



Application for Fare Increase

香港電車加價申請

Legislative Council Panel on Transport

16 March 2018

立法會交通事務委員會

2018年3月16日



Hong Kong Tramways' features

香港電車簡介

- Established in 1904
創立於1904
- Only **double decker tram** in the world
全球獨有的**雙層普通載客電車**
- One of the **busiest tramline** in the world, ~175,000 passengers per day
世界上**最繁忙的電車網絡**，每日接載約175,000名乘客
- Around **600 employees**
現時約有**600名員工**
- Rolling Stock and systems **designed and built in-house**
所有電車均是由香港電車**自家設計及在香港車廠製造**



Hong Kong Tramways' features

香港電車簡介

- **The Most Accessible & Convenient:** High frequency transport service + On street level tram stops every 250m, easily identifiable

最便捷：班次頻繁，平均每隔250米便有一個電車站，而且容易辨識

- **The Most Affordable:** fixed fare, 30% less expensive than the cheapest bus route

最經濟實惠：劃一車費，與車費最便宜的巴士綫相比還要再便宜三成

Passenger Group 乘客組別	Existing Fare 現有票價
Person aged 12 or above 12歲或以上人士	\$2.30
Elderly (aged 65 or above) 長者 (65歲或以上)	\$1.10
Child (aged 3 to 11) 小童 (3-11歲)	\$1.20
Monthly Ticket 月票	\$200.00
Tourist Ticket 遊客票	\$34.00

- **The Greenest & Most Space-efficient:** Zero roadside emission / 1 car user = 80 tram users, on average

最環保和最有效使用路面空間：路面零廢氣排放；一位私家車使用者平均所佔路面空間相等於80位電車乘客所佔的路面空間



Hong Kong Tramways' features

香港電車簡介

Our Business Model: Rail + Advertising
營運模式：電車服務 + 廣告收益



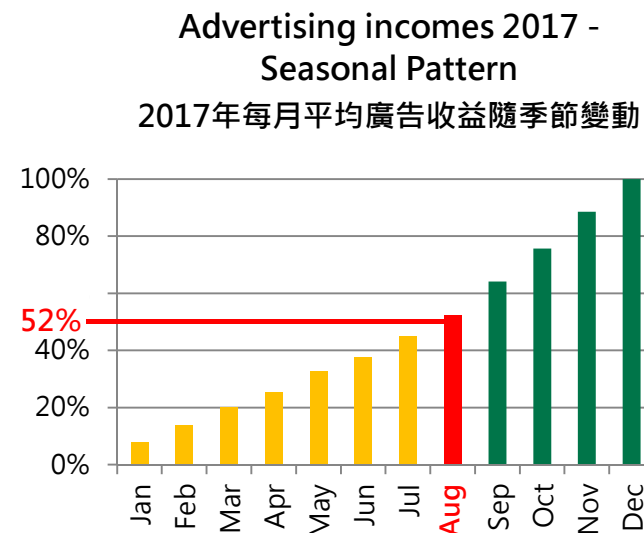
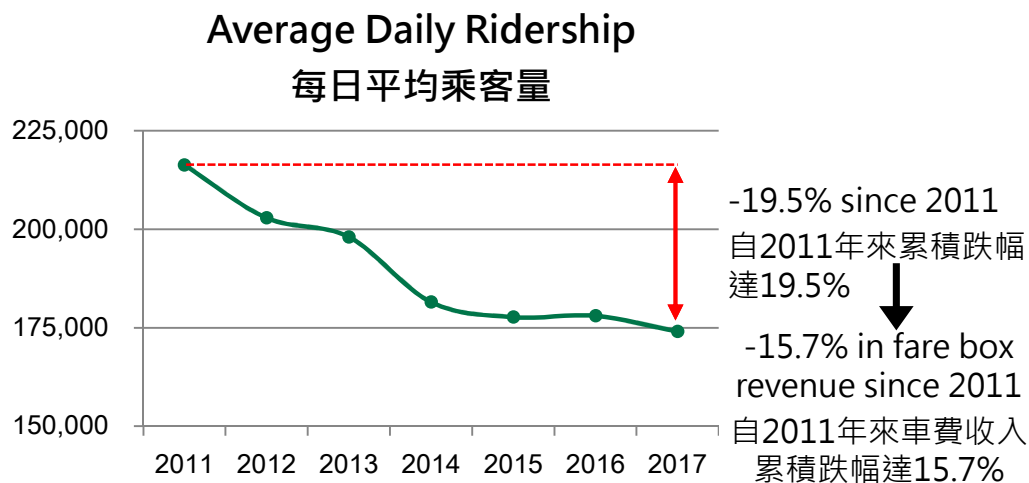
HK Tramways' Main Challenges 香港電車眼前的挑戰



