

TAIPEI INTERNATIONAL AIRPORT | 2011 ANNUAL REPORT



交通部民用航空局臺北國際航空站
Taipei International Airport Office, Civil Aeronautics Administration,
Ministry of Transportation and Communications, R.O.C
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TAIPEI INTERNATIONAL AIRPORT

2011 ANNUAL REPORT
臺北國際航空站 | 100 年年報

安全
Safety and Security

熱忱
Passion

創新
Innovation

合作
Cooperation

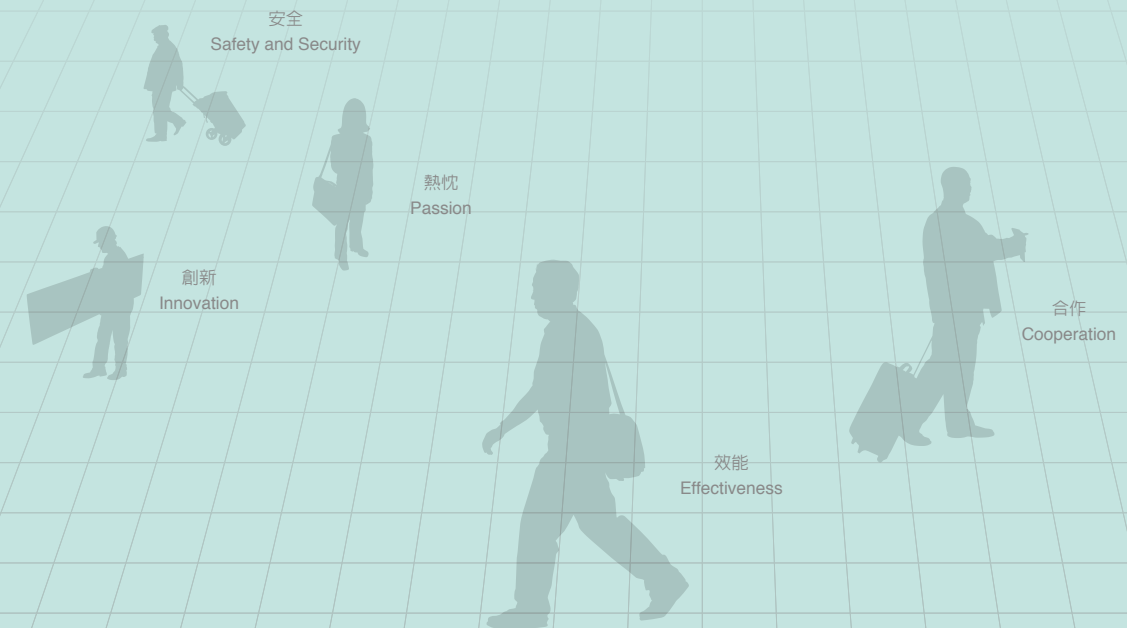
效能
Effectiveness

中華民國 101 年 6 月



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願景

Vision

我們的願景：成為親善、便捷、永續發展的首都商務機場

松山機場有位於臺北市區的優勢與特色，可節省商務旅客的交通時間，亦便於一般民衆來訪，但同時也有與環境融合的問題。我們將善用優勢，成為臺北通往國內外的捷徑，帶動區域經濟發展，並與周遭環境妥善結合，成為城市商務機場的典範。

Our Vision: Become a capital city commercial airport that is friendly, convenient, and practices sustainable development

Songshan Airport's special location, right in downtown Taipei, offers significant advantages. Business travelers save time, and the general public enjoys easy access. Yet at the same time environmental integration is an issue. We leverage our advantages to serve as a shortcut for travel from Taipei to myriad destinations at home and abroad, promoting regional economic development, and we also effect appropriate integration with the surrounding environment, seeking to become a model for urban commercial airports.



