



4.45  
million

Average Weekday  
Patronage

1,518.1  
million

Total Patronage

99.9%

Passenger Journeys  
On-time

## HONG KONG TRANSPORT SERVICES TRANSPORT OPERATIONS

### AIM

As one of the global leaders in environmentally friendly mass rail transit, MTR connects communities throughout Hong Kong and around the world by providing safe, reliable services that are accessible to everyone. Revenues generated from railway operations help the Company maintain, improve and expand its network for sustainable growth, benefitting passengers and shareholders alike.

## CHALLENGES

The fifth wave of COVID-19 affected domestic patronage in the first half of 2022, and cross-boundary patronage remained severely impacted due to continued closures of cross-boundary stations. The pandemic also continued to present operational challenges as MTR strove to protect the health and safety of its passengers and staff. Meanwhile, the Company prepared for the latest regular review of the Fare Adjustment Mechanism (“FAM”).

## STRATEGIES

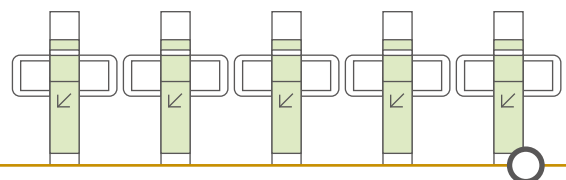
During the year, MTR strove to increase domestic fare revenue with special marketing offers and promotions while maintaining service excellence, health and safety. The Company worked around the clock to ensure the successful opening of the much-anticipated East Rail Line cross-harbour extension. We also continued to enhance our network with the latest technologies and innovations while engaging the local community through numerous outreach efforts.

## OUTLOOK

While the first half of 2022 saw difficulties brought by the fifth wave of the COVID-19 pandemic, patronage gradually recovered as the situation came under control. Meanwhile, Government’s relaxation measures on quarantine and self-monitoring policies for international arrivals has driven patronage for both our domestic network and Airport Express. With the lifting of cross-boundary travel restrictions in January 2023, our Cross-boundary Service and High Speed Rail (“HSR”) Service have resumed after being suspended since early 2020.

The opening of the East Rail Line cross-harbour extension in May 2022 completed the Shatin to Central Link and created yet another convenient way that passengers can travel through the city. Moving forward, the Company is ready to work with Government on the next phase of the city’s transit infrastructure development, an era that will further enhance connections within the city, support the growth of communities around rail stations in line with Government’s strategy of making railways the backbone of public transport, and establish new links with the Greater Bay Area and Mainland China.

Our “Go Smart Go Beyond” campaign continues as we strive to use smart technologies to build more connected and inclusive communities while emphasising sustainable growth and environmental protection. As always, we will spare no effort to continue providing world-class transport operations that are clean, comfortable, accessible and affordable for the millions of passengers who journey along our networks each day.



## SAFETY

Safety is and always will remain our number one focus. MTR recorded 880 reportable events throughout its heavy rail and light rail network in 2022, which represents a 7.1% increase compared to 2021. Further details about our safety performance can be found in the Ten-Year Statistics of this Annual Report.

During the year, our Escalator Safety Task Force continued to promote the importance of riding escalators safely to prevent accidents, opening promotional information booths at stations and launching awareness campaigns.

An Elderly Caring Programme will be established to focus on preventing accidents among the elderly. Our Platform Gap Incident Special Task Force promoted platform gap safety by distributing souvenirs to passengers at stations. Smart Junctions were introduced at two Light Rail stops to enhance the safety of trackside works. We also placed smart flashing bollards with flashing yellow strips at the pedestrian crossings of 14 Light Rail locations. Meanwhile, we launched a smart tunnel system at the Tsuen Wan Line; these are also being extended to the East Rail Line.

