



九巴透視 2025 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2025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2025年的車費收入為港幣71.562億元，較2024年的港幣69.493億元增加3.0%。車費收入增加，主要來自2025年1月5日起票價上調，然而部分正面影響受載客量下降所抵銷。九巴於年內錄得總載客量9.230億人次(每日平均253萬人次)，較2024年的9.403億人次(每日平均257萬人次)減少1.8%。2025年的總經營成本為港幣70.560億元，較2024年的港幣71.403億元減少港幣8,430萬元或1.2%。總經營成本減少，主要受惠於外部有利因素，包括燃油價格下降導致燃油成本減少，以及隧道費減少。然而，這些正面影響大部分被因加薪導致上升的員工成本所抵銷。因此，九巴的專營公共巴士業務於2025年錄得除稅後盈利港幣3.693億元，而2024年則為港幣1.355億元。

旅遊業為香港經濟的重要支柱，去年香港迎來明顯的旅客增幅。九巴作為全港最大的專營巴士服務營運商，為提升旅客體驗，九巴於2025年推出全新「九巴遊香港」品牌，其首條開篷巴士路線—HK1，由尖沙咀碼頭巴士總站出發，分為日景及夜遊班次兩條路線，途經九龍多個主要地標及旅遊景點。日景班次涵蓋深水埗、黃大仙及九龍城，途經西九文化區、星光大道、花墟，以及黃大仙祠、志蓮淨苑等傳統宗教建築。夜遊班次則沿彌敦道行駛，突顯廟街夜市及旺角的繁華夜生活。旅客可於日間欣賞城市景觀，夜間則感受璀璨夜色。配合「旅客日票尊尚版」，旅客可以「一票暢遊」全港，無限次乘搭逾480條九巴及龍運路線，包括開篷巴士路線HK1。

同時，九巴加強前往西九文化區的巴士服務，將原定連接高鐵西九龍站的W4路線延伸至西九文化區，並透過路線296D及HK1加強中九龍交通連繫，以配合未來各類大型活動及節慶需求；並將連接馬灣至九龍站的路線230R擴展至尖沙咀，提升馬灣與西九文化區及其他主要市區的交通連繫。

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 2025. It also covers various aspects of KMB's operations, financial position, services and customer relations.

KMB's fare revenue for 2025 increased by 3.0% to HK\$7,156.2 million from HK\$6,949.3 million for 2024. The increase was mainly due to the fare hike that took effect on 5 January 2025, but partly offset by a decline in ridership. KMB's total ridership decreased by 1.8% to 923.0 million passenger trips (a daily average of 2.53 million passenger trips) as compared with 940.3 million passenger trips (a daily average of 2.57 million passenger trips) for 2024. Total operating expenses for 2025 amounted to HK\$7,056.0 million, a decrease of HK\$84.3 million or 1.2% compared with HK\$7,140.3 million for 2024. The decrease was driven by favourable external conditions, including a reduction in fuel and oil costs, driven by reduced fuel prices together with a decrease in toll charges, but largely offset by the increase in staff costs due to pay rises. These factors resulted in KMB reporting a profit after taxation of HK\$369.3 million for its franchised public bus operations in 2025 compared with HK\$135.5 million in 2024.

Tourism is a vital pillar of Hong Kong's economy, last year saw a significant increase in visitor arrivals. As Hong Kong's largest franchised bus operator, to further enhance the tourist experience, KMB debuted its first Open-top Bus Route HK1, branded as "KMB Tour HK" in 2025. The Open-top Bus Route HK1 departs from the Star Ferry Bus Terminus, and travels via two routes. The Daytime Route operates across Sham Shui Po, Wong Tai Sin and Kowloon City, featuring iconic landmarks such as West Kowloon Cultural District, Avenue of Stars, and Flower Market, as well as Chinese religious landmarks like Wong Tai Sin Temple and Chi Lin Nunnery. The Nighttime Route travels primarily along Nathan Road, highlighting attractions such as the Night Market at Temple Street and the vibrant nightlife of Mong Kok. Tourists can experience the stunning cityscape by day and the sparkling nightscape by night aboard the Open-top Bus. Combined with the "Premium Tourist Day Pass", tourists can seamlessly navigate the city and enjoy unlimited travel on a comprehensive network of over 480 KMB and LWB bus routes, including the Open-top Bus Route HK1.

Meanwhile, KMB has strengthened the connectivity to the West Kowloon Cultural District by extending Route W4 from West Kowloon High Speed Rail Station to West Kowloon Cultural District. In addition, Routes 296D and HK1 provide daily connections across Central Kowloon. These services will be further strengthened to cater for events and festivals. KMB has also extended the service of Route 230R, which operated between Ma Wan and Kowloon Station, to serve Tsim Sha Tsui. The extension has significantly improved connectivity between Ma Wan and West Kowloon Cultural District, as well as other urban and city centres.

為配合中九龍繞道(油麻地段)正式通車，九巴開辦全新特快通勤路線33X及252S，連接新界西與九龍灣商業區及東九龍，大幅改善跨區交通效率。同時，五條原有服務屯門、元朗、天水圍及觀塘的路線由繁忙的龍翔道改經此新落成基建設施，縮短行車時間及提升整體運輸穩定性。此外，因應啟德體育園啟用，九巴開辦多條特別散場路線，連接啟德體育園與觀塘、將軍澳、荃灣、青衣、屯門、天水圍、元朗、大埔及上水，確保活動結束後觀眾能迅速及有效地疏散。

作為本港主要公共交通服務營辦商，九巴積極為寵物與主人打破出行的障礙。九巴自2024年底推出「寵物巴士團」，以受歡迎的寵物友善熱點為路線主軸，讓寵物及其主人可以探索香港更多地方，在營運首年達到近兩萬乘客人次。為更便利乘客，只於周末營運的路線升級至逢周四及周五亦提供服務。每逢節日，「寵物巴士團」亦開辦「大嶼山一日遊」及「聖誕新年•夜寵物巴士團」，分別接載乘客及寵物前往昂坪及大澳，及前往銅鑼灣、中環海濱及尖東等欣賞聖誕及新年燈飾的美景。

九巴持續營運最新的環保巴士。截至2025年，九巴營運共73部電動巴士。年內，九巴電動巴士持續應用於逾50條路線，覆蓋長途路線及繁忙市區街道等變化多端的路段，穿梭於香港的大街小巷。行駛時穩定及寧靜的車廂為乘客帶來舒適的乘車體驗，在充電時間、續航力和載客量方面，充份證明電動巴士完全符合本港公共巴士營運環境，是本港發展潔淨能源運輸的不二之選。九巴電巴車隊已行走近800萬公里，相等於減少逾11,000噸碳排放，為減少碳排放帶來實質貢獻。