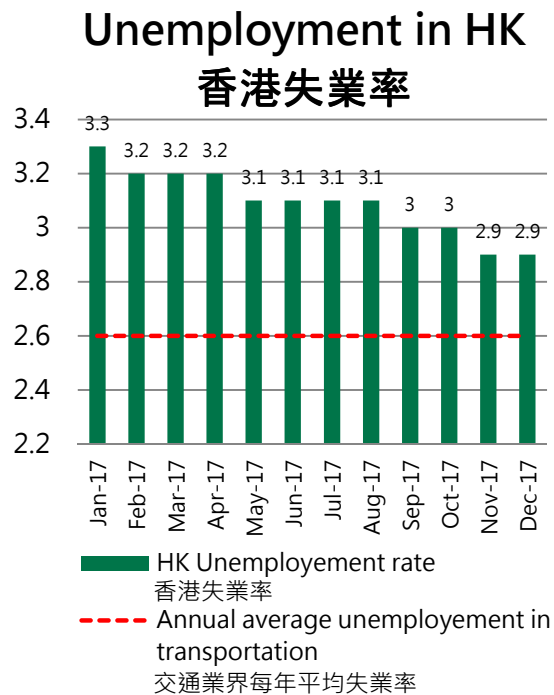
Patronage and revenues

香港電車的主要營運收入

- Long term decrease in ridership, mainly attributable to the competition with other modes and to the worsening traffic conditions
由於受到來自其它交通工具的競爭及日益嚴重的交通擠塞問題所影響，載客量持續下跌
- Uncertain and volatile advertising revenues, subject to high seasonal effects
廣告收入並不穩定，十分視乎當時經濟環境及季節變動



Shortage in workforce 人力資源短缺

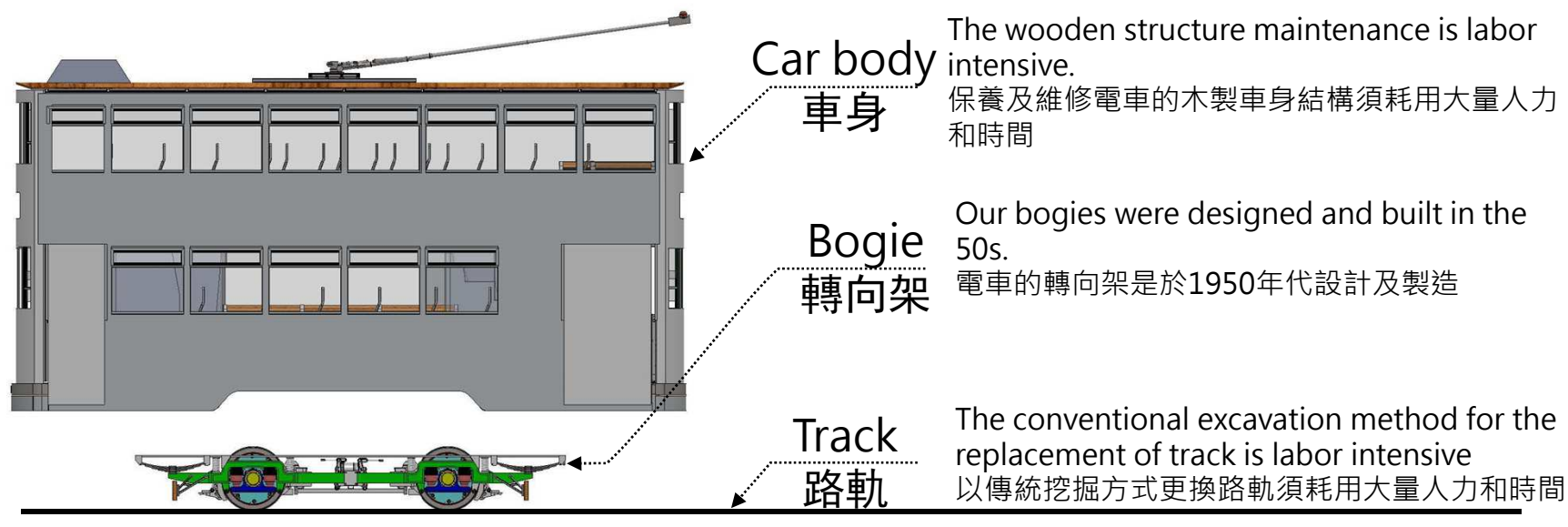


Affects production and
contributes to raise
operation costs
影響整體營運狀況及使營
運成本上升

Staff costs continue to
escalate in foreseeable
future
員工薪酬成本在可見將
來會持續上漲



Huge maintenance and renewal costs 高昂的維修保養及翻新成本



➔ Renewals and overhauls of old asset leads to **rise in CAPEX**
維修及翻新現有設備大大增加了香港電車的資本支出

