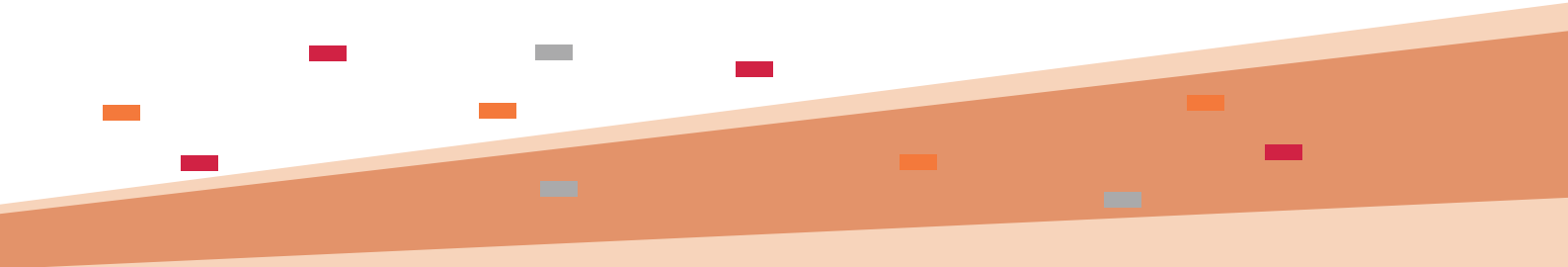




龍運透視 2020

More About LWB





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龍運巴士有限公司 之財務及營運資料

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

龍運於2020年的車費收入為港幣3.414億元，較2019年的港幣6.381億元減少港幣2.967億元或46.5%。車費收入減少的主要原因是政府因應新型冠狀病毒(「2019冠狀病毒病」)爆發，在多個口岸(包括機場及港珠澳大橋香港口岸)實施各種防疫措施，導致交通需求大幅下滑，特別是對「A」線網絡服務的需求。龍運於2020年錄得2,820萬人次的總載客量(每日平均為77,000人次)，而2019年為4,580萬人次(每日平均為125,500人次)。年內的總經營成本為港幣4.709億元，較2019年的港幣5.873億元減少港幣1.164億元或19.8%。經營成本下跌，主要由於國際燃油價格下降和燃油消耗量減少導致燃油成本下跌，以及由於服務減少和透過成本控制措施令其他營運成本下跌。因此，龍運的專營公共巴士業務於2020年錄得除稅後虧損港幣330萬元，較2019年的除稅後盈利港幣5,940萬元減少港幣6,270萬元。

龍運的客量大部份來自遊客及旅遊相關行業，有別於其他營運市區路線的專營公共巴士公司，2019冠狀病毒病大流行對龍運的載客量造成顯著負面影響。在疫情肆虐期間，龍運仍不斷檢討本身的巴士服務和巴士維修保養計劃，確保巴士車隊維持最高水平的安全和效率。於2020年年底，龍運車隊共有237部超低地台空調雙層巴士及四部超低地台空調電動單層巴士，行走38條路線，連接新界、香港國際機場、港珠澳大橋香港口岸及北大嶼山。全部巴士均可供輪椅上落及設有電子報站系統。新款巴士同時配備多項先進設備，包括提升車隊管理功能的遠程信息處理系統，雙層巴士上的閉路電視，以便監察乘客行李和提高安全性，以及車長倦意提示系統和駕駛輔助系統，以提升行車安全。

Financial and Operational Information on Long Win Bus Company Limited

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

LWB's fare revenue for 2020 amounted to HK\$341.4 million, a decrease of HK\$296.7 million or 46.5% compared with HK\$638.1 million for 2019. The decline was mainly due to decrease in ridership as a result of the outbreak of the coronavirus disease ("COVID-19") which cause the significant decrease in transport demand, in particular for the A-route network, resulting from various anti-epidemic measures implemented by the Government at several boundary control points including the airport as well as the Hong Kong Port of the Hong Kong-Zhuhai-Macao Bridge. LWB recorded a total ridership of 28.2 million passenger trips (a daily average of 77,000 passenger trips) for 2020, as compared with 45.8 million passenger trips (a daily average of 125,500 passenger trips) for 2019. Total operating expenses for the year amounted to HK\$470.9 million, a decrease of HK\$116.4 million or 19.8% compared with HK\$587.3 million for 2019. The decrease in operating expenses was primarily due to the decrease in fuel costs as a result of reduction in international fuel prices and fuel consumption, and the decrease in other operating expenses through service reductions and cost control measures. These factors resulted in LWB reporting a loss after taxation of HK\$3.3 million for its franchised public bus operations in 2020, representing a decrease of HK\$62.7 million compared with a profit after tax of HK\$59.4 million in 2019.

As LWB largely relies on tourists and related industries' transport demand, the COVID-19 pandemic has an additional impact on ridership than other franchised bus operators in the urban area. Amid prolonged COVID-19 disruption in 2020, LWB constantly reviews its bus services and maintenance regime to ensure that safety and efficiency should be maintained at the highest level across its bus fleet. At the end of 2020, LWB operated 237 air-conditioned super-low floor double-deck buses and four air-conditioned single-deck electric buses on 38 routes connecting the New Territories with the Airport, the Hong Kong Port of the Hong Kong-Zhuhai-Macao Bridge and North Lantau. All buses are equipped with wheelchair access and the On-board Electronic Bus Stop Announcement System. New buses incorporate advanced features including the Bus Telematics System, which provides enhanced functions for fleet management, an on-board CCTV system for the double-deck buses, which monitors passengers' luggage and enhances security, and the Drowsiness Monitoring System and Advanced Driver Assistance System, which enhance driving safety.



