

BJMTR **2024 - 2025** Sustainability Report



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General Manager's Message

BJMTR was founded in 2006 and has now traversed a twenty-year development journey. Starting with Line 4, we have now formed a five-line network. By continuously drawing on MTR Corporation's 45 years of expertise and best practices—while adapting them through localized innovation—we strive to meet the expectations that Beijing has for the development of its rail transit system.

Looking back over the twenty years, we have achieved breakthroughs in five aspects: First, a breakthrough in the investment and financing model. Line 4 was the first PPP project in China's urban rail transit sector, pioneering a new investment and financing model in Chinese Mainland's rail transit field. Second, a breakthrough in line scale. The five lines under our operation connect the north, south, east, and west of Beijing, having safely operated over 1.63 billion car-kilometers. The total route length has extended to approximately 200 kilometers, accounting for 22% of Beijing's rail transit network. Third, continuous breakthroughs in service scope. The total average daily patronage of lines operated by BJMTR exceeds 2 million, having safeguarded 8.78 billion passenger trips. While serving Beijing, through interchanges with railways such as Beijing South Railway Station and Fengtai Railway Station, we promote the coordinated development of the Beijing-Tianjin-Hebei region and contribute to the continuous improvement of the national comprehensive transportation system. Fourth, continuous breakthroughs in operation and maintenance standards. Line 4 was the first line in the Beijing metro network to achieve a headway of less than 2 minutes and innovatively implemented the compound route operation

to enhance capacity. The train punctuality and train service delivery rate have remained at 99.99% or above for many consecutive years. Meanwhile, we have improved maintenance efficiency through preventive maintenance and technological innovation. Fifth, persistent breakthroughs in corporate sustainability practices from the three aspects of E, S, and G, practicing green transport development, achieving community integration, strengthening systematic development, and comprehensively enhancing corporate governance levels.

The past two years have marked a period of steady progress and deep commitment for BJMTR on its path to high-quality sustainable development. Guided by our core values—"Safety First, Excellent Service, Collaborating and Enterprising, Pragmatic and Highly Efficient"—we have consistently provided passengers with safe and reliable travel services, while actively exploring practical pathways to advance urban sustainability.

From 2024 to 2025, while ensuring safe operations, BJMTR successfully completed transport support tasks for major events including the Two Sessions, Commemorative Meeting Marking the 80th Anniversary of the Victory of the Chinese People's War of Resistance Against Japanese Aggression and the World Anti-Fascist War, the Forum on China-Africa Cooperation, and the China International Fair for Trade in Services. The company continuously optimized the train operation organization of Line 4-Daxing, Line 14, and Line 17 through precise forecasting and dynamic adjustments. Furthermore, we successfully opened the Lize Shangwuqu Station on Line 16 and achieved the full opening of Line 17 on December 27, 2025. In the centesimal operation performance evaluation system for Beijing metro network in 2024 and 2025, all lines under the company attained excellent ratings. In 2024, Line 4-Daxing was rated as one of the nation's first batch of Urban Rail Transit Operation

Service Brand Lines. In 2025, the company received the "National Advanced Collective in the Transportation System" title awarded by the Ministry of Human Resources and Social Security and the Ministry of Transport for the first time, making it the only rail transit operation enterprise in Beijing to receive this honor in 2025.

BJMTR has continuously improved its integrated management system by deeply integrating quality, environment, occupational health and safety, information security, and asset management systems, while systematically incorporating ESG management elements. This has effectively enhanced the systematization and precision of its management. The company has successfully implemented an industry-leading asset management platform that supports full lifecycle asset management, comprehensive maintenance process control, decision-making support, and cost reduction with efficiency improvement.

In terms of green and low-carbon development, BJMTR released its "BJMTR Green Urban Rail Development Action Plan" in 2024, systematically advancing sustainable green and low-carbon development as well as cleaner production practices. Through a series of measures—including the implementation of distributed photovoltaic installations, optimization of train operation levels, retrofitting of train passenger compartments with LED lighting, upgrading of advertising light box light sources, adoption of variable frequency drives for escalators, energy-saving air conditioning systems at stations, and optimization of ventilation duration in station and tunnels—the company achieved a 4% year-on-year reduction in comprehensive energy consumption per unit passenger turnover, marking initial success in its green development efforts.

BJMTR has always prioritized safe operations, continuously strengthening company-wide safety awareness and emergency response capabilities. In response to extreme weather conditions, the company has systematically optimized its emergency plans for rain and snow through targeted research and scientific testing, significantly enhancing operational resilience and service reliability under complex weather conditions. In terms of technological innovation, we have developed intelligent maintenance equipment such as the integrated intelligent track inspection vehicle and the portable continuous wear measuring device for contact wires, improving both the precision and efficiency of facility and equipment maintenance.

In fulfilling social responsibilities, BJMTR remains true to its original service mission and extends humanistic care to all. The company has established the "Warm Journey Service Hub", and improved station sign systems, embedding thoughtful care into every service detail. It is committed to creating an age-friendly travel environment by equipping key stations with multilingual translation devices, optimizing accessibility facilities, and launching an "Accessible Reservation" service to meet the travel needs of diverse passenger groups. Through initiatives such as the Metro Health 'Element' Boosting Bureau and "Sense-Touch" Public Welfare Exhibition of Works by Persons with Disabilities—both part of the "M Metro" series of public cultural activities—BJMTR enriches the travel experience of its passengers. The company has also pioneered the first STEAM interdisciplinary education initiative in the rail transit industry, along with the "Metro STEAM Innovation Challenge," which leverages science outreach to support youth development and foster exchanges between young people in Beijing and Hong Kong. Furthermore, programs such as the "Employee Hardship Assistance Program" and the promotion of government-subsidized rental housing have been implemented to enhance employee

well-being. By building a sustainable supply chain system, BJMTR promotes the shared development of the company and society at large.

Twenty years of forging ahead would not have been possible without the trust of every passenger, the support of every partner, and the dedication of every employee. Looking to the future, we will continue to take safety as the cornerstone, innovation as the driver, and green as the direction, deepening cooperation with all stakeholders to jointly build a safer, more convenient, greener, and smarter urban rail transit system.

Finally, we sincerely thank you for your attention and support for BJMTR.

Frank Liu

General Manager of Beijing MTR Corporation Limited

BJMTR's 20th Anniversary Column

2006
~
2026

2006

BJMTR was officially established

Sign the Concession Agreement of the BJL4 Project

2009

BJL4 opened for operation

Sign the Agreement for the Operation and Maintenance of Beijing Metro Daxing Line

2010

DXL opened for operation

2013

The western section of BJL14 opened for operation

2014

The eastern section of BJL14 opened for operation

Sign the Concession Agreement of the BJL14 Project

2015

The middle section of BJL14 opened for operation and was connected with the eastern section for through-train service

Sign the Concession Agreement of the BJL16 Project

2016

The northern section of BJL16 opened for operation

2019

Sign the O&M Agreement (with Rolling Stocks Lease) of Beijing Metro Line 17 Project

2020

The middle section of BJL16 opened for operation, connecting with the northern section

2021

The southern section of BJL17 opened for operation

The remaining section of BJL14 opened for operation, and BJL14 commencing full line service

2022

The southern section of BJL16 opened for operation and commenced full line service with the northern and middle sections of BJL16

2023

The northern section of BJL17 opened for operation

The remaining section of BJL16 opened for operation, commencing full line service

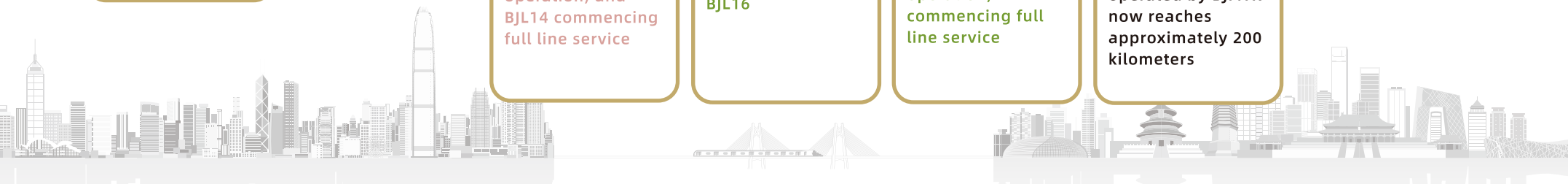
2025

The middle section of BJL17 opened, achieving full line operation

As a result, the total route length of the lines operated by BJMTR now reaches approximately 200 kilometers

2026

The 20th Anniversary of BJMTR



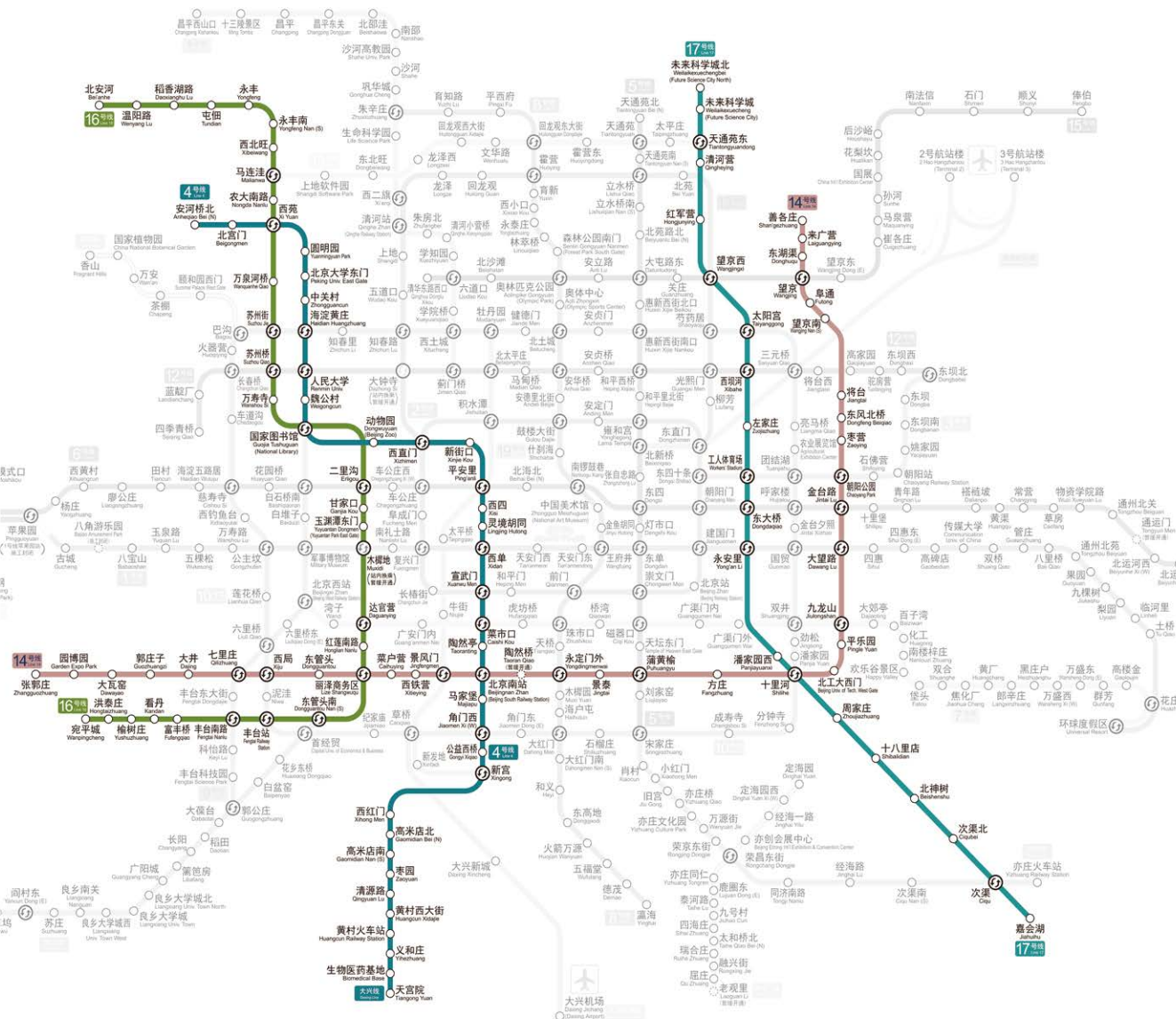
Chapter 1

Integrating MTR Experience to Build a Solid Foundation for Development

Since its establishment, BJMTR has accompanied the development of Beijing for two decades. Starting with a pioneering PPP model and integrating MTR's experience with local practices, the company has achieved a significant leap from a single line to a five-line network, now safeguarding nearly 200 kilometers of Beijing's urban rail transit network. What we have established is not only a solid foundation for the company's growth but also a rail transit network that benefits a vast number of passengers and citizens.

2006

Beijing MTR Corporation Limited was officially established. As the first PPP project in China's urban rail transit sector, the company's inaugural line—Line 4—pioneered a new investment and financing model for Chinese Mainland's rail transit industry.