## PATRONAGE AND REVENUE

	Patronage In millions		Revenue HK\$ million	
	2022	Inc./ (Dec.) %	2022	Inc./ (Dec.) %
<b>Hong Kong Transport Operations</b>				
Domestic Service	<b>1,334.6</b>	(6.1)	<b>11,245</b>	1.6
Cross-boundary Service	<b>0.4</b>	(11.7)	<b>4</b>	(20.0)
High Speed Rail ("HSR")	–	n/m	<b>1,401</b>	2.8
Airport Express	<b>3.1</b>	44.2	<b>128</b>	43.8
Light Rail and Bus	<b>180.0</b>	(6.3)	<b>561</b>	(3.8)
Intercity	–	n/m	–	n/m
	<b>1,518.1</b>	(6.1)	<b>13,339</b>	1.8
Others			<b>65</b>	(7.1)
Total			<b>13,404</b>	1.7

n/m: not meaningful

MTR rail and bus passenger services recorded 1,518.1 million passenger trips in 2022, representing a year-on-year decrease of 6.1%. Patronage was impacted by the fifth wave of COVID-19 over the first half of the year, although ridership increased from May as the number of cases subsided. Average weekday patronage decreased by 6.3% to 4.45 million passenger trips.

Total patronage for Domestic Service was 1,334.6 million in 2022, a year-on-year decrease of 6.1%. Average weekday patronage for Domestic Service decreased by 6.4% to 3.92 million. The recent reopening of cross-boundary stations between Hong Kong and Mainland China has had a positive impact on our patronage, and cross-boundary patronage in particular will gradually recover.

Patronage at Airport Express was 3.1 million in 2022, representing a 44.2% increase compared to 2021. This was attributed to the gradual relaxation of

international air travel restrictions and quarantine requirements in the second half of the year. Following the announcements of these updated Government policies, MTR responded promptly to cater to growing travel demand with increased Airport Express service frequency and promotions.

During the year, we launched a number of promotions to drive ridership and make trips on MTR even more affordable and enjoyable. These included offering 100,000 free domestic single journeys for MTR Mobile app users in celebration of the opening of the East Rail Line cross-harbour extension, and launching an MTR Mobile "Instant Win" lucky draw promotion campaign featuring 25,000 prizes per day for three consecutive Tuesday to mark the 25<sup>th</sup> anniversary of the establishment of the Hong Kong Special Administrative Region.

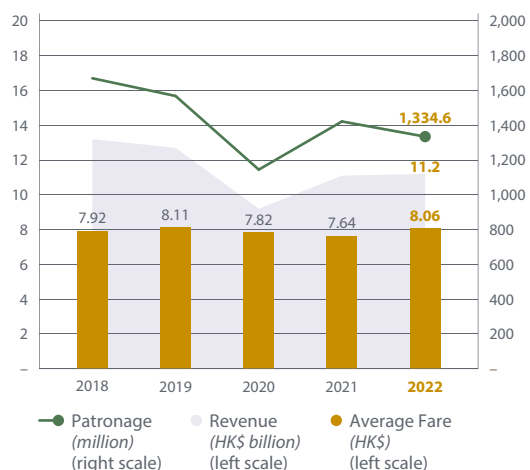


## MARKET SHARE

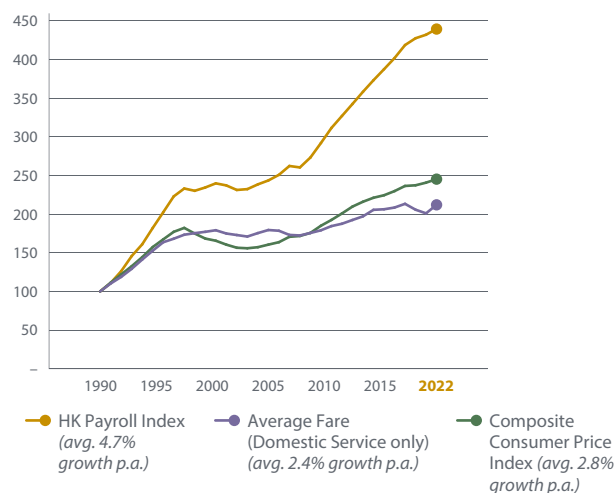
In 2022, our overall share of the franchised public transport market in Hong Kong increased to 48.3% compared to the 47.3% recorded in 2021. This was mainly attributed to additional patronage from the openings of the full Tuen Ma Line in June 2021 and East Rail Line cross-harbour extension in May 2022. Our share of cross-harbour traffic was 70.1% compared to the 67.6% recorded in 2021.

Due to the on-going closures of all boundary crossings that we serve since January 2020, our Cross-boundary and HSR services once again registered 0% market share. Market share to and from the airport was 18.2% compared to 21.6% in 2021, which was mainly due to the denominator effect resulting from a sharp increase in inbound travellers who were under closed-loop quarantine using designated transport vehicles during the most part of the year and thereby unable to use any public transport.

