



Capability Statement 2025



caring for life's journeys

Who are we

Today, MTR provides over **10 million** passenger journeys **every day** through our award-winning¹ mass transit services across the globe. We are regarded as one of the world's leading railway operators for safety, reliability, customer service and cost efficiency.

MTR has been established for over 45 years, and our aspiration remains unwavering – to **connect** and **grow communities** across the globe. With operations in Hong Kong, Beijing, Shenzhen, Hangzhou, Tianjin, Chengdu, Zhengzhou, Xi'an, Guangzhou, Sydney and Melbourne, we are serving communities and connecting people in these cities with dedication and heartfelt services.

Our Global Presence

Railway Operations

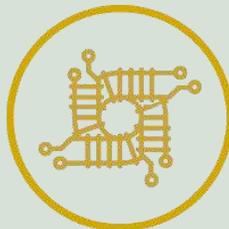


Operating in **2**
countries

(as at Dec 2025)

5 Railway services
outside Hong Kong

(as at Dec 2025)



Around **2.24** billion
total patronage outside
Hong Kong

(2025)

Consultancy and Contracting Services



We have provided services across the globe, including Australia, Macao, Middle East, Southeast Asia and Chinese Mainland.

The Corporation maintains a strong global presence with offices in over 4 countries worldwide.



¹ (Hong Kong Transport Services) Most Innovative Transport Solutions Global 2022, Capital Finance International.
 (Hong Kong Transport Services) Winner in Technological Innovation, UITP Awards 2023, International Association of Public Transport.
 (Hong Kong Transport Services) The Operational Excellence Award and The Special Recognition Award in Design, UITP Awards 2025, International Association of Public Transport.

What we do

MTR delivers efficient and customer-centric services to commuting passengers with over **26,000 staff worldwide** across a spectrum of mass transit solutions.



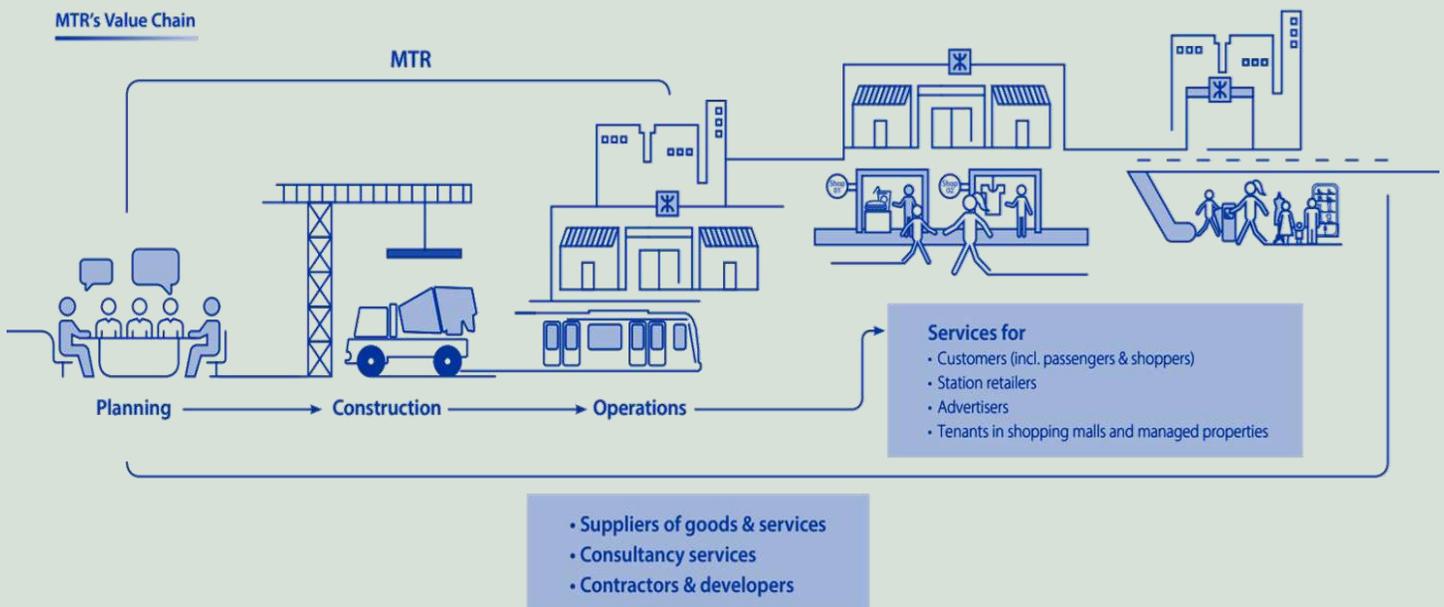
Metro, Airport Express, Sub-urban Rail, Light Rail, Intercity and High-speed Rail



Our Service

With MTR's global network and wealth of railway expertise, we can tailor our service to meet your needs along the journey from project planning to customer experience management.