Line 4: 24 stations
BJMTR Investment: RMB 4.6 billion
28.0 km

Daxing Line: 11 stations
22.0 km

Line 14: 33 stations opened
BJMTR Investment: RMB 15 billion
50.8 km

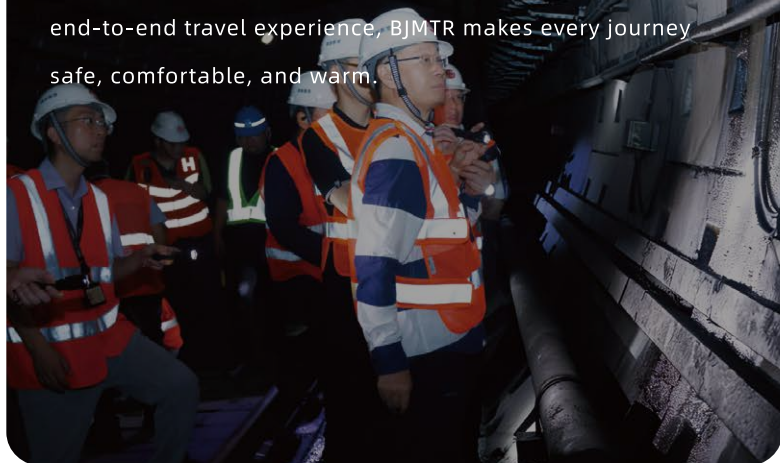
Line 16: 30 stations
BJMTR Investment: RMB 14.5 billion
48.9 km

Line 17: 20 stations opened
48.9 km

Chapter 2

Upholding Safety as the Bottom Line and Continuously Improving Service Quality

BJMTR has always upheld "Safety First" as its guiding principle, establishing a robust safety management system and assigning responsibilities to every position to ensure safe arrivals on every journey. On this foundation, guided by the philosophy of "Excellent Service," the company continuously enhances its service levels—from precise train operations and capacity optimization to major event support and passenger-friendly services. By steadily improving the end-to-end travel experience, BJMTR makes every journey safe, comfortable, and warm.



Safety First

- Adhering to the philosophy of "Safety First," drawing on MTR's experience to construct a safety management system comprising 8 safety core elements.
- For 20 consecutive years, there have been no major workplace safety accidents involving serious injury or fatality of employees, nor have there been any significant operational safety incidents such as derailments or collisions on main lines.

Precise Train Operation

- Since 2020, the average train punctuality rate and service delivery rate have both reached 99.99%.
- In 2025, the average train service delivery rate reached 100%.

Capacity Enhancement

- Line 4 is the first line in the Beijing rail transit network to achieve a headway of less than 2 minutes, effectively alleviating peak-hour passenger flow pressure.
- Line 4 is the first line in the Beijing rail transit network to implement regular extended operation, ensuring convenient nighttime travel for passengers.
- Pioneered composite routing operation, achieving precise matching of capacity and passenger flow, providing a solution approach to the typical industry challenge of uneven passenger flow distribution on long lines.
- Optimized the train operation diagram more than 40 times, continuously improving operational efficiency and passenger travel experience.

Major Event Support

- Successfully completed transport support for 42 major national events, including the 80th Anniversary of the Victory of the Chinese People's War of Resistance Against Japanese Aggression and the World Anti-Fascist War, the Olympic Winter Games Beijing 2022, the National Day Military Parade, and the Two Sessions.

Convenient Services

- Achieved 5G signal full coverage on domestic metro lines for the first time, providing passengers with faster and more convenient communication services.
- Established convenient service points in stations including vending machines, convenience stores, breakfast carts, lockers, and shared power banks, meeting the diverse travel needs of passengers.

Chapter 3

Gathering Talent Strength and Leading Innovation and Transformation

BJMTR regards talent as the foundation of development, shaping a corporate culture with BJMTR characteristics, building an efficient training system, and establishing comprehensive career development pathways to facilitate the joint growth of employees and the company. Meanwhile, upholding the philosophy of “from operations, to operations,” the company continuously integrates new technologies into operational scenarios, promoting the transformation from “experience-driven” to “data-driven” approaches, optimizing maintenance strategies and management levels, and making passenger travel safer and more comfortable.

Talent Development

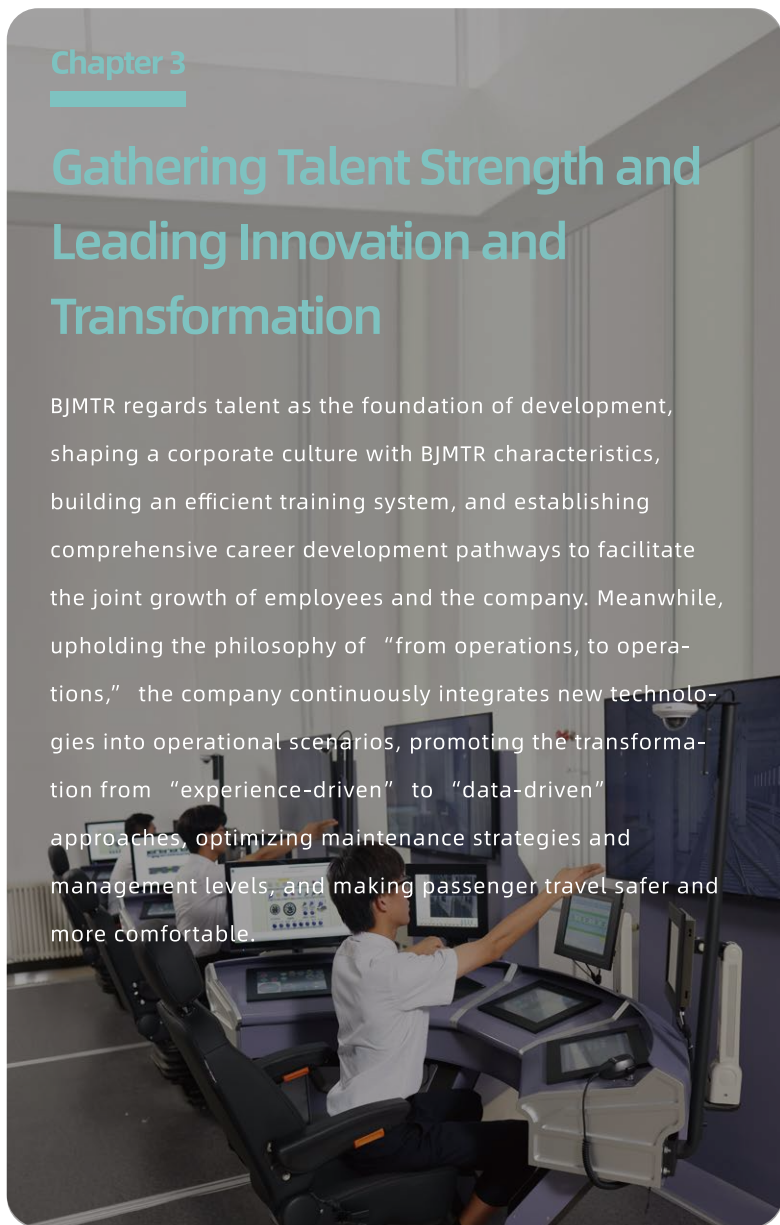
- The company currently has a workforce of 10,439 employees.
- Continuously upgrading corporate culture, releasing version 3.0 to form value alignment.
- Establishing a sound talent development system and building efficient performance management mechanisms to unleash talent potential.

Skills Enhancement

- The company has introduced MTR's “WIT” culture, guiding employees to develop a continuous improvement mindset and consistently enhance work efficiency and service quality.
- A skills certification system has been established, with qualification recognition for 17 job types. The company carries out national skills level qualification assessments and issues skills level certificates.
- Possessing a professional training base of 7,700 square meters, independently developing the industry's first multi-disciplinary integrated train operation training simulation system, continuously cultivating high-quality talent for the rail transit industry.

Innovation Achievements

- The company has actively participated in a number of major industry scientific and technological research projects, key initiatives, and the formulation of standards and specifications, contributing to the standardization development of the industry.
- Over 4,600 technological innovations and engineering modifications have been carried out, continuously enhancing the safety and comfort of passenger travel.
- These innovation efforts have resulted in 27 invention patents and utility model patents, as well as numerous domestic and international innovation awards, including a Silver Medal at the Geneva International Exhibition of Inventions and the First Prize for National Equipment Management and Technological Innovation Achievement.



Chapter 4

Connecting Community Life and Sharing a Green Future

The metro serves not only as the artery of the city but also as a bond connecting communities. BJMTR continues to deepen its collaboration with communities, precisely responding to the needs of diverse groups and continuously improving the quality of public services to achieve shared growth and co-construction with the city. At the same time, the company systematically pursues energy conservation and carbon reduction, comprehensively advancing the development of green urban rail.

Metro Culture

- Launched the "M Metro" series of public welfare activities, creating cultural and art exhibitions, reading spaces, and health-focused events at stations. A total of 97 themed activities have been held, cultivating a travel environment enriched with a humanistic atmosphere.

Youth Development

- Launched the first STEAM education initiative in the rail transit industry, cultivating engineering innovation thinking and practical capabilities among teenagers.
- Conducted Metro Safety Training Camps to enhance metro safety travel awareness, having reached nearly 300 primary and secondary schools in Beijing.

Listening to Our Communities

- Launched diversified communication platforms such as "Metro Neighbors Club", conducting communication and exchanges with nearly 400 communities along the lines, actively listening to voices from all parties.

Age-Friendly

- Created an age-friendly travel environment, building bridges for face-to-face communication with diverse groups, deeply gaining insights into travel needs of different populations, and continuously optimizing accessible facilities, equipment, and signage.
- Held cultural and art exhibitions for persons with disabilities, providing them with a platform to showcase their talents and enhancing social attention and support.

Green Development

- Released the "BJMTR Green Metro Development Action Plan," clarifying the development direction for future energy conservation and low-carbon work.
- Through projects such as optimizing train braking energy recovery, improving track smoothness, and comprehensive energy-saving retrofit of station air conditioning and LED lighting systems, achieved cumulative electricity savings of over 30 million kWh.
- Built distributed photovoltaic pilot projects and actively introduced and applied clean energy.



Corporate Culture



Vision

We aim to be an internationally outstanding metro operator to facilitate sustainable development of the city with excellent quality and efficient service.



Mission

Care for every journey, accompany you along the way.



Values

Safety First

Excellent Service

Collaborating and Enterprising

Pragmatic and Highly Efficient

Corporate Governance

In accordance with the Company Law, BJMTR has established a general meeting of shareholders, a board of directors, a board of supervisors, and an executive management team, each with clearly defined rights and responsibilities. This governance structure ensures both efficient day-to-day operations and robust checks and balances, enabling the company to achieve stable and sustainable development.

Corporate Strategy

Guided by Corporate Culture 3.0, the company has formulated its 2025–2029 development strategy, establishing four strategic pillars: "Consolidating Core Business Strengths," "Expanding Related Businesses to Increase Revenue," "Reducing Costs, Improving Efficiency and Quality," and "Driving Corporate Sustainable Development." These pillars, supported by 17 strategic priorities, guide the company toward achieving high-quality development.

Figures of BJMTR 2024-2025



Total route length in service
by the end of 2025

approx. **200** km

22% of Beijing
metro network

Stations in service by the end of 2025

117

Train punctuality and
train service delivery in 2024

99.99%

Train punctuality in 2025

99.99%

train service delivery in 2025

100%

Average daily patronage in 2024

2.03 million

Average daily patronage in 2025

2.02 million

Shortest headway

<2 min

Optimization of train diagrams

7 times

Numbers of
days extending operation time

202 days

Passenger satisfaction in 2024

98.50%

Passenger satisfaction in 2025

98.84%

Passenger commendations received

15679

AED coverage

100%

Emergency drills conducted at all levels

32,676 times

Scenario coverage of emergency drills
and coverage of all specialties
with emergency response responsibilities

100%

Engineering upgrades
and technological innovations

806

Operational
electricity consumption
approx.

1200 GWh

Comprehensive
energy consumption
per unit passenger
turnover declined by

4%

year-on-year

Energy-saving projects

9

Employees in total by the end of 2025

10439

New graduate recruits

1749

WIT improvement proposals
submitted

452

Number of
community activities

83

Volunteer hours

4,430

Beneficiaries

67,364

A worker in a white hard hat with a red logo, safety glasses, and an orange high-visibility vest over a dark blue uniform is kneeling on a concrete base. He is using a tool to work on a metal track or rail system. The background shows an industrial setting with various pipes and structures.

Safe operation

Safety Management

The company regards safety production management as a top priority. Under the leadership of the company's safety management committee, safety management is integrated into the entire operational management process, ensuring comprehensive coverage of safety production across all aspects, including operational safety, equipment safety, fire safety, construction safety, information security, vehicle safety, food safety, and property safety, extending to every job position within the organization. To ensure effective implementation of safety management, we have established a routine safety monitoring and inspection mechanism, conducting regular safety checks to actively identify and rectify issues, ensuring hazards are addressed in a timely manner. Simultaneously, we continuously enhance employees' safety awareness and sense of responsibility, fostering an atmosphere of collective commitment to safety. Through strengthened safety enforcement, violations are seriously addressed, while individuals or teams with outstanding safety performance are rewarded, encouraging sustained attention to and dedication to safety work.

