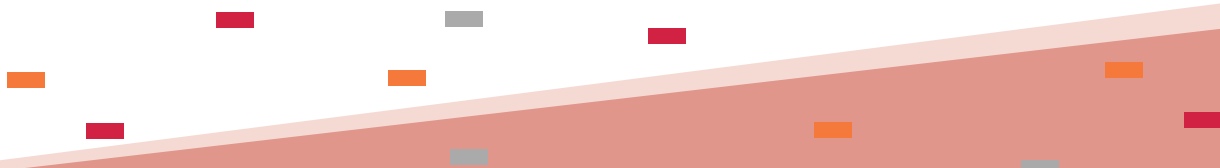




# 九巴透視 2020

## More About KMB





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## 九龍巴士(一九三三)有限公司 之財務及營運資料

本小冊子概述有關九龍巴士(一九三三)有限公司(「九巴」)在截至2020年12月31日止的10年間在營運、財務、服務及顧客關係等各方面的表現。

九巴於2020年的車費收入為港幣53.078億元，較2019年的港幣68.658億元減少22.7%。車費收入減少的主要原因是新型冠狀病毒(「2019冠狀病毒病」)爆發和政府實施的防疫抗疫措施，包括學校停課、嚴格的邊境管制措施和在家辦公安排，導致乘客量大大減少。年內，九巴的總載客量達7.775億人次(每日平均210萬人次)，較2019年的10.229億人次(每日平均280萬人次)下跌24.0%。2020年的總經營成本為港幣65.317億元，較2019年的港幣69.726億元減少港幣4.409億元或6.3%。總經營成本減少，主要由於國際燃料價格下降導致燃料成本減少港幣2.597億元。此外，實施一系列成本控制措施以減少其他營運支出，以及落實多項巴士安全措施及定期舉行培訓從而降低與營運相關的業務風險，導致第三方責任準備金減少；但折舊費用增加抵銷部份上述跌幅。折舊費用增加主要是由於購買新巴士以更新車隊，但在檢討固定資產的估計可用年限以更能充分反映實際使用情況後，相關影響則有所減輕。因此，九巴的專營公共巴士業務於2020年錄得除稅後盈利港幣2.115億元，而2019年則為港幣3.230億元。

2020年新型冠狀病毒肆虐，為香港社會帶來極大挑戰。面對客量需求大幅下跌，我們採取適當措施確保資源用得其所。即使在疫情肆虐期間，九巴仍繼續銳意創新，引進先進科技及環保設計的巴士車隊，為乘客提供理想的搭乘體驗。於2017年，我們領先業界，引進香港首部符合歐盟六型排放標準的柴油雙層巴士。於2019年，車隊新增215部歐盟六型超低地台雙層空調巴士。於2020年，九巴繼續試用10部電動巴士及8部超級電容巴士，並自資採購16部單層電動巴士，預計於2021年下半年陸續付運。自2019年起，所有獲發牌的新購置巴士均符合歐盟六型排放標準，而車隊內歐盟三型或以前的巴士將於2025年之前全數退役。

## Financial and Operational Information on The Kowloon Motor Bus Company (1933) Limited

This booklet provides an overview of the performance of The Kowloon Motor Bus Company (1933) Limited ("KMB") over the ten-year period ended 31 December 2020. It also covers various aspects of KMB's operations, financial position, services and customer relations.

KMB's fare revenue for 2020 decreased by 22.7% to HK\$5,307.8 million from HK\$6,865.8 million for 2019. The decrease was mainly due to outbreak of the coronavirus disease ("COVID-19") and the corresponding anti-epidemic measures implemented by the government, including suspension of schools, stringent border control measures and work from home arrangements, which resulted in a significant drop in bus patronage. As a result, KMB's total ridership for 2020 decreased by 24.0% to 777.5 million passenger trips (a daily average of 2.1 million passenger trips) as compared with 1,022.9 million passenger trips (a daily average of 2.8 million passenger trips) for 2019. Total operating expenses for 2020 amounted to HK\$6,531.7 million, a decrease of HK\$440.9 million or 6.3% compared with HK\$6,972.6 million for 2019. The decrease was mainly attributable to the decrease in fuel costs of HK\$259.7 million as a result of the fall in international fuel prices, the decrease in other operating expenses resulting from the implementation of a number of cost control measures, the decrease in provision for third party liabilities as a result of the implementation of various bus safety measures as well as regular trainings resulted in lower business risks associated with operations; but was partly offset by the increase in depreciation charges. The increase in depreciation charges was mainly attributable to the purchase of new buses for replacement but the impact was lessened following the review of the estimated useful lives of fixed assets to better reflect the actual usage experience. As a result, KMB recorded a profit after taxation of HK\$211.5 million for its franchised public bus operations compared with HK\$323.0 million for 2019.

It has been a challenging year for the whole community in view of the outbreak of COVID-19 in 2020. In line with a plunge in demand, measures were carried out to ensure that resources be efficiently utilised. Amid prolonged COVID-19 disruption in 2020, KMB continues to show its commitment to innovation by introducing a bus fleet with technological advances and environment-friendly features for a more desirable passenger experience. In 2017, it led the industry by introducing the first diesel-powered double-deck bus with Euro VI emission standards in Hong Kong. In 2019, 215 Euro VI super-low floor double-deck air-conditioned buses were added to the fleet. In 2020, KMB continued its trial on 10 battery-electric buses and 8 supercapacitor electric buses, while 16 additional electric single-deck buses are expected to be delivered in the second half of 2021. All newly purchased KMB buses licensed since 2019 meet Euro VI emission standards, while Euro III and earlier model buses will be completely phased out before 2025.



年內，有221部歐盟六型雙層巴士獲發牌照。新型號巴士連接上層的樓梯旁邊由以往的密封設計改為使用透光玻璃，令車廂更明亮，乘客在上落樓梯時得到更充足的光線照明，有助提升安全。除了車身設計，新型號巴士亦裝設了多項安全設施，包括駕駛輔助系統、電子穩定系統、車長倦意提示系統及全車座椅安全帶及扶手等，以保障車長及乘客安全。新車之中，有192部巴士設有四個通風口，巴士上下層各設兩個，讓乘客可打開通風口讓車外的空氣進入車廂。

巴士安全是九巴的首要考慮，九巴與時並進，不斷加強行車安全裝置。最新引入的「GreenRoad」車長駕駛反饋系統，透過全球定位系統及其專利運算程式，為每位車長提供實時駕駛反饋意見，從而提升車長的安全駕駛技術，培養良好駕駛習慣。

九巴於2020年8月8日推出本港首個「區域性雙向分段收費計劃」，涵蓋17條服務新界西北的巴士路線，乘客每程可享最多港幣14.1元的車費優惠。以往只有個別路線容許乘客在下車前在車廂內的八達通機拍卡，來實行雙向分段收費。今次九巴成功克服環境的限制，在有電力供應的巴士站裝設拍卡機，落實區域性雙向分段收費。

於2020年，App1933提升巴士到站時間預報服務，加入其他專營巴士公司的實時資訊，讓乘客可更容易和更全面計劃行程。除了透過藍牙「定位資訊」功能接收就近巴士站路線資訊外，App1933提升其定位功能，透過「myFavourite」向乘客提供所在位置相關的交通狀況、天氣資訊，以及路線建議。

年內，九巴推出多項宣傳計劃。在夏季，我們推出四星期的「過海路線大抽獎」，一共送出4,000張九巴月票連八達通卡予得獎者。由三月開始，我們向九巴月票乘客提供禮品獎賞計劃，以此回饋忠實客戶。禮品包括九巴限量版八達通紀念卡、九巴口罩，以及龍運巴士有限公司（「龍運」）A線機場巴士和九巴B1線車票。於10月1日，九巴推出全

In 2020, 221 Euro VI double-deck buses were licensed. The buses feature a light-directing glass window alongside the staircase connecting the two decks in place of the traditional sealed design, which creates a brighter ambience in the interior and enhances safety for passengers walking up and down. Meanwhile, new buses are also equipped with safety facilities including the Advanced Driver Assistance System, the Electronic Stability Programme and the Drowsiness Monitoring System, and all seats come with seat belts and grab handles, to ensure bus captains' and passengers' safety. Among the new buses, 192 of them are with four ventilation windows, two on each deck. Passengers can open the windows to let fresh air into the compartment.

