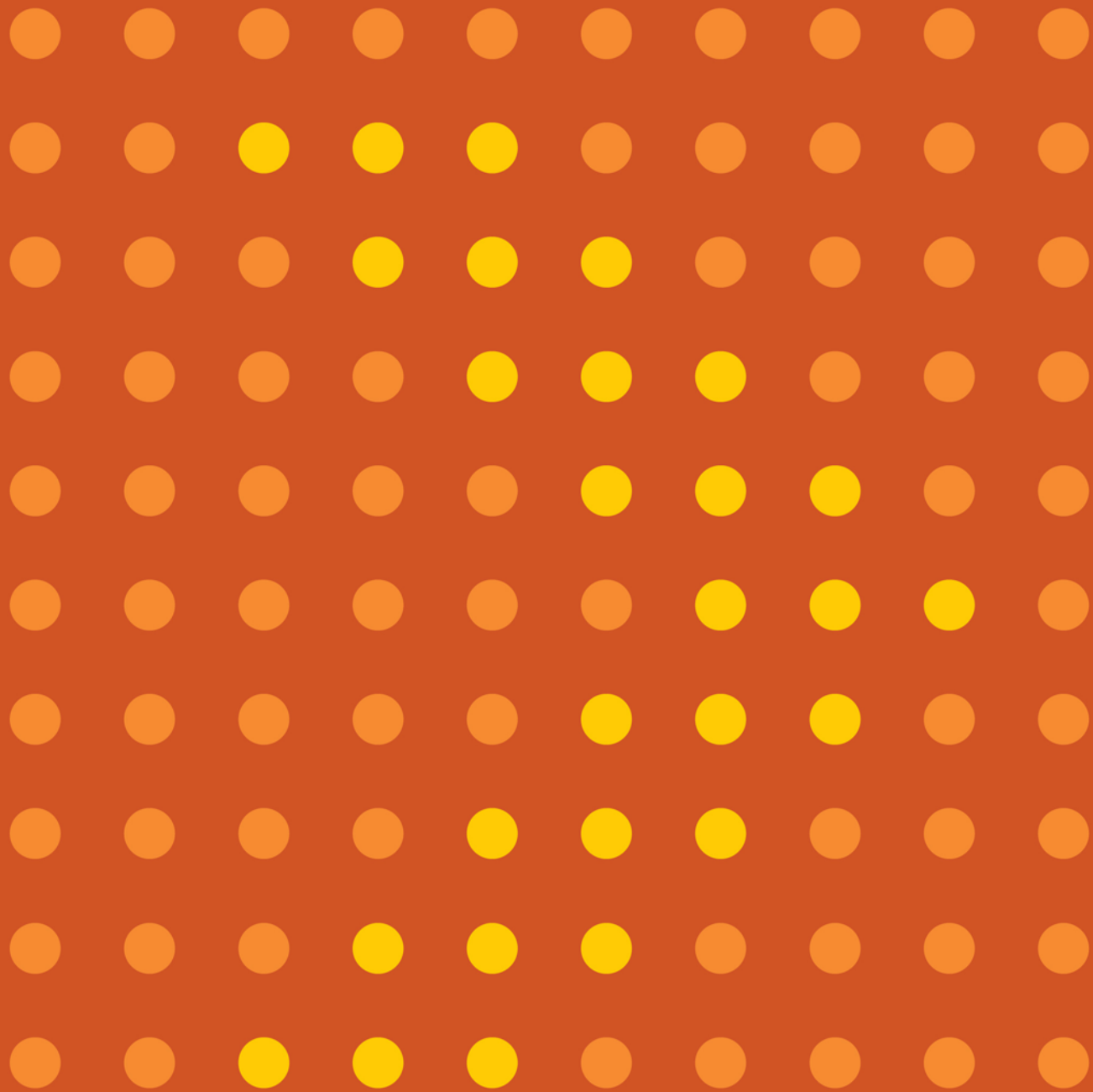




台北大眾捷運股份有限公司  
TAIPEI RAPID TRANSIT CORPORATION



Annual Report 2003



台北大眾捷運股份有限公司  
TAIPEI RAPID TRANSIT CORPORATION



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## 前言 Preface

### 追求卓越服務 成果深獲肯定

台北捷運秉持「顧客至上，品質第一」之經營理念，致力提升各項服務品質，在旅客運送服務及維修作業方面，已通過 ISO 9001 國際品質認證，提供服務品質更進一步的保障。在營運策略方面，以顧客導向為目標，除維持系統安全及運轉穩定外，並推出多項服務措施，例如：進行指標改善、建置旅客資訊顯示系統、拓展地下無線通訊服務、改善行駛路面增加行車舒適度、提升車站衛生設備、印製十一國語言摺頁文宣品等。鑑於大邱地鐵發生人為縱火意外，造成人員嚴重死傷，也加強消防宣導、增設消防設備、辦理模擬演練，以確保旅客安全。至於大眾運輸整合方面，已順利完成推動捷運場站與公車及計程車整合、增設機

車及腳踏車停車格、推廣悠遊卡 IC 票證、實施捷運與公車雙向轉乘優惠措施等工作成果，讓轉乘更加方便。此外，在突破傳統思維作法方面，透過線形公園、地下街、藝文廊及行人徒步區等空間結合鄰近社區資源，以多元化服務積極拓展捷運經營格局，創造一個融合運輸、藝文、休閒的優質交通環境。2003 年本公司接連獲得交通部金路獎、臺北市政府服務品質獎、行政院服務品質獎整體獎、行政院「優質英語生活環境評獎」特優獎等獎項，代表各界對我們優質服務的肯定，也是我們持續努力的動力。未來，仍將秉持用心服務、精益求精的精神，在以客為尊的經營方針下，不僅提供民眾更便捷舒適的運輸服務，也將為提昇台北都會區生活品質貢獻心力。



### 孵一個文藝復興的夢

每次看到古厝翻新，街道變得美麗，地鐵流暢的把我們帶往城市的不同區域，心中，就會忍不住孵一個文藝復興的夢：

清晨，推窗便能享受繽紛的清新…

路人步調悠閒…經貿鬧區雕刻林立…老街令人驚喜懷古…

整體市容優雅潔淨，是地球村的縮影，讓我們與世界同步脈動…

最重要的，無論走到哪裡，都能呼吸到濃郁的人文氣息：

一半的市民懷有達文西的夢想、一半擁有哥倫布的豪情！

### Striving for Outstanding Service, Receiving Recognition for Achievements

With “Customers Come First and Quality Tops All Priority” as TRTC’s corporate objective, we strive to upgrade our service quality in all aspects. Our outstanding transportation service and maintenance service are guaranteed by ISO 9001 accreditation for international quality assurance. Having customer-oriented strategy objectives, TRTC not only maintains the system safety and stability but also launches several initiatives on better service, such as the improvement of signs, installation of passenger information display systems, development of uninterrupted mobile phone service underground, improvement of track ways to enhance comfort, upgrade of sanitary facilities at the stations, printing of promotional leaflets in eleven languages, etc. Alerted by the arson incident in the subway of Daegu, Korea, causing many deaths and injuries, TRTC reinforced firefighting education, increased firefighting facilities, and organized fire drills so as to ensure passengers’ safety.



As for the integration of public transportation to provide passengers with more convenient transfer service, we have successfully integrated buses and taxis with the metro, expanded parking spaces for motorcycles and bicycles, promoted EasyCard ticketing system, and implemented “Preferential Two-way Bus Ride Program.”

Breakthroughs of traditional transport service and thinking mode are obvious in integration of linear parks, underground shopping malls, art and culture galleries and pedestrian areas with the neighboring community resources. With extensive and diversified services provided, the Taipei metro combines transportation, art and recreation to build up a new and refined atmosphere. During 2003, TRTC was awarded with the “Gold Road Award” by the Ministry of Transportation and Communication, “Service Quality Award” by the Taipei City Government, “Service Quality Overall Award” and “Excellent English Environment Award” by the Executive Yuan of the R.O.C. These awards demonstrate the public’s recognition for our outstanding service, motivating us to persistently strive onwards. In the future, TRTC will endeavor to serve its customers with painstakingly efforts and to provide not only more convenient and comfortable commuting service but also quality life to Taipei.



## 公司經營概況 Corporate Overviews



### 董事長的話

台北都會區的繁榮發展，使得人口及車輛快速成長，如同其他國際大都會一般，面臨諸多交通問題亟待解決，台北捷運系統的興建及營運，正是紓解台北都會區長期以來交通問題一帖良藥，也藉此改善都市動線，活絡都市機能，並且促進都市與周邊衛星市鎮再發展。捷運木柵線、淡水線、中和線、新店線、小南門線及板南線等六條路線，建構出台北捷運系統的初期路網，配合其他接駁運具，使臺北市民享受前所未有的交通便利。

「台北捷運系統」以提供旅客安全、便捷、乾淨、舒適、準點及親切的運輸服務為品質目標，為了達成這個目標，除以「顧客至上，品質第一」為經營理念外，堅持「人本運輸精神」，致力推廣大眾運輸服務、結合其他

運輸工具，相輔相成達成完整的交通運輸網。此外，建立高品質的企業管理制度、健全財務規劃與管理、落實人性化管理、積極經營附屬事業與其他轉投資事業等工作，都是公司朝向全方位發展的努力，公司仍將汲取各領域發展經驗，挹注運輸本業，促進台北捷運經營績效向上提昇。

台北捷運在快速成長過程中，除了在運輸服務品質不斷力求精進外，亦結合社區資源與人文藝術，營造出活潑而優質的新捷運文化。2003年本公司陸續榮獲包括行政院「服務品質獎」在內的許多評獎優勝，代表各界對本公司提供之服務的高度肯定。未來，本公司所有同仁更將秉持精益求精的精神與態度，落實「以客為尊」的服務政策，朝向「台北捷運，世界一流」的願景目標邁進。

陳椿亮



### 淡水線的紅玫瑰

我在灰灰的天氣裡坐上淡水線 有個人也在這裡讓我遇見  
他的手裡握著一束紅玫瑰 要送給第一個對他笑的人  
那人說要去落日碼頭 還把玫瑰交给了我  
他說如果你看見下一個對你笑的人 就把花送給他  
不管是陰天或晴天 讓淡水線的紅玫瑰看見每個人的笑容

### Chairman's Statement

Like other modern cities in the world with booming developments, Taipei has been seeking solutions for years to resolve the traffic congestion problem resulted from the rapid growth of its population and traffic. The construction and operation of the metro systems have proven to be an effective answer. The metro improves the urban transportation routes, activates the urban mechanism, and also stimulates re-development of the neighboring cities and towns. The six main lines, Muzha Line, Danshui Line, Zhonghe Line, Xindian Line, Xiaonamen Line and Bannan Line, have formed the initial network of the Taipei Metro systems. Facilitated with other public transportation, the Taipei residents enjoy unprecedented traffic convenience.

Providing safe, convenient, clean, comfortable, punctual and friendly transport service, the Taipei metro persists on "Customers Come First and Quality Tops All Priority" as well as "humanized commuting spirit". In order to promote



public transportation, the Taipei metro has integrated with other means of public transport to form a complete transportation network. In addition, TRTC endeavors to provide a comprehensive solution including establishing high-quality corporate administrative system, developing integrated financial plan and control, implementing humanized management, pursuing affiliated business and other investments. By accumulating vast experience from different business sectors, TRTC is confident in optimizing the effectiveness and efficiency of commuting service.

During its rapid growing process, TRTC has also tapped into community resources and talents along operating lines to build up a vivacious and refined metro culture new to Taiwan. In 2003, TRTC was successively accredited with a number of awards such as "Service Quality Award" from the Executive Yuan of the R.O.C., which represented a high public recognition of our service. To usher the Taipei metro into the rank of the world's transport leaders, TRTC and its entire staff is committed to serve the customers as the first priority in the future.

Richard Chen





## Corporate Overviews



### 總經理的話

對台北捷運公司及亞洲各國捷運系統而言，2003年可說是嚴重影響運量成長的一年。2003年上半年台灣地區發生嚴重急性呼吸道症候群（SARS），對台北捷運運量產生嚴重影響，透過許多防疫措施及配合推出具體行銷方案後，下半年運量逐漸回昇，在第四季時回復至去年同期水準。2003年全年總運量為3億1,618萬餘人次，平均每日運量為86萬6千餘人次，較2002年平均每日運量減少2萬2千餘人次。「危機就是轉機」，在SARS期間讓大家再深入思考，如何做好企業經營與旅客服務，以強化捷運體質，重新再出發。

2003年2月韓國大邱地鐵發生人為縱火意外事件，至現場了解後深刻體認，除加強消防安全避免意外發生外，宣導旅客在緊急狀況時正確使用車站及車廂內消防設備適時應變更形重要，所以維持系統「運轉穩定與安全」列為2003年工作重點，加強服務人員及旅客之消防安全教育與宣導，辦理許多多重災害模擬演練，以期建構更安全的大眾運輸環境。

為使捷運公車轉乘措施優惠更普及，鼓勵民眾多使用大眾運輸工

具，積極推動捷運轉乘公車及公車轉乘捷運「雙向定額優惠」方案，在突破軟硬體技術後，於2003年11月全面實施。該優惠措施實施後，普獲民眾好評，搭捷運後再轉乘公車之平均每日運量由17萬人次成長至19萬人次以上，再加上先搭公車再轉乘捷運之14萬人次，平均每日使用雙向轉乘優惠已接近34萬人次。依據臺北市政府研考會調查，該措施實施後，64.6%的民眾表示非常滿意及滿意，不滿意及非常不滿意僅佔11.6%，在持有悠遊卡的受訪者中，有29.6%的旅客改變平常通勤搭車的型態，其中以原本不考慮乘公車再轉捷運，現在則改變採這種運輸方式所佔50.3%的比例為最高。

展望未來，除不斷提昇捷運系統的服務品質與營運安全外，也將持續強化公司經營管理，落實內控制度之執行，並對各項業務流程深入分析，期能進一步增進經營績效。24小時客服中心預定2004年7月啟用，小碧潭站也將在2004年9月完工通車，台北捷運的服務層面與範圍將更進一步擴大，配合整體大眾運輸政策的持續推動，希望能吸引更多民眾使用捷運系統，早日實現平均日運量超過百萬人次且營業額突破百億元之營業目標。

蔡輝昇

### President's Statement

2003 was the year in which transport volumes for TRTC and metro systems of other Asian countries were seriously influenced by the threat of Serious Acute Respiratory Syndrome (SARS). However, through a series of preventive measures and promotional projects, the transport volume for TRTC began to gradually rise during the second half of the year, and in the fourth quarter it recovered to the standard of the same period of 2002. During 2003, the Taipei metro registered over 316.18 million passengers, translating into over 860 thousand daily on average. The daily average represents a decrease of 22 thousand passengers compared with that in 2002. "Threat means opportunity!" Under the threat of SARS, TRTC grasped this opportunity to review its corporate management system and customer service for strengthening its internal control and getting ready for the next challenge.

Alerted by the arson incident in the subway of Daegu, Korea, TRTC acutely realized that

counting on preventive firefighting (firefighting preventive) measures was not enough and that educating passengers to use firefighting amenities in the stations and trains in case of emergency is far more important. That explained why maintaining systems' operational stability and safety was ranked as the first priority. Hence, to create a safer commuting environment, we endeavored to instill our staff and passengers with firefighting knowledge and to organize fire drills frequently as well.

To encourage frequent usage of public transportation, we actively promoted the "Preferential Two-way Bus Ride Program" for transfer metro passengers, and this scheme which has been implemented since Nov. 2003 was widely accepted by the public. The statistics registered a rise from 170 thousand passengers to 190 thousand passengers transferring from the metro to the buses, while 140 thousand passengers transferring from the bus to the metro on a daily average, with a total of nearly 340 thousand passengers on a daily average enjoying the benefits of our scheme

According to a survey conducted by the Research, Development and Evaluation Commission of the Taipei City Government, 64.6% of the interviewees were extremely satisfied or satisfied with our scheme, and only 11.6% were extremely unsatisfied or unsatisfied with it. Among those with EasyCards, 29.6% of the passengers had changed their usual mode of transportation, of which a majority of 50.3% had originally been unwilling to transfer from the bus to the metro but later turned to this transportation mode.

Looking forward to the future, TRTC will persistently improve its service quality and operation safety, reinforce its corporate management, execute internal control system and analyze each operational procedure to obtain greater achievements. Measures under planning include establishment of a 24-hour passenger service center in Jul. 2004 and inauguration of the Xiaobitan Station in Sep. 2004. These drives should widen the extent of service and attract more customers to the Taipei metro. Hopefully it will not be long before TRTC could hit its target of serving 1 million passengers per day and obtaining an income of over 10 billion.

Kwei-Sheng Tsay





### 資本額與股東結構

公司登記資本額新台幣100億元，分為10億股，每股面額10元。公司成立初期實收資本額為70億元，經90年9月及91年11月，分別將盈餘轉增資20億1,600萬元及3億3,810萬元，截至92年底止，實收資本額總計為新台幣93億5,410萬元。

股東名稱	投資金額	百分比
實收資本額	9,354,100,000	100.00%
臺北市政府	6,898,247,860	73.75%
交通部	1,603,560,000	17.14%
臺北縣政府	818,483,750	8.75%
唐榮公司	33,407,500	0.36%
台北銀行	133,630	
交通銀行	133,630	
農民銀行	133,630	

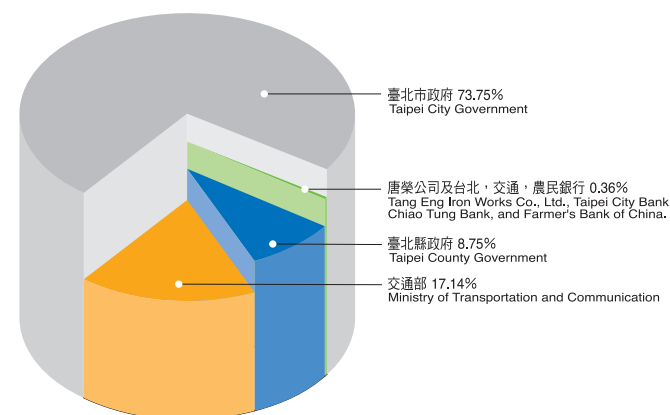
### Capitalization and Shareholding Structure

Shareholder	Invested Amount ( NT\$ )	Percentage
Paid-up Capital	9,354,100,000	100.00%
Taipei City Government	6,898,247,860	73.75%
Ministry of Transportation and Communication	1,603,560,000	17.14%
Taipei County Government	818,483,750	8.75%
Tang Eng Iron Works Co., Ltd.	33,407,500	0.36%
Taipei City Bank	133,630	
Chiao Tung Bank	133,630	
Farmers' Bank of China	133,630	

TRTC registered NT\$10 billion as its capital, divided into 1 billion shares with face value NT\$10 per share. At the beginning of its establishment, the company actually received NT\$7 billion, and in Sep. 2001 and Nov. 2002, the company transferred the profit of NT\$2,016,000,000 and NT\$338,100,000 respectively as capital; hence, as a result, shares worth NT\$9,354,100,000 have been subscribed at the end of 2003.

### 資本結構圖

#### Capital Structure Diagram







# Corporate Overviews

## 董事會（92.12.31在任）

董事長 陳椿亮

常務董事
陳再來（交通大學教授）
陳武正（中華大學教授）
歐連發（臺北縣政府交通局局长）
董事
陳進財（南僑化學工業股份有限公司總裁）
蔡輝昇（台北捷運公司總經理）
王卓鈞（臺北市政府警察局局長）
林正修（臺北市政府研考會主任委員）
陳清秀（臺北市政府法規委員會主任委員）
李武雄（臺北市政府交通局副局长）
范良鏐（臺北市政府捷運局局长）
黃茂穗（臺北縣政府警察局局長）
林錫耀（臺北縣政府副縣長）
陳鴻濱（唐榮公司總經理）
常務監察人
陳高燦（臺北市政府主計處副處長）
監察人
陳惠平（臺北市政府財政局主任秘書）
鐘昱男（臺北市政府人事處處長）
邱成燦（臺北縣政府財政局局長）
駱清秀（臺北縣政府主計室主任）

## Board of Directors（as of Dec. 31, 2003）

Chairman Richard C. L. Chen

Standing Directors
Tsai-Lai Chen（Professor of Chiao-Tung University）
Wu-Jen Chen（Professor of Chung-Hua University）
Lian-Fa Ou（Director of Bureau of Transportation, Taipei County Government）
Directors
Jing-Tsai Chen（Chairman of Nan Chiao Chemical Corp.）
Huel-Sheng Tsay（President of TRTC）
Jo-Jun Wang（Chief of Taipei Police Bureau）
Jing-Hsiu Lin（Director of Commission of Research, Development & Evaluation, Taipei City Government）
Ching-Hsiu Chen（Director of Rules and Regulations Commission, Taipei City Government）
Wu-Hsiung Lee（Deputy Director of Bureau of Transportation, Taipei City Government）
Liang-Hsiu Fan（Director of Department of Rapid Transit Systems）
Mao-Hsui Huang（Chief of Taipei County Police Bureau）
Hsi-Yao Lin（Deputy Magistrate of Taipei County Government）
Hong-Bin Chen（General Manager of Tang Eng Iron Works Co., Ltd.）
Standing Auditor
Kao-Tsan Chen（Deputy Director of Dept. of Budget, Accounting & Statistics, Taipei City Government）
Auditors
Hui-Ping Chen（Secretary General of Bureau of Finance, Taipei City Government）
Yu-Nan Chung（Director of Department of Personnel, Taipei City Government）
Cheng-Kuie Chiu（Director of Bureau of Finance, Taipei County Government）
Ching-Hsiu Luo（Director of Accounting and Statistics Office, Taipei County Government）





## Corporate Overviews

### 92年度財務摘要

92年度預算盈餘（稅後）目標為603,566,000元，實際盈餘數為371,067,871元，達成率為61.48%。92年度、91年度主要收入與成本狀況如下：

科 目（單位：元）	92年度 （會計師查核） 金額	91年度 （審計部臺北市審計處審定） 金額
營業收入	7,829,489,588	8,144,612,154
運輸收入	6,977,918,269	7,200,044,751
其他營業收入	851,571,319	855,566,909
政府補助收入	-	851,571,319
營業成本	6,170,780,392	5,965,883,149
輸儲成本	5,959,182,751	3,448,018,417
其他營業成本	211,597,641	2,517,864,732
營業毛利	1,658,709,196	2,178,729,005
營業費用	1,673,636,814	1,451,731,274
營業利益	( 14,927,618 )	726,997,731
營業外利益	448,261,555	377,735,193
營業外收入	496,276,967	402,486,891
營業外費用	48,015,412	24,751,698
稅前純益	433,333,937	1,104,732,924
所得稅	62,266,066	248,923,661
稅後盈餘	371,067,871	855,809,263

### Financial Statements of 2003

The budgeted surplus（after tax）is NT\$603,566,000, but the actual profit after tax is NT\$371,067,871. The attainment rate is 61.48%. The main incomes and costs of 2003 and 2002 are listed as follows:

Category	2003 ( Audited Amount by Accountant ) Amount ( NT\$ )	2002 ( Audited Amount by National Audit Office of Ministry of Audit ) Amount ( NT\$ )
Operating Revenue	7,829,489,588	8,144,612,154
Farebox income	6,977,918,269	7,200,044,751
Other operating income	851,571,319	855,566,909
Government subsidy income	-	851,571,319
Operating Cost	6,170,780,392	5,965,883,149
Transportation cost	5,959,182,751	3,448,018,417
Other operating cost	211,597,641	2,517,864,732
Operating Gross Profit ( Loss )	1,658,709,196	2,178,729,005
Operating expenses	1,673,636,814	1,451,731,274
Operating Profit ( Loss )	( 14,927,618 )	726,997,731
Non-operating Profit	448,261,555	377,735,193
Non-operating revenue	496,276,967	402,486,891
Non-operating cost	48,015,412	24,751,698
Profit ( Loss ) before Tax	433,333,937	1,104,732,924
Income Tax	62,266,066	248,923,661
Net Profit after Tax	371,067,871	855,809,263

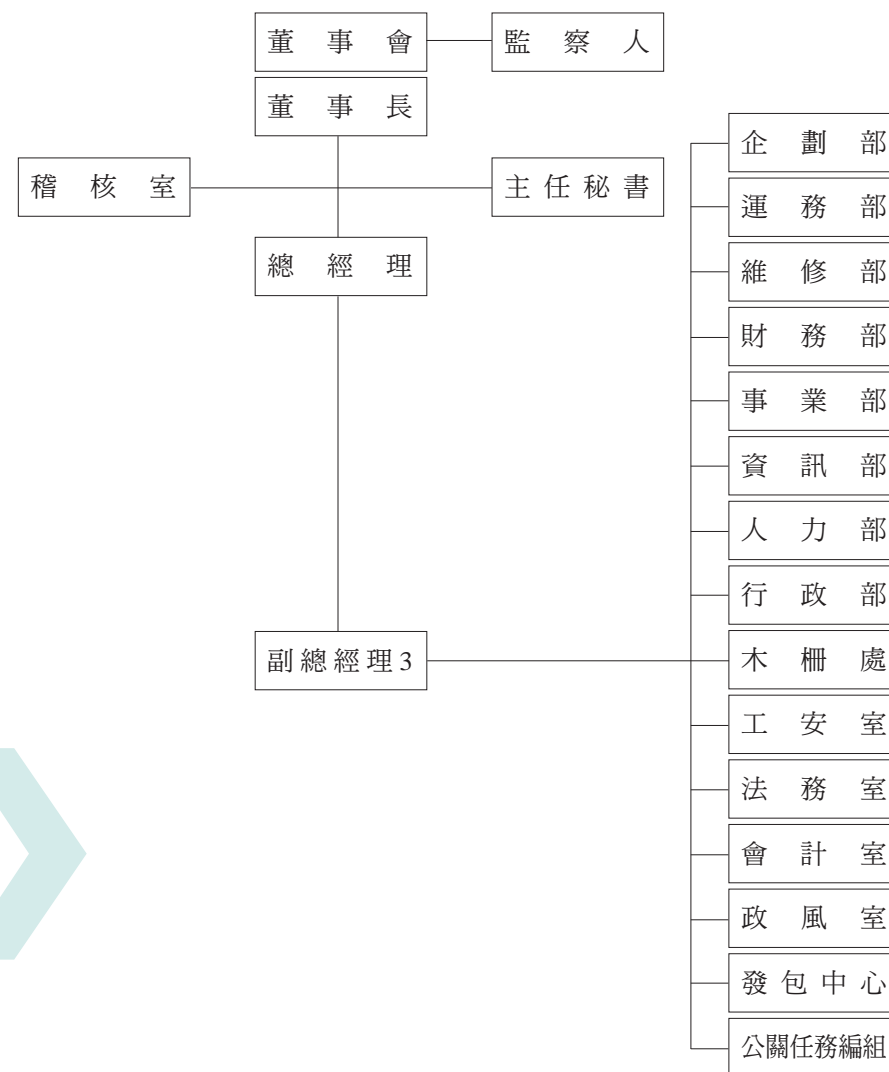






## Corporate Overviews

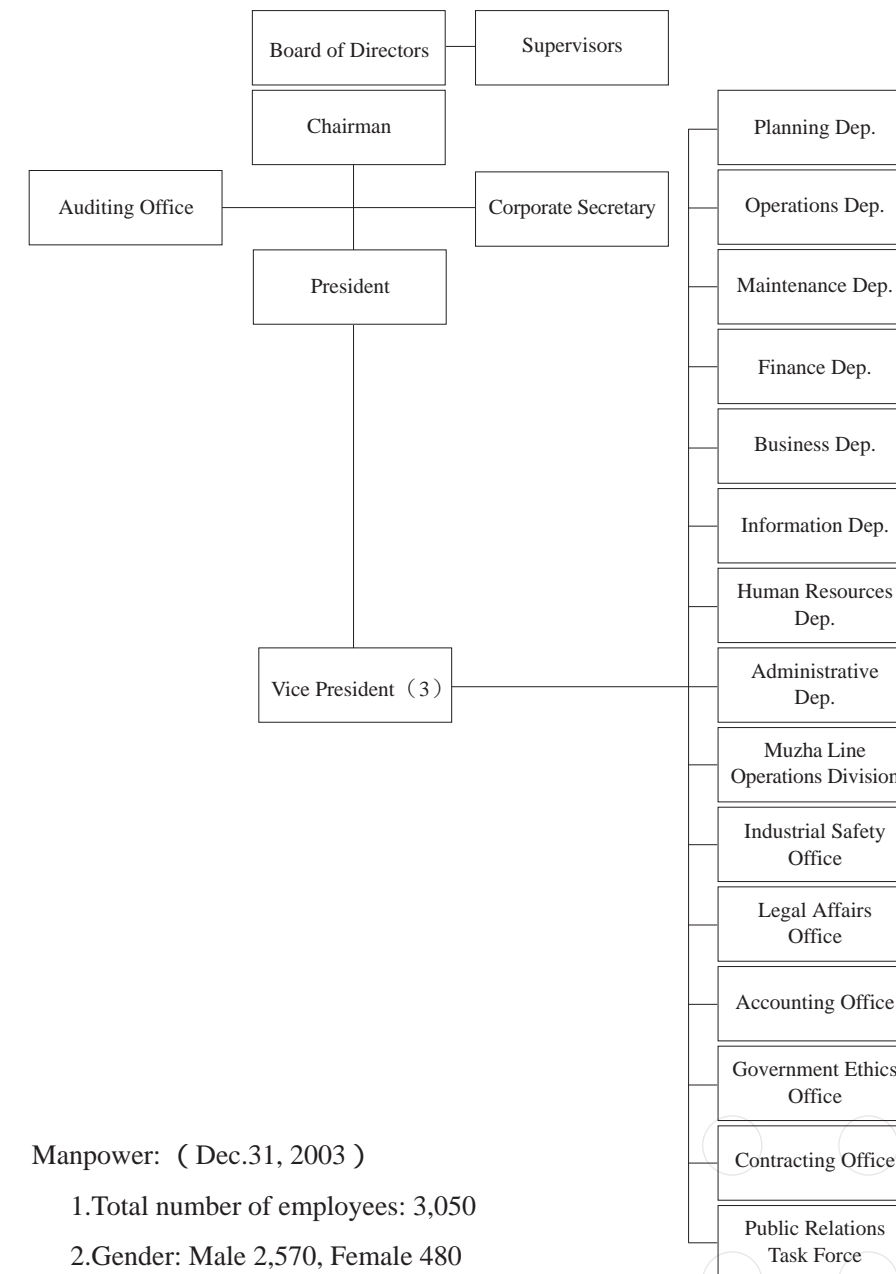
### 組織架構



人力：(92.12.31)

- 1.員工總人數：3,050人
- 2.員工性別：男2,570人，女480人
- 3.員工年齡：平均31歲
- 4.員工教育程度：博士3人，碩士269人，大學887人，專科1,358人，高中職524人，國中9人

### Organization



Manpower: (Dec.31, 2003)

- 1.Total number of employees: 3,050
- 2.Gender: Male 2,570, Female 480
- 3.Average age: 31
- 4.Education statistics: 3 with Ph.D. degree, 269 with master degree, 887 with bachelor degree, 1,358 junior college graduates, 524 senior high or vocational school graduates, and 9 junior high school graduates



## 重要紀事 Significant Events



### 捷運卡

一大早他帶我從淡水站出發，說要好好的玩上一天……

淡水：新店。

昆陽：新埔。

古亭：南勢角。

中山國中：動物園。

在接駁車上，他拿出左胸口袋裡印有路線圖的捷運卡說：

「妳看，捷運路線像不像一個『我』字？」

「才怪，是『找』啦！」

「那麼，妳願意花一輩子的時間和我在這裡尋找自我嗎？」

從那天起，我有了一張通往幸福的車票。



### 92.02辦理消防安全宣導

鑑於92.02.18韓國大邱地鐵發生縱火事件，造成數百人死傷，為使旅客明瞭台北捷運車站及列車上相關逃生與消防安全設備之操作，92.02.27、92.03.03及92.03.04分別安排淡新中線、板南線及木柵線全線列車暫停五分鐘辦理消防安全宣導，指派相關人員對列車上旅客進行安全設備示範講解。

### 92.03因應嚴重急性呼吸道症候群（SARS）疫情採行措施

SARS自92.03.27列為法定傳染病後，除立即加強車站及列車清潔外，陸續推出服務同仁佩戴口罩與健康追蹤、提供旅客體溫測量服務、執行旅客搭捷運全程佩戴口罩之防疫管制措施、販賣口罩及愛心溫度計、發送宣導防

疫包等措施，以確保旅客安全及系統正常運作。

### 92.06推出「六月假期捷運遊」優惠方案

SARS疫情趨緩後，為吸引旅客回流，推出「六月假期捷運遊」活動，92年6月份週休例假日（含端午節），捷運一日票採「雙人成行，一人免費」及單程團體票「四人同行（每人僅收基本車資20元），一人免費」雙重優惠。

### 92.07新闢善導寺名家藝術廊道

配合文建會、明道管理學院及雄師美術共同合作，辦理「2003善導寺捷運站台灣藝術名家廊道」記者會，將台灣前輩美術家的畫作引進捷運站內展覽，營造出具有台灣風情的藝術空間。

### Feb. 2003 Reinforcing Firefighting Education

Alerted by the arson incident in the subway in Daegu, Korea on Feb. 18, 2003, causing hundreds of deaths and injuries, TRTC found it necessary to reinforce firefighting education. As a result, on Feb. 27, Mar. 3, and Mar. 4 of 2003, TRTC delegated its staff to demonstrate to the passengers on trains along Danshui Line, Zhonghe Line, Xindian Line, Bannan Line and Muzha Line respectively how to properly operate firefighting facilities in the 5-minute non-operation of the trains.

