Business Overview
Corporate Strategy

MTR is pursuing a new Corporate Strategy, “Transforming the Future”, by more deeply embedding sustainability and Environmental, Social and Governance principles into its businesses and operations with the aim of creating more value for all the stakeholders.

The strategic pillars of the new Corporate Strategy are:

**Corporate Governance**

The management of the Corporation is overseen by a chief executive officer and an executive committee. They report to a Board headed by a non-executive chairman and made up of local business and community leaders and government representatives.

The Corporation is committed to a high standard of business ethics and integrity. To foster an ethical culture in the workplace, all staff are required to follow a Code of Conduct in their daily duty.

**Hong Kong Core**

Attain the full potential of Hong Kong Core Business and advance our social objectives

**Mainland China and International Business**

Expand into new hubs and new products across our Mainland China and International Business, maintaining a steady growth

**New Growth Engine**

Invest in new technologies and mobility services to reinforce our core for long-term growth

**Responding to COVID-19**

The global pandemic of COVID-19 has unavoidably impacted MTR Corporation’s railway and rail-related property services around the world. Throughout this challenging period, MTR has maintained its operations to ensure that passengers can continue to make essential journeys as needed while prioritising the health and safety of customers and staff with enhanced cleaning and disinfection of trains, railway facilities and our properties. We will continue to stand alongside all of the communities that we serve to fight the pandemic together, putting safety first and maintaining quality always.

**The MTR Story**

The MTR Corporation was established in 1975 as the Mass Transit Railway Corporation with a mission to construct and operate, under prudent commercial principles, an urban metro system to help meet Hong Kong’s public transport requirements. The sole shareholder was the Hong Kong Government.

The Company was re-established as the MTR Corporation Limited in June 2000 after the Hong Kong Special Administrative Region Government sold 23% of its issued share capital to private investors in an Initial Public Offering. MTR Corporation shares were listed on the Stock Exchange of Hong Kong on 5 October 2000.

The Corporation marked another major milestone on 2 December 2007 when the operations of the other Government-owned rail operator, the Kowloon-Canton Railway Corporation, were merged into the MTR, heralding a new era in Hong Kong railway development.

Other than bringing more efficient and competitively-priced services to local rail passengers, the merger brought new growth opportunities to the MTR Corporation’s businesses in and outside of Hong Kong.

Today, along with its transport services in Hong Kong, the Corporation has railway operations serving cities in the Mainland of China, the U.K., Australia and Sweden.
MTR’s unique vertically integrated Hong Kong business model seamlessly connects railway service with communities above stations in a way that optimises land use, builds new communities, contributes to the growth of the city and is financially and environmentally sustainable in the long run.

Inside and outside Hong Kong, MTR employees are committed to serving communities with excellence, professionalism and a spirit of continuous improvement.

Chan Chi-chun Jeff
Senior Construction Engineer-Civil
“Our new railway projects will serve communities in different parts of Hong Kong. Therefore, we make every effort to maintain close contact with local communities to listen to their views and keep them informed of our progress.”

Zhu Pei-ying
Customer Service Ambassador
“Working for MTR Malls, my role is not simply to answer customers’ enquiries but also to provide them with an excellent customer experience and give them a friendly smile.”

Kevin Wang
Acting Operation Control Centre Manager (Hangzhou MTR)
“We see the uniqueness of each city and understand the needs of local passengers and strive to provide caring service to them. The praise and trust of passengers encourages me to keep improving our service quality.”

Cheung Ying-sum
Chief Inspector of Works – Civil
“Underground works for our railway expansion projects vary according to different geological conditions and the construction methods used. We always put safety first and seek to minimise any impacts on the community.”

Hon Yat-sum
Train Crew Inspector
“My job is challenging as I am responsible for carrying passengers safely to their destinations while helping to ensure that our overall train service remains smooth and punctual.”

Chui Wai-hung
Renewal Inspector – P Way
“Replacing sections of rail track in 3-4 hours overnight requires a high level of skill and outstanding teamwork. It’s a great reward to know our work keeps millions of people on the move.”

 chassis
New Railway Construction

Over the years, MTR has been delivering major railway infrastructure projects to world-class design and engineering standards.

Building Hong Kong’s Public Transport Backbone

Since the late 1970s, MTR has been successfully delivering high-quality railway services to conveniently connect different parts of the city. Hong Kong’s urban metro system began to take shape in 1979 with the commissioning of the Modified Initial System which forms part of what is now the Kwun Tong Line. A year later, the first cross-harbour rail link connecting Hong Kong Island and the Kowloon peninsula opened for service. Subsequent milestones included the opening of the Tsuen Wan Line (1982), the Island Line (1986), and the second rail link across the harbour (1989).

The Airport Rail project comprising the Airport Express and the commuter Tung Chung Line went into service in 1998, followed by the Tsuen Wan O Line (2002) and LOHAS Park Station (2009). The Island Line was extended to the western tip of Hong Kong Island in December 2014. The railway network further extended to the Ho Man Tin and Whampoa areas with the commencement of passenger service on the Kwun Tong Line Extension in October 2016, and reached the Southern District for the first time upon the opening of the South Island Line in December 2016. The Guangzhou-Shenzhen-Hong Kong High Speed Rail (Hong Kong Section) commenced service in September 2018. The opening of the full Tsuen Ma Line in June 2021 connected the east and west of the New Territories. In May 2022, the East Rail Line extended across the harbour to Hong Kong Island.

The Corporation has a team of highly capable professionals whose experience in project design, construction and management make them ideally suited to undertake Hong Kong’s newest rail projects.

