

**KMB**

# 九巴透視 2022

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

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

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2022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2022年的車費收入為港幣57.749億元，較2021年的港幣62.847億元減少8.1%。車費收入減少的主要原因是第五波2019冠狀病毒病爆發，導致乘客量大幅下降。九巴於年內錄得總載客量8.054億人次(每日平均220萬人次)，較2021年的8.913億人次(每日平均240萬人次)減少9.6%。2022年的總經營成本為港幣66.594億元，較2021年的港幣66.001億元增加港幣5,930萬元或0.9%。總經營成本增加，主要原因是更換巴士和通脹導致折舊和其他營運開支上升。若不包括與2019冠狀病毒病相關的補貼港幣4.525億元(2021年為港幣110萬元)，九巴的專營公共巴士業務於2022年錄得除稅後虧損港幣4.484億元，而2021年則為除稅後盈利港幣1.049億元。

九巴一直不斷投資於最新的環保巴士。於2022年，16部新一代純電動單層巴士投入服務，電巴引入電池管理系統和水冷系統，以監察電池狀態及更有效管理電池溫度、延長電池壽命及提升效能。為配合香港2050年前實現碳中和的政策目標，九巴計劃在未來三至五年內引入500輛電動巴士，佔整體車隊的八份之一。

為建設更環保的未來，九巴致力研發可再生能源的應用，包括在車廠、巴士總站、巴士候車亭、巴士站柱及雙層巴士車頂加裝太陽能發電板。九巴推出配備太陽能薄膜的第三代太陽能巴士，太陽能發電裝置已成為新購巴士的基本裝置。

此外，九巴繼續推展「太陽能巴士站計劃」，利用太陽能推動巴士站內的照明裝置。至2022年年底，已有2,000個巴士站配備太陽能裝置，九巴亦計劃於2023年完成裝設超過30,000塊太陽能光伏發電板，以實踐新能源發展藍圖。九巴同時引入兩項創新和環保技術，以減低碳排放和耗油量，包括專門為巴士而設的環保風閘，風閘安裝在下車車門位置，有效減低空調流失；以及更換車廂照明，採用低瓦數LED燈，進一步節能減排。

九巴致力投放資源於新發展地區提供巴士服務。於年內，開辦多條新路線以進一步優化巴士網絡。為應付天水圍北、元朗及新的過渡性房屋的人口增長，於2022年10月3日開辦全新路線69號，提供全日直接穿梭元朗及天水圍的巴士服務，成為該區少數跨區專營巴士服務之一。

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 2022. It also covers various aspects of KMB's operations, financial position, services and customer relations.

KMB's fare revenue for 2022 decreased by 8.1% to HK\$5,774.9 million from HK\$6,284.7 million for 2021. The decrease was mainly due to the outbreak of the fifth wave of COVID-19, which resulted in a significant drop in bus patronage. KMB's total ridership for 2022 decreased by 9.6% to 805.4 million passenger trips (a daily average of 2.2 million passenger trips) as compared with 891.3 million passenger trips (a daily average of 2.4 million passenger trips) for 2021. Total operating expenses for 2022 amounted to HK\$6,659.4 million, an increase of HK\$59.3 million or 0.9% compared with HK\$6,600.1 million for 2021. The increase was mainly attributable to the increase in depreciation and other operating expenses as a result of bus replacement and inflation. If Covid-19-related subsidies of HK\$452.5 million (2021: HK\$1.1 million) were excluded, KMB would record a loss after taxation of HK\$448.4 million for its franchised public bus operations compared with a profit after taxation of HK\$104.9 million for 2021.

KMB has continued to invest in the latest environment-friendly buses. In 2022, a batch of 16 new-generation single-deck electric buses commenced service. They are equipped with the Battery Management System and the Water Cooling System, which help monitor the efficiency and condition of the battery and control its temperature, effectively extending the battery life cycle and improving performance. To pursue the Government policy of achieving carbon neutrality by 2050, KMB plans to introduce 500 electric buses in the coming three to five years, accounting for one-eighth of the entire bus fleet.

Dedicated to building a greener future, KMB has explored the application of renewable energy by extending the use of solar panels to depots, bus termini, bus shelters, bus poles and double-decker roofs. KMB introduced the third-generation Solar Bus with thinner panels installed on its roof. Solar panel installation has become a standard configuration for newly purchased buses.

Furthermore, KMB has continued the Solar-powered Bus Shelter Campaign, using solar energy to power up lighting devices. By the end of 2022, 2,000 bus stops were equipped with solar power equipment. KMB plans to install over 30,000 solar panels by 2023 in order to illustrate how its development blueprint for new energy would apply in practice. Moreover, KMB introduced two new innovative eco-friendly technologies to reduce carbon emissions and fuel consumption. These include wind curtains designed for buses installed at the rear exit to help prevent cooled air loss, the replacement of the existing lighting system with lower-powered LED strips to further conserve energy.

KMB is devoted to allocating resources to provide bus services in newly developed areas. During the year, KMB operated certain new services to further enrich the network. To cope with the population intake in Tin Shui Wai North and Yuen Long, and the new transitional housing, Route 69 was introduced on 3 October 2022. The route provides all-day direct service between Yuen Long and Tin Shui Wai, making it one of the few intra-district franchised bus routes in the area.



於2022年10月3日，開辦全新路線90及97號，直接穿梭將軍澳及沙田。這兩條全新路線皆途經將軍澳隧道及大老山隧道兩個重要轉車站，乘客可以在此轉乘巴士往新界東、將軍澳及東九龍。此外，為配合將軍澳—藍田隧道及將軍澳跨灣連接路的啟用，九巴於2022年12月12日，開辦三條新路線96號，290E及298X。這些服務同時更增強九巴於日出康城的網絡。

為方便乘客使用九巴巴士網絡，自2022年開始，31個轉車站已分階段進行翻新及優化工程。而巴士資訊及設施亦提升，令乘客感受暢順的轉車體驗。轉車站覆蓋龐大地區，包括北區、沙田、屯門、元朗、荃灣、青衣、九龍及過海隧道收費廣場。乘客可以受惠於九巴龐大的路線網絡，計劃更物有所值、便捷及靈活的行程。

九巴一向積極優化服務，期望為市民提供既優惠又便捷的公共巴士服務。九巴於2022年8月14日，在北區推出第三個區域性短途分段收費計劃，涵蓋5條區內路線，乘客可以低至港幣3.8元或5元的車資享受區內巴士服務。此外，九巴於2022年更推出2個月票優惠計劃，主要為「買三送一」優惠及學生專享月票「買二送一」優惠。