九巴善用維修電動車輛的經驗，透過九巴學院設立全新電動車輛維修訓練工場，場地達機電工程署維修電動車高電壓場地的規格，提供不同電動車輛的零部件模型，供學員認識電動車輛結構及維修步驟等。同時，九巴學院正全力籌備開辦「電動車(高壓)診斷、測試及維修證書」(EVH)課程，連同現有的「電動汽車維修安全認知證書」(EVE)及「電動車(低壓)診斷、測試及維修證書」(EVL)兩個課程，九巴學院將成為全港

KMB introduced new express commuting services, Routes 33X and 252S, via the newly commissioned Central Kowloon Bypass (Yau Ma Tei Section) to connect the New Territories West with the Kowloon Bay Commercial Area and East Kowloon. Five existing routes serving Tuen Mun, Yuen Long, Tin Shui Wai and Kwun Tong were diverted from the busy Lung Cheung Road to the new infrastructure, offering commuters faster and more stable journey times. In response to the opening of Kai Tak Sports Park, KMB has introduced new special services connecting Kai Tak Sports Park with Kwun Tong, Tseung Kwan O, Tsuen Wan, Tsing Yi, Tuen Mun, Tin Shui Wai, Yuen Long, Tai Po and Sheung Shui, ensuring swift and efficient dispersal of spectators after events.

As a major public transport operator, KMB pioneered the removal of barriers to pet-friendly travel. Since the launch of the "Pet Bus Tour" at the end of 2024, routes have been curated around popular pet-friendly destinations, enabling pet owners and their furry companions to explore more of Hong Kong. In its inaugural year, the service carried nearly 20,000 passenger-trips. KMB extended services from only available at weekends to Thursdays and Fridays, providing greater flexibility. Special festive services, including the "One-Day Trip to Lantau Island" and the "Christmas and New Year Night Pet Bus Tour", took passengers and their pets to Ngong Ping and Tai O, as well as to Causeway Bay, the Central Harbourfront and Tsim Sha Tsui East to enjoy seasonal illuminations.

KMB has continued to operate the latest environment-friendly buses. In 2025, KMB operated 73 electric buses. During the year, KMB deployed the electric buses across more than 50 KMB routes, spanning long-distance services, busy urban corridors, and a variety of complex road conditions throughout Hong Kong. Their stable and quiet operation enhances passenger comfort, while performance in areas such as charging efficiency, driving range, and passenger capacity has consistently demonstrated that electric buses fully meet the operational requirements of Hong Kong's public bus network. They represent the optimal solution for the city's transition to clean-energy transportation. KMB's electric bus fleet cumulatively travelled nearly 8 million kilometres, resulting in a reduction of over 11,000 tonnes of carbon emissions. This marks a substantial and measurable contribution to Hong Kong's decarbonisation efforts.

KMB leverages its expertise in electric vehicle maintenance through the all-new Electric Vehicle Maintenance Training Workshop at the KMB Academy. The brand-new Electric Vehicle Maintenance Training Workshop has been developed in accordance with the standards of the Electrical and Mechanical Services Department for high-voltage electric vehicle maintenance workspaces. It includes component models of various electric vehicles, enabling trainees to gain hands-on experience in understanding the structure and maintenance procedures of electric vehicles. Meanwhile, the KMB Academy is also preparing for the full-scale launch of the "Certificate in Diagnosis, Testing and Maintenance of Electric Vehicles (High-Voltage)" (EVH) Programme. Together with the



首間開辦全數三級制電動車維修培訓課程的私營機構。課程不單向九巴維修人員傳授維修電動車知識，亦開放予業界人士報讀，提升本港業界維修電動車的人才發展，迎合業界需求。

除上述措施外，九巴在2025年推出提升服務水平的其他主要措施包括：

- 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。安全巴士以「停、看、聽、讓」為主題，透過車廂內的互動遊戲及視像設備，向市民，特別是小童及長者，推廣乘車安全。於2025年間，有約991名學童參與安全巴士及巴士安全講座之活動；
- 建造或擴建了13個巴士候車亭，使巴士候車亭總數於2025年年底增加至2,610個；
- 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2025年年底，已有1,874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2,467個座位，方便長者、傷健人士及攜同幼兒的人士使用。截至2025年年底，我們已在巴士站安裝1,191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2025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：

- 強制性公積金計劃管理局頒發的「積金好僱主2024-25」；
- 勞工及福利局「愛心僱主」獎章2025頒發的「第三級：殘疾共融先鋒」；
- 僱員再培訓局頒發的「人才企業嘉許計劃—SuperMD 2023-28」；
- 教育局頒發的「2024資歷架構認證（合作夥伴）—九巴學院」；

existing "Certificate in Electric Vehicle Maintenance Safety Awareness" (EVE) and "Certificate in Diagnosis, Testing and Maintenance of Electric Vehicles (Low-Voltage)" (EVL) Programmes. The KMB Academy will become the first private institution in Hong Kong to offer a comprehensive three-level electric vehicle maintenance training programme. These training programmes not only equip KMB's maintenance personnel with essential electric vehicle repair and maintenance expertise, but are also open to other industry practitioners, contributing to talent development in Hong Kong's electric vehicles maintenance sector and supporting the industry's evolving workforce needs.

In addition to the initiatives mentioned above, other major service enhancement measures implemented by KMB in 2025 include:

- Refitted an ordinary single decker and named it as "Safety Bus" to promote and convey road safety messages to the general public. The Safety Bus has been equipped with interactive safety games and video equipment on board and thus can convey the safety theme of "Stop, Look, Listen and Give Way" to the public especially the children and the elderly through its visits to schools and the community. In 2025, about 991 primary school students participated in the Safety Bus activity and bus safety talks;
- 13 bus shelters were constructed or extended, raising the total number of bus shelters to 2,610 at the end of 2025;
- Solar panels were installed at bus shelters to provide lighting for waiting passengers. By the end of 2025, 1,874 bus stops were equipped with solar power equipment; and
- About 2,467 seats were installed at bus shelters, bus termini and interchanges for the elderly, the disabled and people with young children. By the end of 2025, 1,191 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 2025:

- The Good MPF Employer 2024-2025 from the Mandatory Provident Fund Schemes Authority;
- "Caring Employer" Medal 2025 Level 3: Disability Inclusive Pioneer from The Labour and Welfare Bureau;
- Manpower Developer Award Scheme — Super MD 2023-28 from the Employees Retraining Board;
- 2024 QF in Action Achiever (Partner) — KMB Academy from the Education Bureau;