### Mar. 2003 SARS Control

Since SARS was officially classified as an infectious disease on Mar. 27, 2004, TRTC immediately elevated the sanitary condition in stations and on trains. During that period of time, everyone on trains and in stations is required to wear masks. In addition to keeping track of its staff's health conditions, TRTC implemented a number of preventive measures including measuring body temperatures, selling masks and thermometers, as well as distributing sanitary packs in order to ensure passengers' safety and normal system operation.

### Jun. 2003 Introducing "Metro Trip in June Vacation" Project

When SARS was alleviated, TRTC introduced its "Metro Trip in June Vacation" Project. During holidays of June (including Dragon Boat Festival), passengers enjoyed the benefits of "Two together, one free" for One-Day Tickets and "Four together (charging the minimum fare of





## Significant Events

### 92.07完成中運量木柵線軌道行駛路面改善工作

為減少木柵線軌道行駛行車震動，以環氧樹脂砂漿包覆方法進行軌道路面改善，歷經四年分段施工，於92年7月完成全線約40,000公尺行駛路面的改善工程。

### 92.07啟用捷運圓山站二號出入口

為方便民眾參觀孔廟及遊覽保安宮，配合大同區「北大同地區都市更新再強化計畫」，92年7月增設捷運圓山站北側二號出入口，提供相關服務設備。

### 92.07推出2003捷運都會劇—心動列車

與廠商合作拍攝「2003捷運都會劇—心動列車」，內容以捷運為故事主軸，描述發生在捷運上點點滴滴的愛情故事。該劇於92.07.28於無線電視台首播，為捷運首次與偶像結合，躍上螢幕，展現風華之重要時刻。配合該劇播出，亦推出「捷運都會劇心動列車紀念車票」及相關紀念商品。

### 92.09建置捷運商品網路線上服務措施

完成捷運紀念商品網路線上「購物車」軟體之建置，並自92.09.01起開放，接受民眾線上訂購及配寄服務。

### 92.09試辦列車博愛座座椅色彩變更

為提升多元旅客服務，改善博愛座不當佔用之情形，92.09.15起捷運中、高運量各一列車試辦「博愛座座椅色彩變更」，列車內所有博愛座座椅塗裝為溫馨的「粉紅色」，並在原有博愛座標示加註警語，以強化宣導效果，喚起民眾禮讓博愛座優良美德。

### 92.09實施922無車日行銷活動

配合92.09.22國際無車日活動，推出「持悠遊卡搭捷運，享原單程票價五折優惠」措施，活動當日約有80餘萬旅客享受乘車優惠。

NT\$20 each)，one free” for one-way Group Tickets.

### Jul. 2003 Opening Art and Culture Galleries at the Shandao Temple Station

TRTC organized a press conference themed as “2003 Taiwan Artist Gallery at the Shandao Temple Station” with the cooperation of Council for Cultural Affairs, Mingdao University and Lion Art. The exhibition of various artists’ drawings in the metro station expanded the space for local Taiwanese artistic culture.

### Jul. 2003 Improving Track Way of Muzha Line

In order to reduce EMU’s fluttering problem along the Muzha Line, TRTC applied a coating of epoxy resin mortar to the rugged route surface. Attributed to 4 years of sectional construction, we completed almost 40 thousand meters of improvement construction in Jul. 2003.

### Jul. 2003 Adding Entrance/Exit No. 2 at the Yuanshan Station

To facilitate visits of the Confucius Temple and Bauan Temple, as well as “Urban

Reconstruction Project of Datung Area”, TRTC added a north-side Entrance/Exit No. 2 at the Yuanshan Station in Jul. 2003 with provision of related services and facilities.

### Jul. 2003 Introducing 2003 Metro Soap Drama – Love Train

Cooperated with suppliers and artists, TRTC made the 2003 Metro soap drama – “Love Train” with the Taipei metro as its theme, depicting all the love stories in trains. It was first broadcasted on TV on Jul. 28, 2003 and during that period of time, TRTC also promoted “Love Train” memento tickets and other souvenirs.

### Sep. 2003 Providing Metro Shopping Online Service

TRTC has completed installing “Shopping Cart” software online, selling metro souvenirs. Since Sep. 1, 2003, it was open for public subscription with delivery service provided.

### Sep. 2003 Changing the Identification Color of Priority Seats

In order to diversify customer service and reduce improper occupation of priority seats, TRTC selected two trains as trial, one from mass rapid transit system and one from medium capacity transit system, and changed the identification color of priority seats to pink. With the aid of warning signs, passengers are aware of the merit of comity.

### Sep. 2003 Organizing “922 No Car Day” Promotional Event

On Sep. 22, 2003 – “No Car Day”, passengers with EasyCard could enjoy a 50% off the original fare of One-Way Tickets. On that day, almost 800,000 passengers took advantage of that event.

### Oct. 2003 The Fifth “Service Quality Award,” Accreditation by the Executive Yuan of the R.O.C.

On Oct. 6, 2003, the Research, Development and Evaluation Commission of Taipei City Government organized the prize-giving ceremony of the fifth “Service Quality Award”. TRTC was honored with the “Service Quality Overall Award”.



## Significant Events

### 92.10榮獲「第五屆行政院服務品質獎」

92.10.06行政院研考會舉行「第五屆行政院服務品質獎」頒獎典禮，本公司榮獲該獎項的最高榮譽「服務品質獎整體獎」。

### 92.11實施捷運與公車雙向轉乘優惠

92.11.01起，開始實施第一階段雙向轉乘優惠，實施方式為持悠遊卡普通卡之旅客，無論是搭捷運轉乘公車或搭公車轉乘捷運，在優惠容許時間二小時內，每趟可享受8元優惠，持學生卡者則享6元優惠。92.12.27起，開始實施第二階段雙向轉乘優惠，持悠遊卡愛心卡、愛心陪伴卡、敬老卡及優待卡者，每次可享轉乘優惠4元。

### 92.11辦理「條條捷運通埃及」系列活動

與聯合報系、國立中正紀念堂管理處、錠嵂保險經紀人公司、中國信託與頑石創意公司等合作共同舉辦「條條捷運通埃及」系列活動，自92.11.21起陸續推出「羅浮宮埃及文物展」、「我的埃及印象隨手拍」、「金字塔探祕-尋寶遊戲」、「羅浮宮埃及文物捷運主題票」、「情比金堅—情人節優惠觀展活動」等活動，另92.11.29亦推出「埃及藝術彩繪列車」。

### 92.12完成捷運台北車站與台北凱撒大飯店連通

92.12.19完成凱撒飯店與台北車站六號出入口之連通，為國內首件捷運系統與周邊商業大樓連通案。連通後除紓解台北車站前地下通道龐大人潮外，並可提昇周邊的經濟活動。



### Nov.2003 Promoting "Preferential Two-way Bus Ride Program"

Starting from Nov. 1, 2003, TRTC initiated the first phase of the "Preferential Two-way Bus Ride Program". EasyCard holders could enjoy fare discounts when transferring from the metro to buses and vice versa (a discount of NT\$8 for adult tickets and NT\$6 for student tickets each transfer). Starting from Dec. 27, 2003, TRTC launched the second phase of that program. Passengers with other types of EasyCard including charity, escort, senior and concessionaire tickets would also enjoy a discount of NT\$4 for each transfer.

### Nov. 2003 Organizing a Series of "Egypt Trip by Metro" Activities

Cooperated with United Daily News Group, Chiang Kai-Shek Memorial Hall, LAW Insurance Broker Company Ltd., Chinatrust and Bright Ideas Company Ltd., TRTC organized a series of "Egypt Trip by



Metro" activities. Starting from Nov. 21, 2003, activities like "Exhibition of Egyptian Antiques of Louvre", "My Impression of Egypt", "Secret of Pyramid – Treasure Hunting", "Metro Theme Ticket of Egyptian Antiques of Louvre" and "True Love – Valentine's Day Promotional Event" were held. Another event named as "Egyptian Colored Train" was also organized on Nov. 29, 2003.

### Dec. 2003 Linking Passage of the Taipei Main Station and Taipei Caesar Hotel

On Dec. 19, 2003, TRTC completed the construction of linking passage at the number 6 entrance/exit of the Taipei Main Station and Taipei Caesar Hotel. It was the first of its kind in Taiwan to link the Metro systems with the neighboring business units. The linkage not only facilitated the flow of passengers but also promoted surrounding business activities.



## 系統營運概況 Operation Overviews



### 捷運・愛情・悠遊卡

世界有多大在這裡人來人往密密又麻麻  
靠右站立左側通行誰也不阻擋誰的步伐  
不要跑指示牌會告訴你車什麼時候到達  
雖然很擁擠但保證一定快快送你回到家  
如果坐錯方向可隨時回頭一點也不尷尬  
出口一還是出口二得先看好地圖弄懂它  
無論你在西或在東只要感應一下悠遊卡  
坐捷運去看你就是證明我愛你的新方法



89.12.30南港線全線通車後，營運通車路線為木柵線、淡水線、新店線、中和線、小南門線及板南線六條路線，營運路線總長65.1公里，共有60個車站。

92年上半年台北捷運系統受嚴重急性呼吸道症候群（SARS）疫情影響運量大幅下滑，92年5月甚至下滑至平均每日運量僅60萬餘人次，但隨著疫情趨緩及執行各種防疫措施，配合推出「六月假期捷運遊」一日票及團體票促銷措施與心動列車系列活動等行銷措施後，捷運旅客於92年7月起開始陸續回流，至92年9月回復至前一年同期的運量水準，92年12月平均每日運量達到98萬3千餘人次，92年第4季之載客量已與91年第4季相當，可說是完全脫離 SARS 疫情的影響，至年

底92.12.31跨年運量更高達137萬餘人次。

92年全系統總載客量3億1,618萬餘人次，平均日運量86萬6千餘人次，較91年平均日運量88萬8千餘人次，減少2萬2千餘人次，減少2.54%；平常日平均日運量91萬4千餘人次，相較於91年的92萬6千餘人次，減少1.37%；例假日平均日運量76萬7百餘人次，與91年80萬1千餘人次相較，減少5.12%。全年運輸收入為69億7,791萬餘元，平均日收入1,911萬餘元，較91年平均日收入1,972萬餘元，約減少60萬餘元。

高運量系統方面（淡水線、中和線、新店線、小南門線及板南線），總運量為2億8,597萬餘人次，平均日運量78萬3千餘人次，較91年平均日運量79萬9千

The Nan Kang Line was inaugurated on Dec. 30, 2000; thus, operating routes include Muzha Line, Danshui Line, Xindian Line, Zhonghe Line, Xiaonanmen Line, as well as Bannan Line with the total length of 65.1 km with 60 stations.

Influenced by SARS during the first half of 2003, the transport volume dropped drastically. In May, it even dropped to 600 thousand passengers on a daily average. Fortunately, the disease dissipated gradually and by introducing SARS control measures and promotional measures like “Metro Trip in June Vacation” and “Love Trains”, the transport volume recovered slowly from July. Until September, the transport volume reached the level as that of the same period of 2002. The average transport volume registered 983 thousand passengers per day in December, resulting in a closer figure compared with that of the 4th quarter in 2002. Hence, the influence of SARS was over, giving it 1,370 thousand passengers at the end of 2003.

During 2003, the transport volume for the whole year was more than 316.18 million trips with an average of more than 866 thousand trips/day. Compared with 888 thousand trips in 2002, there was a decrease of 22 thousand trips or 2.54%. On weekdays, the average transport volume in 2003 was 914 thousand trips/day. Compared with 926 thousand trips/day in 2002, there was a decrease of 1.37%. On holidays and weekends, the transport volume in 2003 was 760 thousand trips/day. Compared with 801 thousand trips/day in 2002, there was a decrease of 5.12%. As for the farebox income, it was as much as NT\$6,977,910,000 with an average of



## 系統營運概況 Operation Overviews



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## Operation Overviews

餘人次相較，減少2.00%；平常日平均日運量81萬9千餘人次，相較於91年的82萬5千餘人次，減少0.73%；例假日平均日運量70萬3千餘人次，與91年73萬8千餘人次相較，減少4.82%。年度運輸收入63億7,707萬餘元，平均每日營收1,747萬餘元。

中運量系統方面（木柵線），總運量為3,021萬餘人次、平均日運量8萬2千餘人次，較91年平均每日8萬9千餘人次相較，減少7.38%；平常日平均日運量為9萬4千餘人次，相較於91年的10萬餘人次，減少6.59%；例假日平均日運量為5萬7千餘人次，與91年6萬2千餘人次比較，減少8.68%。年度運輸收入6億84萬餘元，平均每日收入164萬餘元。

以歷年系統整體平均日運量的成長趨勢觀之，88年平均日運量34萬餘人次、89年增至73萬餘人次，90年達79萬餘人次，91年達88萬餘人次，92年則因受

SARS之外在因素影響平均日運量反而下滑至86萬餘人次。

92年中高運量平均尖峰班距分別為02:52及05:26，離峰平均班距分別為05:05及06:09，均符合系統目標值，且尖離峰班距較往年縮短，減少旅客候車時間。另外，在準點率方面，中高運量分別為99.64%及99.16，符合系統設定之目標值。

自91年6月悠遊卡正式商業運轉後，為配合臺北市政府政策，本公司推出使用悠遊卡於捷運可享票價八折優惠，捷運旅客即陸續轉而使用悠遊卡，且自92.05.12停售捷運儲值票，使悠遊卡使用率於92年底增加至81.42%，成為捷運票種的主流。捷運敬老愛殘千元儲值票，亦於92.12.31起停售，由於前述的折扣優惠及捷運儲值票停止發行，使得悠遊卡已成為捷運旅客主要之使用票種。

NT\$19,110,000 per day. Compared with the average of NT\$19,720,000 in 2002, there was a decrease of almost NT\$600,000.

For the Mass Rapid Transit System ( Danshui Line, Zhonghe Line, Xindian Line, Xiaonanmen Line, and Bannan Line ), the total transport volume in 2003 was 285.97 million trips, with an average of 783 thousand trips/day. Compared with 799 thousand trips/day in 2002, there was a decrease of 2%. On weekdays, the average transport volume in 2003 was 819 thousand trips/day. Compared with 825 thousand trips/day in 2002, there was a decrease of 0.73%. On holidays and weekends, the average transport volume in 2003 was 703 thousand trips/day. Compared with 738 thousand trips/day in 2002, there was a decrease of 4.82%. The annual farebox income for 2003 was as much as NT\$6,377,070,000 with an average of NT\$17,470,000/day.

For the Medium Capacity Transit System ( Muzha Line ), the total transport volume in 2003 was



30.21million trips, with an average of 82 thousand trips/day. Compared with 89 thousand trips/day in 2002, there was a decrease of 7.38%. On weekdays, the average transport volume in 2003 was 94 thousand trips/day. Compared with 100 thousand trips/day in 2002, there was a decrease of 6.57%. On holidays and weekends, the average transport volume in 2003 was 57 thousand trips/day. Compared with 62 thousand trips/day in 2002, there was a decrease of 8.68%. The annual transport income for 2003 was as much as NT\$600,840,000 with an average of NT\$1,640,000/day.

According to the growth trend for the recent years, the average transport volume was 340 thousand trips/day in 1999, 730 thousand trips/day in 2000, 790 thousand trips/day in 2001, 880 thousand trips/day in 2002, and 860 thousand trips/day in 2003 under the influence of SARS.

For Medium Capacity Transit System and Rapid Mass Transit System, the average headways during peak hours in 2003 were 02:52 and 05:26, while the average headways during off-peak hours in 2003 were 05:05 and 06:09, which were within the target value of the system. Compared with that of 2002, the headways during peak hours and off-peak hours were much shorter, reducing much waiting time. In addition, the on-time rates of Medium Capacity Transit System and Rapid Mass Transit System in 2003 were 99.64% and 99.16%, also within the target value of the system.

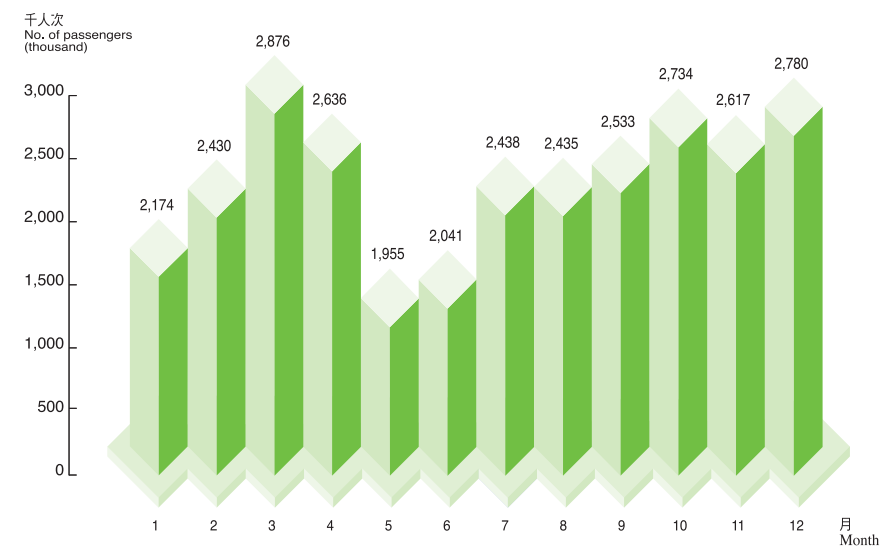
To comply with the Taipei City Government's policies, TRTC provided EasyCard holders with a discount of 80% from Jun. 2002. In addition, TRTC terminated the stored-value tickets on May 12, 2003, raising its usage rate to 81.42% at the end of December; while the additional termination of the senior and charity stored-value tickets on Dec. 31, 2003 guided EasyCards into the mainstream.



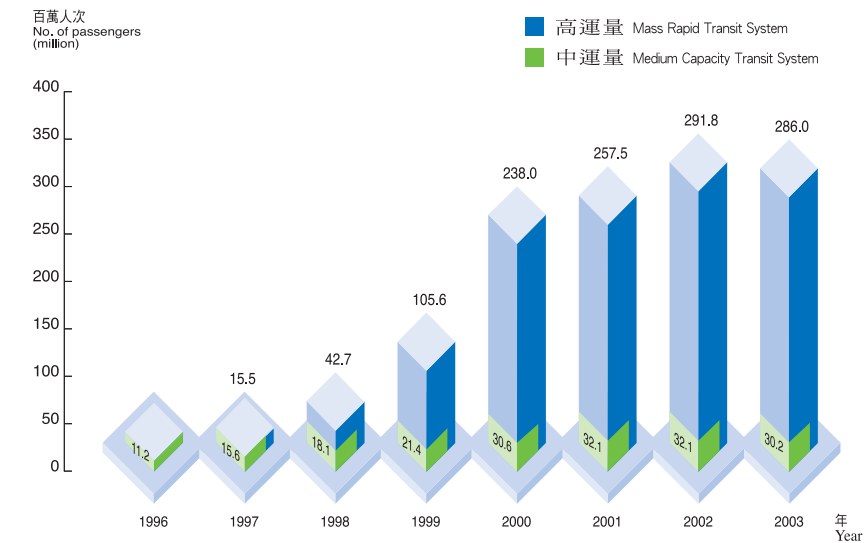


# Operation Overviews

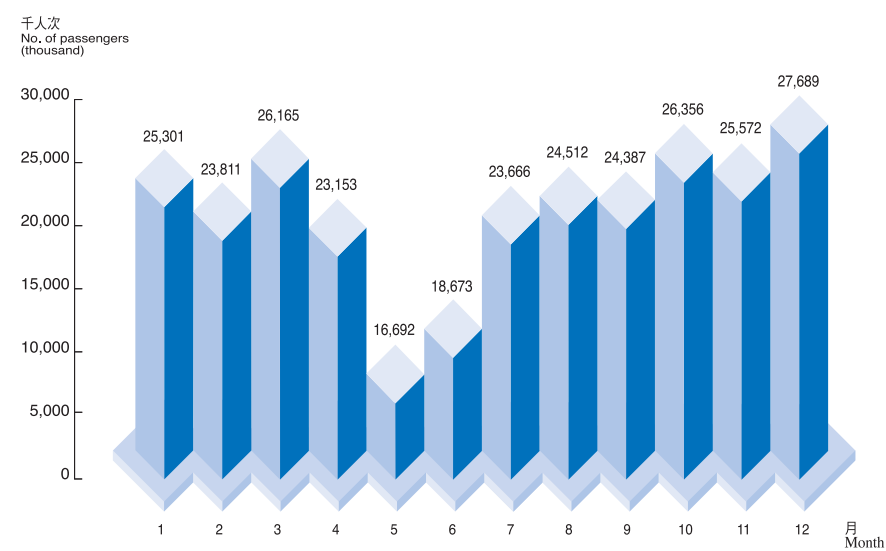
中運量92年度每月運量  
Monthly Transport Volume of Medium Capacity Transit System 2003



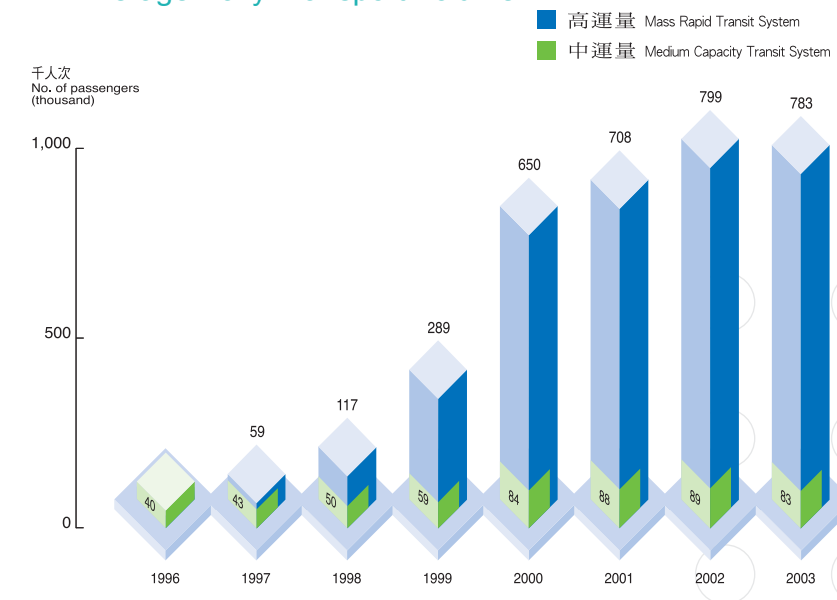
年度總運量  
Total Annual Transport Volume



高運量92年度每月運量  
Monthly Transport Volume of Mass Rapid Transit System 2003



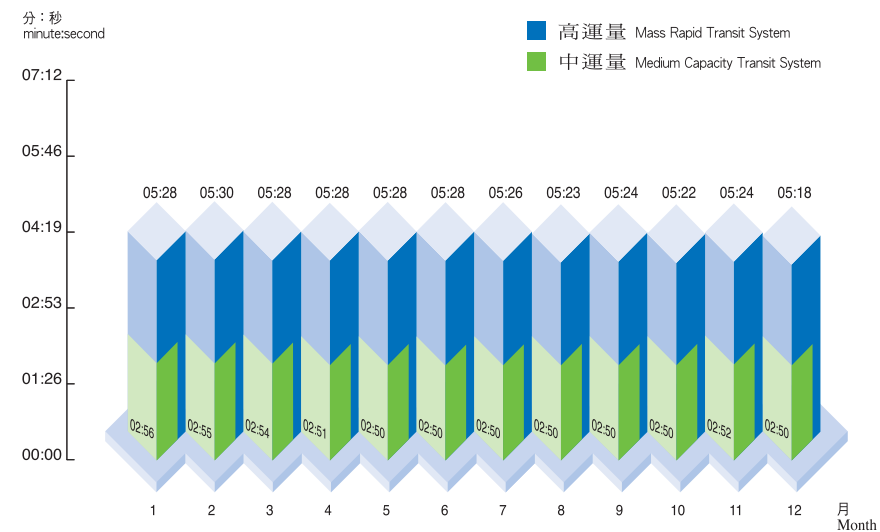
平均日運量  
Average Daily Transport Volume





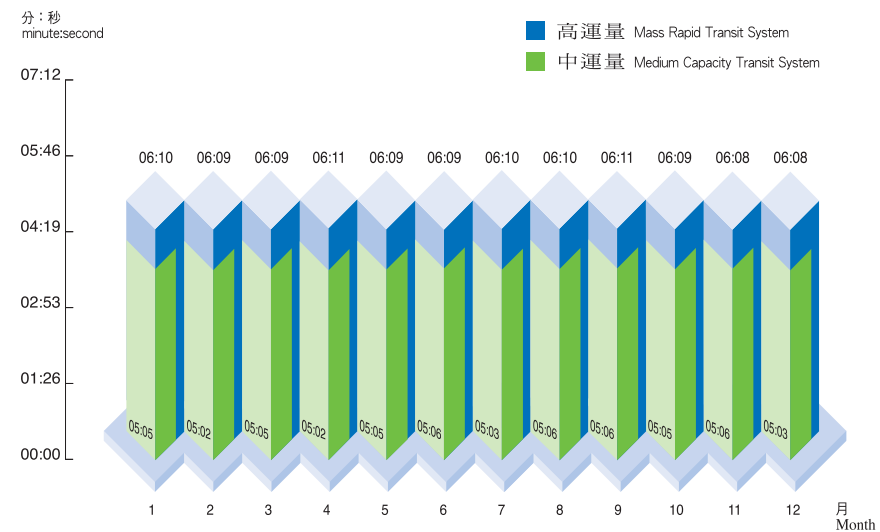
## Operation Overviews

### 92年度系統尖峰班距 Headway during Peak Hours 2003



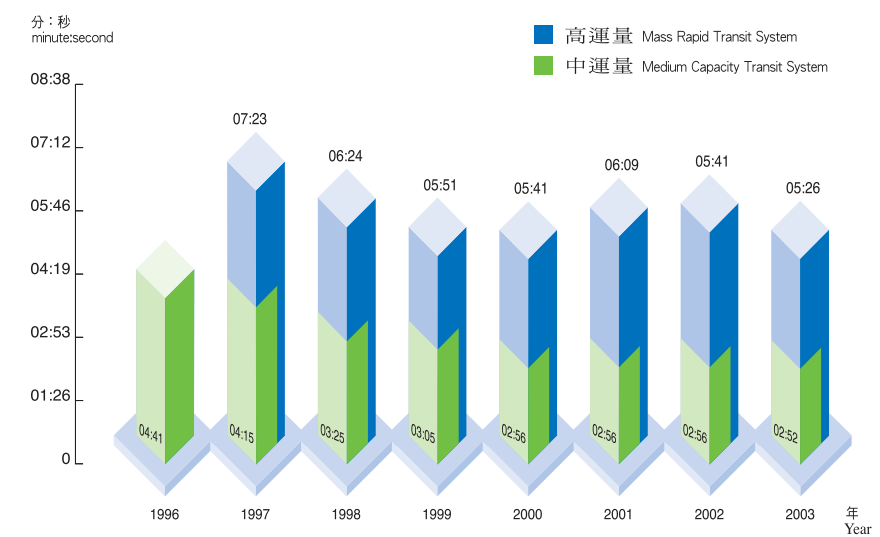
註：尖峰平均班距目標值，中運量2-4分鐘，高運量5-7分鐘。  
Note : The target value of the average headway during peak hours is 2 to 4 minutes for the Medium Capacity Transit System and 5 to 7 minutes for the Mass Rapid Transit System.

