

# CORPORATE GOVERNANCE REPORT

## CORPORATE GOVERNANCE PRACTICES

Corporate governance is the collective responsibility of Members of the Board and the Board firmly believes that good corporate governance is fundamental in ensuring the proper management of the Company in the interests of all of its stakeholders. The Board continues to seek to identify and formalise best practices for adoption by the Company.

This Report describes the corporate governance best practices that the Company has adopted and highlights how the Company has applied the principles of the Code Provisions set out in the Corporate Governance Code (the "Code") contained in Appendix 14 to the Listing Rules.

## CORPORATE GOVERNANCE CODE COMPLIANCE

During the year ended 31 December 2017, the Company has complied with the Code.

Starting from 2017, acting in accordance with Guidance Letter GL 73-14 issued by the Stock Exchange and taking into account the Stock Exchange's recommendation issued in January 2016, the Company's Internal Audit Department ("IAD") has reviewed the Company's continuing connected transactions and the related internal control procedures. Based on this year's review, IAD concluded that the internal control procedures put in place by the Company were adequate and effective and reported its findings to the Audit Committee of the Company to assist the Company's Independent Non-executive Directors in performing their annual review and confirmation to the Company of the continuing connected transactions in 2017.

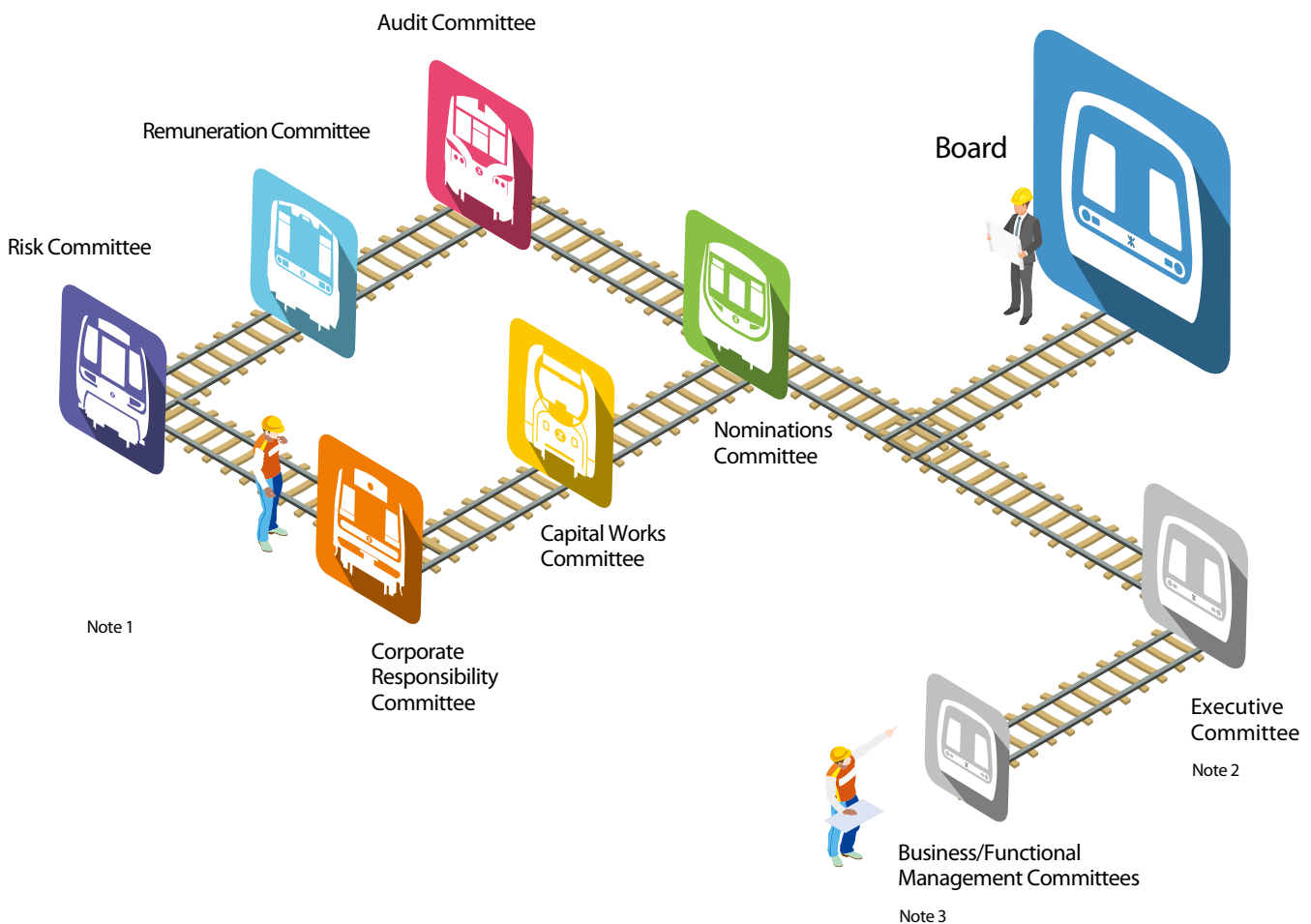
The Company continues to monitor developments in the arena of corporate governance to ensure the suitability and robustness of its corporate governance framework in light of the evolving business and regulatory environment and to meet the expectations of stakeholders. The Company is supportive of the proposals put forward by the Stock Exchange in November 2017 in a consultation paper entitled "Review of the Corporate Governance Code and Related Listing Rules" to, inter alia, upgrade the current Code provision relating to board diversity to form part of the Listing Rules, to require disclosure of a nomination policy in the Corporate Governance Report and to expand the factors for consideration when assessing the independence of a non-executive director. Pending publication of the consultation conclusions, the Company has commenced work to prepare for the roll-out of the new requirements.

## THE BOARD OF DIRECTORS

### Overall Management

The overall management of the Company's business is vested in the Board. Pursuant to the Articles of Association and the "Protocol: Matters Reserved for the Board" (the "Protocol") adopted by the Board, the Board has delegated the day-to-day management of the Company's business to the Executive Committee, and focuses its attention on matters affecting the Company's overall strategic policies, corporate governance, finances and shareholders. These include financial statements, dividend policy, significant changes in accounting policy, annual operating budget, certain material contracts, strategies for future growth, major financing arrangements and major investments, corporate governance functions, risk management and internal control systems, treasury policies and fare structures.

Below is a diagram of the governance structure of the Company:



**Notes:**

1. All Board Committees are provided with sufficient resources to discharge their duties and can seek independent professional advice (as and when required) at the Company's expense, to perform their responsibilities. The Terms of Reference of each Committee are available on the websites of both the Company ([www.mtr.com.hk](http://www.mtr.com.hk)) and the Stock Exchange.
2. The Executive Committee is delegated by the Board to handle day-to-day management of the Company's business pursuant to the Company's Articles of Association and the Protocol; and is chaired by the Chief Executive Officer ("CEO") (who is supported by the other 11 Members of the Executive Directorate).
3. Key Business/Functional Management Committees are listed out on page 128 of this Report.