Case

The company's self-developed "Hazard Reporting" WeChat Work mini-program has achieved systematization and automation of safety information reporting, ensuring professional information feedback rates and improving work quality. Since its launch in 2024 through the end of 2025, the system has covered over 70 departments, effectively facilitating full employee participation and joint safety construction.

Safety Culture

The company has embedded "Safety First" as a core value into strategic planning and daily operations. A safety culture plan covering risk management, occupational health, and quality management has laid a solid foundation for sustainable development. Management treats safety culture as a top priority, regularly conducting grassroots inspections, leading safety meetings and risk seminars, and championing the "Safety First" value. This sets a behavioral benchmark for all employees and creates a strong top-down leadership effect.

Operational Risk Management

BJMTR categorizes operational safety risks into five areas: facility maintenance, equipment operation, train organization, passenger service, and operating environment. Using professional analytical methods, the company identifies risk causes, pinpoints specific risk points, and quantitatively assesses risk levels. Control measures cover prevention and emergency mitigation, forming the operational safety risk database. Risk levels—major, significant, general, and minor—are determined based on likelihood and potential consequences.

Lean Production

Since launching lean production in 2019, BJMTR has expanded its implementation from track precision maintenance to power supply, electromechanical, and civil facilities. Over seven years, the company has completed 258 lean production projects and established a systematic continuous improvement mechanism. From 2024 to 2025, 75 projects were completed, with five best practices incorporated into standard maintenance strategies, delivering significant operational benefits and management gains.

Special Equipment Safety Management

To ensure the safe operation of special equipment, BJMTR has established a special equipment safety management organizational structure and systematically formulated the working mechanism of “daily control, weekly inspection, and monthly scheduling” along with supporting policies. From 2024 to 2025, the company appointed 2 special equipment safety directors and 293 safety officers, achieving 100% execution of daily control and weekly inspection for in-use special equipment, and convened a total of 24 monthly scheduling meetings. Facing challenges such as widely distributed equipment and significant management complexity, the company consistently adheres to the “zero accidents” goal, comprehensively fulfills safety responsibility for use, and ensures the safe and reliable operation of special equipment.

Quality Management

The company continues to advance its quality management system by improving equipment and optimizing processes, thereby enhancing both equipment safety and operational reliability. Notably, the company has systematically applied the Poka-Yoke (mistake-proofing) method to drive equipment optimization. In the signaling and communication field, insulation barriers have been installed on power distribution cabinets to effectively prevent accidental contact with live equipment. In the rolling stock area, the control logic of wheel load detection equipment has been optimized to avoid human errors through automation, while audible and visual alarm devices have been added to enable real-time anomaly alerts and rapid response. These measures have significantly improved the system's safety level, providing strong support for high-quality operations.

Fire Safety

The company has established a comprehensive fire safety responsibility system and prevention framework, achieving full-coverage and refined management. In accordance with the national standard "Identification Rules for Major Fire Hazards" (GB 35181-2025), the company implements tiered and categorized management of fire safety hazards within its jurisdiction, significantly improving the effectiveness of hazard control. Through this mechanism, Category I hazards have been largely eliminated on a dynamic basis, while supervision of Category II and Category III hazards has been continuously strengthened. This approach has effectively enhanced the reliability of automatic fire alarm systems, smoke control and exhaust systems, and fire water supply systems, establishing a comprehensive dual prevention system for fire safety risk control and hazard management.

Case

To enhance public fire safety awareness, BJMTR organized the themed publicity campaign “Fire Safety for All, Life First — Safe Use of Fire and Electricity” across its operating stations. By establishing fire safety knowledge check-in walls and popular science education points at key interchange stations, the campaign conveyed metro fire safety and emergency knowledge to passengers through interactive and engaging forms, guiding passengers to jointly focus on and participate in fire safety construction, further consolidating the social fire safety defense line.

Passenger Safety

In escalator safety management, the company has developed a tiered management strategy. Based on statistical analysis of escalator operational data from various stations in recent years, key stations—including Beijing South Railway Station, Xidan Station, Xuanwu Men Station, Jiaomen Xi (W) Station, Beijing Univ. of Tech. West Gate Station, Yongdingmenwai Station, Chaoyang Park Station, and Fengtai Railway Station—were selected for the phased implementation of optimization measures. Specific initiatives included: painting standing position markings on escalator steps, adding guiding decals for elevators, posting safety reminder posters around key escalators, and broadcasting in-train escalator safety announcements on sections of mainline stations. Through these diverse optimization measures, the risk of escalator-related incidents has been effectively reduced.

Escalator safety reminders



In security screening management, the company has developed and implemented a "Work Plan for Enhancing Security Screening Quality and Efficiency," focusing on key issues. Through strengthened indicator monitoring, the establishment of a joint office mechanism, hands-on on-site guidance, and dual monitoring via video and in-person inspections, oversight has been reinforced. Additionally, the company has collaborated with public security authorities and law enforcement teams to conduct security screening awareness campaigns, enhancing public understanding of and cooperation with security screening procedures.

In responding to extreme weather conditions, the company has conducted specialized safety studies focused on rain and snow during winter. Through skid tests to analyze train braking performance under slippery conditions, and by taking into account line-specific characteristics, the company has established clear standards for speed restrictions in high-risk sections, headway control, and the activation of "wet rail commands." A tiered emergency response plan for rain and snow conditions has been developed, effectively ensuring operational safety and service reliability under extreme weather.



BJMTR has deployed AED devices on the platform level of all stations under its jurisdiction. All devices are installed within areas covered by surveillance cameras and located near staff duty zones, ensuring quick access and safe use in emergencies. To ensure effective application of the devices, the company has established a systematic training and assessment mechanism. Station staff receive AED training and pass assessments at least twice per year. Additionally, the company strictly enforces first aid certification management, with training and certification provided by professional institutions and a recertification and reassessment system conducted every three years, ensuring that certified personnel possess standardized and proficient emergency response capabilities. Since the deployment of AEDs at stations, as of the end of 2025, a total of 8 passengers have been saved using the devices, providing strong protection for passenger life safety.

Station deployment of AED devices



Case

In April 2024, a passenger suddenly lost consciousness on a train at Tiangong Yuan Station on Line 4-Daxing. Xu Wei, the station duty manager, rushed to the scene with an AED device. Upon finding that the passenger had no pulse and was not breathing, she immediately performed CPR and used the AED to deliver a shock. During the more than ten minutes of emergency response, Xu Wei worked alongside a compassionate medical professional, alternating chest compressions and delivering two shocks in total, ultimately restoring the passenger's breathing and heartbeat. From the moment the abnormality was detected to the safe handover of the passenger to emergency medical personnel, the entire process took just 12 minutes. Afterwards, the rescued passenger's family visited the station to express their gratitude.

Employee Safety

BJMTR continuously improves the occupational health and safety management system, formulates the “Occupational Health and Safety Risk Identification, Assessment and Control Guidelines,” organizes various professional departments to systematically conduct risk identification and assessment, and incorporates effective control measures into standardized management processes. From 2024 to 2025, the company launched 12 occupational safety courses through the E-Learning platform, providing training to nearly 24,000 person-times; meanwhile, the company compiled the “Working at Heights Safety Guidelines” and “Confined Space Identification Guidelines” to strengthen specialized operation risk control. Through diversified activities including online and offline integrated training, “Safety Production Lecture Series,” and human factors expert training, the company has comprehensively enhanced employee safety competence and risk prevention capabilities.

Supplier Safety

BJMTR has established a supplier safety management system. The newly revised Contractor Safety Management Manual has comprehensively optimized eight key management areas, including safety rating, access control, and contractual safety requirements, creating a unified organizational framework and full-process oversight mechanism for contractor safety performance. The company has also implemented a special operations qualification management system. By establishing a regular verification mechanism and rigorously enforcing certificate review responsibilities, BJMTR has significantly enhanced the standardization and precision of its supply chain safety management.

Information Security

BJMTR has systematically upgraded its information security management system and obtained ISO 27001:2022 certification, ensuring an advanced level of security management. The company has also established cybersecurity policies, standardized secure development processes, and created a framework for full lifecycle management of information systems.

In data governance, the company has completed data asset mapping and full lifecycle assessment, establishing a unified protection framework covering data creation, transmission, sharing, and destruction. The resulting data protection impact assessment mechanism has been applied in over ten information systems.

The company places strong emphasis on cybersecurity awareness for all employees. Through online and offline training on office security and email protection, it has reached 26,000 participants. Combined with daily campaigns and knowledge competitions, these efforts have significantly enhanced employees' protective skills and fostered a shared culture where "cybersecurity is everyone's responsibility."

Between 2024 and 2025, BJMTR completed 18 major cybersecurity missions, dedicating 200 person-days to on-duty support, ensuring secure operation of information systems during critical periods such as the 80th anniversary of the victory of the Chinese People's War of Resistance Against Japanese Aggression and the World Anti-Fascist War, the two sessions, and the Forum on China-Africa Cooperation (FOCAC). As the defending party, the company also actively participated in multiple cyber defense drills organized by the Ministry of Transport, the Beijing Municipal Commission of Transport, and the China Association of Metros (CAM), achieving outstanding results and effectively enhancing its practical cybersecurity defense capabilities.



Excellent
Service

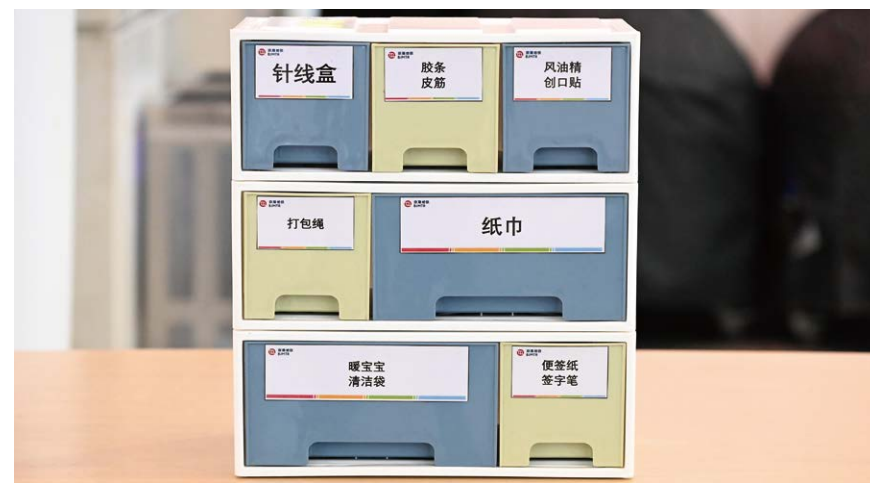
Optimizing Travel Experience

BJMTR has always been committed to improving service quality and the passenger experience, implementing a range of refined and human-centered measures to effectively meet the travel needs of diverse passenger groups. Between 2024 and 2025, the average train punctuality and train service delivery on lines operated by BJMTR reached 99.99% or higher, with the train service delivery in 2025 achieving 100%. In 2024, Line 4-Daxing was recognized as one of the first batch of National Urban Rail Transit Operation Service Brand Lines.

- To deepen the concept of "Excellent Service," BJMTR has established a professional service team called the "Warm Journey Service Hub" led by Jiang Xiaocui, an exemplary station attendant. The team has built a three-tier service system centered on "efficiency, convenience, and warmth." Through on-the-job guidance by team leaders, scenario-based training, and standardized video materials, the team has systematically improved its service capabilities. At the same time, a real-time case-sharing mechanism has been established to transform exemplary service experiences into team-wide best practices. The team has demonstrated professionalism and humanistic care in scenarios such as assisting passengers with special needs and emergency response. Since the establishment of the service corps, the month-on-month increase in passenger commendations has remained stable at around 25%, reflecting continuous improvement in station service quality.
- The company has set up service counter at Beijing South Railway Station on Line 4-Daxing and Fengtai Railway Station on Line 16 to provide inquiry, guidance, and "Convenience Kits" containing items like hand warmers, sewing kits, and band-aids for passengers traveling to and from Beijing. "Directional Cards" have been introduced at over 20 key stations, including Beijing Zoo Station and Fengtai Railway Station, offering clear and intuitive route guidance to help passengers plan their journeys quickly. Stations like Garden Expo Park Station have been equipped with intelligent broadcasting systems and meeting point signs to facilitate efficient travel.



Jiang Xiaocui, an exemplary station attendant, providing services to passengers



Convenience Kit

- Between 2024 and 2025, ten multi-functional Beijing Municipal Administration & Communication Card (Yikatong) self-service machines were successfully deployed at eight stations across the company's lines, supporting non-cash services such as card refunds and balance inquiries, significantly reducing queuing time. To enhance the ticket purchasing experience, the company upgraded the equipment at station customer service centers, enabling screens to display QR codes to passengers when processing transactions in both paid and unpaid areas, significantly improving the convenience and transparency of fare-related interactions.



Multi-function Beijing Municipal Administration & Communication Card (Yikatong) self-service machine deployed at stations

- The company places great importance on international service standards. Multilingual translation devices have been deployed at 35 key stations, and the English version of the official website has been optimized. To meet the diverse travel needs of international visitors to Beijing, all stations on BJMTR's lines support ticket purchase and fare adjustment payments via POS terminals using six types of overseas bank cards: Mastercard, Visa, JCB, American Express, Diners Club, and Discover Card. Furthermore, the stations fully support tap-and-go gate access as well as ticket purchase and fare adjustment through automatic fare collection equipment using Mastercard, Visa, JCB, and American Express. Starting July 30, 2024, "BEIJING PASS" cards for purchase and use by foreign passengers have been available at Beijing South Railway Station and Fengtai Railway Station, supporting convenient card-swiping travel for foreign passengers.

