



# 九巴透視 2021

## 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2021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2021年的車費收入為港幣62.847億元，較2020年的港幣53.078億元增加18.4%。車費收入增加的主要原因是乘客量回升以及票價自2021年4月4日起上調。年內，九巴的總載客量達8.913億人次(每日平均240萬人次)，較2020年的7.775億人次(每日平均210萬人次)增加14.6%。2021年的總經營成本為港幣66.001億元，較2020年的港幣65.317億元增加港幣6,840萬元或1.0%。總經營成本增加，主要由於國際燃料價格上漲導致燃料成本增加港幣1.808億元。因此，九巴的專營公共巴士業務於2021年錄得除稅後盈利港幣1.060億元，而2020年則為港幣2.115億元。

2019冠狀病毒病自2020年肆虐至今，香港社會在過去一年從疫情衝擊中復甦，面對極大挑戰。因應2021年的乘客需求大幅下跌，九巴採取適當的措施，確保資源用得其所。在疫情肆虐期間，九巴繼續銳意創新，引進先進科技及環保設計的巴士車隊，為乘客提供理想的搭乘體驗。於2021年，九巴有142部歐盟六型雙層巴士獲發牌照，最新的車隊設計在連接上層的樓梯旁邊由以往的密封設計改為使用透光玻璃，令車廂更明亮，乘客在上落樓梯時得到更充足的光線，有助提升安全。新型號巴士亦裝設了多項安全設施，包括駕駛輔助系統、電子穩定系統、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。新車均設有四個通風窗，讓車外新鮮空氣進入車廂。自2019年起，所有獲發牌的新購置巴士均符合歐盟六型排放標準，而車隊內歐盟三型或以前的巴士將於2025年之前全數退役。

為配合政府於2050年前實現碳中和的政策目標，九巴全力發展電動巴士計劃，包括訂購16部單層電動巴士及逾50部雙層電動巴士，連同現役的單層電動巴士，逾80部電動巴士預計於2022年投入服務。九巴未來五年會增購500部電動巴士，佔現時九巴逾4,000部巴士車隊的八分之一。隨著電動巴士的發展，九巴四間主要車廠、十多間衛星車廠及部分巴士總站均加裝充電設施，以應付電力需求，而九巴亦將於大埔及屯門興建兩個電動巴士新車廠，預計三至四年內落成，進一步邁向實現碳中和目標。

## 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 2021. It also covers various aspects of KMB's operations, financial position, services and customer relations.

KMB's fare revenue for 2021 increased by 18.4% to HK\$6,284.7 million from HK\$5,307.8 million for 2020. The increase was mainly attributable to the rebound in patronage along with the fare increase which took place on 4 April 2021. KMB's total ridership for 2021 increased by 14.6% to 891.3 million passenger trips (a daily average of 2.4 million passenger trips) as compared with 777.5 million passenger trips (a daily average of 2.1 million passenger trips) for 2020. Total operating expenses for 2021 amounted to HK\$6,600.1 million, an increase of HK\$68.4 million or 1.0% compared with HK\$6,531.7 million for 2020. The increase was mainly attributable to the increase in fuel costs of HK\$180.8 million due to the rise in international fuel prices. As a result, KMB recorded a profit after taxation of HK\$106.0 million for its franchised public bus operations compared with HK\$211.5 million for 2020.

It has been a challenging year for the whole community in recovery from the strike of COVID-19 since 2020. With a plunge in demand, measures were carried out to ensure that resources were efficiently utilised in 2021. KMB continues to show its commitment to innovation by introducing a bus fleet with technological advances and environment-friendly features for a more desirable passenger experience. In 2021, 142 Euro VI double-deck buses were licensed. The buses feature a light-directing glass window alongside the stairway creating a brighter ambience in the interior and enhances safety for passengers walking up and down. New buses are also equipped with safety facilities including the Advanced Driver Assistance System, the Electronic Stability Programme and the Drowsiness Monitoring System, and all seats come with seat belts and grab handles, to ensure bus captains' and passengers' safety. The addition of four horizontal ventilation windows has become a standard feature on new buses, which allow passengers to open the windows to let fresh air flow into the compartment. All newly purchased KMB buses licensed since 2019 meet Euro VI emission standards, while Euro III and earlier model buses will be completely phased out before 2025.

To pursue the Government policy of achieving carbon neutrality by 2050, KMB's electric bus plan is carried out in full swing, with 16 electric single-deck buses and over 50 electric double-deckers purchased, among others. Together with the electric single-deck buses currently in operation, over 80 electric buses will be in service in 2022. KMB will purchase an additional 500 electric buses in the next five years, accounting for one-eighth of the current bus fleet of over 4,000 buses maintained by KMB. To cope with the development of electric buses, charging facilities have been installed at four major bus depots, about ten satellite depots and some bus termini of KMB to meet the electricity demand. KMB is also building two new electric bus depots in Tai Po and Tuen Mun with completion expected in three to four years, moving one step forward towards carbon neutrality.



九巴致力建設更環保的未來，積極研發可再生能源的應用，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。2021年5月，九巴推出配備太陽能薄膜的第三代太陽能巴士，由太陽能薄膜產生的電力會供電予車廂冷氣系統的風扇，降低車廂溫度約攝氏8至10度，並為每部巴士每日節省耗油量5-8%，相等於每年每部巴士減少約6噸碳排放。此太陽能發電系統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或滅蚊裝置。至2021年年底，已有1,950個巴士站安裝太陽能裝置，九巴亦計劃裝設超過22,000塊太陽能光伏發電板，以實踐新能源發展藍圖。

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。最新引入的「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。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。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，特別是兒童及長者，推廣乘車安全。安全巴士已在2021年11月17日完成首次探訪。我們預期疫情開始減退時，可以安排安全巴士作出更多探訪。

九巴於2021年4月4日調整票價，約350條九巴獨營路線平均加幅5.8%，51條聯營過海路線為8.5%。所有聯營路線於2022年1月2日再按政府批准的幅度，上調票價3.2%。為回饋乘客，「九巴月票」票價維持不變的同時，並提供多項尊貴禮遇，包括免費微保

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. In May 2021, KMB introduced the third generation solar panel bus with thinner panels installed on its roof. Electricity generated by the panels will supply to the fans of the air-conditioning system, reducing the air temperature in the compartment by around 8-10°C as well as saving 5-8% of fuel consumption on each bus per day, which is equivalent to reducing about six tonnes of carbon emissions per bus annually. Solar panels installation has become a standard configuration for newly purchased buses.