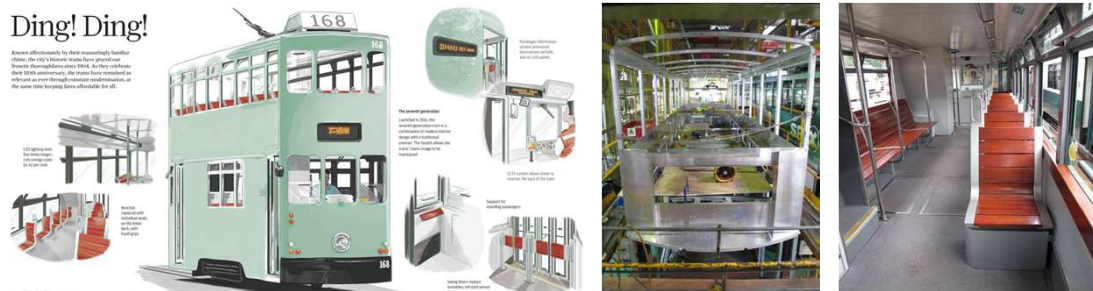


Completed improvements projects 已完成的服務提升計劃

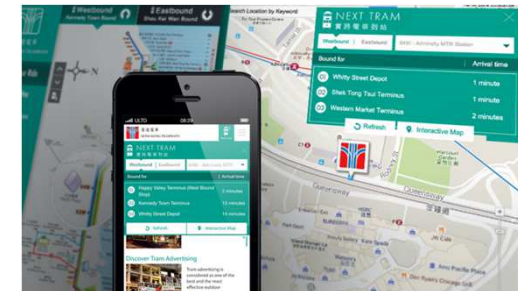


Improvement projects committed in 2011

於2011年制定的服務提升計劃



Replacing wooden car bodies by aluminum car bodies with brand new interior for improved passengers comfort and customer service comfort
以鋁合金車架替代原有木頭車架，及嶄新車廂設計，以提升乘客乘坐電車的舒適度



Providing passenger information (implemented in 2014)
提供實時車務資訊 (已於2014年完成)



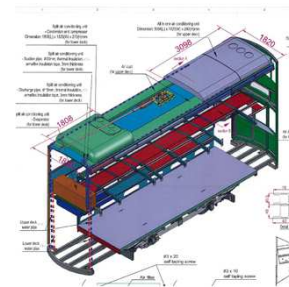
Replacing the existing DC traction motor system with AC traction motor system on the tram fleet to enhance passenger riding comfort and reduce electricity consumption (60 motors installed)
以全新交流電摩打系統替代現有直流電摩打系統以提升乘客乘坐電車的舒適度和節省用電 (已有60架電車完成安裝)



Additional Improvement projects 額外的服務提升計劃



Implementation of on-board black box and Tram Speed Recorder (completed in 2017)
為所有電車安裝黑盒紀錄儀 (已於2017年完成)



Air-con Tram Pilot for learning about the energy consumptions, maintenance costs, etc. (since 2016)
推行冷氣電車試驗計劃，測試最具能源效益、維修成本的運作方案並收集相關數據 (自2016年開始進行)



Implementation of a Control Room for improving our operation efficiency (2013)
在2013年啟用中央控制室以提升營運效率



First Hong Kong transport operator to open data to external parties and partners (with Citymapper, HKeTransport, etc.)
全港首個向第三方合作夥伴 (Citymapper, 香港乘車易) 提供實時資訊的公共交通營運商