巴士安全是九巴的首要考慮，結合科技及人才培訓，致力為本港巴士行業訂下專業及安全新標準。九巴成立KMB Academy，以「安規為本 守紀而行」為宗旨，辦學理念強調遵循安全規範，恪守職責紀律，延續車長訓練學校及技術訓練學校多年來的專業傳承。KMB Academy開辦的「巴士維修證書課程」及「專利公共巴士駕駛證書課程」已通過香港學術及職業資歷評審局的評審，並分別獲納入「資歷名冊」第二及第三級別。

九巴與時並進，不斷加強行車安全裝置。引入的「GreenRoad」車長駕駛反饋系統，為車長提供實時駕駛反饋意見，能有效培養車長的良好駕駛習慣。九巴學院的駕駛導師亦可從「GreenRoad」中之駕駛數據分析車長之駕駛行為，從而為車長們設計及安排合適的輔助訓練，以提升他們的駕駛技術。自系統引入以來，經系統評核為「安全駕駛」級別之車長比例由2020年11月的75%提升至2022年12月的約87%。此外，九巴將一部單層巴士改裝為「安全巴士」，以提升公眾的道路安全意識。於2022年，共有180名小學

In Tseung Kwan O, Routes 90 and 97 were launched on 3 October 2022, providing direct linkages to Shatin District. The two new routes travel via two key Bus-Bus Interchanges at Tseung Kwan O Tunnel and Tate's Cairn Tunnel, where passengers can interchange to other districts in New Territories East, Tseung Kwan O and East Kowloon. Apart from this, to tie in with the opening of the Tseung Kwan O — Lam Tin Tunnel and the Cross Bay Link, KMB introduced 3 new Routes 96, 290E and 298X on 12 December 2022. The services also enhance KMB's network at LOHAS Park.

To facilitate passenger's convenience in making use of the KMB bus network, 31 Bus-Bus Interchanges have been renovated and upgraded starting from 2022 by stages. Passenger information and facilities have been enhanced for a smoother interchange experience. The Bus-Bus Interchanges cover extensive areas including North District, Shatin, Tuen Mun, Yuen Long, Tsuen Wan, Tsing Yi, Kowloon and the cross-harbour tunnel toll plazas. Passengers can benefit from KMB's extensive route network and to enjoy more valued and convenient options for flexible travel plan.

KMB continues to enhance its service by providing affordable and convenient journeys for passengers. The third "Regional Short-haul Two-way Section Fare Scheme" was launched in North District on 14 August 2022. Passengers can enjoy section fare at \$3.8/\$5.0 on five designated routes. In addition, two Monthly Pass promotion schemes, namely, the Buy-3-Get-1-Free promotion and the Student Buy-2-Get-1-Free promotion, were launched in 2022.

Safety has always been the top priority. KMB commits to setting new standards of professionalism and safety for Hong Kong's bus industry by combining technology with training. To this end, KMB has set up the KMB Academy with the motto "Mission Safety • Act with Self-discipline". The Academy emphasises the pivotal role of safety and discipline in the industry and continues to foster a culture of professionalism in the Bus Captain Training School and the Technical Training School. Both the "Certificate in Bus Maintenance" and the "Certificate in Public Bus (Franchised) Driving" offered by the KMB Academy are accredited by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications at level two and level three respectively under the qualification framework in Hong Kong.

KMB walks with the times and is on a relentless pursuit of enhancing its fleet safety equipment. The introduction of bus captain driving feedback system "GreenRoad" is proved to be effective in nurturing good driving habits of bus captains through real-time feedback on their driving performance. Meanwhile, the driving instructors of KMB Academy can better understand the driving behaviour of our bus captains by analysing the driving data in Greenroad. With the help of these data, our driving instructors can customise and arrange specific remedial training to our bus captains so as to strengthen their driving skills. Since the introduction of the system, the percentage of bus captains with safety performance of "safe driving", assessed by the system, increased from 75% in November 2020 to about 87% in December 2022. Furthermore, KMB has refitted an ordinary single decker and named it as



生參與安全巴士之活動。除在學校推廣交通安全外，九巴積極與警方合作，參與社區交通安全推廣活動。於2022年10月，九巴與警方在深水埗區進行聯合行動，提醒違泊的車主其違泊的行為對巴士及乘客構成之安全隱患，以提升他們之安全意識。

除上述措施外，九巴在2022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、將藍隧道轉車站、大老山隧道轉車站、將軍澳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、為候車月台增設編號、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11個巴士候車亭，使巴士候車亭總數於2022年年底增加至2,613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、社交平台KMB九巴專頁及車廂內和車站的電子顯示屏，亦定期向公眾宣傳道路安全及健康訊息；
- 於2,000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2,254個座位，方便長者、傷健人士及攜同幼兒的人士使用。截至2022年年底，我們已在巴士站安裝1,249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2022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：

- 香港管理專業協會頒發的「香港可持續發展獎2021/22 — 典範獎（大機構組別）」；
- 香港中華電力有限公司頒發的「創新節能企業大獎2022 — 低碳管理大獎」；
- 香港工業總會頒發的「中銀香港企業低碳環保領先大獎2021（服務業）— 銀獎」；
- 環境運動委員會頒發的「香港綠色機構認證」減廢證書 — 卓越級別及節能證書 — 卓越級別；

“Safety Bus” to promote and convey road safety messages to the general public. In 2022, a total of 180 primary students participated in the Safety Bus activity. Apart from promoting safety awareness in schools, KMB proactively collaborated with the Police to promote bus safety in the community. In October 2022, KMB worked with the Police to launch a safety promotion campaign in Sham Shui Po. The campaign was targeted to raise the safety awareness of the drivers who parked their vehicles illegally through alerting them of the impact of illegal parking on bus and its passengers.

In addition to the initiatives mentioned above, other major service enhancement measures implemented by KMB in 2022 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, Tseung Kwan O — Lam Tin Tunnel Bus-Bus Interchange, Tate’s Cairn Tunnel Bus-Bus Interchange, Tseung Kwan O Tunnel Bus-Bus Interchange and Lung Cheung Road in Wong Tai Sin. Other enhancements included prominent rooftop signs, bus interchange platform numbering system, large graphic information boards, benches, standing seats and a free Wi-Fi service;
- 11 bus shelters were constructed or extended, raising the total number of bus shelters to 2,613 at the end of 2022;
- A series of safety messages was broadcast on the Bus Stop Announcement System in Cantonese, English and Putonghua reminding passengers to hold the handrail at all times. Safety and healthy messages are also periodically conveyed via App1933, on KMB’s Facebook page and through the electronic display panels in the bus compartments and at bus stops;
- Solar panels were installed at 2,000 bus shelters to provide lighting for waiting passengers; and
- About 2,254 seats were installed at bus shelters, bus termini and interchanges for the elderly, the disabled and people with young children. By the end of 2022, 1,249 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 2022:

