

Business Overview



caring for life's journeys





The platform columns at To Kwa Wan Station on Tuen Ma Line are decorated with artworks entitled, "Earth Song", which presents a modern interpretation of the aesthetics of the Song Dynasty, illustrating the scenery from day to night and the spring and winter seasons using porcelain clay.

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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.

About MTR

MTR is regarded as one of the world's leading railways for safety, reliability, customer service and cost efficiency. In addition to its Hong Kong, China and international railway operations, the MTR Corporation is involved in a wide range of business activities including the development of residential and commercial properties, property leasing and management, advertising, telecommunication services and international consultancy services.



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:



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

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.



Passenger journeys worldwide (2020)

1.31 Billion
in Hong Kong

1.38 Billion
outside Hong Kong

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.





Construction

Joe Chiu
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.”



Operations

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.”

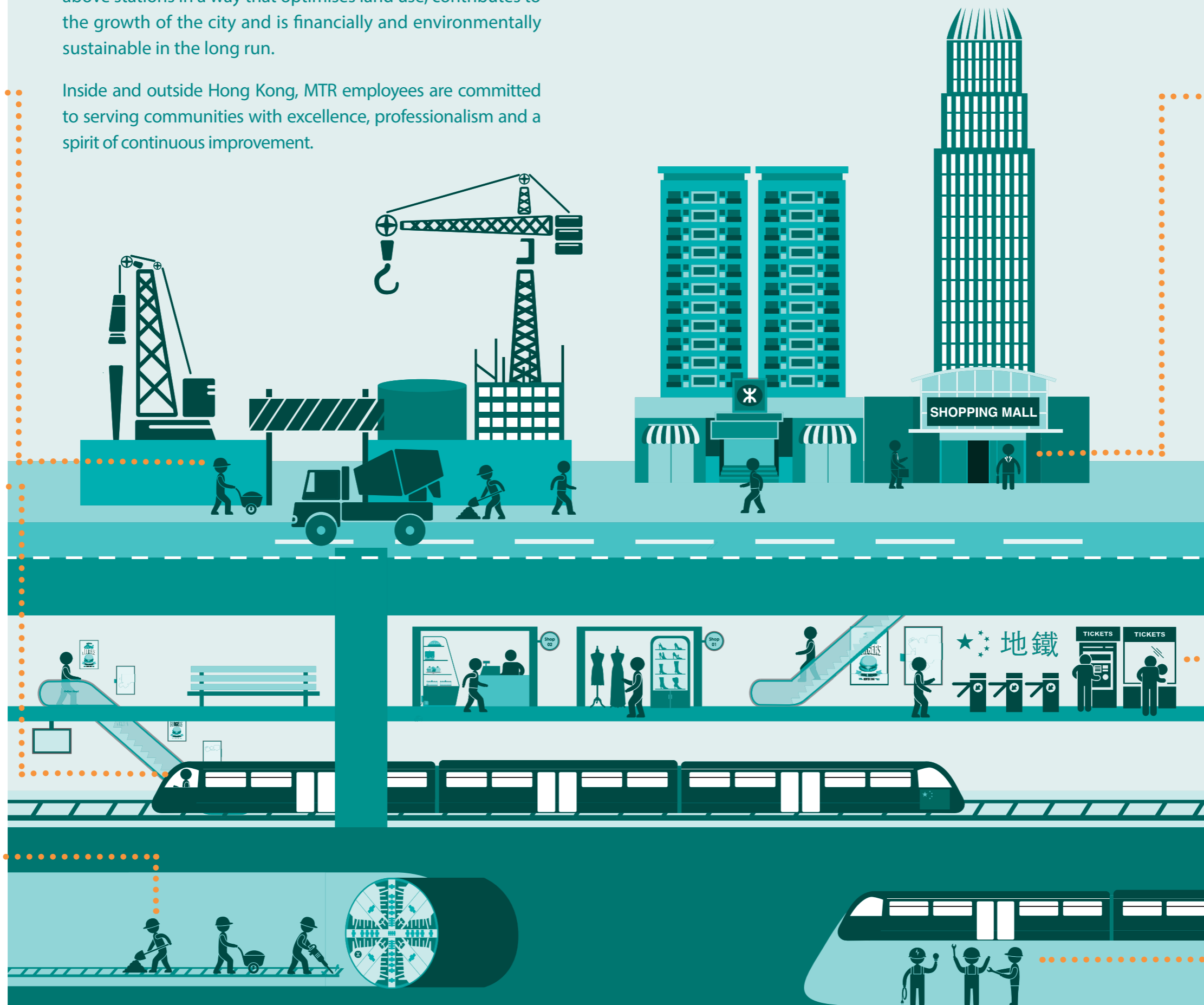


Projects

Cheung Ying-sum
Senior 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.”