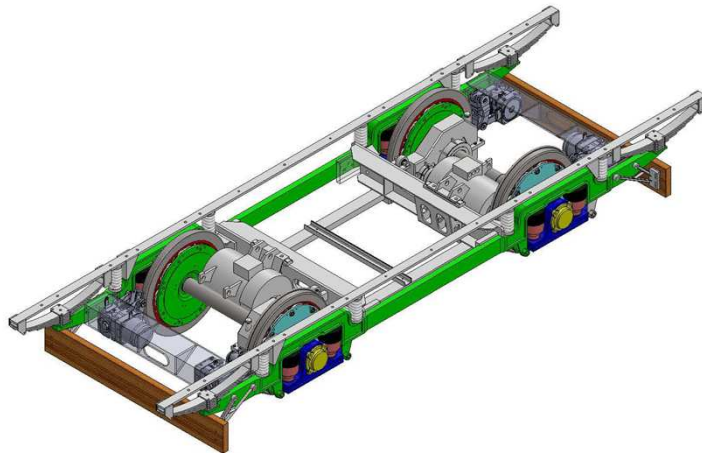
Further improvement
projects
進一步的服務提升計劃



Improve Safety

提升安全性

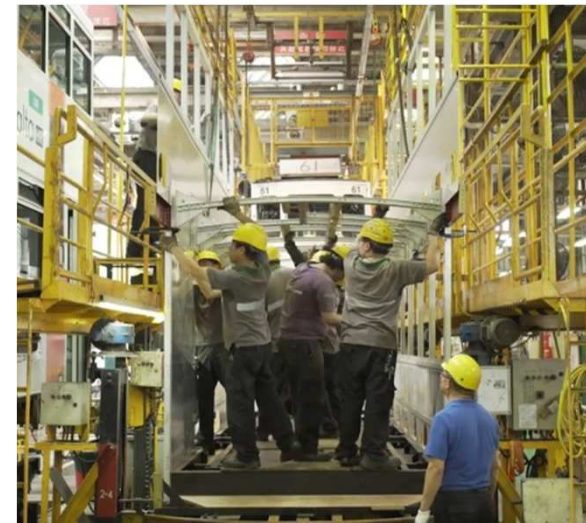
- Installing a newly designed bogie to the modified tramcars to strengthen safety and improve passenger riding comfort
在更新木製車隊為鋁合金電車的同時，為新電車安裝全新設計的轉向架，以提升安全性，並改善乘客乘坐電車的舒適度
- Developing a speed limit alert system to improve safety
開發一套車速限制提示系統以提升安全性
- Development of a CAN system (*Controller Area Network*). This network connects devices, sensors and actuators for real-time control applications
開發一套名為「CAN」的系統。此系統將能實時監控所有車上的設備、感測器及致動器



Improve Customer Experience

提升乘客乘車體驗

- Continuing the modification of tramcars to enhance passenger comfort and operational efficiency
持續改良電車車隊，以提升乘客乘車的舒適度及營運效率
- Building the fourth special tram to increase non-fare box revenue
開發第四架特別主題電車以增加非票務收入



Financial forecast 財政預算



Financial Implications 財政影響

- Profit after tax in 2016 : HK\$ ~38M (~14.8%)
2016年稅後盈利：約3,800 萬港元 (淨利率約 14.8%)
- Total investment regarding new improvement projects until 2023: around HK\$ 110M
預計到2023年就新改善項目的總投資額：大約\$1.1億港元
- Financial viability 財務可行性
 - Depends on fare revenue from core activity
有賴從核心業務所得的票務收入
 - Non-fare revenue unreliable
非票務收入並不穩定
- Without fare increase, operation still profitable but unsustainable (profit margin drop to below 2.6%)
如不加價，淨利率將跌至更低的水平（少於2.6%）將難以持續經營
- Even with fare increase, returns remain low (5-6% over the next 5 years)
即使加價後，回報率仍只能維持於低水平（未來5年僅維持5-6%）



Proposed Fare Increases 建議票價加幅

	Existing Fare 現有票價	Proposed Fare 建議票價
Person aged 12 or above 12歲或以上人士	\$2.30	\$2.6 (+13.0%)
Elderly (aged 65 or above) 長者 (65歲或以上)	\$1.10	\$1.2 (+9.1%)
Child (aged 3 to 11) 小童 (3至11歲)	\$1.20	\$1.3 (+8.3%)
Monthly Ticket 月票	\$200.00	\$220.0 (+10.0%)
Tourist Ticket 遊客票	\$34.00	\$34.0 (unchanged 不變)

Between June 2011 and September 2017:

- *the Composite Consumer Price Index (CPI) increased by 20.6%*
- *while the Median Monthly Household Income (MMHI) increased by 35.7%.*

比較2011年6月及2017年9月的統計處資料

- 綜合消費物價指數有**20.6%增長**，而家庭住戶每月收入中位數有**35.7%增長**



Conclusion 總結

- Need for keeping improving the system to relieve concerns on safety and level of service
有迫切需要盡快推行改善建議，以回應各方對於安全及服務水平的關注
- More attractive services contribute towards the development of green and smart transport while retaining Hong Kong' s heritage
提供更環保、更具智能的電車服務，同時致力保存這重要的歷史文化財產
- Fares will still remain very low and 23% cheaper than the cheapest bus line
即使按建議加價，電車票價仍然十分相宜，比起同樣為服務港島北的最便宜巴士路線便宜23%
- Fare increase is essential for sustainability of operation
是次加價對香港電車能持續其有效營運極其重要。



Thank You
謝謝