- Hong Kong Sustainability Award 2021/22 — Distinction Award (Large-size Organisations) from The Hong Kong Management Association;
- CLP Smart Energy Award 2022 — Carbon Management Award from the CLP Power Hong Kong Limited;
- BOCHK Corporate Environmental Leadership Awards 2021 (Services Sector) — Silver Award from the Federation of Hong Kong Industries;
- Hong Kong Green Organisation Certification — Wastewi\$e (Excellent Level) and Energywi\$e Certificate (Excellent Level) from the Environmental Campaign Committee;



- 香港社會服務聯會頒發的「商界展關懷20 Year+」標誌；
- 香港公益金頒發的「公益嘉許獎」；
- 社會投資共享基金頒發的「社會資本動力獎2022 — 標誌獎」；
- 強制性公積金計劃管理局頒發的「2021-22 積金好僱主」；
- 僱員再培訓局頒發的「人才企業嘉許計劃 — 人才企業」；
- 經濟通頒發的「健康同行夥伴計劃2022 — 傑出綠色交通服務」；
- 香港中華基督教青年會頒發的「運動友善計劃」標誌；
- 凝動香港體育基金舉辦的「《企業「一」起動》嘉許計劃 — 優秀實踐案例」；
- 香港優質顧客服務協會頒發的「智能服務獎」金獎、「傑出個人獎（熱線中心服務獎）」金獎、「2021年度客戶服務新星」；
- 香港優質顧客服務協會頒發的「同心抗疫客戶服務優質獎」銅獎；
- 《讀者文摘》頒發的「信譽品牌」2022公共交通服務組別金獎；
- 《東周刊》頒發的「環保品牌大獎2022」；及
- 《明報》網站頒發的「至醒生活品牌大獎2022」。
- 20 Years Plus Caring Company Logo from The Hong Kong Council of Social Service;
- Award of Merit from The Community Chest of Hong Kong;
- Social Capital Builder Awards 2022 — Logo Awards from the Community Investment and Inclusion Fund;
- The Good MPF Employer Award 2021-22 from the Mandatory Provident Fund Schemes Authority;
- Manpower Developer Award Scheme — Manpower Developer from the Employees Retraining Board;
- Health Partnership Awards 2022 — Outstanding Green Transportation Service from the ET Net;
- Sport-Friendly Action Decal from the Chinese YMCA of Hong Kong;
- SportsHour Company Scheme and “CO-FIT” Best Practice Showcase from the InspiringHK Sports Foundation;
- Smart Service Award — Gold Award, Individual Award (Contact Centre Service) — Gold Award, Top 5 Young Stars of the Year 2021 from the Hong Kong Association for Customer Service Excellence;
- Anti-epidemic Customer Service Excellence Award — Bronze Award from the Hong Kong Association for Customer Service Excellence;
- Reader’s Digest Trusted Brands 2022 Gold Award — Public Transport category from the Reader’s Digest;
- Eco-Brand Awards 2022 from the East Week; and
- Living Smart Awards 2022 — Smart Design from Ming Pao.

新冠疫情至今已持續三年，全球經濟前景仍未樂觀，加上本地鐵路不斷擴張，市民出行模式有所改變，以及國際油價波動等因素，巴士經營環境充滿挑戰。儘管如此，九巴仍以創新環保的科技，致力為大眾提供安全、可靠的巴士服務。

The COVID-19 pandemic has lasted for three years. Amid an uncertain global economic outlook, an expansion of the local railway network, changing public travel patterns and volatile international oil prices, the bus industry is presented with profound challenges. Nevertheless, KMB remains committed to maintaining safe and reliable transport services with innovative and eco-technologies for the public.

董事總經理

李澤昌

2023年5月30日

**Roger LEE Chak Cheong**

Managing Director

30 May 2023



## 營運及顧客服務資料一覽

### 營運資料一覽

在2013年至2022年的10年間，九巴：

- 斥資港幣83.46億元購置3,232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132條新的巴士路線；
- 建造、擴建及翻新共206個巴士候車亭；
- 加密班次和改善服務共575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：

- 於2022年，App1933進一步優化「實時預計車程」功能，程式根據交通情況，實時預計行車所需時間，協助乘客選擇最合適的出行安排。除了透過藍芽「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「茶水站」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。此外，App1933最新推出的「遊戲室」，內有超過20種小遊戲，為乘客提供全方位的體驗。club1933會員更可以透過遊戲賺取積分；
- 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；
- 為車隊裝設多項安全設施，包括在連接上層的樓梯旁邊使用透光玻璃、駕駛輔助系統、電子穩定系統、駕駛監察系統及全車座椅安全帶及扶手等，以保障乘客及車長安全；
- 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 2013 to 2022, KMB:

- added a total of 3,232 new buses, comprising those fitted with Euro V or Euro VI standard eco-friendly engines, to its bus fleet at a total cost of HK\$8,346 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 132 new bus routes;
- constructed, extended or renovated 206 bus shelters;
- improved frequencies and services on 575 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:

- In 2022, KMB further enhance the Estimated Travelling Time function on App1933. The new function estimates the journey time based on the actual traffic conditions to facilitate journey planning. In spite of receiving nearby route information at bus stops through Bluetooth Beacon signal, App1933 carries an enhanced intrinsic location-based function, enabled by "Relax Corner" feature, to provide relevant traffic conditions, weather information and bus route suggestions based on the current location of the user. Furthermore, "Game Room" of over 20 games was introduced to provide comprehensive experience to passengers, members of club1933 can even earn bonus points by playing these games;
- 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;
- equipped buses with safety facilities, including light-directing glass window alongside the staircase connecting the two decks, the Advance Driver Assistance System, the Electronic Stability Programme and the Driving Monitoring System, and all seat are equipped with seat belt and grab handles to ensure the safety of passengers and bus captains;
- 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;