Safety has always been our top priority. KMB walks with the times and are on a relentless pursuit of enhancing their fleet safety equipment. The recent introduction of the bus captain driving feedback system "GreenRoad", equipped with a Global Positioning System and a patented programme, has strengthened bus captains' safe driving technique and nurtured their good driving habits by providing real-time feedback.

KMB launched the first Regional Two-way Sectional Fare Scheme in Hong Kong on 8 August 2020. The scheme includes 17 routes serving Northwest New Territories, with such passengers could save HK\$14.1 at most for each journey. In the past, only individual routes allowed passengers to tap the Octopus cards in the compartment before getting off the bus, so as to implement two-way sectional fare. KMB has overcome physical constraints by installing card readers at the bus stops with electricity supply, making it possible for regional two-way sectional fare.

In 2020, App1933 upgraded the Bus Estimated Time of Arrival ("ETA") service by integrating the ETA of other franchised bus operators to make bus journey planning more comprehensive and easier for passengers. In spite of receiving nearby route information at the bus stops through Bluetooth Beacon signal, App1933 has enhanced an intrinsic location-based function to provide relevant traffic conditions, weather information and bus route suggestions based on passenger's current location through the new "myFavourite" feature.

KMB has introduced various promotion campaigns in 2020. A 4-week lucky draw promotion campaign was launched on KMB Cross-harbour Routes in summer 2020. In the end, a total of 4,000 KMB Octopus cards with KMB Monthly Passes embedded were offered to the winners. To reward our loyal customers, the company offered gifts rewards to the pass holders since March 2020. The gifts include KMB limited Octopus Card, KMB face masks and bus tickets of Long Win Bus Company Limited ("LWB") A-Routes and KMB Route B1. KMB and LWB introduced the new rewards



新獎賞計劃「九巴x龍運FUN分賞」。乘客只需於App1933登記參加，便可邊乘車邊賺取積分，並在九龍及新界12個指定地點換領禮品。

除上述措施外，九巴在2020年推出提升服務水平的其他主要措施包括：

- 為多個主要交通樞紐的乘客候車區增建設施，如大欖隧道轉車站、粉嶺公路轉車站、屯門公路轉車站、青沙公路轉車站、大老山隧道轉車站，和黃大仙龍翔道。其他改善工程包括：在巴士站頂部安裝顯眼的指示牌、大型圖像訊息顯示板、長椅、站立座位及免費Wi-Fi服務等；
- 建造或擴建了20個巴士候車亭，使巴士候車亭總數於2020年年底增加至2,595個；
- 透過車廂內的電子報站系統，分別以廣東話、英語及普通話，廣播一系列安全訊息，提醒乘客在車廂內要時刻緊握扶手。智能手機應用程式App1933和社交平台KMB九巴專頁亦定期向公眾宣傳道路安全訊息；
- 於150個巴士候車亭裝設太陽能發電系統，為候車乘客提供照明；及
- 於巴士候車亭、巴士總站及轉車站安裝了約1,758個座位，方便長者、傷健人士及攜同幼兒的人士使用。截至2020年年底，我們已在巴士站安裝約996個電子顯示屏，提示乘客下一部巴士的預計到站或開出時間。

於2020年，九巴獲頒發以下的獎項以表揚其銳意追求卓越表現的成就：

- 獲香港社會服務聯會頒發「商界展關懷15年以上標誌」；
- 獲香港公益金頒發「公益優異獎」；
- 獲勞工處頒發「好僱主約章2020」；
- 獲勞工處頒發「『友』『家』好僱主」標誌；
- 獲強制性公積金計劃管理局頒發「積金好僱主」獎項；

scheme “KMB x LWB FUN Redemption Scheme” starting from 1 October 2020. In order to join the scheme, passengers are required to register via App1933 and travel on our services to earn points. Passengers can redeem gifts using the points accumulated at 12 designated locations in Kowloon and the New Territories.

In addition to the initiatives mentioned above, other major service enhancement measures implemented by KMB in 2020 include:

- KMB upgraded the passenger waiting areas with additional facilities at a number of major hubs: Tai Lam Tunnel Bus-Bus Interchange, Fanling Highway Bus-Bus Interchange, Tuen Mun Road Bus-Bus Interchange, Tsing Sha Highway Bus-Bus Interchange, Tate's Cairn Tunnel Bus-Bus Interchange and Lung Cheung Road in Wong Tai Sin. Other enhancements included prominent rooftop signs, large graphic information boards, benches, standing seats and a free Wi-Fi service;
- 20 bus shelters were constructed or extended, raising the total number of bus shelters to 2,595 at the end of 2020;
- A series of safety messages was broadcasted on the Bus Stop Announcement System in Cantonese, English and Putonghua reminding passengers to hold the handrail at all times. This message is also periodically conveyed via App1933 and on KMB's Facebook page;
- Solar panels were installed at 150 bus shelters to provide lighting for waiting passengers; and
- About 1,758 seats were installed at bus shelters, bus termini and interchanges for the elderly, the disabled and people with young children. By the end of 2020, 996 display panels had been installed to notify passengers of the estimated arrival time of the next bus or of the time of the next departure.

In recognition of its commitment to outstanding performance, KMB was presented with the following prestigious awards in 2020:

- “15 Years Plus Caring Company Logo” granted by The Hong Kong Council of Social Service;
- Award of Merit presented by The Community Chest of Hong Kong;
- Good Employer Charter presented by the Labour Department;
- Family-friendly Good Employer Logo presented by the Labour Department;
- The Good MPF Employer Award granted by the Mandatory Provident Fund Schemes Authority;



- 獲社會福利署頒發「最高服務時數榮譽獎 (私人團體 – 最積極動員客戶參與)」；
- 獲社會福利署頒發「最高服務時數優異獎 (私人團體)」；
- 獲僱員再培訓局頒發「人才企業」；
- 獲衛生署頒發「精神健康友善機構」；
- 獲香港中華基督教青年會頒發「運動友善計劃」標誌；
- 獲香港賽馬會慈善信託基金頒發「賽馬會齡活城市夥伴」2020；
- 獲《東周刊》頒發的「香港服務大獎2020 – 應用程式大獎」；
- 獲《經濟通》頒發的「2020健康同行夥伴大獎」；
- 獲《讀者文摘》頒發的「信譽品牌」2020 – 公共交通服務組別金獎；
- 獲《壹周刊》頒發的「服務第壹大獎 2020」 – 公共交通服務組別；
- 獲社會福利署頒發的「10,000小時義工服務獎」；及
- 獲勞工及福利局與社區投資共享基金頒發的「社會資本動力標誌」。
- Honour Award in the Highest Service Hour Award (Private Organisations – Best Customers Participation) granted by the Social Welfare Department;
- Merit in the Highest Service Hour Award (Private Organisations) presented by the Social Welfare Department;
- Manpower Developer organised by the Employees Retraining Board;
- Mental Health Friendly Organisation granted by the Department of Health;
- Sport-Friendly Action Decal organised by the Chinese YMCA of Hong Kong;
- Jockey Club Age-friendly City Partner 2020 organised by The Hong Kong Jockey Club Charities Trust;
- Hong Kong Service Awards 2020 – Apps Award presented by East Week;
- Health Partnership Awards 2020 granted by ET Net;
- Gold Award in the Public Transport category of the 2020 Reader's Digest Trusted Brands Awards;
- Top Service Awards 2020 for Public Transportation granted by Next Magazine;
- Award of 10,000 Hours for Volunteer Service organised by the Social Welfare Department; and
- Social Capital Builder Logo Award presented by the Labour and Welfare Bureau and Community Investment and Inclusion Fund.