### 92年度系統離峰班距 Headway during Off-Peak Hours 2003

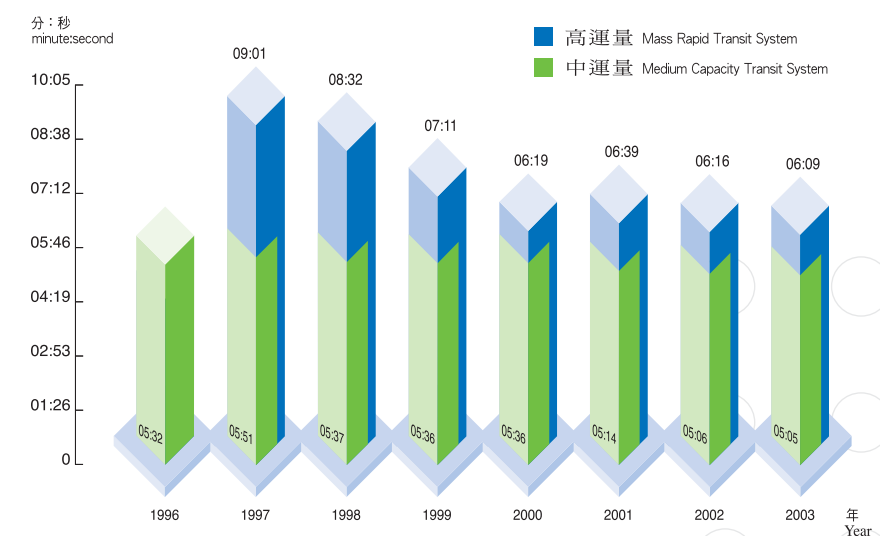


註：離峰平均班距目標值，中運量4-7分鐘，高運量7-10分鐘。  
Note : The target value of the average headway during off-peak hours is 4 to 7 minutes for the Medium Capacity Transit System and 7 to 10 minutes for the Mass Rapid Transit System.

### 歷年尖峰平均班距 Headway during Peak Hours ( up to 2003 )



### 歷年離峰平均班距 Headway during Off-Peak Hours ( up to 2003 )



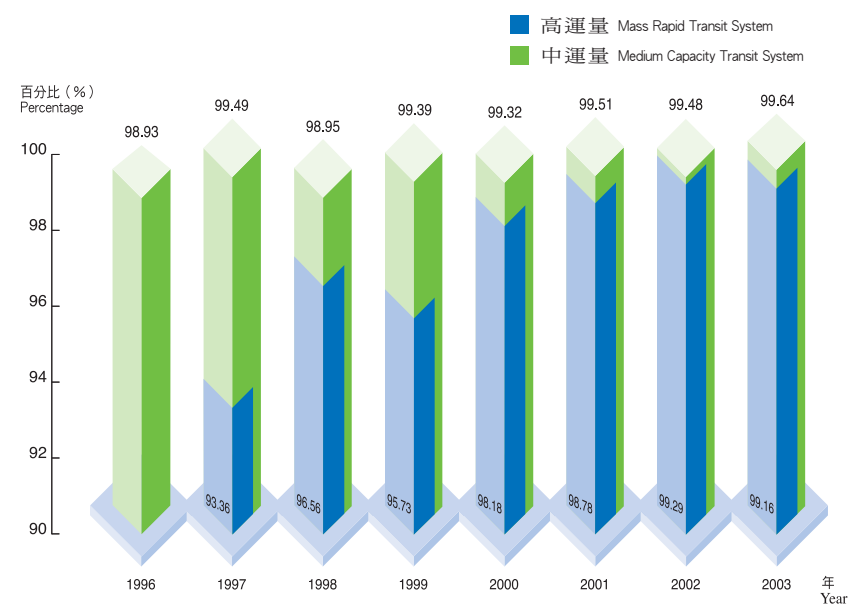




## Operation Overviews

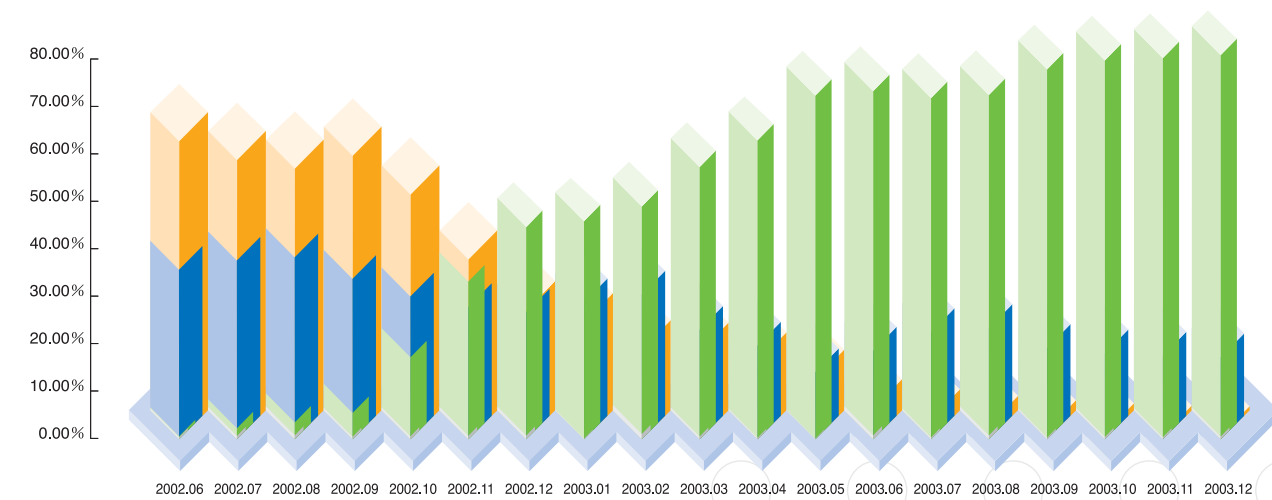


歷年準點率變化情形  
On Time Rate ( up to 2003 )



註：準點率目標值，中高運量皆為95%。  
Note : The target value of on time rate is 95% for both the Medium Capacity Transit System and the Mass Rapid Transit System.

91年6月至92年底各種票種使用率趨勢圖  
Ratio of Ticket Type ( Jun. 2002 - Dec. 2003 )



註：儲值票自92.05.12起停止發售。  
Note : Stored-value tickets were terminated from May 12, 2003.



## 營運成果 Corporate Performances



92年度營運成果，分別依「提昇服務品質」、「強化行銷措施」、「確保系統安全」及「增進經營效能」四個層面說明如下：

### 一、提昇服務品質

營造便利、安全、舒適的乘車環境，一直是本公司努力之目標，各項旅客服務措施及高品質的服務成果，普獲社會各界好評。

### 改善及增設系統設施設備

為提供旅客更好的服務品質，持續針對車站、列車設施設備進行改善及增設作業，92年在行車資訊提供、通訊服務擴展、標誌改善、軌道路面改善及車站廁所改善等方面，皆有相當成果呈現。

為讓民眾了解捷運系統行車狀況，在高運量電聯車方面，持

續推動增設「列車旅客資訊顯示系統」，包含電聯車車頭加裝「列車路線識別指示燈」、車側安裝整合型「列車路線識別指示燈及目的地顯示器」及車廂內加設「列車運行資訊顯示器」。301型電聯車全車隊已於91年底完成，另321型電聯車92年完成18列車，預定於93年可全部完成。

繼91年4月GSM無線電話通訊在捷運系統全線使用後，92年更積極推動PHS數位式低功率無線電話通訊服務，現已完成地下段車站基地台佈設工程，並已提供服務。隧道部份積極進行信號涵蓋測試，預計於93年完成，屆時全路網皆可提供PHS系統服務。另外，試辦第三代行動電話通訊服務部分，淡水線地下段車站3G共構工程，已於92年10月完

The operation results of 2003 can be divided into four main areas including enhancing service quality, strengthening marketing tools, ensuring system safety and increasing management effectiveness.

### 1.Enhancing Service Quality

We have always strived to reach our objective to provide convenient, safe and comfortable commuting environment. All measures taken to serve passengers and to provide top quality service have received high recommendations from the public.

### Improving and Increasing System Facilities

Aiming at improving the quality of our services, we have tried our best to improve the facilities for both stations and trains. In 2003, we performed satisfactorily in aspects of information provision, upgrading telecommunication service, improvement of signs, tracks as well as construction of restrooms.

To effectively transmit up-to-date information to passengers, we assembled the Train Passenger Information System ( TPIS ) in all the Mass Rapid Transit System which include route identification indicator on the trains fronts and sides, destination display on the sides and operation information display in trains. Besides, all model 301 train were installed at the end of 2002. 18 model 321 trains also started using this system in 2003. It is estimated that the installation on the whole fleet will be completed by 2004.

### Power・台北

台北城市名氣響，姊妹外交一把罩  
金融電子領先航，九大生活e網跑  
享受美食賽蘇杭，瑪朵（註一）變裝趕時髦  
交通便利捷運暢，居家綠蔭空氣好  
左岸藝文書飄香，淡水人文匯思潮  
愛心都會滿庭芳，社會福利不曾少  
台北台北啖兒棒，Power城市樂歡笑  
註一：瑪朵，model，指模特兒。





## Corporate Performances



成車站安裝工程，目前行動寬頻電信基地台已開設，可提供旅客在車站內3G行動通訊服務。另外，站間隧道中基地台佈設工程刻正進行施作規劃。

為提供旅客更清晰易讀的指標資訊，大幅進行更新車站指示系統，內容包括路網圖、票價圖、營運路線圖、車站位置圖、出口資訊圖、公車轉乘資訊圖、電聯車路線圖、各車站站名、車行方向指標、車站資訊圖等多項資訊標誌，目前電聯車部分已全部更新完成，車站部分正在陸續辦理中。

為改善木柵線電聯車行駛晃動及減少行駛噪音對沿線居民之干擾，並提高旅客搭乘舒適度及滿意度，採用環氧樹脂砂漿包覆施作方式，逐步進行軌道路面整平改善，歷經4年分數個階段施工，終於在92年7月完成全線約40,000公尺之改善作業，已大幅改善木柵線乘車的舒適度。

為提供旅客良好如廁空間，持續推動廁所綠美化及衛生設備相關改善工作，除改善台北車站、圓山、劍潭、士林、芝山、北投及南勢角等車站通風設施外，並完成全線595間廁所改裝具有門門使用狀態顯示功能等設施改善工作。

### 提昇列車服務水準

鑑於板南線平常日上、下午尖峰時段，在月台經常出現人潮擁擠現象，為提昇旅客運送服務品質及旅客舒適度，自92.07.28起，於每週一至週五上午尖峰時段，在板南線由西門站往昆陽站方向區間，常態加開三部列車共五班次輸運旅客。另在下午尖峰配合實際運量需求，加開二部列車共三班次。

在23:00以後深夜時段，中運量木柵線班距原為15分鐘，高運量各線則為20分鐘，為加強服務夜歸旅客，捷運高運量系統自92.09.08起，23:00以後深夜時段之各營運路線之班距，統一調整為15分鐘，以縮短旅客深夜候車時間。

### 其他貼心服務

為改善捷運車廂內博愛座有時被不當佔用，自92.09.15起，推動中、高運量列車博愛座座椅色彩變更試辦案，以喚起民眾禮讓博愛座優良美德。中、高運量各推出一列試辦列車，車內所有博愛座座椅均塗裝為溫馨的「粉紅色」，並將原有博愛座標示調整並加註警語，以強化宣導效果，提醒一般旅客不要佔用博愛座。此項措施在92年底旅客滿意度調

Since Apr. 2002, GSM mobile phones could be used freely underground without any interruptions. In 2003, TRTC initiated to provide PHS digital low-powered mobile telecommunication service. Until now, it has already completed cable deploying construction, and it is estimated that by 2004, the PHS system service will be ready after the signal testing procedure has been completed. Moreover, to provide 3G mobile telecommunication service, TRTC completed the construction at underground stations along Danshui Line in Oct. 2003. For construction in underground sections are still under planning.

To provide passengers with clear guidance, TRTC renewed the whole station sign system including road network diagram, ticket price diagram, operating route diagram, station location diagram, exit diagram, bus transfer diagram, EMU route diagram, station names, train heading directions, station information diagram, etc. The renewal of the sign system on trains has already been completed, leaving that of the stations still under construction.



In order to reduce train's vibrating problem and noise level along the Muzha Line, TRTC applied a coating of epoxy resin mortar to the rugged route surface, and after 4 years of sectional construction, we have already completed 40 thousand meters as of Jul. 2003 and we expect to have a satisfactory result after the construction is completed.

To provide comfortable restrooms, TRTC persistently indulges in improving the sanitary facilities. It has not only improved the ventilation system of restrooms at the Taipei Main Station, Yuanshan Station, Jiantan Station, Shilin Station, Zhishan Station, Beitou Station and Nanshijiao Station, but also renewed the locks of 595 restrooms to indicate occupancy.

### Promoting Service Quality

In order to alleviate the crowd congestion along the Bannan Line during the morning and afternoon peak hours, starting from Jul. 28, 2003 TRTC added 3 trains with an increase of 5 trips between the Ximen Station and Kunyang Station during the morning peak hours and 2 trains with an increase of 3 trips during the afternoon peak hours, Mondays through Fridays.

The original headway for the Medium Capacity Transit System after 11 p.m. was 15 minutes and 20 minutes for the Mass Rapid Transit





## Corporate Performances

查中，有7成受訪者表示支持，計畫將此措施逐步推廣至全車隊，同時未來新蘆線及後續路網電聯車部份，亦將要求臺北市政府捷運工程局能比照辦理。

為降低旅客受系統異常行車事件之影響，加強系統異常時之訊息傳遞、旅客服務與強化公車接駁機制。除對於受行車事件影響之車站與列車加強廣播外，並利用資訊顯示器、廣播及張貼公告於車站出入口、驗票閘門、售票機、告示板，在最短時間告知旅客捷運系統行車事件最新運轉狀況。如行車延誤事件持續發生未排除，依標準程序啟動車站接駁公車服務，以提供受影響旅客及殘障人士另一種替代交通工具。

確保旅客搭乘電扶梯安全，已全面增設電扶梯語音播報系統，搭配光電開關定時播報語音，提醒旅客正確搭乘電扶梯方式，92年完成95台電扶梯安裝工作，全案預計93年底前完成。為確保旅客在捷運系統內走動之安全，更換車站、電梯、車廂地板，以有效減少出現地板凹陷及破損情形。

全面改善高運量系統車站月台旅客緊急電話外觀造型，以美化車站環境，新型緊急電話只要按鈕即可通話，使用上甚為方便。

### 二、強化行銷措施

92年3月爆發SARS疫情，對台北捷運運量造成嚴重影響，為喚回受SARS疫情影響而流失的旅客，特別推出「六月假期捷運遊」優惠方案。另外，配合922無車日實施票價5折優惠活動，以鼓勵民眾多使用大眾運輸工具。除在捷運系統營運採取優惠措施外，更藉由拓展公共藝術、提供多樣性文化及休閒活動，展現科技運輸外之人文空間，吸引更多民眾搭乘捷運，並使其成為捷運的忠實顧客。

### 推出「六月假期捷運遊」優惠方案

配合政府「逐漸恢復正常生活」的呼籲，於92年6月份中之10天假期推出「六月假期捷運遊」優惠方案，只要在假日期間搭乘捷運，不論「兩人成行」或「四人成行」，都有優惠。

「兩人成行」在購買「捷運一日票」時，其中一人免費，只要150元，兩個人都可以在單日不限里程且不限次數搭乘捷運。

System, but to enhance late-night service to the passengers and to shorten the waiting time, the headway of all lines was uniformly set at 15 minutes starting from Sep. 8, 2003.

### Other Services

To prevent priority seats from inappropriately occupied, TRTC carried out a Priority Seat Identification Color-Changing Project. It introduced one train each on the Medium Capacity Transit System and the Mass Rapid Transit System with the priority seats changed to pink. With an extra warning sign, passengers are aware of the merit of comity. According to the survey we conducted at the end of December, 70% of the interviewees supported this project; hence, we are planning to promote this project to the whole fleet of trains and extend to the trains of the Shin Lu Line and future network with the permission of the Mass Rapid Transit Bureau, Taipei City Government.

To minimize the affect of the system abnormalities on passengers, TRTC strengthens communication of abnormalities,

passenger services and bus transfer mechanisms. Any sudden change is not only immediately broadcasted at the stations and on trains but also relayed to the passengers as soon as possible through the information display, broadcasting and posting notice at the station entrances/exits, gates, ticket machines and bulletin boards. In case of further delays, bus transfer service will be provided according to the original schedule for the affected passengers and handicapped.

To secure passengers' safety, TRTC assembled 95 escalator broadcasting systems at the end of 2003 and estimated to complete the construction by 2004. With photoelectric timing device, the broadcasting system regularly reminds passengers the proper way for using escalators. Besides, TRTC has changed the floors of stations, elevators and trains to clear the dents and cracks in order to ensure passengers' safety while using the transit system.

Lastly, TRTC changed the appearance of the emergency phones at platforms of all Mass Rapid Transit Systems to beautify the environment. With a simply press of the button the attendants can be reached and notified of the emergency.

## 2.Strengthening Marketing Tools

Resulted from the outbreak of SARS, TRTC's transport volume was seriously affected; hence, to recapture passengers scared off by SARS and to incite people to make more use of the metro, TRTC introduced the "Metro Trip in June Vacation" Project and discounted the ticket fare by 50% on "922 No Car Day". In addition to these preferential events, it also promoted public art and organized a series of diversified cultural and recreational activities, exhibiting humanity outside the transport technology and hoping to attract more people to use the metro and turn them into loyal passengers.

### Introducing "Metro Trip in June Vacation" Project

Coordinated with the government's advocacy of "Gradual Recovery to Normal Life," TRTC introduced "Metro Trip in June Vacation" Project during the 10-day vacation in Jun. 2003. Passengers of "two's company" or "four's company" were benefited from this project during holidays.





「四人成行」優惠，每人只要20元，其中一人免費，只要60元四人就可以暢行全系統。

### 實施922無車日行銷活動

配合92.09.22台北無車日活動，推出「持悠遊卡搭捷運，享原單程票價五折優惠」措施，活動當日有80餘萬名旅客享受乘車優惠。當天捷運載客量達99萬餘人次，比前三週同一日型（週一）平均每日運量88萬餘人次，增加10萬餘人次，增加11.32%，有效達到鼓勵民眾多使用大眾運輸之目標。

### 印製十一國語言摺頁文宣品

臺北市已成為一國際性都會，外國旅客使用捷運系統人數日益增多，為滿足外國乘客需求及響應政府觀光客倍增政策，因此印製11國語言摺頁文宣品，放置在各車站詢問處、台北車站客

服中心，提供外國旅客免費索取。除國內常用的中、英、日等語言外，增加韓文、泰文、馬來文、印尼文、越南文、德文、法文及西班牙文等語文版本。此項文宣品推出後廣受民眾好評，索取者相當踴躍。

### 發行捷運紀念商品

台北車站捷運商品館，自91.12.27開幕以來，獲得社會各界廣大迴響。特有的捷運衍生性商品琳瑯滿目，自初期二十餘種商品逐步開發至現有商品已達四十餘種，包括：紀念車票（冊）、紀念商品、電玩軟體、列車模型、套裝商品、文具用品等。另外，為擴大銷售服務層面，不定期搭配節慶活動於車站設點銷售，92.09.01完成捷運商品網路採購的建置與啟用，使得無法親至商品館選購的民眾，亦能利用網路購物系統，透過線上付款機

For passengers traveling in twosomes, one was free and the other only had to pay NT\$150 for the One-Day Ticket. In one day both of them were free to take the metro with unlimited mileage and rides. For passengers of foursomes, one was free and the others had to pay a total of NT\$60 only for the day's rides.

### Organizing 922 "No Car Day" Promotional Activity

On Sep. 22, 2003 – "No Car Day," more than 800 thousand EasyCard holders enjoyed the benefit of taking the metro with half price of One-Way Tickets. Compared with 880 thousand trips of the same day (Monday) three weeks ago, it was registered to have 990 thousand trips on that day, an increase of 100 thousand trips or 11.32%. In line with its objective,

TRTC has effectively encouraged the public to make good use of the public transportation.

### Printing Leaflets in Eleven Languages

With Taipei becoming an international metropolitan, more and more foreigners are taking the metro each day, and to fulfill the needs of the foreign passenger and to respond to the government's stimulation of tourism, TRTC saw the need to print leaflets in eleven languages. These free leaflets can be obtained at the Passenger Agent Office of each station as well as the Customer Service Center at the Taipei Main Station. Besides Chinese, English and Japanese, TRTC added eight more languages including Korean, Thai, Malaysian, Indonesian, Vietnamese, German, French and Spanish. This publication was well



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制，選購喜愛的捷運商品，並享有方便之配寄服務，使捷運商品不受地域限制更貼近民眾。

92年度發行捷運紀念車票及商品如下：

- 92.01.06發行捷運展翼一首套航空紀念票「中正國際機場PMS啟用紀念車票」。
- 配合2003西洋情人節，限量發行特別製作之「雙人一日套票」。
- 配合「2003捷運都會劇—心動列車」開播，分別於92.07.21及92.07.28發行紀念車票及四組紀念商品。
- 92.07.24起推出「GO! GO! 台北捷運」捷運電玩軟體，遊戲中特別貼心地提供許多捷運相關資訊，提供民眾參考。
- 92.08.28推出「METRO-Q木柵迷你小捷運」模型玩具，除首度以木柵線為設計主題外，更是國內首度以紅外線控制的列車模型。
- 92.12.20發行台灣限量銷售之「HELLO KITTY歡樂耶誕捷運典藏套票」。
- 92.12.26限量發行「戀戀陽明山」系列第一款典藏車票「金包里典藏車票」。

- 為迎接2004猴年來臨，92.12.29以「靈猴獻瑞，采運亨通」作為主題，限量發行「猴年紀念車票」。
- 適逢鄧麗君50歲冥誕週年紀念，與鄧麗君文教基金會共同合作，在92.12.29發行「但願人長久鄧麗君典藏套票」，包括有四張捷運典藏車票、單曲CD及紀念冊。

### 增闢藝文空間與辦理各類活動

台北捷運系統除提供民眾快捷、便利的交通服務外，希望藉由捷運列車與沿線廣場、藝文廊所舉辦的各類活動，豐富民眾日常生活，讓「交通」與「生活」真正融合在一起，讓台北捷運成為民眾生活中不可或缺的一部份。

捷運公共藝術，除在捷運車站、線形公園設置公共藝術作品外，同時開放中山站、中正紀念堂站、台北車站及忠孝復興站等捷運車站藝文廊空間，提供藝術團體辦理藝文展示，創造捷運空間文化，增添台北捷運人文素養。92年8月，配合文建會、明道管理學院及雄師美術共同合作完成善導寺藝廊，首創將台灣前



received by the public and well sought after.

### Selling Metro Souvenirs

The metro souvenir shop at the Taipei Main Station has earned high public acceptance since its grand opening on Dec. 27, 2002. Its derivative products developed from 20 items at the very beginning to 40 items at present, varying from memento tickets (in sets), souvenirs, video games, model trains, gift boxes to stationery. In order to expand its target market, the shop irregularly sells festival-related products at different points of the stations. On Sept. 01, 2003, TRTC completed constructing its shopping cart software online. As a result, people can enjoy online shopping and make payment through online payment mechanism. With an extra delivery service, customers find it convenient and easy to use.

The metro memento tickets and souvenirs sold in 2003 were as follows:

- Jan.6, 2003 The first set of airline memento tickets commemorating the introduction of PMS at CKS International Airport was issued.
- On Valentine's Day, a set of "Couple Tickets" were specially issued for this occasion.
- Commemorating the broadcast of "2003 Metro Soap Drama – Love Train", a set of memento tickets and 4 sets of souvenirs were issued on Jul. 21 and Jul. 28, 2003 respectively.
- On Jul. 24, 2003 a "Go! Go! Taipei Metro" video game was introduced, with provisions of information related to the metro as a nice consideration from TRTC to the public.
- On Aug. 28, 2003 a "Metro-Q Muzha Mini Metro" model train was introduced. It was not only the first time to use Muzha Line as its design theme but also the first time to produce infrared-controlled model train.
- On Dec. 20, 2003 a set of "Hello Kitty Merry Christmas Metro Ticket" was issued in limited quantity.
- On Dec. 26, 2003 The first version, Jin Bao Li Memento Ticket, of the "In Love with Yang Ming Shan" series was issued in limited quantity.
- On Dec. 29, 2003 the "Year of Monkey Memento Ticket" themed as "Spiritual Monkey Presenting Luckiness and Fortune" was published in limited quantity.
- Commemorating Teresa Teng's 50th birthday, TRTC, cooperated with "Teresa Teng Cultural and Educational Foundation" issued a set of "Forever Love, Teresa Teng Souvenirs," including 4 memento tickets, a CD and year book.



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輩美術家的畫作引進捷運站體內進行展覽，營造屬於台灣風情的藝術空間。

為配合節慶日，同時豐富民眾生活，92年度陸續辦理「情人節慶祝活動」、「海底總動員」海洋世界展、「廣場藝術節活動」、「捷運愛情」系列活動、「條條捷運通埃及」系列活動、「HELLO KITTY歡樂聖誕」系列活動、「捷運下午茶」系列表演

活動。

為鼓勵民眾接近自然，配合「陽明山國家公園生態旅遊年」，與陽明山國家公園管理處合作舉辦「頂山-石梯嶺自然之旅」活動，自92.03.04起至92.04.27止，共舉辦27個梯次活動。

### 發展公共關係

為加強民眾對本公司各項措施了解，針對事件特性皆會適時



### Creating Cultural Space and Organizing Different Activities

Besides providing fast and convenient transport service, we also take advantage of the neighboring plazas, activities organized along the “Art and Culture Gallery” to enrich people’s daily life and to integrate transport with life, making the Taipei metro becoming an indispensable part of the daily life.

Public art at the Taipei metro means exhibiting artworks not only at the metro stations, linear parks but also at the “Art and Culture Gallery” of the Zhongshan Station, C.K.S. Memorial Hall Station, Taipei Main Station and Zhongxiao Fuxing Station . It also means providing venues for the public to hold art and cultural exhibitions, creating culture space and increasing humanistic dispositions at the metro.

In Aug. 2003, with the cooperation of Council for Cultural Affairs, Mingdao University and Lion Art, TRTC completed the establishment of “Art and Culture Gallery” at the Shandao Temple Station. The exhibition of various artists’ drawings in the metro station expands the space for the local Taiwanese artistic culture.

In order to celebrate festivals and enrich people’s life, TRTC successively organized activities like “Valentine’s Day Celebrating Activity,” “Nemo Sea World Exhibition,” “Shopping Center Art Festival Activity,” a series of “Metro Love,” “Egypt Trip by Metro,” “Hello Kitty Merry Christmas” and “Metro Afternoon Tea” activities.

To encourage people to get closer to the nature and celebrate “Yang Ming Shan National Park Tourist Year,” TRTC collaborated with the Yang Ming Shan National Park and organized 27 “Ding Shan – Shih Ti Leng Nature Trip” activities between Mar. 4, 2003 and Apr. 27, 2003.

### Development of Public Relations

For better understanding of our correctives and measures taken, each occurrence is made public at the suitable time through news releases. In 2003, there were 122 news releases and 186 press interviews to let the press publish or report accurate news about TRTC. In addition, a news database was added on our website, providing the public with key word enquiry service for easier and quicker search.