MTR's Value Chain



Project Planning and Construction

- ⇒ **Railway Planning**
- ⇒ **Design Management**
- ⇒ **Construction Management**
- ⇒ **Factory Inspection Service for Rolling Stock**
- ⇒ **Testing and Commissioning**

MTR plans, designs and delivers complex railway projects with world-class standards. With increasing project complexity and public expectations, we ensure that key project objectives and requirements are met through risk management, innovation, financing and sustainable development. We have extensive experience in delivering both greenfield and brownfield railway projects, ensuring optimal outcomes for new developments and existing infrastructure upgrades alike. Our ability to deliver solutions tailored to both project types underlines our comprehensive expertise, recognising the unique operational needs and challenges throughout the project lifecycle.



Hong Kong West Kowloon Station during construction

Railway Operations

- ⇒ **Operation Strategy**
- ⇒ **Planning for Trial Operations**
- ⇒ **Operation readiness assessment**
- ⇒ **O&M documentation**
- ⇒ **Independent Review / Due Diligence**
- ⇒ **Benchmarking**

With a consistent on-time performance of over 99.9%, MTR is recognised for its efficient railway operations and maintenance. We adopt an operator-led approach to new railway projects, which ensures that the resulting design is robust, customer focused and with optimal life cycle cost.

We act as the “Shadow Operator” to provide Operations and Maintenance (“O&M”) input before an operator is appointed. It ensures that the O&M requirements, strategy, and customer needs are translated into the relevant design specifications and project documents at the project inception stage.

We provide a full range of O&M consultancy services to deliver innovative and tailored solutions to railway organisations, consultants and various government organisations across the globe.



Our Operations Control Centre (“OCC”) controls the Hong Kong rail network

MTR's Global Leadership in Smart Innovations

MTR Corporation Limited is a global leader in smart railway innovation, advancing operational efficiency, safety, and sustainability. Through cutting-edge technologies like digital track management, smart train planning, Internet of Things (IoT)-enabled lift and escalator monitoring, predictive maintenance sensors, and AI-powered tunnel inspections, MTR optimises operations and maintenance performance and elevates the passenger experience through digital ticketing and real-time information systems. Its commitment to environmental responsibility is reflected in energy-efficient systems and sustainable infrastructure. These efforts have earned MTR multiple awards, including recognition at the Geneva International Exhibition of Inventions, the Hong Kong Institution of Engineers (HKIE), and other industry accolades.

Highlights of Our Smart Innovations

Operations



AI Virtual Ambassador (Tracy)

Award-winning AI assistant enhancing customer service



"Cross-Harbour Easy" display

Passengers get live train arrivals and AI crowd info to pick the best route



Train Car Loading Indicator

Display screens on all platform lines showing the loading conditions

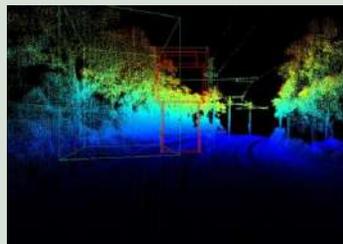
Maintenance

MTR leverages advanced monitoring and optimised work procedures to efficiently complete maintenance within the **two-hour golden window** during non-traffic hours daily. For example:



Automatic Tunnel Inspection System

AI powered locomotive inspections that detect asset positions, improving safety and efficiency



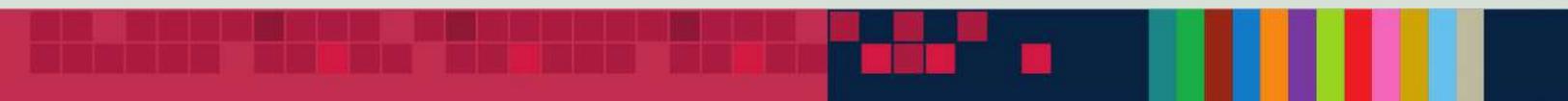
Tree Intrusion Monitoring System

Use of Incident Detection, Analysis and Response (iDAR) followed by AI analysis to assess risk of tree encroachment in the operating area
December 2025



Hypersonic Acoustic and Vibration Fusion Sensor

Using AI and wireless transmission, monitoring tracks and wheels at over 1Mn samples per second



Highlights of Our Smart Innovations (Con't)

Customer Service Enhancements

- **Digital Ticketing** : MTR's mobile, contactless system using credit cards and QR codes for faster, smoother ticket purchases.
- **MTR Mobile and 'MTR·Care' Apps** : Digital platforms designed to provide comprehensive travel information, enhancing the passenger journey experience. The 'MTR·Care' app features a user-friendly, clear, and accessible interface tailored for elderly passengers and those with special needs.