疫情下，經營環境面臨前所未有的衝擊。然而九巴努力不懈，繼續提升服務質素及乘客的搭乘體驗，並推出多項票價及獎賞優惠計劃，讓乘客享受豐富禮品和車費優惠。九巴以堅守專業服務的精神，與大眾同心抗疫。致力為乘客提供安全、有效率及舒適的巴士服務。

COVID-19 brought a severe impact to the business environment. In spite of this, KMB continue to enhance service quality and passengers' travelling experience with persevering efforts. KMB launched multiple fare discount programmes and various rewarding schemes. All these initiatives allowed passengers to enjoy fruitful gifts and fare rebates. KMB will continue to serve the public in a professional manner while doing its part in Hong Kong's anti-pandemic campaign. We are committed to provide passengers with safe, efficient and comfortable bus services.

董事總經理

**李澤昌**

2021年5月28日

**Roger LEE Chak Cheong**

*Managing Director*

28 May 2021



## 營運及顧客服務資料一覽

### 營運資料一覽

在2011年至2020年的10年間，九巴：

- 斥資港幣82.43億元購置3,236部配備歐盟第五代或歐盟第六代環保引擎的新巴士；
- 試用多款零排放或低排放量巴士，包括電池、超級電容及混能巴士；
- 增加共99條新的巴士路線；
- 建造、擴建及翻新共225個巴士候車亭；
- 加密班次和改善服務共416次；
- 提升巴士維修標準以提供更可靠的服務；
- 增強車長培訓課程，以提升安全性及顧客服務水準；及
- 提供長者車資優惠。

過往10年間，九巴亦在多方面持續改善巴士服務質素，例如：

- 推出免費的App1933，提供巴士到站時間預報功能。並引入全新介面，以提供功能更智能化和個人化的首頁以自動顯示慣常乘搭的巴士路線，及服務附近巴士站的巴士路線資料，讓乘客掌握實時班次資料，輕鬆計劃行程；
- 實施一個全面的清潔和保養通風系統及設備的計劃，以改進巴士車廂內通風系統及空氣質素，並按照環境保護署發佈的《管理空調公共運輸設施內空氣質素專業守則－巴士》的指引，定期進行二氧化碳濃度樣本測試；
- 自1999年起憑著優質管理系統而全面獲得ISO 9001品質證書。此外，沙田車廠及荔枝角車廠的環保管理亦分別於2001年及2003年獲得ISO 14001認證；

## Summaries of Operational and Customer Service Information

### Operational Information Summary

In the ten years from 2011 to 2020, KMB:

- added a total of 3,236 new buses, comprising those fitted with Euro V or Euro VI standard environment-friendly engines, to its bus fleet at a total cost of HK\$8,243 million;
- deployed various types of zero-emission or low-emission buses (including battery-electric buses, supercapacitor electric buses and hybrid buses) for trial;
- introduced a total of 99 new bus routes;
- constructed, extended or renovated 225 bus shelters;
- improved frequencies and services on 416 occasions;
- upgraded the standard of bus maintenance to improve service reliability and delivery;
- enhanced the training programmes for bus captains to improve safety and customer service standards; and
- provided concessionary fares to senior citizens.

In the past ten years, the quality of KMB's bus services has been improved in various aspects. For instance, we have:

- introduced the free App1933, which provides an ETA function and a brand new interface. It also features a smarter, more personalised home page that shows frequently used bus routes and bus routes serving nearby bus stops that provide real-time bus information to facilitate journey planning;
- improved the ventilation system and air quality in bus compartments through a comprehensive scheme for the cleaning and maintenance of the ventilation system. Sample checks on CO<sub>2</sub> concentrations are conducted regularly in accordance with the Environmental Protection Department's Practice Note for Managing Air Quality in Air-conditioned Public Transport Facilities — Buses;
- maintained ISO 9001 accreditation on a company-wide basis for quality management systems since 1999, and ISO 14001 certification for environmental management for Sha Tin Depot and Lai Chi Kok Depot since 2001 and 2003 respectively;

- 憑著在巴士營運及維修活動方面推行高效的風險管理系統，成功獲香港品質保證局頒發ISO 45001職業健康和安全管理體系認證；
- 推出八達通巴士轉乘計劃。於2020年年底，共營辦164個八達通巴士轉乘計劃；
- 推出九巴月票，為乘客提供優惠的巴士服務；
- 於各巴士總站安裝約355個戶外滅蚊燈；
- 於全線車隊上裝配報站系統，在沿途廣播和顯示有關下一站的資料；
- 在約3,500及3,000部巴士上分別安裝USB充電插座及免費Wi-Fi設備；
- 在主要巴士總站安裝綜合巴士服務資訊顯示系統，提供各巴士路線的下一班車的開出時間、目的地和個別路線車費等資料，以及重大交通事故等緊急訊息；
- 為全線車隊安裝「八達通」卡收費系統；
- 增加配備無障礙設施的新巴士，以方便傷健人士；及
- 我們的車隊採用含硫量僅0.001%的「歐盟第五代柴油」。
- received Occupational Health and Safety Management System ISO 45001 certification from the Hong Kong Quality Assurance Agency in recognition of our improvement of safety performance in all aspects of our business, including bus maintenance and design upgrades;
- introduced Octopus Bus-Bus Interchange (“Octopus BBI”) schemes. At the end of 2020, a total of 164 Octopus BBI schemes were in operation;
- introduced KMB Monthly Pass to provide value-for-money services to passengers;
- installed about 355 outdoor anti-mosquito lamps at various bus termini;
- installed the Bus Stop Announcement System on our entire bus fleet to broadcast and display information about the next bus stop;
- installed USB chargers and a free Wi-Fi service on around 3,500 and 3,000 buses respectively;
- installed Integrated Bus Service Information Display Systems at selected major termini, providing information on next departure times, destinations and fares of individual bus routes, as well as urgent messages on major traffic disruptions;
- equipped our entire fleet with the Octopus Smart Card System for fare payment;
- added new buses with barrier-free facilities for the convenience of disabled persons; and
- used “Euro V Diesel” with 0.001% sulphur content on our bus fleet.

## 顧客服務資料一覽

我們透過各種不同途徑與顧客保持開放的溝通。例如，我們：

- 舉辦乘客聯絡小組會議，以搜集顧客的意見及理解他們的期望；
- 營運多個九巴顧客服務中心，以提供巴士服務資料、八達通增值服務、售賣九巴精品及口罩、顧客禮品換領服務及收集顧客意見；
- organised Passenger Liaison Group meeting to gather the views of passengers and better understand their expectations;
- operated a number of KMB Customer Service Centres to provide information on bus services, Octopus add-value services, sale of KMB souvenirs and face masks, gift redemption services and to collect customers’ opinions;

## Customer Service Information Summary

We use different channels to maintain open communications with our customers. For example, we have:





- 在九巴網站設立「顧客意見表格」，以收集乘客的意見；
- 回應乘客訴求方面，100%於10個工作天內回覆或初步回應，或於21個工作天內回覆較需時處理的意見；
- 在九巴網站(www.kmb.hk)推出全新的地圖版「點到點路線搜尋」服務，用圖像方式為公眾提供約400條巴士路線共5,000多個巴士站的資料，並加入「街道景像」功能，透過360度的街景圖像，讓乘客預先掌握其選擇之巴士站及其周邊景物的實地情況；
- 設置備有熱線服務員服務的顧客服務熱線，於每天早上7時至晚上11時為顧客提供服務，以及24小時運作的顧客服務熱線系統，以廣東話、英語及普通話，提供顧客所需的巴士路線資料、最新服務資訊、交通消息及留言信箱服務；
- 於顧客服務熱線設置快捷鍵支援處理阻礙巴士服務的違規車輛及尋找走失長者；
- 設置即時對話服務，於每天早上7時至晚上11時，乘客可透過即時訊息功能於九巴網站或App1933，直接與客戶服務員進行即時查詢；
- 於顧客服務熱線及服務中心設置「數碼地圖乘客諮詢系統」以提升處理顧客查詢的效率，及透過流動電話短訊服務為使用服務熱線的顧客提供巴士路線資料及巴士站位置的數碼地圖；
- 在落馬洲設立票務處，提供八達通服務及巴士路線資料；
- 在各巴士總站設置約112個月票優惠站；
- 在各大專院校及大型購物中心設置約22個九巴優惠站；
- introduced a Customer Feedback Form on the KMB website to collect passengers' views;
- in response to passenger feedback, 100% of acknowledgements/replies were issued within 10 working days, or 21 working days for cases requiring further follow-up;
- launched an online map-based point-to-point bus route search function on the KMB website (www.kmb.hk) allowing the public to access information on more than 5,000 bus stops on around 400 bus routes in graphic form, and a "Street View" feature giving passengers a 360-degree photo tour of the street near their chosen bus stop;
- maintained a Customer Service Hotline Operator Service to serve customers from 7 a.m. to 11 p.m. every day, as well as a 24-hour Customer Service Hotline that provides on-demand bus route information, service updates, traffic news and a voicemail service in Cantonese, English and Putonghua;
- introduced shortcut keys on Customer Services Hotline for reporting violate vehicle block that affects bus service, and offering help to look for missing elderly;
- introduced a Live Chat service from 7 a.m. to 11 p.m. every day via the KMB website and App1933 to provide an instant response to customer enquiries;
- installed the Digital Map Passenger Enquiry System at the Customer Service Hotline and at Customer Service Centres to enhance the efficiency of handling customers' enquiries and, for Hotline mobile phone users, launched a Short Message Service ("SMS") facility to provide bus route information via text and digital map formats;
- set up a Ticketing Office at Lok Ma Chau, at which Octopus services and bus route information are available;
- installed about 112 monthly pass kiosks at various bus termini;
- installed about 22 fare saver kiosks at various universities and large shopping malls;

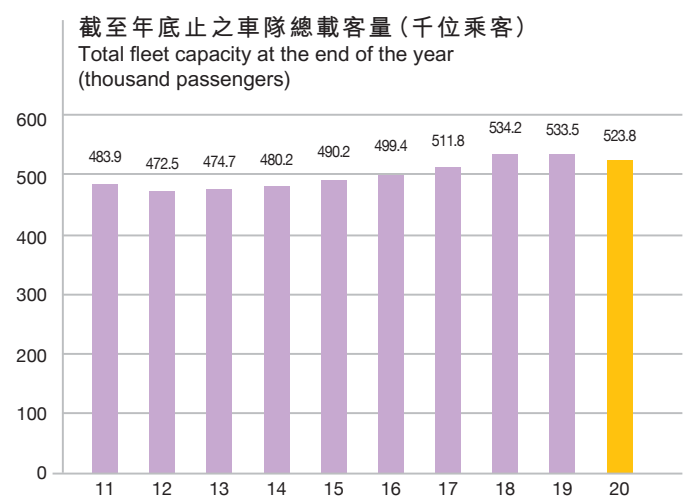
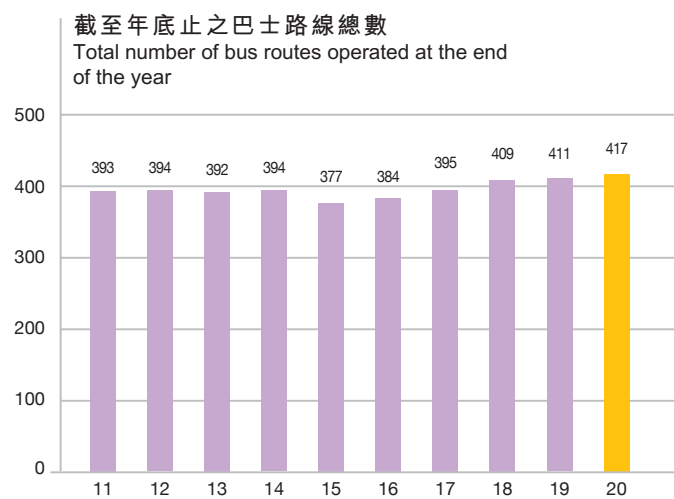
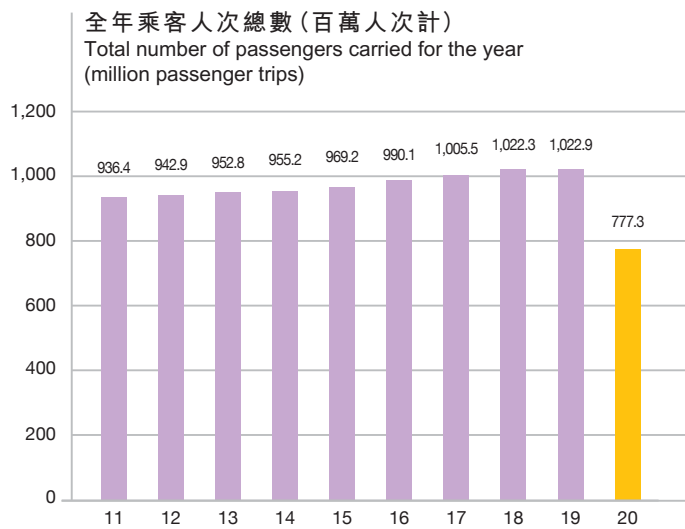
- 在屯門、元朗及天水圍，推出37個區域性「雙向分段收費計劃」；
- 在多個候車亭、巴士總站及巴士車廂內增設路線資料板，以提供巴士服務資料，例如時間表、車費及路線詳情；及
- 推出免費的九巴手機應用程式。透過該應用程式，用戶可以獲取巴士路線資料及掌握路面交通消息。
- launched 37 Regional 2-way Sectional Fare Scheme in Tuen Mun, Yuen Long and Tin Shui Wai;
- installed route information displays at bus stops and termini as well as inside bus compartments to provide bus service information, such as timetables, fare tables and route information; and
- launched the free KMB smartphone app, which enables users to obtain bus information and real-time traffic news.

過去一年，香港社會充滿挑戰，九巴得以堅守專業服務的精神，與大眾同心抗疫，實有賴公司上下共同努力，盡心為廣大乘客提供安全及優質的巴士服務。過去八十多年，九巴一直在香港提供可靠的專營巴士服務，以最高的營運及服務標準，保持在業界的領導地位。九巴繼續致力為顧客提供安全、快捷及優質的巴士服務。

2020 was a year full of challenges for Hong Kong. The success of KMB in serving the public in a professional manner while doing its part in Hong Kong's anti-pandemic campaign hinged on our staff members' strong commitment to providing passengers with safe and quality bus services. As an industry leader with operational and service excellence, KMB has been providing reliable franchised bus services in Hong Kong for some eighty years. We continue to strive to provide our customers with safe, convenient and quality bus services.