- 香港工業總會頒發的「中銀香港企業環保領先大獎2024－低碳承諾」；
- 香港工業總會頒發的「工業獻愛心表揚計劃2025（企業組別）－卓越關懷大獎及最具創意獎」；
- 《香港01》頒發的「ESG及可持續發展論壇暨頒獎禮2025－傑出ESG企業大獎」及「可持續發展企業認可證書」；
- 《星島新聞》及香港理工大學頒發的「ESG認證計劃2025－ESG嘉許認證」；
- 《東周刊》頒發的「環保品牌大獎2025」；
- 《明報》頒發的「環境、社會及企業管治成就大獎2025－卓越減炭大獎」；
- 香港中華廠商聯合會推出的「ESG約章行動2025」；
- 環境運動委員會頒發的「香港綠色機構認證－（總部）」；
- 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（總部）；
- 《am730》頒發的「真・生活至尊品牌大獎2025－至尊可持續公共交通發展獎」；
- 《經濟通》頒發的「2025智慧生活夥伴大獎－傑出公共交通人工智能應用程式」；
- 香港恒生大學第十四屆君子企業大獎頒發的「君子企業大獎」；
- 香港優質顧客服務協會頒發的「2024優質顧客服務大獎：外勤服務銀獎－顧客失物認領服務」及「熱線員服務獎－銀獎」；
- 《東周刊》頒發的「香港服務大獎2025－社會共益大獎」；
- 《明報》頒發的「智醒品牌卓越大獎2025－逍遙出遊卓越關懷顧客服務大獎」；
- 基督教家庭服務中心頒發的「企業伙伴獎」及「義工嘉許禮2025－社區關愛大獎」；
- BOCHK Corporate Low-Carbon Environmental Leadership Awards 2024 — Low-Carbon Commitment from the Federation of Hong Kong Industries;
- Industry Cares Recognition Scheme 2025 (Enterprise Group) — Outstanding Caring Award and The Most Innovative Award from the Federation of Hong Kong Industries;
- ESG and Sustainability Forum and Awards Ceremony 2025 — Outstanding ESG Enterprise Award and Sustainability Development Enterprise Recognition Certificate from HK01;
- ESG Commendation Awards in the Outstanding ESG Enterprises Recognition Scheme 2025 from Sing Tao News Group and The Hong Kong Polytechnic University;
- Eco-Brand Awards 2025 from East Week magazine;
- ESG Award 2025 — Excellence in Decarbonisation Award from Ming Pao;
- ESG Pledge Scheme 2025 from The Chinese Manufacturers' Association of Hong Kong;
- Hong Kong Green Organisation Certification — (Headquarters) from the Environmental Campaign Committee;
- Hong Kong Green Organisation Certification — Wastewi\$e Certificate (Excellent Level) (Headquarters) from the Environmental Campaign Committee;
- True Living Supreme Brand Awards 2025 — Supreme Sustainable Public Transport Service Award presented by am730;
- Smart Living Partnership Awards 2025 — Outstanding Public Transport AI Mobile Application from ET Net;
- Junzi Corporation Award in HSUHK 14th Junzi Corporation Award from The Hang Seng University of Hong Kong;
- Field & Special Service Award — Customer Lost & Found Service and Contact Centre Operator Service Award — Silver in the HKACE Customer Service Excellence Award 2024 from the Hong Kong Association for Customer Service Excellence;
- Hong Kong Service Awards 2025 — Social Benefit Award from East Week magazine;
- Excellence in Living Smart Award 2025 — Chill Out in Customer Care Services Award from Ming Pao;
- Corporate Partner Award and Volunteer Recognition Ceremony 2025 Community Care Award from the Christian Family Service Centre;



- 香港賽馬會慈善信託基金及香港理工大學樂齡與家庭研究中心頒發的賽馬會齡活城市「全城.長者友善」計劃2024/2025－「齡活城市夥伴」及「4年夥伴」；
- 香港社會服務聯會頒發的「商界展關懷－領先表現獎」；
- 香港中華基督教青年會頒發的「H-Care 健康友善機構」；
- 凝動香港體育基金頒發的「《企業「一」起動》承諾及嘉許計劃2025-27－青少年運動優異獎」；
- 消防處頒發的「AED睇得到用得到計劃有心機構獎2025－社會責任獎」；
- 香港警務處防止罪案科「安全城市大使計劃委任及嘉許典禮2025」－委任為「安全城市大使」；
- 香港公共關係專業人員協會頒發的「第六屆香港公共關係獎2025－企業可持續發展優異獎－寵物巴士」；及
- 毛城城/香港寵物業商會頒發的「我最喜愛寵物品牌大獎2024－卓越寵物企業大獎」。
- Jockey Club Age-friendly City Partnership Scheme 2024/2025 — Age-friendly City Partner and 4-year partner from The Hong Kong Jockey Club Charities Trust, The Hong Kong Polytechnic University's Research Centre for Gerontology and Family Studies;
- Caring Company — Leading Performance Award from The Hong Kong Council of Social Service;
- H-Care Health-Friendly Organisation from Chinese YMCA of Hong Kong;
- SportsHour Company Pledging and Recognition Scheme 2025-27 — Youth Sports Supporter Merit Award from InspiringHK Sports Foundation;
- Big Heart Outstanding Performance Award 2025 — Social Responsibility Award in "AED Anywhere for Anyone" Programme from the Fire Services Department;
- SafeCity Ambassadors Appointment and Recognition Ceremony 2025 — Appointed as a SafeCity Ambassadors by The Crime Prevention Bureau of the Hong Kong Police Force;
- The 6th Hong Kong Public Relations Awards 2025 Corporate Sustainability — Award of Merit — Pet Bus from Hong Kong Public Relations Professionals' Association Ltd; and
- Favourite Pet Brand Awards 2024 — Pet Enterprise Excellence Award from MoCity/Hong Kong Pet Trade Association Limited.

過去幾年，港人出行模式及人口結構出現變化，而且鐵路網絡持續擴展，對專營巴士業務帶來挑戰。近期國際局勢動盪推高油價，直接衝擊經營成本，油價長期走勢並不明朗，對九巴財務狀況造成壓力。面對上述挑戰，除了堅守服務質素，亦必須透過策略創新及科技應用提升營運效率，並優化組織架構與資源配置以提高效益。公共交通佔香港出行模式逾九成，九巴會把握這優勢，持續提升服務質素與營運效率，以爭取更高客量並鞏固市場份額，推動業務穩步發展。

Over the past few years, shifts in travel patterns and demographics, together with the continued expansion of the railway network, have posed challenges to the franchised bus business. Recent geopolitical volatility has driven up global oil prices, exerting direct pressure on operating costs. Given the high degree of uncertainty surrounding long-term fuel trends, KMB's financial position continues to face sustained pressure. To address these challenges proactively, while remaining steadfast in commitment to service quality, it is essential to enhance operational efficiency through strategic innovation and the application of technology, alongside optimising organisational structure and resource allocation. As public transport remains the primary mode of travel, accounting for over 90% of journeys, KMB will leverage this advantage to further elevate service quality and efficiency, with a view to increasing patronage, consolidating market share, and driving steady business growth.