- 憑着全面優化所有業務範疇的安全表現，包括巴士維修和設計提升，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2022年年底，共營辦177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；
- 除現有「八達通」卡收費系統外，全線車隊裝設多元化電子支付系統「e度啲」。系統目前支援11種非接觸式電子支付方式；
- 九巴及龍運推出全新會員計劃「club1933」，為乘客帶來全新的乘車體驗。乘客透過手機應用程式「App1933」登記入會，便可搭巴士賺積分，換取豐富會員專屬禮遇；
- 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；
- 增加配備無障礙設施的新巴士，以方便傷健人士；
- 我們的車隊採用含硫量僅0.001%的「歐盟第五代柴油」；
- 於844部巴士的上層座椅安裝安全帶。所有自2018年7月起採購的新巴士的上、下層座椅均會裝設安全帶；
- 於1,986部巴士加裝電子穩定控制系統。此系統有助減低巴士在轉彎或濕滑路面行駛時因路面打滑而引致的風險。所有自2018年7月起採購的新巴士均會裝設此系統；
- 於2,008部巴士加裝車速限制裝置。此設施有助防止巴士落斜時超速。所有自2018年7月起採購的新巴士均會裝設有關的設施；及
- 於3,867部巴士加裝泊車感應器。所有自2019年12月起採購的新巴士均會裝設有關設施。
- maintained 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 2022, a total of 177 Octopus BBI schemes were in operation;
- introduced KMB Monthly Pass to provide value-for-money services to passengers;
- in addition to the existing Octopus Smart Card System for fare payment, introduced a diversified electronic payment system in its entire fleet, supporting 11 contactless e-payment methods;
- KMB and LWB have launched the new membership scheme club1933 which is an all-new travelling experience offered to passengers. In order to join the scheme, passengers are required to register via App1933 and travel on our services to earn points for exclusive privileges;
- 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;
- added new buses with barrier-free facilities for the convenience of disabled persons;
- used “Euro V Diesel” with 0.001% sulphur content on our bus fleet;
- retrofitted 844 buses with seatbelts at the upper deck. All new buses procured from July 2018 onwards have been installed with seatbelts on all seats;
- retrofitted 1,986 buses with electronic stability control, which is a safety device for reducing the risk of bus skidding or overturning when the bus is cornering or operating on slippery road surfaces. All new buses procured from July 2018 onwards have been equipped with this device;
- retrofitted 2,008 buses with speed limiting retarder, which is a safety device for preventing speeding when the bus is travelling downhill. All new buses procured from July 2018 onwards have been equipped with this device; and
- retrofitted 3,867 buses with parking sensors. All new buses procured from December 2019 onwards have been equipped with this device.





## 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：

- 設置即時對話服務及在手機應用程式 App1933及九巴網頁引進人工智能聊天機械人「bot1933」，24小時協助乘客、解答查詢和提供資訊；
- 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；
- 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；
- 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；
- 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；
- 設置全自動電話熱線服務，以廣東話、英語及普通話，為顧客提供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；
- 於顧客服務熱線設置「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115個月票優惠站；
- 在各大專院校及大型購物中心設置約27個九巴優惠站；
- 在屯門、元朗、天水圍、北區及將軍澳/西貢區，推出區域性「雙向分段收費計劃」；

## Customer Service Information Summary

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

- introduced artificial intelligence Chatbot channel and live chat, bot1933 on the App1933 and KMB website to provide 24-hour customer assistance, respond to customer enquiries and provide information;
- organised Passenger Liaison Group meetings to gather the views of passengers and better understand their expectations;
- 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;
- 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;
- 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;
- maintained a fully-automatic telephone hotline service to provide 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;
- installed the Digital Map Passenger Enquiry System at the Customer Service Hotline 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 115 monthly pass kiosks at various bus termini;
- installed about 27 fare saver kiosks at various universities and large shopping malls;
- launched the Regional Short-haul Two-way Section Fare Scheme in Tuen Mun, Yuen Long, Tin Shui Wai, North District and Tseung Kwan O/Sai Kung;



- 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實時路面交通消息。

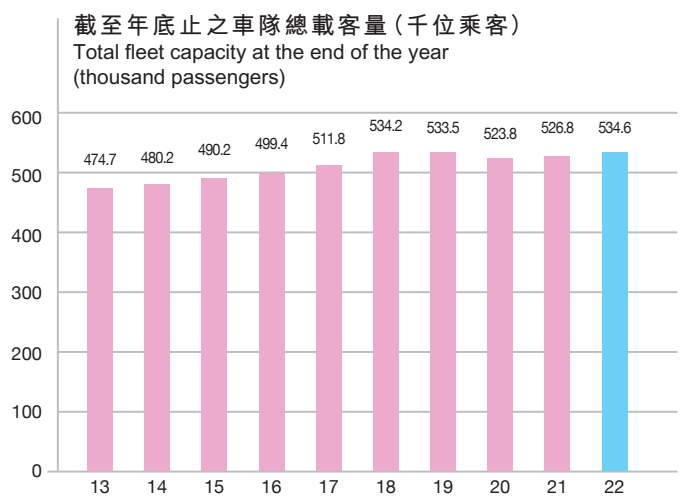
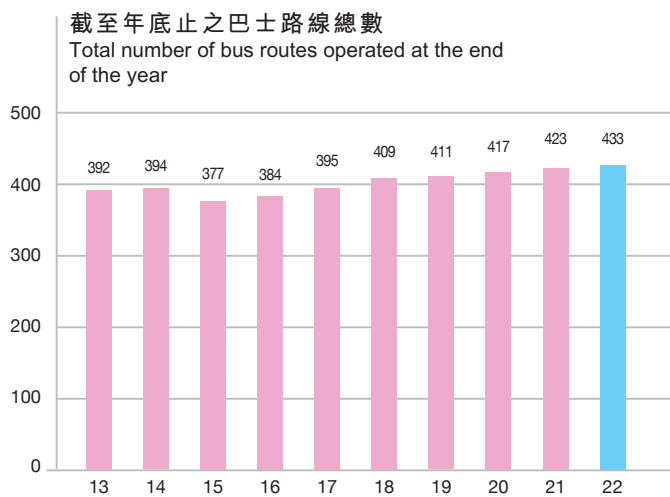
社會逐漸走出疫情的陰霾，可以預期市民出外必定會越來越頻繁。憑藉累積多年的寶貴經驗，孕育出一代又一代專業的交通運輸業人才。未來，九巴會努力不懈，繼續向前，為市民提供安全、舒適和物有所值的巴士服務。

- 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.

With society gradually stepping out of the shadow of the pandemic, people are expected to travel more often. Along with its valuable experience accumulated over the years and the generations of professional transportation talents that it has groomed, KMB will make unremitting efforts and continue to move forward to provide the public with safe, comfortable and value-for-money bus services in the future.