使命及核心價值

Mission and Core Values

我們的使命

- 打造具競爭力的經營團隊
- 追求營運與環保均衡發展
- 做為臺北經濟發展的後盾

我們的核心價值

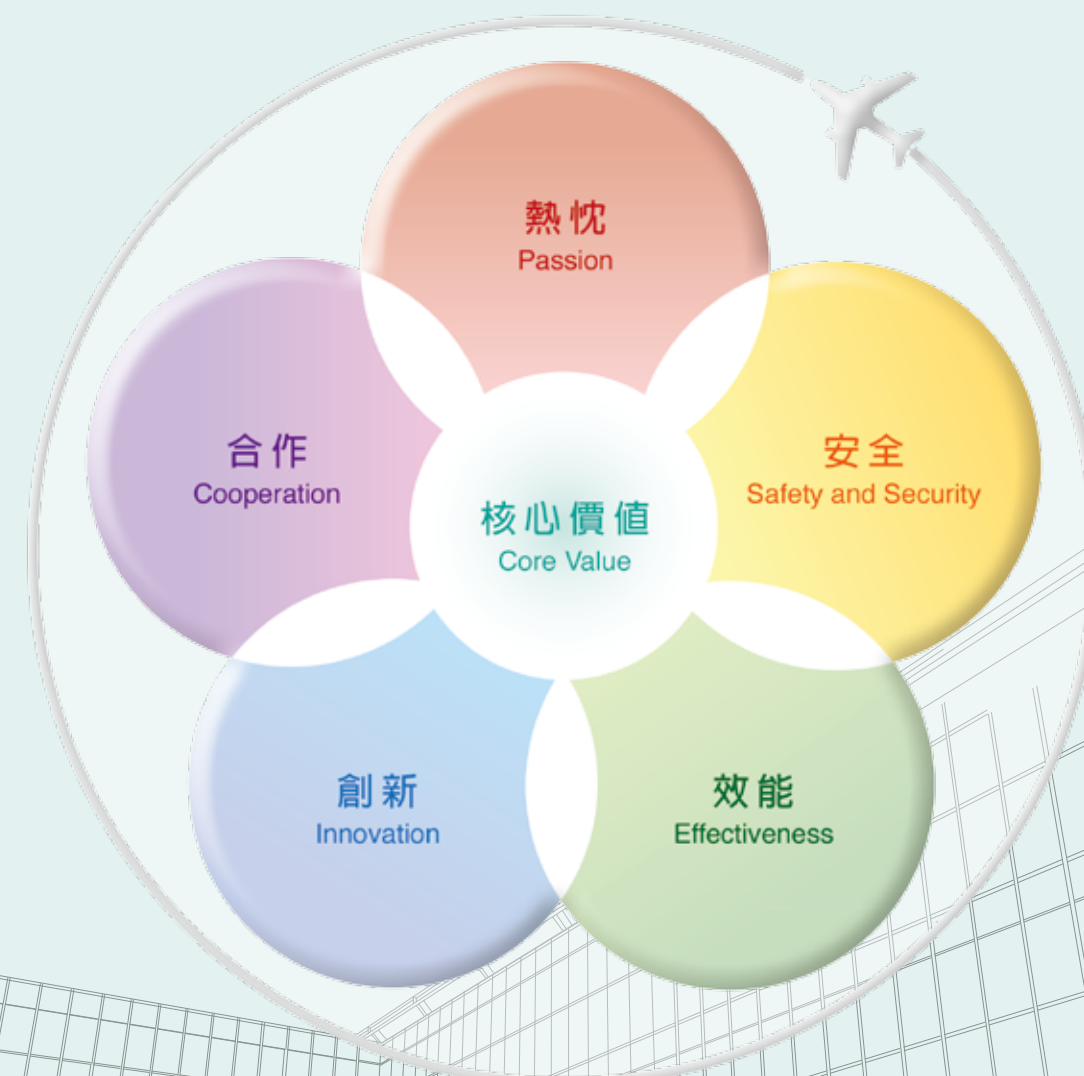
- 安全：
我們重視航空安全及保安，承諾提供一個安全有序的作業環境及安心無虞的搭機環境。
- 熱忱：
我們熱愛機場服務工作，全心投入與付出，並致力於提供超越顧客期待的機場體驗。
- 效能：
制定正確的機場發展目標及計畫，並以高效率作業方式達成。
- 合作：
航站全體同仁及各駐站單位合作無間，共同提供優質服務。
- 創新：
發揮創新的精神，不斷地謀求進步與改善。

Our Mission

- Creation of a competitive management team
- Pursuit of balanced operational and environmental development
- Serve as a key support in Taipei's economic development

Our Core Values

- Safety and Security:
We attach great importance to aviation safety and security, and are committed to providing a safe and orderly operating environment and a flight environment offering complete peace of mind.
- Passion:
We are passionate about our airport services duties, and bring both full devotion and dedication to providing an airport experience that exceeds customer expectations.
- Effectiveness:
Set the optimal goals and plans for airport development, and bring these to fruition with high-efficiency.
- Cooperation:
Close cooperation of entire airport team, provides quality services together.
- Innovation:
Bring a spirit of innovation into play and search for progress and improvement.