董事總經理

李澤昌

2026年5月29日

Roger LEE Chak Cheong

Managing Director

29 May 2026

營運及顧客服務資料一覽

營運資料一覽

在2016年至2025年的10年間，九巴：

- 斥資港幣58.03億元購置2,274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，包括電池及混能巴士；
- 增加共147條新的巴士路線；
- 建造、擴建及翻新共228個巴士候車亭；
- 加密班次和改善服務共763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：

- 升級APP1933並引入人工智能AI科技，設「智能問路」功能，讓乘客透過語音或文字方法輸入出發點及目的地，甚至只輸入「我而家嘅位置」，由系統以全球定位系統（「GPS」）確認起點，「智能問路」透過大數據分析及推薦最佳巴士路線或轉乘組合，令出行更便捷。除了現有的「預計到站時間」資訊，升級後的APP1933提供實時預計落車時間及路面交通實況，滿足乘客多元化的出行需求。此外，APP1933的「遊戲室」內有超過30種小遊戲，為乘客提供全方位的體驗；
- 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 2016 to 2025, KMB:

- added a total of 2,274 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\$5,803 million;
- deployed various types of zero-emission or low-emission buses (including battery-electric buses and hybrid buses) for trial;
- introduced a total of 147 new bus routes;
- constructed, extended or renovated 228 bus shelters;
- improved frequencies and services on 763 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:

- rolled out a major feature enhancement on APP1933 with the AI-powered "AI Route Search" function. Specifically, once the user input the starting point and destination by voice or text, or simply input "my current location" as the origin and let the system to identify the user's location through GPS, AI then analyses and recommends the best bus routes or interchange combinations, enabling passengers to travel with ease. In addition to the existing ETA information, the upgraded APP1933 also provides real-time Estimated Journey Times and en-route traffic conditions to cater for passengers' diverse need. Besides, "Game Room" of over 30 games was introduced to provide comprehensive experience to passengers;
- 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 CO₂ 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；
- 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2025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度啲」。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2,914及2,332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 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 2025, 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 2,914 and 2,332 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2,244部巴士的上層座椅裝設安全帶。所有自2018年7月起採購的新巴士的上、下層座椅均會配備安全帶；
- 於3,669部巴士裝設車速限制裝置及電子穩定控制系統。此設施有助防止巴士落斜時超速及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配備此系統；
- 全線車隊裝設泊車感應器。所有自2019年12月起採購的新巴士均會配備有關設施；及
- 於2,425部巴士車廂安裝及試行「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;
- 2,244 buses equipped with seatbelts at the upper deck. All new buses procured from July 2018 onwards have been installed with seatbelts on all seats;
- 3,669 buses equipped with speed limiting retarder and electronic stability control, which is a safety device for preventing speeding when the bus is travelling downhill and 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 these devices;
- all buses equipped with parking sensors. All new buses procured from December 2019 onwards have been equipped with this device; and
- installed On-board Occupancy Display on 2,425 buses and conducted trial to indicate the number of available seats on the upper deck.



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：

- 設置實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直接報失及追蹤失物個案進展，當失物一經確認，顧客可於bot1933預約取回或經由設於39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、顧客禮品換領服務及收集顧客意見；
- 在落馬洲設立票務處，提供八達通服務及巴士路線資料；

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 39 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, gift redemption services and to collect customers' opinions;
- set up a Ticketing Office at Lok Ma Chau, at which Octopus services and bus route information are available;

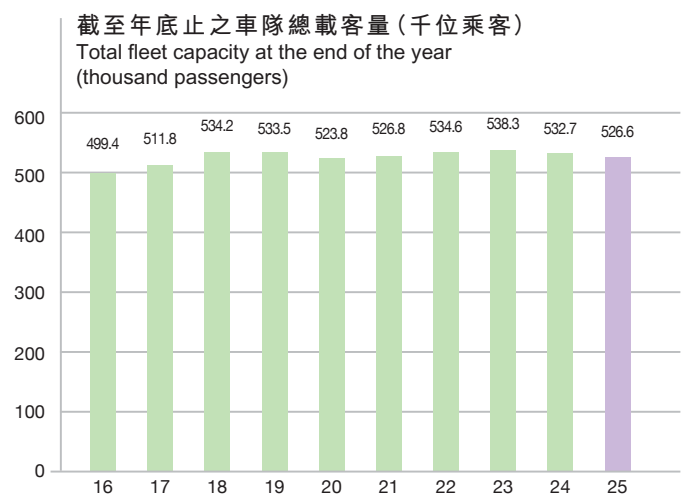
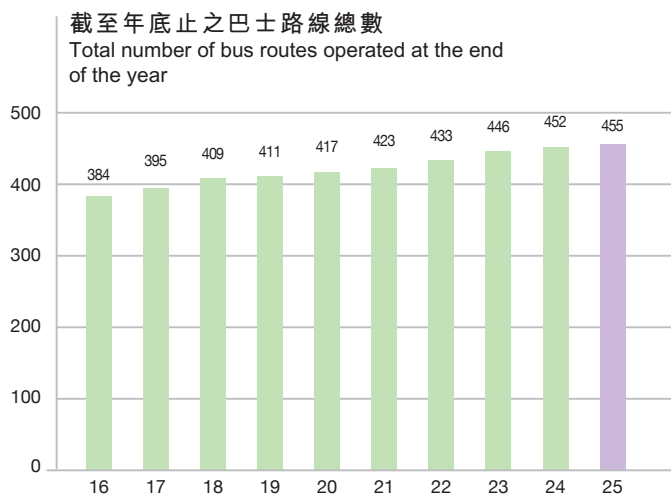
- 在各巴士總站及教育機構設置約50個月票優惠站；
 - 在各大專院校及大型購物中心設置約38個九巴優惠站；
 - 在屯門、元朗、天水圍、北區及將軍澳/西貢區，推出區域性「雙向分段收費計劃」；及
 - 在多個候車亭、巴士總站及巴士車廂內增設路線資料板，以提供巴士服務資料，例如時間表、車費及路線詳情。
- installed about 50 monthly pass kiosks at various bus termini and educational institutes;
 - installed about 38 fare saver kiosks at various universities 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.

本地居民出行模式的演變，為經濟帶來挑戰，但隨着新發展區持續擴展及大型基建項目相繼落成，帶動交通需求。九巴展現堅韌精神，積極應對城市發展，並堅守承諾，提供可靠及高效的公共交通服務，連繫香港社群。

The evolving travel habits of local residents presented certain challenges to the economy. New development areas continued to expand and large-scale infrastructure projects were launched, creating fresh demand for transport services. Amid these uncertainties and the opportunities they present, KMB demonstrated resilience in response to the city's structural rebalancing and remained committed to delivering reliable, efficient public transport services that connected communities across Hong Kong.