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對外發佈新聞稿，92年度總計發佈122則，接受媒體專訪186次，讓媒體能正確刊登或報導本公司相關訊息。此外，公司網站也新增新聞資料庫，提供歷史資料關鍵字快速查詢功能，方便民眾查詢瀏覽。

對於旅客諮詢、建議或申訴案件，客服人員以親切態度予以回覆及說明，有效解決旅客疑惑及不滿，建立良好服務形象，92年度總計處理旅客意見6,970件，其中含旅客意見表4,506件、市長信箱722件、電子郵件1,633件、董事長信箱2件及一般信件107件。為擴大旅客服務層面，全面了解旅客的意見，正積極建置「24小時旅客服務中心」，預計完成軟硬體及人員訓練後，於93年7月啟用。

為加強捷運安全宣導與提昇公司形象，積極接待各界參訪團體，同時配合臺北市政府與外交部辦理外賓接待。92年總計接待外賓參訪團體124團（4,587人次），其中國外來賓47團（772人次）、國內學校11團（593人次）、國內機關團體25團（1,256人次）及第一類接觸活動41團（1,966人次）。

### 三、確保系統安全

「安全是回家唯一的路」。尤其在92年2月韓國大邱地鐵發生列車被人為縱火造成重大傷亡後，更強化公司的憂患意識。因此，如何提升系統安全、建立安全的大眾運輸環境，列為92年度之工作重點。

#### 大邱地鐵縱火事件後台北捷運應變作為

「他山之石，可以攻錯！」92.02.18韓國大邱地鐵發生縱火事件後，本公司蔡總經理立即與臺北市捷運局、工務局、消防局、交通局相關人員共同至大邱地鐵實地考察，汲取事故相關經驗。本事件深刻體認除加強消防安全避免意外發生外，宣導旅客如何正確使用消防設備適時應變更為重要，為使旅客明瞭車站及列車上相關逃生與消防安全設備之操作，92.02.27、92.03.03及92.03.04，分別於捷運淡水線、新店線、中和線及板南線、木柵線同步停駛五分鐘，辦理消防安全宣導，使民眾熟悉列車上安全裝置。92.03.27結合消防局、衛生局、警察局及捷運警察隊等，在小南門站進行無預警列車火災模擬演練，將列車乘客也納入演

For any inquiries, suggestions or complaints, our customer service attendants are sincere to respond so as to tackle the problem effectively and establish a positive image. In 2003, we received 6,970 suggestions from the public, among which there were 4,506 from the tourists' comment box, 722 from the mayor's mailbox, 1,633 emails, 2 from the chairman's mailbox and 107 letters. The construction of "24-hour Call Center" will be completed by Jul. 2004 after the hardware/software installation and personnel training, which will help to further understand and deal with passengers' comments.

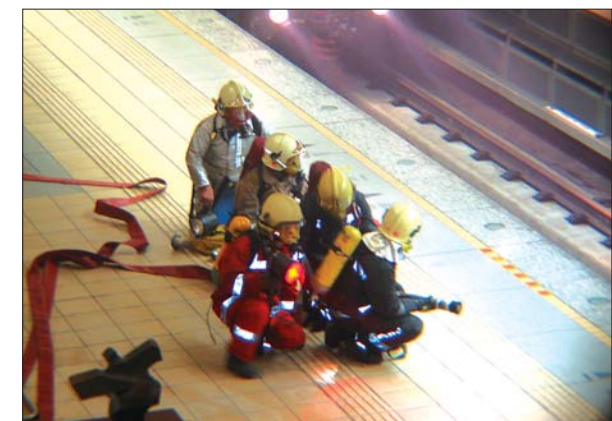
To emphasize metro safety and upgrade corporate image, we received visiting groups from various business sectors and foreign diplomatic guests with the cooperation of the Taipei City Government and the Ministry of Foreign Affairs. During 2003, 124 groups (4,587 people) paid a visit to our company, of which there were 47 foreign guest groups (722 people), 11 schools (593 people), 25 local organizations (1,256 people) and 41 organizations taking part in the "First Encounter with Metro Activity" (1,966 people).

### 3.Ensuring System Safety

"Safety is the only path to home!" The disaster caused by the Daegu arson incident was a warning for TRTC to set system safety and establishment of a safe commuting environment as the first priority.

#### Preventive Measures after Daegu Arson Incident

"Experience brings wisdom." Right after the Daegu arson incident on Feb. 18, 2003, the president of TRTC, Dr. Tsay, organized a field trip to Daegu with personnel of the Department of Rapid Transit System, Public Works Department, Taipei Fire Department and Department of Transportation to further understand the situation. We realized that teaching passengers how to use the firefighting facilities in case of emergency was more important than simply strengthening firefighting preventive measures. In order to ensure passengers' evacuation from stations and trains and the proper using of the firefighting facilities, we stopped the operation of the trains along the Danshui Line, Xindian Line, Zhonghe Line, and Bannan Line for 5 minutes on Feb. 27, 2003, Mar. 3, 2003 and Mar. 4, 2003 respectively for promotion of firefighting







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練，以加強宣導及提昇民眾應變能力。

除加強消防宣導及模擬演練外，同時著手硬體方面改善，將每節車廂內滅火器增加至四具，並由座椅底下移至車門旁明顯處，俾利乘客遇列車發生緊急火災事故時，可立即自行取用滅火。此外，評估規劃建置「逃生體驗營」，除供同仁及消防人員做訓練用途外，也可提供民眾學習緊急事故中操作各項緊急應變設施之用，預計在94年底完成。

### 辦理多重災害模擬演練

為提高服務品質及確保旅客之安全，除定期執行保養維修工作外，進行多重災難模擬演練項目，以強化第一線服務人員對各項行車運轉特殊緊急狀況之應變處理能力，將災害發生時之傷亡及損失減至最低。92年度共辦理18場多重災害模擬演練，主要演練摘錄如下：

- 列車火災模擬演練（92.03.27於小南門站辦理）。
- 地震、大停電及旅客疏散模擬演練（92.08.23於木柵線辦理）。
- 萬安演習（92.08.29第一階段：防空演習於全線車站辦理，第二

階段：災難防救於捷運台北車站辦理毒化物偵消應變作業）。

- 防爆防恐模擬演練（92.10.25於動物園站辦理）。
- 五級地震、高架段列車站間緊急疏散及公車接駁模擬演練（92.10.31於忠孝復興站辦理）。
- 防爆及人員疏散模擬演練（92.11.28於站前地下街辦理）。
- 外物入侵軌道模擬演練（92.12.13於復興崗站辦理）。
- 多重故障綜合模擬演練（92.12.26於辛亥站至動物園站辦理）。

### 開發完成「緊急資訊傳遞系統」

自行開發「緊急資訊傳遞系統」，92年12月完成後，在中、高運量行控中心及所有段辦、車站、車場車班等辦公處所正式上線使用，提供行控中心、各營運路線段辦公室與車站間之緊急資訊傳遞，藉由即時收發電腦訊息之確認功能，提升營運事故通報流程品質，增進緊急事故之應變效能，並減少耳語傳遞訊息漏失之狀況。該程式設計更納入版本自動更新功能，以節省未來改版須至現場安裝之人力。

education. On Mar. 27, 2003, TRTC cooperated with Taipei Fire Department, Department of Health, Taipei City Police Department as well as Taipei City Police Department of Rapid Transit Division and organized an unannounced fire drill at the Xiaonanmen Station on Mar. 27, 2003 in order to raise passengers' contingency ability.

In addition to reinforcing firefighting education and organizing fire drills, TRTC also placed 4 fire distinguishers beside the train doors instead of placing them under the seats in each carriage. Moreover, TRTC is planning an "Evacuation Practice Camp" for training of our staff and firefighters and enabling the public to learn about using firefighting facilities in case of emergency; the camp is scheduled to complete by 2005.

### Organizing Drills

In order to upgrade high-quality service and to secure passengers' safety, a few drills for possible disasters were organized. These drills helped our front-line attendants to react properly in case of emergency

and so as to minimize any loss and damage involved. In 2003, TRTC organized 18 drills as follows:

- Train fire drill ( Mar. 27. 2004 at the Xiaonanmen Station )
- Drills of earthquake, blackout and passenger evacuation ( Aug. 23, 2003 along the Muzha Line )
- Wan on drill ( Aug. 29, 2003 First stage: air-defense evacuation along all the lines; Second stage: chemical disaster drill at the Taipei Main Station )
- Drills of explosives and anti-terrorism ( Oct. 25, 2003 at the Taipei Zoo Station )
- Drills of earthquake with a magnitude of 5, emergency evacuation between elevated stations and connecting shuttle buses arrangement ( Oct. 31, 2003 at the Zhongxiao Fuxing Station )
- Drills of explosive and personnel evacuation ( Nov. 28, 2003 at underground shopping mall of the Taipei Main Station )
- Drill of rail obstacle incident ( Dec. 13, 2003 at the Fuxinggang Station )
- Complex drills of breakdowns ( Dec. 26, 2003 between the Xinhai Station and Taipei Zoo Station )

### Installing "Emergent Information Transmission System"

After the completion of the "Emergency Information Transmission System" self-development by TRTC in Dec. 2003, it was widely used at the control centers and offices of all lines, stations and car parks, raising the quality of information transmission and enhancing the contingent effectiveness with the aid of timely messages. This program will automatically renew itself and save much manpower for reinstallation in situ.

### Promoting "Zero-Responsibility Project"

To reduce of delays caused by incidents for more than 5 minutes, TRTC promoted a "Zero-Responsibility Project" on Nov. 24, 2003. It required all units to set a "Zero-Responsibility" objective for all





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### 推動「零責任專案」

為降低延誤五分鐘以上行車事件，92.11.24起推出「零責任事件」專案，要求各單位全力達成零責任事件之目標，每週結束後立即公告週知各單位前一週之責任事件數，以競賽方式激發各單位之榮譽感。

推出此競賽專案後，92年11月及12月延誤五分鐘以上行車事件次數明顯下降，92年12月發生2次，為全年度最低者。就歷年資料顯示，92年全年延誤5分鐘以上行車事件總計83次，為歷年來次數最少，且每兩事件間車廂千公

里數也逐年上升，在92年達615車廂千公里，顯示系統穩定度大幅提昇。這項統計資料與國際間之NOVA協會及CoMET協會之會員比較，除日本東京地鐵外，台北捷運系統在這方面表現均優於國外其他都市捷運系統。

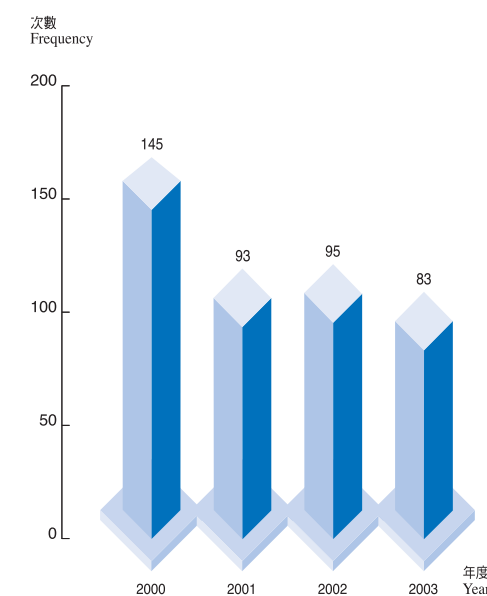
雖然92年底行車延誤次數已有減少，惟因系統每次發生故障後都可能對市民及社會大眾造成行的不便，93年度起將全面執行「行車事件次數減半」專案，大幅降低行車事件次數作為努力之目標。

accidents. The number of incidents was announced each week, so it has become a motivation for each unit to compete with each other.

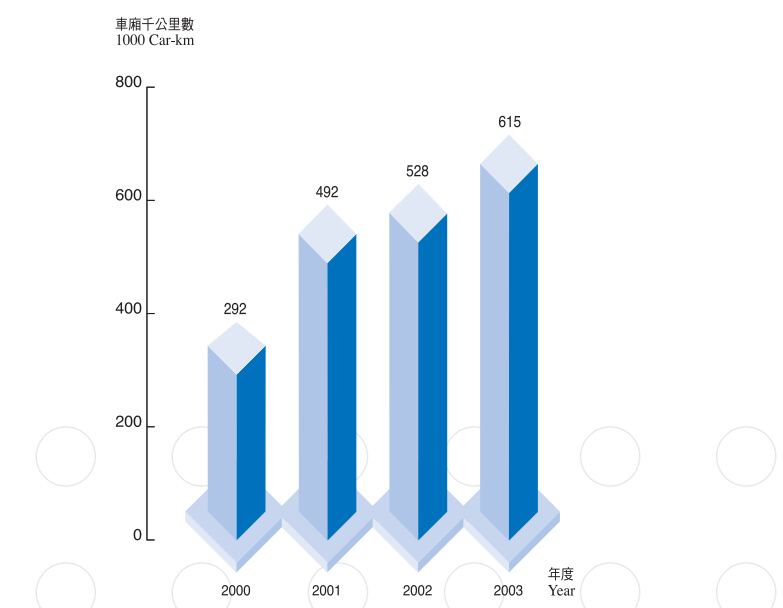
This project successfully lowered incidents during November and December; especially in December, there were only 2 incidents, being the lowest rate for the whole year. According to the record, there were 83 delays caused by incidents for more than 5 minutes during 2003, being the least number for the recent years. Moreover, the car-km between two accidents was gradually increasing each year. In 2003, there was only 615,000 car-km, showing a drastic raise of the system stability. Compared with members of the NOVA and CoMET, TRTC was superior to that of the other countries, except Tokyo.

Even though the number of delays has decreased, each system malfunction still caused inconvenience to the public; hence, TRTC will implement the “Accident Reduction to Half” project in 2004.

89年至92年延誤5分鐘以上行車事件  
Number of delays for more than 5 minutes  
between 2000 and 2003



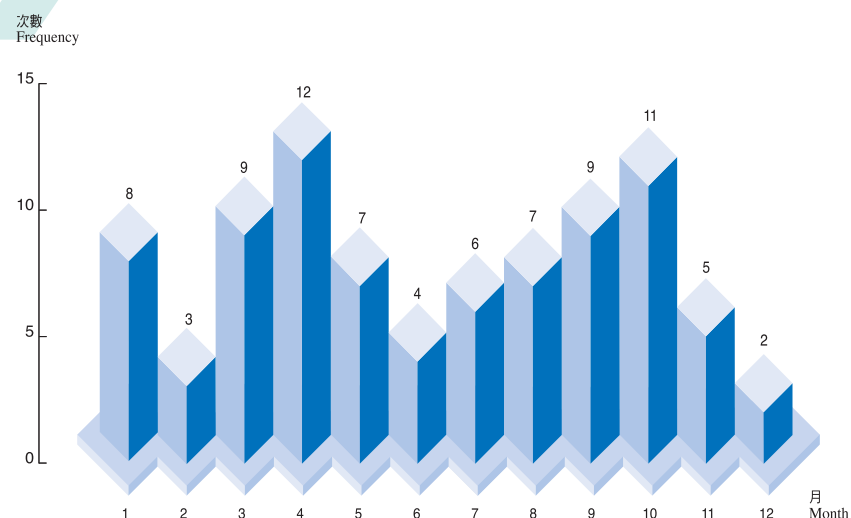
89年至92年兩行車事件間車廂千公里數  
Diagram showing car - km between two incidents  
from 2000 to 2003



【兩事件間車廂千公里數=列車全年行駛之總車廂千公里數(1000 car-km) / 全年總事件次數，數字愈高表示系統愈可靠】

(Car-km = the total car-km for the whole year (1000 car-km) / total number of incidents for the whole year; the higher the number, the more stable the system is.)

92年度延誤5分鐘以上行車事件  
Number of delays for more than 5 minutes in 2003

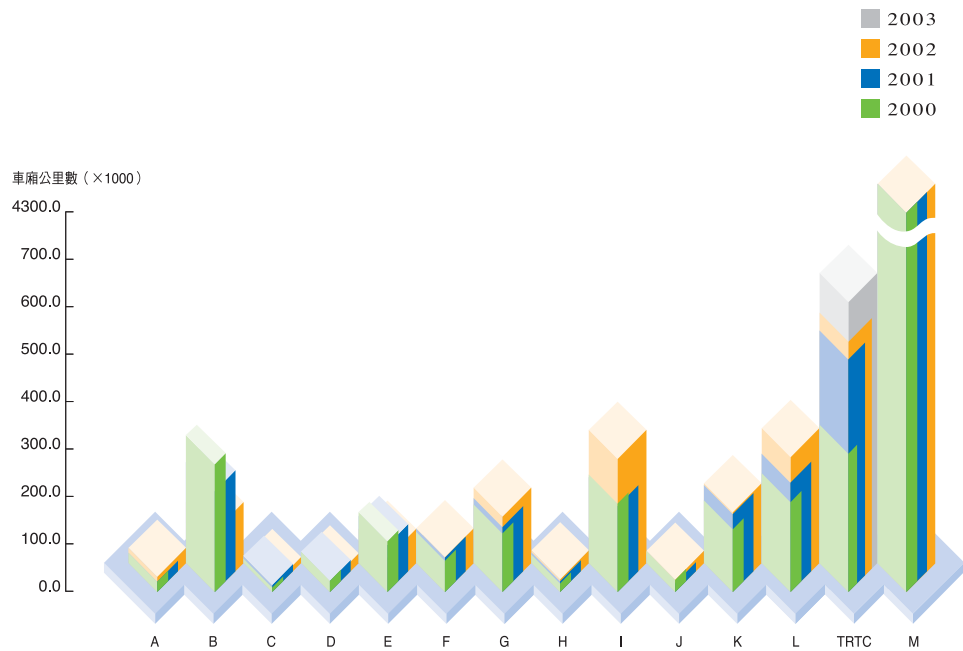






# Corporate Performances

台北捷運與NOVA及CoMET各會員之兩事件間車廂公里數比較  
Diagram comparing the car-km of TRTC with that of members of NOVA and CoMET



## 92年度事故率

項目	高運量	中運量
一般事故件數（件）	2	0
重大事故件數（件）	5	1
一般事故率（件/百萬延車公里）	0.27	0.00
重大事故率（件/百萬延車公里）	0.69	0.55

【NOVA協會包括都柏林、格拉斯哥、九龍、里斯本、馬德里、蒙特婁、紐卡斯爾、拿坡里、奧斯陸、新加坡及台北捷運等11個捷運系統】  
【CoMET協會包括柏林、香港、倫敦、墨西哥、莫斯科、紐約、巴黎、聖保羅、東京等9個捷運系統】

## 提昇系統設備之可靠度與運轉安全

當每次行車事件發生後，立即開會檢討設備異常原因，撰寫事故報告，並蒐集設備異常徵狀之歷史

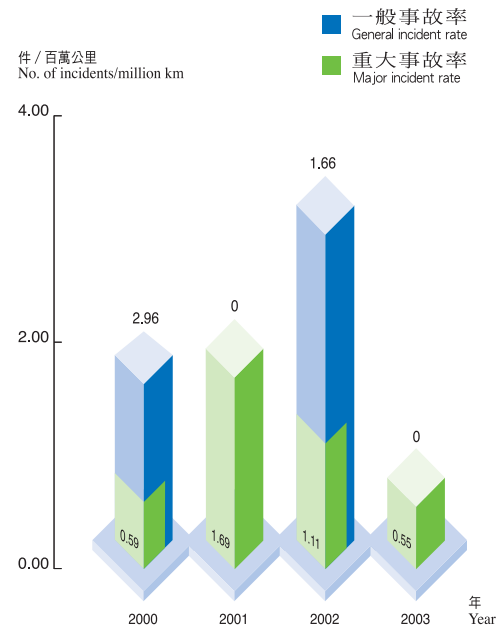
資料，經相關單位自行檢討後，提報運轉安全會議、技術會報，從設備面及管理面，深入探討事故原因及檢討相關改善措施，92年中、高系統列車妥善率均達90%，為歷年

## Incident Rate of 2003

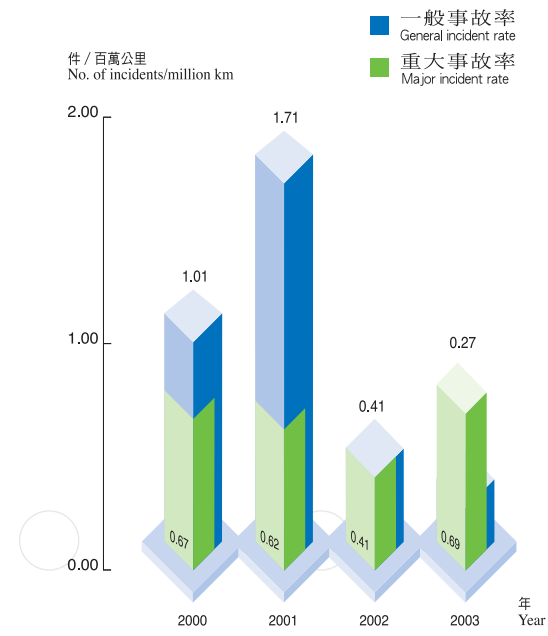
Item	Mass Rapid Transit System	Medium Capacity Transit System
General incident	2	0
Major incident	5	1
General incident rate	0.27	0.00
Major incident rate	0.69	0.55

( 11 metro systems of NOVA include Berlin, Glasgow, Kowloon, Lisbon, Madrid, Montreal, Newcastle, Napoli, Oslo, Singapore, and Taipei. )  
( 9 metro systems of CoMET include Berlin, Hong Kong, London, Mexico, Moscow, New York, Paris, St. Paul, and Tokyo )

## 中運量歷年事故率 Incident Rate of Medium Capacity Transit System



## 高運量歷年事故率 Incident Rate of Mass Rapid Transit System



【一般事故：係指系統運行中斷20分鐘以上、1小時以內者】  
【重大事故：係指列車衝撞、列車出軌或傾覆、停止運轉1小時以上者】  
【事故率＝事故件數／總里程數×106】  
( General incident defined as system suspension with 20 minutes and more to 60 minutes. )  
( Major incident defined as train collisions, derails or rolls and system suspension over one hour. )  
( Incident rate: No. of incidents/total Km x 106 )





## Corporate Performances

來最高。

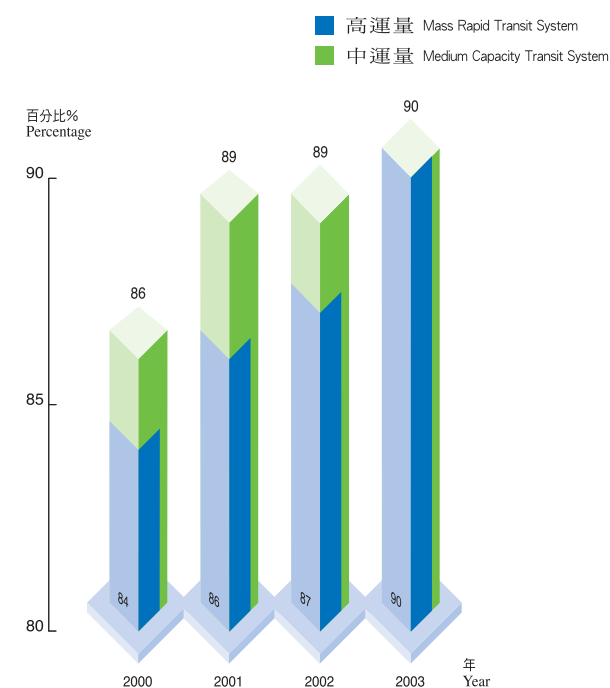
92.07.21發生木柵線軌道維修車於中山國中站故障無法立即排除，致影響第二日發車營運，經檢討後決定於中運量軌道維修車前端加裝聯結器，並於92.10.18進行故障列車聯結拖救演練，以縮短類似事件處理之時間。鑑於92.09.15市政府站發生列車故障，對民眾及系統營運造成重大影

響，92.09.19決定在忠孝復興站增設一個車輛維修站，以爭取線上故障列車處理時效，縮短影響之層面與時間。

92.11.24至92.12.29開辦矯正及預防措施案例研討課程7期，訓練人數369人，講授實際發生之案例及加強預防措施的觀念，以提昇人員對於事故原因判斷及措施改善的能力，降低營運事故發生的機率。

### 列車妥善率

#### Train Appropriation Ratio of Mass Rapid Transit System



【中運量列車妥善率=平均可用對車數/總對車數】

【高運量列車妥善率=平均可用列車數/總列車數】

(Medium Capacity Transit System train appropriation ratio = Average number of appropriate paired trains / Total number of paired trains)

(Mass Rapid Transit System train appropriation ratio = Average number of appropriate trains / Total number of trains)

### Enhancing Reliability and Safety of System Facilities

Right after each incident, TRTC immediately reviews the related cause, prepares post-incident report, and collects any historical information as references. The information is then reported in the system operational safety meeting, safety meeting and technical meeting, to discuss from facilities to management, to delve into the cause and to find solutions and improvements. In 2003, the train availability for metro systems was as high as 90%, the highest in the recent years.

On Jul. 21, 2003, the breakdown of a repair car at the Zhongshan Junior High School Station along the Muzha Line caused a serious interruption of normal operation the next day. As a result, TRTC decided to install a coupler in front of each repair car of the Medium Capacity Transit System. To further improve the situation, TRTC also organized a drill of coupling and towing repair cars on Sep. 15, 2003 in order to minimize the time wasted in similar cases. On Sep.



19, 2003, it added a car repair spot at the Zhongxiao Fuxing Station for optimizing repair efficiency and minimizing the time lag.

Between Nov. 24, 2003 and Dec. 29, 2003, TRTC organized 7 sessions of Incident Corrective and Preventive Training Course. Altogether 369 staff participated in that course. Real cases were studied to upgrade personnel judgment of the incident cause and the ability to improve with preventive and corrective measures and to lower the incident rate.

### Establishing ISO Quality Control System

To standardize and systemize each repairing and transporting operation, TRTC introduced ISO quality control system in 1998.





## Corporate Performances

### 建立完善ISO品管制度，提高設備可用度

為使各項維修及運送作業標準化、制度化，自87年起引進ISO品質保證制度，藉由全面實施品質管理與稽核作業，建構完善品質管理制度，以提供高品質的運輸服務。台北捷運中運量旅客運送、電聯車檢修、機電設備檢修服務及高運量旅客運送服務、檢修服務，原已取得ISO 9002：1994年版品質管理系統認證，為符合新版ISO 9001：2000版之規範，聘請工研院品質提升小組協助檢視，在91年底順利轉換為新版證書。92年度標檢局查證，本公司將五個品質管理系統整合為「中高運量旅客運送服務」與「中高運量檢修服務」二大部分聯合追查，已分別於92年7月及12月完成，並經經濟部標準檢驗局繼續認可登錄。

#### 四、增進經營效能

永續經營為企業經營長遠目標，為了達成這樣的目標，本公司積極提昇公司經營效能，推動各項管理措施，加強資訊化自動作業流程，建構企業永續經營的堅實基礎。

### 實施責任中心制度，客觀評核績效

為客觀評核不同部門工作績效，激發員工創造盈餘，實施責任中心制度作為績效管理工具。近年來國內許多企業，紛採由哈佛教授Kaplan及Norton發展「平衡計分卡」作為績效管理工具，除財務構面外，亦將顧客、內部流程及學習成長構面納入績效衡量範圍，以使公司體質更加均衡發展。自92年起，參考「平衡計分卡」之精神，配合公司策略內容與策略性目標，擬出前述四個構面之績效指標。

92年成立責任中心審議委員會，負責審議責任中心指標、評分方式、目標值、配分率、執行績效及成績結算、績效獎金分配比例及額度之建議、績優專案及績優個人之審議等事項。透過委員會設置及溝通討論方式，擬出更公平客觀之指標及評核標準，以建立公平公正的考評機制。

實施責任中心制度後，建立更公平、公正之績效評核環境，且透過各級主管與成員不斷地溝通，績效管理及目標導向的觀念已日漸深植同仁心中，實際運作成效也吸引其他單位前來本公司觀摩學習。

Through quality management and careful audit, TRTC is committed to providing high-quality commuting service. Originally, TRTC was accredited with ISO9002:1994 in terms of passenger commuting service, EMU repair service and electrical facility repair service for the Medium Capacity Transit System as well as passenger commuting service and repair service for the Mass Rapid Transit System. To satisfy the new requirements of ISO 9001:2000, TRTC renewed its certification to meet the most up-to-date version after inspection from the quality enhancement group of Industrial Technology Research Institute at the end of 2002. In 2003 TRTC integrated its five quality control systems into two groups including passenger commuting service and repair service for further inspection. During Jul. and Dec. 2003, both groups received permission from the Bureau of Standards, Metrology and Inspection, M.O.E.A.

### 4.Increasing Management Effectiveness

Sustaining operation is a long-term goal of all corporations. In order to achieve this goal, TRTC places great emphasis on management effectiveness.

#### Applying Responsibility System

For objective assessment of job performance and profit maximization, TRTC implemented a responsibility system as performance management tool. In recent years, many local corporations adopted a performance management tool named as “Balanced Scorecard” which was developed by two professors from the Harvard University, Kaplan and Norton. With Balanced Scorecard, companies can have a more balanced development in regard to their finance, customers, production and learning. Since 2003, TRTC used these four aspects as performance index with reference to the spirit of the Balanced Scorecard, corporate strategy and corporate objective.