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

隨著屯門一赤鱗角隧道啟用，龍運開辦新路線A34，以及重組5條現有路線，行經新隧道來往屯門至機場。路線重組後，龍運擴大在東涌及屯門的服務覆蓋範圍，屯門一赤鱗角隧道轉車站為乘客提供更全面的轉乘網絡。車費亦因車程縮短而相應下調，讓乘客受惠。

龍運在3月引入「多元化電子支付系統」，並在5月擴展至全線車隊，讓乘客在支付車資上有更多選擇，尤其是剛到港而未有港幣或八達通的旅客。新電子支付系統支援多重非接觸支付方式，包括萬事達卡、銀聯和VISA；而二維碼支付方式，包括AlipayHK、支付寶、銀聯；流動支付，包括Apple Pay、Google Pay和Samsung Pay。除了收取單程車資，新系統亦適用於龍運巴士的轉乘優惠。龍運成為全港首間提供多元化電子支付服務的專營巴士公司，新車費支付方式亦廣受乘客歡迎。

縱使在多项防疫措施影響下，年內乘客需求下跌，龍運仍然繼續拓展其巴士網絡，以配合北大嶼山落成的新基建及新住宅發展區。此外，我們會緊握屯門至赤鱗角北面連接路開通後所帶來的機遇，龍運將擴大乘客群及改進網絡，務求成為乘客喜愛的選擇。

董事總經理

李澤昌

2021年5月28日

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

In conjunction with the commissioning of Tuen Mun-Chek Lap Kok Tunnel (“TMCLKT”), LWB introduced new Route A34 and rationalised five existing routes travelling between Tuen Mun and the Airport through the new tunnel. The revamped services also enlarged the catchment within Tung Chung and Tuen Mun District. In addition, new interchange hub at the TMCLKT Interchange was set up to provide a more comprehensive network. Passengers could enjoy the benefits by shortening the journey time significantly and reducing the travel expenses with the fare reduction for the routes concerned.

To provide convenience for passengers, especially those overseas passengers with no access to local currency or Octopus Card upon arrival at the Airport, LWB introduced new fare collection means in March 2020 and extended to cover all LWB routes in May 2020. The new e-payment system accepts contactless payment including Mastercard, UnionPay and Visa; QR code payment like AlipayHK, Alipay, UnionPay, and mobile payment such as Apple Pay, Google Pay and Samsung Pay. In addition to collecting single trip fare, the new system also supports Bus-Bus Interchange concessions between LWB routes. The new payment method is well received by passengers, making LWB the first franchised bus company in Hong Kong to provide diversified e-payment services.

Despite the decline in passenger demand in 2020 under the anti-epidemic measures, LWB continued to strengthen the bus network coverage riding on the commissioning for the new infrastructure and new residential development in North Lantau. Furthermore, by taking advantage of the opportunities arising from the opening of the Northern Connection of the Tuen Mun-Chek Lap Kok Link, LWB will expand its passenger base and enhance its networks with the aim of being the preferred choice of passengers.

Roger LEE Chak Cheong

Managing Director

28 May 2021



營運資料一覽

在2011年至2020年的10年間，我們：

- 斥資港幣6.126億元購置225部配備歐盟第四代或歐盟第五代環保引擎的新巴士；
- 試行4部電動巴士；
- 增設共19條新路線；
- 加密班次及改善服務共230次；
- 建造共8個巴士候車亭；
- 加強巴士保養及車長培訓，以提升服務的安全性及可靠性；
- 在巴士上裝設方便傷健人士的設施；
- 提供長者車資優惠；
- 透過九巴的顧客服務熱線及傳真熱線系統，提供龍運顧客服務熱線，為顧客提供24小時諮詢服務；
- 設置即時對話服務，於每天早上7時至晚上11時，乘客可透過即時訊息功能於龍運網站或App1933，直接與客戶服務員進行即時查詢；
- 設立龍運乘客聯絡小組，以收集顧客的意見；
- 在巴士候車亭、巴士總站及巴士車廂內設置路線資料板；
- 在主要巴士總站安裝綜合巴士服務資訊顯示系統，透過LCD顯示屏，提供各巴士路線的下一班車的開出時間、目的地和車費等資料；
- 向顧客派發巴士路線小冊子；
- 分別在機場地面運輸中心及港珠澳大橋香港口岸公共交通交匯處開設顧客服務及售票處，為乘客提供查詢及售票服務；

Operational Information Summary

Over the past ten years from 2011 to 2020, we have:

- added 225 new buses fitted with environment-friendly Euro IV or Euro V standard engines to the bus fleet at a total cost of HK\$612.6 million;
- deployed 4 battery-electric buses for trial;
- introduced 19 new bus routes;
- improved frequencies and services on 230 occasions;
- constructed 8 bus shelters;
- upgraded the standards of bus maintenance and bus captain training to enhance safety as well as service reliability and delivery;
- installed facilities on board for the convenience of disabled persons;
- provided concessionary fares to senior citizens;
- operated the Long Win Customer Service Hotline with the provision of a 24-hour enquiry service to customers through KMB's Customer Service Hotline and Hotfax systems;
- introduced a Live Chat service from 7 a.m. to 11 p.m. every day via the LWB website and App1933 to provide an instant response to customer enquiries;
- established a Long Win Passenger Liaison Group programme to obtain feedback from our customers;
- provided route information panels at bus stops and termini as well as inside bus compartments;
- installed the Integrated Bus Service Information Display System at major termini, where LCD display panels provide information on next departure times, destinations and fares of individual bus routes;
- distributed service and route information, such as route leaflets, to passengers;
- operated two Customer Service and Ticket Offices at the Airport's Ground Transportation Centre and the Hong Kong Port of the Hong Kong-Zhuhai-Macao Bridge Public Transport Interchange to provide passenger enquiry and ticketing services;



- 增設龍運官方網站(www.lwb.hk)，為乘客提供便捷的服務查詢；
- 增設免費的智能手機應用程式，讓顧客通過其智能手機獲取巴士路線資料及搜尋路線；
- 提供所有龍運常規路線巴士到站時間預報服務。乘客可透過App1933、龍運網站及主要巴士站的顯示屏獲取巴士到站資訊。此平台讓乘客更便利地掌握路線資料及其他重要巴士服務資訊；
- 在所有巴士上安裝報站系統，廣播及顯示下一個巴士站的資料，並給予服務提示；
- 於「A」線豪華巴士推出免費Wi-Fi無線上網及USB充電插座，為乘客提供更優質旅程體驗；
- 為全線巴士車隊安裝「八達通」卡收費系統；
- 推出22個八達通巴士轉乘計劃，讓乘客可享轉乘優惠；
- 為致力提供優質服務，自2012年11月起一直獲得ISO 9001:2008品質管理認證；及
- 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》指引，定期進行二氧化碳濃度樣本測試。
- launched LWB's official website (www.lwb.hk) to facilitate passenger service enquiries;
- launched a free smartphone app to help customers retrieve bus route information and make route searches via their smartphones;
- provided Estimated Time of Bus Arrival ("ETA") information for all LWB routes with regular services, which is available on App1933, LWB's website and display panels at selected bus stops. These platforms also provide passengers with convenient access to route information and other key bus service information;
- installed the Bus Stop Announcement System on all buses to broadcast and display information about the next bus stop and give service reminders;
- introduced a free Wi-Fi service and USB chargers on "A" route premium buses to provide a better journey experience to passengers;
- equipped the entire bus fleet with the Octopus Smart Card System for fare payment;
- introduced 22 Octopus BBI Schemes to provide interchange fare discounts to passengers;
- maintained ISO 9001:2008 quality management system certification since November 2012 in our pursuit of service excellence; and
- 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.

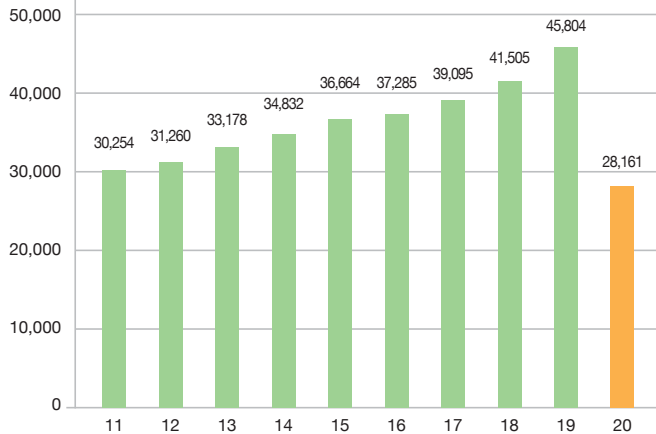
透過不斷改進和持續創新，我們相信能繼續大幅地為提供給顧客的服務增值。龍運將繼續提供創新、高質量服務，為顧客帶來安全可靠、舒適便利的運輸服務。

We are confident that through our continuous improvement efforts and constant innovation, we will continue to add significant value to our service. LWB will continue to provide innovative and high quality services that take our customers safely and comfortably to their destination.



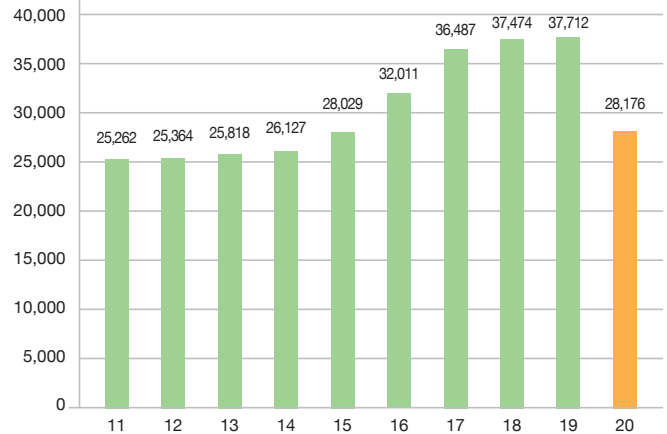
營運統計資料 Operational Statistical Information