Besides, KMB has continued the Solar-powered Bus Shelter Campaign, using solar energy to power up lighting or mosquito repelling devices. By the end of 2021, 1,950 bus stops have been equipped with solar power equipment. KMB plans to install over 22,000 solar panels in order to illustrate how its development blueprint for new energy would apply in practice.

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. 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. 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. The first visit of the Safety Bus was made on 17 November 2021. It is anticipated that more visits could be arranged after the COVID-19 epidemic has started to ebb away.

KMB adjusted its fares on 4 April 2021, with an average increase of 5.8% and 8.5% on about 350 solely-operated routes and 51 jointly-operated routes respectively. Bus fares on all jointly-operated cross-harbour routes were adjusted again on 2 January 2022 with a rise of 3.2%. As an act to give back to passengers, the price of the KMB Monthly Pass has remained unchanged but with more exclusive privileges provided, including free



險保障、以升級體驗價享受龍運A線機場巴士及新型長途巴士服務等。此外，九巴更推出多項票價優惠計劃，包括於2021年7月17日在將軍澳區推出第二個區域性短途分段收費計劃。

為全力推動智慧城市的發展，九巴亦推出5G巴士，乘客於車廂中免費享受5G極速網絡，提升乘車體驗。

除上述措施外，九巴在2021年推出提升服務水平的其他主要措施包括：

- 為多個主要交通樞紐的乘客候車區增建設施，如大欖隧道轉車站、粉嶺公路轉車站、屯門公路轉車站、青沙公路轉車站、大老山隧道轉車站、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10個巴士候車亭，使巴士候車亭總數於2021年年底增加至2,602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1,800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2,159個座位，方便長者、傷健人士及攜同幼兒的人士使用。截至2021年年底，我們已在巴士站安裝1,072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2021年，九巴獲頒發以下的獎項以表揚其銳意追求卓越表現的成就：

- 獲香港社會服務聯會頒發「商界展關懷15年以上標誌」；
- 獲香港管理專業協會頒發的「香港可持續發展獎2020/21—卓越獎」；
- 獲商界環保協會頒發的「BEC低碳約章」；

micro-insurance and an upgraded bus service on any LWB “A” Routes or KMB New Long-haul Bus Routes by paying a “Fare for Upgraded Journey”. KMB launched numerous fare concession schemes, including Hong Kong’s second “Regional Short-haul Two-way Section Fare Scheme” in Tseung Kwan O which was extended on 17 July 2021.

In full support of the development of a Smart City, KMB has also introduced “5G Buses” on which passengers can use ultra-fast 5G Wi-Fi services for free for a more enjoyable travel experience.

In addition to the initiatives mentioned above, other major service enhancement measures implemented by KMB in 2021 include:

- KMB upgraded the passenger waiting areas with additional facilities at a number of major hubs: Tai Lam Tunnel Bus-Bus Interchange, Fanling Highway Bus-Bus Interchange, Tuen Mun Road Bus-Bus Interchange, Tsing Sha Highway Bus-Bus Interchange, Tate’s Cairn Tunnel Bus-Bus Interchange, 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;
- 10 bus shelters were constructed or extended, raising the total number of bus shelters to 2,602 at the end of 2021;
- 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 1,800 bus shelters to provide lighting for waiting passengers; and
- About 2,159 seats were installed at bus shelters, bus termini and interchanges for the elderly, the disabled and people with young children. By the end of 2021, 1,072 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 2021:

- “15 Years Plus Caring Company Logo” granted by The Hong Kong Council of Social Service;
- Hong Kong Sustainability Award 2020/21 — Certificate of Excellence granted by The Hong Kong Management Association;
- BEC Low Carbon Charter granted by the Business Environment Council;

- 獲強制性公積金計劃管理局頒發的「2020-21 積金好僱主」；
- 獲社會福利署頒發的「最高服務時數獎榮譽獎（私人團體 — 最積極動員客戶參與獎）」；
- 獲社會福利署頒發的「最高服務時數獎優異獎（私人團體）」；
- 獲基督教家庭服務中心頒發的「傑出義工團體獎」；
- 獲求職廣場頒發的「卓越僱主大獎2020」；
- 獲香港中華基督教青年會頒發的「運動友善計劃」標誌；
- 獲香港賽馬會慈善信託基金頒發的「賽馬會齡活城市夥伴2020 — 齡活就業大獎」；
- 獲香港賽馬會慈善信託基金頒發的「賽馬會齡活城市夥伴2020 — 齡活創意大獎」；
- 獲香港社會服務聯會頒發的「2020-2021長者友善措施致意行動 — 金星獎」；
- 獲社會福利署頒發的「10,000小時義工服務獎」；
- 獲凝動香港體育基金頒發的「《企業「一」起動》嘉許計劃及《「疫」要「一」起動》優秀實踐案例」；
- 獲《讀者文摘》頒發的「信譽品牌」2021公共交通服務組別金獎；
- 獲InnoESG.org頒發的「ESG Care Prize 2021」；及
- 獲《經濟通》頒發的「2021智慧生活夥伴大獎 — 傑出全人共融巴士應用程式」。
- The Good MPF Employer Award 2020-21 granted by the Mandatory Provident Fund Schemes Authority;
- Honour Award in the Highest Service Hour Award (Private Organisations — Best Customers Participation) granted by the Social Welfare Department;
- Merit in the Highest Service Hour Award (Private Organisations) presented by the Social Welfare Department;
- Award for Outstanding Volunteer Group presented by the Christian Family Service Centre;
- Employer of Choice Award 2020 presented by the Job Market;
- Sport-Friendly Action Decal organised by the Chinese YMCA of Hong Kong;
- Jockey Club Age-friendly City Partnership Scheme 2020 — Age-Friendly Employer Award organised by The Hong Kong Jockey Club Charities Trust;
- Jockey Club Age-friendly City Partnership Scheme 2020 — Age-friendly Innovation Award organised by The Hong Kong Jockey Club Charities Trust;
- 2020-2021 Age-Friendly Appreciation Scheme — Gold Star Award granted by The Hong Kong Council of Social Service;
- Award of 10,000 Hours for Volunteer Service organised by the Social Welfare Department;
- SportsHour Company Scheme and “CO-FIT” Best Practice Showcase presented by the InspiringHK Sports Foundation;
- Reader's Digest Trusted Brands 2021 Gold Award — Public Transport category granted by the Reader's Digest;
- ESG Care Prize 2021 granted by InnoESG.org; and
- Smart Living Partnership Awards 2021 — Outstanding All Man Kind Inclusive Bus App granted by the ETNet.