In 2003, TRTC set up the Responsibility Center Assessment Committee which is responsible for performance index, assessment methods, target values, score ratio, job performance, performance accounting, bonus distribution and limit, performance project as well as







## Corporate Performances

### 實施提案制度，激發同仁創造力

為激勵全員參與、集思廣益，積極推動提案制度，92年全年提案數共計255件，獲獎181件，發出獎金154,800元，無論是提案件數、獲獎件數或發出獎金，均較91年超出一倍以上。

縮短提案程序並廣闢提案管道，降低提案門檻以吸引同仁意願，將相關作業程序轉化建置「創意提案」平台之資料庫登錄系統，經由該平台之設立，同時配合將同仁得獎提案內容及相關資訊於平台上公告週知，一方面可強化提案之行銷效果，另一方面則可鼓勵提案同仁之用心，藉由觀摩及經驗的學習，達到實施提案制度，以改善作業流程、工作環境之目的。

### 加強人員培訓，發展網路大學

企業化人力資源管理目標，應持續檢視改善現行用人、薪給制度及升遷考核辦法，同時加強人員培訓。透過新進訓練、專業訓練、知能補充訓練、管理及人文訓練、安衛訓練及服務訓練等六類方式，使同仁能完整具備工

作所需能力，正確而有效地執行工作要求。除本身工作所需學能外，也鼓勵同仁接受第二專長訓練，培養多方面專業技能，以利生涯規劃及個人發展。

為凝聚內部團隊共識，92年分六梯次辦理各級主管研討會，由蔡總經理親自向全公司23位高階主管、72位中階主管、105位基層主管，分別講授經營理念、經營管理、經營策略專題，讓各級管理幹部能夠充分掌握公司的核心價值與策略方向，以確保業務推動與管理的有效性與準確性。

92年共自製「台北捷運網路大學」網路課程86門，總錄製長度為40小時59分。另外，鑑於91年度租用之LiveABC英語課程廣受同仁好評，為詢問度最高的網路課程，92年度再購置「全民英語能力檢定中級測驗」課程，提供公司同仁及民眾上網進修學習。此外，考量資料內容不斷增加及整合需求，同時進行網頁改版工作，將資料由文件式儲存方式改為資料庫儲存方式，並搭配全文檢索系統，讓使用者能在最短時間內取得所需之資料與文件。

assessment of each individual's performance. Through discussions, the committee has developed a fair and integral assessment mechanism.

With vertical communications, the concepts of performance management and corporate objectives have been instilled into the mind of each worker; thus, this assessment mechanism has served as a model for other organizations.

### Proposition for Greater Creativity

In order to motivate participation and greater creativity, TRTC actively promoted a proposal system. In 2003, there were 255 proposals, in which 181 won a total bonus of NT\$154,800. The number of proposals, number of prizes and amount of bonus in 2003 were more than double compared with that of 2002.

To simplify proposal procedures, widen proposal channels and attract employee participation, TRTC constructed a platform called "creative proposals" which collects all winning proposals and other related information and are open to the public. This not only raises the marketing effect of proposals, but also stimulates employees' motivation. Through experience-sharing, the proposal system has become more complete.

### Strengthening Personnel Training

With the objective of proper management of our human resources, we have consistently improved employment requirements, salary system, promotion assessment and personnel training. Through pre-job training for new employees, professional training, supplementary training in knowledge and skills, management and humanity training, safety and health training and service attitude training, personnel have become skillful enough to meet their job requirements. In addition to specific skills, they are also encouraged to have other trainings for a more complete career planning and more balanced personal development.

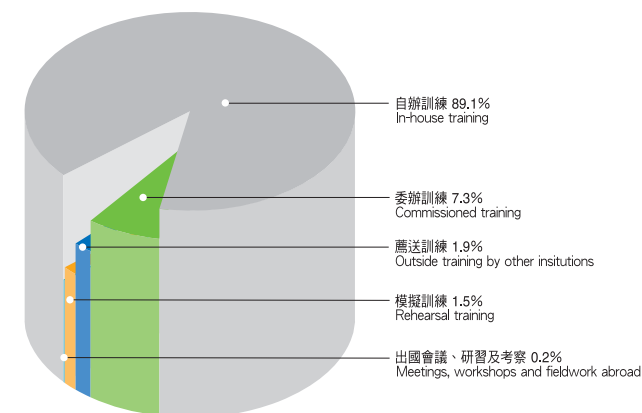




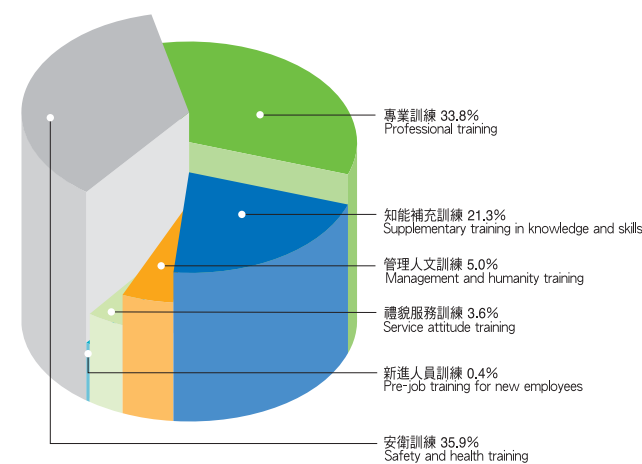


## Corporate Performances

### 員工訓練類別 Subjects of Personnel Training



### 員工訓練方式 Mode of Personnel Training



In 2003, TRTC organized 6 seminars for its managers. Instructed by the president, Dr. Tsay, 23 high-level managers, 72 intermediate-level managers and 105 fundamental-level managers were taught a variety of subjects including management philosophy, business management and strategy management, allowing the managers to grasp the core value and strategic approach and ensuring the effectiveness and efficiency of the business promotion and management

Taipei Rapid Transit Cyber University had produced 86 internet courses which lasted for 40 hours and 59 minutes. Moreover, due to the high acceptance of LiveABC ( the most popular cyber course in 2002 ) by the personnel, TRTC again purchased the course for “National English Intermediate Proficiency Test” in order to provide its workers and the public with a learning opportunity. Furthermore, considering the management of increasing amount of information and the need to integrate, TRTC adopted a database format instead of document format while updating the webpages. By posting up the information with a glossary index, users are able to collect the needed information and documents more efficiently.

### Developing of Information System

In 2003, TRTC installed “Intrusion Detection”, “Vulnerability Management”, “Concentrated Control”, “Single-sign-on” and “Internet Safety System” for reinforcing hard drive and information protection. On Nov. 26, 2003, the Information Communication Safety Inspection Service Group of the Executive Yuan inspected our system and rated as “very integrated”. Hence, we were honored to be a “Satisfactory Unit for Information and Communication Protection”.

With the need of information processing, TRTC purchased 249 personal computers, 4 servers, other peripheral facilities and LCD projector, constructed a conference room and fiber optics network system ( 96 duplex types ) , established ADSL mechanism, strengthening system functions like accounting, salary, financial management, certification, OA and documentation. Additionally, to simplify operation and optimize efficiency, TRTC completed the developing and protecting procedures of business computerization.







### 推動資通安全防護業務，強化開發業務資訊系統

為配合國家資通安全整體防護體系，92年度建置入侵偵測、弱點掃描、集中控管、單一登入及無線網路安全系統，以強化主機安全防護，提高資訊安全之偵測與防禦能力。行政院資通安全稽核服務團於92.11.26至本公司進行資通安全稽核，稽核結果總體評論，本公司資通安全準備情形為「非常完整」，榮獲「資安防護良好單位」之評價。

配合資訊化作業流程需求，完成工作項目包括增購249台電腦及4台伺服器與週邊設備、增設會議室及訓練教室液晶投影機、建置光纖網路系統（96蕊光纜）、建立頻寬管理機制，強化會計、人事薪資、財產管理、認證、OA及公文等系統功能，並依實際作業需求完成業務電腦化系統開發及維護，以簡化工作流程，提昇工作效率。

另為提昇網路服務，中文網站於92.10.29全新改版上線，除嶄新的版面設計及網站架構外，並新增搜尋引擎、多媒體專區、捷運相關活動查詢等網站單元及功能，提升公司形象。英文網站亦配合臺北市政府漢語拼音政策完成修正更新。

### 財務管理

92年因台灣地區爆發SARS疫情，使捷運系統運量大受影響，連帶使得本公司92年營業收入下降，僅78.3億元，較91年81.4億元，減少約3.1億元。

財務性投資基於調度靈活性、安全性與收益性考量，依每月資金需求，除轉存銀行定存，另亦投資於公債、公司債及共同基金，以增加公司財務收入，92年度財務性收入總計為1.80億元，佔總收入2.3%；與91年度2.57億元相較，92年度財務收入呈現減少現象，主要係因為銀行存款利率不斷下滑所致。

臺北市府將台北大眾捷運系統以出租方式委託本公司來經營，雙方簽定租期9年9個月捷運系統財產租賃契約。依據「公營大眾捷運股份有限公司設置管理條例」第十五條規定：「產權屬政府所有之大眾捷運系統財產，由政府以出租方式提供捷運公司使用。但在捷運公司開始營運五年內，階段性路網尚未完成者，得以無償借用方式供其使用。」，故85年至89年繳交各線系統租金一元。由於本公司負有「負責捷運系統財產與設備之維

For betterment of our internet service, we renewed our Chinese website on Oct. 29, 2003. Besides the new webpage design and website structure, a search engine, multimedia room and inquiry of metro-related activities were added. For the English website, it was also renewed according to the Chinese pinyin method advocated by the Taipei City Government.

### Financial Management

Due to the outbreak of SARS, the transport volume of TRTC was seriously affected and so were the revenue of 2003. It was registered to be NT\$7,830,000,000, and comparing with NT\$8,140,000,000 in 2002, there was a decrease of NT\$310,000,000.

Financial investments need deliberate consideration of its flexibility, security, and profitability; hence, TRTC has chosen to save our capital in the deposit account, and buy bonds and common funds in order to increase our financial income. During 2003, TRTC earned a financial income of NT\$180,000,000, or 2.3% of the total income. Comparing with NT\$257,000,000 in 2002, it showed a decrease of income, and the main reason of this can be explained by continuous drop of the banks' interest rate.

Taipei City Government leased and commissioned Taipei Metro System to TRTC. The lease duration is 9 years and 9 months. According to Code 15 of the "Mass Rapid Transit Corporation Operation and Management Ordinance," the property right of the Mass Rapid Transit System belongs to the government and was leased to the Taipei Rapid Transit Corporation. Within the first 5 years of operation and before the network has been completed, it was leased with no obligation. As a result, between 1996 and 2000, TRTC paid only NT\$1 as a symbolic rent for each line. As we are responsible for the protection and construction of the system property and facilities, we had to pay 4% of our operating revenue from 2001. In 2003, we paid NT\$ 2,343,000,000 and the payment was transferred to "Taipei City Taipei Metropolitan Region Metro Fixed Capital Fund" which is used for replacing the old facilities. Undoubtedly, it ensures the continuity of the business.







## Corporate Performances

護，及系統設備之重置」之責，故自90年起，系統租金計算係依系統設備重置費用再加上營業金額的4%，92年共計繳交23.43億元之租金，並全數放入「臺北

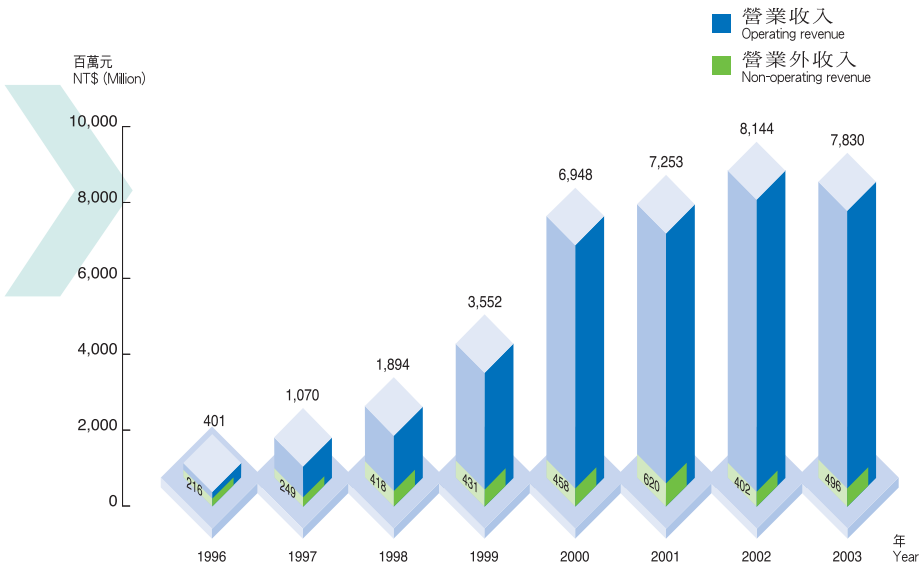
市台北都會區捷運固定資產重置基金」，作為捷運系統未來設備汰舊換新之財源，確保捷運永續經營。

### 歷年稅後純益與系統租金

年	稅後純益（元）	EPS	租金
85	( 426,100,600 )	( 0.61 )	各線租金1元
86	( 321,427,473 )	( 0.46 )	各線租金1元
87	370,208,199	0.53	各線租金1元
88	1,247,302,457	1.78	各線租金1元
89	2,598,263,999	3.71	各線租金1元
90	375,033,188	0.42	系統全線租金20.21億元
91	865,432,715	0.93	系統全線租金23.58億元
92	371,067,871	0.40	系統全線租金23.43億元

註1：89年（含）以前資本額70億元，90年為90億1,600萬元，91年迄今為93億5,410萬元  
註2：自90年起本公司開始負擔轉乘優惠經費3.0億元，並自91年起全額負擔，91年支付7.40億元、92年8.59億元  
註3：85年至91年稅後純益為審計部臺北市審計處審定數，92年稅後純益為會計師查核數

### 歷年營業（外）收入 Operating and Non-Operating Revenue

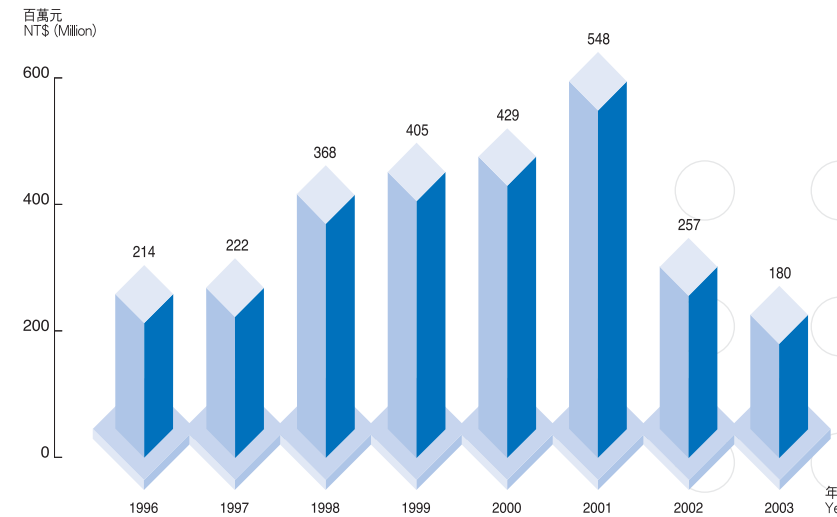


### Profit after Tax and Rent ( NT )

Year	Profit after Tax	EPS	Rent
85	( 426,100,600 )	( 0.61 )	\$1 for each line
86	( 321,427,473 )	( 0.46 )	\$1 for each line
87	370,208,199	0.53	\$1 for each line
88	1,247,302,457	1.78	\$1 for each line
89	2,598,263,999	3.71	\$1 for each line
90	375,033,188	0.42	\$2,021,000,000 for all lines
91	865,432,715	0.93	\$2,358,000,000 for all lines
92	371,067,871	0.40	\$2,343,000,000 for all lines

Note1 : Capital before 2000 was NT\$ 7,000,000,000; capital of 2001 was NT\$ 9,016,000,000; capital of 2002 was NT\$ 9,354,100,000.  
Note2 : Since 2001, we were responsible for a partial of NT\$ 300,000,000 for the transfer benefit and since 2002, we had to bear the total of the transfer benefit, which was NT\$ 740,000,000 for 2002 and NT\$ 859,000,000.  
Note3 : From 1996 to 2002, the profit after tax was audited by the Ministry of Audit ( National Audit Office ) , R.O.C. while it was audited by the accountant in 2003.

### 歷年財務收入 Financial Income





## 附屬事業經營 Management of Affiliated Businesses



本公司除經營大眾捷運運輸本業外，並致力於經營及開創廣告、販賣店、停車場、地下商店街及捷運車站周邊建物連通等附屬事業，以期藉由多角化經營增添盈餘，回饋運輸本業，以提供旅客更生活化之多元服務。

### 【車站廣告】

	淡水線	新店線	中和線	板南線	木柵線	台北車站	總計
車站廣告數量（幅）	558	505	269	468	246	179	2,225

### 【車廂廣告】

	中運量	高運量	總計
車廂廣告數量（幅）	408	5,814	6,222

### 二、販賣店

捷運販賣店經營係提供旅客便利商店、資訊通信、藥妝、音樂、飾品、書籍、美食．．等不

### 一、廣告

廣告經營係以透過高品質之媒體形象及廣大人潮來增加廣告之整體價值。至92年底，共有中運量車站廣告246幅、車廂廣告408幅；高運量車站廣告有1,979幅，車廂廣告5,814幅。92年車站車廂廣告收入約4.21億元。

同業別多元化的服務來滿足旅客需求。至92年底，捷運營運路線上計有84間販賣店。其中為協助社會福利團體創業經營，每一條

Besides providing commuting service, we also endeavor in the management of affiliated businesses including advertising, shops, parking lots, underground shopping malls and linking passages. Through diversifications, we aim at profit maximization and provision of multiple services.

### 1. Advertising

Advertisement management is to have a higher aggregative value using high-quality media images and large crowds of people. At the end of 2003, there were 246 advertisements in the stations of the Medium Capacity Transit System with 408 advertisements in the trains; there were 1,979 advertisements in the stations of the Mass Rapid Transit system with 5,814 advertisements on trains, resulting in an income of NT\$ 421,000,000.

#### Advertisement in the Stations

	Danshui Line	Xindian Line	Zhonghe Line	Bannan Line	Muzha Line	Taipei Main Station	Total
Quantity	558	505	269	468	246	179	2,225

#### Advertisement in the Trains

	Medium Capacity Transit System	Mass Rapid Transit System	Total
Quantity	408	5,814	6,222





## Management of Affiliated Businesses

捷運路線均保留1間販賣店予臺北市政府勞工局或原住民委員會辦理社會福利團體庇護商店來經

營。92年販賣店租金收入約1.03億元。

### 【販賣店數量】

	淡水線	新店線	中和線	板南線	木柵線	總計
販賣店數量（間）	37	11	4	18	14	84



### 三、停車場

捷運系統沿線轉乘停車場，總計有汽車停車場15處2,573個格位，機車停車場25處6,561個格位（其中僅捷運淡水站轉乘機車停車為收費停車，餘皆免費停車），腳踏車停車場57處7,393個

格位。自91年起，配合臺北市政府進行捷運、公車及停車場交通票證整合，捷運系統全線已完成12處轉乘停車場之悠遊卡收費設備裝設，提供民眾可使用悠遊卡在轉乘停車場繳費，92年停車場租金收入約1.36億元。

### 【停車格位】

	淡水線	新店線	中和線	板南線	木柵線	小南門線	總計
汽車	1,451	148	299	135	540	0	2,573
機車	4,305	500	767	685	304	0	6,561
腳踏車	2,689	1,165	1,271	1,433	818	17	7,393

### 四、地下商店街

地下街規劃除以提供實用性生活機能外，業種業態之佈置也希望滿足市民生活所必需，提供市民一個舒適活動空間。捷運地下商店街計有淡水線地下街、板南線站前地下街、西門地下街及東區地下街4處，共計142家店

面。其中淡水線地下街、東區地下街二處已開始營業，目前經營有服飾精品店、美妝商品、麵包店、美食街、藥妝、大型書店、玩具娛樂用品店，站前地下街將於93年3月開始營業，92年地下商店街租金收入約1.01億元。

## 2.Shops

Shops in the metro stations offer passengers with diversified products and services which include grocery, information exchange, pharmacy, music, clothing and ornaments, books, food, etc. to satisfy passengers with different needs. Up to the end of 2003, there were 84 shops. In order to assist the Social Welfare Organization, each metro line leaves one shop the Labors Bureau, or Indigenous peoples commission, Taipei City Government. In 2003, the income of shop rental was NT\$ 103,000,000.

### Quantity of Shops

	Danshui Line	Xindian Line	Zhonghe Line	Bannan Line	Muzha Line	Total
Quantity	37	11	4	18	14	84

## 3.Parking Lots

Along the various routes of the metro, TRTC has as many as 15 vehicle parking lots with 2,573 parking spaces, 25 motorcycle parking lots with 6,561 parking spaces（only the ones at Danshui Station are not free），57 bicycle parking lots with 7,393 parking spaces. Since 2002, the Taipei City Government integrated the ticketing system for the metro, buses, and parking lots. As a result, there are already 12 parking lots that accept EasyCards for payment of parking fees. In 2003, the income from parking lots was NT\$ 136,000,000.

### Quantity of Parking Spaces

	Danshui Line	Xindian Line	Zhonghe Line	Bannan Line	Muzha Line	Muzha Line	Total
Cars	1,451	148	299	135	540	0	2,573
Motorcycles	4,305	500	767	685	304	0	6,561
Bicycles	2,689	1,165	1,271	1,433	818	17	7,393







【店舖數與面積】

	淡水線地下街	忠孝西路地下街	中華路地下街	忠孝東路地下街	合計
店舖數(間)	83	17	7	35	142
面積(m²)	4,578	3,155	1,272	3,705	12,710

五、捷運車站周邊建物連通

捷運台北車站六號出口於92.12.19起，與台北凱撒大飯店地下一樓連通。連通後旅客往來捷運車站與凱撒大飯店，不僅可減少路程，更可避免風吹雨淋，更重要的是，透過與大眾捷運系統的連通，讓周邊商圈、獨立建物成為台北捷運路網的一分子，不僅提昇建物價值，更擴大經營腹地，增加實際商業效益。

台北凱撒大飯店為國內首宗連通案，於90.07.25由國裕開發

股份有限公司提出申請，91年11月獲臺北市政府正式審查通過，92.07.09正式簽約動工，92.12.19舉行連通典禮。連通後捷運旅客可由台北車站六號出口，直接通往凱撒大飯店地下一樓的美食廣場；飯店旅客亦可直接進站乘車，極為便利。

另台開信託大樓與站前地下街連通申請案亦已通過審查，目前正在議約中；太平洋SOGO百貨與捷運忠孝復興站連通申請案，則由本公司邀集相關單位審查中。



4.Underground Shopping Malls

The design of underground shopping malls not only serves practical purposes for life, but also provides the public with a cozy activity space. There are 4 underground shopping malls, the Danshui Line Underground Shopping Mall, Bannan Line Underground Shopping Mall, Zhonghua Road Underground Shopping Mall and Zhongxiao East Road Underground Shopping Mall, with 142 shops. Among them, the Danshui Line Underground Shopping Mall and East District Underground Shopping Mall have already started business. Those shops are primarily boutiques, cosmetics, bakeries, food courts, pharmacies, large-scale bookstores, toy shops, and so on. The underground mall in front of the Taipei Train Station will start business on Mar. 15, 2004. In 2003, the income from rentals of underground shopping malls was NT\$ 101,000,000.

Quantity of Underground Shopping Mall Shops and Shop Area

	Danshui Line Underground Shopping Mall	Zhongxiao W.Rd Underground Shopping Mall	Zhonghua Rd. Underground Shopping Mall	Zhongxiao E. Rd. Underground Shopping Mall	Total
No. of Shops	83	17	7	35	42
Area (m²)	4,578	3,155	1,272	3,705	12,710

5.Linking Passages

On Dec. 19, 2003, Taipei Caesar Hotel built up a linking passage through number 6 entrance/exit of the Taipei Main Station. The completion of this work will not only shorten the distance but also shelter from bad weather, but most importantly, the linkage with the metro system not only makes the neighboring business districts and individual buildings become a part of the metro network but also increases the building value, business scope and business benefits.

Passage at the Taipei Caesar Hotel is the first passage linking project. Applied by Guo Yu Development Company Ltd. on Jul.25, 2001 and permitted by the Taipei City Government in Nov. 2002, the

construction started on Jul. 9, 2003, and the passage linking ceremony was held on Dec. 19, 2003. Passengers can reach the Food Mall, on the first floor in the basement of the Taipei Caesar Hotel through number 6 entrance/exit of the Taipei Main Station and guests at the hotel can use the same entrance/exit to take the metro.Besides, the application for the Tai Kai Tower of Taiwan Land Development Trust Co., Ltd. was also permitted to link with the underground shopping mall, while the application of Pacific SOGO and the Zhongxiao Fuxing Station is still under review.





## 台北的天空

小的時候搭公車，媽媽牽著我的手。  
上學以後搭公車，書本小抄在我手。  
就業以後搭公車，最怕碰上三隻手。  
戀愛時候搭公車，愛人與我手牽手。  
添丁以後搭公車，尿布奶瓶不離手。  
老了以後搭公車，老伴又牽我的手。  
搭了一輩子公車，方便節餘滿雙手。  
現在捷運聯公車，市府真是有一手。

## 大眾運輸整合措施 Integration of Public Transportation



台北捷運自85.03.28木柵線通車以來，持續推動各項大眾運輸整合措施，以使乘客能享受高品質的轉乘服務，同時也進一步擴大台北捷運的服務範圍，提昇台北都會區大眾運輸服務品質。

### 一、實施雙向轉乘措施

92.11.01起，開始實施第一階段雙向轉乘優惠，實施方式為持悠遊卡普通卡之旅客，無論搭捷運轉乘公車或搭公車轉乘捷運時，在轉乘優惠容許時間二小時內，每趟可享有額度8元之優惠，持學生卡者則享優惠額度6元；92.12.27起實施第二階段優惠方案，持悠遊卡愛心卡、愛心陪伴卡、敬老卡及優待卡者，每次可享轉乘優惠4元。

實施雙向轉乘優惠後，捷運轉公車之平均轉乘量約為每日19.54萬人次（92年1月至10月平均每日約17.00萬人次）；公車轉捷運的部份，每日平均轉乘量約14.33萬人次。總計實施雙向轉乘後，平均每日捷運與公車雙向轉乘總人次約為33.87萬人次。（92年11月及12月之資料）

依臺北市府研考會於92.12.15至92.12.16進行之「交通

暨自行車相關問題民意調查分析」報告，臺北市大眾運輸比例，已由92年4月調查之33.5%提高7.6%，成長至41.1%。持有悠遊卡的受訪者中，對實施雙向轉乘優惠措施，有64.6%的民眾表示非常滿意及滿意，不滿意及非常不滿意僅佔11.6%，沒意見及不知道者分別佔11.2%及11.8%。另持有悠遊卡的受訪者中，有29.6%的旅客改變平常通勤搭車的型態，其中以原本不搭公車轉捷運，現在則搭公車轉捷運所佔50.3%的比例為最高。

雙向轉乘實施前後（依91年6月及92年12月進行之捷運旅客問卷調查結果），民眾使用公車到站比例由27.32%成長至33.30%，出站後使用公車比例亦由29.55%成長至35.30%。由此可知，配合臺北市府推廣悠遊卡作為轉乘優惠之工具及推動雙向轉乘優惠措施等交通政策，對提高民眾多使用大眾運輸工具，具有正面之效果。

為配合市府鼓勵大眾運輸政策，自90年起每年編列行銷預算支付轉乘優惠費用，90年支付3.0億元、91年支付7.40億元、92年支付8.59億元。

Since the inauguration of the Muzha Line on Mar. 28, 1996, TRTC has persistently practiced a number of integrated measures. These measures not only expand our services, but also upgrade our service quality.

### 1. Promoting “Preferential Two-Way Bus Ride Program”

On Nov. 1, 2003, TRTC initiated the first phase of the “Preferential Two-Way Bus Ride Program.” EasyCard holders can enjoy fare discounts when transferring from the metro to buses and vice versa (a discount of NT\$8 for adult tickets and NT\$6 for student tickets for each transfer). On Dec. 27, 2003, TRTC launched the second phase of that program. Passengers with other types of EasyCard including charity, escort, senior and concessionaire tickets will also enjoy a discount of NT\$4 for each transfer.

A rise was registered from 170 thousand passengers to 195.4 thousand passengers transferring from the metro to the bus, while 143.3 thousand



passengers transferring from the bus to the metro on a daily average, with a total of nearly 338.7 thousand passengers on a daily average enjoying the benefits of our scheme. (Information from Nov. and Dec. 2003)

According to the “Transportation and bicycle Analyzing Report” conducted by the Research, Development and Evaluation Commission of Taipei City Government between Dec. 15 and 16, 2003, the ratio of public transportation usage raised from 33.5% (Apr. 2003) to 41.1%, which was a 7.6% increase. For the “Preferential Two-way Bus Ride Program,” 64.6% of the interviewees were extremely satisfied or satisfied with our scheme, 11.6% extremely unsatisfied or unsatisfied with it, 11.2% with no comment and 11.8% with “don’t know” reply. Among those with EasyCards, 29.6% of the passengers have changed their usual mode of transportation, of which a majority 50.3% had been originally unwilling to transfer from the bus to the metro but later turned to this transportation mode.

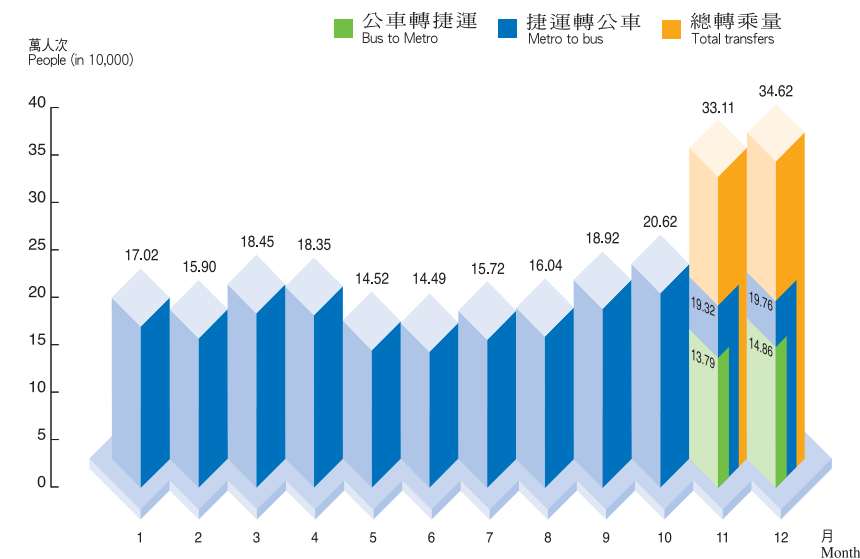
According to the surveys conducted in Jun. 2002 and Dec. 2003 respectively, the rate of passengers transferring from the bus to the metro rose from 27.32% to 33.30%, while the rate of passengers transferring from the metro to the bus rose from 29.55% to 35.30%. Therefore, the promotion of using EasyCard as a transferring tool and the Preferential Two-way Bus Ride Program has resulted in a positive way.