MTR’s unique vertically integrated Hong Kong business model seamlessly connects railway service with communities above stations in a way that optimises land use, 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.



Property

Mok Chzng-ni
Customer Service Officer
“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.”



Customer services

Hu Binbin
Station Operation Manager (Hangzhou Metro)
“Being part of the community, I have to understand the needs of the passengers and strive to provide caring service to them. The praise and trust of passengers encourages me to keep improving our service quality.”



Maintenance

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.”

High Speed Rail / Railway Construction



Over the years, MTR has been delivering major railway infrastructure projects to world-class design and engineering standards. A new milestone was marked in the Corporation's development with the opening of the Guangzhou-Shenzhen-Hong Kong High Speed Rail (Hong Kong Section) in September 2018, providing a comfortable and convenient new cross-boundary railway service.

Guangzhou- Shenzhen-Hong Kong High Speed Rail (Hong Kong Section)

The 26-km Guangzhou-Shenzhen-Hong Kong High Speed Rail (Hong Kong Section) commenced service on 23 September 2018. Running from Hong Kong West Kowloon Station, the High Speed Rail 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 without the need to undergo clearance procedures again across the border.

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

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. Five new projects have been completed in the last eight years including the Island Line Extension to the Western District in December 2014, the Kwun Tong Line Extension to Ho Man Tin and Whampoa in October 2016, the fully automatic South Island Line in December 2016, the Guangzhou-Shenzhen-Hong Kong High Speed Rail (Hong Kong Section) in September 2018, and the full Tuen Ma Line to connect the east and west of the New Territories in June 2021.

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.



The nine Hong Kong-owned high speed trains operate under the name Vibrant Express.

New Projects in Hong Kong

The Cross-Harbour Section of the East Rail Line

The East Rail Line will extend from Hung Hom Station to Admiralty Station via Hong Kong's fourth cross-harbour rail tunnel underneath Victoria Harbour and an intermediate station at Exhibition Centre in Wan Chai North. Admiralty Station will become a four-line mega interchange station, including the existing Island Line, Tsuen Wan Line, South Island Line and the East Rail Line. The cross-harbour extension of the East Rail Line will enhance the railway network by connecting the Northeast New Territories and Hong Kong Island. At the same time, it will enhance passenger flow on the existing three cross-harbour lines during the peak hours, bringing a more comfortable and efficient commuting experience to passengers.

New Railway Projects under Discussion

Beyond the new railway project under construction, the Hong Kong Government has identified seven new rail projects under its Railway Development Strategy 2014. At the invitation of the Government, MTR has submitted project proposals for all seven of these projects, namely the Tuen Mun South Extension, the Northern Link (and Kwu Tung Station), the East Kowloon Line, the Tung Chung Line Extension, the North Island Line, the South Island Line (West) and the Hung Shui Kiu Station. The Chief Executive in Council has given approval for the Government to invite MTR to proceed with the detailed planning and design of the Tung Chung Line Extension, the Tuen Mun South Extension, Northern Link (and Kwu Tung Station) and Hung Shui Kiu Station projects. To cater for the development on the land of Siu Ho Wan Depot, MTR recommended to build an additional station at Siu Ho Wan on Tung Chung Line to meet the future transport demand of residents.



Enthusiastic passengers welcome the launch of the full Tuen Ma Line on 27 June 2021.

Hong Kong Operations and Services



MTR Corporation's safe, reliable and efficient railway network forms the backbone of the extensive public transport network that serves Hong Kong, a city ranked by international surveys as the world's leader in urban mobility. With passengers consistently arriving on time at their destinations 99.9% of the time, more than ever passengers are counting on the MTR to provide fast and convenient connections to most locations in Hong Kong and beyond.