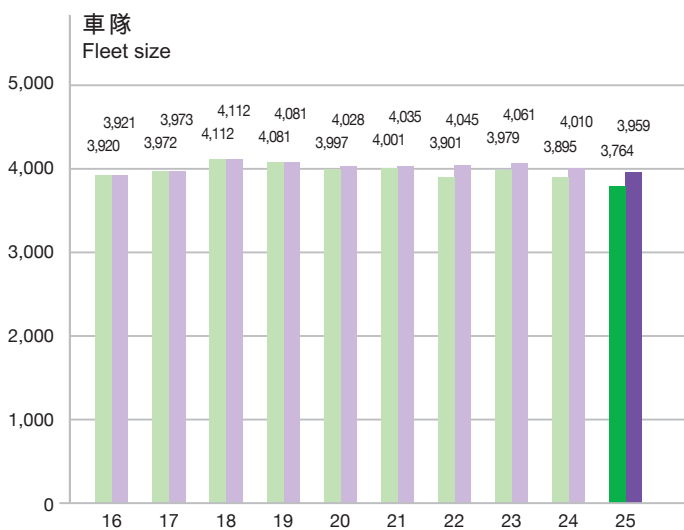


營運統計資料 Operational Statistical Information



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

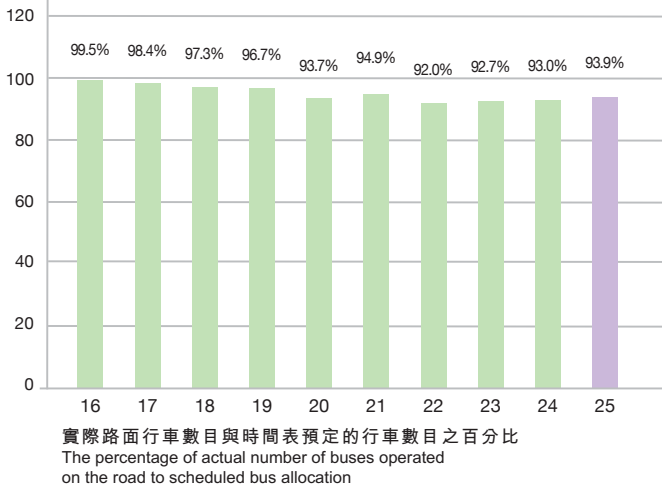
已獲發牌巴士之許可載客量
Total authorised carrying capacity of licensed bus fleet



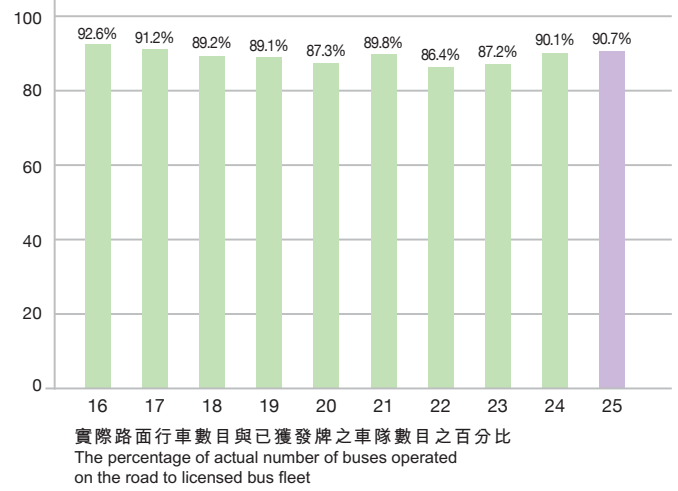
■ 截至年底止已獲發牌之巴士數量
Number of licensed buses at the end of the year

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

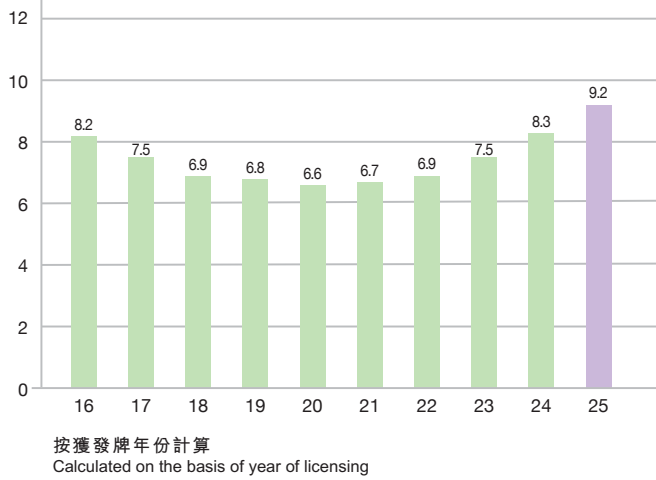
全年平均之時間表的成效
Average achievement of schedule for the year



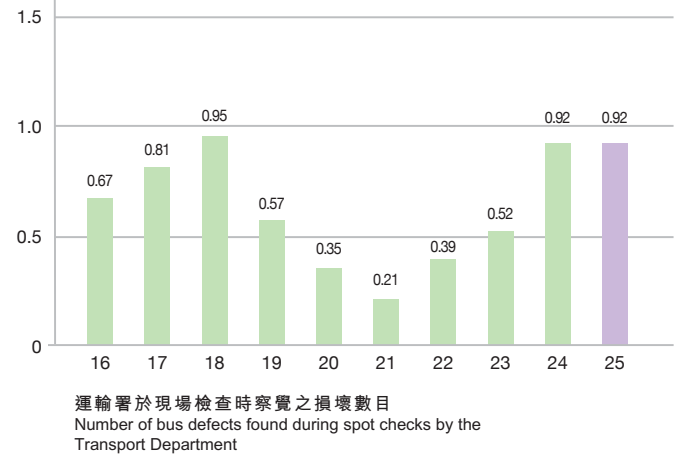
全年平均之車隊運用比率
Average fleet utilisation for the year



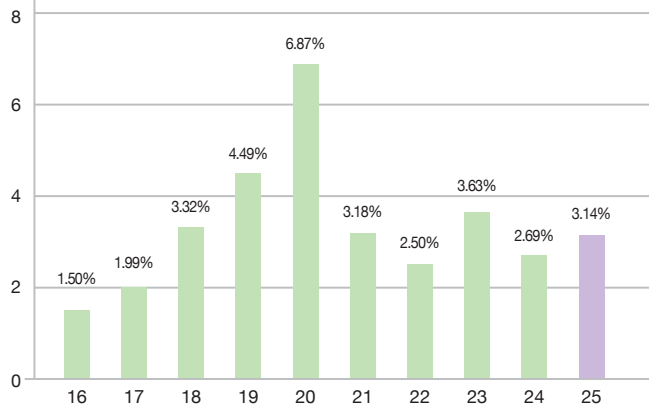
截至年底止之車隊平均車齡
Average age of bus fleet at the end of the year