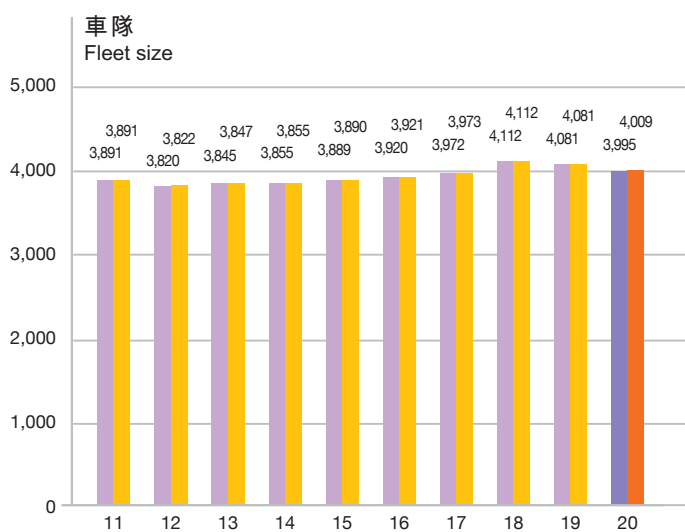


## 營運統計資料 Operational Statistical Information



包括普通、特別、假日及通宵服務  
Including normal, special, recreational and overnight services

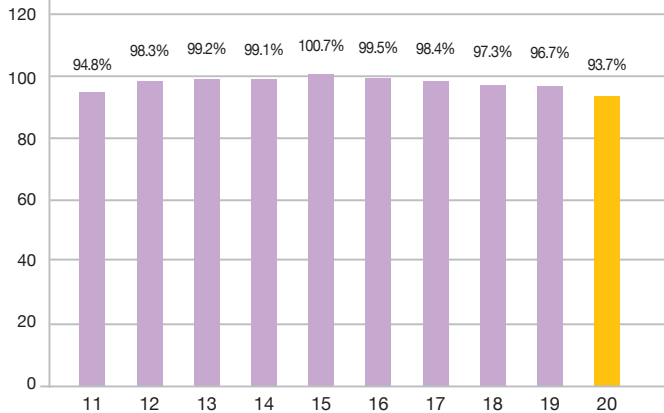
已獲發牌巴士之許可載容量  
Total authorised carrying capacity of licensed bus fleet



■ 截至年底止已獲發牌之巴士數量  
Number of licensed buses at the end of the year

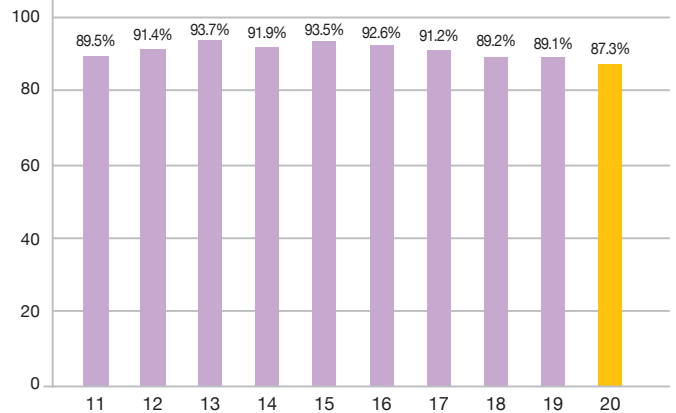
■ 截至年底止已登記之巴士數量  
Number of registered buses at the end of the year

全年平均之時間表的成效  
Average achievement of schedule for the year



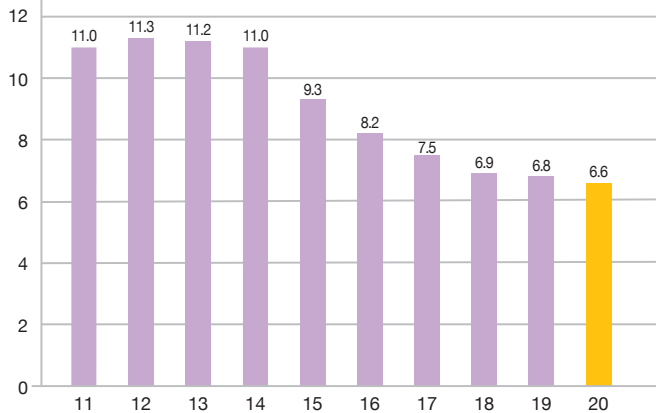
實際路面行車數目與時間表預定的行車數目之百分比  
The percentage of actual number of buses operated on the road to scheduled bus allocation

全年平均之車隊運用比率  
Average fleet utilisation for the year



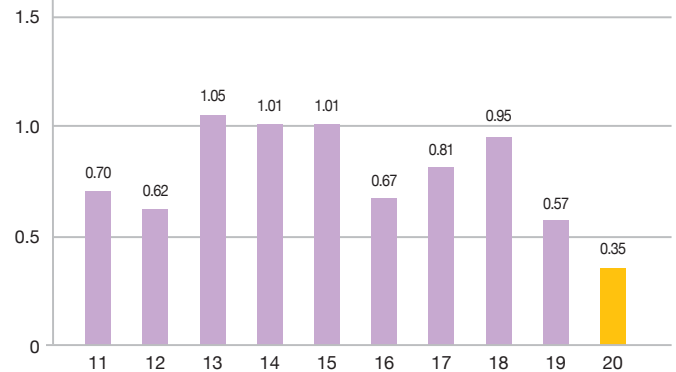
實際路面行車數目與已獲發牌之車隊數目之百分比  
The percentage of actual number of buses operated on the road to licensed bus fleet

截至年底止之車隊平均車齡  
Average age of bus fleet at the end of the year



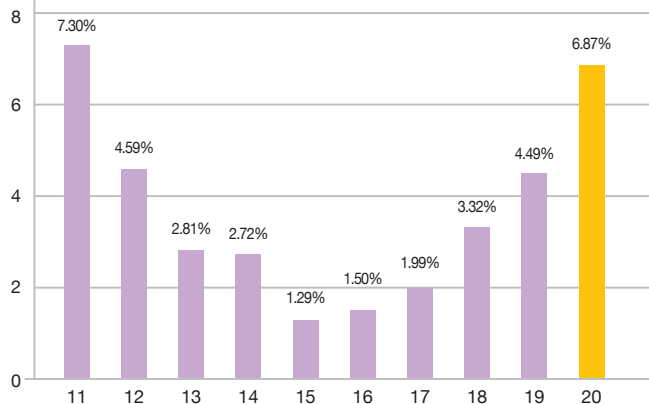
按獲發牌年份計算  
Calculated on the basis of year of licensing

全年平均每次車輛檢查時察覺的損壞數目  
Average number of bus defects per vehicle examination for the year



運輸署於現場檢查時察覺之損壞數目  
Number of bus defects found during spot checks by the Transport Department

全年平均之班次失誤比率  
Average percentage of lost trips for the year

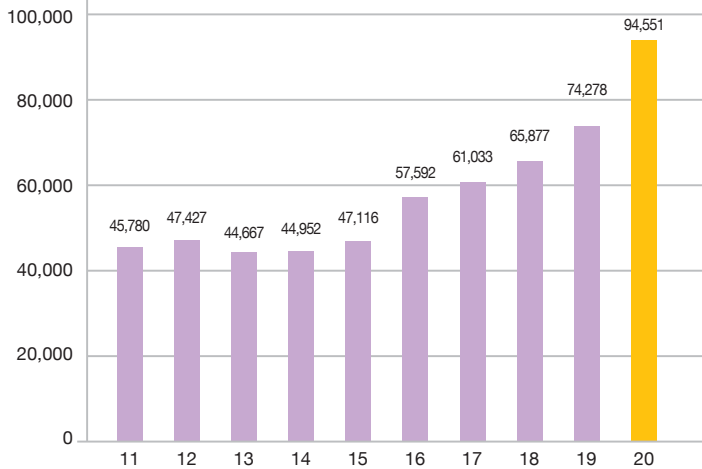


班次失誤與預定班次之百分比  
The percentage of number of lost trips to number of scheduled bus trips

附註：自2015年起，基準修訂為按個別路線每日四個時段之失誤班次計算  
Note: From 2015 onwards, basis of calculation revised to daily lost trips of individual routes in four time periods