## Members of the Board and the Executive Directorate Attendance of Meetings and Training in 2017

	Attendance										Training <sup>a</sup>
	Board Meetings			Board Committees Meetings						Annual General Meeting 2017	
	RM	SM	PM	AC	NC	RC	CWC	RiskC	CRC		
<b>Total Number of Meetings</b>	7	2	1	4	2	4	5	5	2	1	
<b>Members of the Board</b>											
<b>Non-executive Directors ("NED")</b>											
Professor Frederick Ma Si-hang <sup>(1)</sup> (Chairman)	7/7	2/2	1/1		2/2	4/4			2/2 <sup>c</sup>	1/1	√
James Henry Lau Jr <sup>(2)</sup> (Secretary for Financial Services and the Treasury)	2/4	N/A	0/1		N/A	0/2				N/A	√
Secretary for Transport and Housing (Frank Chan Fan) <sup>(3)</sup>	3/4	N/A	0/1		N/A	0/2				N/A	√
Permanent Secretary for Development (Works) (Hon Chi-keung) <sup>(4)</sup>	7/7	1/2	1/1				2/5	2/5		0/1	√
Commissioner for Transport (Mable Chan) <sup>(5)</sup>	1/1	N/A	1/1	1/1				1/1		N/A	√
<b>Independent Non-executive Directors ("INED")</b>											
Andrew Clifford Winawer Brandler <sup>(6)</sup>	4/4	N/A	1/1	3/3				2/3		N/A	√
Dr Pamela Chan Wong Shui	7/7	2/2	1/1		2/2				2/2	1/1	√
Dr Dorothy Chan Yuen Tak-fai	7/7	2/2	1/1			4/4 <sup>c</sup>	5/5			1/1	√
Vincent Cheng Hoi-chuen <sup>(7)</sup>	5/7	0/2	1/1			3/4			1/2	1/1	√
Anthony Chow Wing-kin <sup>(8)</sup>	6/7	2/2	1/1			4/4	4/5			1/1	√
Dr Eddy Fong Ching	7/7	2/2	1/1	4/4 <sup>c</sup>	2/2					1/1	√
James Kwan Yuk-choi	6/7	2/2	1/1				5/5	5/5		1/1	√
Lau Ping-cheung, Kaizer <sup>(9)</sup>	6/7	1/2	1/1				5/5		2/2	1/1	√
Lucia Li Li Ka-lai <sup>(10)</sup>	7/7	2/2	1/1	4/4					1/1	1/1	√
Alasdair George Morrison <sup>(11)</sup>	7/7	2/2	1/1	4/4				5/5 <sup>c</sup>		1/1	√
Abraham Shek Lai-him <sup>(12)</sup>	6/7	1/2	1/1		2/2 <sup>c</sup>		5/5			1/1	√
Benjamin Tang Kwok-bun	7/7	2/2	1/1			3/4		4/5		1/1	√
Dr Allan Wong Chi-yun <sup>(13)</sup>	7/7	2/2	1/1		0/1		5/5 <sup>c</sup>			1/1	√
Johannes Zhou Yuan <sup>(14)</sup>	4/4	N/A	1/1	3/3				3/3		N/A	√
<b>Executive Director ("ED")</b>											
Lincoln Leong Kwok-kuen (CEO) <sup>(15)</sup>	7/7	2/2							2/2	1/1	√
<b>Members of the Executive Directorate &amp; the Executive Committee</b>											
Lincoln Leong Kwok-kuen	7/7	2/2							2/2	1/1	√
Dr Jacob Kam Chak-pui										1/1	√
Margaret Cheng Wai-ching									2/2	1/1	√
Morris Cheung Siu-wa										1/1	√
Dr Peter Ronald Ewen										1/1	√
Herbert Hui Leung-wah										1/1	√
Adi Lau Tin-shing										1/1	√
Gillian Elizabeth Meller										1/1	√
Linda So Ka-pik									2/2	1/1	√
David Tang Chi-fai										1/1	√
Dr Philco Wong Nai-keung										1/1	√
Jeny Yeung Mei-chun										1/1	√
<b>Changes during 2017</b>											
<b>Non-executive Directors</b>											
Professor Chan Ka-keung, Ceajer <sup>(16)</sup> (ex-Secretary for Financial Services and the Treasury)	2/3	2/2			1/2	2/2				0/1	√
ex-Secretary for Transport and Housing (Professor Anthony Cheung Bing-leung) <sup>(17)</sup>	2/3	0/2			2/2	2/2				0/1	√
ex-Commissioner for Transport (Ingrid Yeung Ho Poi-yan) <sup>(18)</sup>	2/4	2/2		2/2				3/3		0/1	√
Commissioner for Transport <sup>(19)</sup>	0/2			0/1				0/1		N/A	√
<b>Independent Non-executive Directors</b>											
Ng Leung-sing <sup>(20)</sup>	2/3	2/2			1/1			1/2		1/1	√
<b>Audit Committee Member</b>											
Dr Allan Wong Chi-yun <sup>(13)</sup>				1/1						1/1	√
<b>Risk Committee Member</b>											
Lucia Li Li Ka-lai <sup>(10)</sup>								2/2		1/1	√

Overview

Business Review and Analysis

Corporate Governance

Financials and Other Information

# CORPORATE GOVERNANCE REPORT

Legend:

## **Board Meetings**

**RM** – Regular Meeting(s)      **SM** – Special Meeting(s)

**PM** – Private Meeting

## **Board Committee Meetings**

**AC** – Audit Committee

**NC** – Nominations Committee

**RC** – Remuneration Committee

**CWC** – Capital Works Committee

**RiskC** – Risk Committee

**CRC** – Corporate Responsibility Committee

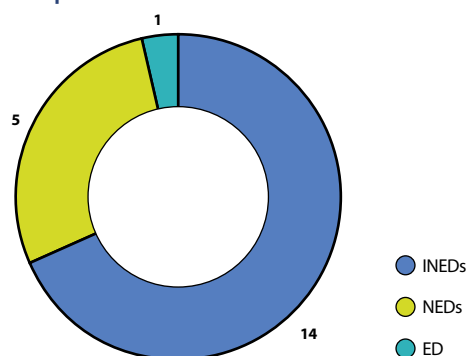
**C** – Chairman of the committee

**Ω** – This includes (i) continuous professional development through attending expert briefings/seminars/conferences relevant to the Company's business or directors' duties arranged by the Company or external organizations, and reading regulatory/corporate governance or industry related updates; and (ii) attending induction and familiarisation programmes for newly appointed Directors

Notes:

1. Professor Frederick Ma Si-hang attended one SM by teleconference.
2. Mr James Henry Lau Jr (Secretary for Financial Services and the Treasury) was appointed as a NED and a member of each of the NC and the RC of the Company, all with effect from 4 July 2017. The alternate director of Mr Lau, acting on his behalf, attended one RM and two RC meetings.
3. Mr Frank Chan Fan, who was appointed to the post of the Secretary for Transport and Housing with effect from 1 July 2017, had, by virtue of his aforesaid appointment, become a NED and a member of each of the NC and the RC of the Company, all with effect from the same date. The alternate director of Mr Chan, acting on his behalf, attended one RM, one PM and two RC meetings.
4. Mr Hon Chi-keung attended one RM by teleconference. The alternate director of Mr Hon, acting on his behalf, attended one CWC and two RiskC meetings.
5. Ms Mable Chan, who was appointed to the post of the Commissioner for Transport with effect from 11 October 2017, had, by virtue of her aforesaid appointment, become a NED and a member of each of the AC and the RiskC of the Company, all with effect from the same date.
6. Mr Andrew Clifford Winawer Brandler was elected as a new Board Member and became an INED after the conclusion of the 2017 AGM held on 17 May 2017 ("2017 AGM"), and was appointed by the Board as a member of each of the AC and the RiskC of the Company at the same time. He attended one RM by teleconference.
7. Mr Vincent Cheng Hoi-chuen attended one RC meeting by teleconference.
8. Mr Anthony Chow Wing-kin attended one RC meeting by teleconference.
9. Mr Lau Ping-cheung, Kaizer attended one CRC meeting by teleconference.
10. Ms Lucia Li Li Ka-lai ceased to be a member of the RiskC, and became a member of the CRC of the Company, both with effect from the conclusion of the 2017 AGM.
11. Mr Alasdair George Morrison attended one RM and one SM by teleconference.
12. Mr Abraham Shek Lai-him attended one RM and one CWC meeting by teleconference.
13. Dr Allan Wong Chi-yun ceased to be a member of the AC; and became a member of the NC of the Company, both with effect from the conclusion of the 2017 AGM.
14. Mr Johannes Zhou Yuan was elected as a new Board Member and became an INED after the conclusion of the 2017 AGM, and was appointed by the Board as a member of each of the AC and the RiskC of the Company at the same time. He attended one AC meeting by teleconference.
15. Mr Lincoln Leong Kwok-kuen attended one SM by teleconference. Mr Leong was not invited to attend the PM which was held by the Chairman.
16. Professor Chan Ka-keung, Ceajer ceased to be a NED and a member of each of the NC and the RC of the Company, all with effect from 4 July 2017. Professor Chan attended one SM by teleconference. The alternate director of Professor Chan, acting on his behalf, attended one RM, one NC meeting and the 2017 AGM. Professor Chan did not attend the first session of the SM held on 20 March 2017 in relation to the early review of the Fare Adjustment Mechanism to avoid any actual or perceived conflict of interest.
17. Professor Anthony Cheung Bing-leung ceased to hold the post of the Secretary for Transport and Housing with effect from 1 July 2017, and, as a result, ceased to be a NED and a member of each of the NC and the RC of the Company, all with effect from the same date. The alternate directors of Professor Cheung, acting on his behalf, attended one RM and two SM. The alternate director of Professor Cheung did not attend the first session of the SM held on 20 March 2017 in relation to the early review of the Fare Adjustment Mechanism to avoid any actual or perceived conflict of interest.
18. Mrs Ingrid Yeung Ho Poi-yan ceased to hold the post of the Commissioner for Transport with effect from 15 July 2017, and, as a result, ceased to be a NED and a member of each of the AC and the RiskC of the Company, all with effect from the same date. The alternate director of Mrs Yeung, acting on her behalf, attended one RM. Mrs Yeung did not attend the first session of the SM held on 20 March 2017 in relation to the early review of the Fare Adjustment Mechanism to avoid any actual or perceived conflict of interest.
19. The alternate director of the Commissioner for Transport attended two RM (one of which by teleconference), one AC meeting and one RiskC meeting.
20. Mr Ng Leung-sing retired as an INED of the Company, and ceased to be a member of each of the NC and the RiskC of the Company, all with effect from the conclusion of the 2017 AGM.