- The company has installed seat cushions at stations like Anheqiao Bei(N) Station and Xihong Men Station, and optimized restroom facilities and waiting areas to create a comfortable and convenient travel experience. During the national college and high school entrance examination periods, BJMTR sets up examinee service counter at stations near exam sites, equipped with "care package" containing emergency supplies, to provide timely assistance to examinees in need.

Major Event Support

From 2024 to 2025, BJMTR successfully completed transportation support tasks for major events with high quality, including the Commemorative Meeting Marking the 80th Anniversary of the Victory of the Chinese People's War of Resistance Against Japanese Aggression and the World Anti-Fascist War, the Two Sessions, the Forum on China-Africa Cooperation, and the China International Fair for Trade in Services. The company refined plans in advance and established a two-tier command system, coordinating various departments to strengthen train operations, passenger services, and equipment maintenance, ensuring stable transportation during the events.

For large-scale cultural and sports events, the company collaborated with public security authorities, local communities, and organizers to refine passenger flow management, optimizing resource allocation and control measures to ensure orderly operations at high-traffic stations.

Precise Matching of Capacity and Passenger Flow

BJMTR employs advanced forecasting methods to scientifically analyze passenger flow trends and conducts regular capacity assessments. Through flexible train routes arrangement and dynamic deployment of additional trains as needed, the company optimizes train operation plans and enhances the efficiency of capacity resource allocation.

Line 4 -Daxing Line

On the basis of compound route operations, 1 to 2 additional trains are dynamically deployed during the morning peak on weekdays (up track direction) and the Friday evening peak (down track direction), effectively alleviating peak-hour passenger flow pressure through flexible capacity adjustments.

Line 14

Based on detailed analysis of passenger flow patterns, the line implements a refined operation plan. During weekday morning and evening peaks, it operates a 1:1 ratio of full-length and short-turn routes, achieving a minimum headway of 3 minutes. In June 2025, by optimizing the train operation diagram, extending the peak-to-off-peak transition period, and adjusting the routes arrangement during the evening off-peak hours, the service level and capacity along the entire line were further enhanced.

Line 17

The line achieved full operation on December 27, 2024. It operates on a single route pattern, with a minimum headway of 6 minutes during weekday peak hours, and 8 minutes during off-peak hours and all day on weekends. The end-to-end journey time is approximately 66 minutes.

Furthermore, the company actively collaborates with government departments, railways, and other enterprises. During special periods such as holidays and extreme weather, it promptly activates extended operation mechanisms. Plans are flexibly adjusted based on railway arrival and departure passenger flows to ensure travel convenience. From 2024 to 2025, cumulative extended operation days totaled 202.

Listening to the Voice of Customers

Conducting Satisfaction Surveys

Since establishing its passenger satisfaction survey mechanism in 2018, BJMTR has systematically collected and analyzed passenger feedback. Over the past five years, the average satisfaction rate has reached 97.95%, maintaining a leading position within the industry. The survey results provide clear direction for service improvements, driving the company to implement targeted enhancements in areas such as process optimization, facility upgrades, and staff training.

Complaint Handling

BJMTR ensures that all complaints receive a response within five working days, achieving a 100% response rate for valid complaints. In addition to regular feedback channels, the company engages with passengers through various online and offline formats to gather opinions and suggestions, supporting service improvements and operational enhancements, and continuously elevating the passenger travel experience.

All-Age-Friendly Services

As a rail transit operator, BJMTR not only ensures safe operations but also consistently focuses on the travel needs of people with disabilities, the elderly, children, pregnant women, and other groups, striving to create an all-age-friendly travel environment that is both functionally robust and rich in humanistic care.

Accessible Travel

All newly built stations operated by BJMTR are equipped with accessible elevators. For existing stations not yet covered, auxiliary facilities such as stairlifts and platform lifts have been installed to ensure comprehensive accessibility for barrier-free travel. In addition, the company has launched an "Accessible Reservation" service, allowing passengers to book in advance via the 96123 APP or by service line for seamless travel assistance. The company has also piloted wide-channel gate sign at stations near transportation hubs and tourist attractions, upgraded gate indication sign and elevator directional sign at over 100 locations, added large-format entrance/exit numbers at 64 stations, installed "Priority Use" floor markings at 37 stations, along with "Accessible Wheelchair Waiting Area" signs. Continuous improvements have also been made to tactile paving, braille, and family restrooms.

Case

In 2025, BJMTR completed a comprehensive renewal and upgrade of signs at Xidan Station on Line 4. A total of 104 lightbox signs were optimized, and approximately 135 square meters of wall and floor decals were updated. New signs included "Accessible Service Guide" and "Wheelchair Waiting Area" sign. Wayfinding for transfers between Line 4 and Line 1 was enhanced. "Next Stop" indicators and QR codes for train schedules were introduced. Safety notices at gates and on platforms were improved, and bus interchange information was optimized. These upgrades enhanced the passenger travel experience across three dimensions: clarity of guidance, integration of information, and visual consistency.

Service Capability Enhancement

While continuously optimizing station accessible facilities and sign systems, the company has been steadily improving staff service capabilities and standards through systematic, professional service training. This effort aims to provide passengers with a more considerate and warmer travel experience.

Case

During the 2024 International Day of Persons with Disabilities, BJMTR collaborated with the Beijing Barrier-Free Environment Construction Promotion Center to conduct the "Love Travel, Love Companionship" special service training. The training focused on the travel challenges faced by the elderly and passengers with visual, hearing, or mobility impairments. Through professional sign language instruction, exchanges with representatives of passengers with disabilities, and immersive experiences (including simulations of limited hearing, mobility limitations of the elderly, travel with visual impairments, and wheelchair movement routes), the training encouraged staff to shift their perspective from helpers to those being assisted. This deepened their understanding of service and fostered emotional empathy.

Conducting "Love Travel, Love Companionship" Staff Service Training to Enhance All-Age-Friendly Service Levels



Building a Platform for Showcasing Talents

By organizing public cultural and art exhibitions for persons with disabilities, the company has created a platform for them to showcase their talents, fostering greater social attention and support for this community.

Case

BJMTR, in collaboration with several organizations, launched the "Sense & Touch" cultural exhibition at Zaoying Station on Line 14. The exhibition featured paintings, photographs, and handmade works created by artists and photographers with disabilities, as well as students from special education schools, providing a platform for persons with disabilities to showcase their talents and communicate with the wider community. Through the use of raised lines, tactile models, and Braille descriptions, the exhibition created a touchable three-dimensional art space, breaking down visual barriers to art appreciation and offering visitors a unique artistic experience.

"Sense & Touch" Exhibition



Diversified Services

Through system upgrades and business model innovation, BJMTR continuously enhances both passenger travel experience and commercial service quality. In 2024, the company achieved full 5G network coverage in station concourses and platforms across all stations on its lines, enabling passengers to enjoy high-speed network services while waiting for or transferring between trains, supporting applications such as HD video calls and real-time navigation. In 2025, with the opening of the central section of Line 17, full 5G coverage was also achieved in stations and tunnel sections along that line, ensuring high-speed and stable network connectivity during train operations.

In terms of commercial services, the company implemented new media upgrades at key stations including Dawang Lu Station, Haidian Huangzhuang Station, Xidan Station, and Shilihe Station, optimizing lighting environments and visual experiences, and pushing real-time information through dynamic digital screens to establish an operational model of "enclosed scenarios + precise exposure." Across the network, 647 commercial points cover a variety of business forms including vending machines, breakfast carts, and retail stores, meeting the diverse needs of passengers.

Among these initiatives, the company expanded its partnerships with brands such as KFC and Qingfeng Baozi to provide breakfast services at 22 stations, meeting passengers' daily dining needs. Smart locker storage has also been installed at all stations across its lines, accommodating luggage of various sizes to facilitate temporary storage and hassle-free travel for passengers. Additionally, the company innovatively launched a "Local Life" service project, leveraging PIS media resources and partnering with third-party platforms to explore a new business model integrating advertising and data, thereby promoting the deep integration of rail transit economy with urban living.

Deployment of Smart Lockers at Stations



Narrow-Pitch LED Electronic Screen Light Corridor at Dawang Lu Station



Super-Sized Lightbox at Haidian Huangzhuang Station



Column-Wrapped Lightboxes in the Transfer Concourse at Shilihe Station



2024
2025 | **173** new self-service machines
15 new breakfast carts

Number of light boxes displaying public interest advertisement : **1,711**
Play count of public interest advertisement on the Passenger Information System (PIS) : **2,920**

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



17 PARTNERSHIPS
FOR THE GOALS



Innovation and Collaboration



Technological Innovation

Policy and System

In April 2024, BJMTR established an Innovation Technology Working Group and Innovation and Technology Management Committee (I&TMC), forming a two-tier approval mechanism for innovation project initiation, implementation, and commercialization. The same year, the company issued the "Innovation and Technology Project Management Procedure" and the "Innovation Project Implementation Management Procedure" to standardize processes and stimulate departmental innovation. By 2025, 13 new projects had been approved, and 60 projects from 2019 to 2024 had undergone outcome evaluation and value review. Between 2024 and 2025, the company was granted 8 patents, 4 software copyrights, and 1 work copyright.

Innovation Applications

● Video Perception Project

BJMTR piloted the "Video Perception Project" at Xuanwu Men Station and Shilihe Station, using intelligent video analytics to monitor escalator areas and other key zones in real time. The system automatically detects passenger falls, wheelchair entry, large luggage, and wrong-way movement, triggering pop-up and voice alerts at the control center. Duty staff can quickly verify, dispatch on-site response, and issue area-wide broadcasts. The system enhances station response efficiency and service capability, effectively improving passenger safety.

● RPA System

BJMTR has introduced Robotic Process Automation (RPA) for financial data processing and reconciliation, engineering asset management, and IT standardization. The system automates high-volume repetitive tasks such as reconciliation, invoice verification, asset ledger management, maintenance workflows, and standard IT processes, boosting key process efficiency by over 70% while maintaining data accuracy above 99%. RPA's deep application shortens process cycles and provides standardized, traceable execution, strongly supporting the company's digital transformation and intelligent operations.

● Portable Continuous Wear Measurement Device for Contact Wires

BJMTR has developed and deployed a patented portable continuous wear measuring device for contact wires, upgrading the traditional "point collection + statistics + manual analysis + targeted repair" model into an integrated "on-site diagnosis + immediate resolution" approach. Using smart algorithms, photoelectric sensing, and laser imaging, the device enables full-coverage continuous inspection with a measurement error of just $\pm 0.02\text{mm}$ —ten times more accurate than manual methods. It automatically generates wear analysis and early warning reports, driving a shift from experience-driven to data-driven maintenance and significantly enhancing power supply safety and operational reliability.



Portable Continuous Wear Measurement Device for Contact Wires

Data Asset Management and Application

Data accumulated from metro operations—passenger flow, equipment status, video surveillance, and fare revenue—holds significant strategic value. BJMTR has established a data analytics center that integrates management, risk, service, and asset data to build an end-to-end data-driven framework for prediction, monitoring, and decision support, achieving efficient management, safe operations, precise oversight, and cost-effective maintenance.

Key Achievements:

● Holiday Passenger Flow Forecasting System

In 2024, BJMTR launched a holiday passenger flow forecasting system that integrates weather data and historical travel patterns to deliver precise, station-level, time-phased predictions across the network. The system reduces data processing man-hours from 240 to 56 hours, significantly improving efficiency and providing scientific support for capacity allocation, ensuring service quality and operational safety during holidays.

● Trackside Wheel Online Monitoring System

BJMTR has piloted trackside wheel monitoring technology on operational lines. By continuously tracking wheel polygonization and tread conditions, and leveraging tens of millions of data points, the system establishes a damage warning mechanism and risk assessment model. This provides data-driven support for optimizing maintenance strategies and enhancing equipment reliability, effectively safeguarding operational safety.

● Environmental and In-Train Vibration & Noise Data Management System

BJMTR has established a data management system for environmental and in-train vibration and noise, enabling visualized management and multi-dimensional analysis of historical noise data. The system provides accurate data-driven decision support for performance analysis and tracking.

Standardization Output

● Standard Development

BJMTR actively participates in drafting national, industry, and local standards, transforming its operational expertise into shared benchmarks. This promotes standardization across the rail transit industry and contributes to elevating overall sector performance.

Standards and Specifications Developed with BJMTR's Participation (2024-2025)		
Year of Participation in Drafting/Revision	Type	Title
2024	Local standard	Technical Specification for Urban Rail Transit Automatic Fare Collection System — Part 1: System Structure and Functional Requirements
2024	Local standard	Technical specification for maintenance of rail treads in urban rail transit
2025	National standard	Technical specification for alarm information and fault grading for signal system of urban rail transit
2025	Local standard	Specification for maintenance management of urban rail traffic operation equipment

● Strengthening Exchange and Cooperation

Under the guidance of MTR's Global Operating Standards Institute (GOSI), BJMTR actively promotes the localization of the "36 Rooms" railway operating standards. By integrating global maintenance concepts and multi-regional experience, the company continuously optimizes processes and strengthens standard-setting efforts and collaborative exchanges.