主任的話

Message from the Director



楊國峰
YANG, GWO-FENG
臺北國際航空站 主任
Director of Taipei International Airport

數年前，臺北松山機場除了運量持續衰退外，甚至面臨存廢的討論。一直到「兩岸直航」及「東北亞黃金航圈」的政策確定下，才展開一連串的整建工程。但要在兼顧營運及服務品質的情況下進行航廈整建並不容易，所幸在全體同仁堪稱是「夜以繼日」的努力下，已在民國 100 年完成大部份的整建工程，由於短時間內的改變實在很大，常讓這期間來訪的民衆有種驚艷的感覺。看到努力獲得民衆的肯定，一切的辛苦都有了代價。

在場站建設方面，民國 100 年我們完成了第二航廈的整建及啓用。自此，國際線與國內線分別使用第一、二航廈進出，大幅改善旅客搭機動線。另為提供國際及兩岸航線更優質的服務，我們也在第一航廈持續進行設施改善，包含完成出境查驗大廳、內候機室的重新整修，增設國際線入境廊道及報到櫃檯。甚至利用第二航廈樓頂的空間設置國內甚具規模的觀景台，吸引一般民衆到機場休憩及觀賞飛機起降，成為臺北市的一個新景點。

在軟體服務方面，引進各類型的購物、餐飲及智慧型圖書館等服務設施，國內兩大便利連鎖商店同時進駐松山機場提供服務。此外，我們善用企業認養模式，結合民間企業力量美化機場環境，共同營造便捷、優質的搭機環境及服務。

反映在營運績效上，松山機場 100 年之起降架次較 99 年成長 19%，達 58,185 架次；客運量則是成長超過 42%，達 526 萬人次；營運收支更是由 99 年度的虧損 5,469 萬，於 100 年轉虧為盈，獲利 4 億 3,667 萬元。

正當大家在慶祝建國百年之際，松山機場能及時以嶄新的面貌服務社會大眾，並展現優異的營運成績，無疑是在自己的崗位上為這個國家獻上最好的生日賀禮。

未來一年，我們將完成航廈整建工程的最後階段－國際線報到大廳之整修，另推動商務航空中心的設立，以及在空側辦理 E-W 滑行道及停機坪道面整修等工程，以擴充運輸能量，並提供更優質的運輸服務，朝「親善、便捷、永續發展的首都商務機場」的願景大步邁進。

In years past, traffic at Taipei International Airport was in steady decline, and there was even talk of shutting down and demolishing the facility. This changed with government policy that has led to direct cross-strait aviation and the “Northeast Asia Golden Aviation Circle,” stimulating a series of renovation works. The undertaking of terminal renovation to enhance operational and service quality has not been an easy task, but the majority of the renovation work was completed in 2011, the centenary of the Republic of China, attributed to my team of colleagues has referred to as “day and night” effort. Though the changes have been significant, they have occurred within quite a short time, and as a result when people come to the airport they are surprised and fascinated. This public approval has made all our hard work well worth the effort, bringing a sense of reward and satisfaction.

In 2011 we completed all work on Terminal 2 and opened the facility for operation. International and domestic flight arrivals and departures are now divided between Terminal 1 and Terminal 2, offers improvement movement lines for passengers and dramatically improves the travel experience. Ongoing facility improvement is also being undertaken in Terminal 1 in order to provide enhanced service for international and cross-strait flights. This includes completion of the departure immigration hall, the complete renewal of the gate lounge area, and the addition of an international-flight arrivals corridor and check-in counter facilities. The roof space at Terminal 2 has even been designed as a large-scale observation deck, creating a new city scenic attraction and drawing members of the public in large number, who use the space for rest and relaxation while watching planes take off and land.

Among the myriad new soft-infrastructure services introduced are a wide range of shopping outlets, dining venues, and an intelligent library. Two of the largest domestic convenience-store chains have also set up locations within the airport. We have also employed the company-adoption model in teaming up with private enterprises to beautify the airport environment, jointly creating a convenient, high-quality air-travel environment and services.