## Composition of the Board



A list of Members of the Board and the Executive Directorate and their roles and functions is available on the respective websites of the Company ([www.mtr.com.hk](http://www.mtr.com.hk)) and the Stock Exchange. Biographical details of each of the Members of the Board and the Executive Directorate are set out on pages 150 to 165 of this Annual Report.

The Board currently has 20 Members, made up of INEDs, NEDs and an ED. The Nominations Committee has conducted its annual review of the structure, size and composition of the Board (including the skill and experience of Board Members), and considers that the current Board composition is appropriate in light of the Company's strategy.

As shown in the above chart, the number of INEDs currently comprises more than two-thirds of the Company's Board, which is well above the Listing Rules requirement of having one-third of a board made up of independent non-executive directors. In addition, the review by the Nominations Committee mentioned above has confirmed that the Company's Board currently possesses the appropriate balance of skills and experience and sufficiently diverse perspectives to support the execution of the Company's business strategies in an efficient and effective manner.

Government, through The Financial Secretary Incorporated, holds approximately 75.19% of the issued shares of the Company as at 31 December 2017, and is a substantial shareholder of the Company. The Chief Executive of the HKSAR, in the exercise of her right under Section 8 of the MTR Ordinance, has appointed three persons as "additional directors" of the Company (the "Additional Directors"). They are:

- The office of the Secretary for Transport and Housing (currently held by Mr Frank Chan Fan);
- The office of the Permanent Secretary for Development (Works) (currently held by Mr Hon Chi-keung); and

- The office of the Commissioner for Transport (currently held by Ms Mable Chan).

The Additional Directors are all NEDs and are treated for all purposes in the same way as other Directors and are, therefore, subject to the usual common law duties of directors, including the requirement to act in the best interests of the Company.

Another NED, Mr James Henry Lau Jr, is the Secretary for Financial Services and the Treasury.

Coming from diverse business and professional backgrounds, Members of the Board actively bring their valuable experience to the Board for promoting the best interests of the Company and its shareholders. In addition, the INEDs also contribute to ensuring that the interests of all shareholders of the Company are taken into account by the Board and that relevant issues are subject to objective and dispassionate consideration by the Board.

### Chairman and CEO

The posts of the Chairman and the CEO are distinct and separate.

The non-executive Chairman is responsible for:

- Chairing and managing the operations of the Board;
- Monitoring the performance of the CEO and other Members of the Executive Directorate;
- Making sure that adequate information about the Company's business is provided to the Board on a timely basis;
- Providing leadership for the Board and promoting a culture of openness;
- Ensuring views on all issues are exchanged by all Members of the Board in a timely manner;
- Encouraging Members of the Board to make a full and effective contribution to the discussion at Board Meetings; and
- Establishing good corporate governance practices and procedures.

The CEO is:

- Head of the Executive Directorate;
- Chairman of the Executive Committee;
- Responsible to the Board for managing the business of the Company; and
- Responsible for performing a bridging function between the Board and the Executive Directorate.

# CORPORATE GOVERNANCE REPORT

## Board Committees

The Board Committee memberships and the attendance record of each Member of the Board in 2017 is set out on pages 117 to 118 of this Annual Report.

## Audit Committee

Details of the Audit Committee, including its duties and work performed during the year are set out in the Audit Committee Report (pages 135 to 137) of this Annual Report.

## Risk Committee

Details of the Risk Committee, including its duties and work performed during the year are set out in the Risk Committee Report (pages 142 to 143) of this Annual Report.

## Capital Works Committee

Details of the Capital Works Committee, including its duties and work performed during the year are set out in the Capital Works Committee Report (page 144) of this Annual Report.

## Remuneration Committee

Details of the Remuneration Committee, including its duties and work performed during the year are set out in the Remuneration Committee Report (pages 145 to 149) of this Annual Report.

## Nominations Committee

Principal responsibilities:

- Nominating and recommending to the Board candidates for filling vacancies on the Board, and the positions of CEO, Finance Director and Chief Operating Officer (provided that the Chief Operating Officer position exists);
- Considering candidates for the position of Finance Director and Chief Operating Officer recommended by the CEO, or any other candidates (provided that the CEO shall have the right to first agree to such other candidates);
- Making recommendations to the Board on the appointment or re-appointment of Members of the Board and succession planning for Members of the Board;
- Giving consideration to the Board Diversity Policy (the "BD Policy") when identifying suitably qualified candidates to become Members of the Board, although Board appointments will continue to be made on a merit basis;
- Reviewing the size, structure and composition of the Board on an annual basis;
- Assisting the Board in reviewing the achievement of objectives pursuant to the BD Policy;

- Assisting the Board in reviewing a list of desirable skills/experience/perspectives for the Board (the "List"); and
- Assessing the independence of INEDs.

During the year, the Committee conducted reviews and made corresponding recommendations to the Board in respect of the following matters:

- The size, structure and composition of the Board and the List;
- The appointment of new Board Members by shareholders at the 2017 AGM;
- The re-election of Members of the Board retiring at the 2017 AGM; and
- An annual assessment of the independence of each INED of the Company.

## Corporate Responsibility Committee

Principal responsibilities:

- Overseeing the Company's stakeholder engagement and external communication strategies;
- Recommending the Corporate Responsibility Policy to the Board for approval;
- Monitoring and overseeing the implementation of the Company's Corporate Responsibility Policy and related initiatives;
- Identifying emerging corporate responsibility issues arising from external trends;
- Reviewing the Company's annual Sustainability Report and recommending approval by the Board;
- Reviewing the Company's environmental and social performance; and
- Providing updates to the Board on matters falling within the Committee's remit as required.

Please also refer to the "Corporate Responsibility" section (pages 104 to 109) of this Annual Report.

Work performed during the year:

- Approval of a new programme for secondary schools;
- Review of a new direction and initiatives for employee volunteering;
- Monitoring of the progress of various youth, elderly and district-level community engagement and investment programmes;
- Review and recommendation of the 2016 Sustainability Report to the Board for its approval; and
- Consideration of the Company's performance on various local and international sustainability indices.



## Company Secretary

Ms Gillian Elizabeth Meller, being Legal and European Business Director (“L&EBD”) and a Member of the Executive Directorate, reports to the CEO. Her role as Company Secretary includes:

- Providing access to advice and services for Members of the Board;
- Ensuring the correct Board procedures are followed;
- Advising the Board on all corporate governance matters;
- Arranging for Members of the Board/Alternate Directors, upon their appointment, to receive a comprehensive, formal and tailored induction programme on key areas of business operations and practices of the Company, as well as the general and specific duties of directors under general law (common law and legislation) and the Listing Rules;
- Recommending Members of the Board, their Alternate Directors and Members of the Executive Directorate to attend relevant seminars and courses; and
- Arranging for training on relevant new or amended legislation or other regulations to be provided at Board meetings.

In 2017, Ms Meller undertook over 15 hours of professional training to update her skills and knowledge.

## Appointment, Re-election and Removal of Members of the Board

A person may be appointed as a Member of the Board at any time either by:

- the shareholders in general meeting in accordance with the “Appointment Procedure for Members of the Board of the Company”, which is available on the website of the Company ([www.mtr.com.hk](http://www.mtr.com.hk)); or
- the Board upon the recommendation of the Nominations Committee of the Company; or
- the Chief Executive of the HKSAR in the case of the Additional Directors.

Members of the Board who are appointed by the Board must retire at the first annual general meeting after their appointment and are eligible for election at that meeting.

Except for the Additional Directors, all other Members of the Board are required to retire by rotation. At each annual general meeting of the Company, Board Members who were last elected or re-elected at the annual general meeting which was held in the third calendar year prior to the annual general meeting in question, are those who will retire by rotation.

