



# 九巴透視 2024

## 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2024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2024年的車費收入為港幣69.493億元，較2023年的港幣67.407億元增加3.1%。車費收入增加，主要由於載客量上升，令車費收入增加所致。九巴於年內錄得總載客量9.403億人次(每日平均257萬人次)，較2023年的9.236億人次(每日平均253萬人次)增加1.8%。2024年的總經營成本為港幣71.403億元，較2023年的港幣70.604億元增加港幣7,990萬元或1.1%。總經營成本增加，主要原因是工資上升導致員工成本上升。然而，燃油價格下降導致燃油成本減少抵銷了部分升幅。因此，九巴的專營公共巴士業務於2024年錄得除稅後盈利港幣1.355億元，而2023年則為港幣2,020萬元。

九巴及龍運一直不斷投資於最新的環保巴士。截至2024年，引入82部電動巴士，當中最新型號、全港載客量最高的雙層電巴去年投入服務。年內，全港增至40條九巴路線配備電動巴士行走，覆蓋長途路線、繁忙市區街道、彎多路窄及上斜落坡路段等。在充電時間、續航力和載客量方面，已經證明電動巴士完全符合本港公共巴士服務營運環境。九巴電巴車隊已行走500萬公里，相等於減少8,000噸碳排放，為減少碳排放帶來實質貢獻。九巴正於大埔及屯門籌備興建兩座多層電巴車廠，提供850個巴士充電泊位，以配合擴展電巴車隊的營運需要。

九巴配合社會發展規劃，爭取於新發展地區服務更多乘客，於年內開辦多條新路線進一步優化巴士網絡。為應付青衣及大埔的人口增長，九巴開辦新路線49A、72K、74、271A及特別路線272P，提供巴士服務分別連接青衣及荃灣，大埔、油塘、尖沙咀及葵興。九巴亦加強連接將軍澳及九龍的巴士服務，將路線298X延伸至美孚，大幅增加平日繁忙時段的服務班次，而周六則延長其服務時間。此外，九巴開辦新路線230R，成為首條將馬灣連接九龍市區的專營巴士路線。

## 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 2024. It also covers various aspects of KMB's operations, financial position, services and customer relations.

KMB's fare revenue for 2024 increased by 3.1% to HK\$6,949.3 million from HK\$6,740.7 million for 2023. The increase was mainly due to the increase in fare revenue as a result of the increase in bus patronage. KMB's total ridership for 2024 increased by 1.8% to 940.3 million passenger trips (a daily average of 2.57 million passenger trips) as compared with 923.6 million passenger trips (a daily average of 2.53 million passenger trips) for 2023. Total operating expenses for 2024 amounted to HK\$7,140.3 million, an increase of HK\$79.9 million or 1.1% compared with HK\$7,060.4 million for 2023. The increase was mainly attributable to the increase in staff costs due to pay rises, but partly offset by decrease in fuel and oil costs as a result of the decrease in fuel price. These factors resulted in KMB reporting a profit after taxation of HK\$135.5 million for its franchised public bus operations in 2024 compared with HK\$20.2 million in 2023.

KMB and LWB have continued to invest in the latest environment-friendly buses. Among the 82 electric buses introduced, the latest electric double-deck bus model — featuring the highest passenger capacity in Hong Kong. During the year, the number of KMB routes operating electric buses in Hong Kong increased to 40, covering long-haul routes, busy urban streets, winding narrow roads, and both uphill and downhill paths. In terms of charging time, range and capacity, electric buses have proven to be well suited to the operating environment of public bus services in Hong Kong. KMB's electric bus fleet has journeyed five million kilometres, which is equivalent to a reduction of 8,000 tonnes of carbon emissions, representing a significant step towards lowering such emissions. KMB is preparing to construct two multi-storey electric bus depots in Tai Po and Tuen Mun. These depots will provide 850 bus charging bays to accommodate the expanding operational needs of the electric bus fleet.

In line with social development plans, aims to serve more passengers in newly development areas. During the year, KMB operated certain new services to further enrich the network. To cope with the population demand in Tsing Yi and Tai Po, new Routes 49A, 72K, 74, 271A and a special trip on 272P were introduced. The routes provided bus service between Tsing Yi and Tsuen Wan, Tai Po, Yau Tong, Tsim Sha Tsui and Kwai Hing. Bus service connecting Tseung Kwan O and Kowloon was also enhanced with Route 298X. The Route was extended to Mei Foo, and significantly increased its service frequency during peak hours on weekdays, with extended service hours on Saturdays. Furthermore, KMB introduced the new Route 230R, the first franchised bus route serving Ma Wan which provided direct service from urban Kowloon and Ma Wan.

為配合香園圍管制站的使用量不斷增加，九巴開辦路線B9A來往香園圍至元朗西。連同現有的路線B9及路線79K，乘客可於元朗及粉嶺站轉車站，以優惠價轉乘九巴多條路線前往市區。為方便深夜出入境的旅客，九巴開辦路線N276，便利旅客由元朗區前往新田，以接駁至落馬洲－皇崗穿梭巴士的服務。

九巴支持旅遊業發展，為旅客提供貼心的交通服務，推出「遊•九龍」旅遊路線HK1，連繫九龍區多個獨特地標及景點，包括香港故宮文化博物館、M+、黃大仙祠等，同時推出旅客日票，乘客可以一個優惠價錢在24小時內「隨上隨落」九巴和龍運逾450條路線，盡情探索香港。

作為主要公共交通服務營辦商，我們積極滿足所有出行需求。寵物主人盼望可以帶着愛寵四處遊玩，考慮到攜同寵物乘坐公共交通工具面對困難，九巴推出「寵物巴士遊」，為一眾有出行需要的主人解決乘車煩惱，讓他們在周末及假日利用服務，與寵物遊覽香港及到訪寵物友善設施。這標誌着九巴利用創新思維，成功開拓了寵物乘坐巴士服務，為經濟注入新一股「寵物消費動力」。

巴士安全是九巴的首要考慮，九巴的「預防性維護系統」，利用科技遙距全面監察車輛及各主要部件，發揮「預防勝於治療」的功能，針對地提早進行維修及保養，亦提升工作效率。在培訓人才方面，九巴學院新開辦「電動汽車維修安全認知課程」(EVE)及「電動汽車低電壓維修課程」(EVL)課程。兩個課程已獲機電工程署車輛維修技術諮詢委員會認可，不單向九巴維修人員傳授維修電動車知識，同時開放予其他業界人士報讀，為本港電動車維修業界增添合資格的維修人員，與業界攜手邁向綠色轉型。

In response to the increasing use of Heung Yuen Wai Control Point, KMB launched Route B9A to operate between the Control Point and Yuen Long West. Alongside the existing Routes B9 and 79K, where Bus-bus Interchange ("BBI") is coordinated with other KMB routes, passengers can interchange between multiple KMB routes to reach urban areas in Yuen Long and Fanling Station BBIs. To facilitate late-night boundary travel, KMB introduced Route N276 to connect passengers from Yuen Long District to San Tin for transfers to the Lok Ma Chau — Huanggang Shuttle Bus.

KMB supports the development of the tourism industry by providing thoughtful transportation services for travellers. Unveiling the "Tour @Kowloon" Recreation Route HK1, the route connects to a variety of unique landmarks and attractions in Kowloon, including the Hong Kong Palace Museum, M+, Wong Tai Sin Temple, and more. Coupled with the Tourist Day Pass, passengers can explore Hong Kong to their heart's content by "hop on, hop off" over 450 KMB and LWB routes within 24 hours at a discounted fare.

