



Hong Kong Transport Services Transport Operations

AIM

We strive to “Keep Cities Moving” with world-class rail transit services that are also green, accessible and affordable. Revenue generated from our transport operations contributes to the maintenance and expansion of the Company’s railway network.

CHALLENGES

Our extensive network expansion and asset maintenance programmes require significant capital resources as well as prudent financial practices. Meanwhile, patronage and retail operations remain subject to economic challenges, shifting demographics and changing travel trends.

STRATEGIES

Comprehensive marketing and promotional programmes are helping offset the dynamic and challenging operational environment. Meanwhile, we continue to implement our extensive asset management programmes and employ the latest technologies to improve our transport services.



1.9+ billion
Total Patronage



99.9%
Passenger Journeys On-time

STAKEHOLDER ENGAGEMENT

New smart mobility initiatives and elderly-friendly features are making travelling with MTR more accessible, convenient and inclusive than ever. We continue to upgrade our railway assets, such as our trains and signalling system, to enhance the customer experience. Regular customer surveys help us gauge feedback on service performance. As always, we provide fare concessions to a wide range of passengers to promote inclusivity.

OUTLOOK

Patronage and revenue for our Domestic Service, Cross-boundary Service and High Speed Rail (“HSR”) will continue to be determined largely by the strength of the local and global economies. Fare adjustment of Domestic and Cross-boundary services will be made in accordance with the Fare Adjustment Mechanism, with a view towards maintaining a healthy balance between public affordability, Hong Kong’s network expansion needs and our on-going maintenance programmes, which include train and signalling system replacement as well as numerous initiatives to improve passenger accessibility, convenience and comfort. We also remain committed to “Go Smart Go Beyond” by employing the latest technologies and innovations, ensuring that Hong Kong’s railway network remains among the world’s best and most advanced.

The Year in Review

Hong Kong Transport Services – Transport Operations

HONG KONG BUSINESSES

MTR's Hong Kong businesses are the cornerstone of its operations. They span across rail and bus transport services; commercial activities at stations, such as retail shop rentals and advertising sales; property development, rental and management; and the design

and construction of new railway lines. Through our "Rail plus Property" business model ("R+P Model"), we support the development of Hong Kong's existing and future transport infrastructure by channelling funds generated from MTR property developments towards important railway projects, contributing to the city's growth and prosperity while also delivering shareholder value.

HK\$ million	Year ended 31 December		Inc./Dec. %
	2025	2024	
Hong Kong Transport Operations			
Total Revenue	23,595	23,013	2.5
Operating Profit before Depreciation, Amortisation and Variable Annual Payment ("EBITDA")	7,904	7,694	2.7
(Loss)/Profit before Interest, Finance Charges, Taxation and after Variable Annual Payment ("EBIT")	(254)	(63)	(303.2)
EBITDA Margin (in %)	33.5%	33.4%	0.1% pt.
EBIT Margin (in %)	(1.1)%	(0.3)%	(0.8)% pt.

In 2025, total revenue from Hong Kong transport operations increased by 2.5% to HK\$23,595 million compared to the previous year, leading to an increase in EBITDA to HK\$7,904 million. Loss before interest,

finance charges and taxation and after the variable annual payment to Kowloon–Canton Railway Corporation ("KCRC") increased to HK\$254 million.

Patronage and Revenue

	Patronage In million		Revenue HK\$ million	
	2025	Inc./Dec. %	2025	Inc./Dec. %
Hong Kong Transport Operations				
Domestic Service	1,594.4	(0.5)	14,681	1.2
Cross-boundary Service	106.7	8.4	3,796	6.6
HSR and Intercity	31.1	16.3	3,461	3.7
Airport Express	13.3	1.3	854	6.4
Light Rail and Bus	213.0	(0.2)	712	2.0
	1,958.5	0.3	23,504	2.6
Others			91	(13.3)
Total			23,595	2.5

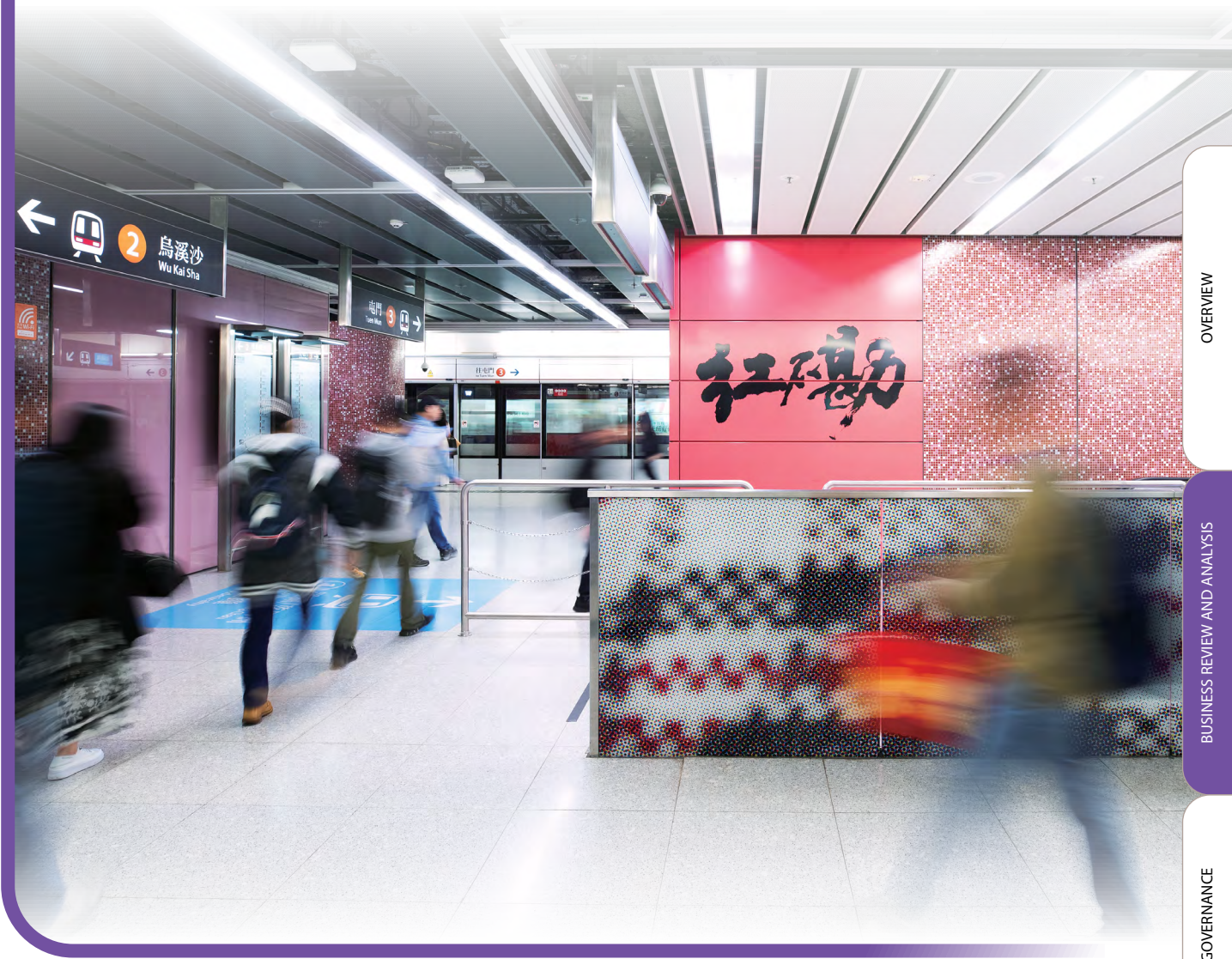
MTR's rail and bus passenger services recorded 1,958.5 million passengers in 2025, a year-on-year increase of 0.3%. Average weekday patronage increased by 1.3% to 5.71 million.

Total Domestic Service patronage was 1,594.4 million in 2025, a slight drop of 0.5% compared to the previous year. Average weekday Domestic Service patronage increased by 0.6% to 4.71 million. Patronage for Cross-boundary Service to Lo Wu and Lok Ma Chau was 106.7 million, an increase of 8.4% from last year, which was mainly due to more northbound travel by Hong Kong residents.

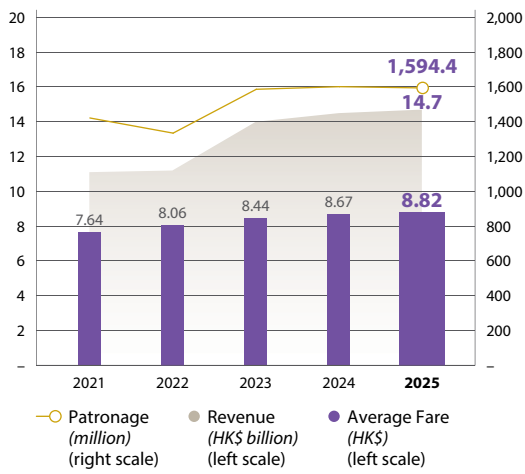
Patronage for HSR rose by 16.3% to 31.1 million on the back of network capacity and destination expansion. Airport Express patronage increased to 13.3 million, 1.3% more than 2024.

Market Share

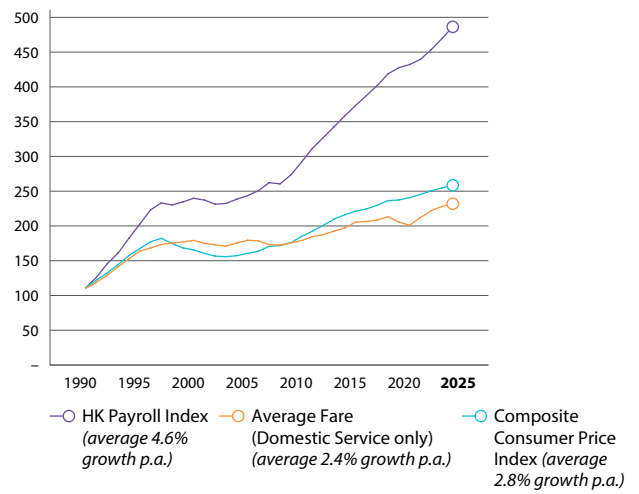
In 2025, our overall share of the franchised public transport market in Hong Kong was 50.2%, a slight increase of 0.1 percentage point over 2024. Our share of cross-harbour traffic was 72.9% compared with 72.4% in 2024.