New Railway Projects in Hong Kong

MTR is playing a pivotal role in the Government’s Railway Development Strategy 2014, which guides Hong Kong’s future railway network expansion. Following the gazettal of the Tung Chung Line Extension in December 2021, the Corporation appointed the preliminary design consultant for the Airport Railway Extended Overrun Tunnel (“ARO”) in March 2022 and invited tenders for the first of the major civil contracts – the tunnel and station west of the existing Tung Chung Station in May 2022. The ARO will facilitate turnaround for Tung Chung Line and Airport Express trains. The scheme for the Tuen Mun South Extension was gazetted under the Railways Ordinance in January 2022 and authorized in June 2022. For the Northern Link project, the scheme for Kwu Tung Station, a railway station between Lok Ma Chau and Sheung Shui stations on the East Rail Line, was gazetted in April 2022. The design of the Northern Link main line, which will connect the Tuen Ma Line and East Rail Line via the new Kwu Tung Station and three intermediate stations, is progressing. Detailed planning and design work continues for Hung Shui Kiu Station, which will be located between Tin Shui Wai and Siu Hong stations along the Tuen Ma Line. The Corporation is also working closely with Government on the South Island Line (West), East Kowloon Line and North Island Line.

Besides, under the Northern Metropolis Development Strategy outlined by the Chief Executive in the 2021 Policy Address, a technical proposal for the Northern Link Spur Line has been submitted to Government. Meanwhile, on invitation by the Government to study the construction of a new Science Park/Pak Shek Kok Station on the East Rail Line, a consultant has been appointed to carry out a technical study.

New Railway Construction

The Northern Link will connect the existing Lok Ma Chau Spur Line of the East Rail Line with the Tuen Ma Line.

The Tung Chung Line Extension will extend the Tung Chung Line westward from Tung Chung Station with a new terminal station at Tung Chung West Station.

Cross-Harbour Section of the East Rail Line

Following service commencement of the East Rail Line cross-harbour extension, the East Rail Line, with 16 stations along a route length of approximately 46 kilometres, extends to the new terminal at Admiralty Station. It allows passengers from the Northeast New Territories and Central Kowloon to travel to the commercial, convention, exhibition and financial hubs in the Wan Chai North and Admiralty areas on Hong Kong Island seamlessly, significantly reducing their journey time. The extended East Rail Line is Hong Kong’s fourth cross-harbour railway line, connecting five existing railway lines to create a more comprehensive railway network. It generates new impetus for the city’s growth and development.

Connecting all corners of the city with about 4.75 million passenger journeys on weekdays, MTR operates 9 commuter rail lines serving Hong Kong, Kowloon and the New Territories as well as Light Rail and MTR Bus services in the Northwest New Territories. Train stations and railway stations provide additional train services, improvements to station turnaround for Tung Chung Line and Airport Express trains. The Corporation operates the Airport Express to Hong Kong International Airport (Hong Kong Section) running from Hong Kong West Kowloon Station connects Hong Kong to the national high speed rail network. Passengers can conveniently travel directly to 58 destinations in Mainland of China without interchange. The co-location arrangement enables passengers to complete the Hong Kong and mainland customs, immigration and quarantine procedures in one go at Hong Kong West Kowloon Station.

Apart from the cross-boundary service on East Rail Line, the 26-km Guangzhou-Shenzhen-Hong Kong High Speed Rail (Hong Kong Section) running from Hong Kong West Kowloon Station connects Hong Kong to the national high speed rail network. Passengers can conveniently travel directly to 58 destinations in Mainland of China without interchange. The co-location arrangement enables passengers to complete the Hong Kong and mainland customs, immigration and quarantine procedures in one go at Hong Kong West Kowloon Station.

Operated by the Corporation, the nine Hong Kong-owned Vibrant Express high speed trains serve six destinations including Futian, Shenzhenhu and Guangzhou. The trains have first class and second class compartments and are well-equipped for a comfortable travelling experience.

Cross-Boundary Train Service

Customer Service

MTR is committed to enhancing the customer experience with a focus on meeting the needs of different passenger groups. Facility and service improvements are continuously delivered in direct response to the feedback from customers. Examples include the provision of additional train services, improvements to station access with installation of more lifts, escalators and wide gates, as well as enhanced customer communications technologies. Frontline staff receive extensive training to deliver high quality, customer-centric services.

Train service performance in Hong Kong

99.9% On-Time

2.66 + Million

Train and Light Rail services operated in Hong Kong (2021)
**Hong Kong Operations and Services**

**Operations Control Centre**

The Operations Control Centre lies at the heart of MTRs Hong Kong heavy rail operations. From one centralised location in Tsing Yi, controllers monitor and regulate heavy rail operations, which makes it easier for staff to take quick and effective decisions. For the Light Rail network, a separate control centre in Tuen Mun serves as the hub for monitoring and regulating operations.

**Depots**

MTRs reliable train service performance is sustained by stringent standards for rolling stock maintenance and repairs, advanced asset management systems and a dedicated workforce. More than 2,000 train and light rail cars are serviced at 10 maintenance depots located in Kowloon Bay, Tsuen Wan, Chai Wan, Tsing Kwan O, Siu Ho Wan, Ho Tung Lau, Tai Wai, Pat Heung, Wong Chuk Hang and Tuen Mun. Three depots for buses are located in Tuen Mun, Tai Po and Hung Shui Kiu. Hong Kong’s first depot for fully automatic train operations was built at Wong Chuk Hang as part of the South Island railway project.

**Track and Systems Maintenance**

Unseen by passengers, the MTR network is bustling with activity during overnight non-service hours as maintenance crews undertake essential inspection, repair and replacement of railway systems and equipment. To optimise this important work during the small window of time available, an advanced artificial intelligence system is used to automate the scheduling of nightly engineering work.

**Rapid Response Units**

To minimise the inconvenience caused by delays, which happen in complex railway systems from time to time, MTR deploys specialised Rapid Response Units for tactical maintenance handling and swift service recovery. Experts from the Infrastructure Maintenance Rapid Response Unit are strategically deployed in the rail network, so they can be first on the scene to immediately start recovery work, while mobile recovery units of the Rolling Stock Rapid Response Unit can be quickly deployed to the scene of service disruptions to rectify train faults. Customer Services and Revenue Protection Unit provides special crowd management measures to assist passengers.