In November 2024, BJMTR co-hosted the 4th GOSI Technical Seminar with the theme "Sustainable Operational Safety and Asset Management," bringing together 126 global rail transit experts to discuss industry challenges and innovative pathways. In 2025, BJMTR dispatched 20 experts to participate in the 5th GOSI Technical Seminar, sharing best practices on smart maintenance and sustainable development.

Regarding knowledge transfer, BJMTR contributed to the publication of "Insights — 45+ Expert Perspectives on Global Operating Standards," promoting the collaborative development of global operating standards. In talent development, the company continues to advance its expert certification system. Currently, 3 employees have obtained GOSI Fellow (GOSIF) certification, 13 have obtained GOSI Professional (GOSIP) certification, 3 have obtained GOSI Associate (GOSIA) certification, and 7 serve as Youth Member Committee (YMC) Members/Youth Members, building a core talent reserve for the industry's sustainable development.



Group Photo from the 4th Global Operations Standards Institute Technical Seminar

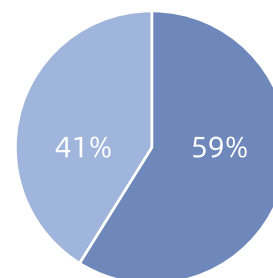


Dr. Jacob Kam, Chairman of MTR Corporation (then CEO), and Mr. Adi Lau Tin-shing, Chairman of the Global Operations Standards Institute (GOSI), present medals to the newly certified Fellows

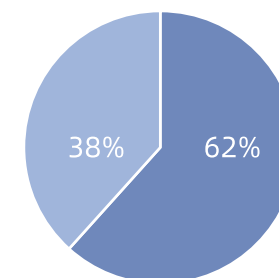
Supply Chain Management

- Proportion of local suppliers (Beijing-based)
- Proportion of suppliers located outside Beijing

In 2024, collaborated with 810 suppliers



In 2025, collaborated with 721 suppliers



Sustainable Supply Chain Management

Sustainable procurement and supply chain management have become key drivers of long-term business success. BJMTR is committed to optimizing its supply chain to ensure environmental responsibility, social fairness, and sustainability. The company also places great value on partnerships, adhering to the principle of mutual benefit and striving to create greater value for stakeholders.

Management Strategy

Procurement has evolved from simple purchasing to "rational procurement"—obtaining the right products and services, at the right price, time, quantity, and from the right supplier. The company implements category-based strategic sourcing, developing tailored strategies for different categories. Enhanced market research, category and supplier management, internal and external communication, and workforce empowerment support the company's sustainable development.

Strategic Sourcing

Committed to open collaboration, BJMTR strengthens category research and market resource access, promotes new technology applications and new supplier introduction, and supports innovation pilots. Through strategic partnerships, framework agreements are signed, and expansion areas such as technology and cooperation models are explored. E-procurement is further developed to maximize efficiency and enhance transparency of market resources and pricing.

Sustainable Supply Chain

Establishing a Supplier Code of Conduct. Through open, fair, and transparent practices, BJMTR sources supplier resources via multiple channels, ensuring fair bidding through information sharing, mutual oversight, complaint channels, and established regulations. The company continuously strengthens supplier certification, selection, collaboration, and development, while enhancing full-lifecycle performance management and closed-loop cooperation. By deepening industry exchanges and supplier relationship management, BJMTR drives sustainable supply chain development.

Supply Chain Collaboration

● Supplier Responsibility Management

BJMTR emphasizes supplier sustainability. Through qualification and credential reviews, the company manages supplier access, clearly defines roles and responsibilities in contracts, and sets safety and health requirements. Performance evaluations enable dynamic oversight and ongoing management.

● Empowering Suppliers

A sustainable supply chain drives both efficient company operations and long-term supplier development. We continue to deepen collaboration, guide suppliers in fulfilling social responsibilities, and steadily enhance their capabilities. As of the end of 2025, we have established long-term, stable partnerships with 721 suppliers.

● Long-term Cooperation

Through long-term agreements and blanket purchase agreements, BJMTR encourages contractors to deliver quality service, fostering more stable, long-term partnerships. By leveraging the company's operational expertise and suppliers' manufacturing capabilities, it continuously drives technological innovation to enhance operational quality.

● Environmental Management

For environment-related projects, BJMTR identifies required qualifications for environmental construction and hazardous waste disposal, ensuring 100% compliance with applicable national and local environmental, health, and safety laws and regulations.

● Standardized Processes

By defining service requirements and acceptance criteria, BJMTR establishes standardized workflows to enhance supplier service quality, drive continuous improvement, and strengthen overall supplier capabilities.

● Procurement Principles

Through open, fair, and transparent practices, BJMTR sources supplier resources via multiple channels, ensuring competitive bidding through information sharing, mutual oversight, complaint mechanisms, and established regulations.

● Information Resource Collaboration

Through project collaboration with suppliers, both parties exchange advanced resources in technology and management, learn from each other's strengths, and expand potential areas for cooperation.



Promoting External Exchanges

BJMTR actively participates in and co-organizes industry exchange events, sharing practical experiences and exploring development directions with peers. It also organizes Beijing-Hong Kong exchange activities, serving as a bridge to promote integration between the two cities.

As a standing council member of the China Association of Metros (CAMET), BJMTR leverages industry platforms to foster exchange and collaboration. Between 2024 and 2025, MTR hubs from four cities jointly exhibited at the China International Metro Transit Exhibition, showcasing achievements in integrating MTR's expertise and promoting Beijing-Hong Kong cooperation. In 2025, General Manager Frank Liu shared insights on driving innovation through operational needs at the Urban Rail Transit Owners Leadership Roundtable — 2025 Chengdu Annual Meeting. In addition, BJMTR actively participated in the "15th Five-Year Plan" symposium on the sustainable development of urban rail transit for the northern region, sharing its experience in ESG framework development and refined management, thereby providing practical references for industry policy research and standard setting.



MTR hubs form a unified delegation to exhibit at the "2024 China International Metro Transit Exhibition"



General Manager Frank Liu attends and speaks at the Urban Rail Transit Owners Leadership Roundtable — 2025 Chengdu Annual Meeting



MTR hubs form a unified delegation to exhibit at the "2025 China International Metro Transit Exhibition"

Cultivating Industry Talents

BJMTR, through BJMTR Skill Appraisal Co., Ltd. (referred to as "BJMTR Skill Appraisal"), conducts appraisal and certification services for rail train drivers and provides consulting services on skills appraisal systems and skills training. From 2024 to 2025, BJMTR Skill Appraisal conducted theoretical and operational appraisals for rail train drivers at Level 5/Elementary Worker across 4 batches, involving a total of 494 person-times. Concurrently, through external training and consulting, it trained 448 professionals for one metro operating enterprise and two educational institutions.

Case

The "Joint Training Program for On-site Engineers in the Urban Rail Transit Professional Field" project, jointly launched by BJMTR and Beijing Vocational Transportation College, was selected as one of the first batch of specialized training programs by the Ministry of Education. Focusing on three key technical positions—station supervision, rolling stock maintenance, and signaling—the program innovatively adopts a dual-subject education model integrating school and enterprise. Through collaborative teaching by school teachers and enterprise experts, it achieves deep integration of theoretical learning and on-site metro operations. A replicable teaching and evaluation standard has been established, providing valuable reference for cultivating versatile talents with both technical knowledge and hands-on skills.



Achieving Win-Win Cooperation

While advancing its core business, BJMTR places great emphasis on communication and collaboration with the government, shareholders, and other stakeholders, actively seeking strategic partnerships to achieve mutually beneficial and win-win outcomes.

TOD

To enhance property management quality at the Beijing Sub-Center Station hub, BJMTR and MTR Corporation formed a task force in 2024-2025 to support future operations of its underground space. The team introduced MTR's proven operation system and management standards from West Kowloon Station, and assisted in developing a comprehensive operational service plan.

Mayor's Advisor

In March 2024, at the 16th Meeting of the International Business Leaders Advisory Council for the Mayor of Beijing, Dr. Jacob Kam, Chairman of MTR Corporation (then CEO), delivered a special report titled "High-Quality Development and Operation of Sub-Centers — Case Studies." He systematically shared the practical outcomes of the TOD model in the development of sub-centers in Hong Kong, London, and New York, offering strategic and actionable recommendations for Beijing's Sub-Center development, which received positive feedback from the Mayor.

Deepening Beijing-Hong Kong Cooperation

In the realm of Beijing-Hong Kong exchanges, BJMTR continues to leverage key platforms such as the Beijing-Hong Kong Economic Cooperation Symposium to share cooperation experience. In September 2024, Dr. Jacob Kam, Chairman of MTR Corporation (then CEO), attended the opening ceremony of the 27th Symposium as the sole Hong Kong corporate representative, sharing successful experience in Beijing-Hong Kong cooperation. In November 2025, senior leadership of MTR Corporation attended the opening ceremony of the 28th Symposium and the Mayor's meeting event.



Dr. Jacob Kam, Chairman of MTR Corporation (then CEO), attended the 16th Meeting of the International Business Leaders Advisory Council for the Mayor of Beijing



Dr. Jacob Kam, Chairman of MTR Corporation (then CEO), attended the opening ceremony of the 27th Beijing-Hong Kong Economic Cooperation Symposium



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Employee Development



Corporate Culture

BJMTR regards corporate culture as a core force for uniting teams, guiding behavior, and driving sustainable development. It systematically builds a culture system with BJMTR's distinctive features, embedding values, empowering practices, and fostering an enabling environment to ensure that culture resonates deeply and translates into employees' daily actions.

Corporate Culture Behavioral Attributes

In 2024, BJMTR officially launched its "Corporate Culture 3.0 Behavioral Attributes," translating core values into behavioral guidelines and defining organizational boundaries and value orientation. Through vehicles such as "Manager Culture Workshops," "Culture Training Camps," "Corporate Culture Story Contests," and "Family Days," the company guides employees to understand, embrace, and act on cultural values, enhancing teamwork and self-drive. The 2025 "People Around Us" story collection campaign, focused on frontline operations, gathered nearly 400 real stories covering work improvements, problem-solving, and team collaboration, vividly conveying cultural essence from an employee perspective and effectively strengthening organizational cohesion and identification.



Employee participating in the Corporate Culture Story Contest

Building a High-Performance Culture

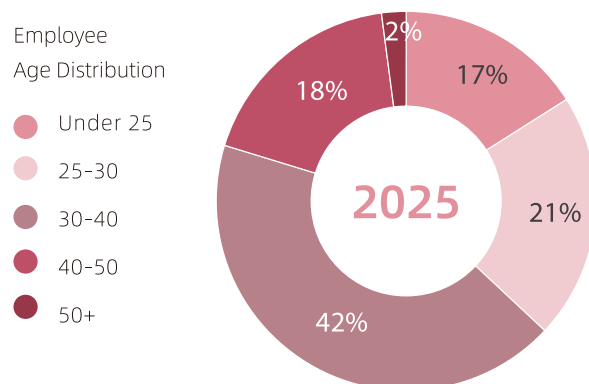
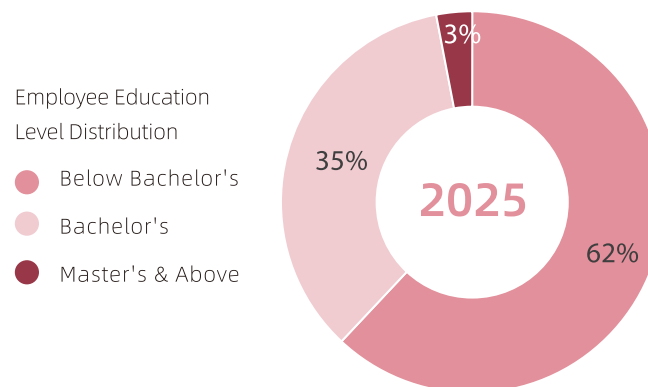
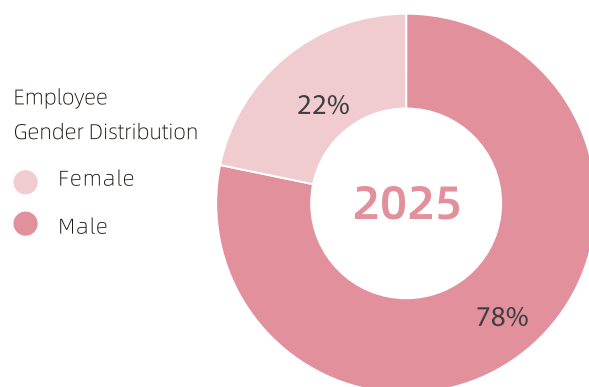
In 2024, BJMTR restructured its performance management system to drive strategy execution and employee empowerment, effectively aligning organizational goals with individual responsibilities. By optimizing metrics, adopting differentiated evaluations, and enhancing multi-dimensional feedback, the company established a full-chain performance management pathway covering the organization, departments, and roles. Since implementation, organizational collaboration and employee performance awareness have significantly improved, driving the company's transformation from task execution to value creation.