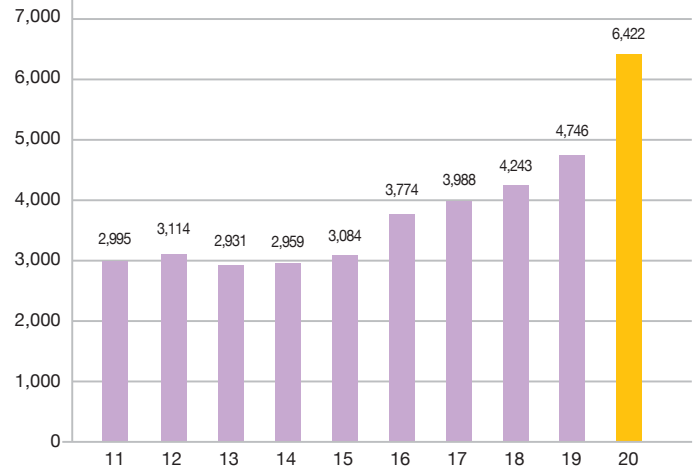


### 機械可靠性 Mechanical reliability



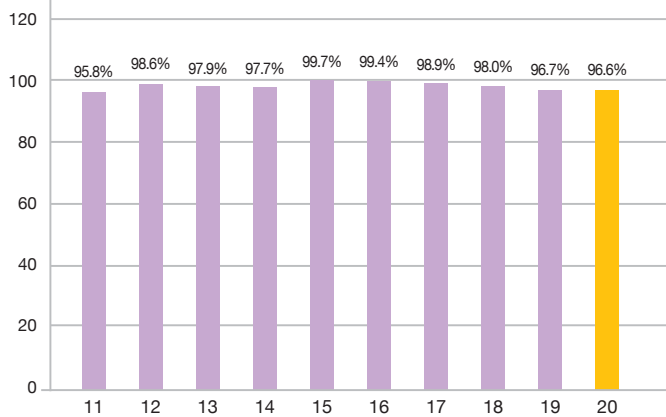
每一部巴士平均行走多少公里後才會在載客途中發生機械故障  
Average number of kilometres operated before a bus has one mechanical breakdown while passengers are on board

### 每次機械故障之全年平均班次數目 Average number of bus trips per breakdown for the year



每一部巴士平均行走多少班次後才會在載客途中發生機械故障  
Average number of trips operated before a bus has one mechanical breakdown while passengers are on board

### 車隊運作能力 Operational capability



早上繁忙時間(7時至9時)整個巴士網絡內，向繁忙方向開出之實際巴士班次與時間表預定的班次之百分比

Percentage of actual number of bus departures to scheduled number of bus departures during morning peak hours (7 am - 9 am) in the peak direction

### 全年平均牽涉傷亡的巴士意外數目(以每百萬公里計) Average number of bus accidents involving personal injuries and deaths for the year (per million vehicle/km)

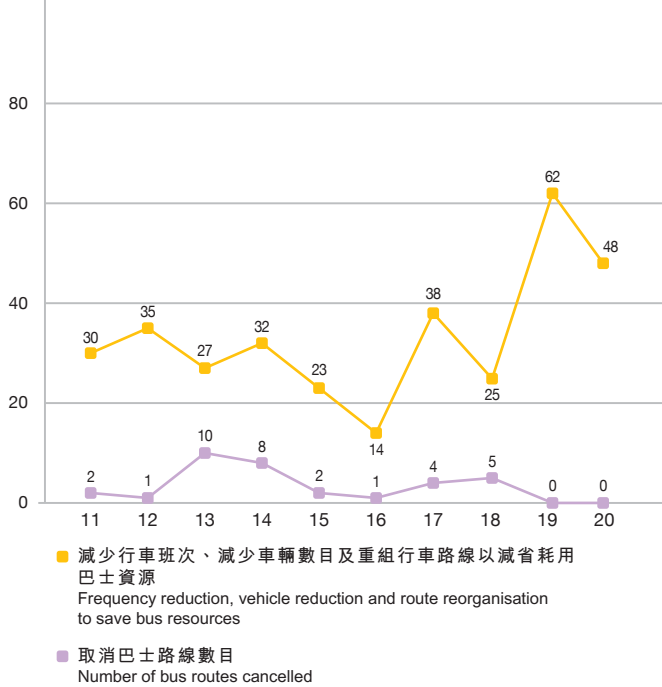


輕微意外  
Minor accidents

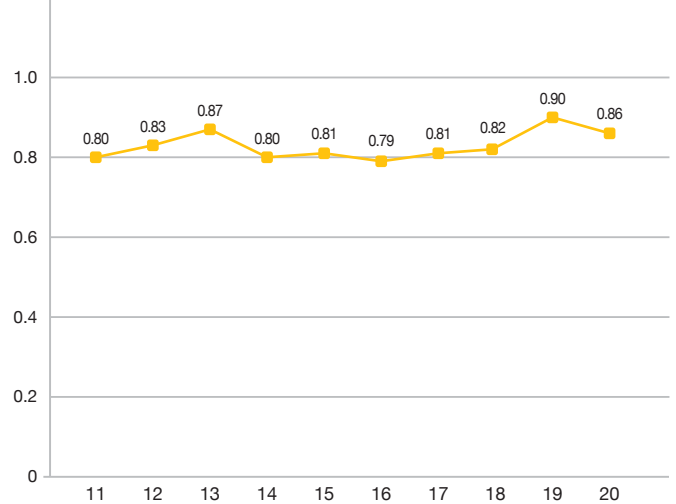
嚴重意外使傷者住院超過12小時  
Serious accidents involving hospitalisation of injured persons for more than 12 hours

致命意外  
Fatal accidents

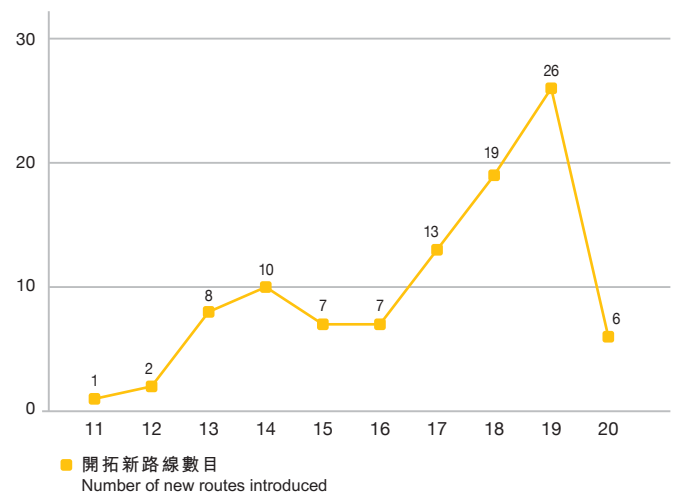
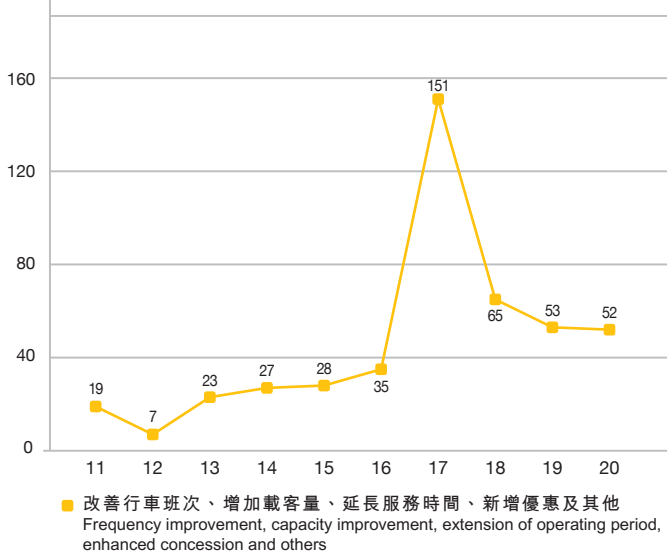
全年服務重整項目總計  
Total service rationalisation items for the year