The Additional Directors may not be removed from office except by the Chief Executive of the HKSAR and are not subject to any requirement to retire by rotation.

The Company has a service contract with each of the NEDs (with the exception of the Additional Directors) and the INEDs, specifying the terms of his/her continuous appointment as a NED or an INED and as the chairman or a member of the relevant Board Committee(s), for a period not exceeding three years.

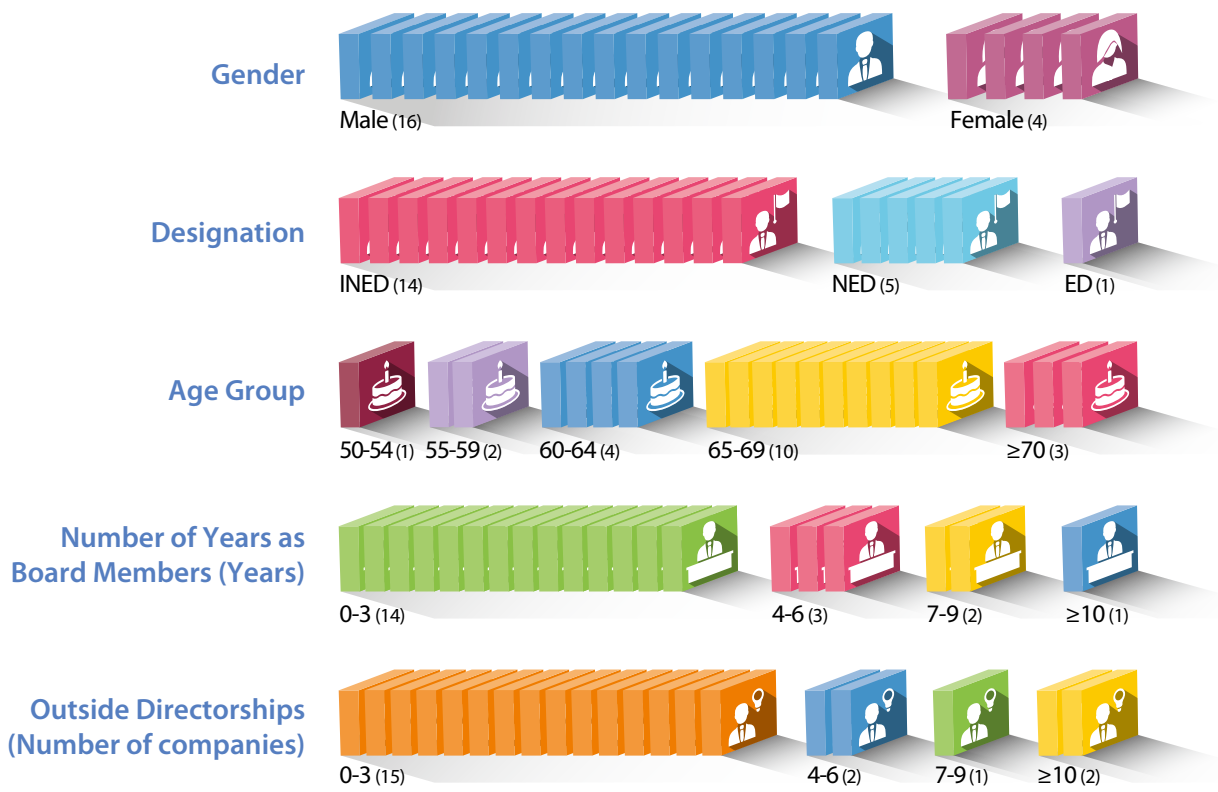
## Board Diversity

The Company has posted its BD Policy on the Company’s website ([www.mtr.com.hk](http://www.mtr.com.hk)). The BD Policy sets out a clear objective and provides that the Company should endeavour to ensure that its Board Members have the appropriate balance of skills, experience and diversity of perspectives that are required to support the execution of its business strategy and in order for the Board to be effective. While the Company is conscious of maintaining an appropriate proportion of female Members on the Board, all appointments are ultimately made on a merit basis taking into account available and suitable candidates.

As mentioned above, the Nominations Committee assists the Board in reviewing the BD Policy annually to ensure its continued effectiveness.

The BD Policy was taken into account by the Nominations Committee in considering the nomination of Mr Andrew Clifford Winawer Brandler and Mr Johannes Zhou Yuan as new INEDs for appointment in May 2017. The Committee formed the view that the extensive experience of Mr Brandler in both the public and private sector and, in particular, the public utilities sector; and the rich experience of Mr Zhou in the financial sector in Hong Kong, the Mainland of China and the United States of America and in regulatory organisations would be valuable additions to the Board, thereby enhancing the diversity and effectiveness of the Board.

# CORPORATE GOVERNANCE REPORT



## Statutory Confirmations

For the year ended 31 December 2017, the Company has received confirmation from each INED about his/her independence under the Listing Rules. As part of its duties set out in its Terms of Reference, the Nominations Committee has reviewed these confirmations and assessed the independence of the INEDs, and continues to consider each of them to be independent.

Each Member of the Board ensures that he/she can give sufficient time and attention to the affairs of the Company and contribute to the development of the Company's strategy and policies through independent, constructive and informed comments.

Regarding disclosure of the number and nature of offices held by Members of the Board in public companies or organisations and other significant commitments, as well as their identity and the time involved (the "Commitments"), to the Company, all Members of the Board have disclosed their Commitments to the Company in a timely manner.

In light of the above, the Chairman held a Private Meeting (details of which are set out under the section titled "Private

Meeting" on page 126 of this Report) in December 2017 to, amongst other things, review the contribution required from a director to perform his/her responsibilities to the Company, and whether he/she is spending sufficient time in performing them. The review also assessed the performance of the Board as a whole and concluded that all Board Members have made a positive contribution to the Board and the Company.

Before each regular Board meeting, the Company reminds each Board Member to update his/her "Declaration of Other Directorships, Major Appointments and Interests" (the "Declaration"). The Declaration of each Alternate Director is sent to him/her for update on a quarterly basis. In addition, each Member of the Board and each Alternate Director is required to confirm his/her other directorships, major appointments and interests to the Company twice a year.

Save as disclosed in this Annual Report, none of the Members of the Board or the Executive Directorate has any relationship (including financial, business, family or other material or relevant relationships) with another Member of the Board or the Executive Directorate.



## MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS OF LISTED ISSUERS

The Company has adopted the Model Code set out in Appendix 10 to the Listing Rules (the "Model Code"). After having made specific enquiry, the Company confirms that all Members of the Board and (where applicable) their Alternate Directors and all Members of the Executive Directorate have complied with the Model Code throughout the year.

Senior managers, other nominated managers and staff who, because of their office in the Company, are likely to be in possession of Inside Information (which term shall bear the same meaning as in the Securities and Futures Ordinance (Cap. 571 of the Laws of Hong Kong) (the "SFO")) of the Company, have also been requested to comply with the provisions of the Model Code.

## DIRECTORS' INSURANCE

As permitted under the Articles of Association, it has been the practice of the Company to arrange Directors' and Officers' ("D&O") Liability Insurance for which Members of the Board and officers of the Company do not have to bear any excess. To ensure sufficient cover is provided, the Company undertakes an annual review of the Company's D&O insurance policy in light of recent trends in the insurance market and other relevant factors. The review benchmarks the amount of cover against other similar companies and considers whether separate cover will be required for Members of the Executive Directorate or Members of the Board. The conclusion of the review in year 2017 was that the level of cover was adequate and, given this, together with the indemnity provided by the Company to Members of the Board, the broad policy wording and the financial strength of the insurance panel, no additional cover was required.

## CORPORATE GOVERNANCE FUNCTIONS REVIEW

The Board conducted an annual review of its Corporate Governance duties in accordance with its Terms of Reference on Corporate Governance Functions and the latest review was done in March 2018. Below is a summary of the work performed during the year ended 31 December 2017:

- Development and review of the Company's policies and practices on corporate governance, including the corporate governance framework and the BD Policy;
- Review and monitoring of the training and continuous professional development of Members of the Board and senior management;
- Review and monitoring of the Company's policies and practices on compliance with legal and regulatory requirements;
- Development, review and monitoring of the Code of Conduct and Directors' Manual; and
- Review of the Company's compliance with the Code.

The Board considers that the Company's Corporate Governance Functions are adequate and appropriate for the Company in light of its current corporate strategy. They will be kept under review in light of the changing legal and regulatory environment and any changes to the Company's business.