Domestic Service – Patronage and Average Fare



Fare Trend

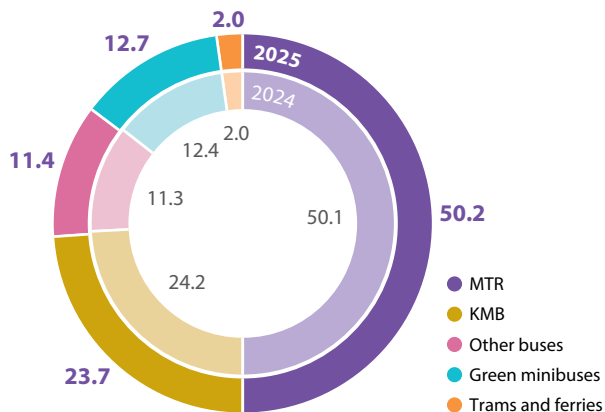


The Year in Review

Hong Kong Transport Services – Transport Operations

Market Shares of Major Transport Operators in Hong Kong

(Percentage)



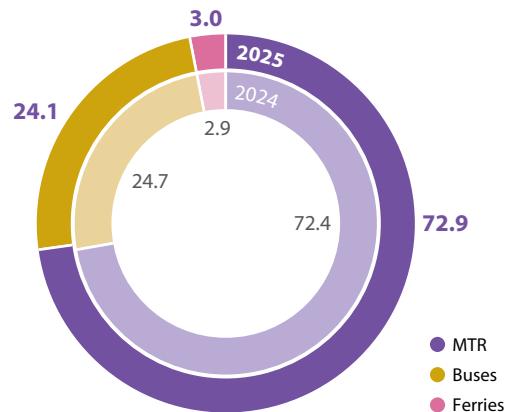
Our share of the cross-boundary transport business in 2025 decreased to 49.0% from 50.4%, which was mainly due to the addition of more road-based control points and resultant higher traffic. Our market share to and from the airport decreased to 17.5% from 18.1%, primarily because of keen competition from other modes of transport.

Fare Adjustment, Promotions and Concessions

In accordance with the Fare Adjustment Mechanism ("FAM"), there was no fare adjustment for 2025/2026, as the calculated fare adjustment rate of +1.45% fell within the $\pm 1.5\%$ range and will instead be rolled over to 2026/2027. The total rate of +1.91% to be recouped in 2025/2026 will also be carried forward to 2026/2027. This reflects the design of the FAM to balance public affordability with the Company's need to generate recurrent revenue for the maintenance and upgrading of existing railway systems. In 2025, we continued to offer several on-going fare concessions totalling approximately HK\$3.2 billion for passengers from all walks of life, including the elderly, children, eligible students, persons with disabilities and others. We also continued to offer the City Saver and HK\$0.5 interchange discount with Green Minibus and extended the Monthly Passes and Early Bird Discount for another year. In June, we announced an average overall fare adjustment of +9.24% for Airport Express – the line's first fare adjustment since 2017 – as well as fare promotions for various passenger groups.

Market Shares of Major Transport Operators Crossing the Harbour

(Percentage)



Service Performance

In 2025, MTR achieved 99.9% in passenger journeys on-time and train service delivery for its heavy rail network, exceeding the targets in MTR's Operating Agreement and the Company's own, even more demanding Customer Service Pledges.

In 2025, we made over 1.85 million train trips on our heavy rail network and over 0.9 million trips on our light rail network. There were nine delays on the heavy rail network and none on the light rail network. Delays are regarded as those lasting 31 minutes or more and attributable to factors within the Company's control. When incidents occur, they are carefully reviewed and addressed to prevent recurrence.

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

Service Quality Index	2025	2024
Domestic and Cross-boundary services	74	72
Airport Express	82	82
Light Rail	73	71
Bus	76	77
HSR	85	82

Fare Index	2025	2024
Domestic and Cross-boundary services	64	63
Airport Express	76	74
Light Rail	72	71
Bus	73	76
HSR	79	76

Operations Performance in 2025

Service Performance Item	Performance Requirement	Customer Service Pledge Target	Actual Performance
Train service delivery			
– Island Line and South Island Line	99.0%	99.5%	99.9%
– Kwun Tong Line, Tsuen Wan Line and Tseung Kwan O Line	99.0%	99.5%	99.9%
– Tung Chung Line, Disneyland Resort Line and Airport Express	99.0%	99.5%	99.9%
– East Rail Line	99.0%	99.5%	99.8%
– Tuen Ma Line	99.0%	99.5%	99.9%
– Light Rail	99.0%	99.5%	99.9%
Passenger journeys on-time			
– Kwun Tong Line, Tsuen Wan Line, Island Line, Tseung Kwan O Line, South Island Line, Tung Chung Line and Disneyland Resort Line	99.0%	99.5%	99.9%
– Airport Express	98.5%	99.0%	99.9%
– East Rail Line	98.5%	99.0%	99.9%
– Tuen Ma Line	98.5%	99.0%	99.9%
Train punctuality			
– Island Line and South Island Line	98.5%	99.0%	99.8%
– Kwun Tong Line, Tsuen Wan Line and Tseung Kwan O Line	98.5%	99.0%	99.8%
– Tung Chung Line, Disneyland Resort Line and Airport Express	98.5%	99.0%	99.9%
– East Rail Line	98.5%	99.0%	99.9%
– Tuen Ma Line	98.5%	99.0%	99.9%
– Light Rail	98.5%	99.0%	99.9%
Train reliability: train car-km per train failure causing delays ≥5 minutes			
– 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	1,000,000	4,822,007
– East Rail Line and Tuen Ma Line	N/A	1,000,000	8,085,886
Ticket reliability: smart ticket transactions per ticket failure			
– 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	18,000	50,577
Add value machine reliability			
– 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%	99.0%	99.9%
– East Rail Line	98.5%	99.0%	99.9%
– Tuen Ma Line	98.5%	99.0%	99.9%
Ticket machine reliability			
– 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%	99.8%
– East Rail Line	98.0%	99.0%	99.9%
– Tuen Ma Line	98.0%	99.0%	99.9%
– Light Rail	N/A	99.0%	99.8%
Ticket gate reliability			
– 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%	99.9%
– East Rail Line	98.0%	99.0%	99.9%
– Tuen Ma Line	98.0%	99.0%	99.9%
Light Rail platform Octopus processor reliability	N/A	99.0%	99.9%
Escalator reliability			
– 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%	99.0%	99.9%
– East Rail Line	98.5%	99.0%	99.9%
– Tuen Ma Line	98.5%	99.0%	99.9%
Passenger lift reliability			
– Kwun Tong Line, Tsuen Wan Line, Island Line, Tseung Kwan O Line, South Island Line, Tung Chung Line, Disneyland Resort Line and Airport Express	99.0%	99.5%	99.8%
– East Rail Line	99.0%	99.5%	99.9%
– Tuen Ma Line	99.0%	99.5%	99.9%
Temperature and ventilation			
– Trains, except Light Rail: to maintain a cool, pleasant and comfortable train environment generally at or below 26°C	N/A	97.5%	99.9%
– Light Rail: on-train air-conditioning failures per month	N/A	<3	0
– 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	94.0%	99.9%
Cleanliness			
– Train compartment: cleaned daily	N/A	99.0%	100%
– Train exterior: washed every two days (on average)	N/A	99.0%	100%
Northwest transit service area bus service			
– Service Delivery	N/A	99.0%	99.9%
– Cleanliness: washed daily	N/A	99.0%	100%
Passenger enquiry response time within six working days	N/A	99.0%	100%

The Year in Review

Hong Kong Transport Services – Transport Operations

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 best practices in the industry. The 2024 COMET benchmarking assessed data from 47 metro systems in 44 cities around the world. Extracted results can be found in the “Performance Metrics” section of our sustainability website.

Safety Performance

MTR is committed to maintaining world-class safety standards for its passengers and staff. As at 31 December 2025, the number of reportable events decreased by 16% and 13% on our heavy rail and light rail networks, respectively. We continued to focus our efforts on escalator safety, platform gap awareness and developing a culture of railway safety, particularly among youth and the elderly.

Enhancing the Customer Experience

We strive to “Go Smart Go Beyond” in all facets of our railway network, employing the latest innovations to ensure safe, sustainable public transport that is also accessible, efficient and enjoyable to ride. During the year, we continued to identify, develop and adopt cutting-edge technology in areas including but not limited to customer convenience and experience as well as railway operations and maintenance.

Boosting Passenger Convenience

As at January 2026, the expanded HSR network enabled passengers to enjoy direct travel between Hong Kong and 110 Chinese Mainland destinations. In 2025, we introduced flexible tickets and multi-ride tickets for frequent HSR passengers. In September, we fully implemented the “Cat/Dog Carrying Scheme” on Light Rail that had been in trials since May, allowing passengers to travel with their pet cats and dogs on weekends and public holidays.

Upgrade of Automatic Fare Collection System

As at 31 December 2025, 2,013 new or retrofitted Automatic Fare Collection gates had been installed as

part of our HK\$1.3 billion Automatic Fare Collection System replacement programme. Gate replacement work has now been completed at 52 stations. These new gates support more e-payment options for greater passenger and tourist convenience.

New Trains

Our programme to replace existing trains with newer, more comfortable Q-trains continued in 2025. All 28 new SACEM trains are now in use on the Kwun Tong and Island lines. The first Q-train for the Tung Chung Line has been received and is now under testing and commissioning at Siu Ho Wan depot, while new Disneyland Resort Line trains are in the design stage and are expected to be brought into operation in 2028. Testing and commissioning of new communication-based train control signalling system (“CBTC System”) Q-trains is underway on the Tsuen Wan Line. We have also commenced the manufacturing stage for new trains on the Tuen Mun South Extension.

Replacement of Signalling System

Our programme to replace the existing SACEM signalling system along the Tsuen Wan, Island, Kwun Tong and Tseung Kwan O lines with the new CBTC System also continued during the year. This programme is designed to replace long-serving assets and potentially enhance capacity to fulfil our long-term operational needs. Non-traffic-hour testing continued on the Tsuen Wan Line in 2025, and the new signalling system will commence service in mid-March 2026 followed by implementation on the Island, Kwun Tong and Tsuen Kwan O lines. Overall project completion is expected around 2029.