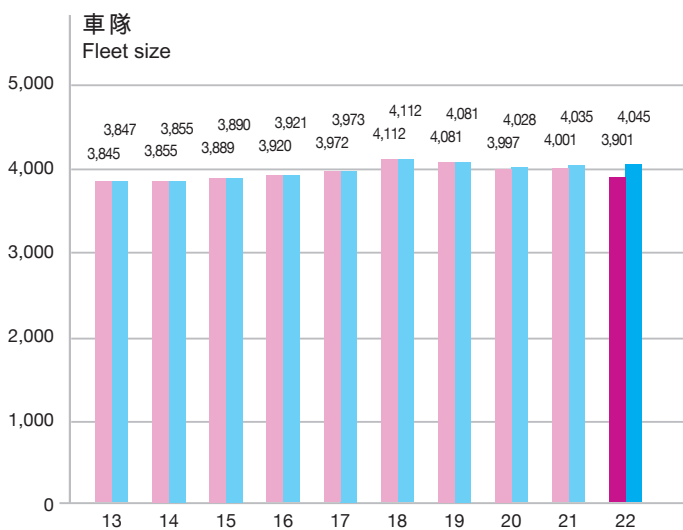


## 營運統計資料 Operational Statistical Information



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

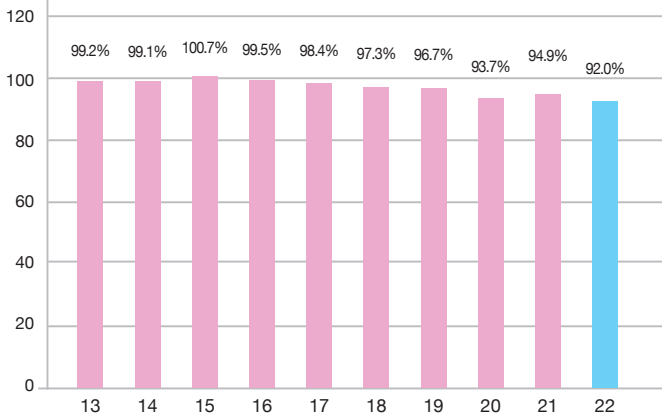
已獲發牌巴士之許可載容量  
Total authorised carrying capacity of licensed bus fleet



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

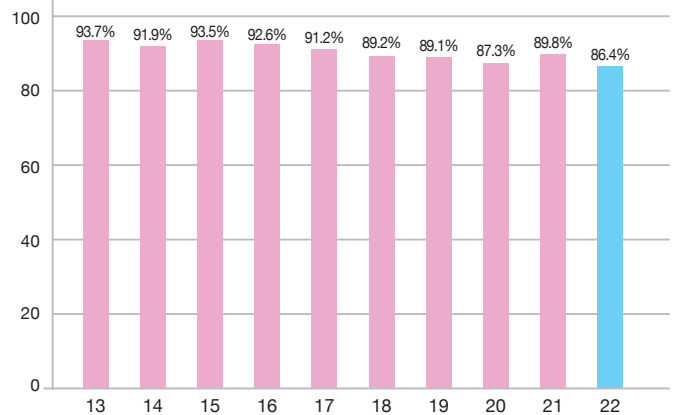
■ 截至年底止已登記之巴士數量  
Number of registered buses at the end of the year

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



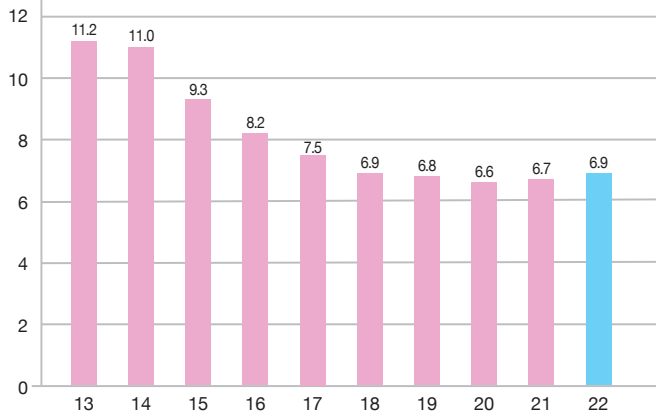
實際路面行車數目與時間表預定的行車數目之百分比  
The percentage of actual number of buses operated on the road to scheduled bus allocation

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



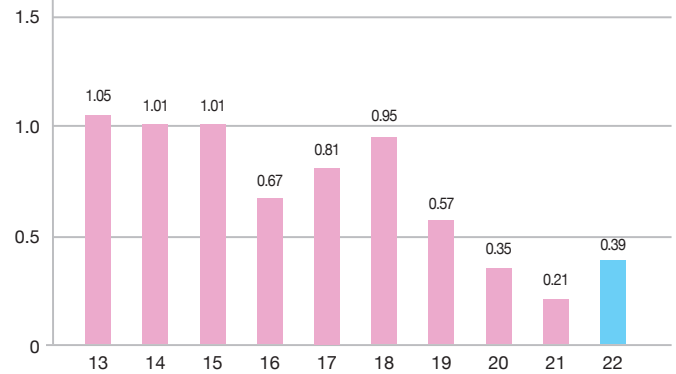
實際路面行車數目與已獲發牌之車隊數目之百分比  
The percentage of actual number of buses operated on the road to licensed bus fleet

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



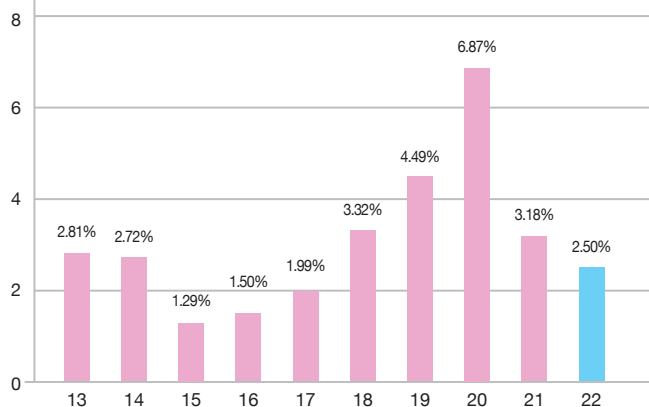
按獲發牌年份計算  
Calculated on the basis of year of licensing

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

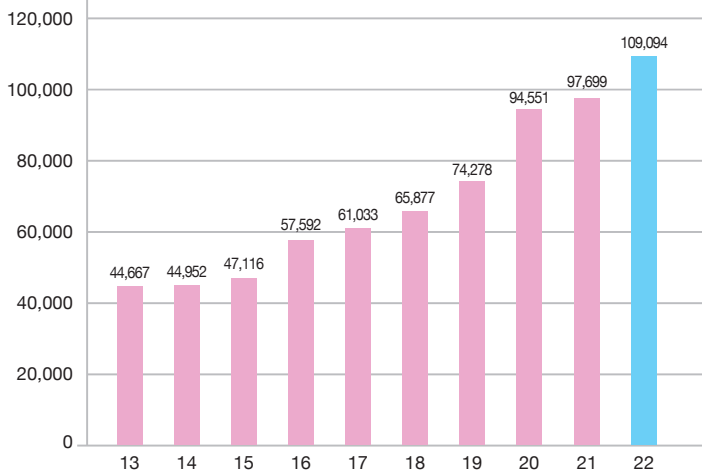


班次失誤與預定班次之百分比  
The percentage of number of lost trips to number of scheduled bus trips