新冠疫情蔓延至今超過兩年，為經營環境帶來前所未有的衝擊。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 lingered for over two years and caused such an enormous effect on the business environment. 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**

2022年5月30日

**Roger LEE Chak Cheong**

*Managing Director*

30 May 2022



## 營運及顧客服務資料一覽

### 營運資料一覽

在2012年至2021年的10年間，九巴：

- 斥資港幣80.47億元購置3,147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118條新的巴士路線；
- 建造、擴建及翻新共235個巴士候車亭；
- 加密班次和改善服務共479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2021年，App1933推出「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；
- 實施一個全面的清潔和保養通風系統及設備的計劃，以改進巴士車廂內通風系統及空氣質素，並按照環境保護署發佈的《管理空調公共運輸設施內空氣質素專業守則－巴士》的指引，定期進行二氧化碳濃度樣本測試；
- 自1999年起憑著優質管理系統而全面獲得ISO 9001品質證書。此外，沙田車廠及荔枝角車廠的環保管理亦分別於2001年及2003年獲得ISO 14001認證；
- 憑著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体系認證；

## Summaries of Operational and Customer Service Information

### Operational Information Summary

In the ten years from 2012 to 2021, KMB:

- added a total of 3,147 new buses, comprising those fitted with Euro V or Euro VI standard environment-friendly engines, to its bus fleet at a total cost of HK\$8,047 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 118 new bus routes;
- constructed, extended or renovated 235 bus shelters;
- improved frequencies and services on 479 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 2021, KMB rolled out 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;
- improved the ventilation system and air quality in bus compartments through a comprehensive scheme for the cleaning and maintenance of the ventilation system. Sample checks on CO<sub>2</sub> concentrations are conducted regularly in accordance with the Environmental Protection Department's Practice Note for Managing Air Quality in Air-conditioned Public Transport Facilities — Buses;
- maintained ISO 9001 accreditation on a company-wide basis for quality management systems since 1999, and ISO 14001 certification for environmental management for Sha Tin Depot and Lai Chi Kok Depot since 2001 and 2003 respectively;
- 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;



- 推出八達通巴士轉乘計劃。於2021年年底，共營辦164個八達通巴士轉乘計劃；
- 推出九巴月票，為乘客提供優惠的巴士服務；
- 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10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」；
- 於超過570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；
- 於超過880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；
- 於超過900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相關的設施；及
- 於超過3,500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相關設施。
- introduced Octopus Bus-Bus Interchange (“Octopus BBI”) schemes. At the end of 2021, a total of 164 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 10 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 over 570 buses with seatbelts at the upper deck. All new buses procured from July 2018 onwards have been installed with seatbelts on all seats;
- retrofitted over 880 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 over 900 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 over 3,500 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；
- 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；
- 所有乘客的訴求會於10個工作天內回覆或初步回應，或於21個工作天內回覆較需時處理的意見；
- 在九巴網站(www.kmb.hk)推出全新的地圖版「點到點路線搜尋」服務，用圖像方式為公眾提供約400條巴士路線共5,000多個巴士站的資料；
- 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113個月票優惠站；
- 在各大專院校及大型購物中心設置約23個九巴優惠站；

## 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 meeting to gather the views of passengers and better understand their expectations;
- operated a number of KMB Customer Service Centres to provide information on bus services, Octopus add-value services, sale of KMB souvenirs and face masks, gift redemption services and to collect customers' opinions;
- 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;
- 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 113 monthly pass kiosks at various bus termini;
- installed about 23 fare saver kiosks at various universities and large shopping malls;