九巴處理投訴的全年平均數目 (以每百萬人次計)  
Average number of complaints handled by KMB for the year (per million passenger trips)

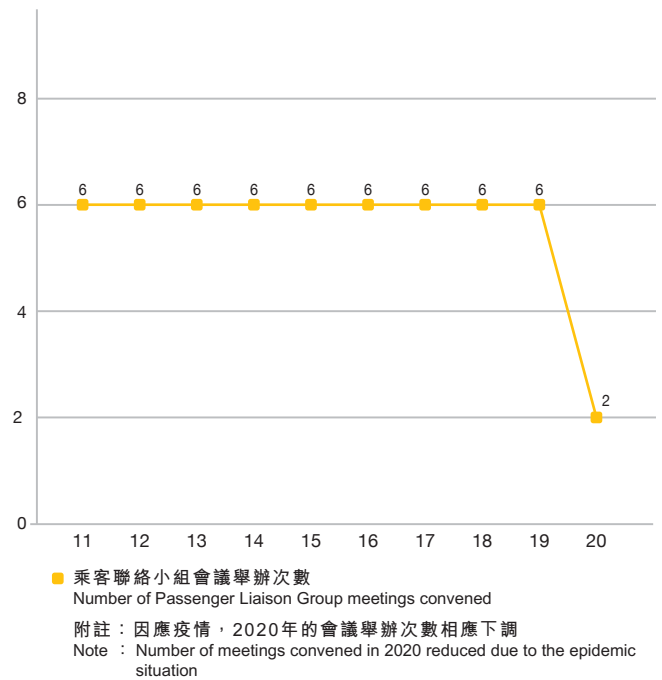
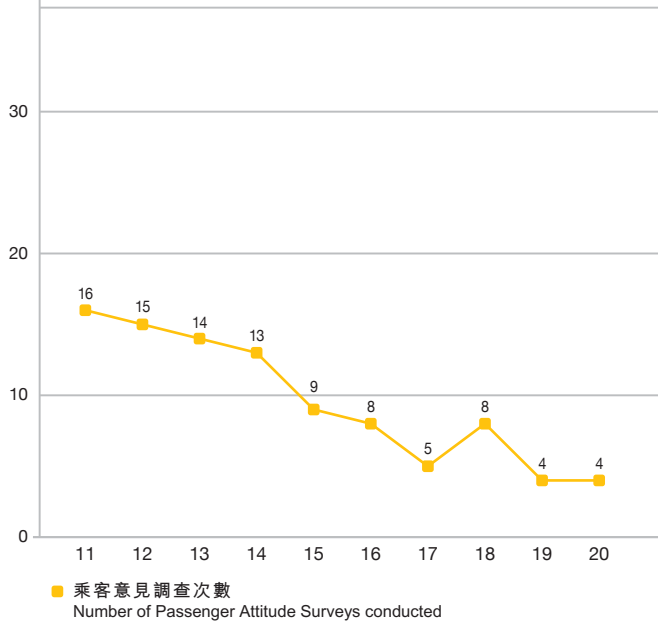


全年改善服務項目總計  
Total service improvement items for the year

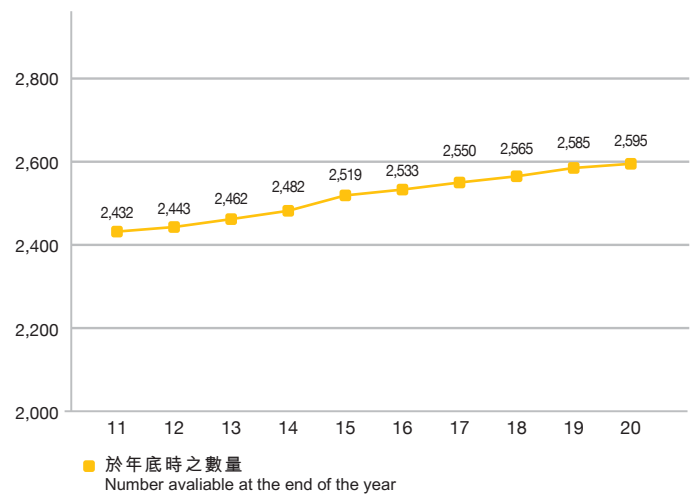
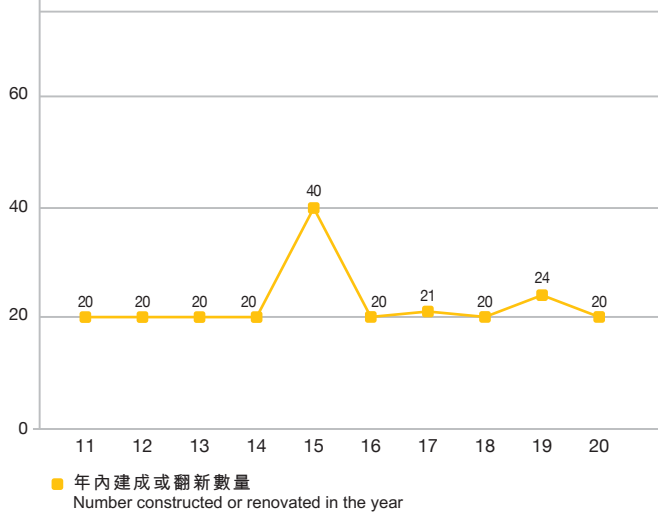




### 全年乘客聯絡計劃總計 Total Passenger Liaison Programmes for the year



### 乘客候車亭 Bus shelters





## 截至2020年12月31日止年度專營公共巴士業務之業績

	2020年 港幣千元	2019年 港幣千元
收入		
車費收入	5,307,787	6,865,817
廣告收入	251,442	223,700
其他營運收入	77	2,411
	<u>5,559,306</u>	<u>7,091,928</u>
其他收益	1,033,073	299,260
	<u>6,592,379</u>	<u>7,391,188</u>
營運成本		
員工成本	(4,009,743)	(4,117,651)
燃油	(563,828)	(823,515)
零件	(182,412)	(195,374)
隧道費	(234,546)	(273,549)
專營巴士豁免隧道費基金	(170,723)	(170,057)
折舊	(865,019)	(836,930)
其他經營成本	(505,434)	(555,563)
	<u>(6,531,705)</u>	<u>(6,972,639)</u>
經營盈利	60,674	418,549
融資成本	(26,808)	(32,114)
除稅前盈利	<u>33,866</u>	<u>386,435</u>
所得稅抵免/(支出)	177,588	(63,428)
專營公共巴士業務之除稅後盈利	<u>211,454</u>	<u>323,007</u>
於12月31日之專營巴士豁免隧道費基金結餘 (附註 1)	<u>343,700</u>	<u>170,559</u>
於12月31日之乘客回饋累計結餘 (附註 2)	<u>4,959</u>	<u>5,541</u>

附註：

- 政府宣布於2019年2月17日起，所有專營巴士在使用政府隧道及道路時均可獲豁免收費。不過，專營巴士營辦商須將相等於節省的隧道費金額設立相關基金，稱為「專營巴士豁免隧道費基金」，該基金將用於減低未來車費的加價幅度。此外，與其他專營巴士營辦商合辦的路線並根據票價調整機制上調巴士票價所產生的額外車費收入，均須撥入「專營巴士豁免隧道費基金」。
- 根據現時當局在審批巴士票價調整的申請時所採用修改後的「經修訂的考慮多方面因素做法」，一個專營巴士營辦商在某年度獲得的回報率若超過按其固定資產平均淨值計算的指定觸發回報率，其高於指定觸發回報率的50%將會與乘客分享，以紓緩日後車費加價壓力，及向乘客提供巴士車費優惠。該指定觸發回報率於2019年1月1日至2019年1月7日為每年9.7%，而2019年1月8日至2020年12月31日為每年8.7%。