As a major public transport operator, we are committed to meeting all travel needs. Pet owners are eager to explore with their pets. Recognising the challenges of using public transport with pets, KMB launched the "Pet Bus" to address their travel needs. Pet owners could use the service on weekends and holidays to travel around the city with their pets and visit pet-friendly facilities. This demonstrates KMB's innovative thinking and success in pioneering pet bus services, fostering a new "pet-related spending momentum" in the economy.

Bus safety has always been KMB's top priority. KMB's Preventive Maintenance System, which utilises technology to remotely monitor buses and key components, gives full play to the concept of "prevention is better than cure". It enables early targeted repair and maintenance, enhancing work efficiency. On the training front, the KMB Academy launched new courses, namely the "Electric Vehicle Maintenance Safety Awareness Training Programme" ("EVE") and the "Electric Vehicle Maintenance Low Voltage Training Programme" ("EVL"). Certified by the Vehicle Maintenance Technical Advisory Committee of the Electrical and Mechanical Services Department, the two courses equip KMB's maintenance staff with knowledge of electric vehicle maintenance. They are also open to other professionals from the industry, thus increasing the number of qualified maintenance personnel for the local electric vehicle maintenance sector, with a view to joining hands with the industry to drive green transformation.





同時，我們注重車長行駛安全，九巴不斷採取措施，提升車長駕駛技術及表現，引入「GST安全及環保駕駛系統」，為車長提供實時駕駛反饋資訊，協助車長養成良好駕駛習慣及技巧。於2024年，GST系統開始利用前半個月的數據來預測車長每月最終的安全得分；在每月中旬，系統會自動進行「預防性行為」分析，除了顯示車長實際的安全分數外，也對其趨勢作出預測。預測的分數及報告能識別潛在超速及安全風險較高的車長，有助公司對車長進行適時及有效的培訓及監察。車長除了可以審視其個人表現，「GST Driver」應用程式亦會向相關車長發送通知。同時，GST Driver應用程式新增了黑點數據庫，數據庫涵蓋了五個主要駕駛範疇中的四個，包括轉彎、煞車、加速和超速，以及引擎空轉時間。車長每月首次登入應用程式時，都必須瀏覽「黑點」一頁。年內，有逾九成車長獲得最高的良好駕駛級別。

除上述措施外，九巴在2024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12個巴士候車亭，使巴士候車亭總數於2024年年底增加至2,618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。此外，九巴將一部單層巴士改裝為「安全巴士」，走訪社區及學校，以提升公眾的道路安全意識。於2024年間，共有約1,352名學童參與安全巴士之活動；

We also place great importance on the safe driving of our bus captains. KMB has been taking measures to enhance our bus captains' driving skills and performance by introducing the "GST Safe & Eco Driving System". The system provides real-time driving feedback to bus captains, helping them develop good driving habits and skills. In 2024, the GST system also began using data from the first half of the month to predict the final safety scores for bus captains. By the middle of each month, a "predictive behaviour" analysis is available, showing not only the actual scores but also their trends. The predicted scores can help identify bus captains likely to exceed limits by month-end, as well as those at higher risk, through an automated report. This enables us to pinpoint bus captains in need of further training and monitoring. The "GST Driver" app will send notifications to any bus captains identified in these categories. In addition to receiving instant feedback on his/her driving behaviour, the bus captain can also review his/her performance via the "GST Driver" app. In 2024, a blackspot database was added to the "GST Driver" app. Bus captains are required to visit the "Blackspot" page via the popup tab during their first login each month. The database covers four of the five key driving aspects: cornering, braking, accelerating and speeding, as well as idling. During the year, more than 90% of our bus captains obtained the highest level of satisfactory driving.

In addition to the initiatives mentioned above, other major service enhancement measures implemented by KMB in 2024 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;
- 12 bus shelters were constructed or extended, raising the total number of bus shelters to 2,618 at the end of 2024;
- 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. In addition, KMB has refitted an ordinary single decker and named it as "Safety Bus" to promote and convey road safety messages to the general public. In 2024, about 1,352 primary school students have visited the Safety Bus;

- 於巴士候車亭裝設太陽能發電系統，為候車乘客提供照明。至2024年年底，已有2,000個巴士站配備太陽能裝置；及
- 於巴士候車亭、巴士總站及轉車站安裝了約2,489個座位，方便長者、傷健人士及攜同幼兒的人士使用。截至2024年年底，我們已在巴士站安裝1,230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2024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：

- 環保促進會頒發的「香港綠色企業大獎2024－優越環保管理獎(企業)－銀獎」；
- 香港管理專業協會頒發的「香港可持續發展獎2024(大機構)－卓越獎」；
- 《星島新聞》及香港理工大學頒發的「ESG認證計劃2024－ESG嘉許認證」；
- 香港公益金頒發的「2023/2024年度周年頒獎典禮－公益榮譽獎」；
- 基督教家庭服務中心頒發的「企業伙伴獎」；
- 強制性公積金計劃管理局頒發的「積金好僱主5年」；
- 勞工處頒發的「好僱主約章2024」；
- 香港婦女中心協會有限公司推出「照顧者友善就業約章」；
- 香港工業總會頒發的「工業獻愛心表揚計劃2024（企業組別）－卓越關懷大獎及最具共享價值獎」；
- 《am730》頒發的「真・生活至尊品牌大獎2024－至尊可持續公共交通發展獎」；
- 賽馬會耆智園頒發的「賽馬會「智康健」腦退化檢測及社區支援計劃－支持機構」；
- 香港工業總會頒發的「中銀香港企業環保領先大獎2023－服務業銀獎、低碳承諾及環保優秀企業」；
- 《東周刊》頒發的「環保品牌大獎2024」；
- Solar panels were installed at bus shelters to provide lighting for waiting passengers. By the end of 2024, 2,000 bus stops were equipped with solar power equipment; and
- About 2,489 seats were installed at bus shelters, bus termini and interchanges for the elderly, the disabled and people with young children. By the end of 2024, 1,230 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 2024:

- Hong Kong Green Awards 2024 — Green Management Award — Corporate (Large Corporation) — Silver from the Green Council;
- Hong Kong Sustainability Award 2024 — Certificate of Excellence (Large-size Organisations) from The Hong Kong Management Association;
- ESG Commendation Awards in the Outstanding ESG Enterprises Recognition Scheme 2024 from Sing Tao News Group and The Hong Kong Polytechnic University;
- 2023/2024 Annual Presentation of Awards Ceremony — Award of Platinum from The Community Chest of Hong Kong;
- Corporate Partner Award from the Christian Family Service Centre;
- The Good MPF Employer 5 Years from the Mandatory Provident Fund Schemes Authority;
- Good Employer Charter 2024 from the Labour Department;
- Carer Friendly Employment Charter from Hong Kong Federation of Women's Centres Limited;
- Industry Cares Recognition Scheme 2024 (Enterprise Group) — Outstanding Caring Award and The Best CSV Award from the Federation of Hong Kong Industries;
- Supreme Sustainable Public Transport Service Award in True Living Supreme Brand Awards 2024 from am730;
- Jockey Club “Brain Health” Dementia Screening and Community Support Project — Supporting Organization from The Jockey Club Centre for Positive Ageing;
- BOCHK Corporate Environmental Leadership Awards 2023 — Services Sector Silver Award, Low-Carbon Commitment and Eco Challenger from the Federation of Hong Kong Industries;
- Eco-Brand Awards 2024 from East Week magazine;