Train service performance in Hong Kong

2.78+ Million



Train and Light Rail services operated in Hong Kong (2020)

Train Service

Connecting all corners of the city with over 3.88 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 are designed for seamless interchange to ensure a smooth flow of passengers throughout the day. In addition, the Corporation operates the Airport Express to Hong Kong International Airport and Asia World-Expo. Intercity services connect Hong Kong with Beijing, Shanghai and a number of cities in Guangdong Province in the Mainland of China. Major investment in the Hong Kong railway system supports long term service growth with contracts signed in 2015 for the replacement of 93 urban line trains with new advanced trains, and the replacement of signalling systems.

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.



Operations Control Centre

A state-of-the-art Operations Control Centre lies at the heart of MTR's Hong Kong heavy rail operations. From one centralised location in Tsing Yi, controllers monitor and regulate heavy rail operations, signalling, maintenance and environmental conditions inside railway stations. Having an overall picture of the entire integrated rail network makes it easier for staff to take quick and effective decisions when different situations arise. For the Light Rail network, a separate control centre in Tuen Mun serves as the hub for monitoring and regulating operations.



New Railway Services

Tuen Ma Line

The Tuen Ma Line has a route length of approximately 56 kilometres, serving 27 stations. It is the longest railway line in Hong Kong connecting the former West Rail Line and the former Ma On Shan Line with four new stations of Hin Keng, Kai Tak, Sung Wong Toi and To Kwa Wan. Linking the east and west of the New Territories, the six interchange stations for the Tuen Ma Line enhance connectivity with the rest of the city's railway network to provide more alternatives for passengers travelling to different districts.

The full Tuen Ma Line commenced service on 27 June 2021. The new Sung Wong Toi Station and To Kwa Wan Station, together with the new Tuen Ma Line platforms at Ho Man Tin Station and Hung Hom Station are in operation, extending the existing railway network to more districts and bringing new vitality to the community.

Hong Kong Operations and Services

Depots

MTR's 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, Tseung 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 Line railway project.



Every year MTR invests significantly to upgrade, maintain and replace railway infrastructure and assets to maintain high quality train services.

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.

Total Route Length (MTR, Airport Express and Light Rail) : 240.6 km (as at 2021)

MTR Railway Lines	Kwun Tong, Tsuen Wan, Island, Tung Chung, Tseung Kwan O, Disneyland Resort, East Rail, Tuen Ma Line and South Island lines	Airport Express	Light Rail
Total route length	197.1 km	35.2 km (on mainly shared tracks with Tung Chung Line)	36.2 km
Total number of stations	95	5 (3 are integrated with Tung Chung Line)	68
Number of train cars	2,105	88	149
Daily hours of operation	19 (except East Rail Line and Tuen Ma Line Phase 1: 19.5)	19	19
Designed maximum one-direction loading per hour	Tung Chung Line - 45,000; Kwun Tong, Tsuen Wan, Island and Tseung Kwan O lines - 85,000; Disneyland Resort Line - 10,800; East Rail Line - 101,000; Tuen Ma Line - 75,000; South Island Line - 12,000	6,400	-

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.