Behavioral Incentives

BJMTR has established a robust reward and discipline mechanism. Through monthly positive and negative case bulletins, it recognizes outstanding employees and teams, sets behavioral benchmarks, and issues timely warnings for violations to strengthen risk awareness. This mechanism integrates positive incentives with disciplinary constraints, unlocking employee potential, energizing teams, and fostering a proactive and excellence-driven corporate culture.

Employee Rights and Benefits

BJMTR offers a comprehensive compensation and benefits package, with mandatory social insurance and housing fund contributions, plus corporate annuity, commercial insurance, annual checkups, paid sick leave, holiday allowances, summer cooling and winter heating subsidies, and mental wellness programs. From 2024 to 2025, social insurance, housing fund, and health checkup coverage each reached 100%, with corporate annuity participation at 65%.



Total Number of Company Employees by the End of 2025 (persons): **10,439**

2024
2025 Newly Recruited Employees : **1,114**

Labor Contract Signing Rate: **100%**

Proportion of Ethnic Minority Employees: **5.56%**

Proportion of Women in Middle to Senior Management (M1 level and above): **22.74%**

Supporting Employee Development

BJMTR has established a tiered employee development system, enhancing job competency and professional capabilities through structured training and skills certification.

Management Training

Aligning with business needs and talent pipeline development, BJMTR continuously optimizes its core programs to provide targeted training for managers at all levels. For primary high-potential employees, customized programs such as "Team Leader Bootcamp" and "Effective Work Reporting" have been designed, accelerating capability conversion through on-the-job practice and experience sharing. Adopting a blended "online + in-person + hands-on" model, the company offers development camps, foundation programs, and trainee initiatives for reserve talents, systematically enhancing the capabilities of high-potential employees to support sustainable growth.

Primary-level employees G1-G3	Supervisor S1-S2	Supervisor S3-S4	Managers M1-M2	Senior Managers SM1
Operations professional skills	Crew management skills *	Personnel management skills *	Target management *	Strategic thinking
	Report writing *	Six-step systematic problem solving *	Financial management of nonfinancial personnel *	
		Project management	Team member management	
	Communication skills	Structured thinking writing	Employee relations and conflict management for business managers	
		Performance coaching Workshop		
	Professional cultivation	Behavioral interview method based on ability	KF thinking techniques	Reform management
	Effective work reporting and presentation	Seven tools for data analysis	Lateral communication and influence	
	Performance coaching workshop	Value stream mapping (VSM)	Task management	
		Process design	Business acumen	
	WIT thinking tools	Risk management		
	Management of the new generation of employees	Team collaboration experience	Business acumen	
	Operations professional skills	Operations professional skills		Online Learning for Management Capability Enhancement Δ
Safety and quality management workshop *		Orientation training*	Employee psychological care	Basic office software operation Δ

Note: Courses marked with * are compulsory for the relevant job rank; courses marked with △ are online courses.

2024-2025

55,240 hours

management training

90%

Average coverage of core management training courses

7,660 participants

attended the management training

Skills Training

BJMTR has established a closed-loop training system centered on job qualification training and skills enhancement, supported by skill assessment. This system comprehensively covers the skill training needs of various professional roles within the metro system. From 2009 to 2025, the company has continuously implemented systematic job certification and competency enhancement programs for employees on lines including Line 4, Daxing Line, Line 14, Line 16, and Line 17, providing solid talent support for metro operations.

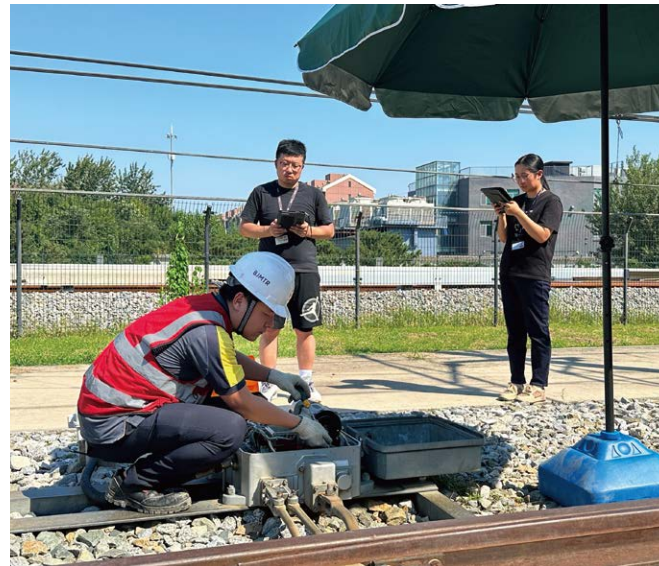
Skill Appraisal

In accordance with national vocational skill standards, the company has established a vocational skill appraisal system covering 29 types of work, encompassing various professional fields in metro operations and engineering. During 2024-2025, 2,310 employees passed and obtained regular vocational skill appraisal grades, effectively broadening their career development pathways and promoting the professionalization of the talent pool.

2024-2025

A total of **37,250 hours** of technical training have been conducted

A vocational skill appraisal system covering **29 technical occupations** has been established



Practical Examination for Signaling and Communication Maintenance Technician Skill Appraisal



Practical Examination for DCC Operator Skill Appraisal

School-Enterprise Cooperation

BJMTR has established stable partnerships with over 40 vocational schools nationwide, deepening collaborative talent cultivation through programs such as "order classes" and specialized training. Aligning with talent needs across various disciplines, the company has built a closed-loop system of "school partnership—specialized training—job matching" and continuously optimizes its campus recruitment model. By offering intern positions and jointly developing customized courses, BJMTR supplies high-quality skilled talent to the rail transit industry, achieving resource complementarity and co-cultivation of talent with its partner schools.

Enhancing Professional Competence

Aligning with core business needs, the company comprehensively enhances workforce competence and safety operation skills to promote safe production. A total of 55 internal skills competitions were organized throughout the year, covering 35 departments and involving over 10,000 employee participants, fostering a positive atmosphere for technical excellence and skills improvement. Additionally, the company organized employees to participate in one national second-tier competition, one municipal competition, and one industry-specific competition, broadening horizons, promoting technical exchange, and demonstrating the company's achievements in professional talent development and professional competence building.

Unlocking Potential

BJMTR continuously promotes the Work Improvement Team(WIT) culture, an activity originating from MTR Corporation that has been ongoing within the company for 13 years. By encouraging frontline employees to proactively identify and improve work-related issues based on their positions, the company achieves continuous enhancement in efficiency and service levels. Through introducing innovative tools, optimizing the training system, focusing on proposal implementation, and hosting presentation conferences, the company drives the generation and execution of high-quality proposals. In 2024-2025, a total of 412 "WIT Circles" were formed, attracting 3,619 employees to participate and submitting 452 proposals.

Case

In 2025, BJMTR's proposal "Improving the Unidirectional Conduction Device to Eliminate Rail Insulation Joint Arcing" won the Outstanding WIT Award (Chinese Mainland) at the MTR WIT Annual Presentation Conference. Members of the "Zhixing Circle" independently innovated by installing an infrared trigger device to preemptively obtain train movement information, effectively eliminating the rail voltage difference and preventing insulation joint arcing. This improvement has been applied across the entire Line 14, significantly enhancing equipment safety and reliability.

2024-2025

Number of Campus Recruitment Hires (2024-2025): **1,749**

Caring and Support

BJMTR prioritizes employee well-being through diverse care programs that address real-life challenges, build team unity, and promote mutual growth between employees and the company.

Employee Hardship Assistance Program

BJMTR has implemented an "Employee Hardship Assistance Program" to provide financial support and care for employees facing exceptional difficulties. Through an application and review process, the program matches resources to actual needs, effectively alleviating real-life challenges. From 2024 to 2025, the company continued annual assistance efforts, primarily through financial payments, while gradually improving the assistance mechanism. This initiative reflects BJMTR's genuine care and support for its employees.

Housing Support

To ease employee housing pressure, BJMTR actively participated in Beijing's "Builders and Managers Home" public rental housing project. In July 2024, a dedicated task force was established, completing research, signing, and operational mechanism development for the Yanbao·Taihu Homeland project. By the end of 2025, BJMTR had secured 100 public rental units on a wholesale lease basis, with an occupancy rate of 99%. Among these, all 70 full-unit rentals are fully occupied, providing employees with stable, livable homes.

Family Day

"Dear Harbor — 2025 BJMTR Family Day" is a unique platform for employee care and interaction, serving as an important bridge between employees' families and the company. Tailored for frontline staff, the event featured discussion sessions, a company tour, depot visits, and cultural activities. These gave family members a chance to truly feel the organization's care and gain a deeper understanding of their loved ones' work environment and the company's vibrant culture.



Employees and their families at Family Day

Festival Greetings and Care

BJMTR has introduced a digital "online select + home delivery" platform for festival and seasonal benefits, offering over 20,000 items for employees to choose from. Annual park passes and other cultural benefits further enrich work-life balance. These initiatives meet diverse employee needs and strengthen their sense of appreciation and belonging.

Recreational and Cultural Activities

BJMTR promotes employee well-being through retreats, recreational activities, and staff recreation centers. Around 1,000 employees join annual retreats, with various clubs supported for regular training and exchanges. In 2024, the 1,200m² "Staff Recreation Center" opened at Yushuzhuang Depot, offering a quality space for after-work leisure and cultural activities.



Employee recreational club organize various exchange activities for staff



Community Integration

Youth Development

BJMTR regards supporting youth development as a key part of its social responsibility. Through rail transit-based, interdisciplinary, and experiential public education programs, the company enhances young people's science literacy, engineering mindset, and safety awareness, while promoting exchanges and growth among youth in Beijing and Hong Kong.

BJMTR STEAM Education Program

In 2024, BJMTR launches the first STEAM education project in rail transit. Featuring metro STEAM courses, engineering teaching aids, and illustrated books, the project provides science and engineering education to young people of all ages. To date, it has conducted 28 activities reaching nearly 2,500 young people in schools and communities along the lines, with cooperation agreements enabling regular on-campus implementation. BJMTR also co-hosted a Beijing-Hong Kong youth STEAM event with Hong Kong Chamber of Commerce in China, fostering cross-city interaction and mutual growth.



BJMTR STEAM Education Program Officially Launched

In 2025, BJMTR STEAM Education Program was upgraded to turn real metro operations into hands-on learning. BJMTR and partners launched the BJMTR STEAM Innovation Challenge. Guided by metro engineers, students completed the full innovation process—from research to final project—sharpening their ability to solve complex engineering problems using interdisciplinary knowledge. The Challenge brought together the Municipal Transport Commission, the Office of the Government of the HKSAR in Beijing, the United Front Work Department of Dongcheng District, Hong Kong Chamber of Commerce in China, and multiple Beijing schools and Hong Kong students in Beijing. It offered students an in-depth look at the rail industry while building their engineering and practical skills, and created a platform for Beijing-Hong Kong youth exchange, promoting cultural and knowledge sharing.



STEAM Innovation Challenge: building a bridge for cross-city youth collaboration between Beijing and Hong Kong

BJMTR Safety Camp

BJMTR continuously carries out the "Safety Camp" initiatives. Through two major curriculum systems—"Safety Classroom" and "Career Experience"—which combine interactive teaching and on-site practice, the program effectively enhances the metro safety awareness and risk prevention capabilities of both young people and their parents.

From 2024 to 2025, the "Safety Camp" partnered with Beijing General Municipal Engineering Design & Research Institute Co., Ltd. and Beijing Rail Transit Construction Management Co., Ltd. Adding exhibition hall tours and expert lectures to its existing "Science Experiment Show" and "Depot Tour," the program helped youth understand the full metro lifecycle—from planning and design to construction and operations. By the end of 2025, the program had delivered 167 online and offline activities, reached 271 schools, and benefited over 31,000 students and parents. It has also been named a "High-Quality Social Classroom Resource Unit of Fengtai District".



Safety instructors demonstrate the "Science Experiment Show"



Children experience the metro train door anti-pinch test

Metro Culture

BJMTR continuously builds the "M·Metro" public welfare cultural brand, integrating art exhibitions, themed reading, and other quality cultural content into station spaces. While fulfilling its transportation function, the metro thus offers the public an enriching experience of urban culture and artistic inspiration.

M · Arts

BJMTR launched the "Beautiful Every Journey - Primary and Secondary School Students' Public Welfare Art Exhibition" at the National Library Station on Line 16 and the Taiyanggong Station on Line 16. The artworks integrated everyday facilities, safety elements, and futuristic ideas, using childlike brushstrokes to express unique understandings of rail transit. This initiative not only provided students with a platform to showcase their talents but also offered passengers an artistic travel experience.



Students take photos with their own paintings at the public art exhibition

M • Library

BJMTR has partnered with the National Library and other authoritative institutions to bring quality reading resources into station spaces, creating cultural scenarios that integrate travel, reading, and experience. From 2024 to 2025, eight themed activities were launched, offering 80 free digital reading resources.