- 香港中華基督教青年會頒發的「運動友善計劃」標誌；
- 環境運動委員會頒發的「香港綠色機構認證」減廢證書－良好級別；
- 香港恒生大學頒發的「第十三屆君子企業大獎－君子企業（智德）典範獎及君子企業大獎」；
- 香港優質顧客服務協會頒發的「優質顧客服務大獎：客戶顧客關懷獎金獎－「尋耆跡」計劃」及「優質顧客服務大獎：數碼服務策略獎優異獎－bot1933」；
- 《經濟通》頒發的「2023/24智慧生活夥伴大獎－傑出全人共融巴士多功能應用程式」；
- 消防處頒發的「AED睇得到用得到計劃心機構－傑出表現獎」；
- 《明報》頒發的「智醒品牌卓越大獎2024－逍遙出遊」；
- 香港社會服務聯會頒發的「商界展關懷20 Year+」標誌；
- 《讀者文摘》頒發的「信譽品牌2024公共交通服務組別金獎」；
- 香港中華廠商聯合會推出的「ESG約章」；及
- 僱員再培訓局頒發的「人才企業嘉許計劃－SuperMD 2023-28」。
- Sport-Friendly Action Decal from Chinese YMCA of Hong Kong;
- Hong Kong Green Organisation Certification — Wastewi\$e Certificate (Good Level) from the Environmental Campaign Committee;
- Junzi Corporation Award for Exemplary Business Practices with WISDOM and Junzi Corporation Award in HSUHK 13th Junzi Corporation Award from The Hang Seng University of Hong Kong;
- Customer Care Gold Award — Finding Missing and Elderly Programme Digital Service Strategy Merit Award — bot1933 in the Customer Service Excellence Award 2023 from the Hong Kong Association for Customer Service Excellence;
- Smart Living Partnership Awards 2023/24 — Outstanding All Man Kind Inclusive Multi-functional Bus App from ET Net;
- Big Heart Outstanding Performance Award in AED Anywhere for Anyone Programme from the Fire Services Department;
- Excellence in Living Smart Award 2024 — Chill Out from Ming Pao;
- 20 Years Plus Caring Company Logo from The Hong Kong Council of Social Service;
- Reader's Digest Trusted Brands 2024 Gold Award — Public Transport category from the Reader's Digest;
- ESG Pledge Scheme from The Chinese Manufacturers' Association of Hong Kong; and
- Manpower Developer Award Scheme — Super MD 2023-28 from the Employees Retraining Board.

自香港復常後，經濟活動迅速增長，帶動公共交通服務的需求增加。隨着香港特區政府提倡「無處不旅遊」，大型活動如體育賽事、文化活動、會議及展覽等紛紛回歸。本地市民及訪港旅客的出行習慣轉變之際，九巴積極地適應各種重大變化，確保巴士服務能有效地滿足大眾需求。

As Hong Kong returned to normalcy, economic activities surged with a growing demand for public transport services. Aligning with the Hong Kong SAR Government's initiative to promote "tourism is everywhere in Hong Kong", mega events made a strong comeback, spanning sports, cultural events, conventions, and exhibitions. Amid evolving travel patterns among locals and tourists, KMB proactively adapt to these significant shifts, ensuring that bus services effectively met the public demand.

董事總經理

**李澤昌**

2025年5月30日

**Roger LEE Chak Cheong**

*Managing Director*

30 May 2025

## 營運及顧客服務資料一覽

### 營運資料一覽

在2015年至2024年的10年間，九巴：

- 斥資港幣73.68億元購置2,846部配備歐盟第五代或歐盟第六代環保引擎及電動的新巴士；
- 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140條新的巴士路線；
- 建造、擴建及翻新共215個巴士候車亭；
- 加密班次和改善服務共687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：

- 優化App1933「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，向乘客提供所在位置相關的交通狀況及天氣資訊。試行於App1933增設以「圖示」方式將接著到達的三班巴士班次的載客量實時顯示，供大眾參考即將抵達班次的載客情況，令行程安排更有預算。此外，App1933最新推出的「遊戲室」，內有超過30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；

## Summaries of Operational and Customer Service Information

### Operational Information Summary

In the ten years from 2015 to 2024, KMB:

- added a total of 2,846 new buses, comprising those fitted with Euro V or Euro VI standard eco-friendly engines and electric buses, to its bus fleet at a total cost of HK\$7,368 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 140 new bus routes;
- constructed, extended or renovated 215 bus shelters;
- improved frequencies and services on 687 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:

- enhanced 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 to provide relevant traffic conditions and weather information. Furthermore, App1933 add on online map-based real-time passenger counting system which show occupancy with icons for the next three coming buses on a trial basis, passenger can plan their journey conveniently. Besides, "Game Room" of over 30 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;





- 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、胎壓監測系統以及全車座椅安全帶和扶手等，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；
- 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2024年年底，所有九巴巴士路線均提供八達通巴士轉乘優惠；
- 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度嘟」。系統目前支援16種非接觸式電子支付方式；
- 九巴及龍運推出會員計劃「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之外，也可經App1933新增的eCoin Wallet功能，將積分轉換為eCoin，用於乘搭九巴及龍運巴士；
- 會員計劃club1933為會員推出配對計劃，每兩周與不同受惠團體合作，club1933會員每捐出三個eCoin，九巴除了會捐出港幣兩元，更會配對捐款數目，為不同機構的受惠群體舉辦活動或額外捐贈物資；
- 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2,500部巴士上分別安裝USB充電插座及免費Wi-Fi設備；
- 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, the Driving Monitoring System and the Tyre Pressure 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;
- 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 2024, all KMB bus services are provided with BBI discount;
- 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 16 contactless e-payment methods;
- KMB and LWB have launched the 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 not only to earn points for exclusive privileges by travel on our services but also to exchange points into eCoin through the new function of eCoin Wallet which can be used in travelling on KMB and LWB buses;
- launched the "Donation Matching Scheme" for club1933. Under the matching scheme, for every three eCoins donated by club1933 members to an organisation, KMB will not only contribute HK\$2.0 on their behalf but also organise additional activities or donate supplies to the groups supported by these organisations;
- 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 2,500 buses respectively;

- 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1,161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2,738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2,761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；
- 於4,010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；及
- 試行於車廂安裝「上層尚餘座位顯示屏」來顯示上層可用座位的數量。
- 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 1,161 buses with seatbelts at the upper deck. All new buses procured from July 2018 onwards have been installed with seatbelts on all seats;
- retrofitted 2,738 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 2,761 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;
- retrofitted 4,010 buses with parking sensors. All new buses procured from December 2019 onwards have been equipped with this device; and
- installed On-board Occupancy Display in the compartment to indicate the number of available seats on the upper deck on a trial basis.