全年乘客人次總數 (千人次計)
Total number of passengers carried for the year
(thousand passenger trips)



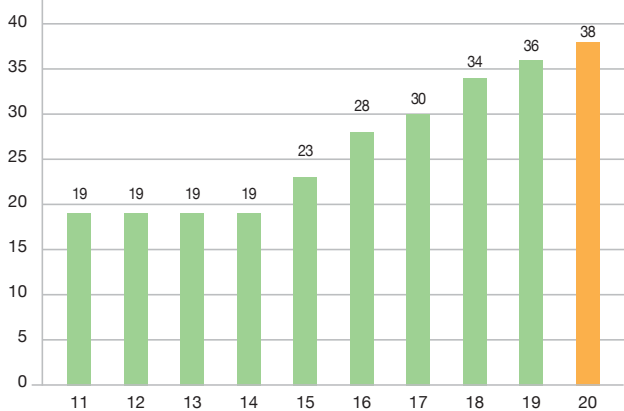
附註：由於2019冠狀病毒病爆發，2020年的全年乘客人次總數顯著減少
Note: Due to the outbreak of COVID-19, total number of passengers carried for the year 2020 reduced significantly

全年巴士行車里數 (千公里計)
Bus kilometres operated for the year (thousand km)



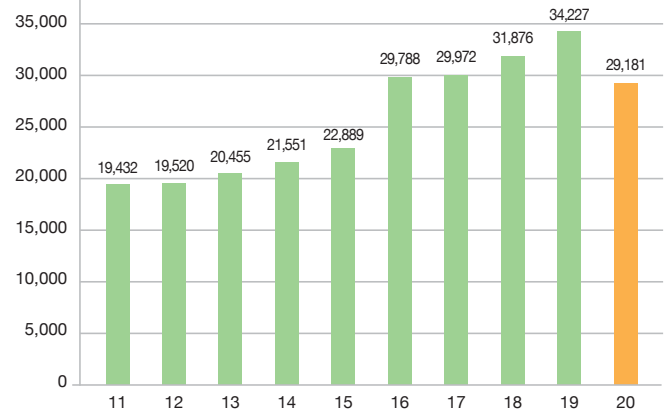
附註：由於2019冠狀病毒病爆發，2020年的全年巴士行車里數顯著減少
Note: Due to the outbreak of COVID-19, bus kilometres operated for the year 2020 reduced significantly

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



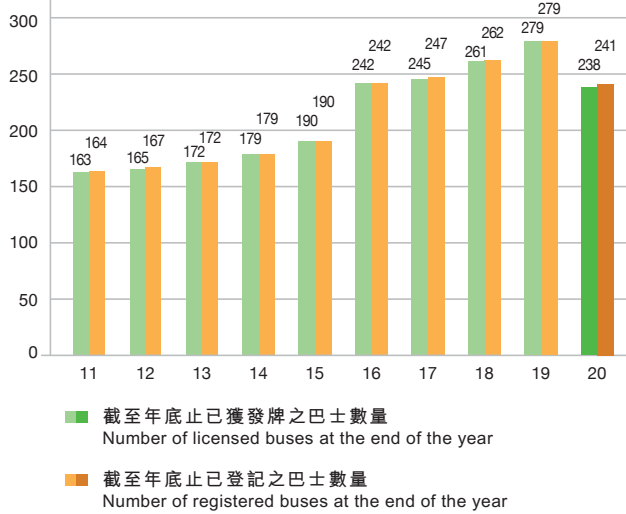
包括普通、特別、假日及通宵服務
Including normal, special, recreational and overnight services

截至年底止之車隊總載客量 (乘客數量)
Total fleet capacity at the end of the year
(number of passengers)