In terms of operational performance, in 2011 Taipei International Airport handled 19% more takeoffs and landings than in 2010, the total 58,185 flights. Passenger numbers grew 42%, to 5,260,000 passengers. A strong turnaround was enjoyed in terms of operating income – in 2010 a loss of NT\$54.69 million was absorbed, while in 2011 a profit of NT\$436.67 million was achieved.

At the same time as everyone was celebrating the centennial of the founding of the ROC, Taipei International Airport show a fresh new look to serve the public and present excellent operating results – undoubtedly the best birthday gift we could give to the country.

In the year to come we will complete the final phase of our terminal renovation project – the refurbishment of the international check-in hall. We are also moving forward with the establishment of a business aviation center, and undertaking E-W taxiway building on airside side space along with apron pavement repair. These initiatives are being undertaken to maximize transportation capacity and provide transportation services of ever higher quality, and take a bold and confident step forward in providing a “friendly, convenient, high-performance business airport for the national capital.” ✈️

楊國峰
Yang, Gwo-Feng

31 March, 2012

壹、組織及服務團隊 Organization and Service Teams



維護組組長	政風室主任	人事室主任	企劃組兼中控室組長	副主任	主任	副主任	業務組組長	總務組組長	會計室主任	航務組組長
陳周駿 CHEN, JOU-JUN	楊照芬 YANG, JAW-FENG	許孝德 HSU, HSIAO-TE	王志青 WANG, CHIH-CHING	陳昭諭 CHEN, JAU-YUH	楊國峰 YANG, GWO-FENG	徐乃新 HSU, NEI-SHIN	鄭堅中 CHENG, CHIEN-CHUNG	洪念慈 HONG, NIEN-CHI	黃安濤 HUANG, AN-TAO	王幼琳 WANG, YOU-LIN