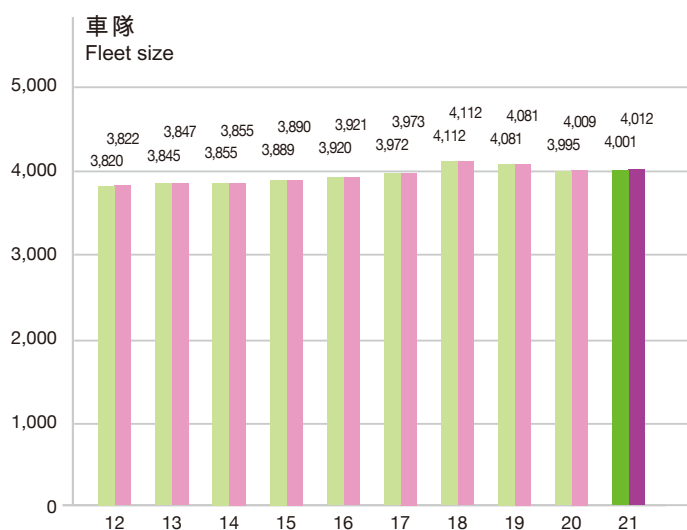
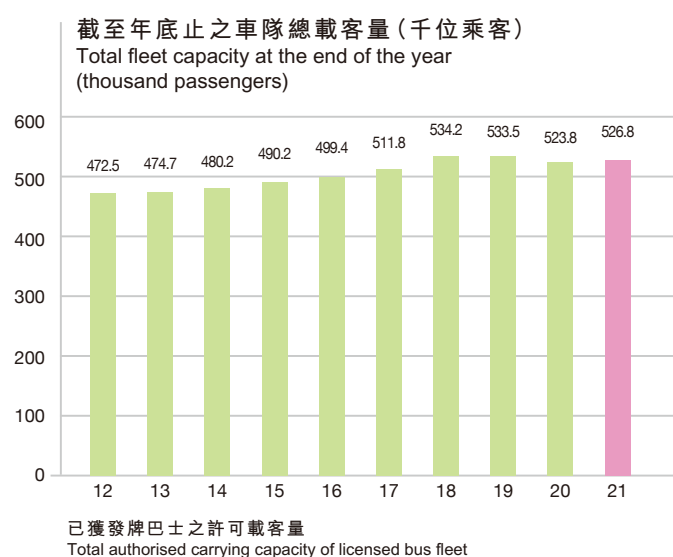
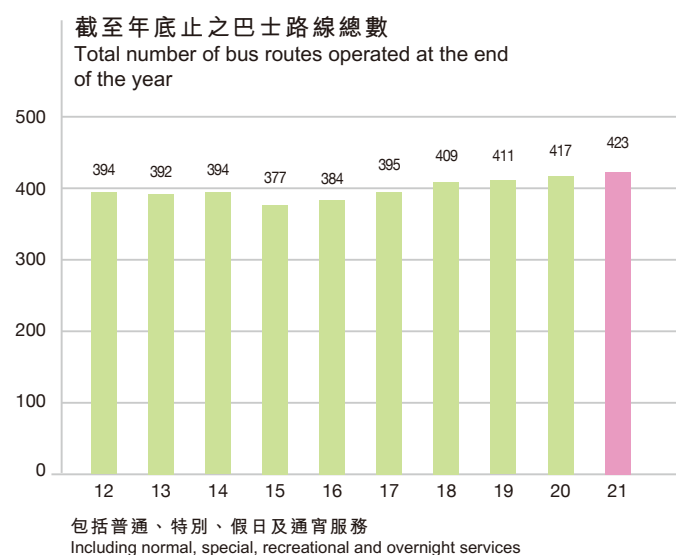
- 在屯門、元朗、天水圍及將軍澳/西貢區，推出區域性「雙向分段收費計劃」；
- 在多個候車亭、巴士總站及巴士車廂內增設路線資料板，以提供巴士服務資料，例如時間表、車費及路線詳情；及
- 推出免費的九巴手機應用程式。透過該應用程式，用戶可以獲取巴士路線資料及實時路面交通消息。
- launched the Regional Short-haul Two-way Section Fare Scheme in Tuen Mun, Yuen Long, Tin Shui Wai and Tseung Kwan O/Sai Kung;
- installed route information displays 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.

九巴因應營運環境的變化，包括新鐵路啟用、人口轉變和再分布以及新道路落成等，不斷檢討各條巴士路線，並按不停變化的需求靈活調配資源，以提升巴士網絡的效益及競爭力，確保可持續發展同時開拓具增長潛力的新市場。九巴將繼續以努力不懈的精神致力為顧客提供優質的乘搭體驗。

In a changing operating environment marked by railway commissioning, demographic changes and new highways, KMB reviews and arranges its resources to cater for the changing demand. KMB strives to operate an efficient, competitive and sustainable bus network while seeking opportunities for new market growth. KMB will make unremitting efforts to provide high-quality travelling experience for passengers.



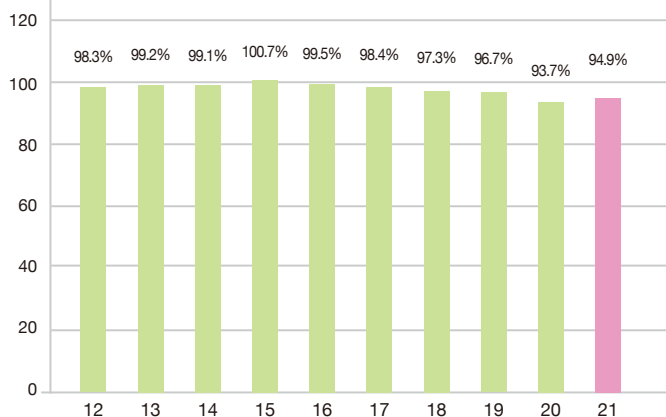
## 營運統計資料 Operational Statistical Information



- 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

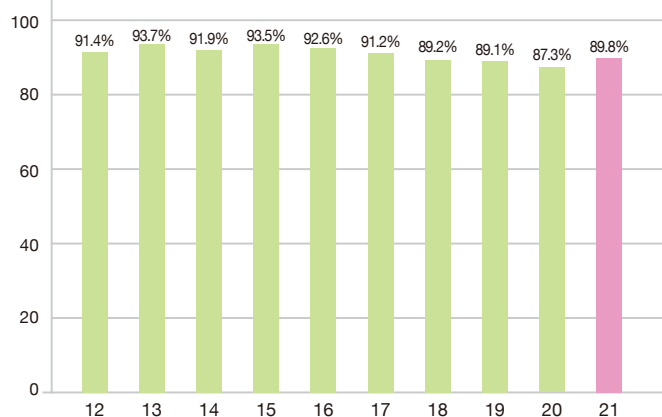


全年平均之時間表的成效  
Average achievement of schedule for the year



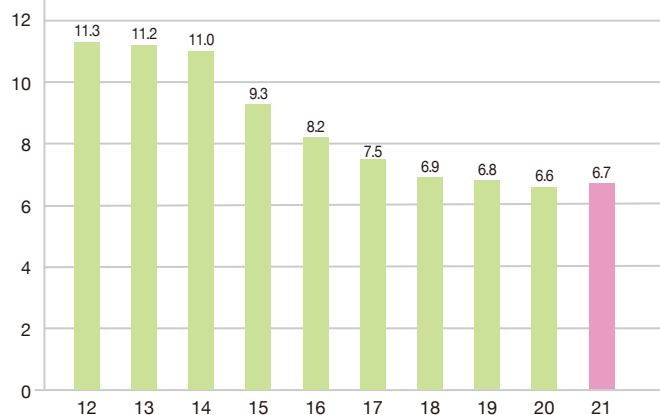
實際路面行車數目與時間表預定的行車數目之百分比  
The percentage of actual number of buses operated on the road to scheduled bus allocation

