

# The Marketplace of the Future

Nicolas Aguzin  
HKEX CEO



# HKEX is Today One of the Largest and Most Reputable Exchanges in the World

**Superconnector  
with China**

**Capital raising venue of  
choice with a deep and  
diverse ecosystem**

**Increasingly  
international**

**Financially strong  
with track record  
of growth**







Our Purpose is Now More Relevant Than Ever

— Our purpose is —

**To Connect, Promote, and Progress**

our Markets and the Communities they support  
for the **prosperity of all**

# We are Operating in a Highly Dynamic Environment...

Hong Kong as an IFC	Part of China	Macro Headwinds	Rapidly Transforming Industry
Superconnected, unique, well-regulated	"Big Bang of Finance"	Fragile geopolitical environment	New technologies
Recent market softness	Economic growth	Weak global market sentiment	Megatrend opportunities
Covid-19, talent wars	Re-allocation of household wealth	Evolving regulatory environment	Global competition and sector disruption
Proven resilience	GBA opportunities	Inflation and rising interest rates	

... It is more important than ever that we invest now to be ready for the future

— Our vision is to build —

## The Marketplace of the Future

by facilitating the **two-way capital flows** between East and West, by using our scale and reputation as a platform to support all our stakeholders, by capturing the megatrend opportunities that are shaping our markets and societies



# What Does it Mean in Practice? HKEX's New DNA



- Focusing more on our clients
- Being more ambitious and competitive
- Attracting the best talent
- Leveraging a flexible and effective infrastructure
- Becoming more diversified
- Working for all our stakeholders

# Three Key Strategic Imperatives Support our Vision

## VISION

**Build  
the Marketplace  
of the Future**

Connecting China and the World

**Build on our  
China Strength**

Connecting Today with Tomorrow

**Position  
for the  
Future**

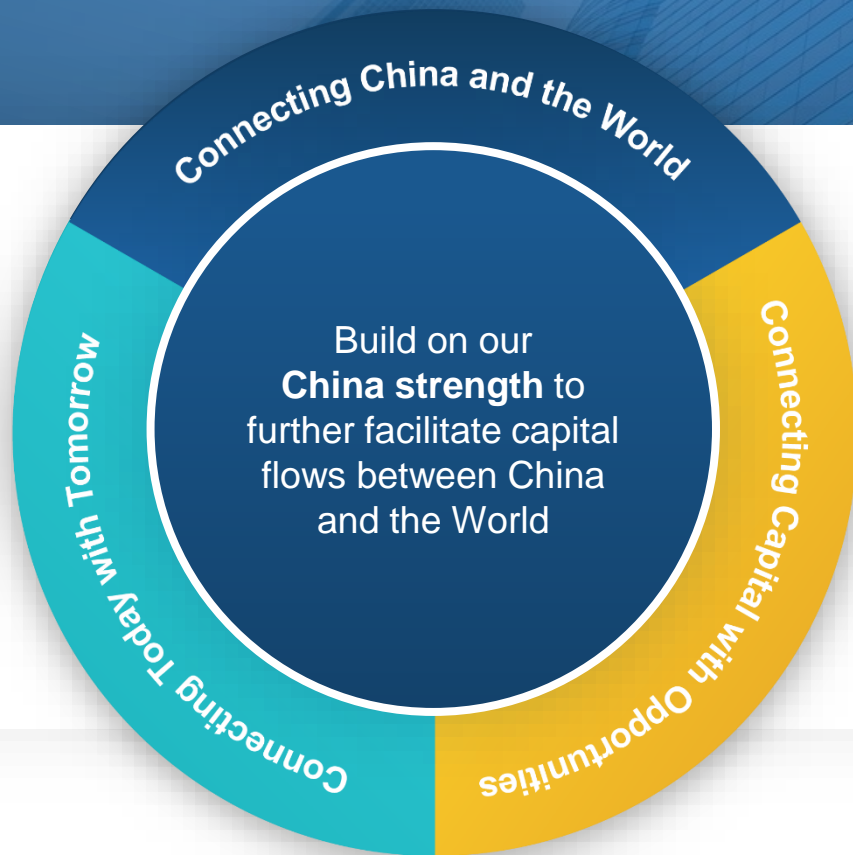
**Enhance  
Market  
Vibrancy**

Connecting Capital with Opportunities

## PURPOSE

**To connect, promote  
and progress our  
markets and the  
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support for the  
prosperity of all**