## Results for Franchised Public Bus Operations for the year ended 31 December 2020

	2020 HK\$'000	2019 HK\$'000
Revenue		
Fare revenue	5,307,787	6,865,817
Advertising income	251,442	223,700
Other operating income	77	2,411
	<u>5,559,306</u>	<u>7,091,928</u>
Other income	1,033,073	299,260
	<u>6,592,379</u>	<u>7,391,188</u>
Operating costs		
Staff costs	(4,009,743)	(4,117,651)
Fuel and oil	(563,828)	(823,515)
Spare parts	(182,412)	(195,374)
Toll charges	(234,546)	(273,549)
Franchised Bus Toll Exemption Fund	(170,723)	(170,057)
Depreciation	(865,019)	(836,930)
Other operating expenses	(505,434)	(555,563)
	<u>(6,531,705)</u>	<u>(6,972,639)</u>
Profit from operations	60,674	418,549
Finance costs	(26,808)	(32,114)
Profit before taxation	33,866	386,435
Income tax credit /(expenses)	177,588	(63,428)
Profit after taxation from franchised public bus operations	<u>211,454</u>	<u>323,007</u>
Accumulated balance of Franchised Bus Toll Exemption Fund as at 31 December (Note 1)	<u>343,700</u>	<u>170,559</u>
Accumulated balance of passenger reward as at 31 December (Note 2)	<u>4,959</u>	<u>5,541</u>

Notes :

1. The Hong Kong Special Administration Region Government has announced that with effect from 17 February 2019, all franchised buses are exempted from paying toll when using the Government tunnels and roads. However, each franchised bus operator is required to spend an equivalent amount of the toll saved to set up its own dedicated account known as the "Franchised Bus Toll Exemption Fund" in which the fund will normally be used to lower the magnitude of future fare increases. In addition, any additional fare revenue resulting from the increase of the bus fare on the jointly operated routes with other franchised bus operators arising from a fare adjustment is required to be paid into the Franchised Bus Toll Exemption Fund.
2. Under the revised Modified Basket of Factors (MBOF) approach, which is the existing basis for the Administration to assess bus fare adjustment applications, 50% of any return of a franchised bus operator in a given year in excess of a prescribed triggering point of return on its average net fixed assets would be shared with passengers to relieve the pressure for future fare increases and to facilitate the offer of bus fare concessions. The prescribed triggering point of return for the period from 1 January 2019 to 7 January 2019 was 9.7% per annum and that for the period from 8 January 2019 to 31 December 2020 was 8.7% per annum.

## 固定資產

	樓宇 港幣千元	其他租賃 作自用物業 (按成本列賬) 港幣千元	巴士及 其他車輛 港幣千元	在裝配中 的巴士 港幣千元	工具及 其他 港幣千元	小計 港幣千元	租賃 土地權益 港幣千元	固定資產 總額 港幣千元
<b>原值：</b>								
於2020年1月1日結存	1,154,964	7,691	10,643,529	59,324	2,998,983	14,864,491	115,102	14,979,593
添置	11,580	2,835	27,186	833,944	242,424	1,117,969	—	1,117,969
巴士轉撥	—	—	582,594	(582,594)	—	—	—	—
同系附屬公司轉撥	—	—	32,772	—	—	32,772	—	32,772
未使用資本性零件調整	—	—	—	—	(22,504)	(22,504)	—	(22,504)
出售	(820)	—	(668,821)	—	(43,687)	(713,328)	—	(713,328)
於2020年12月31日結存	<u>1,165,724</u>	<u>10,526</u>	<u>10,617,260</u>	<u>310,674</u>	<u>3,175,216</u>	<u>15,279,400</u>	<u>115,102</u>	<u>15,394,502</u>
<b>累計折舊：</b>								
於2020年1月1日結存	940,956	2,784	4,953,870	—	2,651,583	8,549,193	—	8,549,193
本年度折舊	31,858	3,268	635,232	—	194,661	865,019	—	865,019
出售項目撥回	(820)	—	(668,784)	—	(43,432)	(713,036)	—	(713,036)
於2020年12月31日結存	<u>971,994</u>	<u>6,052</u>	<u>4,920,318</u>	<u>—</u>	<u>2,802,812</u>	<u>8,701,176</u>	<u>—</u>	<u>8,701,176</u>
<b>賬面淨值：</b>								
於2020年12月31日結存	<u>193,730</u>	<u>4,474</u>	<u>5,696,942</u>	<u>310,674</u>	<u>372,404</u>	<u>6,578,224</u>	<u>115,102</u>	<u>6,693,326</u>
加：已付訂購巴士按金						42,685	—	42,685
						<u>6,620,909</u>	<u>115,102</u>	<u>6,736,011</u>
<b>賬面淨值：</b>								
於2019年12月31日結存	<u>214,008</u>	<u>4,907</u>	<u>5,689,659</u>	<u>59,324</u>	<u>347,400</u>	<u>6,315,298</u>	<u>115,102</u>	<u>6,430,400</u>
加：已付訂購巴士按金						95,147	—	95,147
						<u>6,410,445</u>	<u>115,102</u>	<u>6,525,547</u>



## Fixed Assets

	Buildings HK\$'000	Other properties leased for own use carried at cost HK\$'000	Buses and other motor vehicles HK\$'000	Buses under construction HK\$'000	Tools and others HK\$'000	Sub-total HK\$'000	Interest in leasehold land HK\$'000	Total fixed assets HK\$'000
<b>Cost:</b>								
At 1 January 2020	1,154,964	7,691	10,643,529	59,324	2,998,983	14,864,491	115,102	14,979,593
Additions	11,580	2,835	27,186	833,944	242,424	1,117,969	—	1,117,969
Transfer of buses	—	—	582,594	(582,594)	—	—	—	—
Transfer from a fellow subsidiary	—	—	32,772	—	—	32,772	—	32,772
Adjustment to capital spare parts unused	—	—	—	—	(22,504)	(22,504)	—	(22,504)
Disposals	(820)	—	(668,821)	—	(43,687)	(713,328)	—	(713,328)
At 31 December 2020	<u>1,165,724</u>	<u>10,526</u>	<u>10,617,260</u>	<u>310,674</u>	<u>3,175,216</u>	<u>15,279,400</u>	<u>115,102</u>	<u>15,394,502</u>
<b>Accumulated depreciation:</b>								
At 1 January 2020	940,956	2,784	4,953,870	—	2,651,583	8,549,193	—	8,549,193
Charge for the year	31,858	3,268	635,232	—	194,661	865,019	—	865,019
Written back on disposal	(820)	—	(668,784)	—	(43,432)	(713,036)	—	(713,036)
At 31 December 2020	<u>971,994</u>	<u>6,052</u>	<u>4,920,318</u>	<u>—</u>	<u>2,802,812</u>	<u>8,701,176</u>	<u>—</u>	<u>8,701,176</u>
<b>Net book value:</b>								
At 31 December 2020	<u>193,730</u>	<u>4,474</u>	<u>5,696,942</u>	<u>310,674</u>	<u>372,404</u>	<u>6,578,224</u>	<u>115,102</u>	<u>6,693,326</u>
Add: Deposits paid in respect of buses on order						<u>42,685</u>	<u>—</u>	<u>42,685</u>
						<u>6,620,909</u>	<u>115,102</u>	<u>6,736,011</u>
<b>Net book value:</b>								
At 31 December 2019	<u>214,008</u>	<u>4,907</u>	<u>5,689,659</u>	<u>59,324</u>	<u>347,400</u>	<u>6,315,298</u>	<u>115,102</u>	<u>6,430,400</u>
Add: Deposits paid in respect of buses on order						<u>95,147</u>	<u>—</u>	<u>95,147</u>
						<u>6,410,445</u>	<u>115,102</u>	<u>6,525,547</u>

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