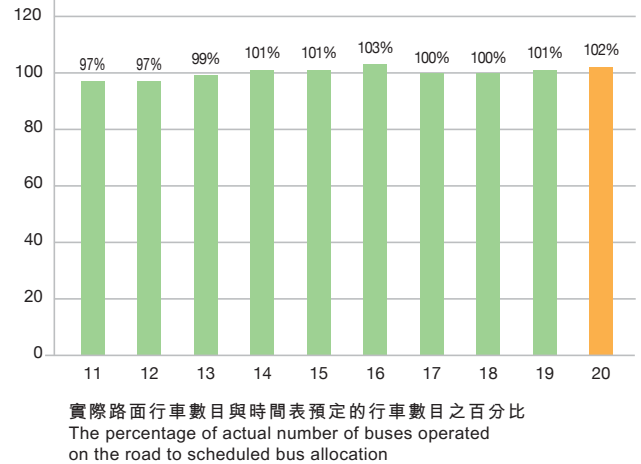


已獲發牌巴士之許可載客量
Total authorised carrying capacity of licensed bus fleet

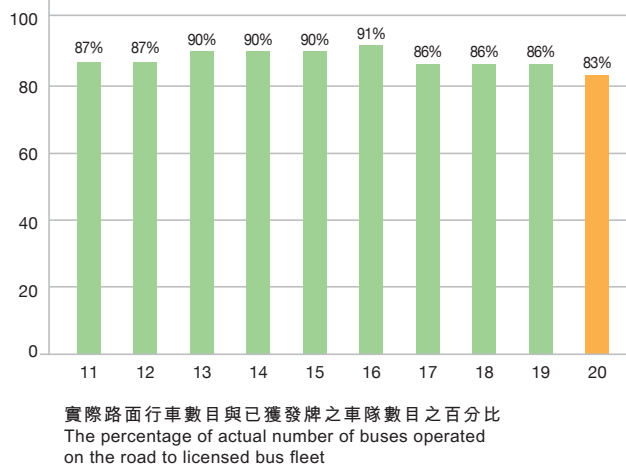
車隊
Fleet size



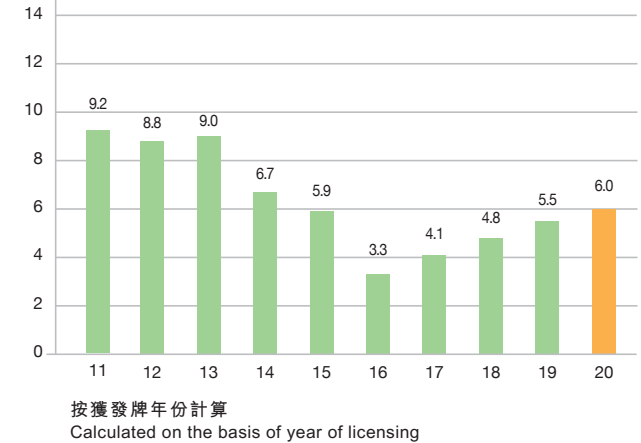
全年平均之時間表的成效
Average achievement of schedule for the year



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

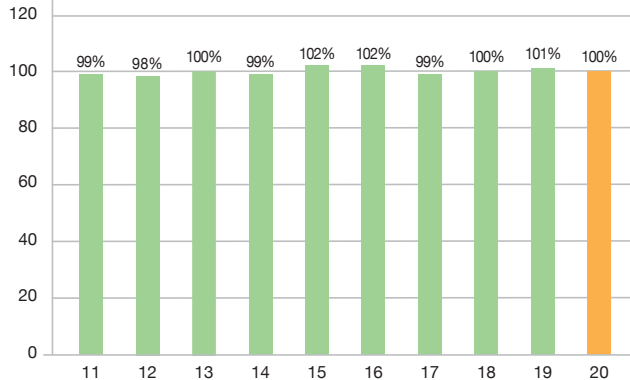


截至年底止之車隊平均車齡
Average age of bus fleet at the end of the year



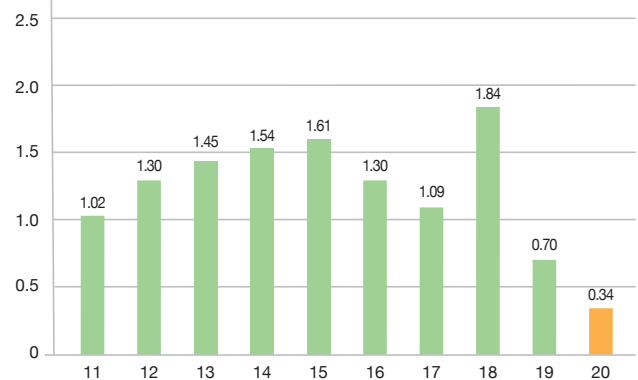


車隊運作能力
Operational capability



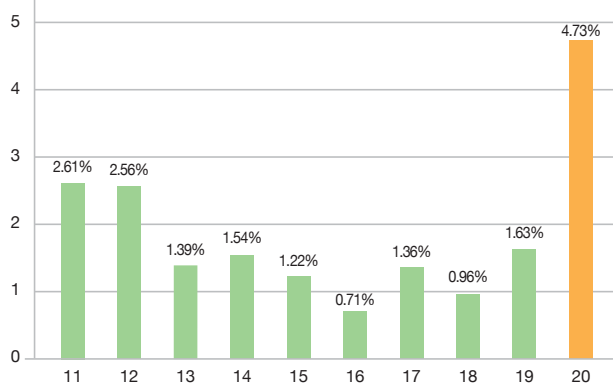
早上繁忙時間 (7時至9時) 整個巴士網絡內，向繁忙方向開出之實際巴士班次與時間表預定的班次之百分比
Percentage of actual number of bus departures to scheduled number of bus departures during morning peak hours (7 am - 9 am) in the peak direction

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

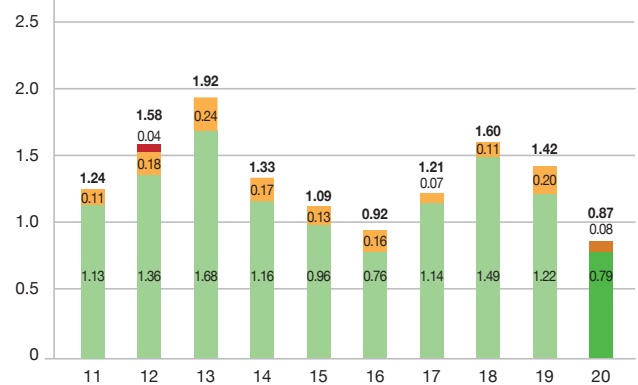
全年平均之班次失誤比率
Average percentage of lost trips for the year