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

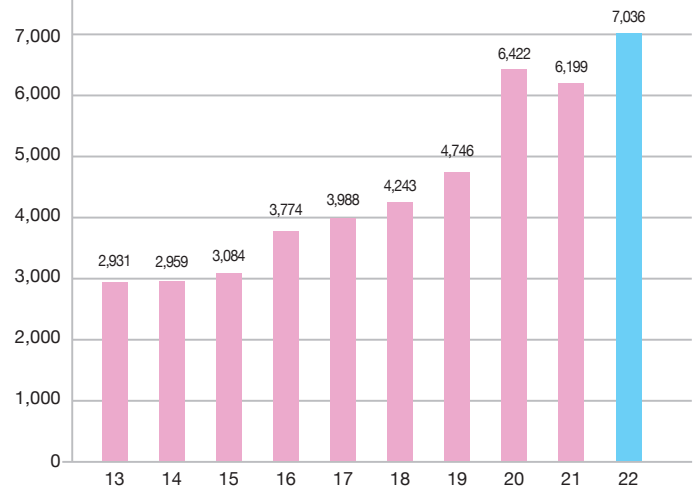


### 機械可靠性 Mechanical reliability



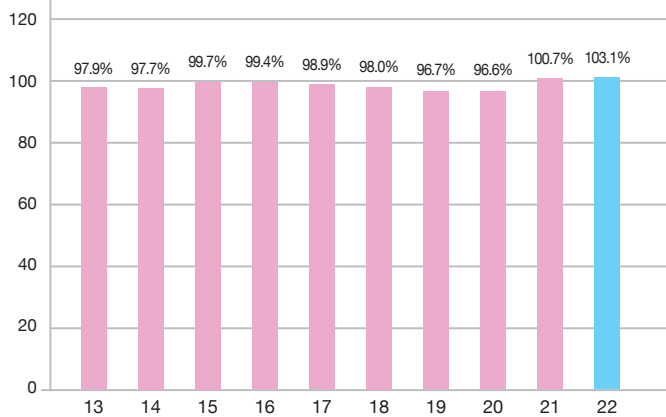
每一部巴士平均行走多少公里後才會在載客途中發生機械故障  
Average number of kilometres operated before a bus has one mechanical breakdown while passengers are on board

### 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

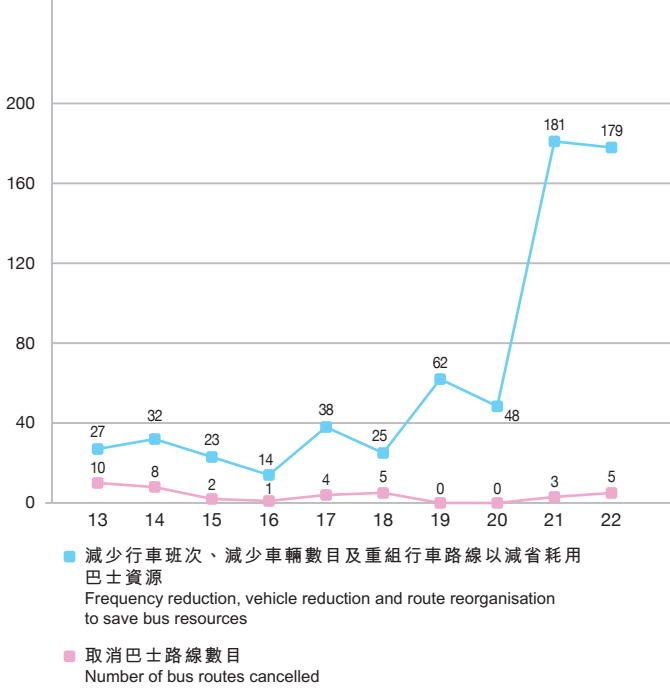
Percentage of actual number of bus departures to scheduled number of bus departures during morning peak hours (7 am - 9 am) in the peak direction

### 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)

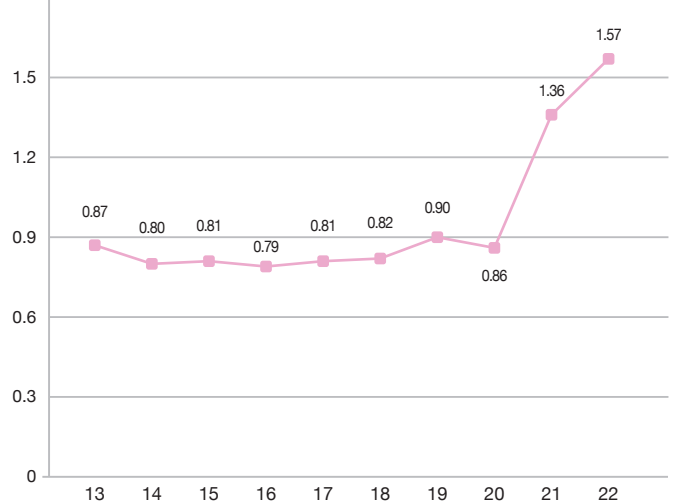


- 輕微意外  
Minor accidents
- 嚴重意外使傷者住院超過12小時  
Serious accidents involving hospitalisation of injured persons for more than 12 hours
- 致命意外  
Fatal accidents

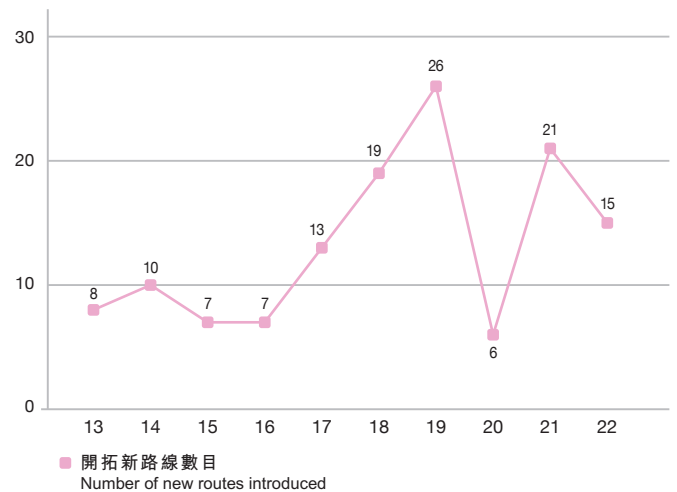
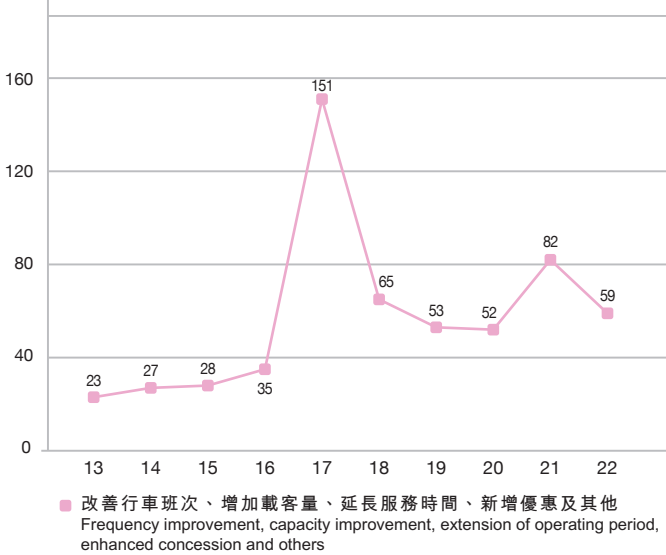
全年服務重整項目總計  
Total service rationalisation items for the year