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



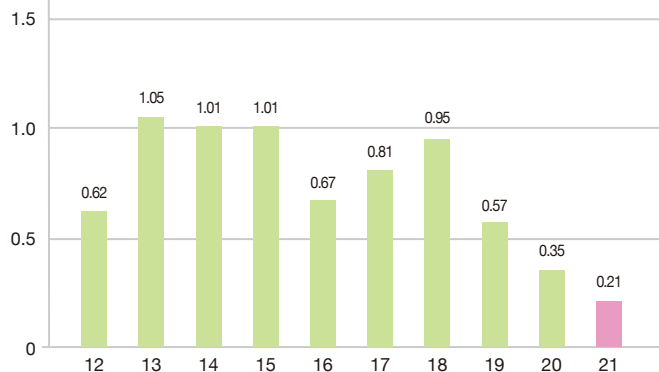
實際路面行車數目與已獲發牌之車隊數目之百分比  
The percentage of actual number of buses operated on the road to licensed bus fleet

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



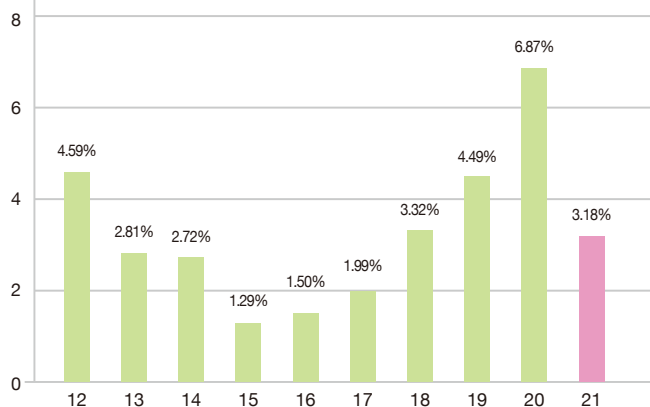
按獲發牌年份計算  
Calculated on the basis of year of licensing

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

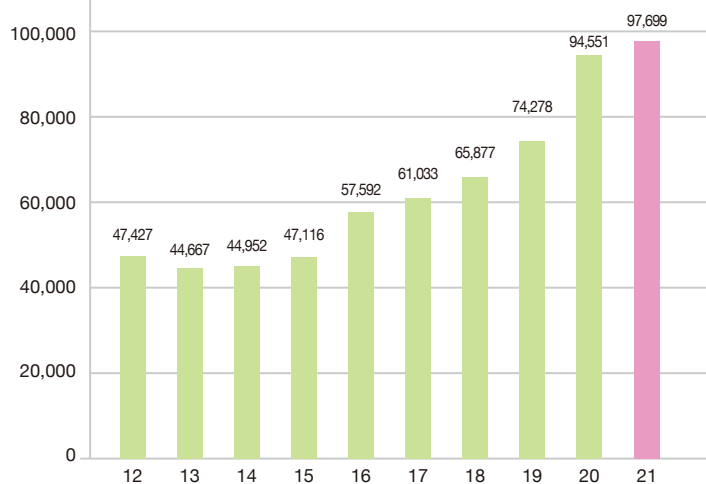


班次失誤與預定班次之百分比  
The percentage of number of lost trips to number of scheduled bus trips

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

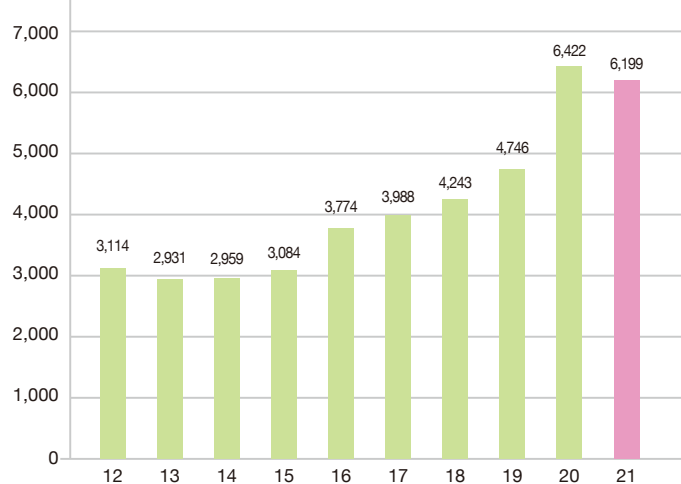


### 機械可靠性 Mechanical reliability



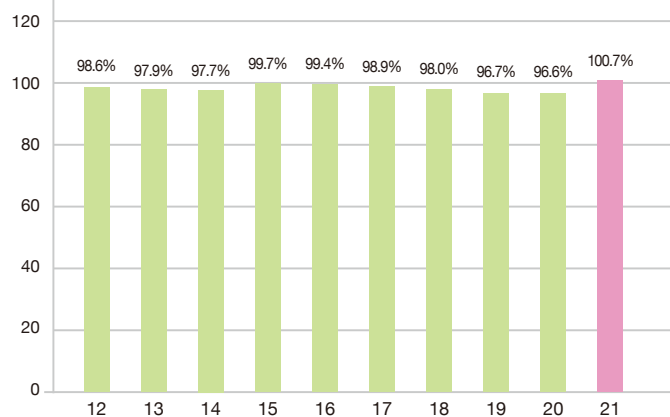
每一部巴士平均行走多少公里後才會在載客途中發生機械故障  
Average number of kilometres operated before a bus has one mechanical breakdown while passengers are on board