# Build on our China Strength



Expand and enhance our “Connect” programmes

Become China’s go-to offshore risk management centre

Solidify our role as China’s preferred offshore fund raising centre

Grow our portfolio of China-related product offerings



# Enhance Market Vibrancy



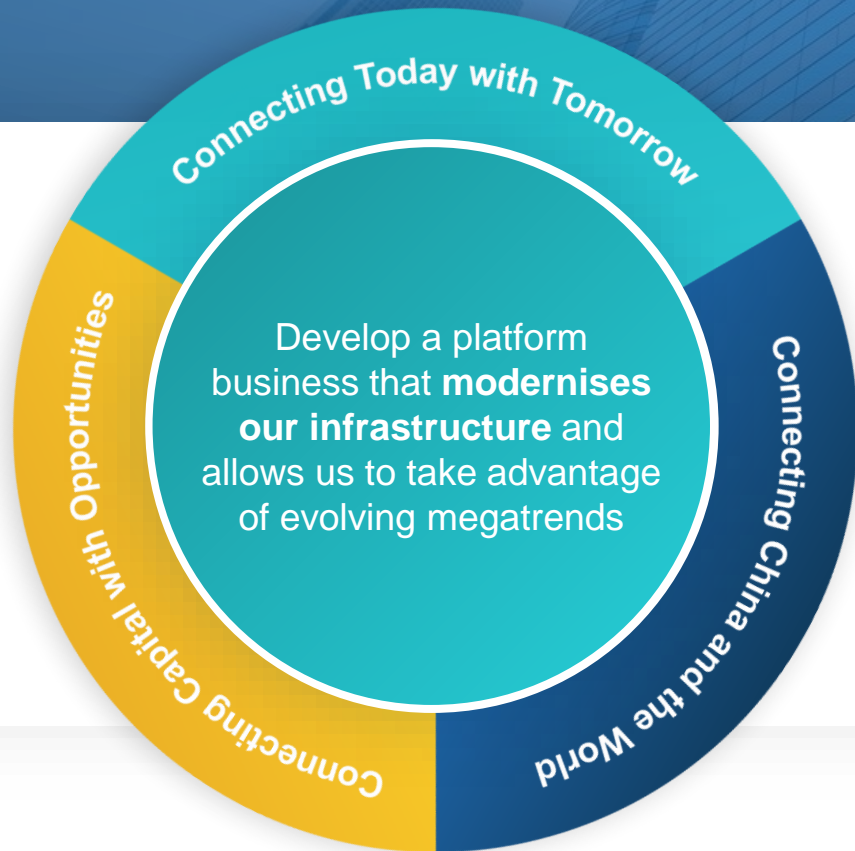
Improve our primary market's attractiveness

Enhance market structure

Expand product ecosystem

Grow client ecosystem

# Position for the Future



Modernise our infrastructure

Evolve from an infrastructure-led model to a client-led model

Develop digital capabilities

Leverage our data

# Execution Pillars and Our Values



Place our clients at the centre of everything we do

Attract, develop, and engage the best talent; build a winning culture

Modernise our operations, systems, and infrastructure

Build the right risk and control infrastructure



# What Success Looks Like in Building the Marketplace of the Future

1

Performance of  
our business

2

Progress of our  
financial markets

3

Success of  
our community

# We Have Made Substantial Progress in the Last Year

## Marketplace

- ✓ Enhanced Connect programmes
- ✓ Expanded derivative ecosystem and launched key market microstructure enhancements
- ✓ Enhanced our primary listing regime
- ✓ Strengthened our mainland partnerships

## Transformation

- ✓ Refreshed our strategy
- ✓ Launched project to reassess target operating model
- ✓ Reorganised our business around clients and operational excellence
- ✓ Established a team to assess emerging businesses
- ✓ Built a strong risk and control framework

## Talent and People

- ✓ Strengthened management committee
- ✓ Attracted top talents
- ✓ Recalibrated compensation structure

## Sustainability and Community

- ✓ Joined Glasgow Financial Alliance for Net Zero (GFANZ)
- ✓ HKEX Foundation

# Our Path for the Future



## Short-term (2022)

### Fine Tune Transformation Milestones

- Opportunities defined and prioritised
- Measures of successes defined
- Resources in place for execution
- Launch digital platform
- Expand international footprint