Case

In the summer of 2024, BJMTR partnered with the National Library to launch a themed cultural event titled "This Stop: Tang Dynasty." Through physical exhibitions, themed reading zones, and digital resources at stations, the event presented Tang Dynasty culture from multiple dimensions. Passengers could scan QR codes to read and engage in interactive experiences during their commute, immersing themselves in the splendor of the Tang era and appreciating the beauty of traditional Chinese culture.



Tang Dynasty cultural theme event at BJMTR's "M• Library"

M • Health

BJMTR, in collaboration with the Beijing Municipal Commission of Transport, the Beijing Municipal Health Commission, and the Beijing Center for Disease Prevention and Control, launched the M•Health - "Metro Health Boosting Activity" at the Chaoyang Park Station on Line 14. The event features a health-themed station and train, integrating knowledge on exercise, diet, and emotional management into passengers' daily commute through engaging slogans and interactive installations. Combining offline experiences with online quizzes, it transforms the metro into a health promotion platform, advocating green travel and healthy living.



The Metro Health Boosting Activity is launched

Metro Neighbors Club

Through a structured community engagement mechanism, BJMTR ensures its operations and services are closely aligned with local needs. Under its public welfare program Metro Neighbors Club, the company maintains regular communication and collaboration with communities along its lines. In 2025, residents and passenger representatives were invited to visit Xidan Station on Line 4 and the new stations on Line 17. Through immersive experiences and focused discussions, the company gathered feedback on accessibility, sign, and service facilities, which was then used as key input for optimizing station services and improving the sign system.



Staff members engage in face-to-face communication with passenger representatives

2024
2025

A total of **4,430** volunteer hours were contributed,
benefiting **67,364** people.

Volunteer Service

BJMTR has established a long-term volunteer service cooperation mechanism with eight schools along its lines, creating a platform for social practice for students. During the 2024 National College Entrance Examination period, the company recruited university student volunteers from Peking University and Renmin University of China to carry out the "Caring Support for Exam Candidates" volunteer service activity at Haidian Huangzhuang Station on Line 4, which is close to the exam venues. Simultaneously, BJMTR invited students from Peking University, Renmin University of China, the University of International Relations, and Beijing Foreign Studies University to record encouraging messages. These were conveyed to exam-takers in the form of "National College Entrance Examination Cheer Cards" to offer blessings and encouragement.



Student volunteers assist passengers with large luggage

Community Emergency Response

BJMTR integrates its development into the community, building shared value in daily operations while standing ready to provide swift, tangible support in times of difficulty—embodying the spirit that "when disaster strikes, help comes from all sides."

Case

In July 2025, Beijing was struck by an extreme rainstorm disaster. Dr. Jacob Kam, Chairman of MTR Corporation (then CEO), promptly sent a letter to the municipal leadership of Beijing expressing sympathy and concern. Concurrently, BJMTR actively responded to the call from relevant Beijing municipal departments and swiftly made a targeted donation to the disaster-stricken areas in Miyun District. The funds were designated to support the restoration of local production and daily life, helping the affected region overcome the hardship and rebuild homes.



Yang Zhongwei, Deputy General Manager of BJMTR, attends the event "China Council for the Promotion of International Trade Beijing and Corporate Representatives Donate Flood Prevention and Disaster Relief Supplies to Miyun District."



Protecting the Environment

The company focuses on key areas such as energy management, environmental governance, resource management, green office initiatives, climate change response, and low-carbon advocacy. It actively explores green and low-carbon operation models for rail transit and continuously improves environmental management efficiency.

Energy Management

The company introduces MTR's experience in green and sustainable development to build an energy-saving and low-carbon management system. By implementing a series of technical measures and increasing investment, it continuously enhances energy conservation and low-carbon outcomes, diligently fulfills energy-saving target responsibilities, and strives to achieve the government's "14th Five-Year Plan" energy conservation goals with high quality.

In active response to the national "Dual Carbon" goals and industry initiatives, BJMTR released the BJMTR Green Urban Rail Development Action Plan in 2024. This plan clarified the guiding principle for the company's future energy-saving and low-carbon work as "green transformation as the main theme, clean energy as the direction, and energy conservation and low carbon as the key points." It plays a significant guiding role in comprehensively promoting the construction of green urban rail by BJMTR in the future.

BJMTR strictly complies with national energy conservation laws and regulations. It continuously advances refined energy management by establishing energy-saving and low-carbon management mechanisms, implementing target assessments and energy efficiency benchmarking, and organizing energy-saving training and awareness campaigns.

Clean Energy Development

BJMTR responds to Beijing's renewable energy policies by actively introducing and applying clean energy. In 2025, the company completed the Longbeicun Depot distributed photovoltaic pilot project. Subsequently, based on the pilot experience, the company will gradually conduct feasibility studies and promote the project in other depots and yards, continuously increasing the application of renewable energy.



Longbeicun Depot Distributed Photovoltaic Pilot Project

2024-2025

Operational Electricity Consumption
(kWh): **1.2 billion**

Greenhouse Gas Emissions from Energy
Consumption (tons): **759,000**

Comprehensive Energy Consumption per
Unit of Passenger Turnover: Decreased
by **4%** year-on-year

Proportion of Fossil Energy in Compre-
hensive Energy Consumption by 2025:
Reduced to **6.59%**

Number of energy-saving projects
implemented: **9**

Energy Conservation and Low Carbon

The company actively carries out a new round of cleaner production audits, thoroughly analyzes the current status of its energy conservation and environmental protection management, carefully plans improvement directions, and uses the audit to further explore energy-saving potential, ensuring the effectiveness of its energy-saving, low-carbon, and environmental protection efforts.

By considering the energy consumption levels of existing line systems and equipment operating years, the company systematically promotes the implementation of energy-saving and low-carbon projects. In the past two years, it has cumulatively implemented 9 energy-saving technical upgrades. These include Line 16 train operation level optimization, LED light replacement for passenger compartment lights on Line 4-Daxing, Line 14, and Line 16, advertising light box light source upgrades on Line 4, and optimization of station and tunnel ventilation schedules, effectively reducing energy consumption and carbon emissions.

Case

Passenger Compartment Lighting System Upgrade: Comprehensively replaced traditional fluorescent lamps with LED lights on Line 4, Line 14, and Line 16. The service life increased to 50,000 hours, energy consumption decreased by approximately 50%, significantly improving the visual environment in carriages and receiving positive feedback from passengers.



Upgraded the lighting system on Line 14 trains to LED lights

Case

Advertising Light Box LED Retrofit: Completed the upgrade of lighting systems for 1,484 advertising light boxes on Line 4, achieving an approximate 50% reduction in energy consumption and annual electricity cost savings of about 1.3 million RMB. This not only realized emission reductions but also enhanced advertising visual effects and the overall station lighting environment.



Effect after the light box light source upgrade on Line 4

Environmental Governance

Environmental Governance and Risk Management

BJMTR establishes a tiered environmental risk control mechanism, strictly adheres to the ISO 14001 standard, and implements differentiated, classified control. The company sets quantitative environmental targets covering five categories: wastewater, exhaust gas, noise, vibration, and solid waste. All indicators met the targets for the 2024-2025 period.

The company formulates environmental management emergency plans and regularly conducts related training and drills, continuously improving its response capability to environmental emergencies. It carries out regular monitoring for five types of pollutants to ensure compliant discharge and enables rapid identification and response to abnormal situations. Through systematic governance, the company achieves full-process control of environmental risks from prevention and early warning to emergency response, laying a solid foundation for green operations.



Standardized setup of hazardous waste storage facilities

Resource Management

Water Resource Management

The company continuously improves its water conservation management system, strengthens metering, monitoring, and data analysis, regularly maintains water facilities, fully adopts water-saving appliances in new line construction, and enhances employees' water conservation awareness through regular education and publicity, building a long-term water-saving mechanism with full participation and whole-process control. The company strictly implements water intake and usage management systems. By applying water-saving technologies and reclaimed water membrane treatment systems, it effectively increases the reuse rate of reclaimed water and water recycling rate, significantly reducing total water intake and discharge. In 2024, the company was successfully recognized as a "Beijing Water-saving Unit."



Waste Management

In response to the characteristics of hazardous waste generation points being scattered and having long chains, the company has established and improved a refined management mechanism for storage points, strengthened the compliant operation and maintenance of storage facilities, and ensures that 100% of hazardous waste is handed over to qualified units for safe disposal.

Annually, the company completes the filing of its hazardous waste management plan as required by regulations and implements "inventory-style" precise management of hazardous waste through the Material Storage and Distribution Management Information System.

Green Office

BJMTR continuously advances green office initiatives, achieving environmental and efficiency gains through digital transformation. Between 2024 and 2025, 45 digital applications were completed, serving 19 business departments, with information systems averaging 11 optimizations per month. Contract management achieved full-process digitalization via the EC platform and self-developed systems, processing approximately 380,000 approvals annually, with near 100% online approval for standard processes, significantly reducing paper use and manual handling. Equipment and operations management systems achieved digital closed loops, ensuring 100% execution of key equipment maintenance plans. The warehousing and transportation information system realized process-driven and visual management, improving system receiving and dispatch efficiency to 90% and 98%, respectively.

Low-Carbon Advocacy

BJMTR actively responds to Beijing's green development policies and systematically promotes an energy-saving and low-carbon culture. It enhances employee awareness and green literacy through Energy Conservation Promotion Week activities, the "Green Transportation, Low-Carbon Transition" initiative, and training on "Dual Carbon" and cleaner production policies.

Case

To promote the concept of green travel, BJMTR held the "Take the Metro, Enjoy Green Life" themed event at Ping'anli Station on Line 4 during the Green Travel Promotion Month in September 2025. On-site activities included joint safety presentations with police officers and distributing promotional materials to encourage the public to prioritize public transportation. Simultaneously, the company released a series of themed videos online titled "Take the Metro to Tour the Summer Palace," guiding citizens to practice low-carbon travel from multiple dimensions and fostering a green, safe urban travel environment.

Adapting to Climate Change

BJMTR has established a comprehensive climate change response mechanism to fully enhance operational resilience and service assurance capabilities under extreme weather conditions.

Regarding flood season response, the company implements standardized full-process management: pre-flood inspections ensure drainage functionality and sufficient stocks of emergency supplies (anti-slip mats, sandbags, disposable raincoats). During rainfall or warnings, it promptly deploys anti-slip measures, warning signs, broadcast announcements, staff guidance, and provides raincoats to passengers without rain gear to ensure safe travel.

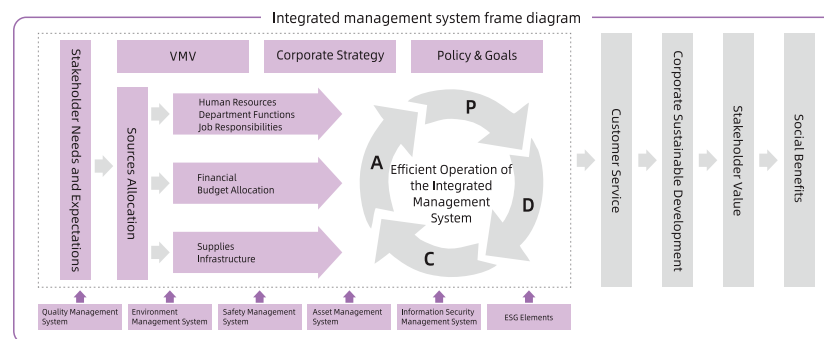
To fundamentally enhance flood prevention, the company commissioned systematic risk assessments. Based on historical data and surveys, it developed tiered renovation plans for station entrances and low-lying ventilation pavilions with backflow risks, while upgrading emergency plans. By integrating engineering and management improvements, the company continuously strengthens climate adaptability to ensure operational safety.



Management System

Integrated Management System

To enhance the company's systematic management level, BJMTR has organically integrated management systems for quality, environment, occupational health and safety, information security, and asset management to create a unified Integrated Management System (IMS). The company continuously improves and optimizes the IMS, incorporating Environmental, Social, and



Governance (ESG) management elements into it. During 2024-2025, aligning with the company's strategy, stakeholder expectations, and ESG management elements, BJMTR formulated key work objectives and measurable indicators for various departments, proactively identified weaknesses, and pursued continuous improvement.

2024-2025

BJMTR passed the surveillance audits for the ISO 9001 Quality, ISO 14001 Environmental, and ISO 45001 Occupational Health and Safety Management

Systems, with a **100%** completion rate for overdue corrective actions

BJMTR obtained ISO 27001 Information Security Management System certification, with a **100%** completion rate for overdue corrective actions

BJMTR passed the ISO 55001 Asset Management System certification audit, with a **100%** completion rate for overdue corrective actions

Risk and Resilience Management

BJMTR has established a comprehensive risk management mechanism to systematically identify, assess, and control various risks that may affect the company's operations, safety, and reputation. The company applies the "As Low As Reasonably Practicable (ALARP)" principle to effectively manage risks related to operations, occupational health and safety, security, and information security, and has established a regular review and update mechanism. On this foundation, the company pays special attention to emerging risks arising from changes in the external environment. In response to the potential impact of geopolitical factors on the supply chain, BJMTR actively promotes research on technical alternative solutions, ensures operational safety through medium- to long-term procurement strategies, and continuously improves the management of network and data security. Simultaneously, actively responding to national carbon reduction policy requirements, the company continuously explores the application of energy-saving technologies and green energy, effectively enhancing the enterprise's risk resilience and sustainable development capabilities.