## Domestic Service - Patronage and Average Fare

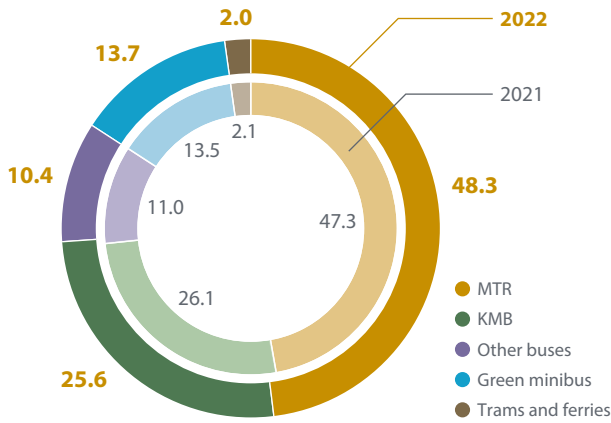


## Fare Trend



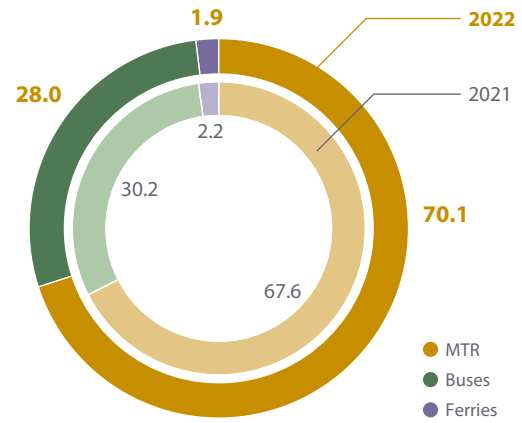
### Market Shares of Major Transport Operators in Hong Kong

(Percentage)



### Market Shares of Major Transport Operators Crossing the Harbour

(Percentage)



## FARE ADJUSTMENTS, PROMOTIONS AND CONCESSIONS

In March 2022, MTR announced there would be no adjustment of fares in 2022/2023 according to the fare adjustment mechanism (“FAM”). Also, the Overall Fare Adjustment Rate, calculated at 0.5%, would be rolled over to 2023/2024. Including the 1.85% fare decrease in 2021/2022, this was the third consecutive year that there was no fare increase under the FAM. We also announced that the special 3.8% fare rebate (0.8% on top of the committed 3.0% rebate under the FAM) would be extended till 31 January 2023, a measure designed to help customers cope with economic difficulties brought by COVID-19.

In addition to the extension of the 3.8% fare rebate, we announced there would be no price adjustments for “Monthly Pass Extras”, “MTR City Saver” and the “Tuen Mun – Nam Cheong Day Pass”; the 35%-off “Early Bird Discount Promotion” would be extended until 31 May 2023; and the interchange discount (HK\$0.3 or above) for Green Minibuses covering more than 500 designated routes would be continued. In total, these promotions are worth more than HK\$600 million for 2022/2023.

To further reduce economic hardship and promote accessibility and inclusivity, we also continued to offer approximately HK\$2.1 billion in on-going fare concessions to customers from all walks of life, including commuters, the elderly, children, eligible students and persons with disabilities.

On 20 September 2022, Government launched a three-month public consultation on the review of the FAM. This review seeks to identify a feasible and pragmatic package that will maintain the financial sustainability of the Company while enabling it to take new railway projects forward, cope with increasing expenditures for maintaining the railway system and respond to public concerns regarding fare adjustments. This regular review, which takes place every five years, is expected to be concluded in the first half of 2023. Following the completion of the review, the updated FAM will take effect in June 2023.

## SERVICE PERFORMANCE



Passengers rely on MTR for safe, on-time rail transport services, and we are pleased to have reached and exceeded our key performance indicators for the railway network in Hong Kong once again in 2022 despite the challenges of the pandemic. During the year, we attained 99.9% train service delivery and passenger journeys on-time, exceeding the targets set in MTR's Operating Agreement and the Company's own even more demanding Customer Service Pledges. Train service delivery is a measure of the actual train trips run against those scheduled to be run. Passenger journeys on-time is a measure of all passenger journeys completed within five minutes of their scheduled journey times.