Replacement of Power Distribution Systems

The power system replacement project to improve equipment performance and enhance the system reliability of power supply for train services and station operations is in progress. It covers the systems along the Kwun Tong, Tsuen Wan, Island and Tseung Kwan O lines. This project will be completed gradually over the next decade.

Replacement of Air Conditioning Systems

Batches 1 and 2 of our chiller replacement programme have now been completed, with 162 new chillers installed. We have confirmed works for batch 3, which involves the replacement of 22 more chillers at 10 stations between 2025 and 2028. This initiative to replace old chillers with newer, more energy-efficient models will provide additional comfort in stations for passengers while also reducing our carbon emissions.

Enhancing Station Facilities

Our programme to install Automatic Platform Gates (“APGs”) along the East Rail Line was completed in May 2025, approximately six months ahead of schedule. This project involved the installation of approximately 1,600 pairs of APGs across 35 platforms at 13 stations and is expected to ensure an even greater level of passenger safety. As at 31 December 2025, 20 escalators and 16 passenger lifts had been replaced as part of an extensive upgrade programme. We are also refurbishing more than 100 escalators between 2025 and 2028.

Smart Mobility, Operations and Maintenance

We also strive to “Go Smart Go Beyond” every day to ensure delivery of leading-edge, user-friendly customer experiences. The year saw the Company introduce innovative new ticketing products including e-City Saver, a function now available on the MTR Mobile app that benefits frequent medium- to long-distance passengers by allowing them to use e-tickets for easier travel, and “Companion Tickets” offered via WeChatPay, which enable more convenient travel for families with children and seniors by reducing the need for each member to have a single-journey ticket. We also expanded the AI-powered Virtual Service Ambassador AI Tracy to nine stations. This self-service channel offers customer convenience by providing instant, personalised support for wayfinding, station facilities and local attractions.

In smart railway operations, we are excited to be taking part in Government’s “Low-altitude Economy Regulatory Sandbox” by partnering with Traffic Control Technology (Hong Kong) Company Limited to test drones in the East Rail Line tunnel. These trials are designed to assess drone technology’s potential to conduct inspections of critical railway assets in “beyond-visual-line-of-sight” scenarios and further enhance railway maintenance efficiency. In 2025, we also introduced a “Passenger Alarm Device” (“PAD”) app for precise status information and quick handling of PAD calls as well as a “Tree Intrusion Monitoring System” that uses LiDAR and AI analytics to enhance preventive tree management in Light Rail. Another initiative was the application and progressive launch of AI-powered CCTV video analytic technology at certain Tuen Ma Line, Tung Chung Line and Disneyland Resort Line entry gates to detect passengers with large items that exceed the luggage size allowance and enable operators to respond in a timely fashion and ensure passenger safety.



Hong Kong Transport Services Station Commercial Businesses



1,591
Station Shops Covering
71,470 Square Metres



42,686
Advertising Units

AIM

We seek to offer high-quality retail, advertising and telecommunication services at stations and throughout our network, providing added value for customers, shareholders and business partners.

CHALLENGES

Our station commercial businesses remain affected by changing consumer habits and travel patterns as well as low overall consumer sentiment. Our advertising business continues to face headwinds due to economic uncertainties that are resulting in smaller advertiser budgets. Meanwhile, customers are increasingly demanding faster connections and broader coverage from the telecommunication systems across our network.

STRATEGIES

Data analytics play an important role in enhancing the customer experience and boosting revenue by facilitating data-driven marketing campaigns designed to stimulate station shop and advertising business. Promotions delivered via the MTR Mobile app and MTR Points loyalty programme continue to drive foot traffic and sales. Elsewhere, we are monitoring and adjusting our tenant mix as required to ensure our retail offerings are on-trend. We are launching competitive packages and tailored marketing solutions to help advertisers reach their customers. Progress is also continuing on a new telecom network that will enable faster mobile communications and expanded 5G services.

STAKEHOLDER ENGAGEMENT

We regularly solicit actionable feedback from customers by collecting input for service enhancement through a variety of channels. Leveraging data analytics, we are also delivering more personalised information and promotional content to our customers. Flexible and/or shorter-term leases for station shops are being offered to build tenant relationships. To support our community, we also continue to lease station shops to NGOs at nominal rents and offer free advertising space to NGOs.

OUTLOOK

We expect the operating environments for our station retail and advertising businesses to remain challenging as the industry continues to adjust to the post-pandemic new normal. Retail rentals have improved slightly due to better performance from our Duty Free business – a result of higher cross-boundary traffic – though advertising remains dependent on economic conditions and consumer sentiment.

Improving rental value is a priority, though we will remain sensitive to tenants' challenges as the local retail industry recovers. We will keep reviewing our retail offerings to ensure they are in line with customer demand. MTR Mobile app promotions, the MTR Points loyalty programme and the data analytics technologies fuelling them will continue to play key roles in driving footfall to our station shops. Meanwhile, our 5G mobile network upgrades will continue across our network as we strive to deliver faster, smoother service for passengers, an improved travel experience, and enhanced advertising capabilities.

The Year in Review

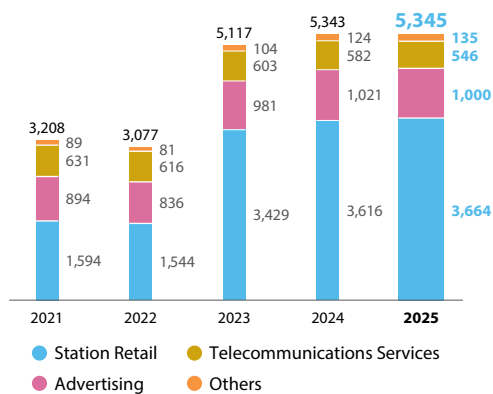
Hong Kong Transport Services – Station Commercial Businesses

HK\$ million	Year ended 31 December		Inc./Dec. %
	2025	2024	
Hong Kong Station Commercial Businesses			
Station Retail Rental Revenue	3,664	3,616	1.3
Advertising Revenue	1,000	1,021	(2.1)
Telecommunication Income	546	582	(6.2)
Other Station Commercial Income	135	124	8.9
Total Revenue	5,345	5,343	0.0
EBITDA	4,584	4,658	(1.6)
EBIT	3,660	3,773	(3.0)
EBITDA Margin (in %)	85.8%	87.2%	(1.4)% pts.
EBIT Margin (in %)	68.5%	70.6%	(2.1)% pts.

In 2025, total revenue from all Hong Kong station commercial activities was HK\$5,345 million, similar to 2024. This was primarily the result of improved rental revenue from the station retail business, which was offset by reductions in advertising and telecommunications revenue due to challenging market conditions. However, with higher operating costs, EBIT decreased by 3.0% to HK\$3,660 million in 2025.

Revenue from Hong Kong Station Commercial Businesses

(HK\$ million)



Station Retail

Station retail rental revenue increased by 1.3% to HK\$3,664 million in 2025, mainly as a result of higher rentals from Duty Free shops, which was partly offset by negative rental reversions at station kiosks. Rental reversion and average occupancy rates for our station kiosks in 2025 were -8.5% and 98.8%, respectively.

We frequently review our tenant mix to ensure that our retail offerings reflect current trends and appeal to a wide range of customers. Attractive MTR Mobile app and MTR Points offers, eye-catching advertising campaigns, and special joint promotions have been effective in bringing traffic to station shops despite a challenging market.

As at 31 December 2025, the lease expiry profile of our station kiosks (including Duty Free shops) by area occupied was such that approximately 35% will expire in 2026, 42% in 2027, 21% in 2028, and 2% in 2029 and beyond.

In terms of trade mix, food and beverage accounted for approximately 40% of the leased area of our station kiosks (excluding Duty Free shops), followed by cake shops at 13%, convenience stores at 12%, passenger services at 12% and others at 23% as at 31 December 2025.

As at 31 December 2025, there were 1,591 station shops occupying 71,470 square metres of retail space, representing net increases of 12 shops and 234 square metres. There were 16 shops being let at nominal rates under our “NGO & Social Enterprise Support Programme”.

Advertising

In 2025, revenue from advertising decreased only slightly, by 2.1% to HK\$1,000 million, in spite of a relatively weak market. Economic uncertainties, weak retail sentiment, and shifting consumption patterns among both residents and visitors all negatively impacted the local media market.

As at 31 December 2025, the number of advertising units in MTR stations and trains had increased to 42,686. We also provided free advertising space to 63 non-profit organisations. During the year, we continued to expand our digital network, modernise our products and solutions, and enhance our programmatic advertising capabilities to counter market challenges and unlock

new growth opportunities. A highlight was the launch of the “5G Summer Thrill” advertising campaign, featuring immersive interactive livestreaming and themed experiences at MTR stations that leverage 5G Golden Spectrum’s low-latency and high network capacity to connect advertisers and passengers seamlessly. This breakthrough 5G-powered solution, together with audience-targeting and data initiatives, will be further developed to capture new revenue opportunities.

Telecommunications

In 2025, revenue from telecommunications decreased by 6.2% to HK\$546 million, which was mainly due to lower income from common systems. Fourteen stations now support the new 5G “Golden Spectrum”, which offers high capacity and data speed and a significantly improved mobile service experience for passengers. Meanwhile, revenue for our data centre in Tseung Kwan O has been recording steady growth, and we continue to explore further opportunities for this business.





Hong Kong Property Businesses

AIM

We strive to develop, manage and lease high-quality residential and commercial projects built around railway transport nodes, creating vibrant communities while delivering shareholder value and contributing to the future infrastructure of Hong Kong.

CHALLENGES

Developers continue to face uncertainties in the local economy and real estate market. Mall traffic and spending remain impacted by low consumer confidence, a soft retail market, and changing travel and purchasing habits, creating pressure on rental reversions.

STRATEGIES

We are regularly launching attractive marketing and promotional campaigns to offset shifting consumer patterns, drive footfall and boost sales. We also constantly review our tenant mixes to ensure that MTR Mall offerings reflect current retail trends. Existing and future railway hubs are providing us with opportunities to explore new property developments that can help meet Hong Kong's housing market needs as well as the expectations of our shareholders. As always, we strive to deliver quality management and sustainable operations throughout our property management business.