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

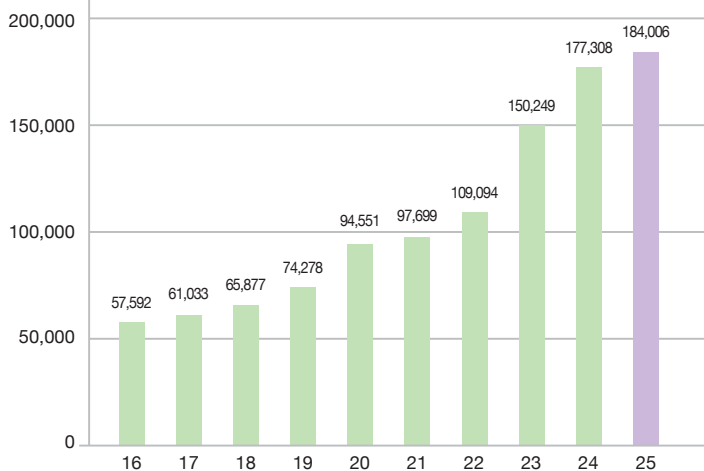


全年平均之班次失誤比率
Average percentage of lost trips for the year



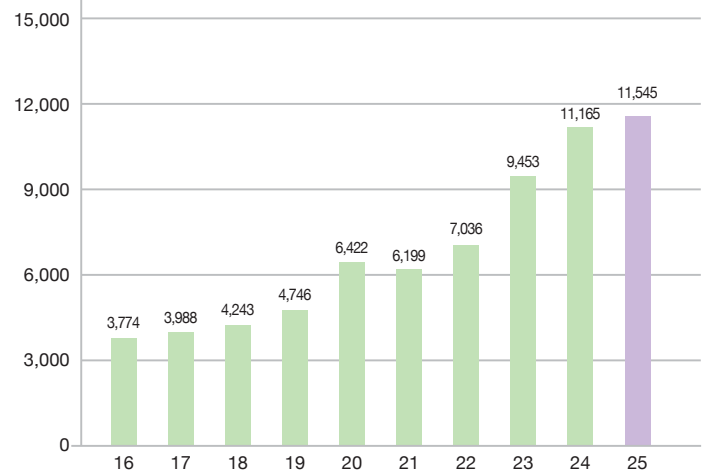


機械可靠性 Mechanical reliability



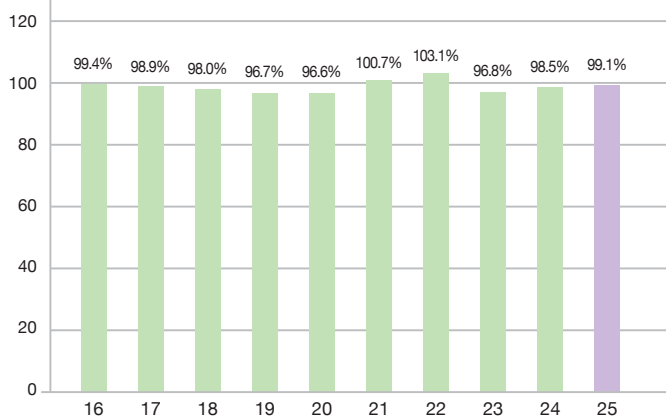
每一部巴士平均行走多少公里後才會在載客途中發生機械故障
Average number of kilometres operated before a bus has one mechanical breakdown while passengers are on board

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

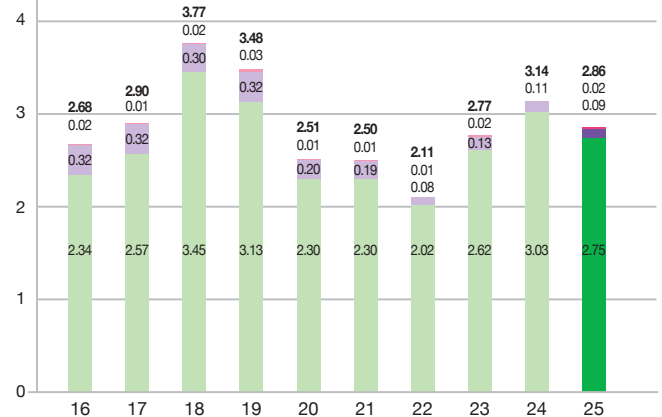
車隊運作能力 Operational capability



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

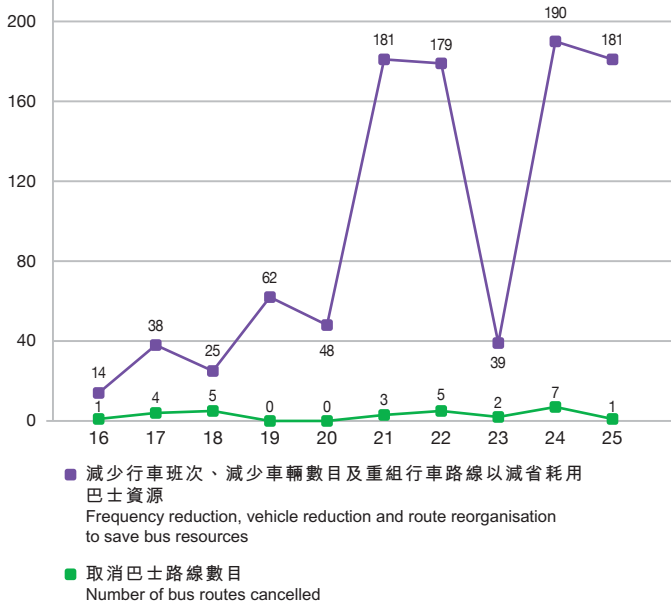
Percentage of actual number of bus departures to scheduled number of bus departures during morning peak hours (7 am - 9 am) in the peak direction

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)

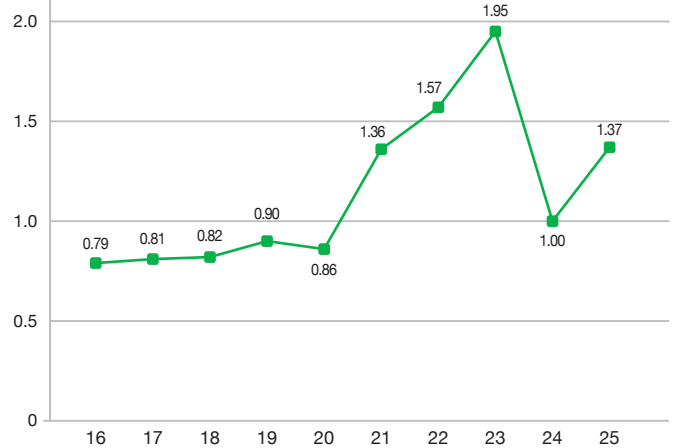


- 輕微意外
Minor accidents
- 嚴重意外使傷者住院超過12小時
Serious accidents involving hospitalisation of injured persons for more than 12 hours
- 致命意外
Fatal accidents