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

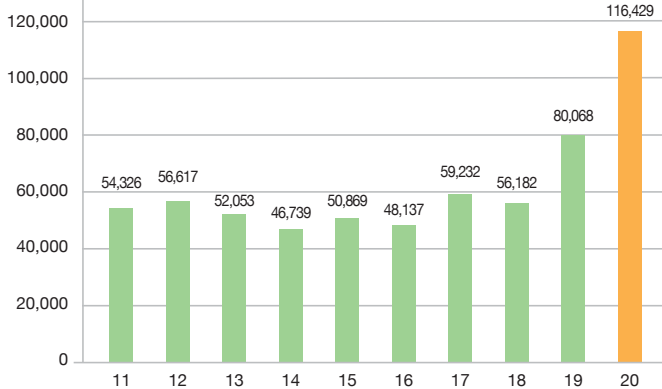
附註：自2015年起，基準修訂為按個別路線每日四個時段之失誤班次計算
Note: From 2015 onwards, basis of calculation revised to daily lost trips of individual routes in four time periods

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)



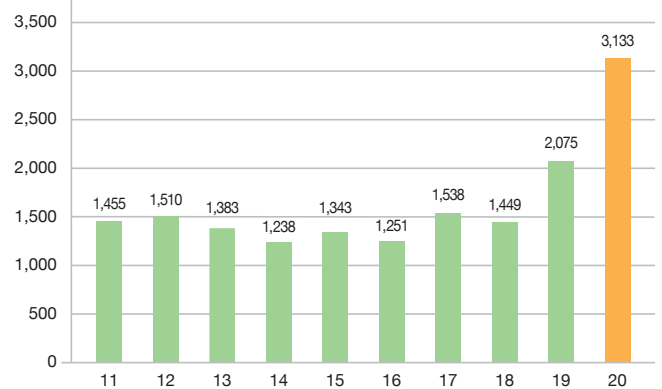
- 輕微意外
Minor accidents
- 嚴重意外使傷者住院超過12小時
Serious accidents involving hospitalisation of injured persons for more than 12 hours
- 致命意外
Fatal accidents

機械可靠性
Mechanical reliability



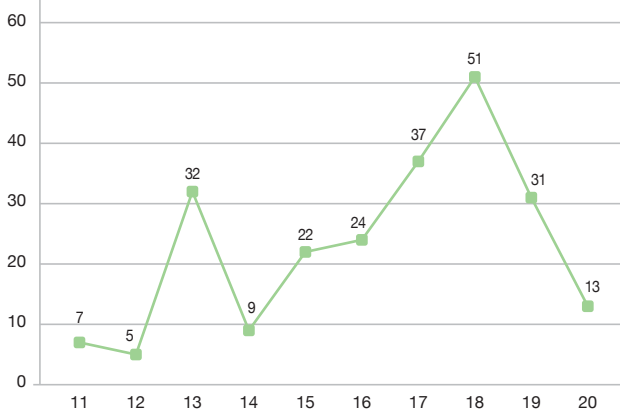
每一部巴士平均行走多少公里後才會在載客途中發生機械故障
Average number of kilometres operated before a bus has one mechanical breakdown while passengers are on board

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



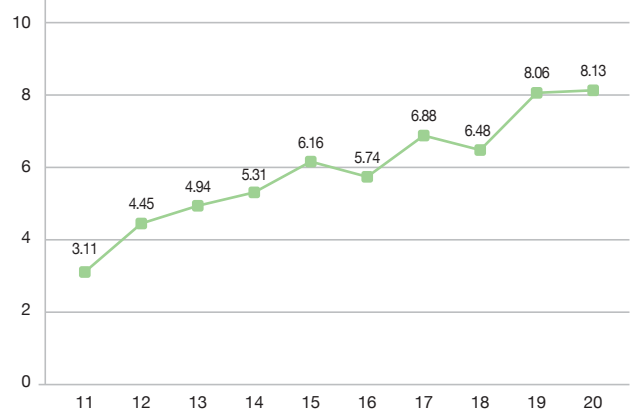
每一部巴士平均行走多少班次後才會在載客途中發生機械故障
Average number of trips operated before a bus has one mechanical breakdown while passengers are on board

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



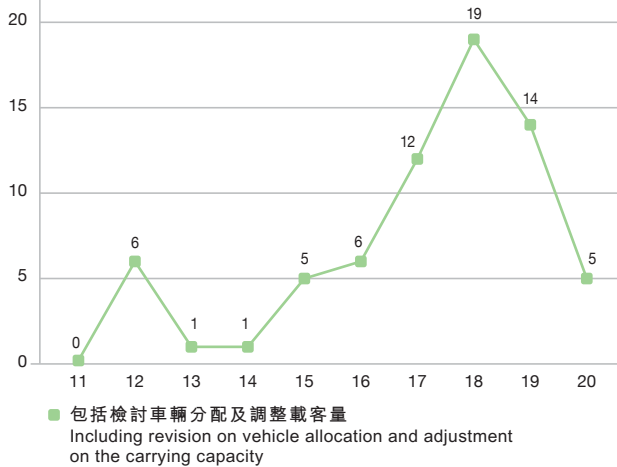
改善行車班次、增加載客量、延長服務時間、新增優惠及其他
Frequency improvement, capacity improvement, extension of operating period, enhanced concession and others