### 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

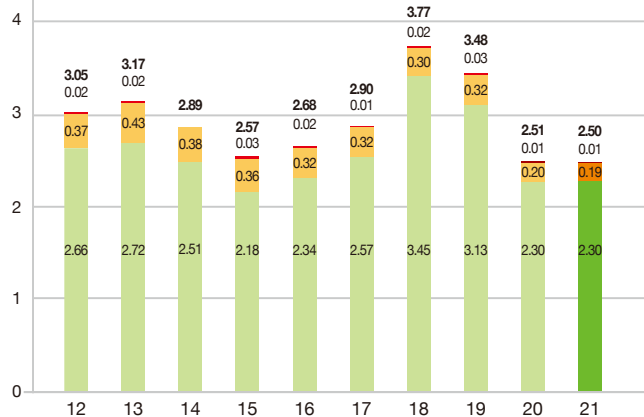
### 車隊運作能力 Operational capability



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)



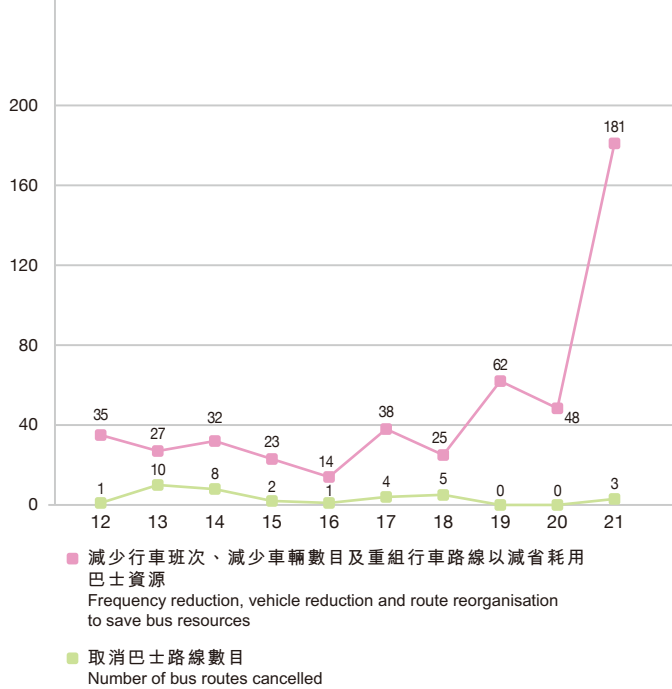
輕微意外  
Minor accidents

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

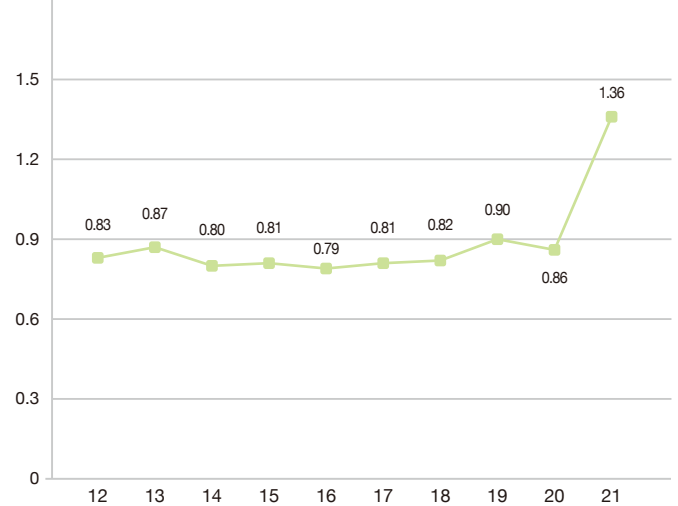
### 全年服務重整項目總計

Total service rationalisation items for the year



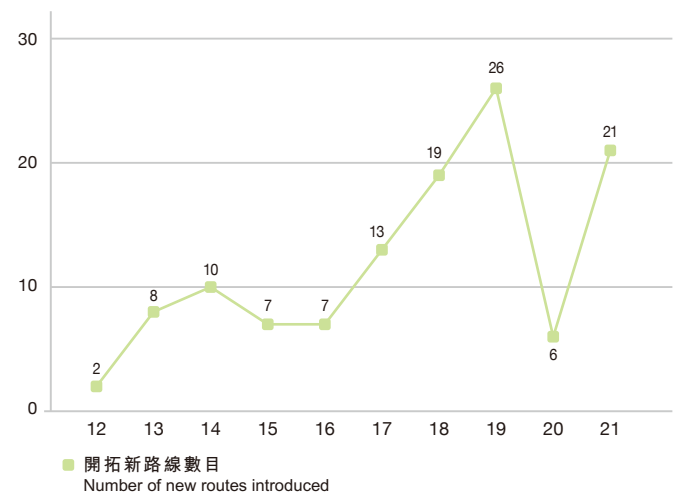
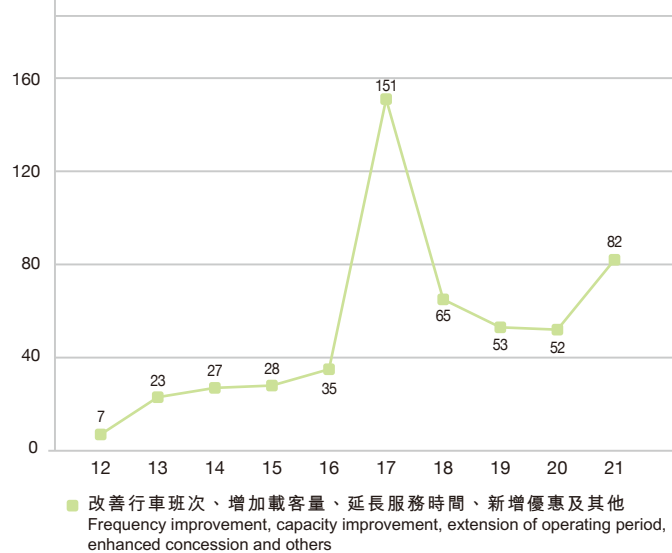
### 九巴處理投訴的全年平均數目 (以每百萬人次計)