## 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；
- 在九巴網站(www.kmb.hk)推出地圖版「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；
- 為提升搭乘體驗，乘客可於bot1933直接報失及追蹤個案進展，當失物一經確認，顧客可於bot1933預約親身取回時間或經由設於35個巴士總站的智能自助櫃取回；
- 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旅客日票查詢、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；
- 營運九巴顧客服務中心，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；

## Customer Service Information Summary

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

- introduced an artificial intelligence Chatbot channel, 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;
- 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;
- allowed passengers to report or trace lost items on bot1933 directly to enhance their riding experience. Customers can make an appointment on bot1933 as well as retrieve lost items or collect them through the self-lockers, which are located at 35 bus termini;
- 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 the Customer Services Hotline for handling Tourist Day Pass enquiries, 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, launched a Short Message Service ("SMS") facility to provide bus route information via text and digital map formats;
- operated 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;

- 在落馬洲設立票務處，提供八達通服務及巴士路線資料；
  - 在各巴士總站及教育機構設置約51個月票優惠站；
  - 在各大專院校及大型購物中心設置約41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」；及
  - 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。
- set up a Ticketing Office at Lok Ma Chau, at which Octopus services and bus route information are available;
  - installed about 51 monthly pass kiosks at various bus termini and educational institutes;
  - installed about 41 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; and
  - 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.

九巴致力以物有所值的服務、覆蓋全面的巴士網絡和創新環保的科技，為大眾提供巴士服務，讓他們擁有最佳的出行體驗。

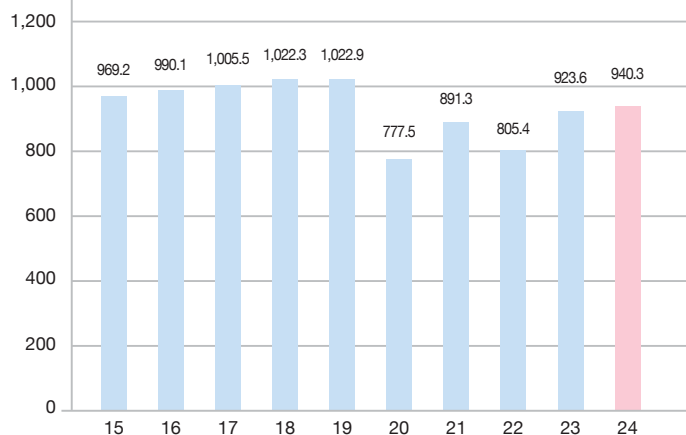
KMB is committed to providing value-for-money public bus services, ensuring the best travel experience through its comprehensive bus service network, innovative measures and eco-friendly technologies.



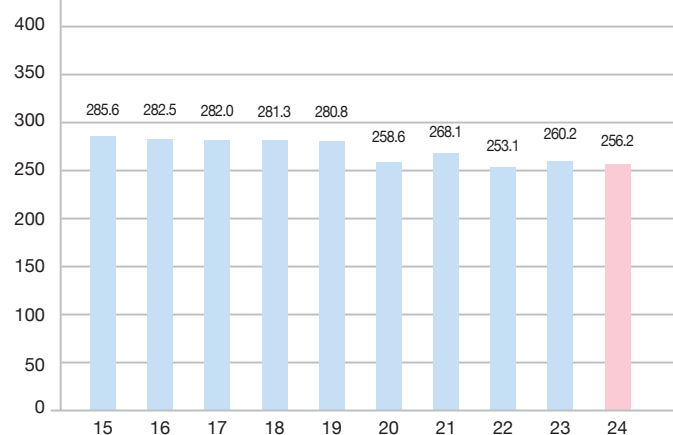


## 營運統計資料 Operational Statistical Information

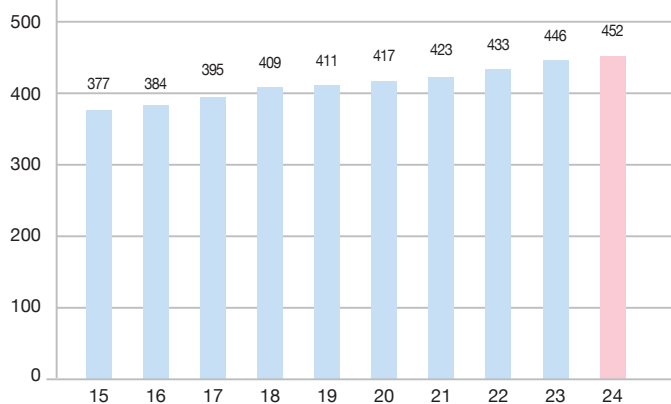
全年乘客人次總數 (百萬人次計)  
Total number of passengers carried for the year  
(million passenger trips)



全年巴士行車里數 (百萬公里計)  
Bus kilometres operated for the year (million km)

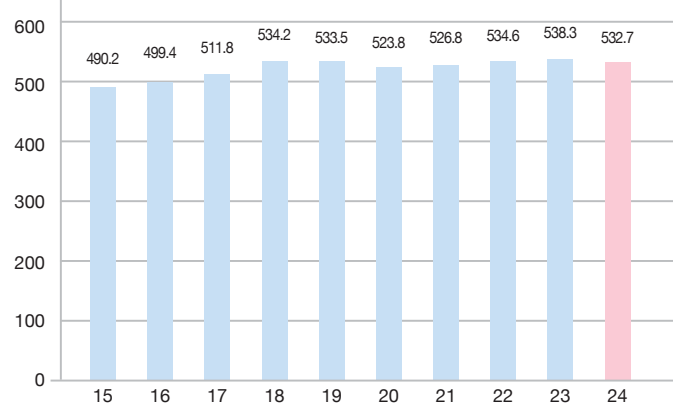


截至年底止之巴士路線總數  
Total number of bus routes operated at the end  
of the year



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

截至年底止之車隊總載客量 (千位乘客)  
Total fleet capacity at the end of the year  
(thousand passengers)



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

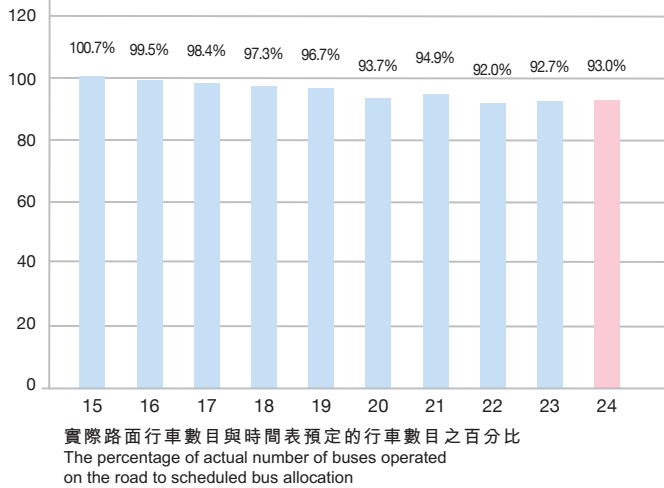
車隊  
Fleet size



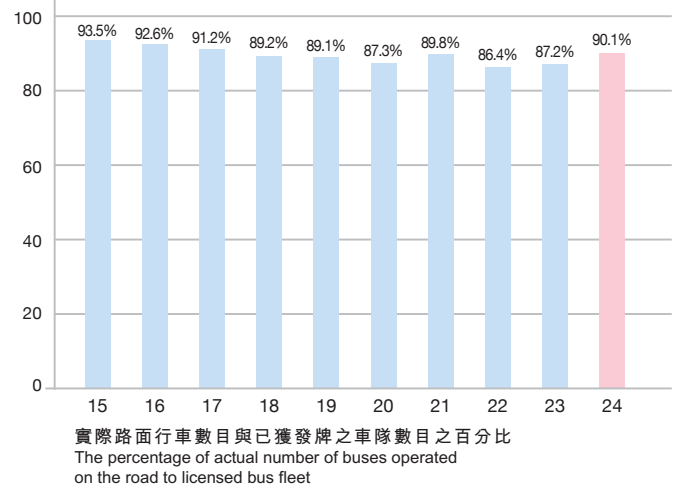
■ 截至年底止已獲發牌之巴士數量  
Number of licensed buses at the end of the year