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

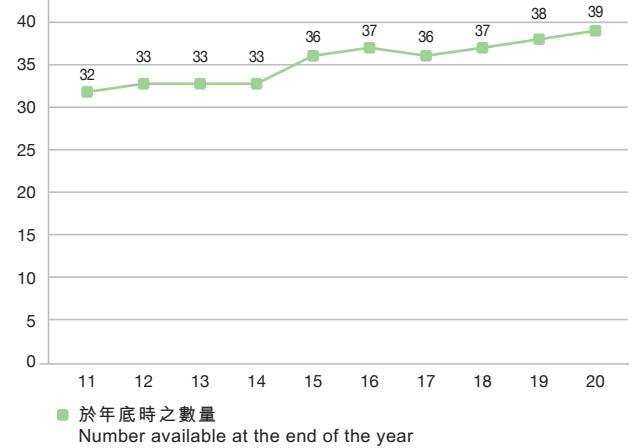




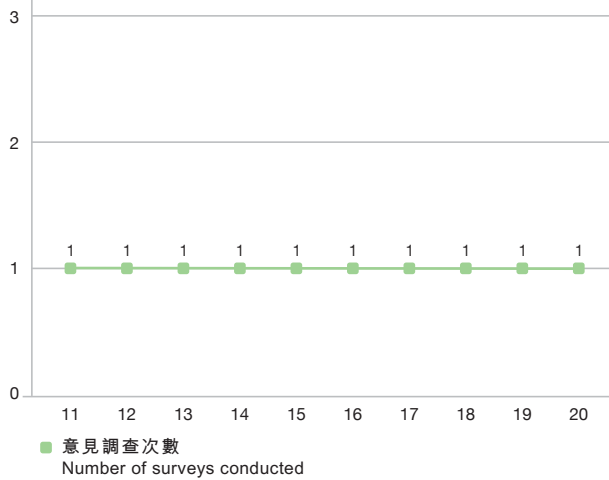
全年服務重整項目總計
Total service rationalisation items for the year



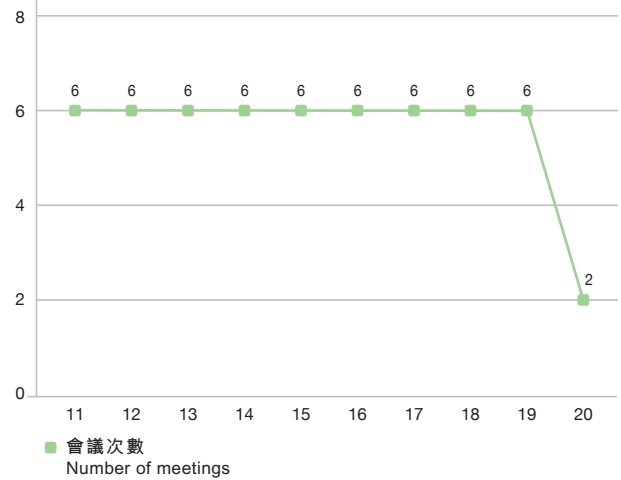
乘客候車亭
Bus shelters



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

截至2020年12月31日止年度專營公共巴士業務之業績

	2020年 港幣千元	2019年 港幣千元
收入		
車費收入	341,401	638,115
廣告收入	4,443	2,424
其他營運收入	13,550	1,846
	<u>359,394</u>	<u>642,385</u>
其他收益	90,643	16,256
	<u>450,037</u>	<u>658,641</u>
營運成本		
員工成本	(223,869)	(267,981)
燃油	(45,047)	(75,932)
零件	(11,726)	(13,954)
隧道費	(28,095)	(45,081)
專營巴士豁免隧道費基金	(23,007)	(25,725)
折舊	(68,429)	(69,062)
其他經營成本	(70,679)	(89,535)
	<u>(470,852)</u>	<u>(587,270)</u>
經營(虧損)/盈利	(20,815)	71,371
融資成本	(125)	(69)
除稅前(虧損)/盈利	(20,940)	71,302
所得稅抵免/(支出)	17,617	(11,860)
專營公共巴士業務之除稅後(虧損)/盈利	<u>(3,323)</u>	<u>59,442</u>
於12月31日之專營巴士豁免隧道費基金結餘 (附註 1)	<u>49,163</u>	<u>25,795</u>
於12月31日之乘客回饋累計結餘 (附註 2)	<u>2,195</u>	<u>6,834</u>

附註：

1. 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。
2. 根據現時當局在審批巴士票價調整的申請時所採用修改後的「經修訂的考慮多方面因素做法」，一個專營巴士營辦商在某年度獲得的回報率若超過按其固定資產平均淨值計算的指定觸發回報率，其高於指定觸發回報率的50%將會與乘客分享，以紓緩日後車費加價壓力，及向乘客提供巴士車費優惠。該指定觸發回報率於2019年1月1日至2019年1月7日為每年9.7%，而2019年1月8日至2020年12月31日為每年8.7%。