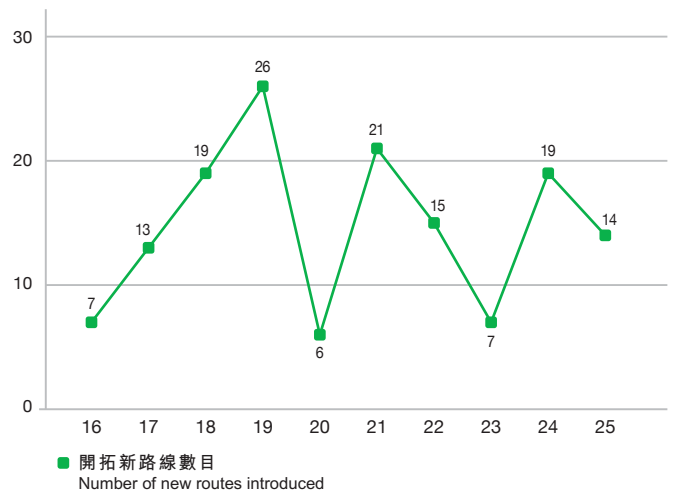
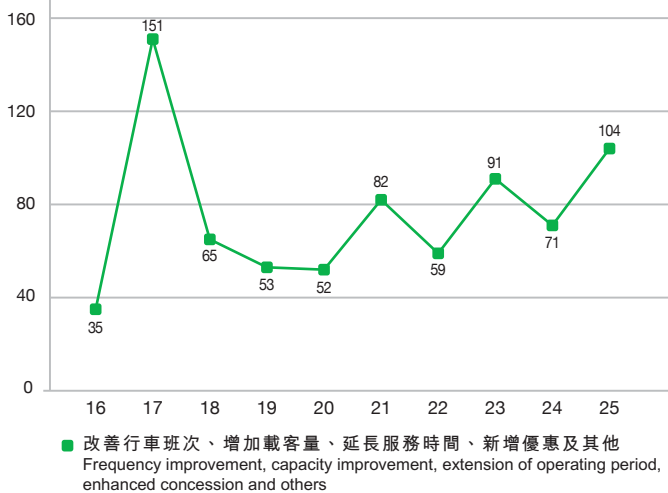
全年服務重整項目總計
Total service rationalisation items for the year



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)



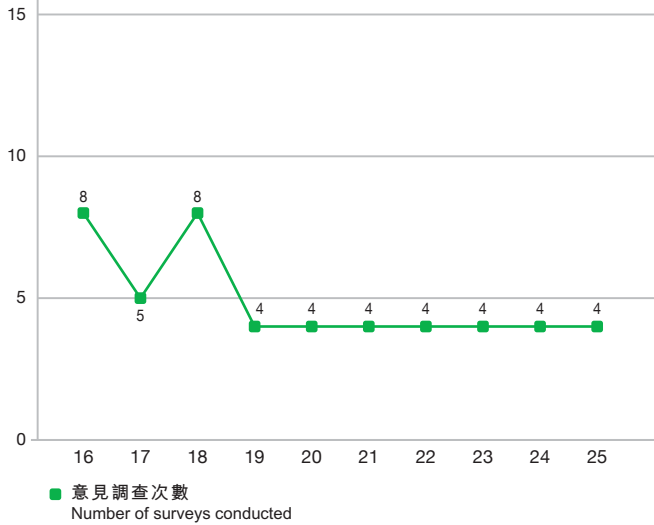
全年改善服務項目總計
Total service improvement items for the year





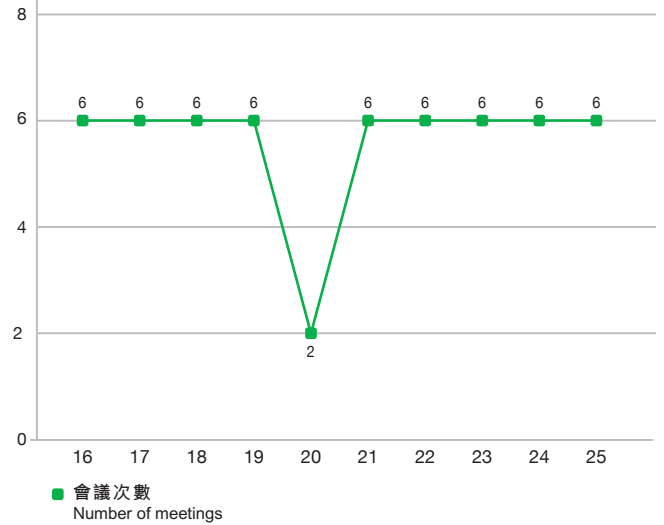
全年乘客意見調查總計

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

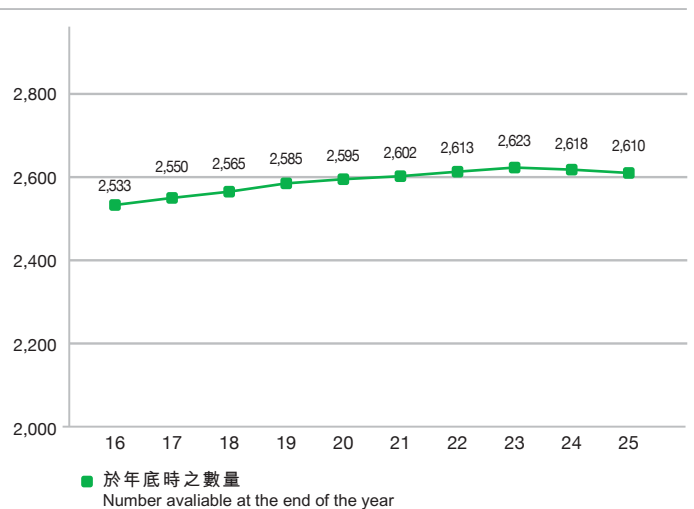
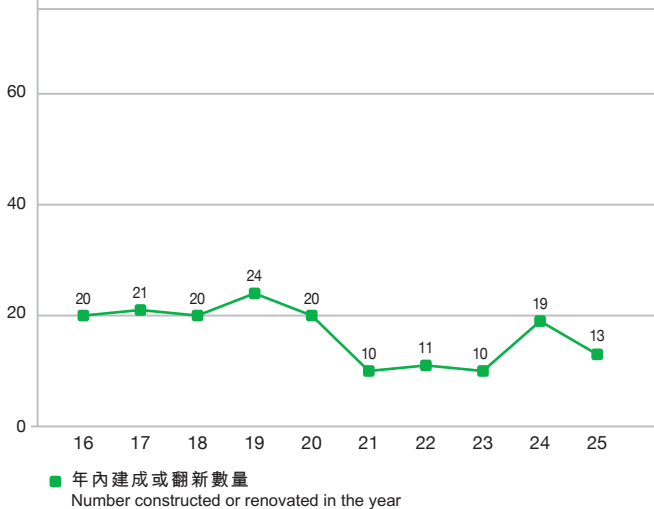