	Kwun Tong Line (Tiu Keng Leng to Whampoa)	Tsuen Wan Line (Tsuen Wan to Central)	Island Line (Chai Wan to Kennedy Town)	Tung Chung Line (Tung Chung to Hong Kong)	Tseung 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 Hung Hom)	Tuen Ma Line (Wu Kai Sha to Tuen Mun)	Airport Express (AsiaWorld-Expo to Hong Kong)	Light Rail (Tuen Mun / Yuen Long / Tin Shui Wai)
Route Length (km)	14.2	16	16	31.1	11.9	7	3.3	41.1	56.5	35.2	36.2
Number of Trains											
Morning Peak	33	34	35	13	16	7	2	32	52	7	134
Evening Peak	31	34	33	13	16	7	2	28	43	7	126
Length of Train	182 metres	182 metres	182 metres	184 metres	182 metres	70 metres	91 metres	292/219 metres	195 metres	184 metres	20 metres per car
Car Capacity	39-45 seated and 268-272 standing	39-45 seated and 268-272 standing	39-45 seated and 268-272 standing	48 seated and up to 265 standing	39-45 seated and 268-272 standing	39-48 seated and 178-187 standing	60 seated and up to 120 standing	42-52 seated and up to 309 standing First class compartment: 72 seated and up to 144 standing	40-52 seated and up to 287 standing	64 seated	43 seated and up to a range from 161 to 212 standing
Quiet Car	/	/	/	/	/	Available	/	Available	Available	Available	/
Speed											
Average	33 kph	33 kph	33 kph	80 kph	33 kph	38 kph	55 kph	50 kph	38 kph	80 kph	-
Maximum	80 kph	80 kph	80 kph	135 kph	80 kph	80 kph	80 kph	120 kph	130 kph	135 kph	80 kph
Frequency (weekday)											
Morning Peak (sec)	126	120	112	360 to 480 between Tung Chung and Tsing Yi 216 between Tsing Yi and Hong Kong	153 to 246 between Po Lam and North Point 400 between LOHAS Park and North Point	200	270	157	163	600	240-1080
Evening Peak (sec)	138	120	124	240 to 480 between Tung Chung and Tsing Yi 240 between Tsing Yi and Hong Kong	153 to 246 between Po Lam and North Point 400 between LOHAS Park and North Point	200	270	200	210	600	240-1080
Journey Time (min)	35	30	31	27	Po Lam to North Point: 15 LOHAS Park to North Point: 20	12	4.5	Lok Ma Chau to Hung Hom: 45 Lo Wu to Hung Hom: 42	74	AsiaWorld-Expo to Hong Kong: 28 Airport to Hong Kong: 24	-
Maintenance Depot	Kowloon Bay	Tsuen Wan	Chai Wan	Siu Ho Wan	Tsuen Kwan O	Wong Chuk Hang	Siu Ho Wan	Ho Tung Lau	Tai Wai/Pat Heung	Siu Ho Wan	Tuen Mun
Control Room	Tsing Yi	Tsing Yi	Tsing Yi	Tsing Yi	Tsing Yi	Tsing Yi	Sunny Bay	Tsing Yi	Tsing Yi	Tsing Yi	Tuen Mun

MTR System and Properties

Intercity Through Train Route Map



- Properties Owned / Developed / Managed by the Corporation**
- Telford Gardens / Telford Plaza I and II
 - World-wide House
 - Admiralty Centre
 - Argyle Centre
 - Luk Yeung Sun Chuen / Luk Yeung Galleria
 - New Kwai Fong Gardens
 - Sun Kwai Hing Gardens
 - Fairmont House
 - Kornhill / Kornhill Gardens
 - Fortress Metro Tower
 - Hongway Garden / Infinitus Plaza
 - Perfect Mount Gardens
 - New Jade Garden
 - Southorn Garden
 - Heng Fa Chuen / Heng Fa Villa / Paradise Mall
 - Park Towers
 - Felicity Garden
 - Tierra Verde / Maritime Square 1 / Maritime Square 2
 - Tung Chung Crescent / Citygate / Novotel Citygate / Seaview Crescent / Coastal Skyline / Caribbean Coast
 - Central Park / Island Harbourview / Park Avenue / Harbour Green / Bank of China Centre / HSBC Centre / Olympian City One / Olympian City Two
 - The Waterfront / Sorrento / The Harbourside / The Arch / Elements / The Cullinan / The Harbourview Place / W Hong Kong / International Commerce Centre / The Ritz-Carlton, Hong Kong
 - One International Finance Centre / Two International Finance Centre / IFC Mall / Four Seasons Hotel / Four Seasons Place
 - Central Heights / The Grandiose / The Wings / PopCorn 1 / PopCorn 2 / Crown Plaza, Hong Kong, Kowloon East / Holiday Inn Express, Hong Kong, Kowloon East / Vega Suites
 - Residence Oasis / The Lane
 - No. 8 Clear Water Bay Road / Choi Hung Park & Ride
 - Metro Town
 - Royal Ascot / Plaza Ascot
 - Ocean Walk
 - Sun Tuen Mun Centre / Sun Tuen Mun Shopping Centre
 - Hanford Garden / Hanford Plaza
 - Citylink Plaza
 - MTR Hung Hom Building / Hung Hom Station Carpark
 - Trackside Villas
 - The Capitol / Le Prestige / Hemera / Wings at Sea / Wings at Sea II / MALIBU / LP6 / MONTARA / GRAND MONTARA / Sea to Sky / MARINI / GRAND MARINI / OCEAN MARINI / The LOHAS / LP10
 - The Palazzo
 - Lake Silver
 - Festival City / The Pavilia Farm I / The Pavilia Farm II / The Pavilia Farm III
 - The Riverpark
 - Century Gateway
 - The Austin / Grand Austin
 - Southland
 - City Point
- Property Developments Under Construction / Planning**
- LOHAS Park Packages
 - Tai Wai Station
 - Tin Wing Stop
 - "THE SOUTHSIDE" Packages
 - Ho Man Tin Station Packages
 - Yau Tong Ventilation Building
- West Rail Line Property Developments (As Agent for the Relevant Subsidiaries of KCRC)**
- Century Gateway
 - Ocean Pride / Ocean Supreme / PARC CITY / THE PAVILIA BAY / City Point
 - Cullinan West / Cullinan West II / Cullinan West III
 - The Spectra / Sol City
 - Yuen Long Station
 - Kam Sheung Road Station Packages
 - Pat Heung Maintenance Centre

