



Enhancing SFC's institutional resilience and efficiency



To facilitate the stable development of Hong Kong's capital markets, we strive to build our own institutional resilience and operating efficiency. Alongside our robust budgeting and internal controls, we are committed to upholding sound corporate governance, enhancing processes as well as stepping up communications and engagement efforts.

Sound financial and resource management

We recorded a surplus of \$357 million for the quarter. Our income was \$929 million, down 21.7% from the previous quarter and up 42.6% from the same quarter of 2024. For the first nine months of this financial year, our income increased 78.4% year-on-year.

Income growth is largely attributable to the significantly higher average daily turnover (ADT)

in Hong Kong's securities market since late 2024. The ADT increased by 22.7% to \$216 billion in the quarter from \$176 billion in the same quarter of 2024.

Our expenditure for the quarter was \$572 million, comparable to both the previous quarter and the same quarter last year. For the first nine months of this financial year, expenditure also remained stable compared to the same period last year.

As of 31 December, our total available for use and liquid reserves stood at \$4.5 billion, of which \$0.7 billion was allocated to the acquisition of the two additional office floors for the SFC and future principal bank loan repayments.

As of 31 December, the number of our staff totalled 967, up from 959 a year ago.

Finance				
(\$ million)	Quarter ended 31.12.2025	Nine months ended 31.12.2025	Nine months ended 31.12.2024	YoY change (%)
Income	929	3,080	1,726	78.4
Expenses including depreciation	572	1,690	1,690	0.0
Surplus	357	1,390	36	>100.0

Upholding effective institutional governance

Appointment of CEO and directors

In November, the Government reappointed Ms Julia Leung as the SFC's Chief Executive Officer (CEO) for a term of two years, effective 1 January 2026. Earlier, in October, Mr Johnson Kong and Mr Dieter Yih were also reappointed as Non-Executive Directors for a further two-year term commencing on 15 November 2025.

Strengthening governance quality

The SFC received the Corporate Governance Award of the Hong Kong Institute of Certified Public Accountants' (HKICPA) Best Corporate Governance and ESG¹ Awards 2025 in October, which recognises our ongoing commitment to governance excellence.

The SFC's Board of Directors held its annual retreat in December to foster a shared commitment at the SFC to its long-term vision and success. They had an immersive discussion of board effectiveness and governance, culture and succession planning.

Caring for community in spirit of solidarity

As a public organisation, the SFC supports the victims and affected families of the tragic fire at Wang Fuk Court in Tai Po in November.

The SFC worked closely with major brokers, including those operating in Tai Po District, to assist the family members of deceased victims in expediting the handling of the victims' securities

accounts. Family members could make account-related enquiries to the SFC through assigned social workers, and, after receiving the account information, contact the brokers or visit branch offices for follow-up.

The SFC initiated a staff donation drive and reallocated funds budgeted for its annual staff dinner towards this donation. These combined efforts contributed approximately HK\$2.1 million to the HKSAR Government's "Support Fund for Wang Fuk Court in Tai Po", offering essential aid to those impacted.

Communicating with stakeholders via multiple channels

To facilitate stakeholders' understanding of our work, we issued a variety of updates and publications in different formats.

A total of 122 posts were published on the SFC's social media platforms to promote public awareness of various matters, such as alerts against investment scams, updates on key policy initiatives and collaboration with regulatory counterparts.



Social media posts promote awareness of a range of topics

1 Environmental, social and governance.

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In December, we published the SFC's *July-September 2025 Quarterly Report* to summarise our key regulatory work, corporate developments and financial information. We also published the quarterly *Takeovers Bulletin* in the same month.

In October, we released the second issue of *Enforcement Reporter* in 2025. The newsletter explored the emerging trends in financial scams and featured the SFC's SENSOR system for monitoring social media.

During the quarter, we issued 18 circulars to guide the industry on a wide range of topics, including updates on streamlined measures for SFC-authorized UCITS funds, as well as Anti-Money Laundering/Counter-Financing of Terrorism.

Driving operational efficiency via technology

We have continued to upgrade our WINGS² system, enabling major banks in Hong Kong to provide structured transaction data to the SFC via WINGS. This will streamline the analysis process conducted by investigators.

Proactively communicating with industry to facilitate efficiency and transparency in our regulation

We keep stakeholders up-to-date on regulatory developments and communicate our initiatives through industry events, publications and a variety of online and physical channels. During the quarter, our senior executives participated as speakers at over 40 local and international conferences on wide-ranging topics including corporate governance, mutual market access and digital assets. Additionally, we served as a supporting organisation for six industry events.

In November, we jointly hosted the Conversations with Global Investors forum – the concluding event of the three-day 2025 Global Financial Leaders' Investment Summit

– with the Hong Kong Monetary Authority (HKMA) and Hong Kong Academy of Finance. The forum drew 300 financial leaders from around the world. In his welcome remarks, our Chairman Dr Kelvin Wong reaffirmed the SFC's parallel commitments to robust regulation and market development, which ensure Hong Kong's markets serve as the standard for Asian excellence.

Besides, Executive Director of Intermediaries Dr Eric Yip moderated a panel discussion on new economic order, which examined geo-economic fragmentation and risk management strategies.