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)

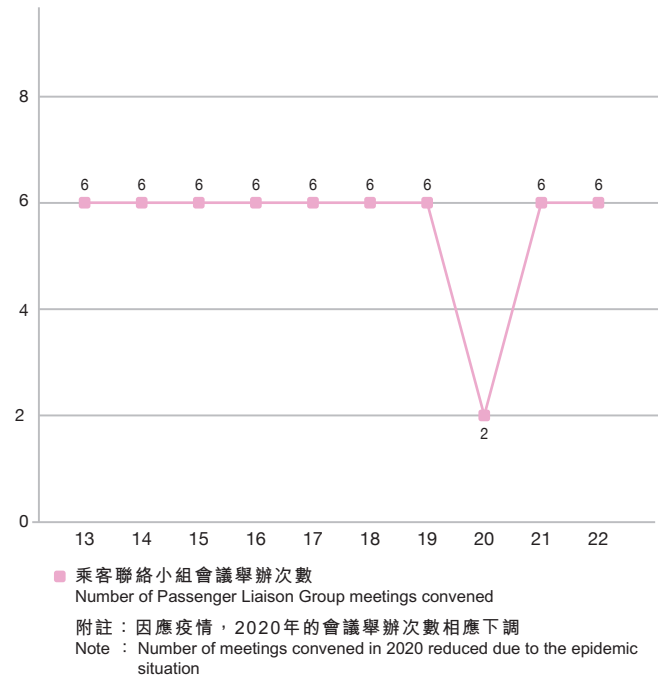
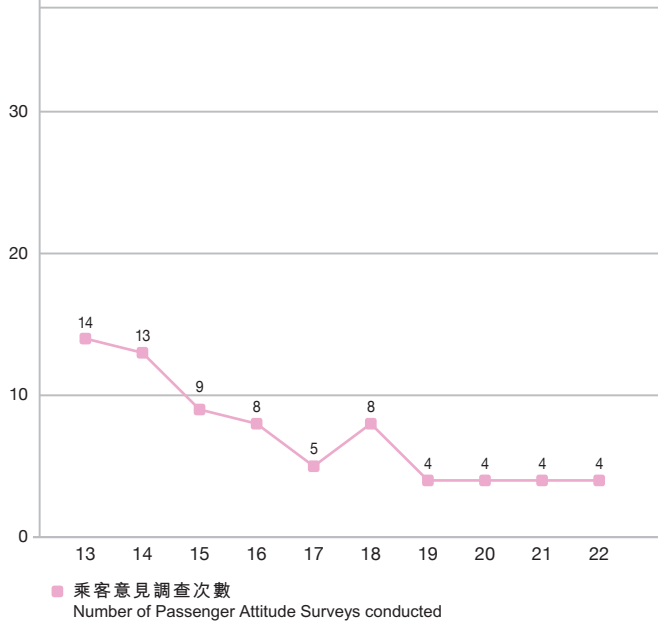


全年改善服務項目總計  
Total service improvement items for the year

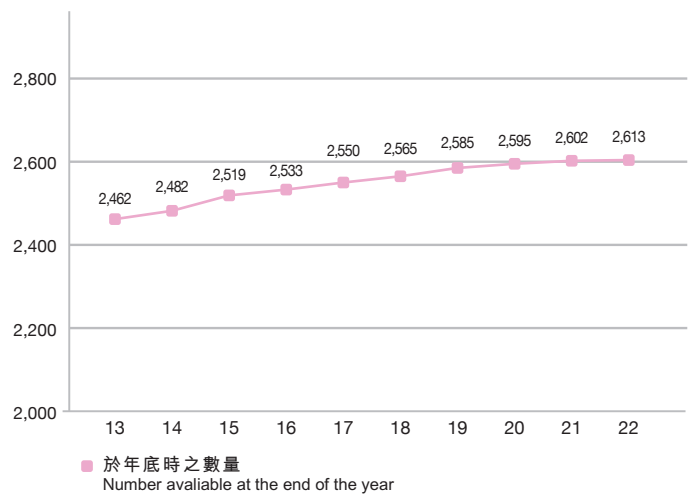
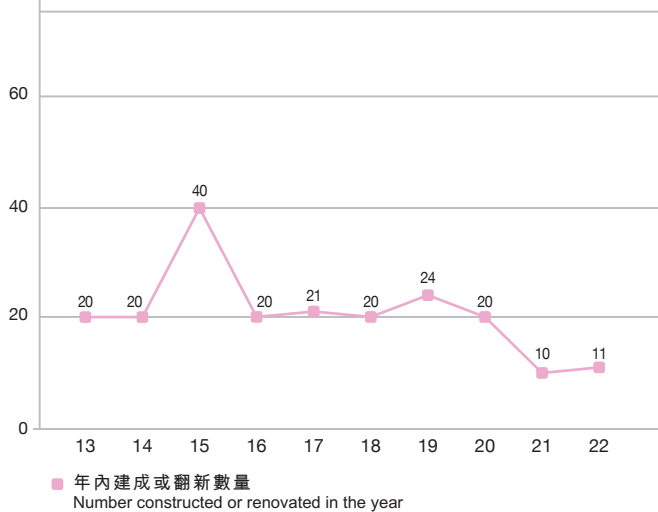




### 全年乘客聯絡計劃總計 Total Passenger Liaison Programmes for the year



### 乘客候車亭 Bus shelters





## 截至2022年12月31日止年度專營公共巴士業務之業績

	2022年 港幣千元	2021年 港幣千元
收入		
車費收入	5,774,914	6,284,726
廣告收入	260,257	323,755
其他營運收入	216	7
	<u>6,035,387</u>	<u>6,608,488</u>
其他收益 (附註 1)	120,192	130,902
	<u>6,155,579</u>	<u>6,739,390</u>
營運成本		
員工成本	(3,683,079)	(3,745,347)
燃油	(684,425)	(744,671)
零件	(200,577)	(201,628)
隧道費	(255,522)	(251,822)
專營巴士豁免隧道費基金	(129,446)	(148,662)
折舊	(1,001,668)	(898,813)
其他經營成本	(704,676)	(609,120)
	<u>(6,659,393)</u>	<u>(6,600,063)</u>
經營(虧損)/盈利	(503,814)	139,327
融資成本	(34,061)	(12,702)
除稅前(虧損)/盈利	(537,875)	126,625
所得稅抵免/(支出)	89,434	(21,713)
專營公共巴士業務之除稅後(虧損)/盈利	<u>(448,441)</u>	<u>104,912</u>
於12月31日之專營巴士豁免隧道費基金結餘 (附註 2)	<u>448,833</u>	<u>416,584</u>
於12月31日之乘客回饋累計結餘 (附註 3)	<u>-</u>	<u>-</u>