Legend:

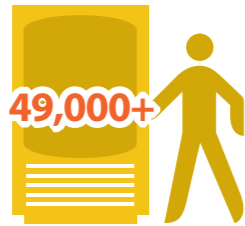
- Airport Express
- Disneyland Resort Line
- East Rail Line
- Island Line
- Kwun Tong Line
- South Island Line
- Tseung Kwan O Line
- Tsuen Wan Line
- Tung Chung Line
- Tuen Ma Line
- Light Rail
- High Speed Rail
- Cross-Harbour Section of the East Rail Line
- Shenzhen Metro Network
- Paid area
- Unpaid area
- Interchange
- Race days only

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.



Station retail outlets
(December 2020)



Advertising units in
stations + trains (December 2020)

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 and Hung Hom 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, as well as the multi-media broadcast service on board trains, and free publications 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.

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 "MTR Points" loyalty scheme enables passengers to earn and redeem MTR Points for attractive rewards. The "Next Train" function was extended to the light rail network. "Trip Planner" now recommends up to three journey options. 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; students can use the app to renew their "Student Status" on their Octopus cards and continue enjoying concessionary fares. QR code payment service has also been launched in the MTR heavy rail network, allowing passenger to tap the entry/exit gates with a QR code ticket on MTR Mobile or EasyGo on AlipayHK.



MTR stations provide a wide range of shops and facilities for the convenience of passengers.

Serving Communities

MTR is a critically important part of the communities it serves, bringing people together and keeping cities on the move. MTR operates on the basis that it must meet the needs of the present while looking ahead to ensure that it can also meet the needs of stakeholders to come. The Corporation embeds Environmental, Social and Governance principles into its business and operations, guided by the social objectives to align its efforts with three priority areas, namely Social Inclusion, Greenhouse Gas Emissions and Advancement & Opportunities, to create long term shared value for stakeholders.

Meeting Stakeholders' Needs

To provide better and more efficient transportation services and to connect and grow communities, MTR adopts a comprehensive stakeholder engagement approach to its business. The Corporation strives to ensure that customers' needs are met, employees are treated with respect and impacts on the environment are well managed, while making positive contributions to the communities that it serves. Initiatives in these areas are central to MTR's corporate responsibility vision.

Safety First

Maintaining high safety standards across all services and projects is the bedrock of MTR's operations - extending to employees, customers, partners, contractors and anyone legitimately entering MTR facilities.

Environment

MTR aims to be one of the most resource-efficient and ecologically sustainable railway and property service providers in the world. The Corporation is committed to reducing carbon emissions, increasing energy efficiency, protecting important natural habitats and mitigating negative impacts from its operations.

Customers

MTR pursues continuous improvement in its railway and property related services to further enhance the consistently high standards of customer service and bring more comfort and convenience to passengers' daily journeys.

"Train' for Life's Journeys" Youth Programme

The "Train' for Life's Journeys" programme provides secondary school students with a unique learning experience to enhance soft skills and strengthen their self-confidence. Through a series of interactive workshops, sharing and job tasting at MTR, the programme aims at unleashing their potential and supporting them in their life-planning, thereby creating brighter futures for themselves and our communities. We have further incorporated community caring sessions in the programme for students to learn to build an inclusive society by exploring our neighbourhoods, developing empathy and offering support to those in need.