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

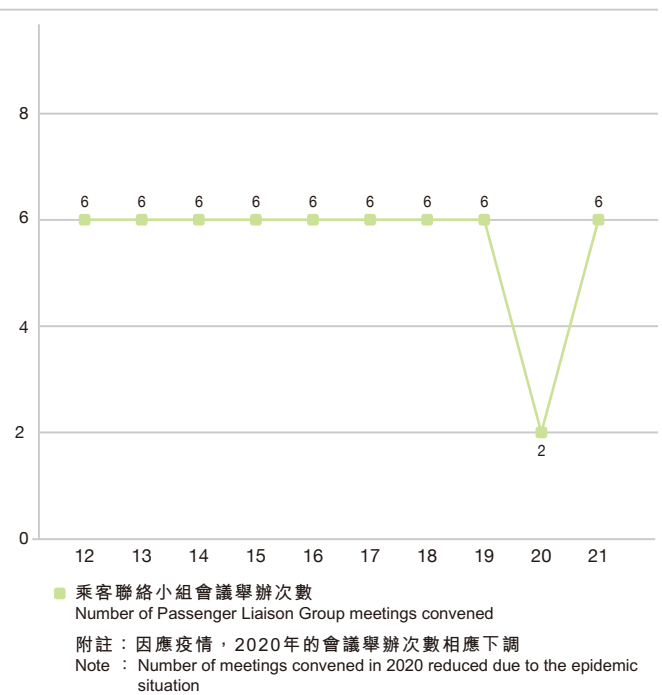
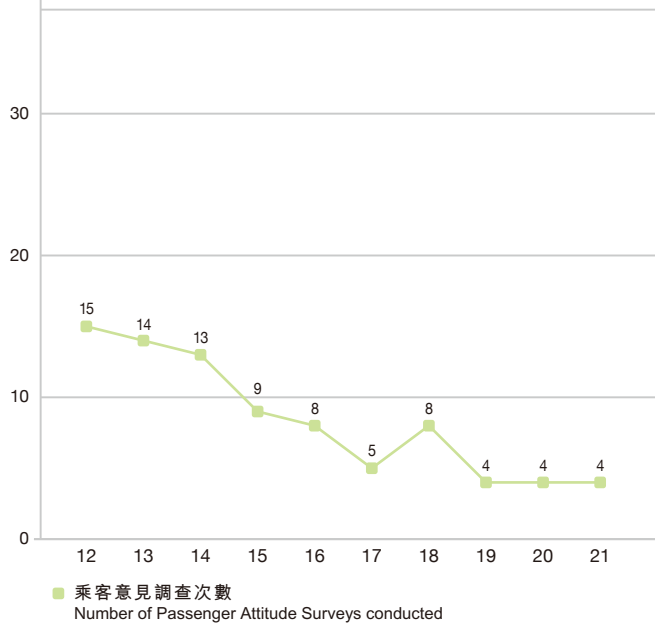






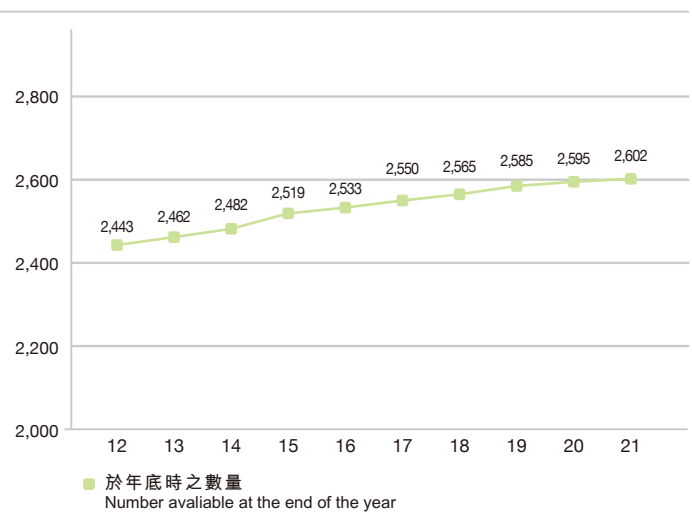
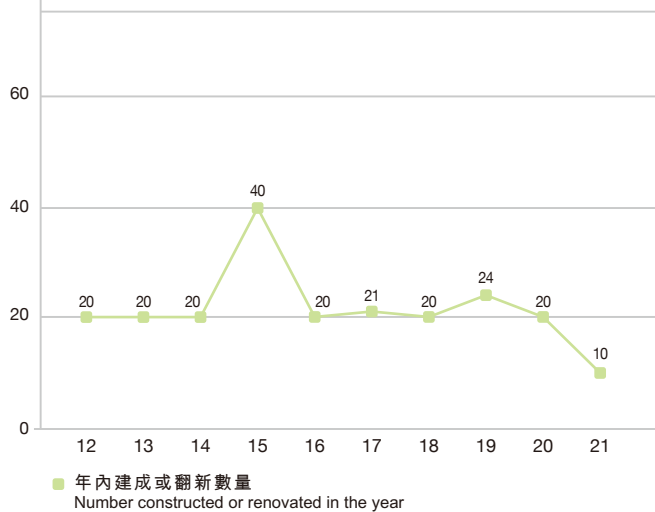
### 全年乘客聯絡計劃總計