The Terms of Reference on Corporate Governance Functions are available on the websites of the Company ([www.mtr.com.hk](http://www.mtr.com.hk)) and the Stock Exchange.

## BOARD PROCEEDINGS

The Board meets in person regularly, and all Members of the Board have full and timely access to relevant information and may take independent professional advice at the Company's expense, if necessary, in accordance with the approved procedures.

The draft agenda for regular Board meetings is prepared by the Company Secretary (the L&EBD) and approved by the Chairman of the Company. Members of the Board are advised to inform the Chairman or the Company Secretary not less than one week before the relevant Board meeting if they wish to include a matter in the agenda of the meeting. The agenda together with Board Papers are usually sent at least three days before the intended date of the Board meeting.

The Board meeting dates for the following year are usually fixed by the Company Secretary with the agreement of the Chairman, before communicating with other Members of the Board, in the third quarter of each year.

At regular Board meetings, Members of the Executive Directorate together with senior managers report to the Board on their respective areas of business.

# CORPORATE GOVERNANCE REPORT

The CEO Executive Summary, provided to the Board on a monthly basis, covers the overall strategies, principal issues and key events of the Company for the relevant month, with a look ahead to key issues or events in the following three to six months. This Summary, together with the discussions at Board meetings, ensures that Members of the Board have a general understanding of the Company's business and provides up-to-date information to enable them to make informed decisions for the benefit of the Company.

All Members of the Board have access to the advice and services of the Company Secretary, who is responsible for ensuring that the correct Board procedures are followed and advising the Board on all corporate governance matters. Members of the Board also have full access to Members of the Executive Directorate as and when they consider necessary.

An electronic meeting solution has been introduced for the Company's Board meetings and Executive Committee meetings starting from the third quarter of 2017. Apart from contributing to the Company's environmental efforts, the electronic meeting solution also enables Members of the Board and the Executive Committee to access meeting documents and join virtual meetings remotely in a secure, efficient and convenient manner.

## MATERIAL INTERESTS AND VOTING

All Members of the Board and the Executive Directorate are required to comply with their common law duty to act in the best interests of the Company and have particular regard to the interest of the Company's shareholders as a whole. To this end, all of them are required to declare the nature and extent of their interests, if any, in any contract, transaction, arrangement or other proposal to be considered by the Board at Board meetings.

Unless specifically permitted by the Articles of Association, a Member of the Board cannot cast a vote on any contract, transaction, arrangement or any other kind of proposal in which he/she has an interest which he/she knows is material. For this purpose, the interests of a person who is connected with a Member of the Board (including any of his/her associates) are treated as the interests of the Member of the Board himself/herself. Interests purely as a result of an interest in the Company's shares, debentures or other securities are disregarded. A Member of the Board may not be included in the quorum for such part of a meeting that

relates to a resolution he or she is not allowed to vote on but he or she shall be included in the quorum for all other parts of that meeting. This reduces potential conflicts which might otherwise arise between the Company's business and an individual Board Member's other interests or appointments.

If a conflict arises between the interests of the Company and those of Government, each Government-nominated Director and any Director holding a senior Government position, is not included in the quorum for that part of the meeting which relates to the contract, transaction, arrangement or other proposal being considered by the Board and in relation to which the conflict exists and is not allowed to vote on the related resolution.

There are a number of contractual arrangements that have been entered into between the Company and Government (and its related entities), some of which are continuing in nature. As Government is a substantial shareholder of the Company, such contractual arrangements are connected transactions (and in some cases continuing connected transactions) for the purposes of the Listing Rules. The sections headed "Connected Transactions" and "Continuing Connected Transactions" (pages 177 to 194) of this Annual Report explain how, in accordance with the Listing Rules, these transactions have been treated.

Matters to be decided at Board meetings are decided by a majority of votes from Members of the Board allowed to vote, although the usual practice is that decisions reflect the consensus of the Board.

## BOARD MEETINGS

The Board held 10 meetings in 2017 (including seven Regular Meetings, two Special Meetings and one Private Meeting), well exceeding the requirement of the Code which requires every listed issuer to hold board meetings at least four times a year.

In October 2017, the Board held its meeting in Hangzhou, followed by a visit to Beijing, and took the opportunity to understand the Company's investments and future investment opportunities in both cities.

### Regular Meetings

At each Regular Meeting, the Board reviewed, discussed and, where appropriate, approved matters relating to the Company's different businesses and financial performance.

In addition, other key matters discussed at Board meetings held in 2017 included:

- Corporate Governance matters, including:
  - Receipt of shareholder analysis and investors' feedback;
  - Approval of Directors' Manual updates;
  - Review of Directors' fees for NEDs and INEDs;
  - Review of the structure, size and composition of the Board;
  - Review of the Board's Corporate Governance Functions;
  - Review of Enterprise Risk Management Reports;
  - Review of the effectiveness of the Company's risk management and internal control systems;
  - Assessment of the independence of the INEDs;
  - Receipt of Corporate Safety Governance Annual Report;
  - Receipt of the proceedings of various Board Committee meetings and MTR Academy Council meetings;
  - Approval of Sustainability Report 2016; and
  - Approval of changes of Directors and Board Committee composition;
- 2017 AGM:
  - Recommendation of the re-election of retiring Members of the Board; and
  - Recommendation of the nomination of two new Board Members;
- Projects
  - Approval of contract awards relating to railway projects;
  - Approval of the Company's proposals for submission to Government under the Railway Development Strategy 2014;
  - Receipt of updates on Government's Hong Kong 2030+ and Lok Ma Chau Loop;
  - Receipt of updates on the progress of the Shatin to Central Link and approval of the revised estimated cost for the project for submission to Government; and
  - Receipt of updates on the progress of the Express Rail Link;
- Operations
  - Receipt of 2016 train service performance summary;
  - Receipt of updates on signalling replacement and Works Management Office projects;
  - Receipt of updates on major incidents;
  - Receipt of updates on by-law review exercise; and

- Award of contracts relating to replacement of equipment at the Company's stations and depot, and cleaning services;
- Mainland China and International Businesses
  - Receipt of updates on Mainland China and International Business and Business Development; and
  - Approval of bid submission/investment proposals for railway projects in overseas and Mainland China;
- Property
  - Approval of property development tender award in Hong Kong;
  - Receipt of updates on property development projects in Hong Kong; and
  - Approval for bid submission for overseas property development project;
- Human Resources
  - Approval of 2017 Annual Pay Review and new employee incentive scheme;
- Commercial and Marketing
  - Award of contract for advertising sales agency services relating to some of the railway lines in Hong Kong;
- Financial
  - Approval of 2016 Annual Report and Accounts;
  - Approval of 2017 Interim Report and Accounts;
  - Receipt of Ngong Ping 360 Limited 2016 performance review;
  - Receipt of Octopus Business Performance Review; and
  - Approval of 2018 Budget and Longer Term Forecast.

The minutes of Board meetings are prepared by the Company Secretary or her delegate with details of the matters considered by the Board and decisions reached, including any concerns raised by Members of the Board or dissenting views expressed. The draft minutes are circulated to all Members of the Board for their comments within a reasonable time after the meeting. The approval procedure is that the Board formally adopts the draft minutes at the subsequent meeting. If Members of the Board have any comments on the draft minutes, they will discuss it at that meeting and any agreed changes will be reflected in the formal minutes of the relevant meeting. Minutes of Board meetings are kept by the Company Secretary and are open for inspection by all Members of the Board at the Company's registered office.

# CORPORATE GOVERNANCE REPORT

## Special Meetings

A number of matters were covered in the two Special Meetings, including:

- Approval of property development tender award in Hong Kong;
- Review of the Fare Adjustment Mechanism (the "FAM");
- Approval of the principles for revising the Company's fares under the FAM;
- Approval of fare revision for Airport Express; and
- Approval of tender submission for an overseas franchise.

## Private Meeting

The Chairman held a Private Meeting in December 2017.

During the first part of the Private Meeting, at which neither the CEO nor any other Member of the Executive Directorate was present, the Board:

- discussed the performance of Members of the Executive Directorate;
- reviewed the contribution required from a director in performing his/her responsibilities to the Company, and whether he/she had been spending sufficient time in performing them; and
- assessed the performance of the Board as a whole.

Following the discussions, the Board concluded that all Board Members have contributed positively to the Board and the Company.

During the second part of the Private Meeting, which the Human Resources Director and Legal and European Business Director were invited to join, the Board reviewed and approved the proposed terms for renewing the contract of the CEO for a further term commencing from 16 March 2018 to 31 March 2020 (both dates inclusive), the terms of which had previously been endorsed by the Remuneration Committee of the Company.