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

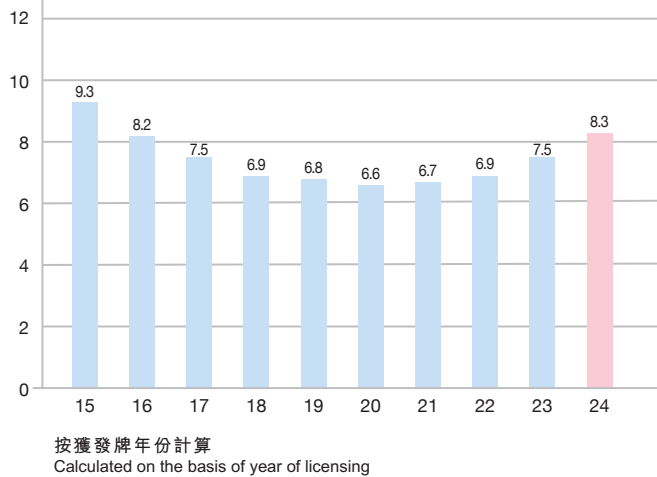
全年平均之時間表的成效  
Average achievement of schedule for the year



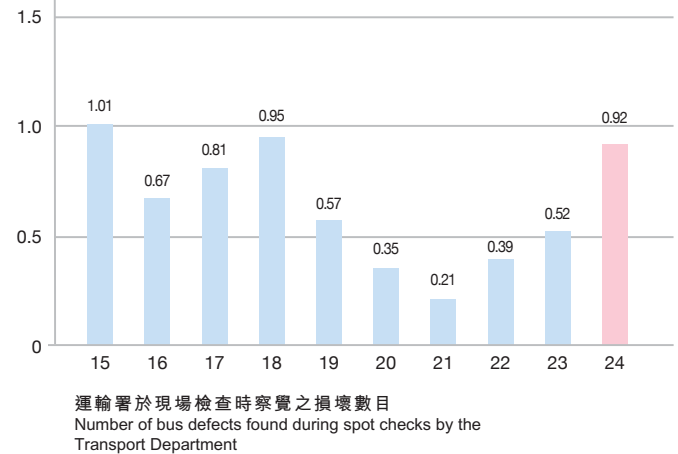
全年平均之車隊運用比率  
Average fleet utilisation for the year



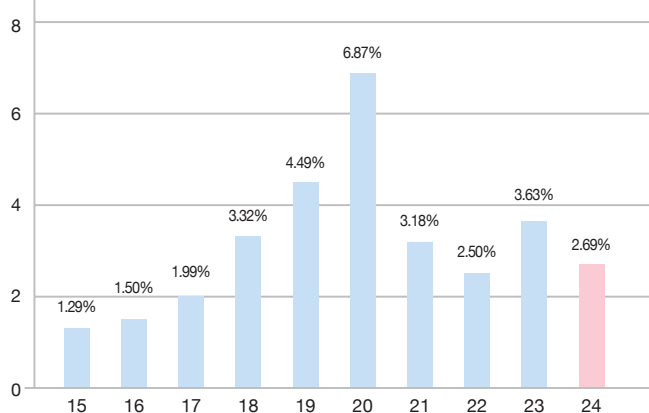
截至年底止之車隊平均車齡  
Average age of bus fleet at the end of the year



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



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

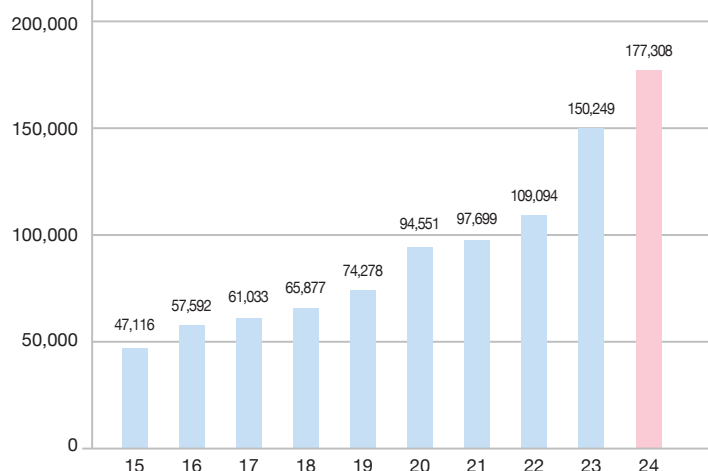


班次失誤與預定班次之百分比  
The percentage of number of lost trips to number of scheduled bus trips

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

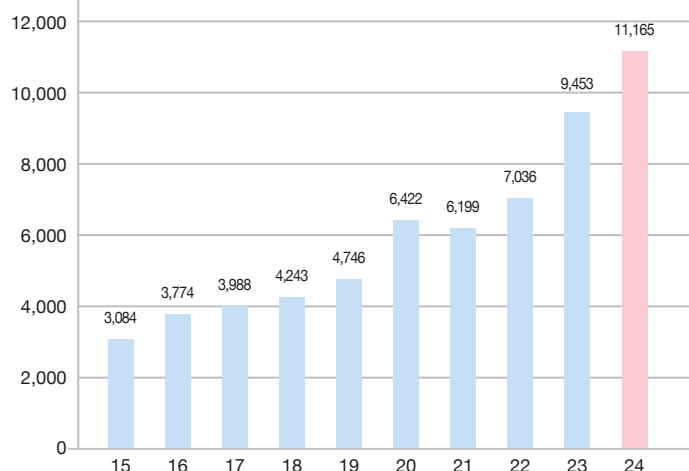


### 機械可靠性 Mechanical reliability



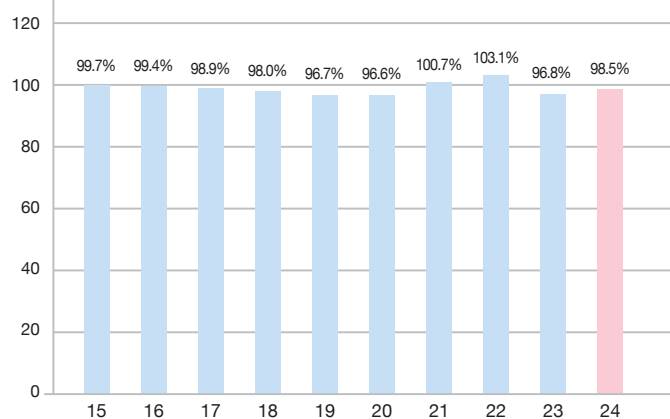
每一部巴士平均行走多少公里後才會在載客途中發生機械故障  
Average number of kilometres operated before a bus has one mechanical breakdown while passengers are on board