Total Passenger Liaison Programmes for the year



### 乘客候車亭

Bus shelters



## 截至2021年12月31日止年度專營公共巴士業務之業績

	2021年 港幣千元	2020年 港幣千元
收入		
車費收入	6,284,726	5,307,787
廣告收入	323,755	251,442
其他營運收入	7	77
	<u>6,608,488</u>	<u>5,559,306</u>
其他收益	131,971	1,033,073
	<u>6,740,459</u>	<u>6,592,379</u>
營運成本		
員工成本	(3,745,347)	(4,009,743)
燃油	(744,671)	(563,828)
零件	(201,628)	(182,412)
隧道費	(251,822)	(234,546)
專營巴士豁免隧道費基金	(148,662)	(170,723)
折舊	(898,813)	(865,019)
其他經營成本	(609,120)	(505,434)
	<u>(6,600,063)</u>	<u>(6,531,705)</u>
經營盈利	140,396	60,674
融資成本	(12,702)	(26,808)
除稅前盈利	<u>127,694</u>	<u>33,866</u>
所得稅(支出)/抵免	(21,713)	177,588
專營公共巴士業務之除稅後盈利	<u>105,981</u>	<u>211,454</u>
於12月31日之專營巴士豁免隧道費基金結餘 (附註 1)	<u>416,584</u>	<u>343,700</u>
於12月31日之乘客回饋累計結餘 (附註 2)	<u>-</u>	<u>4,959</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2020年1月1日至2021年12月31日期間為每年8.7%。



## Results for Franchised Public Bus Operations for the year ended 31 December 2021

	2021 HK\$'000	2020 HK\$'000
Revenue		
Fare revenue	6,284,726	5,307,787
Advertising income	323,755	251,442
Other operating income	7	77
	<u>6,608,488</u>	<u>5,559,306</u>
Other income	131,971	1,033,073
	<u>6,740,459</u>	<u>6,592,379</u>
Operating costs		
Staff costs	(3,745,347)	(4,009,743)
Fuel and oil	(744,671)	(563,828)
Spare parts	(201,628)	(182,412)
Toll charges	(251,822)	(234,546)
Franchised Bus Toll Exemption Fund	(148,662)	(170,723)
Depreciation	(898,813)	(865,019)
Other operating expenses	(609,120)	(505,434)
	<u>(6,600,063)</u>	<u>(6,531,705)</u>
Profit from operations	140,396	60,674
Finance costs	(12,702)	(26,808)
Profit before taxation	127,694	33,866
Income tax (expenses)/credit	(21,713)	177,588
Profit after taxation from franchised public bus operations	<u>105,981</u>	<u>211,454</u>
Accumulated balance of Franchised Bus Toll Exemption Fund as at 31 December (Note 1)	<u>416,584</u>	<u>343,700</u>
Accumulated balance of passenger reward as at 31 December (Note 2)	<u>-</u>	<u>4,959</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 2020 to 31 December 2021 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2021年1月1日結存	1,165,724	10,526	10,617,260	310,674	3,175,216	15,279,400	115,102	15,394,502
添置	20,177	2,361	82,445	446,877	443,647	995,507	—	995,507
巴士轉撥	—	—	385,437	(385,437)	—	—	—	—
同系附屬公司轉撥	—	—	119,039	—	—	119,039	—	119,039
未使用資本性零件調整	—	—	—	—	(56,579)	(56,579)	—	(56,579)
出售	—	—	(659,290)	—	(47,712)	(707,002)	—	(707,002)
於2021年12月31日結存	1,185,901	12,887	10,544,891	372,114	3,514,572	15,630,365	115,102	15,745,467
<b>累計折舊：</b>								
於2021年1月1日結存	971,994	6,052	4,920,318	—	2,802,812	8,701,176	—	8,701,176
本年度折舊	28,055	3,354	676,953	—	190,451	898,813	—	898,813
出售項目撥回	—	—	(656,618)	—	(47,199)	(703,817)	—	(703,817)
於2021年12月31日結存	1,000,049	9,406	4,940,653	—	2,946,064	8,896,172	—	8,896,172
<b>賬面淨值：</b>								
於2021年12月31日結存	185,852	3,481	5,604,238	372,114	568,508	6,734,193	115,102	6,849,295
加：已付訂購巴士按金						46,863	—	46,863
						6,781,056	115,102	6,896,158
<b>賬面淨值：</b>								
於2020年12月31日結存	193,730	4,474	5,696,942	310,674	372,404	6,578,224	115,102	6,693,326
加：已付訂購巴士按金						42,685	—	42,685
						6,620,909	115,102	6,736,011



## 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 2021	1,165,724	10,526	10,617,260	310,674	3,175,216	15,279,400	115,102	15,394,502
Additions	20,177	2,361	82,445	446,877	443,647	995,507	—	995,507
Transfer of buses	—	—	385,437	(385,437)	—	—	—	—
Transfer from a fellow subsidiary	—	—	119,039	—	—	119,039	—	119,039
Adjustment to capital spare parts unused	—	—	—	—	(56,579)	(56,579)	—	(56,579)
Disposals	—	—	(659,290)	—	(47,712)	(707,002)	—	(707,002)
At 31 December 2021	<u>1,185,901</u>	<u>12,887</u>	<u>10,544,891</u>	<u>372,114</u>	<u>3,514,572</u>	<u>15,630,365</u>	<u>115,102</u>	<u>15,745,467</u>
<b>Accumulated depreciation:</b>								
At 1 January 2021	971,994	6,052	4,920,318	—	2,802,812	8,701,176	—	8,701,176
Charge for the year	28,055	3,354	676,953	—	190,451	898,813	—	898,813
Written back on disposal	—	—	(656,618)	—	(47,199)	(703,817)	—	(703,817)
At 31 December 2021	<u>1,000,049</u>	<u>9,406</u>	<u>4,940,653</u>	<u>—</u>	<u>2,946,064</u>	<u>8,896,172</u>	<u>—</u>	<u>8,896,172</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						<u>46,863</u>	<u>—</u>	<u>46,863</u>
						<u>6,781,056</u>	<u>115,102</u>	<u>6,896,158</u>
<b>Net book value:</b>								
At 31 December 2020	<u>193,730</u>	<u>4,474</u>	<u>5,696,942</u>	<u>310,674</u>	<u>372,404</u>	<u>6,578,224</u>	<u>115,102</u>	<u>6,693,326</u>
Add: Deposits paid in respect of buses on order						<u>42,685</u>	<u>—</u>	<u>42,685</u>
						<u>6,620,909</u>	<u>115,102</u>	<u>6,736,011</u>

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