The attendance record of each Member of the Board (and each Member of the Executive Directorate) during the year is set out on pages 117 to 118 of this Annual Report.

## INDUCTION PROGRAMME AND OTHER TRAINING

### Induction Programme

On appointment, each new Member of the Board (including Government nominated Directors), Alternate Director and Member of the Executive Directorate is given a comprehensive, formal and tailored induction programme which covers:

- the roles of a director from the strategic, planning and management perspective, as well as the essence of corporate governance and the trends in these areas; and
- the general and specific duties of a director under general law (common law and legislation) and the Listing Rules.

In addition to the above, a Familiarization Programme to understand the key areas of the Company's business and operations is also provided.

All Members of the Board, Alternate Directors and Members of the Executive Directorate are also given a Directors' Manual on their appointment which sets out, amongst other things, directors' duties and the Terms of Reference of the Board on its Corporate Governance Functions and of its Board Committees. The Directors' Manual is updated from time to time to reflect developments in those areas. The latest update to the Directors' Manual was approved by the Board on 16 January 2018.

### Training and Continuous Professional Development

#### Members of the Board and the Executive Directorate

To assist Members of the Board and the Executive Directorate in continuing their professional development, the Company Secretary recommends them to attend relevant seminars and courses at the cost of the Company.

#### Board Visits

In September 2017, certain Members of the Board and the Executive Directorate visited West Kowloon Terminus and Shek Kong Stabling Sidings to gain a first hand understanding of the construction progress of the Express Rail Link.

In October 2017, the Board held a Regular Meeting in Hangzhou, and arrangements were made for Members of the





Board Visit in Hangzhou

Board and the Executive Directorate to visit the Company's railway operations in Hangzhou and Beijing. During the visits, visiting Members were briefed on the latest business and service performance of the local railway operations and appraised of the new business opportunities there.

### Training

Materials on the subject of corporate governance are provided to Members of the Board, Alternate Directors and Members of the Executive Directorate from time to time to keep them abreast of the latest developments on this front.

Each Member of the Board and the Executive Directorate has also provided to the Company a record of the training he/she has received during the year, which is set out on pages 117 to 118 of this Annual Report.

### Senior Executives

A comprehensive and tailored training programme has been developed for the Senior Executives of the Company. This programme consists of a series of workshops, seminars and benchmarking visits which are organised on an on-going basis.

To support the enhancement of the business acumen, leadership and management skills of the Senior Executives, professors from renowned business schools are engaged to share cutting-edge research and insights on contemporary management and business topics. For learning from other leading businesses, an "Executive Leaders Consortium" has

been established with other leading companies in Hong Kong, providing a platform for Senior Executives to learn and benchmark best practices with other leading companies. Senior Executives have been actively participating in the above training activities.

## ACCOUNTABILITY

Members of the Board are responsible for the consolidated accounts of the Group. The consolidated accounts are prepared on a going concern basis and give a true and fair view of the consolidated financial position of the Group as at 31 December 2017, and of the Group's consolidated financial performance and consolidated cash flows for the year then ended. In preparing the consolidated accounts for the year ended 31 December 2017, Members of the Board have selected appropriate accounting policies and, apart from those new and amended accounting policies as disclosed in the notes to the consolidated accounts for the year ended 31 December 2017, have applied them consistently with previous financial periods. Judgments and estimates have been made that are prudent and reasonable. The reporting responsibilities of the external auditor of the Company (the "External Auditor") are set out on page 132 of this Annual Report.

In support of the above, the consolidated accounts presented to the Board have been reviewed by Members of the Executive Directorate. For both the annual and interim reports and consolidated accounts, the Finance Division is responsible for

# CORPORATE GOVERNANCE REPORT

clearing them with the External Auditor and then the Audit Committee. In addition, all new and amended accounting standards and requirements, as well as any changes in accounting policies adopted by the Group, have been discussed and approved at the Audit Committee before adoption by the Group.

## RISK MANAGEMENT AND INTERNAL CONTROL SYSTEMS

The Board is responsible for the internal control system and the risk management system (the “ERM” system) of the Company and its subsidiaries, setting appropriate policies and reviewing the effectiveness of the internal control system and the ERM system. The internal control system and the ERM system, with processes put in place by the Board, management and other personnel, are designed to manage (as opposed to eliminate) the risk of failure and provide reasonable assurance, and not absolute assurance, against material misstatement or loss, regarding the achievement of objectives in the following areas:

- Effectiveness and efficiency of operations
- Reliability of financial reporting
- Compliance with applicable laws and regulations
- Effectiveness of risk management

### Systems Overview

The Executive Committee is responsible for:

- Implementing the Board’s policies on risk management and internal controls;
- Identification and evaluation of the risks faced by the Company for consideration by the Board;
- Designing, operating and monitoring a suitable internal control system and an ERM system; and
- Providing assurance to the Board that it has done so, together with a confirmation that these systems are effective and adequate.

In addition, all employees have responsibility for internal controls and risk management within their areas of accountability.

### Business/Functional Management Committees

A number of committees have been established to assist the Executive Committee in the management and control of

the Company’s various core businesses and functions. Key committees include:

- Operations Executive Management Committee
- Property Executive Management Committee
- Project Control Group
- Investment Committee
- European Business Management Committee
- Australian and International Consultancy Business Management Committee
- Mainland China Business Management Committee
- Information Technology Executive Management Committee
- Financial Planning Committee
- Corporate Safety Management Committee
- Enterprise Risk Committee
- Executive Tender Panel/Tender Board
- Corporate Responsibility Steering Committee
- Cost Control Committee (Projects)
- Executive Cost Control Committee (Projects)
- Corporate Cyber Security Committee
- Corporate Security Management Committee

### Internal Audit

The IAD provides independent, objective assurance and consulting services designed to add value and improve the Company’s operations. Key responsibilities of the IAD include:

- Carrying out analysis and independent appraisal of the adequacy and effectiveness of the risk management and internal control systems of the Company;
- Recommending improvements to existing management controls and resources utilisation; and
- Performing special reviews, investigations and consulting and advisory services related to corporate governance and controls as commissioned by management or the Audit Committee of the Company.

The Head of Internal Audit reports directly to the CEO and the Audit Committee. The IAD has unrestricted access to information that allows it to review all aspects of the Company’s risk management, control and governance processes. On a regular basis, it conducts audits on financial, operational and compliance controls, and the risk



management functions of the Company and its subsidiaries. Relevant members of the management team are responsible for ensuring that control deficiencies highlighted in internal audits reports are rectified within a reasonable time. The IAD produces an annual internal audit plan for the Audit Committee's approval. The audits are selected based on a risk assessment to ensure that business activities with higher risks are covered. On a half-yearly basis, the Head of Internal Audit reports to the Audit Committee including his opinion on the adequacy and effectiveness of the Company's internal control system.

## ERM system

The ERM system is an essential and integral part of the Company's corporate governance framework and helps to sustain business success and create value for stakeholders. It involves a corporate-wide systematic risk management process which aims to assist the Executive Committee and individual business unit managers to manage the key risks facing the Company and supports the Board in discharging its corporate governance functions.

More details of the features of the ERM system, the process used to identify, evaluate and manage significant risks, the significant risks being managed and the process used to review the effectiveness of the ERM system are set out in the "Risk Management" section (pages 138 to 141) of this Annual Report.

## Board Oversight

The Board, assisted by the Risk Committee and the Audit Committee respectively, oversees the Company's ERM system and internal control system on an ongoing basis and reviews the effectiveness of the systems at least annually. The duties of and work performed in 2017 by the Risk Committee and Audit Committee respectively are set out in the "Risk Committee Report" (pages 142 to 143) and "Audit Committee Report" (pages 135 to 137) of this Annual Report.

## Control Activities and Processes

### Compliance with Statutes and Regulations

To ensure the efficient and effective operation of business units and functions, and the safety of the operating railway and construction works in railway projects, CGIs, divisional/departmental procedures and manuals, committees, working

groups and quality assurance units are established to achieve, monitor and enforce internal controls and evaluate their effectiveness.

CGIs and various departmental procedures and manuals are established for preventing or detecting unauthorised expenditures/payments, safeguarding the Company's assets, ensuring the accuracy and completeness of accounting records and timely preparation of reliable financial information.