Chairman Dr Kelvin Wong (left) and Executive Director of Intermediaries Dr Eric Yip (first left in the right picture) spoke at the Conversations with Global Investors forum

2 Web-based INTeGrated Service.

Also at the Global Financial Leaders' Investment Summit, our CEO Ms Julia Leung moderated a panel where top leaders from investment banking and asset management examined global financial market trends, risks and opportunities. Noting macro uncertainties and divergence, she facilitated an insightful discussion on the sustainability of market trends among panellists, who exchanged valuable views on asset diversification and strategies to navigate headwinds.



Joining CEO Ms Julia Leung at Global Financial Leaders' Investment Summit panel were (from left) Mr Mike Gitlin, President and CEO of Capital Group, Mr Ted Pick, Chairman and CEO of Morgan Stanley and Mr David Solomon, Chairman and CEO of Goldman Sachs

As part of our efforts to promote Fintech development, the SFC co-organised the Hong Kong FinTech Week 2025 in November. Ms Leung shared her regulatory vision behind the integration of local digital asset ecosystem with global liquidity. She also examined the city's upcoming initiatives to build a competitive and sustainable digital asset ecosystem.

Dr Yip outlined the SFC's bold vision for digital asset regulation and market development. He also encouraged the Fintech community to collaborate even more closely with the SFC by embracing responsible innovation in an efficient way.

In addition, Director and Head of Fintech unit, Intermediaries Ms Elizabeth Wong moderated a panel discussion on global harmonisation and collaboration in the digital asset era. She also joined a fireside chat to share the SFC's new guidance on tapping global liquidity and diversifying product and service offerings.



CEO Ms Leung shared her insights at a fireside chat at the Hong Kong FinTech Week 2025



Executive Director of Intermediaries Dr Eric Yip spoke at the Hong Kong FinTech Week 2025



Ms Elizabeth Wong, Director and Head of Fintech unit, Intermediaries (left) discussed the SFC's recent virtual asset policy initiatives

In October, Dr Wong addressed legal regulators from around the world at the International Conference of Legal Regulators hosted by the Law Society of Hong Kong. He elaborated the SFC's balanced approach, or Golden Mean, in capital market regulation, which is essential in navigating fast global changes.



Chairman Dr Wong spoke at the International Conference of Legal Regulators

At the 4th ASEAN+3 Economic Cooperation and Financial Stability Forum in November, Ms Leung emphasised in her keynote speech the importance of collaboration and regulatory progress in navigating increasingly connected markets and complex dynamics. She highlighted a confluence of driving forces in capital markets, such as private market growth and technological advancements. She called on regulators to remain adaptive and collaborative to transform global challenges into regional opportunities.

Financial Landscape: Implications for Monetary and



Ms Leung delivered a keynote address at the 4th ASEAN+3 Economic Cooperation and Financial Stability Forum

At the HKICPA's Best Corporate Governance and ESG Awards 2025, Dr Wong gave a speech to underscore the importance of robust corporate governance and ESG practices to the success of Hong Kong's financial markets. He highlighted how corporate performance, quality reporting and investor trust reinforce one another, while rigorous ESG practices improve corporate competitiveness.



Dr Wong delivered a speech at the award presentation ceremony

Also in October, Ms Leung participated in a panel discussion on the Global Regulatory Growth Agenda at the Bloomberg Regulatory Forum in New York, where she discussed the risks and vulnerabilities faced by financial markets and the importance of more cross-border regulatory cooperation in pioneering areas such as digital assets, tokenisation and artificial intelligence.



Ms Leung spoke at a panel discussion at the Bloomberg Regulatory Forum in New York in October

Dr Wong delivered several other speeches in the last quarter, including his keynote about Beijing-Hong Kong capital market cooperation at the 2025 Financial Street Forum in October. At the China International Finance Forum in November, he shared his views on how the SFC implements effective regulation to shape Hong Kong's financial ecosystem for tomorrow.



Dr Wong addressed the Financial Street Forum

To enhance engagement with derivatives market practitioners, Mr Rico Leung, Executive Director of Supervision of Markets, gave a keynote speech at the ISDA Derivatives Trading Forum Hong Kong in November. He highlighted Hong Kong's pivotal role as Asia's leading over-the-counter (OTC) derivatives hub and its unique position as the world's largest OTC derivatives market for Mainland assets.



Executive Director of Supervision of Markets Mr Rico Leung participated in a forum organised by the International Swaps and Derivatives Association (ISDA)

Publications and other communications		
	Quarter ended 31.12.2025	Nine months ended 31.12.2025
Press releases	49	165
Policy statements and announcements	0	3
Consultation papers	3	9
Consultation conclusions	2	5
Industry-related publications	2	6
Codes and guidelines ^a	0	4
Circulars to industry	18	47
Social media posts ^b	122	355
Corporate website average daily page views ^c	85,193	86,645
General enquiries	1,334	4,070

a Includes updates to previous versions.

b Includes posts on the SFC's Facebook, LinkedIn and WeChat pages.

c The average number of webpages browsed per day during the reporting period.