9 Projects to Supply
Approximately
8,000
Residential Units to
the Market



16
Shopping Malls in
Our Portfolio

STAKEHOLDER ENGAGEMENT

Advanced data analysis has enabled us to create curated shopping experiences for customers based on their personal habits and preferences. We actively listen to customer feedback and assess our mall tenant portfolios according to the latest shopping trends. In property development and tendering, we formulate our strategies in close alignment with current market trends to ensure that they can deliver on the needs of Hong Kong's housing market and economy.

OUTLOOK

Hong Kong's retail market is still adjusting to the post-pandemic new normal of changing consumer and travel patterns, both among locals and visitors from the Chinese Mainland. In this uncertain environment, our growing capabilities in digital marketing – including promotional campaigns issued through our popular MTR Mobile app and spending offers available via the MTR Points loyalty

programme – will continue to help us drive traffic and sales at our malls. We will also keep working closely with tenants and business partners on special events and seasonal promotions while ensuring that our tenant portfolios remain attractive to the growing populations surrounding our malls.

It remains to be seen how declining interest rate trends will impact the residential and commercial real estate sectors in the longer term. In the meantime, the performance of our property business will largely depend on the health of the global and Hong Kong economies. We expect to tender Kam Sheung Road Station Phase 2 and Tuen Mun A16 Station Package 2 in the coming 12 months or so, depending on market conditions. Subject to the progress of construction and sales, we also expect to book property development profit from LOHAS Park Package 13, THE SOUTHSIDE Package 6 and the Yau Tong Ventilation Building project and to continue booking profit from the Tai Wai Station project, THE SOUTHSIDE Package 5 and LOHAS Park Package 12.

The Year in Review

Hong Kong Property Businesses



Property Rental and Management

HK\$ million	Year ended 31 December		Inc./(Dec.) %
	2025	2024	
Hong Kong Property Rental and Management Businesses			
Revenue from Property Rental	4,736	5,076	(6.7)
Revenue from Property Management	331	303	9.2
Total Revenue	5,067	5,379	(5.8)
EBITDA	3,855	4,195	(8.1)
EBIT	3,821	4,169	(8.3)
EBITDA Margin (in %)	76.1%	78.0%	(1.9)% pts.
EBIT Margin (in %)	75.4%	77.5%	(2.1)% pts.

Property Rental

In 2025, property rental revenue decreased by 6.7% year on year to HK\$4,736 million, mainly due to the negative effects on rental reversions from shifting consumption patterns by customers and the one-off write-down of unamortised rental concessions previously provided to cinemas in view of the challenges faced by the industry.

During the year, we continued to launch promotional activities and a variety of marketing campaigns through the MTR Mobile app and MTR Points loyalty programme to drive mall traffic and sales.

Due to the on-going challenges of the retail market, MTR Malls in Hong Kong recorded a rental reversion rate of -9.5%. The average occupancy rate was 100%. The average occupancy rate for the Company's 18 floors in Two International Finance Centre was 98%.

As at 31 December 2025, the lease expiry profile of our shopping malls by area occupied was such that approximately 35% will expire in 2026, 32% in 2027, 18% in 2028, and 15% in 2029 and beyond.

In terms of trade mix, as at 31 December 2025 food and beverage accounted for approximately 31% of the leased area of our shopping malls, followed by fashion, beauty and accessories at 22%, services at 19%, leisure and entertainment at 19%, and department stores and supermarkets at 9%.

As at the end of 2025, the Company's attributable share of investment properties in Hong Kong was 315,882 square metres of lettable floor area for retail properties, 39,451 square metres of lettable floor area for offices and 19,206 square metres of property for other use.

Investment Property Portfolio in Hong Kong (as at 31 December 2025)

Location	Type	Lettable floor area (sq. m)	No. of parking spaces	Company's economic interest
Telford Plaza I, Kowloon Bay, Kowloon	Shopping Centre Car Park	39,331 –	– 993	100% 100%
Telford Plaza II 7 – 8/F, Kowloon Bay, Kowloon	Shopping Centre	2,059	–	100%
Telford Plaza II 3 – 6/F, Kowloon Bay, Kowloon	Shopping Centre Car Park	18,142 –	– 136	100% 100%
Luk Yeung Galleria, Tsuen Wan, New Territories	Shopping Centre Car Park	11,143 –	– 651	100% 100%
Paradise Mall, Heng Fa Chuen, Hong Kong	Shopping Centre Wet Market Kindergarten Car Park	15,484 1,216 2,497 –	– – – 415	100% 100% 100% 100%
Maritime Square 1, Tsing Yi	Shopping Centre Kindergarten Car Park Motorcycle Park	28,613 920 – –	– – 220 50	100% 100% 100% 100%
Maritime Square 2, Tsing Yi	Shopping Centre Car Park Motorcycle Park	6,448 – –	– 65 21	100% 100% 100%
The Lane, Hang Hau	Shopping Centre Car Park Motorcycle Park	2,629 – –	– 16 1	100% 100% 100%
PopCorn 2, Tseung Kwan O	Shopping Centre Car Park	8,456 –	– 50	100% 100%
PopCorn 1, Tseung Kwan O	Shopping Centre Car Park Motorcycle Park	12,174 – –	– 115 16	50% 50% 50%
G/F, No. 308 Nathan Road, Kowloon	Shop Unit	70	–	100%
G/F, No. 783 Nathan Road, Kowloon	Shop Unit	36	–	100%
New Kwai Fong Gardens, Kwai Chung, New Territories	Kindergarten Car Park	540 –	– 126	100% 100%
International Finance Centre ("ifc"), Central, Hong Kong – Two ifc – One and Two ifc	Office Car Park	39,451 – –	– 1,308 –	100% 51% –
Phase I, Carpark Building, Kornhill, Quarry Bay, Hong Kong	Car Park	–	292	100%
Roof Advertising Signboard, Admiralty Centre, No. 18 Harcourt Road, Hong Kong	Advertising Signboard	–	–	100%
Ten Shop Units, First Floor Podium, Admiralty Centre, No. 18 Harcourt Road, Hong Kong	Shop Unit	286	–	50%
Olympian City One, Tai Kok Tsui, Kowloon	Indoor Sports Hall	13,512	–	100%
Olympian City Two, Tai Kok Tsui, Kowloon	Shop Unit	1,096	–	100%
Choi Hung Park & Ride Public Car Park, No. 8 Clear Water Bay Road, Choi Hung, Kowloon	Car Park Motorcycle Park Park & Ride	– – –	54 10 450	100% 100% 100%
Elements, No. 1 Austin Road West, Kowloon	Shopping Centre Car Park	45,510 –	– 898	81% 81%
Cross Border Coach Terminus, No. 1 Austin Road West, Kowloon	Coach Terminus	5,113	–	100%
Kindergarten, No. 1 Austin Road West, Kowloon	Kindergarten	1,045	–	81%
Plaza Ascot, Fo Tan	Shopping Centre Car Park	7,720 –	– 67	100% 100%
Royal Ascot, Fo Tan	Residential Car Park	2,356 –	– 20	100% 100%
Ocean Walk, Tuen Mun	Shopping Centre Car Park	6,192 –	– 32	100% 100%
Sun Tuen Mun Shopping Centre, Tuen Mun	Shopping Centre Car Park	9,022 –	– 421	100% 100%
Hanford Plaza, Tuen Mun	Shopping Centre Car Park	1,924 –	– 22	100% 100%
Retail Floor and 1 – 6/F, Citylink Plaza, Shatin	Shopping Centre	12,127	–	100%
The Capitol, LOHAS Park, Tseung Kwan O	Shop Unit Residential Care Home for the Elderly	391 2,571	– –	100% 100%
Le Prestige, LOHAS Park, Tseung Kwan O	Kindergarten Car Park	800 –	– 2	100% 100%
The Riverpark, No. 8 Che Kung Miu Road, Shatin	Shop Unit Kindergarten Car Park	154 708 –	– – 5	100% 100% 100%
Hemera, LOHAS Park, Tseung Kwan O	Kindergarten	985	–	100%

The Year in Review

Hong Kong Property Businesses

Investment Property Portfolio in Hong Kong (as at 31 December 2025) (continued)

Location	Type	Lettable floor area (sq. m)	No. of parking spaces	Company's economic interest
The LOHAS, Tseung Kwan O	Shopping Centre	27,804	–	100%
	Kindergarten	1,141	–	100%
	Car Park	–	333	100%
	Motorcycle Park	–	33	100%
MONTARA, LOHAS Park, Tseung Kwan O	Car Park	–	162	100%
SEA TO SKY, LOHAS Park, Tseung Kwan O	Car Park	–	52	100%
MARINI, LOHAS Park, Tseung Kwan O	Kindergarten	729	–	100%
	Car Park	–	103	100%
The Wai, 18 Che Kung Miu Road, Tai Wai	Shopping Centre	33,325	–	100%
	Car Park	–	390	100%
	Motorcycle Park	–	39	100%
THE SOUTHSIDE, Wong Chuk Hang	Shopping Centre	25,944	–	100%
	Car Park	–	235	100%
	Motorcycle Park	–	12	100%

All properties are held by the Company and its subsidiaries under Government Leases for over 50 years except for:

- Telford Plaza I and II, Luk Yeung Galleria, Maritime Square 1 and 2, New Kwai Fong Gardens, ifc, Olympian City, Elements, Cross Border Coach Terminus and Kindergarten at No. 1 Austin Road West, Plaza Ascot, Royal Ascot, Ocean Walk, Sun Tuen Mun Shopping Centre and Hanford Plaza where the Government Leases expire on 30 June 2047
- Choi Hung Park & Ride where the Government Lease expires on 11 November 2051
- The Lane where the Government Lease expires on 21 October 2052
- PopCorn 2 where the Government Lease expires on 27 March 2052
- LOHAS Park where the Government Lease expires on 15 May 2052
- Citylink Plaza where the Government Leases expire on 1 December 2057
- The Shop Units and Kindergarten of The Riverpark where the Government Lease expires on 21 July 2058
- THE SOUTHSIDE where the Government Lease expires on 11 June 2067