---

**Total Route Length (MTR, Airport Express and Light Rail) - 245.3 km (as at 2022)**

<table>
<thead>
<tr>
<th>MTR Railway Lines</th>
<th>Keun Tong, Tsuen Wan, Island, Tung Chung, Tsing Kwan O, Disneyland Resort, East Rail, Tuen Ma Line and South Island lines</th>
<th>Airport Express</th>
<th>Light Rail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Route Length (km)</td>
<td>201.8 km</td>
<td>35.2 km (on mainly shared tracks with Tung Chung Line)</td>
<td>36.2 km</td>
</tr>
<tr>
<td>Number of stations</td>
<td>96</td>
<td>5 (3 are integrated with Tung Chung Line)</td>
<td>68</td>
</tr>
<tr>
<td>Number of train cars</td>
<td>2,018</td>
<td>88</td>
<td>159</td>
</tr>
<tr>
<td>Daily hours of operation</td>
<td>19 (except East Rail Line and Tuen Ma Line: 19.5)</td>
<td>19</td>
<td>19</td>
</tr>
</tbody>
</table>

**Designated maximum one-direction loading per hour**

- Disneyland Resort Line - 10,400
- East Rail Line - 8,500
- Tuen Ma Line - 7,300
- South Island Line - 12,000

---

**Depots**

- Keun Tong Line (Tiu Kang Leng to Whampoa)
- Tsuen Wan Line (Tsuen Wan to Central)
- Island Line (Chi Wan to Kennedy Town)
- Long-Chung Line (Tung Chung to Hong Kong)
- Tsing Kwan O Line (Po Lam / LOHAS Park to North Point)
- South Island Line (South Horizons to Admiralty)
- Disneyland Resort Line (Sunny Bay to Disneyland Resort)
- East Rail Line (Lo Wu / Lok Ma Chau to Admiralty)
- Tuen Ma Line (Wu Kai Sha to Tuen Mun)
- Airport Express (AsiaWorld-Expo to Hong Kong)
- Light Rail (Tuen Mun / Tung Chung / Tin Shui Wai)

**Route Length (km)**

<table>
<thead>
<tr>
<th>Route Length (km)</th>
<th>14.2</th>
<th>16</th>
<th>16</th>
<th>33</th>
<th>31</th>
<th>11.9</th>
<th>7</th>
<th>7.3</th>
<th>45.8</th>
<th>56.5</th>
<th>135</th>
<th>34.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Trains</td>
<td>33</td>
<td>34</td>
<td>35</td>
<td>13</td>
<td>16</td>
<td></td>
<td>7</td>
<td>2</td>
<td>32</td>
<td>52</td>
<td>7</td>
<td>134</td>
</tr>
<tr>
<td>Morning Peak</td>
<td>33</td>
<td>34</td>
<td>33</td>
<td>13</td>
<td>16</td>
<td></td>
<td>7</td>
<td>2</td>
<td>30</td>
<td>43</td>
<td>7</td>
<td>126</td>
</tr>
<tr>
<td>Evenining Peak</td>
<td>182</td>
<td>182</td>
<td>182</td>
<td>184</td>
<td>182</td>
<td>70</td>
<td>191</td>
<td>219</td>
<td>195</td>
<td>184</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Length of Train</td>
<td>3945</td>
<td>3945</td>
<td>3945</td>
<td>3945</td>
<td>3945</td>
<td>3945</td>
<td>3948</td>
<td>3948</td>
<td>3948</td>
<td>3948</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car Capacity</td>
<td>3945</td>
<td>3945</td>
<td>3945</td>
<td>3945</td>
<td>3945</td>
<td>3945</td>
<td>3948</td>
<td>3948</td>
<td>3948</td>
<td>3948</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quiet Car</td>
<td>80 kph</td>
<td>80 kph</td>
<td>80 kph</td>
<td>80 kph</td>
<td>80 kph</td>
<td>80 kph</td>
<td>80 kph</td>
<td>80 kph</td>
<td>80 kph</td>
<td>80 kph</td>
<td>80 kph</td>
<td></td>
</tr>
<tr>
<td>Speed</td>
<td>33 kph</td>
<td>33 kph</td>
<td>33 kph</td>
<td>33 kph</td>
<td>33 kph</td>
<td>33 kph</td>
<td>33 kph</td>
<td>33 kph</td>
<td>33 kph</td>
<td>33 kph</td>
<td>33 kph</td>
<td>33 kph</td>
</tr>
<tr>
<td>Frequency (weekday)</td>
<td>126</td>
<td>120</td>
<td>112</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Maintenance Depot</td>
<td>Kowloon Bay</td>
<td>Tsuen Wan</td>
<td>Chai Wan</td>
<td>Su Ho Wan</td>
<td>Tsing Kwan O</td>
<td>Wong Chuk Hang</td>
<td>Su Ho Wan</td>
<td>Ho Ting Lau</td>
<td>Tai Wai/Pat Heung</td>
<td>Siu Ho Wan</td>
<td>Siu Ho Wan</td>
<td>Tuen Mun</td>
</tr>
<tr>
<td>Control Room</td>
<td>Tsing Yi</td>
<td>Tung Yi</td>
<td>Tsing Yi</td>
<td>Tsing Yi</td>
<td>Tsing Yi</td>
<td>Tsing Yi</td>
<td>Tsing Yi</td>
<td>Tsing Yi</td>
<td>Tsing Yi</td>
<td>Tsing Yi</td>
<td>Tsing Yi</td>
<td>Tuen Mun</td>
</tr>
</tbody>
</table>