All Department Heads, including General Managers/Project Managers for overseas subsidiaries/projects, are responsible for ensuring compliance with the statutes and regulations applicable to their own functional units. With necessary legal support, they are required to:

- Identify any new or updated statutes;
- Assess their impact on the Company's operations;
- Review at least once a year that the relevant statutes/regulations have been complied with; and
- Report any potential and actual significant non-compliances to the respective Divisional Directors and the Executive Committee.

Issues relating to compliance with statutes and regulations, including potential and actual non-compliances, and the status of rectification and actions taken to prevent recurrence are reported annually to the Executive Committee and the Audit Committee.

Divisional Directors, Department Heads, including General Managers/Project Managers for overseas subsidiaries/projects, are required to conduct annual assessments and certifications on the effectiveness of internal controls and risk management systems within their areas of responsibility.

### Whistle-blowing Policy

A whistle-blowing policy has been put in place to deal with concerns related to fraudulent or unethical acts or non-compliances with laws and the Company's policies that have or could have significant adverse financial, legal or reputational impacts on the Company. The policy applies to all staff, parties who deal with the Company as well as the general public. Every half year, a summary of all whistle-blowing cases handled by the Whistle Blowing Panel, plus staff complaints handled by the Human Resources Management Department and management initiated investigations are reported to the Executive Committee and the Audit Committee.

# CORPORATE GOVERNANCE REPORT

## Inside Information Policy

The Company has developed a system with established policies, processes and procedures across all relevant Division(s) and Department(s) for the handling and dissemination of Inside Information. The system includes the following:

- A CGI, issued in 2016, which sets out:
  - (i) the internal processes for identifying, assessing and escalating potential Inside Information to the Executive Committee and the Board;
  - (ii) the responsibilities of Model Code Managers (as defined below) in preserving the confidentiality of Inside Information, escalating upwards any such potential information and cascading down the message and responsibilities to relevant staff; and
  - (iii) the process for disclosure of Inside Information;
- Training is provided to Members of the Board and the Executive Directorate, Executive Managers, Department Heads and managers who are classified as Model Code Managers (on the basis that they are likely to be in possession of Inside Information because of their positions in the Company) from time to time. In particular, Members of the Executive Directorate, Executive Managers, Department Heads and Model Code Managers have been required to complete a computer-based training programme ("CBT Programme") on Inside Information. The CBT Programme will be re-run periodically to provide continuous training; and
- On-going training sessions on the latest developments/ requirements of the SFO are arranged as appropriate.

The Board considers that the Company's existing system and measures are effective and appropriate compliance mechanisms to provide assurance that the Company and its officers observe their disclosure obligations in respect of Inside Information.

## Evaluation of the Effectiveness of the Risk Management System

The Company has surpassed the relevant best practices in the Code by completing an effectiveness review of the ERM system for the Company and its subsidiaries, and extending the review to the Company's associates operating in Mainland China and overseas. For the year ended 31 December 2017, the Risk Committee, with delegated authority from the Board, evaluated the effectiveness of the ERM system of the Company

and concluded that it was effective. The details are set out in the "Process of System Effectiveness Review" of the Risk Management section (page 141) of this Annual Report.

## Evaluation of the Effectiveness of the Internal Control System

For the year ended 31 December 2017, the Audit Committee, with delegated authority from the Board, evaluated the effectiveness of the internal control system of the Company and its subsidiaries based on the following:

- A review of significant issues arising from internal audit reports and the external audit reports;
- Private sessions with internal and external auditors;
- A review of the annual assessment and certification of internal controls from Members of the Executive Directorate, management of overseas subsidiaries and Department Heads in their areas of responsibility;
- A review of papers submitted/prepared by the Executive Committee and the IAD covering periodic Financial Reports and Accounts; preview of Annual Accounting and Financial Reporting issues; Annual Internal Audit Plan; IAD's Half-yearly Reports; Whistle-blowing Reports; Report on the Company's Risk Management and Internal Control System; Report on Evaluation of Effectiveness of IAD; and Report on Outstanding Litigation and Compliance Issues; and
- The results from internal audits performed during the year on the effectiveness of the internal control system of the Company and its subsidiaries.

The Audit Committee concluded that the internal control system was effective.

## Evaluation of the Adequacy of Resources of the Company's Accounting, Financial Reporting and Internal Audit Functions

For the year ended 31 December 2017, the annual assessment performed by Finance Division and IAD concluded that there were adequate resources, staff qualifications and experience, training programmes and budget of the Company's accounting, financial reporting and internal audit functions.

The Company is committed to recruit, train and develop a team of qualified and competent accountants in order to oversee the Group's financial reporting and other accounting-related matters. A process to capture and update relevant

laws, rules and regulations applicable to the reporting and accounting function is in place. Designated officers will ensure relevant standards and ordinances including Hong Kong Financial Reporting Standards, the Listing Rules and the Companies Ordinance under their responsibility are complied with. Resources and provisions required to deliver the accounting and financial reporting function are critically reviewed during the annual budgeting exercise. Company-wide recruitment processes and staff development programmes are in place to address the competency, qualifications and experience required. Adherence to the process is confirmed on an annual basis by the designated officers to the Finance Director who will conduct a formal annual review and report the review results to the Audit Committee. Based on the above, the Audit Committee considered the resources, qualifications and experience of staff of the Company's accounting and financial reporting function, and their training programmes and budget were adequate.

In terms of internal audit, the Company is also committed to recruit, train and develop a team of qualified and competent internal auditors to provide independent and objective assurance and consulting services designed to add value and improve the Company's operations. A process to capture updated standards and best practices relating to internal audit is in place. Proper recruitment processes and staff development programmes are in place to address the competency, qualifications and experience required. The Head of Internal Audit conducts a formal annual review on the adequacy of staff resources, qualifications and experience of the internal audit function and reports the review results to the Audit Committee. Based on the above, the Audit Committee considered the resources, qualifications and experience of staff of the Company's internal audit function, and its training programmes and budget were adequate.

### Board's Annual Review

The Board has, through the Risk Committee and the Audit Committee, overseen the Company's risk management and internal control systems on an ongoing basis. The Board has conducted its annual review of the Company's and its subsidiaries' risk management and internal control systems for the year ended 31 December 2017, and considers that such systems are effective and adequate. There were no significant

control failings, weaknesses or significant areas of concern identified during the year.

The Board has conducted a review of the adequacy of resources, staff qualifications and experience, training programmes and budget of the Company's accounting, financial reporting and internal audit functions for the year ended 31 December 2017, and considers the above resource components to be adequate.

## CRISIS MANAGEMENT

To uphold the reputation of being one of the world's leading railway operators and in order to help ensure that the Company will respond to and recover from crises in an organised and highly effective manner, including timely communication with principal stakeholders such as Government departments and shareholders, the Company has an established mechanism to activate the formation of the Crisis Management Team in the event of a crisis. The Crisis Management Team comprises relevant Members of the Executive Directorate and Executive Managers, and its operation is governed by a Crisis Management Plan which, among other things, sets out the duties of respective members. The Crisis Management Plan is kept in line with world-class standards and up-to-date through regular reviews. The operation of the Crisis Management Team is aided by an information system to keep track of the latest crisis situation, issues and strategic actions and disseminate crisis related information. Regular Crisis Management Team exercises are held to validate the crisis management organisation and arrangements and to provide practices for members. Two exercises, one for the Crisis Management Team and one for its shadow team, were conducted in September and December 2017 respectively.

## GOVERNANCE OF SUBSIDIARIES AND ASSOCIATES

The Company has a number of subsidiaries and associates which operate independent businesses in Hong Kong, the Mainland of China and overseas. Notwithstanding the fact that these subsidiaries and associates are separate legal entities, the Company has implemented a management governance framework (the "Governance Framework") to ensure that it

# CORPORATE GOVERNANCE REPORT

exercises an appropriate level of control and oversight as a shareholder of these subsidiaries and associates.

In 2017, the Company completed a review of the Governance Framework to refine the management governance requirements and the implementation process, promoting increased collaboration between the corresponding functions in the Company on the one hand and the subsidiaries and associates on the other hand.

Pursuant to the Governance Framework, the Company exercises its control and oversight through formulation of a governance structure that is tailored for individual subsidiaries and associates through (i) imposition of certain internal controls in key areas; and (ii) adoption of management practices and policies that are appropriate to the business nature and local situation. As a result, adequate internal controls will be adopted by subsidiaries and associates and the Company will be consulted and notified on important matters, complemented by regular reporting and assurance. Compliance with this governance structure is reported by subsidiaries and associates with significant operations on an annual basis.