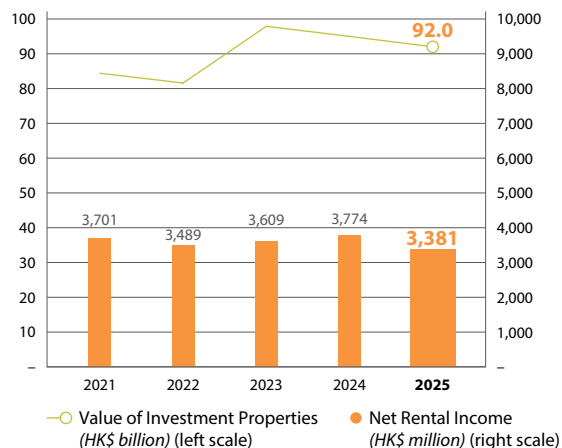
Properties Held for Sale (as at 31 December 2025)

Location	Type	Gross floor area (sq. m)	No. of parking spaces	Company's economic interest
Olympian City One, No. 11 Hoi Fai Road, Kowloon	Shopping Centre	6,026*	–	40%
	Car Park	–	330	40%
Bank of China Centre, No. 11 Hoi Fai Road, Kowloon	Car Park	–	117	40%
The Arch, No. 1 Austin Road West, Kowloon	Residential	–	–	1%
	Car Park	–	1	1%
Harbour Green, No. 8 Sham Mong Road, Kowloon	Kindergarten	1,299	–	50%
Residence Oasis, No. 15 Pui Shing Road, Hang Hau, Tseung Kwan O	Motorcycle Park	–	4	71%
The Grandiose, No. 9 Tong Chun Street, Tseung Kwan O	Motorcycle Park	–	24	70%
Wings at Sea and Wings at Sea II, LOHAS Park, Tseung Kwan O	Residential	700**	–	20.1%
	Car Park	–	95	20.1%
MALIBU, LOHAS Park, Tseung Kwan O	Car Park	–	26	47%
LP6, LOHAS Park, Tseung Kwan O	Car Park	–	171	63.3%
LP10, LOHAS Park, Tseung Kwan O	Residential	4,667**	–	20%
	Car Park	–	41	20%
SEASONS PLACE, PARK SEASONS and GRAND SEASONS, LOHAS Park, Tseung Kwan O	Residential	8,469**	–	70%
	Car Park	–	251	70%
	Motorcycle Park	–	27	70%
SOUTHLAND, THE SOUTHSIDE, Wong Chuk Hang	Residential	1,745**	–	35%
	Car Park	–	56	35%
	Motorcycle Park	–	4	35%
La Marina, THE SOUTHSIDE, Wong Chuk Hang	Residential	2,270**	–	30%
	Car Park	–	26	30%
	Motorcycle Park	–	–	30%
The Palazzo, No. 28 Lok King Street, Shatin	Retail	2,000	–	55%
	Car Park	–	9	55%
	Motorcycle Park	–	5	55%
Festival City, No. 1 Mei Tin Road, Shatin	Car Park	–	69	100%
Lake Silver, No. 599 Sai Sha Road, Shatin	Car Park	–	2	92.88%
The Riverpark, No. 8 Che Kung Miu Road, Shatin	Car Park	–	2	87%
THE PAVILIA FARM I, No. 18 Che Kung Miu Road, Shatin	Residential	753**	–	68.3%
	Car Park	–	85	68.3%
	Motorcycle Park	–	15	68.3%
THE PAVILIA FARM II, No. 18 Che Kung Miu Road, Shatin	Residential	648**	–	68.3%
	Car Park	–	206	68.3%
	Motorcycle Park	–	24	68.3%
YOHO WEST, No. 1 Tin Yan Road, Tin Shui Wai	Residential	3,440**	–	10%
	Shopping Centre	70*	–	10%
	Car Park	–	164	10%
	Motorcycle Park	–	9	10%

* Lettable floor area

** Saleable area

Investment Properties in Hong Kong



Property Management

Property management revenue in Hong Kong increased by 9.2% to HK\$331 million year on year. As at 31 December 2025, MTR managed more than 128,000 residential units and over 920,000 square metres of office and commercial space in Hong Kong.

Property Development and Tendering

Hong Kong property development profit (post-tax) for 2025 was HK\$11,066 million, mainly derived from profit recognition from LOHAS Park Package 12, Ho Man Tin Station packages 1 and 2, and THE SOUTHSIDE packages 3 and 5.

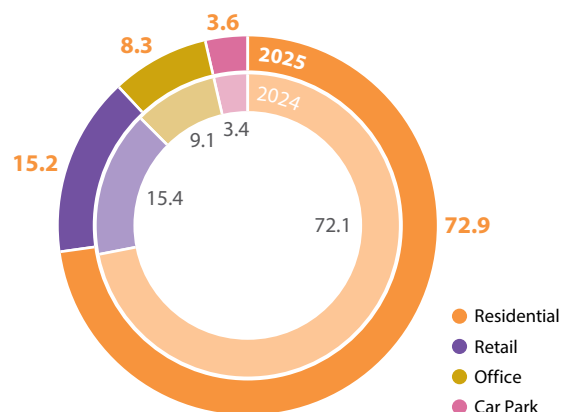
Pre-sales and Sales Activities

Several pre-sale activities took place in 2025. For Ho Man Tin Station packages, ONMANTIN and IN ONE were 72% and 82% sold, respectively, as at 31 December 2025. Located at Tai Wai Station, THE PAVILIA FARM I and THE PAVILIA FARM II were 99% sold as at 31 December 2025.

For LOHAS Park Package 12, pre-sales for GRAND SEASONS launched in January; together with SEASONS PLACE and PARK SEASONS, these properties were 90% sold as at 31 December 2025. Villa Garda I, II and III (LOHAS Park Package 11) were 97% sold as at year-end.

Distribution of Hong Kong Property Management Income

(Percentage)



At THE SOUTHSIDE, we launched pre-sales for Deep Water Pavilia & Deep Water Pavilia II (Package 5 phases 5A and 5B) in May and July 2025, respectively, and these were 86% sold as at 31 December 2025. Pre-sales continued for Blue Coast and Blue Coast II (Package 3 phases 3B and 3C) and were 91% sold as at 31 December 2025. SOUTHLAND (Package 1), La Marina (Package 2) and LA MONTAGNE (Package 4 Phase 4A) were 98%, 97% and 79% sold, respectively, as at the end of the year.

Pre-sales for YOHO WEST PARKSIDE (Tin Wing Stop Phase 2) launched in February 2025 and were 97% sold as at 31 December 2025. YOHO WEST (Tin Wing Stop Phase 1) was also 97% sold as at year-end. Pre-sales for ONE PARK PLACE (Yau Tong Ventilation Building) launched in November 2025 and were 38% sold as at year-end. Additionally, we have obtained pre-sale consent for THE SOUTHSIDE Package 6.

For West Rail properties, where we act as agent for relevant subsidiaries of KCRC, sales activities continued for the Cullinan West development (Nam Cheong Station), where 98% of units were sold as at 31 December 2025. At The YOHO Hub and The YOHO Hub II (Yuen Long Station), 66% of units were sold as at year-end. GRAND MAYFAIR I and II (Kam Sheung Road Station Package 1) were 97% sold as at 31 December 2025, while pre-sales for GRAND MAYFAIR III launched in October 2025 and were 44% sold as at year-end.

The Year in Review

Hong Kong Property Businesses

Property Development Packages Awarded and In Progress

Location	Developers	Type	Gross floor area (sq. m.)	Tender award date	Expected completion date
Ho Man Tin Station					
ONMANTIN	Great Eagle Group	Residential	69,000	December 2016	Completed in 2025
IN ONE	Chinachem Group	Residential	59,400	October 2018	Completed by phases in 2024 and 2025
LOHAS Park Station					
SEASONS PLACE/ PARK SEASONS/ GRAND SEASONS	Wheelock and Company Limited	Residential	89,290	February 2020	Completed in 2025
LA MIRABELLE	Sino Land Company Limited, Kerry Properties Limited, K. Wah International Holdings Limited and China Merchants Land Limited	Residential	143,694	October 2020	By phases in 2026
Tai Wai Station					
THE PAVILIA FARM	New World Development Company Limited	Residential	190,480	October 2014	By phases from 2022 to 2026
		Retail	60,620*		Completed in 2022
Tin Wing Stop					
YOHO WEST	Sun Hung Kai Properties Limited	Residential Retail	91,051 205	February 2015	Completed in 2025
Wong Chuk Hang Station (THE SOUTHSIDE)					
Blue Coast/Blue Coast II	CK Asset Holdings Limited	Residential	92,900	August 2018	Completed in 2025
		Retail	47,000		Completed in 2023
Deep Water Pavilia/ Deep Water Pavilia II	New World Development Company Limited, Empire Development Hong Kong (BVI) Limited, CSI Properties Limited and Lai Sun Development Company Limited	Residential	59,100	January 2021	2026
DEEP WATER SOUTH	Wheelock Properties Limited	Residential	46,800	April 2021	2026
Yau Tong Ventilation Building					
ONE PARK PLACE	Sino Land Company Limited and CSI Properties Limited	Residential	30,225	May 2018	2026
Pak Shing Kok Ventilation Building					
Pak Shing Kok Ventilation Building	New World Development Company Limited and China Merchants Land Limited	Residential	27,006	April 2022	2031
Tung Chung Traction Substation					
Tung Chung Traction Substation	Chinachem Group	Residential	87,288	July 2022	2031
Tung Chung East Station					
Package 1	Nan Fung Group Holdings Limited	Residential	30,000	December 2024	2031
Tuen Mun A16 Station					
Package 1	Sun Hung Kai Properties Limited	Residential	55,847	November 2025	2031
Kam Sheung Road Station[#]					
GRAND MAYFAIR	Sino Land Company Limited, China Overseas Land & Investment Limited and K. Wah International Holdings Limited	Residential	114,896	May 2017	By phases from 2024 to 2026

[#] as a development agent for the relevant subsidiaries of KCRC

* excluding a bicycle park with cycle track

Property Development Packages to be Awarded⁽¹⁾

Location	Type	Gross floor area (sq. m.)	Period of package tenders	Expected completion date
Oyster Bay	Mixed-use Development	860,500	To be confirmed	To be confirmed
Tung Chung East Station	Mixed-use Development	598,400	To be confirmed	To be confirmed
Tuen Mun A16 Station	Mixed-use Development	341,900	2026 – 2027	2033 – 2037
Kwu Tung Station ⁽²⁾	Mixed-use Development	303,300	To be confirmed	To be confirmed
Hung Shui Kiu Station ⁽²⁾	Mixed-use Development	574,100	To be confirmed	To be confirmed
Kam Sheung Road Station Phase 2 ⁽²⁾	Mixed-use Development		2026	To be confirmed
Fanling North ⁽²⁾	Mixed-use Development		To be confirmed	To be confirmed
Kwu Tung North ⁽²⁾	Residential	1,221,900	To be confirmed	To be confirmed
San Tin Station ⁽²⁾	Mixed-use Development		To be confirmed	To be confirmed

Notes:

- 1 Property development packages for which we are acting as development agent for the relevant subsidiaries of KCRC are not included.
- 2 These property development packages are subject to review in accordance with land grant conditions and completion of statutory processes.