---

**Maintenance Depot**

- Kowloon Bay
- Tsuen Wan
- Chai Wan
- Siu Ho Wan
- Tsing Kwan O
- Wong Chuk Hang
- Su Ho Wan
- Ho Ting Lau
- Tai Wai/Pat Heung
- Siu Ho Wan
- Tuen Mun

---

**Control Room**

- Tsing Yi
- Tung Yi
- Tsing Yi
- Tsing Yi
- Tsing Yi
- Tsing Yi
- Tsing Yi
- Tsing Yi
- Tsing Yi
- Tsing Yi
- Tsing Yi
- Tsing Yi
- Tuen Mun

---

**Total Route Length (MTR, Airport Express and Light Rail) - 245.3 km (as at 2022)**

MTR Railway Lines: Keun Tong, Tsuen Wan, Island, Tung Chung, Tsing Kwan O, Disneyland Resort, East Rail, Tuen Ma Line and South Island lines | Airport Express: 35.2 km (on mainly shared tracks with Tung Chung Line) | Light Rail: 36.2 km
---

**Number of stations:**

- 96 stations (5 are integrated with Tung Chung Line)

**Number of train cars:**

- 2,018

**Daily hours of operation:**

- 19 (except East Rail Line and Tuen Ma Line: 19.5)

**Designated maximum one-direction loading per hour:**

- Disneyland Resort Line - 10,400
- East Rail Line - 8,500
- Tuen Ma Line - 7,300
- South Island Line - 12,000

---

**Depots**

- Keun Tong Line (Tiu Kang Leng to Whampoa)
- Tsuen Wan Line (Tsuen Wan to Central)
- Island Line (Chi Wan to Kennedy Town)
- Long-Chung Line (Tung Chung to Hong Kong)
- Tsing Kwan O Line (Po Lam / LOHAS Park to North Point)
- South Island Line (South Horizons to Admiralty)
- Disneyland Resort Line (Sunny Bay to Disneyland Resort)
- East Rail Line (Lo Wu / Lok Ma Chau to Admiralty)
- Tuen Ma Line (Wu Kai Sha to Tuen Mun)
- Airport Express (AsiaWorld-Expo to Hong Kong)
- Light Rail (Tuen Mun / Tung Chung / Tin Shui Wai)

---

**Route Length (km)**

- Route Length (km): 14.2
- Number of Trains: 33
- Morning Peak: 33
- Evenining Peak: 182
- Length of Train: 3945
- Car Capacity: 3945
- Quiet Car: 80 kph
- Speed: 33 kph
- Frequency (weekday): 126
- Maintenance Depot: Kowloon Bay

---

**Depots**

- Kowloon Bay
- Tsuen Wan
- Chai Wan
- Siu Ho Wan
- Tsing Kwan O
- Wong Chuk Hang
- Su Ho Wan
- Ho Ting Lau
- Tai Wai/Pat Heung
- Siu Ho Wan
- Tuen Mun

---

**Control Room**

- Tsing Yi
- Tung Yi
- Tsing Yi
- Tsing Yi
- Tsing Yi
- Tsing Yi
- Tsing Yi
- Tsing Yi
- Tsing Yi
- Tsing Yi
- Tsing Yi
- Tuen Mun
Customer Experience

An attractive mix of station retail outlets and services add to the outstanding convenience of travel on the MTR while high speed mobile and data services keep passengers seamlessly connected throughout their journeys. Earnings from station retail rentals and advertising also make MTR a leader among the world’s metros in non-farebox revenues.

Smart Mobility

MTR is committed to offering the latest in smart mobility to enhance passenger journeys. The MTR Mobile app features railway and other transport information and functions, news and offers from MTR Malls and station shops, and a variety of lifestyle content. The “Next Bus” function was added to MTR Mobile and the “Next Train” function was extended to the light rail network. Besides, “Traffic News” can inform passengers of any service disruption along their preferred routes through push notifications.

A number of initiatives were introduced to facilitate a smarter and more seamless travel experience. For example, passengers can purchase monthly passes in advance via MTR Mobile. QR code ticketing service has also been enhanced in the MTR heavy rail network, allowing passenger to tap the entry/exit gates with MTR Mobile, AlipayHK, UnionPay App or WeChat Pay. “Cross-Harbour Easy” is introduced at the concourse and interchange platform of Admiralty Station, displaying real-time traffic and frequency conditions along the Tsuen Wan and East Rail lines to help passengers choose the more time-saving route for their cross-harbour journeys. “Train Car Loading Indicator” is also featured on Tuen Ma and East Rail lines to facilitate passengers to choose more spacious train cars for boarding.

Station Retail

Whether passengers are going to and from work or school or are out to enjoy leisure activities, MTR stations provide convenient places for passengers to enjoy a wide variety of goods and services on offer – everything from food to fashion, health and beauty, books, banking, convenience stores, dry cleaning shops, shoe repairs and travel services.

With MTR stations being used by millions of passengers a day, occupancy rates in these locations have always been high. More user-friendly services along the railway alignment include shopping centres, duty-free shops at Lo Wu, Lok Ma Chau, Hung Hom and Hong Kong West Kowloon stations, ATMs, public car parks, and park and ride services for passengers.

Advertising

Innovative advertising and promotion campaigns are a well-established feature of the MTR network. MTR uses traditional and digital advertising panels, large LED panels with dynamic contents, and the multi-media broadcast service on board to create opportunities for advertisers to reach large numbers of targeted consumers.

Telecommunications

MTR passengers can easily stay connected as they travel around the railway network. They may access the Internet and other high speed data services via their mobile devices. Free Wi-Fi services are also available at all MTR stations, on Airport Express trains and Vibrant Express trains.

Environmental and Social Responsibility

MTR is committed to embedding environmental, social and governance (ESG) considerations into its business and operations. MTR has set forth three priority areas, namely Social Inclusion, Advancement & Opportunities and Greenhouse Gas Emissions Reduction, to advance its social and environmental objectives.