Staff

MTR strives to inspire, engage and develop its people through programmes to continuously enhance their functional and professional skills, thus supporting their career development, while also promoting healthy living and a good work-life balance.

Community Connect

MTR 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. The Corporation also stages art-related activities and displays in stations and malls.

Budding Station Master Programme

The Corporation runs the Budding Station Master Programme under which primary school students are invited to visit MTR stations to learn about station operations and promote safety messages.



Properties

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 has completed developments at 40 MTR stations, providing some 100,000 housing units and more than 2 million square metres of commercial space.

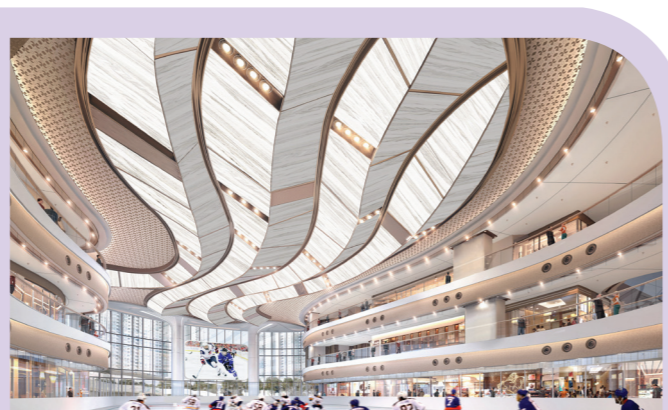
The rail merger in 2007 further enhanced the Corporation's already solid property portfolio, with the addition of eight property sites along the East Rail Line, Ma On Shan Line and West Rail Line (now part of the Tuen Ma Line) and Light Rail, as well as investment properties under development.

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



The Kowloon Station Property Development is a prominent example of MTR's Rail plus Property integrated development model.



The shopping centre at LOHAS Park, The LOHAS, was opened by phases in August and November 2020.

Expansion of Investment Property Portfolio

MTR Corporation continues to expand its investment property portfolio in Hong Kong. In August and November 2020, we opened phase 1 and 2 of The LOHAS, a three-storey, 44,500-square-metre shopping centre at LOHAS Park that connects seamlessly with LOHAS Park Station and nearby residential buildings. The LOHAS will be home to over 140 tenants and features Hong Kong's largest indoor ice rink, Tseung Kwan O's largest cinema and a family entertainment centre project that is the first of its kind in Hong Kong.

We look forward to opening the remaining shops of The LOHAS. The shopping centres "The Wai" in Tai Wai and "THE SOUTHSIDE" in Wong Chuk Hang are expected to open in 2023.

MTR Malls

MTR Corporation owns and manages 14 retail complexes throughout Hong Kong. The flagship shopping centre in its portfolio is ELEMENTS. The luxury shopping space above Kowloon Station is home to the world's most coveted brand names and is a lifestyle shopping destination.

MTR Malls is an industry leader in reducing environmental impacts at its properties, including through the installation of energy saving equipment and commitment to waste reduction programmes.

The outstanding performance of MTR Malls has been widely recognised over the years with numerous awards for providing outstanding shopping and customer experiences.



The shopping centre at Wong Chuk Hang Station, "THE SOUTHSIDE", is expected to open in 2023. (Artist's impression)

Premier Property Management Service

Through the day-to-day management of over 111,000 residential units, 14 malls and five office buildings (over 772,000 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 alike. 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 Corporation has been invited by Government to proceed with the technical studies on the Siu Ho Wan Depot site topside development, which will provide about 20,000 residential units in the medium to long term, about half of which will be Subsidised Sale Flats. The design and planning of advance works have commenced.

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



Managed residential flats in Hong Kong (2020)



Square metres of managed office and commercial space in Hong Kong (2020)



The Corporation strives for excellence in property management services.



Siu Ho Wan Depot on Lantau Island.

Mainland of China and International Businesses



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.