West Rail Property Development Plan

The Company acts as development agent for West Rail property projects.

Station/Site	Site Area (hectares)	Actual/Expected tender award date	Actual/Expected completion date
Property Development Packages Awarded			
Tuen Mun	2.65	August 2006	By phases from 2012 – 2014
Tsuen Wan West (TW7)	2.37	September 2008	2014
Nam Cheong	6.18	October 2011	By phases from 2017 – 2019
Long Ping (North)	0.99	October 2012	2017
Tsuen Wan West (TW5) Cityside	1.34	January 2012	2018
Tsuen Wan West (TW5) Bayside	4.29	August 2012	2018
Tsuen Wan West (TW6)	1.38	January 2013	2018
Long Ping (South)	0.84	June 2013	2019
Yuen Long	3.91	August 2015	By phases from 2022 – 2023
Kam Sheung Road Package 1	4.17	May 2017	By phases from 2024 – 2026
	28.12		
Property Development Packages to be Awarded			
Pat Heung Maintenance Centre	About 23.56	Under review	Under review
	23.56		
Total	51.68		

Property Tendering

In November 2025, we awarded Tuen Mun A16 Station Package 1 to the subsidiary of Sun Hung Kai Properties Limited. We expect to tender Kam Sheung Road Station Phase 2 and Tuen Mun A16 Station Package 2 in the coming 12 months or so, depending on market conditions. Elsewhere, we are regularly monitoring market conditions closely and reviewing our tendering programme accordingly.

Expanding the Property Portfolio

As at 31 December 2025, we had nine residential property projects that are expected to deliver approximately 8,000 more housing units to the market in the coming

years. Current development sites for Hong Kong railway expansion projects include Oyster Bay Station, the Tung Chung East Station site on the Tung Chung Line Extension, the A16 Station site on the Tuen Mun South Extension, Kwu Tung Station on the East Rail Line, Hung Shui Kiu Station on the Tuen Ma Line and sites related to the Northern Link project. We continue to explore the development potential of other sites along our existing and future railway lines, including studies on developing the waterfront and former pier sites located to the south of Hung Hom Station into a new harbourfront landmark as well as developing the new Pak Shek Kok Station and its vicinity. The Au Tau land use review study, which aims to optimise development potential around Au Tau Station, is in progress.

Hong Kong Network Expansion



Continued to progress

Tung Chung Line Extension, Oyster Bay Station, Tuen Mun South Extension, Kwu Tung Station on the East Rail Line and Hung Shui Kiu Station on the Tuen Ma Line



Signed the Project Agreement for Northern Link (Part 1)



AIM

We seek to design and build advanced railway infrastructure that creates mutually beneficial economic opportunities for Hong Kong and MTR, bolstering our “Hong Kong Core” growth pillar while providing value for residents and shareholders through future community development.

CHALLENGES

Major projects supporting Hong Kong’s next phase of railway development – including those under the “Hong Kong Major Transport Infrastructure Development Blueprint” and “Transport Strategy Blueprint” – require extensive planning and development as well as robust financial strength. Construction challenges include building new extensions and stations on already-operating lines, carrying out works at night during non-traffic hours, and ensuring minimal disruptions to nearby neighbourhoods and ecosystems.

STRATEGIES

In all our network development efforts, we “Go Beyond Boundaries” by adopting the latest innovations and technologies in railway design, construction and management. We also fully explore all available financing options to ensure that projects are adequately and sustainably funded.

STAKEHOLDER ENGAGEMENT

We communicate regularly with Government on the implementation of current and future infrastructure development projects, supporting its policy to use railways as the backbone of Hong Kong’s public transportation system. This includes close liaison with relevant Government bureaux and other stakeholders. Our outreach efforts also comprise active engagement with local community residents and their district representatives.

OUTLOOK







We will continue to advance major initiatives for the Tung Chung Line Extension, Oyster Bay Station, the Tuen Mun South Extension, Kwu Tung Station on the East Rail Line and Hung Shui Kiu Station on the Tuen Ma Line with characteristic professionalism and project excellence. Following the signing of the Northern Link (Part 1) Project Agreement, we are excited to begin railway infrastructure development for the Northern Metropolis, a key economic driver of the future for Hong Kong. These and other projects will be funded by our “Rail plus Property” business model (“R+P Model”), which enables us to develop cost-efficient infrastructure and bustling new communities for Hong Kong. In addition, we will ensure the financial sustainability of future MTR railway development by exploring a range of financing approaches.

The Year in Review

Hong Kong Network Expansion

During the year, MTR continued working hard on a number of important new projects that will efficiently connect communities across Hong Kong with safe, green and accessible railways, contribute to the city's future economic growth, and provide mutually beneficial opportunities. We "Go Beyond Boundaries" in every facet of design, construction and operations, employing

rigorous planning and innovative technologies and methods to deliver high-quality infrastructure with minimal service disruption or impact on surrounding neighbourhoods and environments. Through such efforts, MTR is playing an active role in Hong Kong's sustainable, long-term development.

	Number of Stations	Route Length (km)	Project Funding	Construction Commencement Year	Targeted Completion Year
 Tung Chung Line Extension	2 (Tung Chung East and Tung Chung West stations)	About 2.5 km	Rail plus Property	2023	2029
 Oyster Bay Station	1	–	Rail plus Property	2023	2030
 Tuen Mun South Extension	2 (A16 and Tuen Mun South stations)	About 2.4 km	Rail plus Property	2023	2030
 Kwu Tung Station on the East Rail Line	1	–	Rail plus Property	2023	2027
 Hung Shui Kiu Station on the Tuen Ma Line	1	–	Rail plus Property	2024	2030
 Northern Link	8 (Kam Sheung Road, Au Tau, Ngau Tam Mei, San Tin, Kwu Tung, Chau Tau, The Loop and Huanggang Port stations)	About 17 km	Part 1: Rail plus Property	2025	No later than 2034

Projects in Progress

Tung Chung Line Extension

In February 2023, MTR signed the Project Agreement with Government for the financing, design, construction, operation and maintenance of the Tung Chung Line Extension, a major project that will serve new town extensions in Tung Chung, enhance connectivity in Lantau North, and support sustainable long-term population and economic growth. This project includes

the construction of two new stations (Tung Chung East Station and Tung Chung West Station) and about 2.5 km of new railway section. In October 2025, our construction team achieved breakthrough on the up-track tunnel between Tung Chung Station and the future Tung Chung West Station using the tunnel boring machine "Xihe" and has since commenced down-track tunnel construction. Construction of both stations is also in progress. Civil works are substantially completed at Tung Chung East Station, and electrical and mechanical installation works



are commencing progressively. This project is being funded by the financial contribution from the R+P Model and the Company's internal resources. Completion is targeted for 2029.

Oyster Bay Station

In September 2022, MTR entered into a Project Agreement with Government for the financing, design, construction, operation and maintenance of Oyster Bay Station, located at Siu Ho Wan between Sunny Bay and Tung Chung stations. This project is designed to enhance connectivity in Lantau North and provide the new community with convenient railway service. As at the end of 2025, bored piling works were 79% complete, and foundation and piling works are both on-going.

Tuen Mun South Extension

In September 2023, MTR signed the Project Agreement with Government for the financing, design, construction, operation and maintenance of the Tuen Mun South Extension, a project that involves extending the Tuen Ma Line southward by approximately 2.4 km from Tuen

Mun Station by way of a viaduct as well as building an intermediate station at Area 16 and a new terminal station at Tuen Mun South near the Tuen Mun Ferry Terminal. During the year, we continued to progress foundation and piling works for Tuen Mun South Station, A16 Station and viaduct sections. We also completed reprovisioning works for the new Tuen Mun Swimming Pool and GREEN@TUEN MUN. Overall construction is expected to be completed in 2030. This project is being funded by the financial contribution from the R+P Model and the Company's internal resources.

Kwu Tung Station on the East Rail Line

In September 2023, the Company signed the Project Agreement with Government for the financing, design, construction, operation and maintenance of Kwu Tung Station on the East Rail Line, which will be situated in the centre of the future Kwu Tung North New Development Area between Lok Ma Chau and Sheung Shui stations. In 2025, we substantially completed the station structural works as well as installation of all platform screen doors. Electrical and mechanical and building

The Year in Review

Hong Kong Network Expansion

services installation works have commenced and are progressing in full swing. Targeted completion of the station is expected in 2027. This project is being funded by the financial contribution from the R+P Model and the Company's internal resources.

Hung Shui Kiu Station on the Tuen Ma Line

In September 2024, the Company signed the Project Agreement with Government for the financing, design, construction, operation and maintenance of Hung Shui Kiu Station on the Tuen Ma Line, a new station to be located on the Tuen Ma Line between Tin Shui Wai and Siu Hong stations, where it will serve the future Hung Shui Kiu/ Ha Tsuen New Development Area in the western part of the Northern Metropolis. During the year, detailed design works progressed, ground investigation works were completed and foundation works to facilitate station construction commenced. Overall construction is expected to be completed by 2030. This project is being funded by the financial contribution from the R+P Model and the Company's internal resources.

Northern Link

In July 2025, the Company signed the Northern Link (Part 1) Project Agreement with Government for the financing and construction of parts of the Northern Link Main Line ("Main Line") and commencement of detailed planning and design for the Northern Link Spur Line ("Spur Line"). The inauguration ceremony was held on 3 October 2025. The 10.7-km Main Line comprises two terminal and interchange stations at Kwu Tung and Kam Sheung Road, connecting to the East Rail Line and Tuen Ma Line, respectively, as well as three intermediate stations at San Tin, Ngau Tam Mei and Au Tau. The 6.2-km Spur Line connects by the interchange San Tin Station to Huanggang Port in Shenzhen via Chau Tau and The Loop stations. The commissioning of both lines is targeted for no later than 2034. The construction works of the Part 1 Project Agreement will be funded by the financial contribution from the R+P Model and the Company's internal resources.