## Mid-term (2023-4)

### Execute and Invest

- New operating model in place
- Investments in modernising our platform
- Monetisation of short term initiatives
- Further internationalisation of our sales & marketing capabilities



## Long-term (2025+)

### Reap the Benefits

- Monetisation of longer term initiatives
- Diversify our business
- Implement new platform initiatives
- Modernise legacy infrastructure



# We have the Leadership Team to Deliver



**Nicolas Aguzin**  
Chief Executive Officer



**John Buckley**  
Head of Exchange  
Operations &  
Transformation



**Bonnie Chan**  
Head of Listing



**Paul Chow**  
Group General  
Counsel



**Tori Cowley**  
Group Chief  
Communications Officer



**Matthew Chamberlain**  
LME CEO and Group  
Head of Commodities



**Vanessa Lau**  
Group Chief  
Financial Officer



**Richard Leung**  
Group Chief  
Technology Officer



**Mao Zhirong**  
Head of Mainland  
Development



**Kerry Rooks**  
Group Chief  
People Officer



**Adam Singer**  
Group Chief  
Compliance Officer



**Glenda So**  
Co-Head of  
Markets



**Calvin Tai**  
President & Chief  
Operating Officer



**Richard Wise**  
Group Chief  
Risk Officer



**Wilfred Yiu**  
Co-Head of  
Markets

## Presenters Today

**1** Connecting China  
and the World

**2** Connecting Capital  
with Opportunities

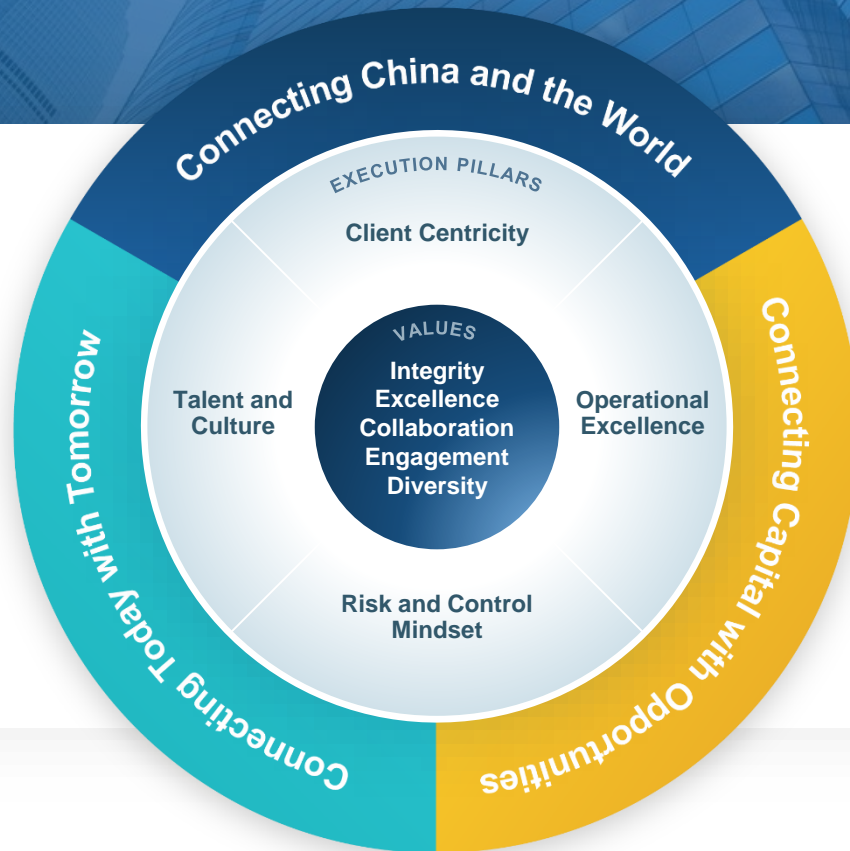
**3** Connecting Today  
with Tomorrow

**4** Execution Pillars,  
Corporate

# We are Committed to Building the Marketplace of the Future

## VISION

**Build  
the Marketplace  
of the Future**



## PURPOSE

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and progress our  
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