## Integration of Public Transportation

92年捷運公車轉乘趨勢圖  
Metro-Bus Ride Transfers 2003



### 二、推廣悠遊卡

為鼓勵旅客使用悠遊卡及配合臺北市政府一票到底的政策，陸續推出「悠遊卡捷運行銷票價優惠方案（持悠遊卡搭捷運享有票價8折）」、「捷運10元走透透，悠遊體驗Easy Go」活動、「捷運儲值卡轉換悠遊卡（免收手續費）」、「停售捷運儲值卡」等措施後，至92年底，台北智慧卡公司悠遊卡發卡量已突破360萬張。另外，為加強悠遊卡使用者加值便利性，增設售卡加值機147台，加上原有117台自動加值機，目前捷運系統全線總計有

264台悠遊卡加值設備。除此之外，民眾亦可利用臺北市（縣）1,800家便利商店及18家車站販賣店進行購置悠遊卡或加值工作，以減少在車站加值等候的時間。

捷運系統全線各車站，皆設置有悠遊卡票卡查詢機，方便民眾隨時查詢票卡餘額及前六次使用情況，並自92.04.17起將民眾先前購買悠遊卡押金200元中之100元自動轉為可用餘額。

捷運系統悠遊卡使用率成長狀況，詳見P31。

To encourage passengers taking public transportation, TRTC has preserved a marketing budget for the transfer fee since 2001. It paid NT\$ 300,000,000 in 2001; NT\$ 740,000,000 in 2002 and NT\$ 859,000,000 in 2003.

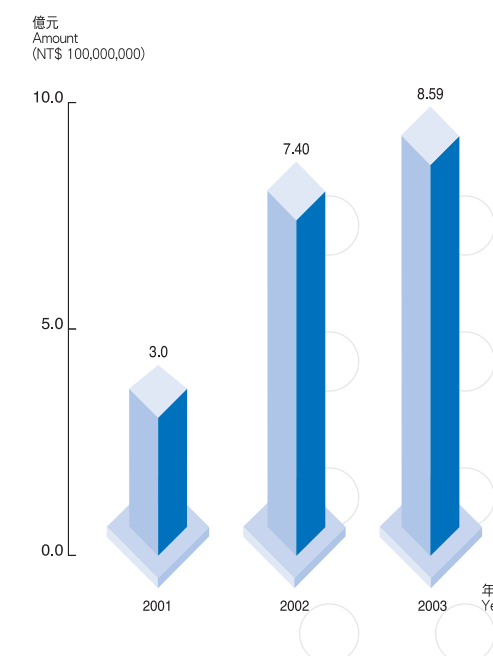
### 2.Promoting EasyCards

To encourage the usage of Easycards, TRTC introduced a number of promotional activities including “EasyCard Price Reduction Program (EasyCard holders enjoyed a 20% off)”, “Easy Go with 10 Dollars”, “Exchange of Stored-value Ticket with EasyCard Activity (no handling fee)” and “Termination of Stored-value Ticket.” Up to the end of 2003, Taipei Smart Card Corporation sold over 3,600,000 EasyCards. For more convenience, TRTC added 147 machines for adding value to the cards. With the original 117 of them, there is a total of 264 value-added machines. Passengers can add value at 1,800 convenience stores in Taipei City/County or 18 shops at the stations.

In addition, there are EasyCard inquiry machines at each station of all lines. Passengers can check their balance and the last 6 usage records anytime. Since Apr. 17, 2003, NT\$ 100 out of NT\$ 200 deposit of EasyCard has been automatically transferred to the remaining balance.

For growth in EasyCard usage rate, please refer to P. 31.

每年支付轉乘費用趨勢圖  
Annual Transfer Payment





## 嚴重急性呼吸道症候群（SARS）疫情期間採行措施 SARS Control



92年上半年一場史無前例、突如其來的SARS風暴，讓台灣民眾驟然籠罩在不安與恐懼之中，不但改變民眾日常生活，亦嚴重影響民眾搭乘大眾運輸工具之意願。面對此一逆境，本公司全力做好清潔維護工作，在92.03.27 SARS被正式列為法定傳染病後，即以積極作為研擬配套防疫措施，並落實執行，以確保旅客健康安全及系統正常運作。相關防疫措施概述如下：

### 一、加強消毒清潔作業

92.03.27起針對旅客易接觸之車站及列車設備、設施，每日二次以稀釋漂白水擦拭消毒；車站空調以全外氣模式運作，且每二週更換一次濾網。92.04.29起，營運時段增派清潔人員於端點站，即北投站、新店站、昆陽

站、新北投站、西門站、動物園站等站，利用列車折返之時間對每列車加強清潔擦拭與消毒。

### 二、服務人員佩戴口罩與健康追蹤

為確保服務同仁健康，92.03.28起要求全面佩戴口罩，同時每日至少進行二次體溫量測，以掌握同仁健康情形。

### 三、制定SARS防疫標準作業程序

92.04.25完成「嚴重急性呼吸道症候群（SARS）防疫標準作業程序」，並公告實施。92.04.28起，每日派員至捷運線上抽查各車站消毒藥劑調配濃度之相關消毒作業與各單位防疫措施等，是否依規定落實SARS防疫標準作業程序執行，當日稽查缺失均立即通知各單位馬上改善。



### 台北星空下

七年級的星空是哈利波特與哈比人追逐的魔幻戰場  
六年級的星空穿過了小叮噠的任意門回家  
五年級的星空剛剛見識過野百合春天的悸動擾攘  
四年級的星空才揮過紅葉少棒的全壘打  
台北的星空閃著不同年代的共同夢想  
沒有戰亂貧瘠，只有一片蔚藍的網  
綴著點點閃耀希望，照過淡水河畔的人間天堂

The outbreak of SARS during the first half of 2003 not only brought annoyance and fear but also drastically reduced the number of passengers taking the public transportation. On Mar. 27, 2003, SARS was officially classified as an infectious disease. In order to ensure passengers' safety and normal system operation, we implemented several preventive measures as follows:

### 1.Strengthening Disinfecting Procedures

From Mar. 27, 2003, we cleaned up each station and train with bleach twice a day. Besides, the air conditioning operated with outside air and the filters were changed once every two weeks. From Apr. 29, 2003, we strengthened the cleanup and disinfecting work of trains at terminals like the Beitou Station, Xindian Station, Kunyang Station, Xinbeitou Station, Ximen Station, and Taipei Zoo Station during their turnarounds.

### 2.Wearing Masks and Health Checkups

To ensure our employees' health, we required them to wear masks every day and measure their body temperature twice a day.

### 3.Establishing SARS Control Standards

On Apr. 25, 2003, we established the "SARS Control Standards." From Apr. 28, 2003, we delegated our employees to examine whether the concentration of the antiseptic solutions and other preventive measures followed the "SARS Control Standards;" if not, the relevant department





#### 四、成立緊急應變中心

92.04.25成立SARS防疫應變中心，每日08：30~20：30由專人輪班執勤，負責疫情彙整並研討防疫對策。92.04.26起，每日上午派員參加臺北市政府SARS防治應變中心會議，隨時掌握並主動回報SARS疫情最新狀況及市府做法，採取與市府同步之防疫措施，並建立捷運公司各單位窗口人員及緊急聯絡人，負責疫情期間配合辦理各項防疫相關事宜。

#### 五、執行旅客防疫措施

##### 提供體溫量測服務：

92.05.05起，在台北車站、忠孝復興站、西門站、龍山寺站及東區地下街，共設置8個體溫量測服務點，提供旅客體溫量測服務。92.06.01起至92.06.30止，更擴大全面體溫量測服務，由原先8個點擴增至92個點。總計量測旅客體溫達13萬3千餘人次。

##### 規定全程配戴口罩：

92.05.11至92.06.26，公告旅客搭乘捷運必須全程戴口罩，違者處以新台幣1,500元以上7,500元以下罰鍰，這是全世界第一個捷運系統實施如此特殊之管制措施。

##### 販售口罩及愛心溫度計：

在防疫期間，各地口罩缺貨，捷運車站自92.05.11起，提供口罩販售服務，總計販售口罩47萬7千餘個。92.06.13起，車站也代售愛心溫度計，共代售愛心溫度計8萬5千餘支。販售金額全數捐給SARS防疫基金。

#### 六、加強防疫宣導

在SARS期間陸續製作注意事項透過車站公告、旅客資訊顯示器、旅客廣播、公司網頁等方式，告知旅客有關捷運防疫工作的重視與落實，消除其疑慮，讓旅客願意繼續搭乘捷運。92.05.17起，各車站發送「衛生署SARS防疫手冊」、「打擊SARS小撇步」及「酒精消毒棉片」之宣導防疫包，提供旅客防疫參考。

此外，92.05.12於捷運雙連站至中山站間線形公園，舉辦「每日一萬步，健康有保固」健走活動，邀請「飛躍的羚羊」紀政示範健走正確姿勢，教育民眾如何走出戶外擁有健康身體，預防SARS。

would be informed to make improvements at once.

#### 4.Setting up Emergency Response Center

On Apr. 25, 2003, we set up an Emergency Response Center with attendants on duty between 8:30 a.m. and 8:30 p.m. every day to review preventive measures and report the most up-to-date conditions.

#### 5.Preventive Measures for Passengers Body Temperature Checkups

From May 5, 2003, TRTC set up 8 Body Temperature Checkup Stands at the Taipei Main Station, Zhongxiao Fuxing Station, Ximen Station, Longshan Temple Station and East District Underground Shopping Mall. Between Jun. 1 and 30, 2003, 92 Body Temperature Checkup Stands were added and 130,000 passengers made use of this service.

##### Wearing Masks

From May 11 to Jun. 26, 2003, TRTC required all passengers to wear masks all the way through the metro ride.



Violators would be fined a minimum of NT\$ 1,500 to a maximum of NT\$ 7,500, which is the first regulatory measure of the metro system worldwide.

##### Sales of Masks and Thermometers

From May 11, 2003, TRTC began to sell masks to its passengers with a total sale of 477,000 masks. From Jun. 13, 2003, it added thermometers to its selling list and sold a total of 85,000 thermometers. The revenues were then donated to the SARS Prevention Foundation.

#### 6.Reinforcing SARS Control Promotion

In order to recover the transport volume, TRTC made public announcements through stations' bulletin boards, passenger information displays, broadcasts and corporate websites. Starting from May 17, 2003, it also distributed "SARS Preventive Booklet from the Department of Health", "Fighting SARS Guideline" and alcohol cottons.

On May 12, 2003, TRTC organized walkathon named as "Health Stays with 10,000 Steps a Day." With Ji Jen as the instructor to demonstrate the proper way to walk, this walkathon provided the public with an excellent opportunity to have a body workout.





## 未來的革命

有一天  
當捷運如風穿梭在地道中  
兩旁簾幕齊聲拉上  
黑暗引來一陣肅穆  
我偷覷玻璃窗上的反射，驚見  
奇文異想如光粒子跳躍閃動  
魔幻詩人正醞釀著未來的革命  
他們的思索不是在自己，而是  
下一站，那個迎面而來的世界

## 工作成果的肯定 Achievements



台北捷運所提供各項「安全、便捷、乾淨、舒適、準點、親切」運輸服務，不僅帶給民眾快速便捷的運輸服務，也帶動都會區的成長發展，引領都會區生活品質向上提昇，其成果不僅普獲社會各界好評，更獲致許多評獎的肯定。這對於所有同仁而言，是持續努力的最佳動力。

### 一、榮獲交通部「金路獎」

交通部自89年起舉辦「金路獎」，其中「站場環境維護類」本公司歷年均有獲獎，92年度係由公館站及動物園站分別獲得一等站及二等站第一名，台北捷運系統場站品質普獲各界肯定。

### 二、榮獲臺北市政府「服務品質獎」

臺北市政府「服務品質獎」於92.01.16至各機關進行實地評審，共32個機關參與考評，本公司於激烈競爭中脫穎而出，於92.05.05獲評為最佳成績，並獲臺北市政府推

薦參加「行政院服務品質獎」之複審作業。

### 三、榮獲行政院「服務品質獎」

本年度參加行政院「服務品質獎」整體類之機關數達22個，皆為全國表現最優秀之菁英機關。行政院於92.06.16進行實地評審，本公司各領域之品質皆獲得評審高度的肯定，最後獲得行政院「服務品質獎」整體獎之最高殊榮，並於92.10.06接受頒獎表揚。

### 四、榮獲行政院「優質英語生活環境評獎」特優獎

本獎於92年度首次舉行，獲得臺北市政府推薦至行政院參加複審，台北捷運長期以來推動雙語化環境一向不遺餘力，因此獲得行政院評審委員一致肯定，並評給最高殊榮「特優」獎，於92.12.25接受頒獎表揚，並獲邀參加於92.12.25至92.12.28舉辦之2003年營造英語生活環境博覽會成果展。

Featuring safe, convenient, clean, comfortable, punctual and friendly transport service, TRTC not only motivates urban growth, but also upgrades our life quality. Its achievements earn wide public recognition and were accredited with a number of awards. For our employees, this is a motivation to strive onwards.

### 1. “Gold Road Award” by the Ministry of Transportation and Communication

For the “Environmental Maintenance” category of the “Gold Road Award”, TRTC won successively since 2000. During 2003, the Gongguan Station and Taipei Zoo Station came first for the first grade station and second grade station respectively.

### 2. “Service Quality Award” by the Taipei City Government

On Jan. 16, 2003, the Taipei City Government assessed 32 institutes and TRTC was accredited with the best performance on May 5, 2003. It was also recommended to attend



the final competition for the “Service Quality Award” of the Executive Yuan.

### 3. “Service Quality Award” by Executive Yuan

Among 22 competitors, TRTC was accredited with “Service Quality Overall Award” on Jun. 16, 2003 and attended the prize-giving ceremony on Oct. 6, 2003.

### 4. “Excellent English Environment Award” by the Executive Yuan of the ROC

Being recommended to attend the final competition for the “Service quality Award” of the Executive Yuan, TRTC was accredited with the “Outstanding Award” for its promotion of bilingual environment. On Dec. 25, 2003, it attended the prize-giving ceremony and was invited to the 2003 English Environment Exhibition organized from Dec. 25 to 28, 2003.







## 財務報表暨會計師查核報告

Financial statements and report of independent accountants

### 會計師查核報告

台北大眾捷運股份有限公司公鑒：

台北大眾捷運股份有限公司民國九十二年十二月三十一日之資產負債表，暨民國九十二年一月一日至十二月三十一日之損益表、業主權益變動表及現金流量表，業經本會計師查核竣事。上開財務報表之編製係管理階層之責任，本會計師之責任則為根據查核結果對上開財務報表表示意見。貴公司採權益法評價之長期股權投資-台北智慧卡票證股份有限公司，其所認列之投資損失，係依該公司所委任會計師查核之財務報表評價而得，本會計師並未查核該財務報表；民國九十二年度依據其他會計師查核之財務報表所認列之投資損失計8,297仟元，截至民國九十二年十二月三十一日之長期股權投資餘額為92,659仟元。貴公司民國九十一年度財務報表係由其他會計師查核，於民國九十二年三月十二日出具修正無保留意見之查核報告，並經審計部臺北市審計處審定完竣。

本會計師係依照「會計師查核簽證財務報表規則」及中華民國一般公認審計準則規劃並執行查核工作，以合理確信財務報表有無重大不實表達。此項查核工作包括以抽查方式獲取財務報表所列金額及所揭露事項之查核證據、評估管理階層編製財務報表所採用之會計原則及所作之重大會計估計，暨評估財務報表整體之表達。本會計師相信此項查核工作及其他會計師之查核報告可對所表示之意見提供合理之依據。

依本會計師之意見，基於本會計師之查核結果及其他會計師之查核報告，第一段所述民國九十二年度財務報表在所有重大方面係依照政府有關機關對公營事業會計事務頒布之各項法令及中華民國一般公認會計原則編製，足以允當表達台北大眾捷運股份有限公司民國九十二年十二月三十一日之財務狀況，暨民國九十二年一月一日至十二月三十一日之經營成果與現金流量。

資 誠 會 計 師 事 務 所

會計師：蔡重松

中華民國九十三年三月二十九日

### Report of Independent Accountants

To the Board of Directors and shareholders of Taipei Rapid Transit Corporation

We have audited the accompanying balance sheet of Taipei Rapid Transit Corporation as of December 31, 2003 and the related statements of income, of changes in stockholders' equity, and of cash flows for the year then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit. We did not audit the 2003 financial statements of Taipei Smart Card Corporation, an investee company accounted for under the equity method, which statements reflect the long-term investment balance of NT\$92,659,000, and related investment loss of NT\$8,297,000. Those financial statements were audited by other auditors, whose report thereon has been furnished to us. Our opinion expressed herein, insofar as it relates to the amounts included for Taipei Smart Card Corporation is based solely on the report of the other auditors. The financial statements as of and for the year ended December 31, 2002 were audited by other auditors whose report dated March 12, 2003 expressed an unqualified opinion. The 2002 financial statements were also examined by the Taipei Municipality Audit Division.

We conducted our audit in accordance with the "Rules Governing the Examination of Financial Statements by Certified Public Accountants" and generally accepted auditing standards in the Republic of China. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit and the report of the other auditors provide a reasonable basis for our opinion.

In our opinion, based on our audit and the report of the other auditors, the financial statements referred to above present fairly, in all material respects, the financial position of Taipei Rapid Transit Corporation as of December 31, 2003, and the results of its operations and its cash flows for the year then ended, in conformity with the laws and regulations issued by the government and the generally accepted accounting principles of the Republic of China.

March 29, 2004

The accompanying financial statements are not intended to present the financial position and results of operations and cash flows in accordance with accounting principles generally accepted in countries and jurisdictions other than the Republic of China. The standards, procedures and practices in the Republic of China governing the audit of such financial statements may differ from those generally accepted in countries and jurisdictions other than the Republic of China. Accordingly, the accompanying financial statements and report of the independent accountants are not intended for use by those who are not informed about the accounting principles or auditing standards generally accepted in the Republic of China, and their applications in practice. The report of the independent accountants and the accompanying financial statements were translated from the report of independent accountants and financial statements originally prepared in the Chinese language.



# 財務報表暨會計師查核報告

## Financial statements and report of independent accountants

### 資產負債表 BALANCE SHEETS

民國92年及91年12月31日  
December 31, 2003 and 2002  
Expressed in thousands of New Taiwan dollars  
Balances of 2002 were examined by Taipei Municipality Audit Division

單位：新台幣仟元

	92.12.31 December 31, 2003			91.12.31 December 31, 2002 (審計處審定數)		
	金額	Amount	%	金額	Amount	%
<b>資產 Assets</b>						
<b>流動資產 Current assets</b>						
現金（附註四）Cash and cash equivalents（Note 4）	\$	507,516	4	\$	2,056,107	15
短期投資（附註五）Short-term investments（Note 5）		5,720,265	47		6,042,161	45
應收款項（附註十八）Receivables（Note 18）						
應收帳款淨額 Account receivables-net		80,527	1		63,801	1
其他應收款 Other receivables		65,923	1		566,824	4
存貨（附註六）Inventories（Note 6）		1,853,490	15		1,736,897	13
預付款項 Prepayments		192,589	2		249,832	2
其他流動資產（附註十六）Other current assets（Note 16）		5,790	-		-	-
流動資產合計 Total current assets		8,426,100	70		10,715,622	80
<b>基金長期投資及應收款（附註七）Long-term investments（Note 7）</b>						
長期投資 Stock investments accounted for under						
採權益法評價之長期投資 the equity method		92,659	1		100,956	1
長期債券投資 Bond investments		1,193,678	10		778,391	6
長期投資合計 Total long-term investments		1,286,337	11		879,347	7
<b>固定資產（附註八）Fixed assets（Note 8）</b>						
房屋及建築 Buildings and improvements		33,216	-		454	-
機械及設備 Machinery and equipment		636,928	5		475,890	4
交通及運輸設備 Transportation equipment		72,694	1		82,799	1
什項設備 Miscellaneous equipment		48,922	-		40,922	-
租賃權益改良 Leasehold improvements		1,074,384	9		-	-
租賃資產 Leased assets		-	-		143,877	1
購建中固定資產 Construction in progress and prepayments		18,122	-		43,339	-
固定資產合計 Total properties		1,884,266	15		787,281	6
<b>無形資產（附註九）Intangible assets（Note 9）</b>						
無形資產 Intangible assets		110,494	1		41,272	-
<b>其他資產 Other assets</b>						
什項資產（附註十）Miscellaneous assets（Note 10）		292,710	3		17,765	-
遞延資產（附註十一）Deferred assets（Note 11）		32,970	-		945,127	7
其他資產合計 Total other assets		325,680	3		962,892	7
資產總計 Total assets	\$	12,032,877	100	\$	13,386,414	100

	92.12.31 December 31, 2003			91.12.31 December 31, 2002 (審計處審定數)		
	金額	Amount	%	金額	Amount	%
<b>負債及業主權益 Liabilities and Stockholders' Equity</b>						
<b>流動負債 Current liabilities</b>						
應付款項 Accounts Payable						
應付帳款 Accounts payable	\$	22,604	-	\$	55,936	-
應付所得稅（附註十六）Income tax payable（Note 16）		26,159	-		226,170	2
應付費用（附註十八）Accrued expenses（Note 18）		1,012,919	9		883,157	7
其他應付款（附註十八）Other payables（Note 18）		114,552	1		151,934	1
應付代收款（附註十八）Receipts under custody（Note 18）		195,882	2		529,723	4
一年內到期之應付租賃款（附註十八）		-	-		28,786	-
Long-term capital lease liabilities-current portion（Note 18）		1,372,116	12		1,875,706	14
應付款項合計 Accounts Payable		191,596	2		569,582	4
預收款項（附註十八）Unearned revenue（Note 18）						
<b>長期負債 Long-term liabilities</b>						
長期債務 Long-term liabilities						
應付租賃款（附註十八）Long-term capital lease liabilities（Note 18）		-	-		118,613	1
應計退休金負債（附註十二）Accrued pension liability（Note 12）		167,871	1		149,885	1
長期負債合計 Total Long-term liabilities		167,871	1		268,498	2
<b>其他負債 Other liabilities</b>						
什項負債 Miscellaneous liabilities						
存入保證金 Deposits in		121,542	1		117,220	1
其他負債-其他 Other liabilities - others		39,053	-		15,934	-
其他負債合計 Total Other liabilities		160,595	1		133,154	1
負債總計 Total liabilities		1,892,178	16		2,846,940	21
<b>業主權益 Stockholders' equity</b>						
資本（附註一及十三）Common stock（Notes 1 and 13）		9,354,100	78		9,354,100	70
資本公積（附註十四）Capital reserve（Note 14）		-	-		1,110	-
保留盈餘（附註十五）Retained earnings（Note 15）						
已指撥保留盈餘 Appropriated retained earnings		409,836	3		324,255	3
未指撥保留盈餘 Unappropriated retained earnings		376,763	3		860,009	6
業主權益總計 Total stockholders' equity		10,140,699	84		10,539,474	79
<b>重大承諾及或有事項（附註十九）</b>						
Commitments and contingents（Note 19）		-	-		-	-
負債及業主權益總計 Total liabilities and stockholders' equity	\$	12,032,877	100	\$	13,386,414	100



## 財務報表暨會計師查核報告

Financial statements and report of independent accountants

### 損益表 STATEMENTS OF INCOME

民國92年及91年1月1日至12月31日  
Years ended December 31, 2003 and 2002  
Expressed in thousands of New Taiwan dollars  
Balances of 2002 were examined by Taipei Municipality Audit Division

單位：新台幣仟元

	92年度 2003			91年度 2002		
	金額	Amount	%	金額	Amount	%
營業收入 Operating revenues						
運輸收入 Fare revenues	\$	6,977,918	89	\$	7,200,045	88
其他營業收入（附註十八） Other operating revenues（Note 18）		851,571	11		944,567	12
營業收入合計 Total operating revenues		7,829,489	100		8,144,612	100
營業成本（附註十七及十八） Operating costs（Notes 17 and 18）						
輸儲成本 Transportation costs	（	5,959,183）	（ 76）	（	3,448,018）	（ 42）
其他營業成本 Other operating costs	（	211,597）	（ 3）	（	2,517,865）	（ 31）
營業成本合計 Total operating costs	（	6,170,780）	（ 79）	（	5,965,883）	（ 73）
營業毛利 Gross profit		1,658,709	21		2,178,729	27
營業費用（附註十七及十八） Operating expenses（Notes 17 and 18）						
行銷費用 Selling	（	820,760）	（ 11）	（	702,492）	（ 9）
業務費用 Operating outlay	（	409,194）	（ 5）	（	313,833）	（ 4）
管理費用 Administrative	（	349,617）	（ 4）	（	341,953）	（ 4）
其他營業費用 Other operating expenses	（	94,066）	（ 1）	（	93,453）	（ 1）
營業費用合計 Total operating expenses	（	1,673,637）	（ 21）	（	1,451,731）	（ 18）
營業淨（損）利 Operating income	（	14,928）	-		726,998	9
營業外收入及利益 Non-operating income						
財務收入 Financial income						
利息收入 Interest income		60,747	1		180,790	2
租賃收入 Rental revenue		1,634	-		1,618	-
兌換利益 Exchange gain		-	-		375	-
處分資產利益 Gain on disposal of assets		111,355	1		74,624	1
其他營業外收入 Other non-operating income						
預收款逾期轉列收入 Expired prepaid fares		252,857	3		70,658	1
其他營業外收入 Other non-operating income		69,684	1		74,422	1
營業外收入及利益合計 Total non-operating income		496,277	6		402,487	5
營業外費用及損失 Non-operating expenses						
財務費用 Financial expense						
利息費用 Interest expense	（	4,706）	-	（	5,716）	-
採權益法評價之投資損失（附註七） Investment loss accounted for under the equity method（Note 7）	（	8,297）	-	（	16,298）	-
其他投資損失 Other investment loss		-	-	（	1,542）	-
兌換損失 Exchange loss	（	166）	-	（	30）	-
其他營業外費用 Other non-operating expense	（	34,846）	-	（	1,166）	-
營業外費用及損失合計 Total non-operating expenses	（	48,015）	-	（	24,752）	-
稅前純益 Income before income tax		433,334	6		1,104,733	14
所得稅費用（附註十六） Income tax expenses（Note 16）	（	62,266）	（ 1）	（	248,924）	（ 3）
本期純益 Net income	\$	371,068	5	\$	855,809	11

### 業主權益變動表

### STATEMENT OF CHANGES IN STOCKHOLDERS' EQUITY

民國92年及91年1月1日至12月31日  
Years ended December 31, 2003 and 2002  
Expressed in thousands of New Taiwan dollars  
Balances of 2002 were examined by Taipei Municipality Audit Division

單位：新台幣仟元

Balances of 2002 were examined by Taipei Municipality Audit Division

	資本 Common Stock	資本公積 Capital Reserve	保留盈餘 已指撥保留盈餘 Appropriated Retained Earnings	Retained Earnings 未指撥保留盈餘 Unappropriated Retained Earnings	合計 Total
91年度 2002					
91年1月1日餘額（審計處審定數） Balance at January 1, 2002	\$ 9,016,000	\$ 1,110	\$ 286,752	\$ 379,803	\$ 9,683,665
90年度盈餘指撥及分配： Appropriations of 2001 net income					
盈餘轉增資 Stock dividends	338,100	-	-	( 338,100 )	-
法定盈餘公積 Legal reserve	-	-	37,503	( 37,503 )	-
91年度純益 Net income for 2002	-	-	-	855,809	855,809
91年12月31日餘額（審計處審定數） Balance at December 31, 2002	9,354,100	1,110	324,255	860,009	10,539,474
92年度 2003					
92年1月1日餘額（審計處審定數） Balance at January 1, 2003	\$ 9,354,100	\$ 1,100	\$ 324,255	\$ 860,009	\$ 10,539,474
91年度盈餘指撥及分配： Appropriations of 2002 net income					
法定盈餘公積 Legal reserve	-	-	85,581	( 85,581 )	-
現金股利 Cash dividends	-	-	-	( 769,843 )	( 769,843 )
以前年度受贈公積轉列保留盈餘 Transfer of capital reserve from donated assets to unappropriated earnings	-	( 1,110 )	-	1,110	-
92年度純益 Net income for 2003	-	-	-	371,068	371,068
92年12月31日餘額 Balance at December 31, 2003	\$ 9,354,100	\$ -	\$ 409,836	\$ 376,763	\$ 10,140,699



財務報表暨會計師查核報告

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現金流量表 STATEMENTS OF CASH FLOWS

民國92年及91年1月1日至12月31日  
Years ended December 31,2003 and 2002  
Expressed in thousands of New Taiwan dollars  
Balances of 2002 were examined by Taipei Municipality Audit Division