In 2022, we made more than 1.64 million train trips on our heavy rail network and more than 0.89 million trips on our light rail network. There were eight delays on the heavy rail network and none on the light rail network, delays being defined as those lasting 31 minutes or more and attributable to factors within the Company's control. The light rail network has faced no such delays since 2019. We place the highest priority on passenger safety, and we closely review all incidents with the objective of preventing similar situations from occurring again.

Our service performance was marred by two incidents during the year. The first, on 13 November, involved a metallic trackside protection barrier coming dislodged and colliding with a Tsuen Wan Line train that was entering Yau Ma Tei Station. As a result, the front wheel axle of the first car came off the rail, and two pairs of train doors were dislocated. MTR promptly submitted the preliminary investigation report to Government to

provide information about the cause and handling of the incident and outline follow-up actions. The investigation report performed by the Investigation Panel was made public in January 2023. It revealed that there was serious corrosion at the mounting bolts and nuts of the metallic protection barrier at its base frames on the ground and on the tunnel wall, causing structural instability of the barrier. We are implementing the improvement measures recommended in the report, including upgrading or replacing all metallic protection barriers of a similar nature, implementing specific inspections of all metallic protection barriers, and completing a comprehensive trackside infrastructure and equipment survey, as well as exploring using technology to provide real-time monitoring and alerts for trackside installations. Modifications on trains will be made so that a direct alert from the train will be sent to the Operations Control Centre when the detrainment ramp is operated.

The second incident, on 5 December, a Tseung Kwan O Line train encountered a mechanical failure as it approached Tseung Kwan O Station. It was brought to a stop by the fault-protection mechanism because an abnormal extension of the gangway between the sixth and seventh train cars was detected. The investigation report was made public in February 2023. It concluded that the incident was caused by the detachment of a collar that held the energy absorption device in a secured position within the semi-permanent coupler assembly of the train's sixth car, resulting in the device dislodging internally. Besides inspecting the energy absorption devices removed from inter-car coupler assemblies of the same type, we are implementing the improvement actions recommended in the report, such as adding extra security to collars of the same type for the train fleet by the end of February 2023, requiring the supplier to progressively replace the incident-type energy absorption device with an enhanced design, and exploring the adoption of technology to monitor the device.

As a follow-up to these two incidents, an Expert Panel was set up in December 2022 to conduct a comprehensive review of the Company's railway asset management and maintenance regime with an aim to complete the review and report to the Board in six months. The full report will be submitted to Government.