Social Inclusion

MTR aims to foster social inclusion, promote equality and make a positive impact on communities we serve. The railway system and properties are accessible for all, and we take special care of the elderly, those with disabilities, people travelling with infants or toddlers and anyone who might need barrier-free access along our network. The Corporation also aspires to create a diverse and inclusive work environment while actively promoting equal opportunities. The Corporation supports employment of persons with disabilities and ethnic minorities as appropriate based on the nature and requirements of the job positions.

Advancement & Opportunities

MTR aspires to create long-term shared value by developing and growing our communities and business partners with advancement opportunities. The Corporation is committed to upskilling our employees, enhancing the skills and innovative capacity of the future generations and fostering sustainable growth of local enterprises in cities where we operate.

Greenhouse Gas Emissions Reduction

MTR offers a low-carbon solution connecting communities we serve. As an operator of a reliable, efficient and environmentally friendly transportation system, the Corporation has established a science-based carbon reduction targets for the year 2030 for our railway and property businesses in Hong Kong to play its part in transitioning Hong Kong to a carbon neutral city by 2050. Aside from implementing climate mitigation and adaptation measures, the Corporation will continue to incorporate green features and energy efficiency measures in the planning, design, construction and operation of the railway network and properties.

Community Connect

The Corporation proactively leverages its assets, skills, and resources to connect, grow and support communities to thrive. Community Connect is a platform for initiatives that support everyone from the young to the old, while also enhancing the liveability of our city.

Youth

Young people are future leaders, innovators and game changers. MTR believes supporting our youth is an investment in our communities’ future. The Corporation organises and supports youth programmes to empower young individuals and equip them with the skills, knowledge and experience for success, creating a better future for themselves and their communities.

Working in Communities

Under the “More Time Reaching Community” scheme, MTR staff engage in community services that benefit people in need. The Corporation also provides support to non-government organisations by offering them free advertising space in stations to raise awareness about various social causes.

Culture in Communities

Eye-catching works sculptures, installations and mosaics were incorporated into station architecture through “Art in MTR” programme, enriching the travelling environment for passengers. Over 90 artworks from established local and international talents from all over the world are showcased in more than 50 stations with a wide spectrum of art pieces in station concourses and platforms.

“Art in MTR® Programme

The Corporation incorporates stimulating and attractive art pieces in station concourses and platforms and creates a more vibrant and vivid travelling experience for everyone to enjoy.
Through its successful Rail plus Property integrated development model, MTR Corporation not only builds new railway lines but also plans and creates fully integrated commercial and residential communities along the railway alignment. This enhances land values and stimulates patronage. Profits generated from property sales can be used to finance new railway projects. Fares can thus be kept at reasonable levels without the need for government subsidies.

**Property Development**

MTR Corporation manages over 114,000 housing units and more than 820,000 square metres of office and commercial space.

The rail merger in 2007 further enhanced the Corporation’s already solid property portfolio, with the addition of ten property sites along the East Rail Line, Ma On Shan Line and West Rail Line (now part of the Tuen Ma Line) and Light Rail, as well as investment properties under development.

Property projects are currently under development along the Light Rail, Tseung Kwan O Line, Tuen Ma Line, South Island Line, Kwun Tong Line and East Rail Line.

Completed projects of note include the 118-storey International Commerce Centre at Kowloon Station in West Kowloon and the 88-storey Two IFC at Hong Kong Station in the central business district on Hong Kong Island. They are Hong Kong’s tallest buildings.

**Premier Property Management Service**

Through the day-to-day management of over 114,000 residential units, 14 malls and five office buildings (over 820,000 square metres of office and commercial space), the Corporation is one of the largest property managers in Hong Kong.

MTR’s property management teams provide high quality living and working environments and excellent services to residents, tenants and owners. To actively promote environmental protection and waste reduction, waste recycling schemes have been introduced at all managed properties and extended in recent years to cover glass bottles and food waste.

At luxury residential and commercial properties, Premier Plus management delivers the highest quality of services along with hospitality standards matching those of international five-star hotels.

**Building New Communities for Hong Kong**

The detailed design and advance works have commenced for the Siu Ho Wan Depot site topside development, which will provide about 20,000 residential units, about half of which will be Subsidised Sale Flats. The Corporation will also develop Tung Chung East Station, which will bring more residential units to the local property market.

The Rail plus Property integrated development model will continue to be used to finance future railway projects in Hong Kong and to bring ever more efficient rail services as well as quality living to Hong Kong’s growing population.

More details of the Corporation’s property business are available at: www.mtr.com.hk
Building on its world-class railway services in Hong Kong, over the past decade MTR Corporation has taken its expertise in railway development and operations to major cities in the Mainland of China, Macao, the United Kingdom, Sweden and Australia. To meet the needs of different cities, the projects are structured under different models such as Public-Private-Partnerships (PPP), Build-Operate-Transfer (BOT), and Operations and Maintenance (O&M) concessions.