Sustainability Governance

BJMTR places high importance on promoting sustainable development and has formulated development directions and pathways guided by it, encompassing Environmental, Social, and Governance (ESG), continuously advancing the annual implementation of ESG goals and plans.

Company ESG Management Indicators

Key Performance Indicators (KPIs)		Completion Status
Objective 1: Greenhouse Gas Emission Reduction (Environment)		
Carbon Emissions	By 2025, achieve a reduction of 4 million kWh in electricity consumption in railway operations compared to 2023, resulting in a carbon emissions reduction of 2,400 tons (Calculation: 10,000 kWh electricity = 6.04 tons carbon emissions).	Achieved
Green and Low-Carbon Design	Apply green and low-carbon design principles in the retrofitting of existing lines.	On track with the target
Objective 2: Community Care (covering Social Inclusion) (Communities)		
Universal Basic Mobility	100% of new stations are barrier-free stations, equipped with accessible restrooms, accessible entrances/exits, and Baby care lounge or facilities. (Note: This indicator applies to stations on newly opened BJMTR lines; newly opened stations on existing lines are not included.)	Achieved
Diversity & Inclusion	Achieve 18% female representation among senior managers by 2025.	Achieved
Equal Opportunity	Reach a total of 100.3K beneficiaries of community initiatives and volunteer programs from 2022 to 2025.	Achieved
Objective 3: Advancement and Opportunities (Staff and New Generation)		
Employees	9,000 beneficiaries of employee health care activities. 300 internship positions offered.	Achieved
Partners	Incorporate ESG concepts such as environmental friendliness and people-orientation into the entire lifecycle management of suppliers.	On track with the target

Digitalization Development

BJMTR actively advances digital transformation, supported by technologies such as artificial intelligence and big data, to build a digital system covering business areas including operations, finance, supply chain, and intelligent transformation. During 2024-2025, the company successfully launched six core systems. Among them, the Enterprise Asset Management System (EAMS) achieved full lifecycle asset management, Order Management System, Transportation Management System, and Warehouse Management System (OTW) realized dynamic closed-loop supply chain management, RPA robots and the Electronic Invoice and Contract Management System respectively achieved process automation and full-process electronic management, comprehensively enhancing operational efficiency and management refinement.

Case

Enterprise Asset Management System (EAMS)

In 2024, BJMTR successfully deployed the Enterprise Asset Management System (EAMS), which, based on the original maintenance management, achieved comprehensive upgrades including fault closed-loop management, preventive maintenance, and spare parts full lifecycle management. Relying on big data analysis based on system data, EAMS provided strong support for predictive maintenance, handling over 1.3 million work orders annually and managing equipment records for approximately 480,000 units. This system won the second prize in the 2025 "National Equipment Management and Technological Innovation Achievements" award, reflecting the company's industry-leading level in digital asset management.

Business Ethics and Compliance

Anti-Corruption and Anti-Bribery

BJMTR's "Employee Code of Conduct Regulations" advocate for establishing a fair, transparent, candid, and commitment-honoring work atmosphere. The regulations also include specific provisions prohibiting commercial bribery, and identifying and declaring conflicts of interest. The company annually enhances employees' awareness of the importance of ethical integrity and their understanding of specific tasks such as conflict of interest declaration through online learning.

Compliance Management

To improve the effectiveness of compliance management, the company established and launched a Laws, Regulations, and Standards Database. This database integrates documents applicable to the company's business, including laws, regulations, rules, and standards. By the end of 2025, it contained 768 documents. The system provides convenient search functions, ensuring the accuracy and reliability of documents, while also enabling integrated data management to facilitate timely tracking of updates for various documents, providing strong support for the company's compliant operations.

Intellectual Property Management

BJMTR regards intellectual property as an important strategic asset of the enterprise and has established a management mechanism covering the entire process of intellectual property creation, utilization, and protection. The company formulated the "Intellectual Property Management Regulations" to standardize the use and management of intellectual property; clearly stipulates intellectual property ownership and usage rights in contract management; ensures continuous validity by establishing a dynamic management ledger and regularly checking the status of rights such as patents and copyrights; and establishes a rapid response and handling mechanism for infringement incidents to safeguard the legitimate rights and interests of the enterprise.

About This Report

Beijing MTR Corporation ("BJMTR") has been publishing a Sustainability Report biennially since 2016 to disclose the company's philosophy, measures, and performance in environmental, social, and governance (ESG) aspects to its stakeholders. This report is the fifth Sustainability Report publicly released by BJMTR.

Report Scope

This report discloses topics identified as material to BJMTR during the period from January 1, 2024, to December 31, 2025. Some content extends beyond this timeframe. Specifically, the retrospective period for the company's 20th-anniversary column covers from the company's establishment to March 31, 2026. The report covers Beijing MTR Corporation Limited and its subsidiaries. For ease of expression and reading, "Beijing MTR Corporation Limited" may also be referred to as "BJMTR," "the Company," or "we" within this report.

Reference Standards

Environmental, Social and Governance Reporting Guide issued by Hong Kong Exchanges and Clearing Limited (HKEX)

Guidance on Social Responsibility (ISO 26000:2010) issued by the International Organization for Standardization

China national standard GB/T 36001-2015 Guidance on Social Responsibility Reporting

The 2030 Agenda for Sustainable Development issued by the UN

Data Sources

All data cited in this report are sourced from BJMTR's statistical reports, official documents, or relevant publicly available information.

Reliability Assurance

BJMTR assures that no fictitious record, misleading statement, or material omission are included in this report. BJMTR is responsible for the report's authenticity, accuracy and completeness.

Further Information

The report is available in both Chinese and English. In case of any ambiguity between the two versions, the Chinese version shall prevail. Please access the report's PDF version and more information about our sustainable development practices on our official website: <http://www-w.mtr.bj.cn>.

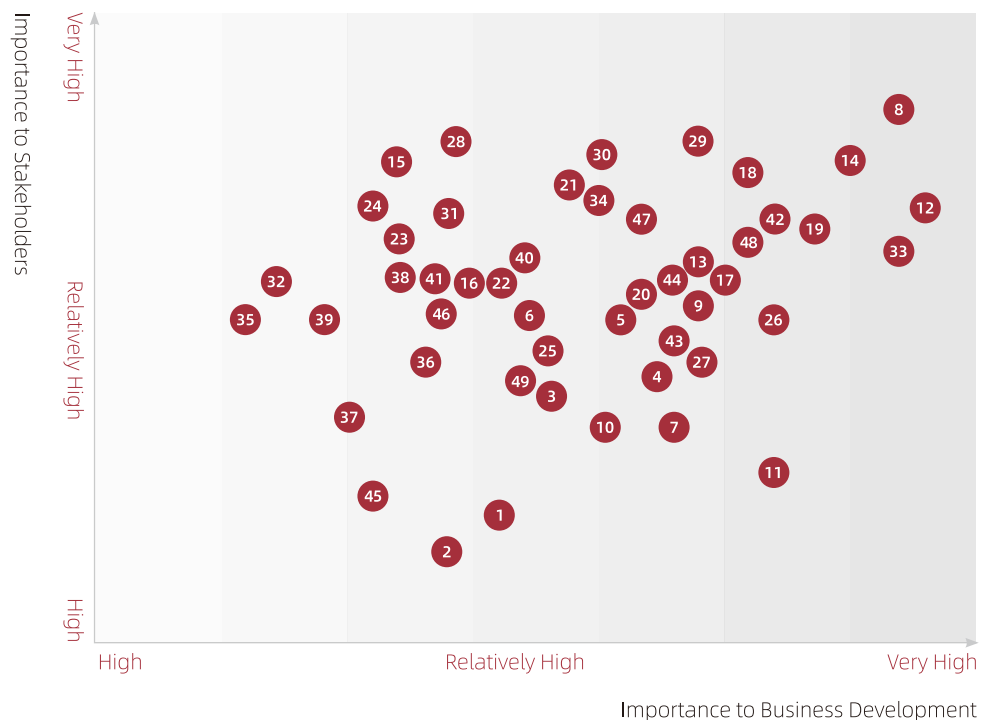
Feedback

We sincerely look forward to your insightful comments and suggestions regarding BJMTR's sustainable development measures, performance, and disclosures. Please send your feedback to pr@mtr.bj.cn

Materiality Assessment

BJMTR values listening to diverse opinions when advancing sustainability practices. To understand the concerns and expectations of stakeholders, we conducted a materiality survey for the Sustainability Report prior to its compilation. Questionnaires were distributed to stakeholders, resulting in the collection and consolidation of 1,358 valid responses. Integrating the survey findings with the company's strategic direction, we have identified a series of material topics. This report provides focused disclosure and responses on topics such as ensuring metro operational safety, enhancing passenger service experience, and the exploration and application of new technologies.

Materiality Matrix



- | | |
|---|--|
| 1 Governance Structure and Processes | 27 Exploration and Application of New Technologies |
| 2 Risk Management | 28 Participation in Industry Standard Setting |
| 3 Transparent Operations | 29 Promoting External Exchange and Industry Progress |
| 4 Integrity in Business and Fair Trading | 30 Collaborative Innovation with Various Institutions |
| 5 Digital Transformation | 31 Working Conditions and Social Security |
| 6 ESG Management | 32 Diversity and Equal Opportunity |
| 7 Intellectual Property Protection | 33 Employee Training and Development |
| 8 Ensuring Metro Operational Safety | 34 Employee Occupational Health and Safety |
| 9 Safeguarding Passenger Health and Safety | 35 Employee Participation in Company Operations Management |
| 10 Strengthening Supplier Safety Management | 36 Employee Care and Support for Employees in Need |
| 11 Ensuring Information Security | 37 Community Communication and Engagement |
| 12 Enhancing Emergency Management and Rescue Capabilities | 38 Providing Equal Opportunities for Disadvantaged Groups |
| 13 Identification and Management of Safety Hazards | 39 Conducting Volunteer Services |
| 14 Improving Metro Transport Capacity | 40 Supporting Youth Education and Development |
| 15 Customer Service, Inquiries, and Complaint Handling | 41 Promoting Public Culture and Arts |
| 16 Customer Data and Privacy Protection | 42 Reducing Carbon Emissions in Operations |
| 17 Improving Station Facilities | 43 Supporting Clean Energy Development |
| 18 Enhancing Passenger Service Experience | 44 Adapting to Climate Change |
| 19 Major Event Support | 45 Green Office Practices |
| 20 Meeting Diverse Travel Service Needs | 46 Waste Management |
| 21 Customer Satisfaction | 47 Water Resource Management |
| 22 Open and Transparent Procurement | 48 Pollution Prevention |
| 23 Sustainable Procurement | 49 Advocating Green Travel |
| 24 Supplier Evaluation | |
| 25 Supplier Training | |
| 26 Policies and Systems Encouraging Innovation | |

Our Response

Material Topics	Corporate Governance	Safe Operations	Excellent Service	Innovation and Collaboration	Employee Development	Community Integration	Protecting the Environment	Management Systems
Governance Structure and Processes	●							
Risk Management								●
Transparent Operations								●
Integrity in Business and Fair Trading								●
Digital Transformation								●
ESG Management								●
Intellectual Property Protection								●
Ensuring Metro Operational Safety		●						
Safeguarding Passenger Health and Safety		●						
Strengthening Supplier Safety Management		●						
Ensuring Information Security		●						
Enhancing Emergency Management and Rescue Capabilities		●						
Identification and Management of Safety Hazards		●						
Improving Metro Transport Capacity			●					
Customer Service, Inquiries, and Complaint Handling			●					
Customer Data and Privacy Protection		●						
Improving Station Facilities			●					
Enhancing Passenger Service Experience			●					

Material Topics	Corporate Governance	Safe Operations	Excellent Service	Innovation and Collaboration	Employee Development	Community Integration	Protecting the Environment	Management Systems
Major Event Support			●					
Meeting Diverse Travel Service Needs			●					
Customer Satisfaction			●					
Diversity and Equal Opportunity					●			
Working Conditions and Social Security					●			
Employee Training and Development					●			
Employee Occupational Health and Safety					●			
Employee Care and Support for Employees in Need					●			
Open and Transparent Procurement				●				
Sustainable Procurement				●				
Supplier Evaluation				●				
Supplier Training				●				
Reducing Carbon Emissions in Operations							●	
Supporting Clean Energy Development							●	
Adapting to Climate Change							●	
Green Office Practices							●	
Waste Management							●	
Water Resource Management							●	

Material Topics	Corporate Governance	Safe Operations	Excellent Service	Innovation and Collaboration	Employee Development	Community Integration	Protecting the Environment	Management Systems
Pollution Prevention							●	
Advocating Green Travel							●	
Community Communication and Engagement						●		
Providing Equal Opportunities for Disadvantaged Groups			●					
Conducting Volunteer Services						●		
Supporting Youth Education and Development						●		
Promoting Public Culture and Arts						●		
Policies and Systems Encouraging Innovation				●				
Exploration and Application of New Technologies				●				
Participation in Industry Standard Setting				●				
Promoting External Exchange and Industry Progress				●				

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