## Operations Performance in 2022

Service Performance Item	Performance Requirement	Customer Service Pledge Target	Actual Performance
<b>Train service delivery</b>			
– Kwun Tong Line, Tsuen Wan Line, Island Line, Tseung Kwan O Line and South Island Line	98.5%	99.5%	<b>99.8%</b>
– Tung Chung Line, Disneyland Resort Line and Airport Express	98.5%	99.5%	<b>99.9%</b>
– East Rail Line <sup>(1)</sup>	98.5%	99.5%	<b>99.9%</b>
– Tuen Ma Line <sup>(2)</sup>	N/A	N/A	<b>N/A</b>
– Light Rail	98.5%	99.5%	<b>99.9%</b>
<b>Passenger journeys on-time</b>			
– Kwun Tong Line, Tsuen Wan Line, Island Line, Tseung Kwan O Line, South Island Line, Tung Chung Line and Disneyland Resort Line	98.5%	99.5%	<b>99.9%</b>
– Airport Express	98.5%	99.0%	<b>99.9%</b>
– East Rail Line <sup>(1)</sup>	98.5%	99.0%	<b>99.9%</b>
– Tuen Ma Line <sup>(2)</sup>	N/A	N/A	<b>N/A</b>
<b>Train punctuality</b>			
– Kwun Tong Line, Tsuen Wan Line, Island Line, Tseung Kwan O Line and South Island Line	98.0%	99.0%	<b>99.8%</b>
– Tung Chung Line, Disneyland Resort Line and Airport Express	98.0%	99.0%	<b>99.9%</b>
– East Rail Line <sup>(1)</sup>	98.0%	99.0%	<b>99.9%</b>
– Tuen Ma Line <sup>(2)</sup>	N/A	N/A	<b>N/A</b>
– Light Rail	98.0%	99.0%	<b>99.9%</b>
<b>Train reliability: train car-km per train failure causing delays ≥5 minutes</b>			
– Kwun Tong Line, Tsuen Wan Line, Island Line, Tseung Kwan O Line, South Island Line, Tung Chung Line, Disneyland Resort Line and Airport Express	N/A	850,000	<b>3,238,124</b>
– East Rail Line and Tuen Ma Line	N/A	850,000	<b>8,005,373</b>
<b>Ticket reliability: smart ticket transactions per ticket failure</b>			
– Kwun Tong Line, Tsuen Wan Line, Island Line, Tseung Kwan O Line, South Island Line, Tung Chung Line, Disneyland Resort Line, Airport Express, East Rail Line and Tuen Ma Line	N/A	11,500	<b>37,079</b>
<b>Add value machine reliability</b>			
– Kwun Tong Line, Tsuen Wan Line, Island Line, Tseung Kwan O Line, South Island Line, Tung Chung Line, Disneyland Resort Line and Airport Express	98.0%	99.0%	<b>99.9%</b>
– East Rail Line	98.0%	99.0%	<b>99.9%</b>
– Tuen Ma Line	98.0%	99.0%	<b>99.9%</b>
<b>Ticket machine reliability</b>			
– Kwun Tong Line, Tsuen Wan Line, Island Line, Tseung Kwan O Line, South Island Line, Tung Chung Line, Disneyland Resort Line and Airport Express	97.0%	99.0%	<b>99.8%</b>
– East Rail Line	97.0%	99.0%	<b>99.9%</b>
– Tuen Ma Line	97.0%	99.0%	<b>99.8%</b>
– Light Rail	N/A	99.0%	<b>99.8%</b>
<b>Ticket gate reliability</b>			
– Kwun Tong Line, Tsuen Wan Line, Island Line, Tseung Kwan O Line, South Island Line, Tung Chung Line, Disneyland Resort Line and Airport Express	97.0%	99.0%	<b>99.9%</b>
– East Rail Line	97.0%	99.0%	<b>99.9%</b>
– Tuen Ma Line	97.0%	99.0%	<b>99.9%</b>
<b>Light Rail platform Octopus processor reliability</b>	N/A	99.0%	<b>99.9%</b>
<b>Escalator reliability</b>			
– Kwun Tong Line, Tsuen Wan Line, Island Line, Tseung Kwan O Line, South Island Line, Tung Chung Line, Disneyland Resort Line and Airport Express	98.0%	99.0%	<b>99.9%</b>
– East Rail Line	98.0%	99.0%	<b>99.9%</b>
– Tuen Ma Line	98.0%	99.0%	<b>99.9%</b>
<b>Passenger lift reliability</b>			
– Kwun Tong Line, Tsuen Wan Line, Island Line, Tseung Kwan O Line, South Island Line, Tung Chung Line, Disneyland Resort Line and Airport Express	98.5%	99.5%	<b>99.8%</b>
– East Rail Line	98.5%	99.5%	<b>99.9%</b>
– Tuen Ma Line	98.5%	99.5%	<b>99.8%</b>
<b>Temperature and ventilation</b>			
– Trains, except Light Rail: to maintain a cool, pleasant and comfortable train environment generally at or below 26°C	N/A	97.5%	<b>99.9%</b>
– Light Rail: on-train air-conditioning failures per month	N/A	<3	<b>0</b>
– Stations: to maintain a cool, pleasant and comfortable environment generally at or below 27°C for platforms and 29°C for station concourses, except on very hot days	N/A	93.0%	<b>99.9%</b>
<b>Cleanliness</b>			
– Train compartment: cleaned daily	N/A	99.0%	<b>99.9%</b>
– Train exterior: washed every two days (on average)	N/A	99.0%	<b>100%</b>
<b>Northwest transit service area bus service</b>			
– Service Delivery	N/A	99.0%	<b>99.7%</b>
– Cleanliness: washed daily	N/A	99.0%	<b>100%</b>
<b>Passenger enquiry response time within six working days</b>	N/A	99.0%	<b>100%</b>

## Notes:

1 The performance requirement, customer service pledge target and actual performance result will be available upon completion of two-year revenue operations of the East Rail Line cross-harbour extension, which commenced service on 15 May 2022. The figure reflects January to May only.

2 The performance requirement, customer service pledge target and actual performance result will be available upon completion of two-year revenue operations of the Tuen Ma Line.