### 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

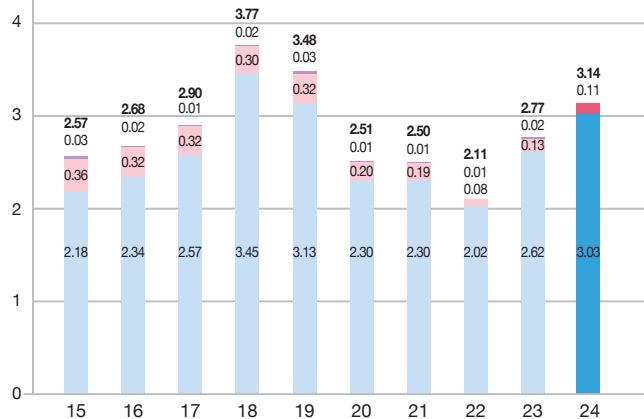
### 車隊運作能力 Operational capability



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)



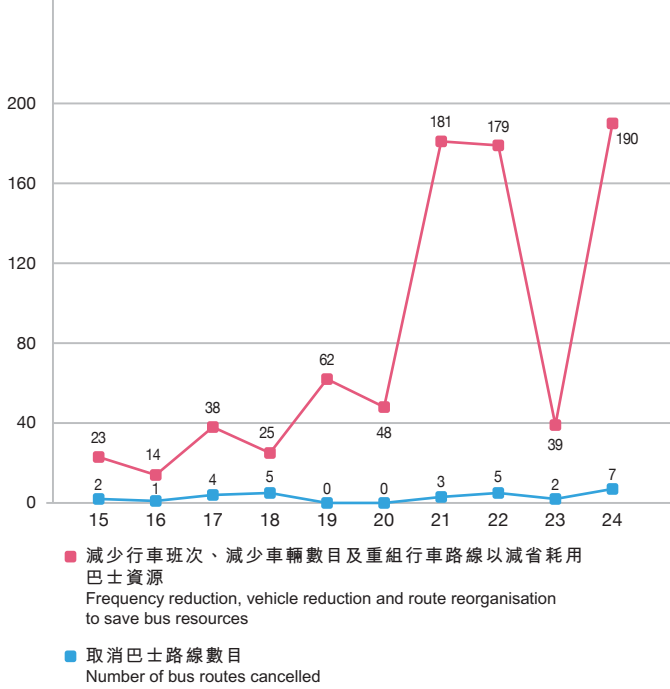
輕微意外  
Minor accidents

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

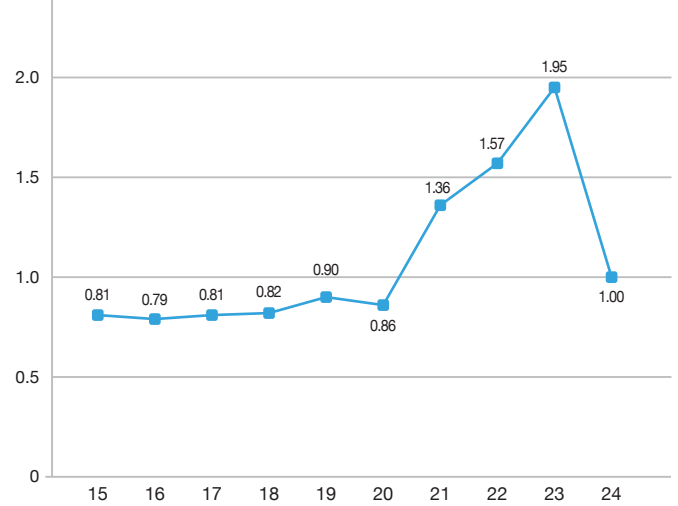
### 全年服務重整項目總計

Total service rationalisation items for the year



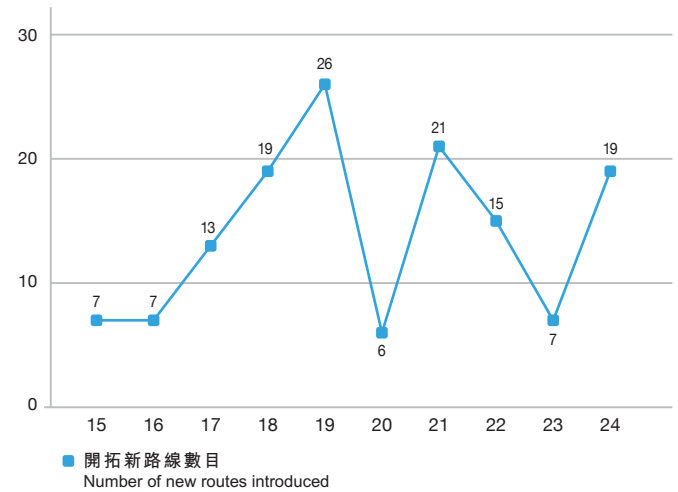
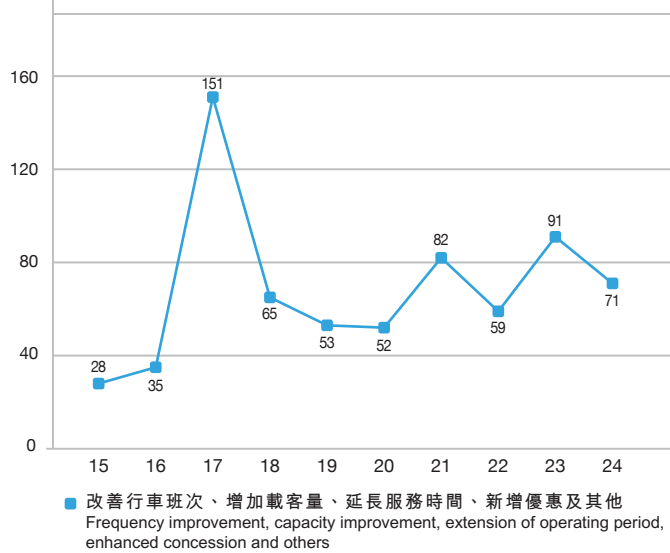
### 九巴處理投訴的全年平均數目 (以每百萬人次計)