Supporting New Railway Projects

The Company and Government are actively engaged in discussions to finalise the signing of the (Part 2) Project Agreement for the Northern Link. This will cover the financing and construction of the remaining works of the Main Line and Spur Line as well as the operation and maintenance of both lines. Government has announced its intention to proceed with MTR using the ownership approach, and different funding models, including the R+P Model, may be deployed to ensure commercial returns on the Company's investments. The Company is proactively studying a range of financing approaches in order to determine optimal means of delivering the next stage of Hong Kong's railway growth story.

Elsewhere, we are supporting Government on other railway initiatives including the South Island Line (West), Pak Shek Kok Station on the East Rail Line and the Tseung Kwan O Line Southern Extension, and we are ready to support the Central Rail Link, Northern Link Eastern Extension and Northeast New Territories Line when required. These are all part of the "Hong Kong Major Transport Infrastructure Development Blueprint" and "Transport Strategy Blueprint" that were announced by Government in 2023 and February 2026, respectively. We welcome the approval given by the Chief Executive in Council for Government in December 2025 to invite us to proceed with the detailed planning and design of the South Island Line (West). The South Island Line (West) will adopt a smart and green mass transit system to connect the existing South Island Line and Island Line for enhanced rail service in the southern and western districts of Hong Kong Island. We are also closely involved in the development of the Hong Kong–Shenzhen Western Rail Link with Government's invitation to submit an expression of interest in September 2025. Meanwhile, we will provide full support as required on smart and green mass transit initiatives in East Kowloon, Kai Tak, Hung Shui Kiu/ Ha Tsuen and the Yuen Long South New Development Areas. In October 2025, Government issued a notice of invitation to tender for the Smart and Green Mass Transit System in Kai Tak. We will consider investing in these and other initiatives if returns are commercially justified.

Chinese Mainland and International Businesses



5

Railway Services
as at 31 December 2025



2.24 billion
Total Patronage
Outside of Hong Kong



OVERVIEW

BUSINESS REVIEW AND ANALYSIS

CORPORATE GOVERNANCE

FINANCIALS AND OTHER INFORMATION

AIM

Our Chinese Mainland and international businesses form one of the Company's growth pillars. They enable us to achieve geographic diversification of our business and revenue, and they serve as highly effective vehicles for promoting the MTR and Hong Kong brands to high-potential markets on the Chinese Mainland and overseas.

CHALLENGES

We continue to use a variety of financial and operational models to navigate markets outside of Hong Kong, where competition for new projects and existing services is intensifying.

STRATEGY

We are pursuing rail-related business opportunities in markets across the Chinese Mainland and around the world. These include new public-private partnership ("PPP") infrastructure projects and transit-oriented development ("TOD") projects as well as asset replacement, maintenance and station commercial opportunities. Meanwhile, we continue to prioritise service excellence in all the markets outside of Hong Kong where we operate to strengthen the MTR brand and promote it to prospective and existing customers alike.

STAKEHOLDER ENGAGEMENT

Each year, we participate in global industry events to promote MTR's brand and business while staying up to date on best practices, the latest innovations and advanced technologies. We regularly engage with local governments and stakeholders on the Chinese Mainland and in the overseas markets where we operate to ensure optimal delivery of world-class railway services. We also work with our group companies, contractors and suppliers to ensure that our global operations reflect our strong commitment to high environmental, social and governance ("ESG") standards.

OUTLOOK

New railway line openings, newly awarded contract and the expansion of our Chinese Mainland station commercial business are expected to contribute additional revenue and profit for our Chinese Mainland and international businesses, partially compensating for the impact brought by the recent completions of certain concessions. Although patronage levels may vary between different railway concessions, the degree to which this impacts the Company depends on the service agreements in place. In the meantime, we will keep exploring a wide range of new business opportunities – including TOD, PPP and station commercial projects as well as operational and management services – on the Chinese Mainland, along the Belt & Road and in other high-potential markets around the world.



MTR seeks to provide its expertise in building, operating and maintaining world-class railway networks to major markets outside of Hong Kong. In 2025, the Company operated various businesses and railway concessions on the Chinese Mainland, in Europe and in Australia. During

the year, we and our subsidiaries, associates and joint ventures served a total of approximately 2.24 billion passengers outside of Hong Kong, averaging around 7.89 million per weekday.

Year ended 31 December HK\$ million	Chinese Mainland and International Businesses								
	Chinese Mainland and Macao Railway, Property Rental and Property Management Businesses			International Railway Businesses			Total		
	2025	2024	Inc./ (Dec.) %	2025	2024	Inc./ (Dec.) %	2025	2024	Inc./ (Dec.) %
Recurrent Businesses									
Subsidiaries									
Revenue	1,949	2,589	(24.7)	18,737	22,878	(18.1)	20,686	25,467	(18.8)
EBITDA	224	171	31.0	1,510	1,485	1.7	1,734	1,656	4.7
EBIT	(183)	(88)	(108.0)	1,381	1,311	5.3	1,198	1,223	(2.0)
EBITDA Margin (in %)	11.5%	6.6%	4.9 % pts.	8.1%	6.5%	1.6% pts.	8.4%	6.5%	1.9% pts.
EBIT Margin (in %)	(9.4)%	(3.4)%	(6.0)% pts.	7.4%	5.7%	1.7% pts.	5.8%	4.8%	1.0% pt.
Recurrent Business (Loss)/Profit (Net of Non-controlling Interests)	(225)	(131)	(71.8)	794	743	6.9	569	612	(7.0)
Associates and Joint Ventures									
Share of Profit	364	774	(53.0)	16	126	(87.3)	380	900	(57.8)
Total Recurrent Business Profit (before Business Development Expenses)	139	643	(78.4)	810	869	(6.8)	949	1,512	(37.2)
Profit Attributable to Shareholders of the Company for the Year									
– Arising from Recurrent Businesses (before Business Development Expenses)							949	1,512	(37.2)
– Business Development Expenses							(258)	(283)	8.8
– Arising from Recurrent Businesses (after Business Development Expenses)							691	1,229	(43.8)
– Arising from Chinese Mainland Property Development							18	30	(40.0)
– Arising from Underlying Businesses							709	1,259	(43.7)

The Year in Review

Chinese Mainland and International Businesses

Excluding Chinese Mainland property development, our railway, property rental and management subsidiaries (after business development expenses), together with our associates and joint ventures outside of Hong Kong, contributed a net after-tax profit of HK\$691 million in 2025 on an attributable basis, a decrease of 43.8% from 2024.

In our Chinese Mainland business, total recurrent business profit from railway, property rental and property management subsidiaries, associates and joint ventures decreased to HK\$139 million in 2025. This was mainly due to full-year operating losses arising from the opening of the initial section of Shenzhen Metro Line 13 Phase 1 in end-2024 and a lower contribution from our Hangzhou railway business as a consequence of an impairment provision made for the Hangzhou Metro Line 1 railway assets.

In our international businesses, recurrent business profit from our railway subsidiaries, associates and joint ventures decreased by 6.8% to HK\$810 million in 2025. This was mainly due to lower contributions from the South Western Railway in the UK and our Sydney railway businesses in Australia.

Railway Businesses on the Chinese Mainland

Beijing

In Beijing, our associate operates Beijing Metro Line 4, the Daxing Line, Beijing Metro Line 14, Beijing Metro Line 16 and Beijing Metro Line 17 ("BJL17"). Patronage across these lines decreased to 737 million during the year compared to 2024, and average weekday patronage was 2.26 million. Average on-time performance exceeded 99.9%, with all lines achieving stable operations. The middle, final section of BJL17 commenced passenger service on 27 December 2025, linking with the existing southern and northern sections to create another major railway artery for the capital city.

Shenzhen

Shenzhen Metro Line 4

Shenzhen Metro Line 4 ("SZL4"), including the SZL4 North Extension, is operated by our wholly owned subsidiary. The line maintained stable operations in 2025, and

on-time train service performance exceeded 99.9%. Patronage reached 245 million passengers while average weekday patronage was 689,000, similar to that of 2024.

As we have previously reported, there has been no fare increase for SZL4 since we began operating the line in 2010. We expect that the mechanism and procedures for fare adjustments will take time to implement and that patronage will remain at a lower level for longer than expected. If patronage remains at a lower level for a further period of time and a suitable fare increase and adjustment mechanism are not implemented soon, the long-term financial viability of this line will be impacted.

Shenzhen Metro Line 13

The initial section of Shenzhen Metro Line 13 ("SZL13") Phase 1 achieved stable operations in its first full year of operation with on-time performance of over 99.9% in 2025. The northern section of SZL13 Phase 1 commenced passenger service on 28 December 2025, completing the full-line service of Phase 1 from Shenzhen Bay Checkpoint Station to Shangwu Station (except for Xili High Speed Railway Station). SZL13 Phase 2, for which we are providing project management consultancy services, remains under construction as planned.

Hangzhou

Hangzhou Metro Line 1 and Its Extensions

Hangzhou Metro Line 1 ("HZL1"), the Xiasha Extension and Airport Extension achieved stable operations in 2025 with on-time performance exceeding 99.9%. Patronage for these lines reached 325 million, similar to 2024, and average weekday patronage was 902,000.

As previously mentioned, HZL1 has been loss-making in recent years due to slow patronage growth and the pandemic. Because there is no patronage protection mechanism under this concession agreement, the line's long-term financial viability will be impacted if patronage remains at a lower level over a further period of time, especially when compounded by the lower average fare resulting from the expanded network. We now anticipate that patronage and average fare will remain at a lower level for longer than expected. We have therefore recognised a share of impairment provision of HK\$380 million for the HZL1 railway assets.

Hangzhou Metro Line 5

In 2025, total patronage for Hangzhou Metro Line 5 reached 246 million, roughly the same as in 2024, with an average weekday patronage of 745,000. The line maintained stable on-time performance during the year.