	(Expected) Commencement operation/ concession	Concession period	Route length (km)	No. of stations
Beijing Metro Line 4/ Daxing Line	2009 / 2010	30 years/ 10 + 2 years	28.2/21.8	24/11
Beijing Metro Line 14 ¹	since 2013	30 years	47.3 ¹	37 ¹
Beijing Metro Line 16 ²	since 2016	30 years	49.8 ²	29 ²
Beijing Metro Line 17	Subject to local government arrangement	20 years	49.7	21
Shenzhen Metro Line 4 / Line 4 North Extension	since 2010	30 years	31.3	23
Shenzhen Metro Line 13	2023	30 years	22.4	16
Hangzhou Metro Line 1 / Line 1 Xiasha Extension / Line 1 Phase 3 (Airport Extension)	since 2012	25 years	64.8	39
Hangzhou Metro Line 5	since 2019	25 years	56.2 ³	39 ³
Macao Light Rapid Transit Taipa Line	since 2019	80 months	9.3	11
TfL Rail / Elizabeth Line	since 2015	8 years	128 ⁴	41 ⁴
South Western Railway	since 2017	6 years ⁵	998	216 ⁵
Stockholm Metro	since 2009	8 + 6 years	108	100
MTR Express	since 2015	Licence is subject to renewal	462	7
Stockholm commuter rail (Stockholms pendeltåg)	since 2016	10 years	247	54
Mälartåg	2021	2 years ⁶	1060	46
Melbourne's Metropolitan Rail Service	since 2009	8 + 7 years	409	222
Sydney Metro North West Line	since 2019	15 years	36	13
Sydney Metro City & Southwest Line	Target in 2024	10 years	30	18

1 BJL14 commenced operations in phases since May 2013. The full opening of BJL14 is scheduled for late 2021 at the earliest. (With final total route length 47.3km and 37 stations)
 2 BJL16 commenced operations in phases since December 2016. The full opening of BJL16 is scheduled for late 2022 at the earliest. (With final total route length 49.8km and 29 stations)
 3 HZL5 commenced operations in phases since June 2019. Full line operation started in April 2020.
 4 Some sections of the 128-km route have been opened in stages.
 5 SWR operates 187 out of the total 216 stations the SWR network covers. The Corporation signed a National Rail Contract in May 2021 for a 2-year term.
 6 For Mälartåg, 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.

Railways in Mainland of China and Macao

The Corporation operates railway services to the highest international standards on newly-built lines in Beijing, Shenzhen and Hangzhou. Beijing rail lines are operated by Beijing MTR Corporation Limited (Beijing MTR), a joint venture company comprising MTR Corporation, Beijing Infrastructure Investment Co. Ltd. and Beijing Capital Group. These lines include:

- Beijing Metro Line 4, a RMB15.3 billion PPP project,
- Beijing Metro Daxing Line, an extension of Line 4, which operates under O&M concession,
- Beijing Metro Line 14, a RMB50 billion PPP, which is opening in phases with full line operation is scheduled for late 2021 at the earliest,
- Beijing Metro Line 16, a RMB47.4 billion PPP, of which the Phase 1 started service in December 2016 while Phase 2 opened at the end of December 2021, and full line operation is scheduled for late 2022 at the earliest, and
- Beijing Metro Line 17, which will be operated under an O&M concession (opening date subject to local government arrangement).

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 RMB6 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 Xiasha extension of Hangzhou Metro Line 1 opened in November 2015. The Hangzhou 1 Phase 3 (Airport Extension) formally opened at the end of December 2020. Another PPP project, full Hangzhou Metro Line 5 also commenced passenger service in mid-April 2020.

New Railway Services



Macao Light Rapid Transit Taipa Line

In Macao, apart from MTR's provision of technical consultancy support, our wholly-owned subsidiary was awarded in April 2018 an MOP 5.88 billion (HK\$5.71 billion) contract for O&M of the Macao Light Rapid Transit Taipa Line. The contract covers an 80-month service period and includes the line's testing and trial run before opening, operation of train services, as well as maintenance of trains, the signalling system and other infrastructure. The 9.3-km line has 11 stations and passenger service began on 10 December 2019.

Property in Mainland of China

Tiara, MTR's first property development in Mainland China, is conveniently situated above the depot of 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 apartment, 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,
- Mälartåg, regional rail around Stockholm,
- MTR Tech, which maintains rolling stock for Stockholm Metro, Stockholm commuter rail and Mälartåg,

- MTRX in Sweden,
- TfL Rail / 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.