<table>
<thead>
<tr>
<th>(Expected) Commencement operation/concession</th>
<th>Concession period</th>
<th>Route length (km)</th>
<th>No. of stations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beijing Metro Line 14</td>
<td>since 2013</td>
<td>30 years</td>
<td>50.8</td>
</tr>
<tr>
<td>Beijing Metro Line 16</td>
<td>since 2014</td>
<td>30 years</td>
<td>49.7</td>
</tr>
<tr>
<td>Beijing Metro Line 17</td>
<td>since 2021</td>
<td>20 years</td>
<td>49.2</td>
</tr>
<tr>
<td>Shenzhen Metro Line 4-Line 4 North Extension</td>
<td>since 2010</td>
<td>30 years</td>
<td>31.3</td>
</tr>
<tr>
<td>Shenzhen Metro Line 13</td>
<td>2023</td>
<td>30 years</td>
<td>22.4</td>
</tr>
<tr>
<td>Hangzhou Metro Line 17/Line 1 Xixia Extension/ Line 1 Phase 1 (Airport Extension)</td>
<td>since 2012</td>
<td>25 years</td>
<td>52.4</td>
</tr>
<tr>
<td>Hangzhou Metro Line 5</td>
<td>since 2019</td>
<td>25 years</td>
<td>56.2</td>
</tr>
<tr>
<td>Macao Light Rapid Transit Taipa Line</td>
<td>since 2017</td>
<td>80 months</td>
<td>9.3</td>
</tr>
<tr>
<td>Elizabeth Line</td>
<td>2015</td>
<td>8 years</td>
<td>128</td>
</tr>
<tr>
<td>South Western Railway</td>
<td>since 2017</td>
<td>6 years</td>
<td>998</td>
</tr>
<tr>
<td>Stockholm Metro</td>
<td>since 2009</td>
<td>8 + 6 years</td>
<td>108</td>
</tr>
<tr>
<td>MTR Express</td>
<td>since 2015</td>
<td>Licence is subject to renewal</td>
<td>462</td>
</tr>
<tr>
<td>Stockholm commuter rail (Stockholms pendeltåg)</td>
<td>since 2016</td>
<td>18 years</td>
<td>247</td>
</tr>
<tr>
<td>Malårråd</td>
<td>2021</td>
<td>2 years</td>
<td>1060</td>
</tr>
<tr>
<td>Melbourne’s Metropolitan Rail Service</td>
<td>since 2009</td>
<td>8 + 7 years</td>
<td>409</td>
</tr>
<tr>
<td>Sydney Metro North West Line</td>
<td>since 2019</td>
<td>15 years</td>
<td>36</td>
</tr>
<tr>
<td>Sydney Metro City &amp; Southwest Line</td>
<td>Target in 2024</td>
<td>10 years</td>
<td>30</td>
</tr>
</tbody>
</table>

1 B&L:10 commenced operations in phases since December 2016. The full opening of B&L:10 is targeted after 2022. (With final total route length 49.8km and 29 stations)
2 YDL:1 Lingpang Section became an independent operation under Hangzhou Metro Line 9 in July 2021.
3 Some sections of the 128-km route have been opened in stages.
4 SRR operates 187 out of the total 216 stations on the SRR network covers. The Corporation signed a Operations and Maintenance contract in May 2021 for a 2-year term.
5 For Malårråd, the tender process is currently subject to legal challenges from other bidders. The Corporation will take over from December 2021 under an interim agreement for 2 years.

In July 2010, the Corporation’s wholly-owned subsidiary MTR Corporation (Shenzhen) Limited took over operations of Phase 1 of Shenzhen Metro Line 4. Phase 2 of the line, a 16-km, 10-station extension constructed by MTR (Shenzhen) opened in June 2011. The RMB66 billion project is funded on a BOT model. The Company signed the O&M agreement for the SZL4 North Extension in 2020, and the extension formally opened on 28 October 2020.

In August 2020, a consortium led by our wholly owned subsidiary was awarded the tender for the Shenzhen Metro Line 13 PPP project, which covers investment, construction and O&M for a period of 30 years following anticipated completion in 2023. The formal PPP contract was signed on 30 October 2020.

Hangzhou Metro Line 1, which started service in November 2012, is a RMB2.2 billion joint venture PPP project between MTR and Hangzhou Metro Group Co. Ltd. The Xixia extension of Hangzhou Metro Line 1 opened in November 2015. The Hangzhou Phase 3 (Airport Extension) formally opened at the end of December 2020.

In Macao, the 9.3-km Macao Light Rapid Transit Taipa Line has 11 stations and passenger service began on 10 December 2019.

**Property in Mainland of China**

Tiar, MTR’s first property development in Mainland China, is conveniently situated adjacent to the Shenzhen Metro Line 4. The site has a developable gross floor area of over 206,000 square metres. MTR won the bid for the site in August 2011, and handed over the sold residential units to the owners starting from December 2016.

In March 2021, we jointly secured the land use right for a transit-oriented development (‘TOD’) site in the south of Hangzhou West Station together with our partners. This project is a mixed-use property development comprising serviced apartments, office, retail and hotel components and has a total developable GFA of approximately 688,210 square metres.

**International Railways**

Through its international business, the Corporation has delivered significant enhancements to train service performance as well as customer service improvements to existing rail lines in London, Stockholm and Melbourne through Operations and Maintenance concessions. In Australia, MTR also participated in the PPP contract for the design, construction and operation of Sydney Metro Northwest and City & Southwest project.

MTR’s international rail business includes:
- Melbourne’s Metropolitan Rail Service in Australia,
- Sydney Metro North West and City & Southwest lines in Australia,
- Stockholm Metro in Sweden,
- Stockholm commuter rail in Sweden,
- Malårråd, regional rail around Stockholm,
- MTR Tech, which maintains rolling stock for Stockholm Metro, Stockholm commuter rail and Malårråd,
- MTRX in Sweden,
- Elizabeth Line in the UK, and
- South Western Railway in the UK.

In Australia, the Northwest Rapid Transit (NRT) consortium, of which we are a member, reached an agreement with the New South Wales Government in November 2019 to conclude the contract for the extension to the existing NRT PPP on Sydney Metro North West Line. The NRT PPP contract extension package includes new metro trains and core rail systems as well as the operations and maintenance component for NRT to operate the combined Metro North West and City & Southwest lines until 2034. MTR will invest in the project and take the lead in the project works and railway operations and maintenance of both the Metro North West Line and the City & Southwest Line as a combined single line from 2024.