MTR conducts regular surveys and research to gauge customer satisfaction levels regarding its services and fares, the results of which are published in the Company's Service Quality Index and Fare Index, respectively.

MTR also belongs to The Community of Metros ("COMET"), which establishes performance benchmarks from urban metro systems around the world with the aim of improving industry best practices. The 2021 COMET benchmarking exercise assessed data from 44 metro systems in 40 cities around the world. Results can be found in the "Performance Metrics" section of our sustainability website.

Service Quality Index	2022	2021
Domestic and Cross-boundary services	68 <sup>^</sup>	66 <sup>^</sup>
Airport Express	N/A*	N/A*
Light Rail	66	63
Bus	73	74
HSR	N/A*	N/A*

Fare Index	2022	2021
Domestic and Cross-boundary services	64 <sup>^</sup>	62 <sup>^</sup>
Airport Express	N/A*	N/A*
Light Rail	65	61
Bus	74	72
HSR	N/A*	N/A*

<sup>^</sup> This only measured Domestic Service as the Cross-boundary Service of Lo Wu and Lok Ma Chau were closed in both 2021 and 2022.

\* The Voice of Customer surveys for Airport Express and HSR were suspended from 2020 to 2022 due to the outbreak of the COVID-19 pandemic.

## ENHANCING THE CUSTOMER EXPERIENCE

MTR always strives to "Go Smart Go Beyond", integrating the latest innovations and technologies to improve the customer experience and incorporating sustainability into virtually every aspect of its operations. Such initiatives form a major part of the Company's environmental, social and governance strategy and help make its rail transport services even more comfortable, inclusive and environmentally friendly. MTR also invests heavily to maintain, upgrade and renew the Company's Hong Kong railway system.

### Boosting Passenger Convenience

MTR proudly opened the East Rail Line cross-harbour extension on 15 May 2022. This new extension provides passengers with a fourth rail line that crosses Victoria Harbour, offering added choice and convenience for travelling across the city. The project also includes the new Exhibition Centre Station, expansions of Admiralty and Hung Hom stations, and renovated platforms and enhanced facilities along the East Rail Line. After the opening of the East Rail Line cross-harbour extension, about 48,000 hours of travelling time were saved daily for our passengers. The Company celebrated the opening by offering 2,000 people the chance to take the inaugural ride from Exhibition Centre Station to Hung Hom Station and giving away 100,000 free domestic single-journey rides to registered MTR Mobile users.

### Greater Comfort for Passengers

#### New Trains

MTR has ordered 93 new heavy rail eight-car trains as part of its programme to upgrade the fleet by replacing older trains with new models. As at 31 December 2022, the Company had received delivery of a total of 19 new eight-car heavy rail trains. Eight out of the 19 trains received are SACEM Q-trains, which are furnished with equipment for operating under the existing signalling system, and they will also be able to accommodate the new signalling system once that replacement project is completed. Three SACEM Q-trains had been put into service on the Kwun Tong Line by the end of 2022.

#### Replacement of Signalling System

Signalling replacement is an important asset renewal project. The replacement of our existing signalling system ("SACEM System") by a communication-based train control signalling system ("CBTC System") along the Island, Tseung Kwan O, Kwun Tong and Tsuen Wan lines continued in 2022. During the year, a revised technical proposal for the project was developed using established CBTC software with a range of customised functions that are essential for MTR operations. Once the CBTC System project is completed, train services can be enhanced to increase overall carrying capacity, fulfilling our long-term





operational needs. After undergoing necessary testing and meeting the requirements of relevant Government departments, the new CBTC System is expected to commence service on the Tsuen Wan Line between 2025 and 2026, followed by implementation on the Island, Kwun Tong and Tseung Kwan O lines. Overall project completion is expected between 2028 and 2029.

### Replacement of Air Conditioning Systems

In 2022, we completed the last phase of our programme to replace 154 chillers with newer, more energy-efficient models. These replacements are expected to save 15,000 tonnes of CO<sub>2</sub> per annum while delivering increased comfort for station passengers. A new programme to replace 31 more chillers will take place between 2023 and 2026.

### New Light Rail Vehicles

The Company has also ordered 40 new light rail vehicles (“LRVs”) to replace older vehicles and expand its fleet. As at 31 December 2022, 36 new LRVs had been delivered to Hong Kong and 28 had been put into service. The remaining LRVs are undergoing testing and commissioning.

