employment contracts, concerning the management and administration of the whole or any substantial part of eMPF Company’s business was entered into or existed during the year.

Equity-linked Agreements

No equity-linked agreements were entered into by eMPF Company during the year or subsisted at the end of the year.

Auditors

The financial statements have been audited by Deloitte Touche Tohmatsu

On behalf of the board of directors

Eric Lui Chi-kin
Chief Executive Officer and Executive Director

Hong Kong, 2 June 2026