附註：因應疫情，2020年的會議舉辦次數相應下調

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

乘客候車亭

Bus shelters





截至2025年12月31日止年度專營公共巴士業務之業績

	2025年 港幣千元	2024年 港幣千元
收入		
車費收入	7,156,223	6,949,302
廣告收入	245,252	265,157
其他營運收入	11,471	15,317
	<u>7,412,946</u>	<u>7,229,776</u>
其他收益	109,787	145,602
	<u>7,522,733</u>	<u>7,375,378</u>
營運成本		
員工成本	(4,127,883)	(3,991,825)
燃油	(762,651)	(859,190)
零件	(230,557)	(210,708)
隧道費	(80,135)	(193,099)
專營巴士豁免隧道費基金	(149,197)	(128,165)
折舊	(1,064,454)	(1,081,427)
其他經營成本	(641,107)	(675,924)
	<u>(7,055,984)</u>	<u>(7,140,338)</u>
經營盈利	466,749	235,040
融資成本	(25,144)	(72,533)
除稅前盈利	<u>441,605</u>	<u>162,507</u>
所得稅	(72,285)	(27,054)
專營公共巴士業務之除稅後盈利	<u>369,320</u>	<u>135,453</u>
於12月31日之專營巴士豁免隧道費基金結餘 (附註 1)	<u>235,993</u>	<u>352,283</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2024年1月1日至2025年12月31日期間為每年8.7%。



Results for Franchised Public Bus Operations for the year ended 31 December 2025

	2025 HK\$'000	2024 HK\$'000
Revenue		
Fare revenue	7,156,223	6,949,302
Advertising income	245,252	265,157
Other operating income	11,471	15,317
	<u>7,412,946</u>	<u>7,229,776</u>
Other income	109,787	145,602
	<u>7,522,733</u>	<u>7,375,378</u>
Operating costs		
Staff costs	(4,127,883)	(3,991,825)
Fuel and oil	(762,651)	(859,190)
Spare parts	(230,557)	(210,708)
Toll charges	(80,135)	(193,099)
Franchised Bus Toll Exemption Fund	(149,197)	(128,165)
Depreciation	(1,064,454)	(1,081,427)
Other operating expenses	(641,107)	(675,924)
	<u>(7,055,984)</u>	<u>(7,140,338)</u>
Profit from operations	466,749	235,040
Finance costs	(25,144)	(72,533)
Profit before taxation	<u>441,605</u>	<u>162,507</u>
Income tax	(72,285)	(27,054)
Profit after taxation from franchised public bus operations	<u>369,320</u>	<u>135,453</u>
Accumulated balance of Franchised Bus Toll Exemption Fund as at 31 December (Note 1)	<u>235,993</u>	<u>352,283</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 2024 to 31 December 2025 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
原值：								
於2025年1月1日結存	1,215,858	21,924	10,882,651	352,543	4,115,371	16,588,347	115,102	16,703,449
添置	14,753	3,519	76,970	1,825	337,472	434,539	—	434,539
巴士轉撥	—	—	32,990	(32,990)	—	—	—	—
同系附屬公司轉撥	—	—	(27,395)	(26,518)	—	(53,913)	—	(53,913)
租賃修訂	—	647	—	—	—	647	—	647
未使用資本性零件調整	—	—	—	—	(43,659)	(43,659)	—	(43,659)
出售	—	(759)	(110,654)	—	(91,164)	(202,577)	—	(202,577)
於2025年12月31日結存	<u>1,230,611</u>	<u>25,331</u>	<u>10,854,562</u>	<u>294,860</u>	<u>4,318,020</u>	<u>16,723,384</u>	<u>115,102</u>	<u>16,838,486</u>
累計折舊：								
於2025年1月1日結存	1,052,731	17,605	6,130,112	—	3,132,162	10,332,610	—	10,332,610
本年度折舊	30,716	3,056	707,383	—	323,299	1,064,454	—	1,064,454
同系附屬公司轉撥	—	—	(7,851)	—	—	(7,851)	—	(7,851)
出售項目撥回	—	(758)	(110,602)	—	(91,014)	(202,374)	—	(202,374)
於2025年12月31日結存	<u>1,083,447</u>	<u>19,903</u>	<u>6,719,042</u>	<u>—</u>	<u>3,364,447</u>	<u>11,186,839</u>	<u>—</u>	<u>11,186,839</u>
賬面淨值：								
於2025年12月31日結存	<u>147,164</u>	<u>5,428</u>	<u>4,135,520</u>	<u>294,860</u>	<u>953,573</u>	<u>5,536,545</u>	<u>115,102</u>	<u>5,651,647</u>
賬面淨值：								
於2024年12月31日結存	<u>163,127</u>	<u>4,319</u>	<u>4,752,539</u>	<u>352,543</u>	<u>983,209</u>	<u>6,255,737</u>	<u>115,102</u>	<u>6,370,839</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
Cost:								
At 1 January 2025	1,215,858	21,924	10,882,651	352,543	4,115,371	16,588,347	115,102	16,703,449
Additions	14,753	3,519	76,970	1,825	337,472	434,539	—	434,539
Transfer of buses	—	—	32,990	(32,990)	—	—	—	—
Transfer to a fellow subsidiary	—	—	(27,395)	(26,518)	—	(53,913)	—	(53,913)
Lease modification	—	647	—	—	—	647	—	647
Adjustment to capital spare parts unused	—	—	—	—	(43,659)	(43,659)	—	(43,659)
Disposals	—	(759)	(110,654)	—	(91,164)	(202,577)	—	(202,577)
At 31 December 2025	<u>1,230,611</u>	<u>25,331</u>	<u>10,854,562</u>	<u>294,860</u>	<u>4,318,020</u>	<u>16,723,384</u>	<u>115,102</u>	<u>16,838,486</u>
Accumulated depreciation:								
At 1 January 2025	1,052,731	17,605	6,130,112	—	3,132,162	10,332,610	—	10,332,610
Charge for the year	30,716	3,056	707,383	—	323,299	1,064,454	—	1,064,454
Transfer to a fellow subsidiary	—	—	(7,851)	—	—	(7,851)	—	(7,851)
Written back on disposal	—	(758)	(110,602)	—	(91,014)	(202,374)	—	(202,374)
At 31 December 2025	<u>1,083,447</u>	<u>19,903</u>	<u>6,719,042</u>	<u>—</u>	<u>3,364,447</u>	<u>11,186,839</u>	<u>—</u>	<u>11,186,839</u>
Net book value:								
At 31 December 2025	<u>147,164</u>	<u>5,428</u>	<u>4,135,520</u>	<u>294,860</u>	<u>953,573</u>	<u>5,536,545</u>	<u>115,102</u>	<u>5,651,647</u>
Net book value:								
At 31 December 2024	<u>163,127</u>	<u>4,319</u>	<u>4,752,539</u>	<u>352,543</u>	<u>983,209</u>	<u>6,255,737</u>	<u>115,102</u>	<u>6,370,839</u>

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