Property Businesses on the Chinese Mainland

MTR also develops and manages commercial and residential properties on the Chinese Mainland. We are studying possible strategic options for our malls on the Chinese Mainland due to challenging conditions in the retail and property markets. In February 2026, the tender for TIA Mall in Shenzhen, which has approximately 10,000 square metres in GFA, was not successful. We continue to evaluate options for the shopping mall at Tianjin's Beiyunhe Station, where preparations remain underway for an opening targeted after 2026.

During the year, we continued to make progress on the Hangzhou West Station TOD project. Meanwhile, we continued to provide TOD consultancy services for the Shenzhen Xili Station Comprehensive Transportation Hub and Beijing Sub-Centre Station Comprehensive Transportation Hub.

Other Businesses on the Chinese Mainland

We continued to progress our station commercial business in Chengdu, Zhengzhou and Xi'an, which now cover more than 700 station shops. The memorandum of understanding for station commercial business in Qingdao was signed in September 2025, and the joint venture with Guangzhou Metro Group to run station commercial business in Guangzhou was set up in December 2025. We are also exploring similar opportunities in other cities. Elsewhere, we have made an investment in CRRC Guangdong Co., Ltd. in Jiangmen, our first investment in the Guangdong Province's railway equipment industry.

International Railway Businesses

Australia

The Melbourne metropolitan rail network achieved stable operations during the year. Our concession for this service currently runs to November 2027. The new, 9-km Metro Tunnel, which opened in November 2025, provides a new railway connection through Melbourne's central business district. More than 70,000 passengers turned up to experience the new stations on the first day of service. We also continue to support our client, the Victoria State Government, on various network improvement initiatives.

The Tallawong-to-Sydenham section of the Sydney Metro M1 Metro North West & Bankstown Line achieved stable operations during the year. Conversion works for the line's southwest section are on-going in preparation for opening in the second half of 2026.

Sweden

The service contract for Stockholm Metro (Stockholms tunnelbana) ended in November 2025, and operations were handed over to the next operator.

United Kingdom

In the United Kingdom, we completed the handover of operations for the Elizabeth line and South Western Railway to the next operators in May 2025.

Growth Outside of Hong Kong

Our consortium with a subsidiary of CRRC Corporation Limited, Metro Trains West Consortium, won the Trains, Systems, Maintenance and Operations contract for the new Sydney Metro West project in Australia in December 2025. Under the contract, the consortium will be providing next-generation metro trains and associated systems as well as the commissioning and operation of the line connecting Parramatta and the city centre. The underground metro railway line, which will cover 24 km and have nine new stations, is targeted to commence service in 2032.

In December 2025, we submitted a bid for the Sydney Parramatta integrated station development, the result of which is expected in 2026. Elsewhere, we continue to seek business opportunities on the Chinese Mainland and overseas, including Belt and Road countries.

Chinese Mainland and International Railway Businesses at a Glance

	MTR Corporation Shareholding	Business Model	Commencement of Franchise/Expected Date of Commencement of Operation	Franchise/Concession Period	Total Number of Stations	Route Length (km)
Chinese Mainland Railway Businesses						
Beijing Metro Line 4 ("BJL4")	49%	Public-Private-Partnership ("PPP")	September 2009	30 years	24	28
Daxing Line of BJL4	49%	Operations and Maintenance ("O&M") Concession	December 2010	End together with BJL4 concession	11	22
Beijing Metro Line 14 ("BJL14")	49%	PPP	Full Line: by phases from May 2013 to December 2021	30 years from December 2015	37 ⁽¹⁾	50.8
Beijing Metro Line 16	49%	PPP	Full Line: by phases from December 2016 to December 2023	30 years from January 2024	30	48.9
Beijing Metro Line 17 ("BJL17")	49%	O&M Concession	Full Line: by phases from December 2021 to December 2025	20 years from December 2021	21 ⁽¹⁾	48.9
Shenzhen Metro Line 4 ("SZL4")	100%	Build-Operate-Transfer ⁽²⁾	Full Line: by phases from July 2010 to June 2011	30 years	15	19.9
SZL4 North Extension	100%	O&M Concession	October 2020	End together with SZL4 concession	8	10.8
Shenzhen Metro Line 13 ("SZL13") Phase 1	83%	PPP	Full Line: by phases from December 2024 to December 2025	30 years	16 ⁽³⁾	22.4
Hangzhou Metro Line 1 ("HZL1")	49%	PPP	November 2012	25 years	25	35.6
HZL1 Xiasha Extension	49%	O&M Concession	November 2015	End together with HZL1 concession	3	5.6
HZL1 Phase 3 (Airport Extension)	49%	O&M Concession	December 2020	End together with HZL1 concession	5	11.2
Hangzhou Metro Line 5 ("HZL5")	60%	PPP ⁽⁴⁾	Full Line: by phases from June 2019 to April 2020	25 years	40	56.2
International Railway Businesses						
Elizabeth Line, United Kingdom	100%	O&M Concession	May 2015	8 years till 2023, 2-year extension till 2025	41	118
South Western Railway, United Kingdom	30%	O&M Concession	May 2021	2 years till 2023, 2-year extension till 2025	210	998
Stockholm Metro, Sweden	100%	O&M Concession	November 2009	8 years till 2017, 6-year extension till 2023 and 2-year extension till 2025	100	108
Melbourne's Metropolitan Rail Service, Australia	60%	O&M Concession	November 2009	8 years till November 2017, 7-year extension till November 2024, 18-month extension till June 2026 and 18-month extension till November 2027	227	441
Sydney M1 Metro North West & Bankstown Line, Australia	Mixed	PPP (Operations, Trains & Systems)	North West Line: May 2019 City Section: August 2024	15 years till 2034	North West Line: 13 City Section: 8 South West Section: 10 Full Line: 31	Full Line: 66
Sydney Metro West, Australia	70%	Trains, Systems, Maintenance & Operations	Target to commence service in 2032	O&M for 15 years after line opens	9	24

Notes:

- 1 BJL14 has four stations bypassed currently. BJL17 has one station bypassed currently (Wangjingxi Station was opened on 31 January 2026).
- 2 SZL4 Phase 1 assets are owned by the Shenzhen Municipal Government, and MTR Corporation (Shenzhen) Limited took over the operation of Phase 1 in July 2010. SZL4 North Extension assets are owned by the Shenzhen Municipal Government, and MTR Corporation (Shenzhen) Limited was granted operations and maintenance.
- 3 SZL13 Phase 1 has one station bypassed currently.
- 4 HZL5 West Extension operates under an O&M concession and is therefore outside the scope of the PPP.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Our business strategies and operations adhere to a robust environmental, social and governance (“ESG”) framework. For 2025, we established 45 key performance indicators (“KPIs”) to benchmark our effectiveness in 10 focus areas spread across three primary environmental and social objectives: Greenhouse Gas Emissions Reduction, Social Inclusion, and Advancement & Opportunities. During the year, all of these KPIs had been achieved or were on track towards achievement.

Environmental Aspects

We continue to make good progress towards achieving our 2030 science-based carbon reduction targets, which were approved by the Science Based Targets initiative. To reinforce our decarbonisation commitments and provide a clear overview of our strategies, we published the Carbon Reduction Roadmap in December 2025.

Our programme to replace our diesel buses with electric buses continued in 2025. Seventeen electric buses were put into passenger service at the end of 2025. From 2022 to 2025, we completed the installation of more than 200 additional electric vehicle charging stations across our office buildings, malls and station carparks. In addition, we completed solar photovoltaic system installation work at two more stations across our network.

Social Aspects

MTR places great importance on being a caring and engaged member of the wider community. In 2025, the 20th anniversary of our “More Time Reaching Community” Scheme, we proudly organised 380 volunteering projects that helped over 64,000 people. We continued the “EmpowerZ” Youth Placement Pilot Programme that was launched last year for youths from ethnically diverse backgrounds and/or those with disabilities. The Company awarded MTR “Ride to Success” scholarships to 24 students in 2025 to nurture talent for the railway and smart cities industries and encourage young people to contribute to the community. During the year, more than 2,000 secondary students took part in the “Train’ for Life’s Journeys 2.0” programme, where they received guidance in future-ready skills while making impacts in solving social challenges. We also supported families who were impacted in the Tai Po incident, donating around 5,000 Octopus Cards with HK\$2,000 cash value each and 850 tablets for schoolchildren and the elderly.

The Company also strives to bring arts to the community by hosting exhibitions and performances throughout

our network as part of our “Art in MTR” programme. We organised “The Formless Way: Memorialising 85 years since Bruce Lee’s Birth”, an exhibition supported by the Hong Kong Heritage Museum and the Bruce Lee Foundation that celebrated Bruce Lee’s legacy and engaged the public during their MTR journeys.

Governance

MTR emphasises strong corporate governance and regularly reviews its governance practices to ensure that the Company operates ethically, transparently, and in the best interests of shareholders and stakeholders. Our comprehensive enterprise risk management framework enables us to effectively manage strategic, operational, financial, compliance and reputational risks as we strive to attain our business objectives. We regularly review key risks, including emerging and ESG-related risks, to help us respond to constantly evolving business and operating environments. We also have adopted the “Three Lines Model” to ensure proactive and effective risk management.

HUMAN RESOURCES

As at 31 December 2025, MTR and its subsidiaries employed 18,890 staff in Hong Kong and 10,976 staff outside of Hong Kong. Our associates and joint ventures employed an additional 16,438 staff in Hong Kong and worldwide. In 2025, the voluntary staff turnover rate in Hong Kong dropped to 3.9%.

MTR strives to be an employer of choice by enhancing its employer brand and offering competitive pay and benefits complemented by short- and long-term incentive schemes under the Company’s total reward framework. To engage and attract talent – especially the “new generation workforce” that will power MTR and Hong Kong’s future growth – we have adopted innovative recruitment marketing strategies and refreshed our employer brand with new recruitment visuals. Our graduate development programmes and revamped Railway Technical Trainee and Summer Internship Programmes offer a wide range of career choices for youth who are considering rewarding careers in the railway industry. We actively engage and maintain two-way communication with our employees through numerous channels, and we strive to foster a caring workplace by implementing well-being initiatives, establishing family-friendly practices and promoting work-life balance under the Wellness Connect platform. Meanwhile, our comprehensive learning and development programmes provide employees with career advancement and growth opportunities and strengthen their future-oriented skills.