單位：新台幣仟元

	92年度 2003	91年度 2002 (審計處審定數)
營業活動之現金流量Cash flows from operating activities		
本期純益 Net income	\$ 371,068	\$ 855,809
調整項目 Adjustments to reconcile net income to net cash provided by operating activities		
提列備抵呆帳及損失 Provision for allowance of bad debts	13,005	11,252
折舊及折耗 Depreciation and depletion	246,933	91,140
攤銷 Amortization	11,692	73,145
處理資產利益 Gain on disposal of assets	( 1,746 )	-
其他 Other	99,374	45,958
流動資產淨減（淨增） Net decrease（increase）in current assets	411,821	( 164,126 )
流動負債淨減 Net decrease in current liabilities	( 885,464 )	( 12,111 )
遞延所得稅資產淨減 Net change of deferred income tax assets	( 29,562 )	( 9,198 )
營業活動之淨現金流入 Net cash provided by operating activities	<u>237,121</u>	<u>891,869</u>
投資活動之現金流量 Cash flows from investing activities		
短期投資淨減（淨增） Net decrease（increase）in short-term investment	321,896	( 4,226,134 )
減少長期投資 Decrease in long-term investments	-	250,000
減少固定資產及遞耗資產 Decreases in fixed assets and deferred assets	7,471	-
無形資產及其他資產淨增 Increases in intangible assets and other assets	( 282,331 )	( 585,124 )
增加長期投資 Increase in long-term investments	( 415,287 )	( 482,041 )
增加固定資產及遞耗資產 Acquisition of fixed assets and deferred assets	( 651,940 )	( 308,663 )
投資活動之淨現金流出 Net cash used in investing activities	<u>( 1,020,191 )</u>	<u>( 5,351,962 )</u>

	92年度 2003	91年度 2002 (審計處審定數)
融資活動之現金流量 Cash flows from financing activities		
發放股東現金紅利 Cash dividends	( 769,843 )	-
其他負債淨增 Net increase in other liabilities	<u>4,322</u>	<u>442,619</u>
融資活動之淨現金（流出）流入 Net cash（used in）provided by financing activities	<u>( 765,521 )</u>	<u>442,619</u>
現金淨減 Net decrease in cash	( 1,548,591 )	( 4,017,474 )
期初現金 Cash at beginning of year	<u>2,056,107</u>	<u>6,073,581</u>
期末現金 Cash at end of year	<u><u>\$ 507,516</u></u>	<u><u>\$ 2,056,107</u></u>
現金流量資訊之補充揭露 Supplemental disclosure of cash flow information		
本期支付利息 Interest	<u>\$ 4,706</u>	<u>\$ 5,716</u>
本期支付所得稅 Income tax	<u>\$ 291,839</u>	<u>\$ 89,829</u>
部分影響現金流量之投資活動 Partial disclosure of cash flow information		
購置固定資產 Acquisition of fixed assets	\$ 537,215	\$ 456,062
減:期末應付設備款 Less: payables on equipment at the end of year	( 32,674 )	-
加:期初應付租賃款 Add: long-term capital lease liabilities at beginning of year	147,399	-
減:期末應付租賃款 Less: long-term capital lease liabilities at end of year	<u>-</u>	<u>( 147,399 )</u>
本期支付現金 Cash paid	<u><u>\$ 651,940</u></u>	<u><u>\$ 308,663</u></u>



# 財務報表暨會計師查核報告

## Financial statements and report of independent accountants

民國92年及91年1月1日至12月31日  
(民國九十一年度之財務報表，係依台北市審計處審定數列示)

單位：新台幣仟元  
(除特別註明外)

Years ended December 31, 2003 and 2001  
Expressed in thousands of New Taiwan dollars except as otherwise indicated  
Balances of 2002 were examined by Taipei Municipality Audit Division

### 一、組織沿革

- (一) 本公司於民國83年7月27日核准設立，經歷次增減資後，截至92年12月31日止實收資本額為\$9,354,100，主要營業項目為大眾捷運系統旅客運送業務、大眾捷運系統營運管理之顧問諮詢業務、百貨買賣、廣告企劃、代理、製作、看板出租及停車場業務之經營。本公司營運之主要財產係向臺北市政府承租，契約期間自民國90年3月至民國99年12月止。
- (二) 臺北市政府為本公司持股73.75%之主要股東。
- (三) 截至民國92年12月31日止，本公司員工人數為3,050人。

### 二、會計政策

本公司為公營事業，會計處理及財務報表係依照政府機關對公營事業會計事務頒布之各項法令辦理，每年決算並須經審計部臺北市審計處之審查，審定後始告確定。法令未規定者，則按中華民國一般公認會計原則處理。重要會計政策彙總說明如下：

#### (一) 資產及負債區分流動及非流動之分類標準

1. 資產符合下列條件之一者，列為流動資產；資產不屬於流動資產者為非流動資產：
  - (1) 用途未受限制之現金或約當現金。
  - (2) 為交易目的而持有，或短期間持有且預期於資產負債表日後十二個月內將變現者。
  - (3) 在企業營業週期之正常營業過程中，預期將變現，或備供出售或消耗者。
2. 負債符合下列條件之一者，列為流動負債；負債不屬於流動負債者為非流動負債：
  - (1) 須於資產負債表日後十二個月內清償者。
  - (2) 企業因營業而發生之債務，預期將於企業營業週期之正常營業過程中清償者。

#### (二) 外幣交易

本公司之會計記錄係以新台幣為記帳單位；外幣交易事項係按交易日即期匯率予以換算入帳，其與實際收付時之兌換差異，列為當期損益；期末並就外幣資產負債餘額，依資產負債表日之即期匯率換算調整列帳，兌換損益列為當期損益。

#### (三) 短期投資

以原始取得成本為入帳基礎，成本之計算採先進先出法，期末並按成本與市價孰低法評價，跌價損失列為當期營業外支出。上市（櫃）公司股票及封閉型基金係以會計期間最末一個月公開市場平均收盤價為市價，開放型基金則按其資產負債表日每單位淨值為市價，政府債券與公司債係依中華民國證券櫃檯買賣中心之債券參考價格評估市價；比較成本與市價時，採總額比較法。

#### (四) 備抵呆帳

備抵呆帳係依據過去實際發生呆帳之經驗，衡量資產負債表日應收票據、應收帳款等各項債權之帳齡情形及其收回可能性，予以評估提列。

#### (五) 存貨

採永續盤存制，平時以實際取得成本為入帳基礎，成本之計算採移動平均法。期末存貨除就呆滯及過時部分提列備抵呆滯損失外，並採成本與市價孰低法評價。比較成本與市價孰低時，係採總額比較法，以重置成本為市價。

### 1.HISTORY AND ORGANIZATION

- 1) The Company was incorporated in the Republic of China (“ROC”) as a company limited by shares at July 27, 1994. The Company’s registered and issue capital at December 31, 2003 amounted to \$9,354,100. The major business activities of the Company are public rapid transit services, public rapid transit business consulting service, sales of general merchandise, advertising, and the leasing of signboards and parking lots. Major operating properties of the Company are leased from the Taipei City Government and the lease term covering the period from March 2001 to December 2010.
- 2) The Taipei City Government owns 73.75% of the Company’s outstanding shares.
- 3) As of December 31, 2003, the total number of the Company’s employees was 3,050.

### 2.SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

As a government operated enterprise, accounting and financial statements are prepared in accordance with the laws and regulations issued by the government. The accounts are subject to annual examinations by the Taipei Municipality Audit Division (TMAD), Ministry of Audit. Matters not provided therein shall be treated in accordance with accounting principles generally accepted in the Republic of China. The summary of significant accounting policies is as follows.

#### 1) Criteria for classifying assets and liabilities as current or non-current items

- A. Assets that meet one of the following criteria are classified as current assets; otherwise they are classified as non-current assets:
  - (1) Assets consisting of unrestricted cash or cash equivalents;
  - (2) Assets held for trading purposes, or held for a short-term period and expected to be realized within 12 months from the balance sheet date; or
  - (3) Assets expected to be realized, available for sale or used during the normal course of business.
- B. Liabilities that meet one of the following criteria are classified as current liabilities; otherwise they are classified as non-current liabilities:
  - (1) Liabilities to be paid within 12 months from the balance sheet date, or
  - (2) Liabilities incurred from the Company’s operating activities and expected to be paid during the normal course of business.

#### 2) Foreign currency translations

The accounts of the Company are maintained in New Taiwan dollars. Transactions arising foreign currencies are converted into New Taiwan dollars at exchange rates prevailing on the transaction dates. Assets and liabilities denominated in foreign currencies at the year-end date are translated into New Taiwan dollars at year-end exchange rates. Foreign exchange gains or losses are included in current operating results.

#### 3) Short-term investments

Short-term investments are stated at the lower of cost or market value. Cost is determined using the first-in, first-out method. Market values of listed stocks are based on the average closing price of last month during the accounting period. Market values of open-end funds are based on the net asset value on the balance sheet date. Market values of government bonds and corporate bonds are based market values provided by the Over-the-Counter Securities Exchange in the R.O.C. and securities companies.

#### 4) Allowance for doubtful accounts

Allowance for doubtful accounts is provided based on an evaluation of the collectibility and aging analysis of notes and accounts receivable at the balance sheet date.

#### 5) Inventories

Inventories are stated at the lower of cost or market value using the aggregate value method; cost being determined using the moving-average method. Allowance is provided for obsolescence in slow-moving items. Market value of inventories is the replacement value.



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## （六）長期股權投資

1. 持有被投資公司有表決權股份比例達20%以上或具有重大影響力者，採權益法評價。
2. 長期債券投資係按面額調整未攤銷溢折價評價，溢折價係按直線法攤銷。

## （七）固定資產

1. 固定資產以取得成本為入帳基礎，並將購建期間之有關利息資本化。凡支出效益及於以後各期之重大改良或大修支出列為資本支出，經常性維護或修理支出則列為當期費用。
2. 以資本租賃方式承租之固定資產將各期租金資本化為租賃資產並認列租賃負債。
3. 折舊按行政院主計處訂頒之「財物標準分類」最低使用年限，加計一年殘值採平均法提列。租賃權益改良依租約年限或估計使用年限較短者按平均法攤銷。主要固定資產耐用年限除房屋及建築物為30年外，餘為2年至15年。固定資產處分損益列為當期營業外收支項下。

## （八）無形資產

電腦軟體成本按預計使用年限平均攤銷。

## （九）收入認列

運輸收入於勞務提供後，認列為收入；捷運車站及車廂廣告收入依契約期間，認列為收入；捷運車站之販賣店、地下街及行動電話場地租金依租約期間認列為收入。

## （十）退休金計畫及淨退休金成本

1. 自民國91年度起，本公司依財務會計準則公報第18號「退休金會計處理準則」之規定，根據精算報告就累計給付義務超過退休基金資產公平價值之差額，認列最低退休金負債。淨退休金成本則按精算師精算金額提列，包括當期服務成本、利息成本、退休基金資產之預期報酬及未認列過渡性淨給付義務、退休金損益與前期服務成本之攤銷數；未認列過渡性淨給付義務並按29年平均攤銷。
2. 民國90年度（含）以前係按退休準備金實際提撥數，列為當期費用。

## （十一）所得稅

1. 本公司依財務會計準則公報第22號「所得稅之會計處理準則」之規定，作跨期間與同期間之所得稅分攤。將可減除暫時性差異、虧損扣抵、所得稅抵減及應課稅暫時性差異所產生之所得稅影響數，認列為遞延所得稅資產或負債。同時將遞延所得稅資產或負債，依據其所屬資產負債表科目性質或預期實現期間之長短，劃分為流動或非流動項目。另對遞延所得稅資產評估其可能實現性，設置備抵評價科目，以淨額列於資產負債表。
2. 因購置設備或技術、研究發展及人才培訓等所產生之所得稅抵減依財務會計準則公報第12號「所得稅抵減之會計處理準則」採當期認列法處理。
3. 以前年度溢、低估之所得稅，列為當年度所得稅費用之調整項目。
4. 民國87年度（含）以後未分配盈餘依所得稅法加徵10%之所得稅，列為股東會決議盈餘分配案年度之所得稅費用。

## （十二）會計估計

本公司於編製財務報表時，業已依照一般公認會計原則之規定，對財務報表所列金額及或有事項，作必要之衡量、評估與揭露，其中包括若干假設及估計之採用，惟該等假設及估計與實際結果可能存有差異。

## 6) Long-term investments

A. Long-term equity investment is accounted for under the equity method.

B. Long-term bond investments are stated cost net of amortization of discount or premium. The discount or premium on debentures is amortized over the life of the bonds under the straight-line method.

## 7) Fixed assets

A. Fixed assets are stated at cost. Interest incurred during the construction or installation of the assets is capitalized. Maintenance and repairs are charged to expenses when incurred; major additions, renewals and improvements are capitalized.

B. Capital leases are capitalized at the present value of all payments and lease obligations payable thereon.

C. Depreciation is provided using the straight-line method over the estimated minimum useful lives of the assets regulated by Directorate General of Budget, Accounting and Statistics, Executive Yuan, R.O.C. Leasehold improvements are depreciated based on the shorter of lease terms or estimate useful lives. The estimated useful lives are 2-15 years for the main fixed assets except for building which is 30 years. Gain or loss on disposal of fixed assets is recognized as non-operating income or loss.

## 8) Intangible assets

The cost of computer software is capitalized and amortized under the straight-line method over the estimated useful lives of the assets.

## 9) Revenue

Fare revenues are recognized when service has been provided. Advertising revenues from stations and carriages are recognized in accordance with the terms of the contracts. Rental revenues from MRT kiosks, underground shopping malls, and base for mobile phone facilities are accounted for in accordance with the terms of the leases.

## 10) Provision for pension and severance liabilities

A. Effective in 2002, the Company adopted ROC Statement of Financial Accounting Standards No.18 "Accounting for Pensions". As a result, the excess of accumulated benefit obligations over the fair value of plan assets (i.e., net unfounded accumulated benefit obligations) are recognized as minimum pension liability in the balance sheet. The Company recognizes pension liability as determined pursuant to an actuarial valuation. The net periodic pension costs, including service cost, interest cost, expected return on plan assets, unrecognized net transition liabilities, pension gains or losses and amortized of prior service cost. The unrecognized net transition liability is amortized over 29 years under the straight-line method.

B. Before 2002, the Company funded to an independent administered retirement fund deposit is charged directly to expense.

## 11) Income tax

A. The Company adopted ROC FAS No. 22, "Accounting for Income Tax", whereby deferred tax assets and liabilities are recorded under the asset and liability method with respect to temporary differences, tax losses available to be carried forward and income tax credits. A valuation allowance is then provided for deferred tax assets to the extent that it is more likely than not that the tax benefits will not be realized. Deferred tax assets and liabilities are divided into current or non-current accounts according to the classification of its related liability or asset or based on the expected length of time before it is recovered.

B. In accordance with R.O.C. FAS No.12, "Accounting for Investment Tax Credits", investment tax credits resulting from the expenditures for acquisition of machinery or technology, research and development, and employee training are recognized as incurred.

C. Over or under provision of prior years' income tax liabilities are included in current year's income tax expense.

D. Effective January 1, 1998, additional 10 percent corporate income tax is due when current earnings, on tax basis, are not distributed in the following year. The income tax expense is recognized after the closing of the annual stockholders' meeting.



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### 三、會計變動之理由及其影響

本公司原按月就薪資總額7.4%認列退休金費用，自民國90年12月31日起，依財務會計準則公報第十八號「退休金會計處理準則」之規定，根據精算報告就累積給付義務超過退休基金資產公平價值之差額，認列最低退休金負債，並自民國91年1月1日起按該公報規定認列淨退休金成本。此項會計原則變動計使民國91年12月31日遞延退休金成本及應計退休金負債分別增加\$ 123,654及\$ 149,885，民國91年度退休金費用增加\$ 26,231，稅後純益則減少\$ 19,673。

### 四、現金

	92年12月31日	91年12月31日
零用金、活期及支票存款	\$ 62,516	\$ 111,107
定期存款	445,000	1,945,000
	<u>\$ 507,516</u>	<u>\$ 2,056,107</u>

### 五、短期投資

	92年12月31日	91年12月31日
開放型基金	\$ 5,484,993	\$ 5,667,258
政府公債及公司債	-	380,828
上市櫃公司股票	235,272	-
	<u>5,720,265</u>	<u>6,048,086</u>
減：備抵跌價損失	-	( 5,925 )
	<u>\$ 5,720,265</u>	<u>\$ 6,042,161</u>

### 六、存貨

	92年12月31日	91年12月31日
物料及燃料	\$ 1,847,211	\$ 1,658,949
在途物料	6,382	39,885
悠遊卡	-	39,229
商品存貨	1,063	-
	<u>1,854,656</u>	<u>1,738,063</u>
減：備抵跌價損失	( 1,166 )	( 1,166 )
	<u>\$ 1,853,490</u>	<u>\$ 1,736,897</u>

### 12) Use of estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statement, and reported amounts of revenue, cost of revenue and expenses during the reporting period. Actual results could differ from those estimates.

### 3.CHANGES IN ACCOUNTING POLICY AND THE EFFECT

The Company contributes monthly an amount to the retirement plan based on 7.4% of the employees' total monthly salaries. Effective December 31, 2001, the Company adopted ROC Statement of Financial Accounting Standards No. 18 "Accounting for Pensions". As a result, the excess of accumulated benefit obligations over the fair value of plan assets (i.e., net unfunded accumulated benefit obligations) are recognized as minimum pension liability in the balance sheet. The Company recognizes pension liability as determined pursuant to an actuarial valuation since January 1, 2002. As a result of the change in the accounting for pension, the deferred pension cost and the accrued pension liability was increased by \$123,654 and \$149,885, respectively as of December 31, 2002, and the pension expense was increased by \$26,231, and net income was decreased by \$19,673 in 2002.

### 4.CASH AND CASH EQUIVALENT

	December 31,2003	December 31,2002
Petty cash, checking accounts and demand deposits	\$ 62,516	\$ 111,107
Time deposits	445,000	1,945,000
	<u>\$ 507,516</u>	<u>\$ 2,056,107</u>

### 5.SHORT-TERM INVESTMENT

	December 31,2003	December 31,2002
Open-end certificates of beneficial interest	\$ 5,484,993	\$ 5,667,258
Government bonds and corporate bonds	-	380,828
Listed stocks	235,272	-
	<u>5,720,265</u>	<u>6,048,086</u>
Less: allowance for decline in value	-	( 5,925 )
	<u>\$ 5,720,265</u>	<u>\$ 6,042,161</u>

### 6.INVENTORIES

	December 31,2003	December 31,2002
Raw materials and fuel	\$ 1,847,211	\$ 1,658,949
Raw materials in transit	6,382	39,885
EasyCard	-	39,229
Merchandises	1,063	-
	<u>1,854,656</u>	<u>1,738,063</u>
Less: Allowance for inventory obsolescence	( 1,166 )	( 1,166 )
	<u>\$ 1,853,490</u>	<u>\$ 1,736,897</u>



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### 七、長期投資

被投資公司	92年12月31日		91年12月31日	
	帳列數	持股比例	帳列數	持股比例
長期債券投資	\$ 1,193,678	-	\$ 778,391	-
長期股權投資（採權益法評價）				
台北智慧卡票證（股）公司	92,659	28%	100,956	28%
	<u>1,286,337</u>		<u>\$ 879,347</u>	

1. 本公司民國92年及91年度採權益法認列之投資損失分別為 \$ 8,297 及 \$ 16,298，係依據被投資公司經會計師查核之財務報表認列。
2. 長期債券投資 \$ 54,411 業已提存台北地方法院作為本公司對啟運通商國際股份有限公司聲請執行假扣押之擔保品。

### 八、固定資產

資產名稱	92年12月31日		
	原始成本	累計折舊	帳面價值
房屋及建築	\$ 34,410	( \$ 1,194 )	\$ 33,216
機械設備	886,041	( 249,113 )	636,928
交通及運輸設備	121,316	( 48,622 )	72,694
什項設備	81,768	( 32,846 )	48,922
租賃權益改良	1,192,025	( 117,641 )	1,074,384
構建中固定資產	18,122	-	18,122
	<u>\$ 2,333,682</u>	<u>( \$ 449,416 )</u>	<u>\$ 1,884,266</u>

資產名稱	91年12月31日		
	原始成本	累計折舊	帳面價值
房屋及建築	\$ 583	( \$ 129 )	\$ 454
機械設備	633,125	( 157,235 )	475,890
交通及運輸設備	117,187	( 34,388 )	82,799
什項設備	65,779	( 24,857 )	40,922
租賃權益改良	159,371	( 15,494 )	143,877
構建中固定資產	43,339	-	43,339
	<u>\$ 1,019,384</u>	<u>( \$ 232,103 )</u>	<u>\$ 787,281</u>

- (一) 本公司民國91年與臺北智慧卡票證股份有限公司簽訂悠遊卡設備資本租賃合約，請詳附註十八（二）說明。
- (二) 本公司民國92年及91年度之租賃權益改良係向臺北市政府承租台北都會區大眾捷運系統，為改善營運流程所從事車站及維修場主體建築設施之改良。
- (三) 民國91年12月31日租賃權益改良 \$ 812,275，業經審計處審定完竣，表列「遞延資產」，請詳附註十一及二十說明。

### 7. LONG-TERM INVESTMENTS

Investments	December 31, 2003		December 31, 2002	
	Amount	Percentage of Ownership	Amount	Percentage of Ownership
Long-term bond investments	\$ 1,193,678	-	\$ 778,391	-
Long-term equity investment (under the equity method)				
Taipei Smart Card Corporation (TSCC)	92,659	28%	100,956	28%
	<u>\$ 1,286,337</u>		<u>\$ 879,347</u>	

- 1) Investment loss on long-term equity investments accounted for under the equity method for the years ended December 31, 2003 and 2002, amounted to \$8,297 and \$16,298, respectively and was based on the investees' audited financial statements.
- 2) Long-term bond investments in the amount of \$54,411 were pledged in the district court for dispute with Chi-Yun Ton-Shan International Co., Ltd.

### 8. FIXED ASSETS

- 1) Property, plant and equipment

	December 31, 2003		
	Cost	Accumulated depreciation	Book value
Buildings and improvements	\$ 34,410	(\$ 1,194)	\$ 33,216
Machinery and equipment	886,041	( 249,113)	636,928
Transportation equipment	121,316	( 48,622)	72,694
Miscellaneous equipment	81,768	( 32,846)	48,922
Leasehold improvements	1,192,025	( 117,641)	1,074,384
Unfinished construction and prepayments for business facilities	18,122	-	18,122
	<u>\$ 2,333,682</u>	<u>(\$ 449,416)</u>	<u>\$ 1,884,266</u>

	December 31, 2002		
	Cost	Accumulated depreciation	Book value
Buildings and improvements	\$ 583	(\$ 129)	\$ 454
Machinery and equipment	633,125	( 157,235)	475,890
Transportation equipment	117,187	( 34,388)	82,799
Miscellaneous equipment	65,779	( 24,857)	40,922
Leased assets	159,371	( 15,494)	143,877
Unfinished construction and prepayments for business facilities	43,339	-	43,339
	<u>\$ 1,019,384</u>	<u>(\$ 232,103)</u>	<u>\$ 787,281</u>

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### 九、無形資產

	92年12月31日	91年12月31日
電腦軟體成本	\$ 36,812	\$ 41,272
遞延退休金成本	73,682	-
	<u>\$ 110,494</u>	<u>\$ 41,272</u>

民國91年12月31日遞延退休金成本\$123,654，業經審計處審定完竣，表列「遞延資產」，請詳附註十一及二十說明。

### 十、什項資產

	92年12月31日	91年12月31日
預付委託代購款	\$ 286,545	\$ -
存出保證金	146	560
其他	6,019	17,205
	<u>\$ 292,710</u>	<u>\$ 17,765</u>

預付委託代購款係先行撥付臺北市政府捷運工程局，作為委託代辦採購24列電聯車之預付款，預定於民國93年2月依契約規定始支付予廠商。

### 十一、遞延資產

	92年12月31日	91年12月31日
租賃權益改良淨額	\$ -	\$ 812,275
遞延退休金成本	-	123,645
遞延所得稅資產-流動-淨額	-	2,640
遞延所得稅資產-非流動-淨額	32,970	6,558
	<u>\$ 32,970</u>	<u>\$ 945,127</u>

民國92年12月31日租賃權益改良、遞延退休金成本及遞延所得稅資產-流動-淨額，業依性質分別表列「固定資產」、「無形資產」、「其他流動資產」，請詳附註二十說明。

### 十二、退休金計劃

- (一) 本公司訂有職工退休辦法，適用於所有正式員工，員工每服務滿一年即給予二個基數（一個基數代表員工退休時一個月平均工資），惟員工服務年資超過15年時，每滿一年給予一個基數，基數累積最高以45個基數為限。員工於達特定年資離職時，即依該員工所累積之基數支付退休金。
- (二) 本公司按每月薪資總額7.4%撥付勞工退休準備金，專戶儲存於中央信託局。退休準備金未列入本公司財務報表，截至民國92年及91年度12月31日止，儲存於中央信託局勞工退休準備金專戶餘額分別為\$426,498及\$309,630。

2) Capital lease agreement with TSCC please refer to Note 18.

3) In 2003 and 2002, the leasehold improvements were for MRT stations and related construction of Taipei Metropolitan Rapid Transit Systems (TMRTS) leased from the Taipei City Government.

4) As of December 31, 2002, the leasehold improvements of \$812,275 were examined by Taipei Municipality Audit Division and recorded as "Deferred assets". Please refer to Notes 11 and 20.

### 9.INTANGIBLE ASSETS

	December 31,2003	December 31,2002
Computer software cost	\$ 36,812	\$ 41,272
Deferred pension cost	73,682	-
	<u>\$ 110,494</u>	<u>\$ 41,272</u>

As of December 31, 2002, the deferred pension cost of \$123,654 was examined by Taipei Municipality Audit Division and recorded as "Deferred assets". Please refer to Note 11 and 20.

### 10.MISCELLANEONS ASSETS

	December 31,2003	December 31,2002
Prepayment for depute of purchase	\$ 286,545	\$ -
Deposits	146	560
Others	6,019	17,205
	<u>\$ 292,710</u>	<u>\$ 17,765</u>

The Company prepaid \$286,545 to Department of Rapid Transit Systems, Taipei City Government (DRTS) for purchase of 24 trains. Under the contract, DRTS will pay the supplier in February 2004.

### 11.DEFFERED ASSETS

	December 31,2003	December 31,2002
Leasehold improvements-net	\$ -	\$ 812,275
Deferred pension cost	-	123,654
Deferred income tax assets-current-net	-	2,640
Deferred income tax assets-non current-net	32,970	6,558
	<u>\$ 32,970</u>	<u>\$ 945,127</u>

As of December 31, 2003, leasehold improvements, deferred pension cost and deferred income tax assets-current have been reclassified and recorded as "Fixed assets", "Intangible assets" and "Other current assets". Please refer to Note 20.

### 12.RETIREMENT PLAN

- 1) The Company has a non-contributory and funded defined benefit retirement plan (the Plan) covering all regular employees. Under the Plan, retirement benefits are accrued at 2 units for each year of service for the first 15 service years and 1 unit for each year thereafter with a maximum of 45 units. The payments of employees' retirement benefits are based on the total units accumulated.
- 2) Monthly contribution to the Plan is funded monthly based on 7.4% of the employees' total salaries and deposited with the Central Trust of China, the trustee in accordance with R.O.C. Labor Standards Law. The retirement fund is not reflected in the financial statements. As of December 31, 2003 and 2002, the accumulated retirement fund balances at the Central Trust of China were \$426,498 and \$309,630, respectively.



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(三) 本公司以民國92年及91年12月31日為衡量日完成精算評估，其計算淨退休金成本採用之精算假設如下：

	精算衡量日	
	92年12月31日	91年12月31日
折現率	3.50%	3.50%
退休基金預期報酬率	2.75%	3.50%
薪資調整率	3.00%	3.00%

(四) 民國92年及91年12月31日之退休基金提撥狀況表如下：

	92年12月31日	91年12月31日
給付義務		
既得給付義務	( \$ 24,416 )	( \$ 20,383 )
非既得給付義務	( 569,954 )	( 452,592 )
累積給付義務	( 594,370 )	( 472,975 )
未來薪資增加之影響數	( 479,654 )	( 416,516 )
預計給付義務	( 1,074,024 )	( 889,491 )
退休基金資產公平價值	426,498	323,090
提撥狀況	( 647,526 )	( 566,401 )
未認列過渡性淨給付義務	274,881	285,061
未認列退休金損失	278,456	255,109
應補列最低退休金負責	( 73,682 )	( 123,654 )
應計退休金負債	( \$ 167,871 )	( \$ 149,885 )
既得給付	\$ 28,296	\$ 26,070

(五) 民國92年及91年度淨退休成本組成如下：

	92年度	91年度
服務成本	\$ 142,957	\$ 92,819
利息成本	31,132	26,164
基金資產之預期報酬	( 18,837 )	( 13,921 )
未認列過渡性淨給付義務攤銷	10,181	10,181
未認列退休金利益攤銷	5,934	-
當期淨退休金成本	\$ 171,367	\$ 115,243

### 十三、資本

本公司經民國91年6月27日股東會決議，辦理盈餘轉增資 \$ 338,100，並於民國91年12月17日辦妥變更登記，增資後之實收資本為 \$ 9,354,100，額定資本額為 \$ 10,000,000。

3) The related actuarial assumptions used to calculate the net periodic pension cost and pension obligation on the measurement dates as of December 31, 2003 and 2002 are as follows:

	2003	2002
Discount rate	3.50%	3.50%
Expected rate of return on plan assets	2.75%	3.50%
Future salary increase rate	3.00%	3.00%

4) Pension-related assets and obligations as of December 31, 2003 and 2002 are as follows:

	December 31, 2003	December 31, 2002
Benefit obligations:		
Vested benefit obligations	(\$ 24,416)	(\$ 20,383)
Non-vested benefit obligation	( 569,954 )	( 452,592 )
Accumulated benefit obligation	( 594,370 )	( 472,975 )
Additional benefits based on future salaries	( 479,654 )	( 416,516 )
Projected benefit obligation	( 1,074,024 )	( 889,491 )
Plan assets at fair value	426,498	323,090
Funded status	( 647,526 )	( 566,401 )
Unrecognized net transition obligation	274,881	285,061
Unrecognized losses on pension plan	278,456	255,109
Additional liability	( 73,682 )	( 123,654 )
Reserve for pension	( 167,871 )	( 149,885 )
Vested benefit	\$ 28,296	\$ 26,070

5) Net periodic pension costs for the years ended December 31, 2003 and 2002 were as follows:

	December 31, 2003	December 31, 2002
Service cost	\$ 142,957	\$ 92,819
Interest cost	31,132	26,164
Expected return on plan assets	( 18,837 )	( 13,921 )
Amortization of unrecognized net transition obligation	10,181	10,181
Amortization of unrecognized pension income	5,934	-
	\$ 171,367	\$ 115,243

### 13.COMMON STOCK

As approved at the stockholders' meeting held in June 27, 2002, the Company declared stock dividends of \$338,100 by issuing 33,810 thousand shares of common stock at par value, and approved by the Authorities at December 17, 2002. As of December 31, 2003, the Company's authorized and outstanding capital was \$10,000,000 and \$9,354,100, respectively.