**Consultancy and Contracting Services**

The Corporation offers worldwide consultancy and contracting services on railway planning, design management, system integration and assurance, project management, construction management, railway operations and maintenance, and non-fare revenue business. The Corporation has provided services to a number of railway and metro companies, government authorities and rail system suppliers in Australia, Mainland of China, Macao, India, Middle East, Latin America and Southeast Asia. Locally in Hong Kong, MTR has been providing operation and maintenance services for the Automated People Mover (APM) at Hong Kong International Airport. The APM is currently being expanded to match the projected long-term growth in air travel.

**Mainland of China and International Businesses**

In 2022, the Corporation acquired a 25% stake in MTR Elizabeth Ltd (MTR), a wholly owned subsidiary of MTR Corporation, which operates the line on behalf of Transport for London (TfL) and manages 28% of the 41 stations. TfL was awarded the operating concession for the Elizabeth line by TfL. Initial services under the provisional ‘TfL Rail’ brand commenced in 2015.

In 2016, the Southern Cross-Docklands Development (TfL Docklands) closed for a major development that significantly increased central London’s rail capacity.

Elizabeth line

The Elizabeth line is served by a fleet of trains with features including walk-through carriages and temperature-controlled air conditioning.
A sustainable business model is key to the long-term success of MTR as it allows the Corporation to provide reasonable returns to capital providers while maintaining high quality railway service and achieving its objectives in a responsible and sustainable manner.

MTR Corporation operates an integrated railway network in Hong Kong comprising the MTR-built and owned metro railway lines and since 2 December 2007, the regional rail lines of the Kowloon-Canton Railway Corporation (KCRC) under a service-concession arrangement. MTR is listed on the Stock Exchange of Hong Kong with a market capitalisation of HK$259.2 billion as of 31 December 2021.

Since the commencement of MTR operations in 1979, the Corporation’s fare revenue has grown as a result of patronage and fare increases. Other recurring revenue comes mainly from property rental and management, station retail and advertising, as well as railway operations in the Mainland China and overseas.

The Corporation’s operating costs, which principally comprise staff costs, energy costs, repairs and maintenance, and other expenses, have been well contained in relation to revenue growth.

Profits from property developments on sites along the railway are important contributions to the Corporation’s overall return on investment.

**Rail Merger with KCRC**

The rail merger with KCRC became effective on 2 December 2007 and involves, among other things, the expansion of the MTR Corporation’s existing franchise under the MTR Ordinance to provide the Corporation with the right to operate both the MTR and KCR railways for an initial period of 50 years from the merger date. At the same time, the Corporation acquired certain railway assets and liabilities from KCRC for a consideration primarily comprising the repayment of land bank and investment property, as well as bus services. The property interests acquired from KCRC certain property development rights, investment property interests and associated development programmes.

The KCRC railway system under the service concession arrangement consists mainly of the East Rail Line, Tuen Ma Line, High Speed Rail, Light Rail, InterCity passenger services as well as bus services. The property interests acquired from KCRC have increased the land bank and the investment property portfolio of the Corporation, resulting in bigger property development potential and enhanced property rental income.

**Financing**

The Corporation finances its funding requirements through a variety of means including debt and equity issuances, income from railway and related operations, and profits from property development, investment and management.

**Credit Rating**

The Corporation was the first Hong Kong corporate entity to obtain internationally recognised credit ratings and has since maintained investment grade ratings on par with the Hong Kong Special Administrative Region Government. Currently, its foreign currency debt ratings are rated A1, Aa3 and AA+ respectively by Standard & Poor’s, Moody’s and Fitch Rating and Investment Information Inc. of Japan.