Outside Hong Kong (2020)



Weekday average patronage (2020)

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.



Finance



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\$267.9 billion as of 31 December 2020.

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 rental and advertising, provision of telecommunications coverage within the railway network, railway operations and provision of rail consultancy services in the Mainland of 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 from KCRC certain property development rights, investment properties and property management rights.

The KCR railway system under the service concession arrangement consists mainly of the East Rail Line, West Rail Line, Ma On Shan Line, Light Rail, intercity passenger services as well as bus services. The property interests acquired from KCRC have increased both 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.

Five-Year Financial Statistics	2020	2019	2018	2017	2016
Consolidated Profit and Loss (in HK\$ million)					
Total revenue	42,541	54,504	53,930	55,440	45,189
Total EBITDA	11,672	21,033	21,442	21,088	17,624
Depreciation and amortisation	(5,365)	(5,237)	(4,985)	(4,855)	(4,127)
Variable annual payment	(238)	(2,583)	(2,305)	(1,933)	(1,787)
Total EBIT	6,674	13,501	14,810	14,794	12,245
(Loss)/profit attributable to shareholders of the Company arising from:					
Recurrent businesses	(1,126)	4,980	9,020	8,580	8,916
Property developments	5,507	5,580	2,243	1,935	530
Underlying businesses	4,381	10,560	11,263	10,515	9,446
Investment property revaluation (loss)/gain	(9,190)	1,372	4,745	6,314	808
Total	(4,809)	11,932	16,008	16,829	10,254
(Loss)/profit for the year	(4,821)	12,092	16,156	16,885	10,348
(Loss)/earnings per share (in HK\$)	(0.78)	1.94	2.64	2.83	1.74
Ordinary dividend per share (in HK\$)	1.23	1.23	1.20	1.12	1.07
Ordinary dividend proposed and declared	7,602	7,574	7,359	6,728	6,317
Share price as at 31 December (in HK\$)	43.35	46.05	41.20	45.80	37.70
Consolidated Financial Position (in HK\$ million)					
Total assets	290,574	289,214	274,687	263,768	257,340
Loans, other obligations and bank overdrafts	50,340	39,456	40,205	42,043	39,939
Obligations under service concession	10,295	10,350	10,409	10,470	10,507
Total equity attributable to shareholders of the Company	176,788	186,606	180,447	166,304	149,461
Financial Ratios					
EBITDA margin ⁽¹⁾ (in %)	12.2	28.1	35.0	36.1	38.3
EBITDA margin ⁽¹⁾ (excluding Mainland of China and international subsidiaries) (in %)	22.1	42.0	54.5	53.5	54.0
EBIT margin ⁽²⁾ (in %)	(1.0)	13.8	21.5	23.8	25.2
EBIT margin ⁽²⁾ (excluding Mainland of China and international subsidiaries) (in %)	(3.2)	19.3	32.8	32.2	34.8
Net debt-to-equity ratio (in %)	22.5	15.4	18.1	20.6	20.2
Return on average equity attributable to shareholders of the Company arising from underlying businesses (in %)	2.4	5.8	6.5	6.7	5.9
Interest cover (times)	8.2	15.3	13.6	15.0	12.7

(1) Excluding profit on Hong Kong property development

(2) Excluding profit on Hong Kong property development and share of profit of associates and joint venture

All its external debt financing and related hedging activities are conducted in accordance with the Preferred Financing Model, which seeks to diversify risks by specifying a preferred mix of fixed and floating rate debt, a permitted level of foreign currency debt, a well-balanced spread of loan maturities and the use of different types of instrument.

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 debts are rated AA+, Aa3 and AA+ respectively by Standard & Poor's, Moody's and Rating and Investment Information Inc. of Japan.

HONG KONG RAILWAY OPERATIONS AT A GLANCE 2021 (Excluding High Speed Rail)



Light Rail Stops
68

97 MTR Stations



240.6 Kilometres of Track



2,342 Rail Cars



Train and Light Rail Trips Operated

Over 2.78 Million



99.9% On-time Passenger Service



Passenger Journeys
1.31 Billion





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