

MANAGING DIRECTOR'S MESSAGE



Carrying the aspirations of the public, I envisage our Company advancing alongside the entire community towards a future of prosperity and abundance, embracing the beauty and opportunities along the journey.

Reflecting on the past year, the global landscape remained intricate and dynamic. Hong Kong, a pivotal international metropolis, witnessed substantial transformations across economic development and people's livelihood. Throughout this period of societal advancement, KMB has steadfastly stood as a key player, fuelling the city with momentum and serving as the "Heartbeat of the City". We have propelled Hong Kong's growth, strengthening its position and advantages, while continuing to explore new avenues for growth.

As the saying goes, "Heaven rewards diligence; virtuous individuals seek unceasing self-improvement," the Group rises to numerous challenges, including uncertain macroeconomic conditions, geopolitical risks, climbing interest rates and shifting passenger travel patterns. Despite these formidable external factors, our unwavering resilience and relentless perseverance drive us to create value for the community and shareholders, making a significant contribution to societal progress. As we move forward, the Group actively introduces advanced technology to enhance operational performance and efficiency, and always upholding our dedication to our employees — our most critical partners — remains paramount.

At the core of our businesses, the major franchised bus operators, KMB and LWB, serve millions of passengers daily, offering safe, high-quality, and value-for-money travel options. Bus services rely fundamentally on human expertise for operations, safety and quality maintenance. Despite the integration of cutting-edge artificial intelligence technology, human roles such as bus captains and maintenance technicians remain essential. Thus, we diligently ensure that each employee is valued, placed in roles that capitalise on their strengths, nurtured for growth, and supported in their continuous improvement. We acknowledge that behind every employee is a family, and by ensuring their professional stability, we empower them to work with peace of mind.

Guided by the principle, "Earth rewards generosity; virtuous individuals bear great responsibilities," the Group remains steadfast in the core values of environment, social and governance while pursuing business growth. We continue to expand our efforts to benefit various sectors within our purview and fulfil social responsibility, going the extra mile to support seniors, students with special educational needs, persons with disabilities, individuals who are visually or hearing impaired, ethnic minorities, and marginalised



communities. Our commitment extends beyond providing barrier-free access to quality bus services; it also includes enhancing and caring for their overall well-being. Recognising the universal aspiration for a better living environment, we have embedded environmental protection measures throughout our operational framework. From deploying zero-emission electric buses and installing solar panels for renewable energy generation to conserving water and electricity in operational facilities, improving energy efficiency, recycling waste and using sustainable materials, we are committed to actively participating sustainable societal development.

I strongly believe that KMB, deeply rooted in Hong Kong, can navigate through over 90 years, progressing alongside the ever-changing times as our commitment extends beyond serving passengers. We are dedicated to serving the entire community. Every individual, irrespective of background or social standing, is the focal point of our sincere service.

Looking ahead, as Hong Kong sets sail towards developing “eight centres” which include the International Financial Centre and Innovation and Technology Centre, an excellent transportation network is indispensable. The Group firmly believes in the important roles played by KMB and LWB. Fully confident in their robust capabilities, extensive experience, resolute determination, profit optimisation strategies, and innovative mindset, we remain poised to deliver high-quality public transport services. Carrying the aspirations of the public, I envisage our Company advancing alongside the entire community towards a future of prosperity and abundance, embracing the beauty and opportunities along the journey.

Roger LEE Chak Cheong

Managing Director

20 March 2025