附註：

1. 不包括與2019冠狀病毒病相關的補貼港幣4.525億元(2021年為港幣110萬元)。
2. 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」。
3. 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2021年1月1日至2022年12月31日期間為每年8.7%。





## Results for Franchised Public Bus Operations for the year ended 31 December 2022

	2022 HK\$'000	2021 HK\$'000
Revenue		
Fare revenue	5,774,914	6,284,726
Advertising income	260,257	323,755
Other operating income	216	7
	<u>6,035,387</u>	<u>6,608,488</u>
Other income (Note 1)	120,192	130,902
	<u>6,155,579</u>	<u>6,739,390</u>
Operating costs		
Staff costs	(3,683,079)	(3,745,347)
Fuel and oil	(684,425)	(744,671)
Spare parts	(200,577)	(201,628)
Toll charges	(255,522)	(251,822)
Franchised Bus Toll Exemption Fund	(129,446)	(148,662)
Depreciation	(1,001,668)	(898,813)
Other operating expenses	(704,676)	(609,120)
	<u>(6,659,393)</u>	<u>(6,600,063)</u>
(Loss)/profit from operations	(503,814)	139,327
Finance costs	(34,061)	(12,702)
(Loss)/profit before taxation	<u>(537,875)</u>	<u>126,625</u>
Income tax credit/(expenses)	89,434	(21,713)
(Loss)/profit after taxation from franchised public bus operations	<u>(448,441)</u>	<u>104,912</u>
Accumulated balance of Franchised Bus Toll Exemption Fund as at 31 December (Note 2)	<u>448,833</u>	<u>416,584</u>
Accumulated balance of passenger reward as at 31 December (Note 3)	<u>-</u>	<u>-</u>

### Notes :

1. Covid-19-related subsidies of HK\$452.5 million (2021: HK\$1.1 million) were excluded.
2. 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.
3. 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 2021 to 31 December 2022 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2022年1月1日結存	1,185,901	12,887	10,544,891	372,114	3,514,572	15,630,365	115,102	15,745,467
添置	22,177	5,066	90,440	423,387	350,600	891,670	—	891,670
巴士轉撥	—	—	584,862	(584,862)	—	—	—	—
同系附屬公司轉撥	—	—	1,727	—	—	1,727	—	1,727
未使用資本性零件調整	—	—	—	—	27,758	27,758	—	27,758
出售	—	—	(420,922)	—	(51,606)	(472,528)	—	(472,528)
於2022年12月31日結存	<u>1,208,078</u>	<u>17,953</u>	<u>10,800,998</u>	<u>210,639</u>	<u>3,841,324</u>	<u>16,078,992</u>	<u>115,102</u>	<u>16,194,094</u>
<b>累計折舊：</b>								
於2022年1月1日結存	1,000,049	9,406	4,940,653	—	2,946,064	8,896,172	—	8,896,172
本年度折舊	29,860	3,434	726,321	—	242,053	1,001,668	—	1,001,668
出售項目撥回	—	—	(420,838)	—	(51,417)	(472,255)	—	(472,255)
於2022年12月31日結存	<u>1,029,909</u>	<u>12,840</u>	<u>5,246,136</u>	<u>—</u>	<u>3,136,700</u>	<u>9,425,585</u>	<u>—</u>	<u>9,425,585</u>
<b>賬面淨值：</b>								
於2022年12月31日結存	<u>178,169</u>	<u>5,113</u>	<u>5,554,862</u>	<u>210,639</u>	<u>704,624</u>	<u>6,653,407</u>	<u>115,102</u>	<u>6,768,509</u>
加：已付訂購巴士按金						21,621	—	21,621
						<u>6,675,028</u>	<u>115,102</u>	<u>6,790,130</u>
<b>賬面淨值：</b>								
於2021年12月31日結存	<u>185,852</u>	<u>3,481</u>	<u>5,604,238</u>	<u>372,114</u>	<u>568,508</u>	<u>6,734,193</u>	<u>115,102</u>	<u>6,849,295</u>
加：已付訂購巴士按金						46,863	—	46,863
						<u>6,781,056</u>	<u>115,102</u>	<u>6,896,158</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 2022	1,185,901	12,887	10,544,891	372,114	3,514,572	15,630,365	115,102	15,745,467
Additions	22,177	5,066	90,440	423,387	350,600	891,670	—	891,670
Transfer of buses	—	—	584,862	(584,862)	—	—	—	—
Transfer from a fellow subsidiary	—	—	1,727	—	—	1,727	—	1,727
Adjustment to capital spare parts unused	—	—	—	—	27,758	27,758	—	27,758
Disposals	—	—	(420,922)	—	(51,606)	(472,528)	—	(472,528)
At 31 December 2022	<u>1,208,078</u>	<u>17,953</u>	<u>10,800,998</u>	<u>210,639</u>	<u>3,841,324</u>	<u>16,078,992</u>	<u>115,102</u>	<u>16,194,094</u>
<b>Accumulated depreciation:</b>								
At 1 January 2022	1,000,049	9,406	4,940,653	—	2,946,064	8,896,172	—	8,896,172
Charge for the year	29,860	3,434	726,321	—	242,053	1,001,668	—	1,001,668
Written back on disposal	—	—	(420,838)	—	(51,417)	(472,255)	—	(472,255)
At 31 December 2022	<u>1,029,909</u>	<u>12,840</u>	<u>5,246,136</u>	<u>—</u>	<u>3,136,700</u>	<u>9,425,585</u>	<u>—</u>	<u>9,425,585</u>
<b>Net book value:</b>								
At 31 December 2022	<u>178,169</u>	<u>5,113</u>	<u>5,554,862</u>	<u>210,639</u>	<u>704,624</u>	<u>6,653,407</u>	<u>115,102</u>	<u>6,768,509</u>
Add: Deposits paid in respect of buses on order						21,621	—	21,621
						<u>6,675,028</u>	<u>115,102</u>	<u>6,790,130</u>
<b>Net book value:</b>								
At 31 December 2021	<u>185,852</u>	<u>3,481</u>	<u>5,604,238</u>	<u>372,114</u>	<u>568,508</u>	<u>6,734,193</u>	<u>115,102</u>	<u>6,849,295</u>
Add: Deposits paid in respect of buses on order						46,863	—	46,863
						<u>6,781,056</u>	<u>115,102</u>	<u>6,896,158</u>

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