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

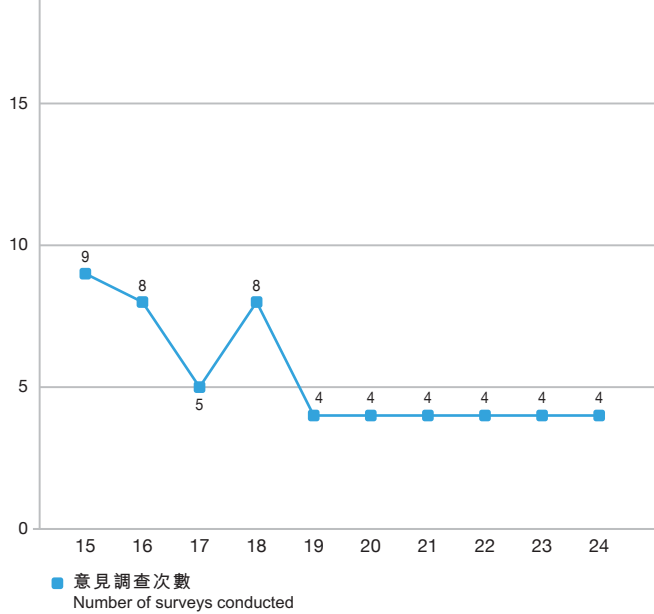






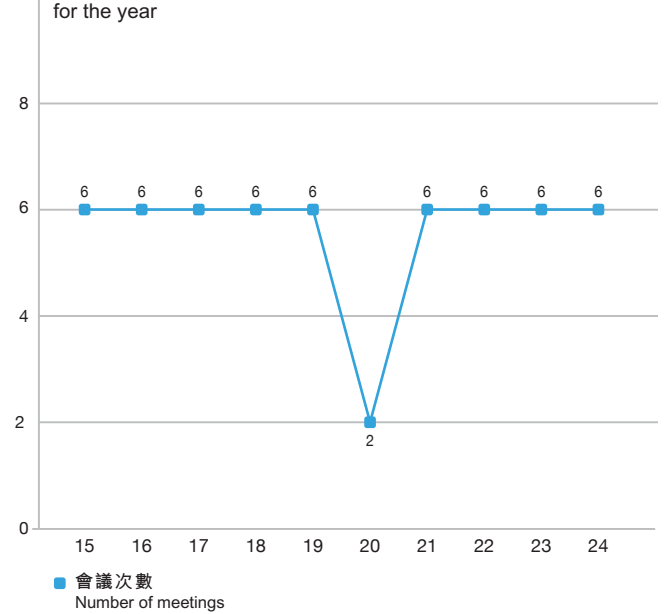
### 全年乘客意見調查總計

Total Passenger Attitude Surveys conducted for the year



### 全年舉辦乘客聯絡小組會議總計

Total number of Passenger Liaison Group meetings convened for the year

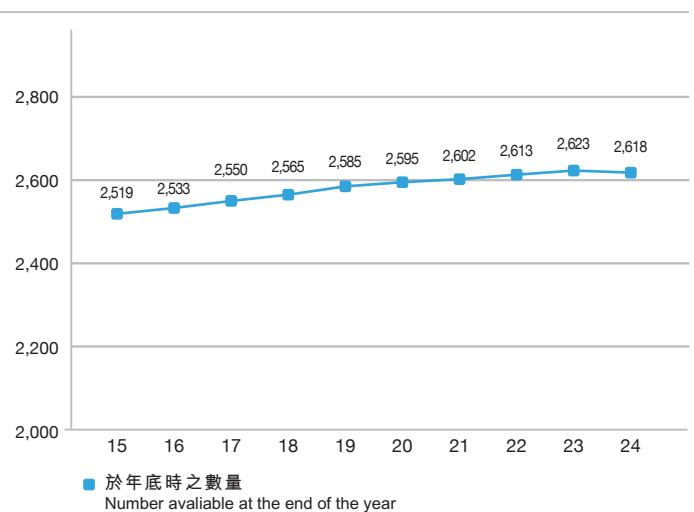
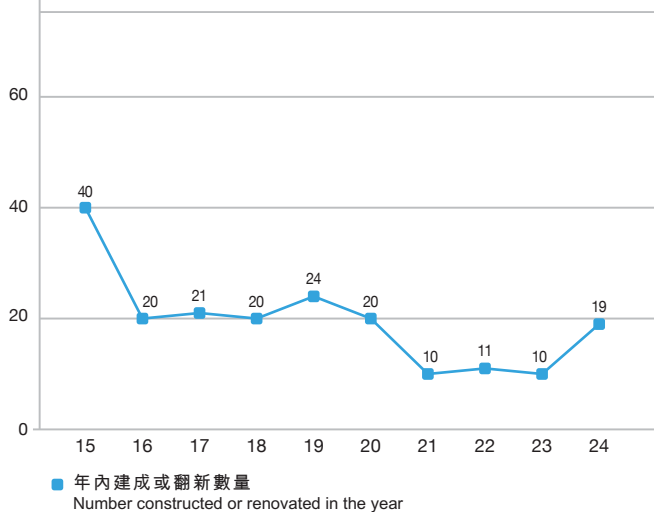


附註：因應疫情，2020年的會議舉辦次數相應下調

Note : Number of meetings convened in 2020 reduced due to the epidemic situation

### 乘客候車亭

Bus shelters



## 截至2024年12月31日止年度專營公共巴士業務之業績

|                              | 2024年<br>港幣千元      | 2023年<br>港幣千元      |
|------------------------------|--------------------|--------------------|
| 收入                           |                    |                    |
| 車費收入                         | 6,949,302          | 6,740,724          |
| 廣告收入                         | 265,157            | 289,591            |
| 其他營運收入                       | 15,317             | 981                |
|                              | <u>7,229,776</u>   | <u>7,031,296</u>   |
| 其他收益                         | 145,602            | 132,980            |
|                              | <u>7,375,378</u>   | <u>7,164,276</u>   |
| 營運成本                         |                    |                    |
| 員工成本                         | (3,991,825)        | (3,765,849)        |
| 燃油                           | (859,190)          | (947,211)          |
| 零件                           | (210,708)          | (212,109)          |
| 隧道費                          | (193,099)          | (238,583)          |
| 專營巴士豁免隧道費基金                  | (128,165)          | (148,646)          |
| 折舊                           | (1,081,427)        | (1,025,809)        |
| 其他經營成本                       | (675,924)          | (722,154)          |
|                              | <u>(7,140,338)</u> | <u>(7,060,361)</u> |
| 經營盈利                         | 235,040            | 103,915            |
| 融資成本                         | (72,533)           | (78,751)           |
| 除稅前盈利                        | <u>162,507</u>     | <u>25,164</u>      |
| 所得稅                          | (27,054)           | (4,989)            |
| 專營公共巴士業務之除稅後盈利               | <u>135,453</u>     | <u>20,175</u>      |
| 於12月31日之專營巴士豁免隧道費基金結餘 (附註 1) | <u>352,283</u>     | <u>419,063</u>     |
| 於12月31日之乘客回饋累計結餘 (附註 2)      | <u>-</u>           | <u>-</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2023年1月1日至2024年12月31日期間為每年8.7%。



## Results for Franchised Public Bus Operations for the year ended 31 December 2024

|   | 2024<br>HK\$'000   | 2023<br>HK\$'000   |
|---|--------------------|--------------------|
| Revenue   |                    |                    |
| Fare revenue  | 6,949,302          | 6,740,724          |
| Advertising income  | 265,157            | 289,591            |
| Other operating income  | 15,317             | 981                |
|   | <u>7,229,776</u>   | <u>7,031,296</u>   |
| Other income  | 145,602            | 132,980            |
|   | <u>7,375,378</u>   | <u>7,164,276</u>   |
| Operating costs   |                    |                    |
| Staff costs   | (3,991,825)        | (3,765,849)        |
| Fuel and oil  | (859,190)          | (947,211)          |
| Spare parts   | (210,708)          | (212,109)          |
| Toll charges  | (193,099)          | (238,583)          |
| Franchised Bus Toll Exemption Fund  | (128,165)          | (148,646)          |
| Depreciation  | (1,081,427)        | (1,025,809)        |
| Other operating expenses  | (675,924)          | (722,154)          |
|   | <u>(7,140,338)</u> | <u>(7,060,361)</u> |
| Profit from operations  | 235,040            | 103,915            |
| Finance costs   | (72,533)           | (78,751)           |
| Profit before taxation  | <u>162,507</u>     | <u>25,164</u>      |
| Income tax  | (27,054)           | (4,989)            |
| Profit after taxation from franchised public bus operations                             | <u>135,453</u>     | <u>20,175</u>      |
| Accumulated balance of Franchised Bus Toll Exemption Fund<br>as at 31 December (Note 1) | <u>352,283</u>     | <u>419,063</u>     |
| Accumulated balance of passenger reward as at 31 December (Note 2)                      | <u>—</u>           | <u>—</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 2023 to 31 December 2024 was 8.7% per annum.