### 14.CAPITAL RESERVE

In accordance with the ROC Company Law, capital reserve can only be used to offset a deficit or to increase common stock. Cash dividends cannot be declared out of capital reserve. When the Company has no accumulated deficit, capital reserve from additional paid-in capital and donated assets shall be converted to share capital upon a resolution of the shareholders' meeting.

### 15.RETAINED EARNINGS

Under the Company's Articles of Incorporation, the current year's earnings after paying all taxes, offsetting prior year's operating losses and setting aside legal reserve, if any, shall be allocated based on the proposal of the board of directors following a resolution approved by the Company's shareholders' meeting.

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### 十四、資本公積

依公司法規定，資本公積除彌補公司虧損及撥充資本外，不得使用。惟當公司無虧損時，僅能將超過票面金額發行股票所得之溢額及受領贈與之所得之資本公積撥充資本。

### 十五、保留盈餘

- (一) 依本公司章程規定，年度盈餘於完納一切稅捐並彌補虧損後，應先提存10%法定盈餘公積及相關特別盈餘公積，如有餘額由董事會擬定分配案，提請股東會決議分配之。
- (二) 依公司法規定，法定盈餘公積累積至資本額為止；除彌補公司虧損及撥充資本外，不得使用之，惟撥充資本時，以此項公積已達實收本額50%，並以撥充其半數為限。
- (三) 本公司民國92年度經股東會決議，發放股東現金股利每股0.823元，民國91年度經股東會決議，發放股東股票股利每股0.375元。
- (四) 自民國87年度起，本公司當年度之盈餘未分配者，應就該未分配盈餘加徵10%營利事業所得稅，未分配盈餘加徵之稅額得計入當年度股東可扣抵稅額帳戶。截至92年及91年12月31日有關未分配盈餘及股東可扣抵稅額資訊如下：

	92年12月31日	91年12月31日
87年及以後年度未分配盈餘		
A.已加徵10%營業事業所得稅	\$ 5,695	\$ 4,200
B.未加徵10%營業事業所得稅	371,068	855,809
	<u>\$ 376,763</u>	<u>\$ 860,009</u>
股東可扣抵稅額帳戶餘額	<u>\$ 104,259</u>	<u>\$ 98,132</u>
	92年12月31日	91年12月31日
預計（實際）盈餘分配之稅額扣抵比率	27.67%	33.40%

### 十六、所得稅

#### (一) 所得稅費用及應付所得稅

	92年度	91年度
稅前純益按法定稅率計算之所得稅	\$ 108,323	\$ 276,173
永久性差異之所得稅影響數	( 38,368 )	( 14,581 )
投資抵減所得稅影響數	( 11,778 )	( 9,215 )
以前年度所得稅高估數	-	( 3,504 )
未分配盈餘加徵10%	<u>4,089</u>	<u>51</u>
所得稅費用	62,266	248,924
以前年度所得稅高估數	-	3,504
遞延所得稅資產淨變動數	29,562	9,198
預付稅款	( 65,669 )	( 35,456 )
應付所得稅	<u>\$ 26,159</u>	<u>\$ 226,170</u>

Pursuant to the ROC Company Law, the legal reserve must be used exclusively to offset losses and can not be used for any other purpose, except that one-half of the legal reserve may be capitalized based on a resolution of the stockholders' meeting when it equals at least 50% of paid-in capital.

As approved at the stockholders' meeting held in 2003, the Company issued \$0.823 cash dividends per share from the capitalization of retained earnings. As approved at the stockholders' meeting held in 2002, the company issued \$0.375 stock dividends per share from the capitalization of retained earnings.

The Taiwan imputation tax system requires that any undistributed current earnings, on a tax basis, of a company derived on or after January 1, 1998 be subject to an additional 10 percent corporate income tax if the earnings are not distributed in the following year. This 10 percent additional tax on undistributed earnings paid by the Company may be used as tax credit by the foreign stockholders against the withholding tax on dividends. In addition, the individual domestic shareholders can claim a proportionate share in the Company's corporate income tax, including the 10 percent additional tax, as tax credit against their individual income tax liability effective 1998.

As of December 31, 2003 and 2002, the Company's undistributed earnings and imputation tax credit account balance were as follows:

	December 31,2003	December 31,2002
Undistributed earnings		
A.having been assessed with a 10% income tax	\$ 5,695	\$ 4,200
B.not having been assessed with a 10% income tax	<u>371,068</u>	<u>855,809</u>
	<u>\$ 376,763</u>	<u>\$ 860,009</u>
Imputation tax credit	<u>\$ 104,259</u>	<u>\$ 98,132</u>
Creditable tax ratio	<u>27.67%</u>	<u>33.40%</u>
	(Estimated)	(Actual)

### 16.INCOME TAX

1) Income tax expense and income tax payable are as follows:

	2003	2002
Net income before income tax at statutory tax rate	\$ 108,323	\$ 276,173
Tax effect of permanent differences	( 38,368 )	( 14,581 )
Tax effect of investment tax credits	( 11,778 )	( 9,215 )
Prior years tax adjustment	-	( 3,504 )
10% income tax on prior year's undistributed earnings	<u>4,089</u>	<u>51</u>
Income tax expense	62,266	248,924
Prior years tax adjustment	-	3,504
Net changes of deferred income tax assets and liabilities	29,562	9,198
Prepaid and withholdings of income tax	( 65,669 )	( 35,456 )
Income tax payable	<u>\$ 26,159</u>	<u>\$ 226,170</u>

2) Deferred tax assets and liabilities as at December 31, 2003 and 2002 are as follows:

	December 31,2003	December 31,2002
Deferred income tax assets-current	\$ 5,790	\$ 2,640
Deferred income tax assets-non-current	<u>\$ 32,970</u>	<u>\$ 6,558</u>



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### (二) 民國92年及91年12月31日之遞延所得稅資產

	92年12月31日		91年12月31日	
遞延所得稅資產-流動-淨額	\$	5,790	\$	2,640
遞延所得稅資產-非流動-淨額	\$	32,970	\$	6,558

民國91年12月31日遞延所得稅資產-流動-淨額 \$2,640，業經審計處審定完竣，表列「遞延資產」，請詳附註十一及二十說明。

### (三) 民國92年及91年12月31日產生遞延所得稅資產知明細如下：

	92年12月31日		91年12月31日	
	金額	所得稅影響數	金額	所得稅影響數
流動項目				
未實現兌換損失	\$ 23	\$ 6	\$ 47	\$ 12
備抵呆帳	21,969	5,492	9,348	2,337
存貨備抵損失	1,166	292	1,165	291
	23,158	5,790	10,560	2,640
非流動項目				
投資損失	47,341	11,835	-	-
退休金負債	84,539	21,135	26,232	6,558
	131,880	32,970	26,232	6,558
	\$ 155,038	\$ 38,760	\$ 36,792	\$ 9,198

### (四) 本公司營利事業所得稅業經稅捐稽徵機關核定至91年度。

## 十七、用人、折舊及攤銷費用

	92年度		
	營業成本	營業費用	合計
用人費用			
薪資費用	\$ 1,654,299	\$ 402,859	\$ 2,057,158
勞健保費用	118,166	26,523	144,689
退休金費用	138,400	32,967	171,367
其他用人費用	21,795	29,445	51,240
折舊費用	166,084	80,849	246,933
攤銷費用	-	11,692	11,692
	\$ 2,098,744	\$ 584,335	\$ 2,683,079

3) As of December 31, 2002, the deferred income tax assets-current-net \$2,640 was examined by Taipei Municipality Audit Division and recorded as "Deferred assets". Please refer to Note 11 and 20.

The details of temporary differences resulting in deferred income tax assets and liabilities are as follows:

	December 31, 2003		December 31, 2002	
	Amount	Tax Effect	Amount	Tax Effect
Current:				
Unrealized exchange loss	\$ 23	\$ 6	\$ 47	\$ 12
Allowance for doubtful accounts	21,969	5,492	9,348	2,337
Provision for loss on inventory obsolescence	1,166	292	1,165	291
	23,158	5,790	10,560	2,640
Non-current:				
Unrealized investment loss	47,341	11,835	-	-
Pension liability	84,539	21,135	26,232	6,558
	131,880	32,970	26,232	6,558
	\$ 155,038	\$ 38,760	\$ 36,792	\$ 9,198

4) The Company's income tax returns for the years through 2002 have been approved by the Tax Authorities.

## 17.PERSONNEL, DEPRECIATION AND AMORTIZATION EXPENSES

	2003		
	Recorded in operating costs	Recorded in operating expenses	Total
Personnel expenses			
Salaries	\$ 1,654,299	\$ 402,859	\$ 2,057,158
Labor and health insurances	118,166	26,523	144,689
Pension and retirement	138,400	32,967	171,367
Other	21,795	29,445	51,240
Depreciation expenses	166,084	80,849	246,933
Amortization expenses	-	11,692	11,692
	\$ 2,098,744	\$ 584,335	\$ 2,683,079
	2002		
	Recorded in operating costs	Recorded in operating expenses	Total
Personnel expenses			
Salaries	\$ 1,600,782	\$ 368,320	\$ 1,969,102
Labor and health insurances	110,873	24,200	135,073
Pension and retirement	92,567	22,676	115,243
Other	20,711	25,417	46,128
Depreciation expenses	52,525	38,615	91,140
Amortization expenses	61,433	11,712	73,145
	\$ 1,938,891	\$ 490,940	\$ 2,429,831

According to the reclassification of leasehold improvement to fixed assets, the Company reclassified the amortization expenses to the depreciation expenses in 2003. Please refer to Note 11 and 20.

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	91年度		
	營業成本	營業費用	合計
用人費用			
薪資費用	\$ 1,600,782	\$ 368,320	\$ 1,969,102
勞健保費用	110,873	24,200	135,073
退休金費用	92,567	22,676	115,243
其他用人費用	20,711	25,417	46,128
折舊費用	52,525	38,615	91,140
攤銷費用	61,433	11,712	73,145
	<u>\$ 1,938,891</u>	<u>\$ 490,940</u>	<u>\$ 2,429,831</u>

民國91年度租賃權益改良業於民國92年度依性質重分類至固定資產，故將相關攤銷費用重分類至折舊費用，請詳附註十一及二十說明。

### 十八、關係人交易

#### (一) 關係人之名稱及關係

關係人名稱	與本公司之關係
臺北市政府	本公司持股73.75%之主要股東
台北智慧卡票證股份有限公司	本公司採權益法評價之被投資公司

#### (二) 與關係人間之重大交易事項

##### 1. 財產租賃

本公司於民國90年10月與臺北市政府簽訂台北都會區大眾捷運系統財產租賃契約，契約期間自民國90年3月至民國99年12月止。第一期自民國90年3月至民國90年12月，租金\$ 2,021,109；其餘每年一期，租金按臺北市市議會審定之重置經費\$ 2,030,000加營業收入百分之四計算，於每年6月及12月支付。民國92年及91年度之租金支出為\$ 2,343,143及\$ 2,355,638（表列輸儲成本及其他營業成本），民國92年及91年12月31日應付租金為\$ 30,414及\$ 27,751，業於93年1月及92年1月支付。

##### 2. 台北IC卡票證整合業務委託契約

本公司為配合臺北市政府推動「台北IC卡票證整合專案」，與台北智慧卡票證股份有限公司簽訂台北IC卡票證整合業務委託契約，合作辦理票證製作、發行、處理資訊及營業收入撥付等業務。依契約規定產生之重大交易事項如下：

##### 租賃資產

(1) 本公司依上述契約規定向台北智慧卡票證股份有限公司以資本租賃方式承租悠遊卡設備（帳列成本為\$ 159,372），租賃期間自民國91年6月12日起共五年，依合約每月支付租金及利息，惟於民國92年12月已向台北智慧卡票證股份有限公司購買該項租賃資產。

(2) 截至民國92年及91年12月31日，本公司資本租賃未來應付租賃款分別為\$ 0及\$ 147,399。

### 18. RELATED-PARTY TRANSACTIONS

#### 1) Name and relationship of major related parties

Name of Related Party	Relationship
Taipei City Government (TCG)	Member of the Company's board of directors with 73.75% shares
Taipei Smart Card Corporation (TSCC)	Investee company accounted for under the equity method

#### 2) Summary of significant transactions with related parties

##### A. Property lease

The Company entered into an agreement with the Taipei City Government to lease properties of the Taipei Metropolitan Rapid Transit Systems (TMRTS) in October 2001. The lease term is from March 2001 to December 31, 2010. The first rental expense was \$2,021,109 from March to December 31, 2001. For the remaining periods, the rental expense is \$2,030,000, plus 4% of operating income each year, payable in June and December. In 2003 and 2002, the rental expense was \$2,343,143 and \$2,355,638 (recorded as "Transportation cost" and "Other operating costs"), respectively. As of December 31, 2003 and 2002, the rental expense payable was \$30,414 and \$27,751, which were paid in January 2004 and 2003, respectively.

##### B. Taipei IC Card Integration business agreement

In compliance with the Taipei IC Card Integration Project of the Taipei City Government, the Company signed a contract with TSCC for the manufacture and issuance of tickets, data processing, and cash disbursements. The major transactions under the agreement are as follows:

##### Leased property

(1) Under the Taipei IC Card Integrating Project, the Company entered into a five-year capital lease agreement with TSCC for the lease of EasyCard equipment starting June 12, 2002. The capitalized amount was \$159,372. The Company pays rented expenses and interest in accordance with the agreement. The Company has purchased the EasyCard machines in December 2003.

(2) As of December 31, 2003 and 2002, the lease obligation payables were \$0 and \$147,399, respectively.

##### EasyCard ticketing system

In 2003, and 2002, the transactions under the lease agreement are as follows:

#### (1) Other operating revenue:

	2003		2002	
	Amount	% of operating income	Amount	% of operating income
Commission revenue for sale of EasyCard	\$ 18,951	-	\$ 9,695	-
Rental revenue for space allocated to Add Value machines	1,605	-	887	-
	<u>\$ 20,556</u>	<u>-</u>	<u>\$ 10,582</u>	<u>-</u>



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民國92年及91年度因上述契約產生之交易事項如下：

(1) 其他營業收入

	92年度		91年度	
	金額	佔營業收入%	金額	佔營業收入%
代售悠遊卡佣金收入	\$ 18,951	-	\$ 9,695	-
加值機場地租金收入	1,605	-	887	-
	<u>\$ 20,556</u>	<u>-</u>	<u>\$ 10,582</u>	<u>-</u>

(2) 業務費用

	92年度		91年度	
	金額	佔營業成本%	金額	佔營業成本%
手續費-悠遊卡清算				
手續費	<u>\$ 89,978</u>	<u>1.46</u>	<u>\$ 49,037</u>	<u>0.82</u>

(3) 預收款項

依上述合約約定，台北智慧卡票證股份有限公司應按其每月月底預收悠遊卡加值款餘額一定比例暫存本公司。截至民國92年及91年12月31日，本公司預收之款項為\$ 140,627及\$ 77,886，表列預收款項。

(4) 本公司因上述交易產生之各項資產負債餘額如下：

	92年度		91年度	
	金額	佔各科目%	金額	佔各科目%
應收帳款	<u>\$ 16,426</u>	<u>15.87</u>	<u>\$ 5,681</u>	<u>0.90</u>
存貨-悠遊卡	<u>\$ -</u>	<u>-</u>	<u>\$ 39,229</u>	<u>2.26</u>
應付費用	<u>\$ 29,843</u>	<u>2.95</u>	<u>\$ 13,192</u>	<u>1.49</u>
其他應付款	<u>\$ 87</u>	<u>0.08</u>	<u>\$ 19,845</u>	<u>13.06</u>
預收款項	<u>\$ 140,627</u>	<u>73.40</u>	<u>\$ 77,886</u>	<u>13.67</u>

本公司與關係人交易之付款期限如下：代售悠遊卡款項（表列其他應付款）為悠遊卡進貨十日內扣除佣金收入後結算付款；悠遊卡清算手續費及加值機場地租金收入為每月結算於次月付款。

### 3.公車免費轉乘費

本公司民國92年及91年度因辦理公車轉乘免費措施，支付予臺北市政府公車處之業務宣導費（表列行銷費用）分別為\$ 99,704及\$ 105,118；民國92年及91年12月31日尚未支付之款項餘額（表列應付費用）分別為\$ 10,182及\$ 22,763。

### 4.應收款項/應付代收款

截至民國92年及91年12月31日止，本公司因辦理臺北市政府交通局、社會局、財政局及捷運局所委託代辦事項（老殘票補助款及代辦設備工程等），代理收付之款項餘額如下：

	92年12月31日	91年12月31日
老殘票應收款項	<u>\$ 12,502</u>	<u>\$ 12,658</u>
設備工程應付代收款	<u>\$ 195,882</u>	<u>\$ 529,723</u>

### (2) Operating expense

	2003		2002	
	Amount	% of operating cost	Amount	% of operating cost
Operating outlay:				
Handling charges for EasyCards	<u>\$ 89,978</u>	<u>1.46</u>	<u>\$ 49,037</u>	<u>0.82</u>

### (3) Unearned revenue

According to the above agreement, TSCC should deposit a certain percentage of advance receipts of EasyCard. As of December 31, 2003 and 2002, the advance receipts were 140,627 and \$77,886, respectively recorded as unearned revenue.

(4) The balances resulting from the above transactions were as follows:

	2003		2002	
	Amount	% of each item	Amount	% of each item
Account receivables	<u>\$ 16,426</u>	<u>15.87</u>	<u>\$ 5,681</u>	<u>0.90</u>
Inventory-EasyCard	<u>\$ -</u>	<u>-</u>	<u>\$ 39,229</u>	<u>2.26</u>
Accrued expenses	<u>\$ 29,843</u>	<u>2.95</u>	<u>\$ 13,192</u>	<u>1.49</u>
Other payables	<u>\$ 87</u>	<u>0.08</u>	<u>\$ 19,845</u>	<u>13.06</u>
Unearned revenue	<u>\$ 140,627</u>	<u>73.40</u>	<u>\$ 77,886</u>	<u>13.67</u>

The payment terms for related parties were as follows: Payments (recorded as "Other payables") for purchases of EasyCards net of commissions are due 10 days after purchases. The handling charges for EasyCard and rental revenue are due in the following month.

### C. Free shuttle bus ride expenses

The Company pays promotion expenses (recorded as "Selling expenses") to the Taipei City Bus Administration for free bus shuttle expenses in the amount of \$99,704 and \$105,118 in 2003 and 2002, respectively. As of December 31, 2003 and 2002, the unpaid expenses (recorded as "Accrued expenses") were \$10,182 and \$22,763, respectively.

### D. Receivables/receipts on hand

As of December 31, 2003 and 2002, the Company was engaged to handle certain business activities by the Department of Transportation, TCG, Department of Social Welfare, TCG, Department of Finance, TCG, and Department of Rapid Transit Systems, TCG. The related transaction accounts (subsidies for seniority handicapped tickets and reimbursement for purchasing equipments, etc.) were as follows:

	December 31, 2003	December 31, 2002
Receivables for seniority handicapped tickets	<u>\$ 12,502</u>	<u>\$ 12,658</u>
Receipts on hand for equipments and constructions	<u>\$ 195,882</u>	<u>\$ 529,723</u>

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### 十九、重大承諾事項及或有事項

- (一) 截至民國92年及91年12月31日，本公司為購買原料及設備已開立尚未使用之信用狀金額為 \$ 185,826及 \$ 302,706。
- (二) 本公司以營業租賃方式承租交易請詳附註十八(二)1。
- (三) 本公司部分站務人員於民國92年11月至12月間，違規使用悠遊卡免費進出站一案，本公司已主動積極處理中，初步估計異常金額約 \$ 467，惟截至民國93年3月29日止，本案仍在調查中。

### 二十、財務報表表達

- (一) 本公司民國91年度之決算報表業經臺北市政府主計處及審計部臺北市審計處審查完竣。惟為利與民國92年度財務報表比較，茲將民國91年度之部分科目予以重分類，經重分類之科目及金額明細列示如下：

科目	審計處審定數	重分類	重分類後金額	說明
資產負債表科目				
其他流動資產	\$ -	\$ 2,640	\$ 2,640	1
固定資產	787,281	812,275	1,599,556	1
無形資產	41,272	123,654	164,926	1
遞延資產	945,127	( 938,569 )	6,558	1
損益科目				
輸儲成本	3,448,018	2,321,598	5,769,616	2，4
其他營業成本	2,517,865	( 2,331,685 )	186,180	2，4
業務費用	313,833	34,910	348,743	3，4
管理費用	341,953	( 24,823 )	317,130	2~4

#### (二) 重分類說明：

- 將遞延所得稅資產-流動 \$ 2,640、租賃權益改良 \$ 812,275及遞延退休金成本 \$ 123,654自遞延資產分別重分類至其他流動資產、固定資產及無形資產。
- 將應分攤至輸儲成本之重置租金 \$ 2,321,598及呆帳費用 \$ 10,087自其他營業成本重分類至輸儲成本及管理費用。
- 將業務推廣費 \$ 34,910帳列管理費用重分類至業務費用。
- 因92年將租賃權益改良重分類至固定資產，故將攤銷費用 \$ 65,857重分類至各項折舊。

### 廿一、更換會計師資訊

本公司依政府採購法，以公開評選方式招標，由資誠會計師事務所得標，自民國92年度起簽證會計師為蔡金拋會計師。

### 19.COMMITMENTS AND CONTINGENCIES

- As of December 31, 2003 and 2002, the unused balance of the Company's letters of credit for the purchase of raw materials and fixed assets were \$185,826 and \$302,706, respectively.
- For operating lease agreements please refer to Note 18.2).A.
- During November to December 2003, it was discovered that certain employees have taken illegal free rides on the MRT Trains. The Company is actively investigating the case, and has estimated the cost of these rides of approximately \$467. As of March 29, 2004, the case is still under investigation.

### 20.FINANCIAL STATEMENT REPRESENTATION

- The accounts for the year ended December 31, 2002 have been examined by TMAD of the Ministry of Audit. Certain accounts in the 2002 financial statements have been reclassified to conform with the classifications adopted for 2003 financial statements presentation.

Accounts	Amount examined by TMAD	Reclassification	Amount after reclassification	Note
Balance Sheets				
Other current assets	\$ -	\$ 2,640	\$ 2,640	a
Fixed assets	787,281	812,275	1,599,556	a
Intangible assets	41,272	123,654	164,926	a
Deferred assets	945,127	( 938,569 )	6,558	a
Income Statements				
Transportation cost	3,448,018	2,321,598	5,769,616	b, d
Other operating cost	2,517,865	( 2,331,685 )	186,180	b, d
Selling expense	313,833	34,910	348,743	c, d
Administrative expenses	341,953	( 24,823 )	317,130	b~d

- Note a: Reclassified deferred income tax assets-current of \$2,640, leasehold improvements of \$812,275 and deferred pension cost of \$123,654 from "Deferred assets" to "Other current assets", "Fixed assets" and "Intangible assets", respectively.

Note b: Reclassified rental expense of \$2,321,598 and bad debts of \$10,087 from "Other operating costs" to "Transportation costs" and "Administrative expenses", respectively.

Note c: Reclassified business promotion expense of \$34,910 from "Administrative expenses" to "Selling expense".

Note d: Reclassified the amortization expense of \$65,857 to depreciation expense due to the reclassification of leasehold improvements to fixed assets.

### 21.CHANGE IN THE APPOINTMENT OF INDEPENDENT ACCOUNTANTS

According to the Government Purchase Law, the Company appointed PricewaterhouseCoopers as the new auditors under a public selection process. Effective 2003, the engagement partner for Taipei Rapid Transit Corporation is Mr. James Tsai.



重要統計資料  
Important Statistics

系統資料 System Information

	中運量 Medium Capacity Transit System	高運量 Mass Rapid Transit System	
路線長度 Total Length			
總長度 Total length	10.5	54.6	公里 Km
高架段 Elevated section	10.5	10.5	公里 Km
平面段 Ground-level section	-	9.5	公里 Km
地下段 Underground section	-	34.6	公里 Km
車站數 No. of Stations			
總車站數 Total no. of stations	12	50	站 station
高架段 Elevated section	12	11	站 station
平面段 Ground-level section	-	5	站 station
地下段 Underground section	-	34	站 station
電聯車 Electric Multiple Units			
列車種類 EMU type	VAL-256	301 型	321 型
列車數 No. of trains	25.5	22	36
每列車車廂數 Carriages per train	4	6	6
車廂數 No. of carriages	102	132	216
每列車座位數 Seats per train	96	352	352
每列車載客容量 Loading capacity per train	456	2,200	2,200
最大爬坡 Maximum gradient	6%	3%	3%
最小曲率半徑 Minimum curvature radius	30	140	140
平均時速 Average speed	33	34	34
最高設計時速 Maximum design speed	80	90	90
自動收費系統 Automatic Fare Collection System			
自動售票機 Automatic ticket issuing machine	72	368	台 set
旅客進出閘門 Passenger gate	119	688	座 gate
站務員售票機 Manned ticket issuing machine	24	118	台 set
機廠 Depot			
機廠數 No. of depots	1	4	座 depot
機廠面積 Depot area	6.2	61	公頃 hectare
附屬事業 Affiliated Businesses			
販賣店 Kiosks			
單位 No. of kiosks	14	70	家 unit
廣告 Advertisements			
車站廣告 In-station advertisements	246	1,979	幅 piece
車廂廣告 On-carriage advertisements	408	5,814	幅 piece
停車場 Parking lots			
機車車位 Motorcycle parking spaces	304	6,257	車位 unit
汽車車位 Car parking spaces	540	2,033	車位 unit
地下街 Underground shopping mall			
店鋪家數 No. of stores	-	142	家 store
店鋪面積 Store area	-	12,710	平方公尺 m²

註1：中運量木柵線長度係本公司92年度實際丈量後數據(以前年度係採用臺北市政府捷運工程局資料)。  
Remark 1：The length of Muzha line is according to the measurement in 2003 by Taipei Rapid Transit Corporation. (The former data is based on the data from Department of Rapid Transit System, TCG)  
註2：總車站數須扣除台北車站、忠孝復興站兩重複計算之交會站。  
Remark 2：Taipei Main Station and Zhongxiao Fuxing Station were double counted in the total number of stations for intersections. And that should be deducted accordingly.

營運資料 Operation Data（2003.01.01 – 2003.12.31）

	中運量 Medium Capacity Transit System	高運量 Mass Rapid Transit System	
營運時間 Operation Duration			
每日營運時數 Daily operation duration	18(6:00～24:00)	18(6:00～24:00)	小時 Hour
列車運轉時間 Train Operation Data			
停靠站 Standing at stations	17～45秒	台北車站 Taipei Main Station 忠孝復興站 Chunghsiao Fuhxing 其餘各站 Other stations	40秒 40秒 18～25秒
單向行駛 One-way running time	20分	淡水—新店 Tamshui-Hsintien 北投—南勢角 Peitou-Nanshih Chiao 昆陽—新埔 Kunyang-Hsinpu	54分24秒 54分24秒 34分23秒 25分13秒
雙向行駛 Two-way running time	40分	淡水—新店 Tamshui-Hsintien 北投—南勢角 Peitou-Nanshih Chiao 昆陽—新埔 Kunyang-Hsinpu	118分47秒 78分45秒 60分26秒
端點折返 Turnaround time	70秒		300秒
運量 Transport Volume			
年度總運量 Annual total ridership	30,211,659	285,977,469	人 Person
日平均運量 Average daily ridership	82,772	783,500	人 Person
平常日每日平均運量 Average daily ridership on weekdays	94,264	819,914	人 Person
例假日每日平均運量 Average daily ridership on weekends and Public Holidays	57,468	703,325	人 Person
車輛使用 Vehicle Use			
列車總行駛班次 Total no. of train journeys	166,525	338,943	班 Trip
平均每日班次 Average no. of journeys per day	456	929	班 Trip
總延車公里 Total train kilometers	1,823,893	7,288,651	列車公里 Km
系統服務水準 System Service Performance			
平均尖峰班距 Average headway during peak hours	2分52秒	5分26秒	
平均離峰班距 Average headway during off-peak hours	5分04秒	6分10秒	
行車速率 Train speed	31.26	34.48	公里 / 小時 Km/hour
準點率 On-time ratio	99.64%	99.15%	
尖峰平均承載率 Loading ratio	3.75	4.97	人 / 平方公尺 Person/m²
重大事故率 Major accident rate	0.00	0.27	件 / 百萬公里 Incident/million km
一般事故率 General accident rate	0.55	0.69	件 / 百萬公里 Incident/million km
其他 Others			
總延人公里 Total passenger kilometers	133,046,942	2,307,710,279	延人公里 Passenger-km
每乘客平均車費收入 Average fare revenue per passenger	20.86	23.07	元 NT\$
平均旅次長度 Average journey length	4.40	8.07	公里 Km

## 台北捷運公司年報2003

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