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

	2020 HK\$'000	2019 HK\$'000
Revenue		
Fare revenue	341,401	638,115
Advertising income	4,443	2,424
Other operating income	13,550	1,846
	<u>359,394</u>	<u>642,385</u>
Other income	90,643	16,256
	<u>450,037</u>	<u>658,641</u>
Operating costs		
Staff costs	(223,869)	(267,981)
Fuel and oil	(45,047)	(75,932)
Spare parts	(11,726)	(13,954)
Toll charges	(28,095)	(45,081)
Franchised Bus Toll Exemption Fund	(23,007)	(25,725)
Depreciation	(68,429)	(69,062)
Other operating expenses	(70,679)	(89,535)
	<u>(470,852)</u>	<u>(587,270)</u>
(Loss)/profit from operations	(20,815)	71,371
Finance costs	(125)	(69)
(Loss)/profit before taxation	<u>(20,940)</u>	<u>71,302</u>
Income tax credit /(expenses)	17,617	(11,860)
(Loss)/profit after taxation from franchised public bus operations	<u>(3,323)</u>	<u>59,442</u>
Accumulated balance of Franchised Bus Toll Exemption Fund as at 31 December (Note 1)	<u>49,163</u>	<u>25,795</u>
Accumulated balance of passenger reward as at 31 December (Note 2)	<u>2,195</u>	<u>6,834</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.
2. Under the revised Modified Basket of Factors (MBOF) approach, which is the existing basis for the Administration to assess bus fare adjustment applications, 50% of any return of a franchised bus operator in a given year in excess of a prescribed triggering point of return on its average net fixed assets would be shared with passengers to relieve the pressure for future fare increases and to facilitate the offer of bus fare concessions. The prescribed triggering point of return for the period from 1 January 2019 to 7 January 2019 was 9.7% per annum and that for the period from 8 January 2019 to 31 December 2020 was 8.7% per annum.

固定資產

	樓宇 港幣千元	其他租賃 作自用物業 (按成本列賬) 港幣千元	巴士及 其他車輛 港幣千元	在裝配中 的巴士 港幣千元	工具及 其他 港幣千元	固定資產 總額 港幣千元
原值：						
於2020年1月1日結存	41,952	3,250	759,197	27,210	94,665	926,274
添置	1,394	162	3,647	229,621	19,870	254,694
巴士轉撥	—	—	—	—	—	—
轉撥至同系附屬公司	—	—	(108,685)	—	—	(108,685)
出售	—	—	(247)	—	(639)	(886)
於2020年12月31日結存	<u>43,346</u>	<u>3,412</u>	<u>653,912</u>	<u>256,831</u>	<u>113,896</u>	<u>1,071,397</u>
累計折舊：						
於2020年1月1日結存	40,843	1,213	308,439	—	73,122	423,617
本年度折舊	1,008	1,273	52,286	—	13,862	68,429
轉撥至同系附屬公司	—	—	(75,913)	—	—	(75,913)
出售項目撥回	—	—	(247)	—	(636)	(883)
於2020年12月31日結存	<u>41,851</u>	<u>2,486</u>	<u>284,565</u>	<u>—</u>	<u>86,348</u>	<u>415,250</u>
賬面淨值：						
於2020年12月31日結存	<u>1,495</u>	<u>926</u>	<u>369,347</u>	<u>256,831</u>	<u>27,548</u>	<u>656,147</u>
加：已付訂購巴士按金						<u>18,561</u>
						<u>674,708</u>
賬面淨值：						
於2019年12月31日結存	<u>1,109</u>	<u>2,037</u>	<u>450,758</u>	<u>27,210</u>	<u>21,543</u>	<u>502,657</u>
加：已付訂購巴士按金						<u>26,583</u>
						<u>529,240</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	Total fixed assets HK\$'000
Cost:						
At 1 January 2020	41,952	3,250	759,197	27,210	94,665	926,274
Additions	1,394	162	3,647	229,621	19,870	254,694
Transfer of buses	—	—	—	—	—	—
Transfer to a fellow subsidiary	—	—	(108,685)	—	—	(108,685)
Disposals	—	—	(247)	—	(639)	(886)
At 31 December 2020	<u>43,346</u>	<u>3,412</u>	<u>653,912</u>	<u>256,831</u>	<u>113,896</u>	<u>1,071,397</u>
Accumulated depreciation:						
At 1 January 2020	40,843	1,213	308,439	—	73,122	423,617
Charge for the year	1,008	1,273	52,286	—	13,862	68,429
Transfer to a fellow subsidiary	—	—	(75,913)	—	—	(75,913)
Written back on disposal	—	—	(247)	—	(636)	(883)
At 31 December 2020	<u>41,851</u>	<u>2,486</u>	<u>284,565</u>	<u>—</u>	<u>86,348</u>	<u>415,250</u>
Net book value:						
At 31 December 2020	<u>1,495</u>	<u>926</u>	<u>369,347</u>	<u>256,831</u>	<u>27,548</u>	<u>656,147</u>
Add: Deposits paid in respect of buses on order						<u>18,561</u>
						<u>674,708</u>
Net book value:						
At 31 December 2019	<u>1,109</u>	<u>2,037</u>	<u>450,758</u>	<u>27,210</u>	<u>21,543</u>	502,657
Add: Deposits paid in respect of buses on order						<u>26,583</u>
						<u>529,240</u>

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