## BUSINESS ETHICS

Practising integrity and responsible business ethics is paramount to the Company's continued success. The Company's Code of Conduct lays down the requirements of the Company in terms of ethical practices and obliges staff to operate transparently and under the highest principles of fairness, impartiality and integrity in all of the places where the Company does business.

The Code of Conduct is reviewed and updated periodically to ensure appropriateness and compliance with corporate and regulatory requirements. Following a comprehensive rewrite of the Code of Conduct in 2015, a regular review of the content is underway and the revised Code is planned to be released to all staff in the first quarter of 2018. Education programmes including seminars and mandatory computer-based training are in place to raise staff awareness. Staff members are also encouraged to report existing or perceived violations or malpractices. Proper procedures have already been put in place pursuant to the whistle-blowing policy of the Company, under which staff members can raise their concerns in a safe

environment and in complete confidence if they have genuine suspicions about wrongdoings.

To enable new recruits to embrace the Company's values and ethical commitments, they will be briefed on the Code of Conduct as part of the staff induction programmes. The Code of Conduct is also uploaded onto the Company's website ([www.mtr.com.hk](http://www.mtr.com.hk)).

In addition, the Code of Conduct serves as a guideline to establish a comparable ethical culture in our subsidiaries and associates in Hong Kong, the Mainland of China and overseas.

## EXTERNAL AUDITOR

The Company engages KPMG as its External Auditor. In order to maintain KPMG's independence and objectivity and the effectiveness of the audit process in accordance with applicable standards, the Audit Committee, under its Terms of Reference, pre-approves all audit services to be provided by KPMG and discusses with KPMG the nature and scope of their audit and reporting obligations before the audit commences.

The Audit Committee also reviews and pre-approves the engagement of KPMG to provide any non-audit services, for complying with relevant legal requirements and seeks to balance the maintenance of objectivity with value for money.

The nature of audit and non-audit services provided by KPMG and fees paid to KPMG (including any entity that is under common control, ownership or management with KPMG or any entity that a reasonable and informed third party having knowledge of all relevant information would reasonably conclude as part of KPMG nationally or internationally) are set out in note 9D to the consolidated accounts on page 220 of this Annual Report.

For maintaining integrity and objectivity as the External Auditor of the Company, KPMG implements policies and procedures to comply with professional ethics and independence policies and requirements applicable to the work it performs. In addition, KPMG requires its audit partner serving the Group to rotate off the audit engagement with the Group at least once every seven years in accordance with the Hong Kong Institute of Certified Public Accountants/ International Federation of Accountants Code of Ethics.

## COMMUNICATION WITH SHAREHOLDERS

### Annual General Meeting (the “AGM”)

The Company's AGM is one of the principal channels of communication with its shareholders. It provides an opportunity for shareholders to communicate face to face with the Directors about the Company's performance and operations. It has been the practice for the Chairman of the Company, the chairman of each Board Committee, all Members of the Executive Directorate and the External Auditor of the Company to attend AGMs to answer shareholders' questions.

The 2017 AGM was held on 17 May 2017 at Rotunda 3 (6/F), Kowloonbay International Trade & Exhibition Centre, Kowloon Bay, Hong Kong. To facilitate the Company's shareholders who did not attend the AGM, the whole proceedings were webcast and posted on the Company's website ([www.mtr.com.hk](http://www.mtr.com.hk)) in the same evening.

The 2018 AGM has been scheduled on 16 May 2018 and it is planned to continue providing simultaneous interpretation to facilitate smooth and direct communication between the shareholders of the Company and the Company's Directors and management.

### Resolutions passed at the 2017 AGM

The Chairman proposed separate resolutions for each substantially separate issue at the 2017 AGM. Before the resolutions were considered, the Chairman exercised his right as the Chairman of the 2017 AGM under Article 71 of the Articles of Association to call a poll on all resolutions conducted by electronic means.

A total of 12 resolutions were passed at the 2017 AGM (with resolution no. 3 comprising five separate resolutions), each supported by over 95% of the votes cast. The full text of the resolutions is set out in the 2017 AGM Circular (which comprised Notice of the 2017 AGM) dated 10 April 2017.

For the benefit of those shareholders who did not attend the 2017 AGM, below is a succinct summary of the resolutions passed:

- (1) Adoption of the audited Statement of Accounts and the Reports of the Directors and the Auditors of the Company for the year ended 31 December 2016;
- (2) Declaration of a final dividend of HK\$0.82 per share for the year ended 31 December 2016;

- (3) (a) Re-election of Professor Frederick Ma Si-hang as a Member of the Board of Directors of the Company;
- (b) Re-election of Dr Pamela Chan Wong Shui as a Member of the Board of Directors of the Company;
- (c) Re-election of Dr Dorothy Chan Yuen Tak-fai as a Member of the Board of Directors of the Company;
- (d) Re-election of Mr Alasdair George Morrison as a Member of the Board of Directors of the Company;
- (e) Re-election of Mr Abraham Shek Lai-him as a Member of the Board of Directors of the Company;
- (4) Election of Mr Andrew Clifford Winawer Brandler as a new Member of the Board of Directors of the Company;
- (5) Election of Mr Zhou Yuan (also known as Mr Johannes Zhou) as a new Member of the Board of Directors of the Company;
- (6) Re-appointment of KPMG as Auditors of the Company and authorisation of the Board of Directors to determine their remuneration;
- (7) Grant of a general mandate to the Board of Directors to allot, issue, grant, distribute and otherwise deal with additional shares in the Company, not exceeding ten per cent. of the aggregate number of shares in issue as at the date of passing of this resolution\*<sup>1</sup>; and
- (8) Grant of a general mandate to the Board of Directors to buy back shares in the Company, not exceeding ten per cent. of the aggregate number of shares in issue as at the date of passing of this resolution\*<sup>2</sup>.

\* (The full text of the resolution is set out in the Notice of the 2017 AGM.)

The poll results were posted on the websites of both the Company ([www.mtr.com.hk](http://www.mtr.com.hk)) and the Stock Exchange on the same day after the AGM.

### Calling General Meetings

Directors of the Company may call a general meeting of the Company.

Shareholders representing at least 5% of the total voting rights of all the shareholders having a right to vote at general meetings may request the Directors of the Company to call a general meeting of the Company.

The requesting shareholders must state in their request the general nature of the business to be dealt with, and may include the text of a resolution to be moved at the general meeting. The request may consist of several documents in like form and may be sent to the Company in hard copy or electronic form, which must be authenticated by the requesting shareholders.



# CORPORATE GOVERNANCE REPORT

The Directors of the Company are required to call the general meeting within 21 days after the date on which the Company receives such requests, and the general meeting must be held on a date not more than 28 days after the date of the notice convening the general meeting. If the requests include a resolution to be moved at the general meeting, the notice of the general meeting must include notice of the resolution. If the resolution is to be proposed as a special resolution, the Directors of the Company are required to specify the intention to propose the resolution as a special resolution in the notice of the general meeting.

If, within 21 days after the date on which the Company receives the required requests, the Directors of the Company do not proceed duly to call a general meeting, the shareholders who requested the general meeting, or any of them representing more than one-half of the total voting rights of all of them, may themselves call a general meeting, provided that the general meeting must be called for a date not more than 3 months after the date on which the Company receives the required requests.

## Procedures for Shareholders Putting Forward Proposals

Shareholders may put forward proposals for consideration at a general meeting according to the Companies Ordinance and the Articles of Association.

As regards proposing a person for election as a director, please refer to the "Appointment Procedure for Members of the Board of the Company" which is available on the website of the Company ([www.mtr.com.hk](http://www.mtr.com.hk)).

## Enquiries from Shareholders

The Company has a Shareholders' Communication Policy (available on the website of the Company ([www.mtr.com.hk](http://www.mtr.com.hk))) to provide shareholders with information about the Company to enable them to engage actively with the Company and exercise their rights as shareholders in an informed manner.

The Company's Shareholders Communication Policy has set out, amongst other things, a channel for shareholders' access to the Board and management by writing to the Company Secretary of the Company.

Please also refer to the Investor Relations section (pages 102 to 103) of this Annual Report on other means of communication with shareholders.

## CONSTITUTIONAL DOCUMENT

The Company's Articles of Association (in both English and Chinese) are available on the websites of both the Company ([www.mtr.com.hk](http://www.mtr.com.hk)) and the Stock Exchange. During the year ended 31 December 2017, there was no change to the Articles of Association.

For and on behalf of the Board

Gillian Elizabeth Meller  
Company Secretary  
Hong Kong, 8 March 2018