## 固定資產

|                | 樓宇<br>港幣千元 | 其他租賃<br>作自用物業<br>(按成本列賬)<br>港幣千元 | 巴士及<br>其他車輛<br>港幣千元 | 在裝配中<br>的巴士<br>港幣千元 | 工具及<br>其他<br>港幣千元 | 小計<br>港幣千元 | 租賃<br>土地權益<br>港幣千元 | 固定資產<br>總額<br>港幣千元 |
|----------------|------------|----------------------------------|---------------------|---------------------|-------------------|------------|--------------------|--------------------|
| <b>原值：</b>     |            |                                  |                     |                     |                   |            |                    |                    |
| 於2024年1月1日結存   | 1,248,315  | 19,241                           | 10,981,753          | 253,569             | 3,847,485         | 16,350,363 | 115,102            | 16,465,465         |
| 添置             | 36,982     | 3,457                            | 102,397             | 178,618             | 357,311           | 678,765    | —                  | 678,765            |
| 同系附屬公司轉撥       | —          | —                                | —                   | (6,186)             | —                 | (6,186)    | —                  | (6,186)            |
| 巴士轉撥           | —          | —                                | 73,458              | (73,458)            | —                 | —          | —                  | —                  |
| 重新分類           | —          | —                                | (1,849)             | —                   | 1,849             | —          | —                  | —                  |
| 租賃修訂           | —          | (8)                              | —                   | —                   | —                 | (8)        | —                  | (8)                |
| 未使用資本性零件調整     | —          | —                                | —                   | —                   | 14,640            | 14,640     | —                  | 14,640             |
| 出售             | (69,439)   | (766)                            | (273,108)           | —                   | (105,914)         | (449,227)  | —                  | (449,227)          |
| 於2024年12月31日結存 | 1,215,858  | 21,924                           | 10,882,651          | 352,543             | 4,115,371         | 16,588,347 | 115,102            | 16,703,449         |
| <b>累計折舊：</b>   |            |                                  |                     |                     |                   |            |                    |                    |
| 於2024年1月1日結存   | 1,058,890  | 15,405                           | 5,666,627           | —                   | 2,958,355         | 9,699,277  | —                  | 9,699,277          |
| 本年度折舊          | 63,280     | 2,759                            | 736,215             | —                   | 279,173           | 1,081,427  | —                  | 1,081,427          |
| 重新分類           | —          | —                                | (400)               | —                   | 400               | —          | —                  | —                  |
| 出售項目撥回         | (69,439)   | (559)                            | (272,330)           | —                   | (105,766)         | (448,094)  | —                  | (448,094)          |
| 於2024年12月31日結存 | 1,052,731  | 17,605                           | 6,130,112           | —                   | 3,132,162         | 10,332,610 | —                  | 10,332,610         |
| <b>賬面淨值：</b>   |            |                                  |                     |                     |                   |            |                    |                    |
| 於2024年12月31日結存 | 163,127    | 4,319                            | 4,752,539           | 352,543             | 983,209           | 6,255,737  | 115,102            | 6,370,839          |
| <b>賬面淨值：</b>   |            |                                  |                     |                     |                   |            |                    |                    |
| 於2023年12月31日結存 | 189,425    | 3,836                            | 5,315,126           | 253,569             | 889,130           | 6,651,086  | 115,102            | 6,766,188          |
| 加：已付訂購巴士按金     |            |                                  |                     |                     |                   | 17,767     | —                  | 17,767             |
|                |            |                                  |                     |                     |                   | 6,668,853  | 115,102            | 6,783,955          |





## Fixed Assets

|  | Buildings<br>HK\$'000 | Other<br>properties<br>leased for<br>own use<br>at cost<br>HK\$'000 | Buses<br>and<br>other<br>motor<br>vehicles<br>HK\$'000 | Buses<br>under<br>construction<br>HK\$'000 | Tools<br>and<br>others<br>HK\$'000 | Sub-total<br>HK\$'000 | Interest in<br>leasehold<br>land<br>HK\$'000 | Total<br>fixed<br>assets<br>HK\$'000 |
|--|-----------------------|---|--|--|------------------------------------|-----------------------|--|--------------------------------------|
| <b>Cost:</b>                                       |                       |   |  |  |                                    |                       |  |                                      |
| At 1 January 2024                                  | 1,248,315             | 19,241  | 10,981,753   | 253,569                                    | 3,847,485                          | 16,350,363            | 115,102                                      | 16,465,465                           |
| Additions  | 36,982                | 3,457   | 102,397  | 178,618                                    | 357,311                            | 678,765               | —  | 678,765                              |
| Transfer to a fellow subsidiary                    | —                     | —   | —  | (6,186)                                    | —                                  | (6,186)               | —  | (6,186)                              |
| Transfer of buses                                  | —                     | —   | 73,458   | (73,458)                                   | —                                  | —                     | —  | —                                    |
| Reclassification                                   | —                     | —   | (1,849)  | —  | 1,849                              | —                     | —  | —                                    |
| Lease modification                                 | —                     | (8)   | —  | —  | —                                  | (8)                   | —  | (8)                                  |
| Adjustment to capital<br>spare parts unused        | —                     | —   | —  | —  | 14,640                             | 14,640                | —  | 14,640                               |
| Disposals  | (69,439)              | (766)   | (273,108)  | —  | (105,914)                          | (449,227)             | —  | (449,227)                            |
| At 31 December 2024                                | 1,215,858             | 21,924  | 10,882,651   | 352,543                                    | 4,115,371                          | 16,588,347            | 115,102                                      | 16,703,449                           |
| <b>Accumulated depreciation:</b>                   |                       |   |  |  |                                    |                       |  |                                      |
| At 1 January 2024                                  | 1,058,890             | 15,405  | 5,666,627  | —  | 2,958,355                          | 9,699,277             | —  | 9,699,277                            |
| Charge for the year                                | 63,280                | 2,759   | 736,215  | —  | 279,173                            | 1,081,427             | —  | 1,081,427                            |
| Reclassification                                   | —                     | —   | (400)  | —  | 400                                | —                     | —  | —                                    |
| Written back on disposal                           | (69,439)              | (559)   | (272,330)  | —  | (105,766)                          | (448,094)             | —  | (448,094)                            |
| At 31 December 2024                                | 1,052,731             | 17,605  | 6,130,112  | —  | 3,132,162                          | 10,332,610            | —  | 10,332,610                           |
| <b>Net book value:</b>                             |                       |   |  |  |                                    |                       |  |                                      |
| At 31 December 2024                                | 163,127               | 4,319   | 4,752,539  | 352,543                                    | 983,209                            | 6,255,737             | 115,102                                      | 6,370,839                            |
| <b>Net book value:</b>                             |                       |   |  |  |                                    |                       |  |                                      |
| At 31 December 2023                                | 189,425               | 3,836   | 5,315,126  | 253,569                                    | 889,130                            | 6,651,086             | 115,102                                      | 6,766,188                            |
| Add: Deposits paid in<br>respect of buses on order |                       |   |  |  |                                    | 17,767                | —  | 17,767                               |
|  |                       |   |  |  |                                    | 6,668,853             | 115,102                                      | 6,783,955                            |

香港九龍荔枝角寶輪街9號15樓

15/F, 9 Po Lun Street, Lai Chi Kok, Kowloon, Hong Kong

電話 Telephone: (852) 2786 8888

傳真 Facsimile: (852) 2745 0300

[www.kmb.hk](http://www.kmb.hk)