Key features : Trip Planner, Personalised Route Suggestion, Real-time Traffic News, Station Facilities info, Next Train, MTR Points to earn rewards, etc



Digital Ticketing System



MTR Mobile App



MTR · Care App

Asset Management

- **Enterprise Asset Management System (EAMS)**

Honoured with the Asset Management Excellence Award by the Institute of Asset Management (IAM), EAMS is MTR's digital platform transforming asset management. Launched in 2024, it serves 10,000+ staff and standardises lifecycle processes through collaboration with 180 change agents, improving operational efficiency and data integrity across the Operations Division.

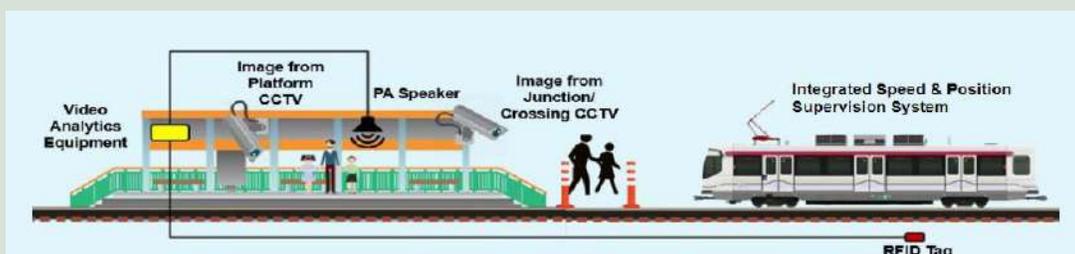


The IAM Asset Management Awards – Team Achievement Award

Safety Enhancements

- **Integrated Speed and Positioning Supervision System (iSPS)**

Our award-winning iSPS is an integrated operational safety digital solution that monitors platforms, junctions, the speed and position of rolling stock fleet, and trains contact with audible alert to train drivers and passengers as danger arises. The accident rate of our Light Rail system in Hong Kong has been significantly reduced by 58% since its implementation in 2019.



iSPS Safety Enhancement

Business Improvement

Transit-Oriented Development (“TOD”)

We adopt the “Rail + Property” integrated development model to capitalise on the synergy between property development and railway services. This offsets the railway construction capital, making us as one of the few profitable rail companies in the world. With our experience, we can provide advice on the best solutions to capitalise the property rights adjacent to a rail facilities and integrate the two elements – rail and property in a seamless way.



Tai Wai Station (Interchange station), another TOD success



Kowloon Station, one of the TOD successes in Hong Kong



Bustling scene at one of our stations

Non-fare Revenue

MTR has a track record of leveraging railway assets to explore and maximise revenue beyond railway fares to provide additional financial support to its railway operations. Through rearranging and utilising station space, we help railway operators to maximise the value of their assets and unlock the commercial potential of their assets, whilst improving the passenger convenience and experience.



Station Retail



Station Advertising

Training Solutions

MTR Academy has been established as a global training and research hub that upholds and further develops world-class performance and creates success. Through its tailor-made training curriculum, the MTR Academy will develop railway executives and professionals around the world to drive excellence for existing railway operations, railway expansion and major infrastructure projects in the decades to come.

With a dedicated headquarters in Hong Kong and advanced training facilities locally and abroad, the Academy's full-time trainers conduct around 7,000 classes annually for over 17,000 MTR staff and international partners. Offerings include:

- Tailor-made corporate programmes for global railway executives and managers
- Accredited programmes for aspiring railway professionals
- Short courses on safety, operations, asset management, engineering, and customer service
- Customised training solutions

Leveraging MTR's global network of industry leaders and institutions, the Academy also supports:

- Applied R&D in railway engineering, operations, and management
- Best practice sharing and peer reviews
- Cross-border professional exchanges



Advanced Training Facilities



Tailor-made Corporate Programmes

Belt and Road - Advanced Professional Development Programme in Railway Transport





GET IN TOUCH

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