### Enhancing Station Facilities

Enjoyable journeys start at our stations, which is why we work hard to “Care For You Along The Way”, ensuring comfort, convenience and easy access throughout these critical customer touchpoints for different types of

customers. During the year, we continued to “Go Smart Go Beyond” by opening smart toilet facilities across our network, which provide passengers with digital display information on toilet availability and indoor air quality. In pursuit of our environmental conservation goals, we now offer 18 drinking water dispensers across our network. To improve access and service for the disabled and those with special needs, we have launched a pilot programme for a wheelchair service to escort passengers through the concourses of Sung Wong Toi Station and a dedicated charging socket at Kowloon Tong Station for powered wheelchairs. We also launched a detection system with the Hong Kong Jockey Club to help caretakers find lost passengers with dementia. Elsewhere, we continued our lift and escalator refurbishment programme to improve the comfort and safety of passengers.

Furthering our efforts under our Corporate Strategy to reduce Greenhouse Gas Emissions, we recently embarked upon a programme to replace conventional lighting with energy-saving LED lighting at 65 stations across the city. Contracts have been awarded, and work is expected to finish in 2025. Upon completion, the project is expected to save 10,000 tonnes of CO<sub>2</sub> emission per annum.

We have also launched a “Renewable Energy – Solar Facilities” study to explore the feasibility of installing and operating solar facilities to help further reduce emissions. Panel installation at five stations and depots was completed in early 2023, and contracts for installation

at three additional locations were also awarded in 2022. Other locations are currently being reviewed under the feasibility study.

## Enhancing Passenger Journeys Through Technology

### Smart Mobility

In 2022, MTR continued to “Go Smart Go Beyond” with a host of innovations designed to improve customer service and enhance the customer experience. In early 2022, we made it possible for customers to travel in our network via QR codes ticketing at gates, adding the widely used payment platforms WeChat Pay and UnionPay options for extra convenience. In May, we launched the new “e-Store”, an online shopping platform; extended the “Next Train” function to provide real-time train arrival time and car loading information for the East Rail Line; and introduced “Cross-Harbour Easy”, a display at the concourse and interchange platform of Admiralty Station that shows real-time traffic and train frequency along the Tsuen Wan Line and East Rail Line platforms to help passengers select the best route and save time on their cross-harbour journeys.

There are now more than 1.75 million monthly users with MTR Mobile, accessing the app to take advantage of its useful functions and receive news about the Company’s latest promotions. As at 31 December 2022, there were more than 1.3 million members of the MTR Points loyalty scheme, which enables users to earn points and redeem them for various ticketing offers and a wide range of gifts.

In November 2022, we were proud to introduce “MTR • Care”, an app that offers smart functions to cater to the needs of the elderly and passengers with special needs. Phase 1 features a simplified version of



“Trip Planner” as well as an “In-station Navigation” function at Exhibition Centre Station for the visually impaired. We are also exploring further additions to MTR • Care, including a portable ramp booking service for mobility-impaired passengers, a “call for assistance” function for the hearing-impaired and the provision of real-time information on station lift operations.

### Smart Operations and Maintenance

We also continued to employ the latest technologies to enhance the operations and maintenance of our trains and railways and ensure safe, reliable passenger transport.

The SACEM Remote Monitoring and Alarm Detection (“AI SACEM”) platform, co-developed with Alibaba Cloud using artificial intelligence, streams fault log data via telecommunication, enabling us to analyse, predict and respond to faults earlier. This platform has been installed in our Operation Control Centre, Data Studio and three depot control centres thus far. Elsewhere, we are trialling a Smart Depot Control Centre to provide an integrated console that can help staff oversee depot operations in regard to the health of our train and track assets.

Data analytics is another important area where technology enables us to deliver caring service to our customers. With the help of big data, we have been able to deliver more than 300 targeted communications programmes regarding customer service, safety, marketing and more. In addition, we can further understand the needs of our customers through data analysis, and in turn facilitate the formulation and enhancement of our customer service strategy, continuously improving the overall customer experience in smart mobility.

In April 2022, MTR became the first global transport operator to join The Sandbox metaverse, a leading decentralised virtual gaming world. With this collaboration, we are building a railway-focused, immersive virtual space to create a fun new way of interacting with our customers, especially the younger generations.