---

### Five-Year Financial Statistics

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidated Profit and Loss (in HK$ million)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total revenue</td>
<td>47,282</td>
<td>42,541</td>
<td>54,054</td>
<td>59,930</td>
<td>55,464</td>
</tr>
<tr>
<td>Total EBITDA</td>
<td>19,245</td>
<td>11,672</td>
<td>19,822</td>
<td>21,442</td>
<td>21,088</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>(3,620)</td>
<td>(2,605)</td>
<td>(3,275)</td>
<td>(4,680)</td>
<td>(4,860)</td>
</tr>
<tr>
<td>Variable annual payment</td>
<td>(3,001)</td>
<td>(2,983)</td>
<td>(3,183)</td>
<td>(3,163)</td>
<td>(3,183)</td>
</tr>
<tr>
<td>Total EBIT</td>
<td>14,523</td>
<td>6,074</td>
<td>12,290</td>
<td>14,810</td>
<td>14,796</td>
</tr>
<tr>
<td>Profit/(loss) attributable to shareholders of the Company arising from:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>– Recurrent businesses</td>
<td>1,806</td>
<td>(1,208)</td>
<td>4,990</td>
<td>9,020</td>
<td>8,990</td>
</tr>
<tr>
<td>– Property development businesses</td>
<td>5,345</td>
<td>5,507</td>
<td>6,291</td>
<td>2,243</td>
<td>2,351</td>
</tr>
<tr>
<td>– Underlying businesses</td>
<td>11,127</td>
<td>4,281</td>
<td>8,346</td>
<td>11,323</td>
<td>12,071</td>
</tr>
<tr>
<td>– Fair value measurement of investment properties</td>
<td>(1,509)</td>
<td>(3,199)</td>
<td>2,831</td>
<td>4,792</td>
<td>3,314</td>
</tr>
<tr>
<td>– Total</td>
<td>9,552</td>
<td>(4,098)</td>
<td>11,053</td>
<td>16,889</td>
<td>16,829</td>
</tr>
<tr>
<td>Profit/(loss) for the year</td>
<td>9,579</td>
<td>(4,021)</td>
<td>12,042</td>
<td>16,156</td>
<td>16,885</td>
</tr>
<tr>
<td>Share Information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basic earnings/(loss) per share (in HK$)</td>
<td>1.59</td>
<td>(0.76)</td>
<td>1.94</td>
<td>2.64</td>
<td>2.63</td>
</tr>
<tr>
<td>Basic earnings per share arising from underlying businesses (in HK$)</td>
<td>1.80</td>
<td>0.71</td>
<td>1.52</td>
<td>1.86</td>
<td>1.77</td>
</tr>
<tr>
<td>Ordinary dividend per share (in HK$)</td>
<td>1.27</td>
<td>1.23</td>
<td>1.23</td>
<td>1.20</td>
<td>1.12</td>
</tr>
<tr>
<td>Dividend payout ratio (based on underlying business profit) (in %)</td>
<td>71</td>
<td>173</td>
<td>81</td>
<td>65</td>
<td>63</td>
</tr>
<tr>
<td>Ordinary dividend proposed and declared (in HK$ million)</td>
<td>7.805</td>
<td>7.682</td>
<td>7.574</td>
<td>7.199</td>
<td>6.728</td>
</tr>
<tr>
<td>Share price as at 31 December (in HK$)</td>
<td>41.85</td>
<td>43.35</td>
<td>46.05</td>
<td>41.20</td>
<td>45.80</td>
</tr>
<tr>
<td>Consolidated Financial Position (in HK$ million)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total assets</td>
<td>202,083</td>
<td>205,079</td>
<td>209,714</td>
<td>214,687</td>
<td>210,786</td>
</tr>
<tr>
<td>Loans and other obligations and bank overdrafts</td>
<td>43,712</td>
<td>50,340</td>
<td>39,456</td>
<td>40,205</td>
<td>42,043</td>
</tr>
<tr>
<td>Obligations under service concession</td>
<td>10,231</td>
<td>10,295</td>
<td>10,350</td>
<td>10,409</td>
<td>10,470</td>
</tr>
<tr>
<td>Total equity attributable to shareholders of the Company</td>
<td>179,514</td>
<td>176,788</td>
<td>186,008</td>
<td>180,447</td>
<td>166,704</td>
</tr>
<tr>
<td>Financial Ratios</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBITDA margin (in %)</td>
<td>17.3</td>
<td>12.2</td>
<td>26.1</td>
<td>35.6</td>
<td>36.1</td>
</tr>
<tr>
<td>EBITDA margin(1) (excluding Mainland China and international subsidiaries) (in %)</td>
<td>32.7</td>
<td>22.1</td>
<td>42.0</td>
<td>54.5</td>
<td>53.5</td>
</tr>
<tr>
<td>EBIT margin(2) (in %)</td>
<td>5.2</td>
<td>(1.0)</td>
<td>13.8</td>
<td>21.5</td>
<td>23.8</td>
</tr>
<tr>
<td>EBIT margin(2) (excluding Mainland China and international subsidiaries) (in %)</td>
<td>7.6</td>
<td>(3.2)</td>
<td>19.3</td>
<td>32.8</td>
<td>32.2</td>
</tr>
<tr>
<td>Debt to-equity ratio (in %)</td>
<td>8.9</td>
<td>11.9</td>
<td>14.5</td>
<td>16.9</td>
<td>19.6</td>
</tr>
<tr>
<td>Return on average equity attributable to shareholders of the Company arising from underlying businesses (in %)</td>
<td>6.5</td>
<td>2.4</td>
<td>5.1</td>
<td>6.5</td>
<td>6.7</td>
</tr>
</tbody>
</table>

---

### Share Information

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ordinary dividend proposed and declared (in HK$ million)</td>
<td>7.805</td>
<td>7.682</td>
<td>7.574</td>
<td>7.199</td>
<td>6.728</td>
</tr>
<tr>
<td>Share price as at 31 December (in HK$)</td>
<td>41.85</td>
<td>43.35</td>
<td>46.05</td>
<td>41.20</td>
<td>45.80</td>
</tr>
</tbody>
</table>

---

### Rail Operations

**GLANCE**

**OPERATIONS AT A GLANCE 2021** (Excluding High Speed Rail)

- **89.9%** On-time Passenger Service
- **245.3** Kilometres of Track
- **2,265** Rail Cars
- **2021** Stations
- **98%** Train and Light Rail Trips Operated
- **Over 2.66** Million Passenger Journeys
- **1.61** Billion of Revenue
- **168** Stations

**Five-Year Financial Statistics**

- **Total Revenue**: HK$259.2 billion as of 31 December 2021.
- **EBITDA**: HK$215.2 billion.
- **EBIT**: HK$168.1 billion.
- **Profit for the Year**: HK$14.7 billion.
- **Share Information**: Basic earnings per share of HK$1.59.

**Share Information**

- **Basic earnings/(loss) per share (in HK$)**: 1.59 HK$, 0.76 HK$, 1.94 HK$, 2.64 HK$, 2.63 HK$.
- **Ordinary dividend per share (in HK$)**: 1.27 HK$, 1.23 HK$, 1.23 HK$, 1.20 HK$, 1.12 HK$.
- **Share price as at 31 December (in HK$)**: 41.85 HK$, 43.35 HK$, 46.05 HK$, 41.20 HK$, 45.80 HK$.

**Financial Ratios**

- **EBITDA margin**: 17.3%, 12.2%, 26.1%, 35.6%, 36.1%.
- **EBITDA margin** (excluding Mainland China and international subsidiaries): 32.7%, 22.1%, 42.0%, 54.5%, 53.5%.
- **EBIT margin**: 5.2%, 1.0%, 13.8%, 21.5%, 23.8%.
- **EBIT margin** (excluding Mainland China and international subsidiaries): 7.6%, 3.2%, 19.3%, 32.8%, 32.2%.
- **Debt to-equity ratio**: 8.9%, 11.9%, 14.5%, 16.9%, 19.6%.
- **Return on average equity attributable to shareholders of the Company arising from underlying businesses**: 6.5%, 2.4%, 5.1%, 6.5%, 6.7%.

**Profit/(loss) for the year**: HK$9.579 billion (4,021 HK$ million).