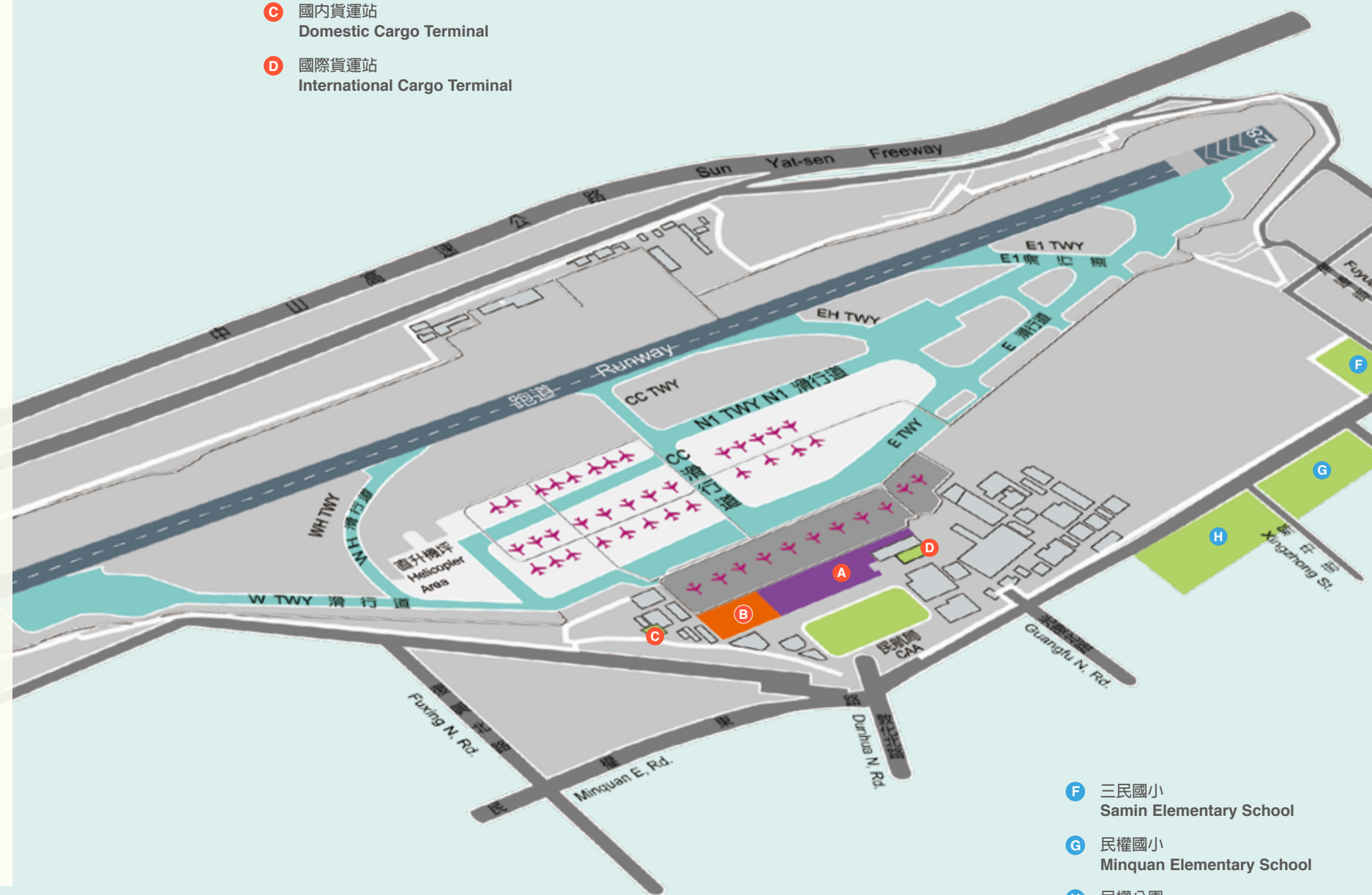
貳、機場旅運設施

Foundation Facilities

- 啓用日期：1950.4.16
- 地理位置：中華民國，臺北市
- 東經：120° 33' 06"
- 北緯：25° 04' 10"
- 總面積：182公頃（民航區87.21公頃）
- 標高：平均海拔 18 呎
- 跑道：1 條，長 2,605 公尺，寬 60 公尺
- 起降容量（架次 / 小時）：23
- 停機位：44 個（提供營運）
- 客運航廈：
 - a. 第一航廈（國際線）：
 - 年容量：380 萬人次
 - 樓地板面積：62,900 平方公尺
 - b. 第二航廈（國內線）：
 - 年容量：280 萬人次
 - 樓地板面積：16,100 平方公尺
- 航空貨運站：
 - a. 國內貨運站：
 - 面積：560 平方公尺
 - 年容量：14,000 公噸
 - b. 國際貨運站：
 - 面積：2,412 平方公尺
 - 年容量：24,000 噸
- 空橋：8 座（其中 3 座為雙橋式）
- 維修棚廠：5 座
- 停車場：7 處



- A** 第一航廈
Terminal 1
- B** 第二航廈
Terminal 2
- C** 國內貨運站
Domestic Cargo Terminal
- D** 國際貨運站
International Cargo Terminal



- F** 三民國小
Samin Elementary School
- G** 民權國小
Minquan Elementary School
- H** 民權公園
Minquan Park

SCALE
100 0 100 200 300 400 500 m 公尺

- Inauguration Date: 1950.4.16
- Location: Taipei, Republic of China
- East Longitude: 120° 33' 06" E
- North Latitude: 25° 04' 10" N
- Area: 182 hectares
(civil aviation area 87.21 hectares)
- Mean Elevation: 18 feet above sea level
- Runway: Length 2,605 meters, width 60 meters
- Takeoff/ Landing Capacity (Aircraft Per Hour): 23
- Parking Bays: 44 (operational)
- Passenger Terminals:
 - a. Terminal 1 (International flights):
 - Annual capacity: 3.8 million passengers
 - Floor area: 62,900 m²
 - b. Terminal 2 (Domestic flights):
 - Annual capacity: 2.8 million passengers
 - Floor area: 16,100 m²
- Air Cargo Terminals:
 - a. Domestic Cargo Terminal:
 - Area: 560 m²
 - Annual capacity: 14,000 metric tons
 - b. International Cargo Terminal:
 - Area: 2,412 m²
 - Annual capacity: 24,000 tons
- Boarding Bridges: 8 (3 double bridge type)
- Maintenance Hangars: 5
- Parking Lots: 7

參、航線網絡－ 臺北連結國內外各地的捷徑

Route Network—Taipei Consolidated Shortcut Links to Destinations at Home and Abroad

松山機場位於臺灣政經中心的臺北市，長久以來即為國內航線的樞紐。自民國 97 年起，航線網絡逐漸擴及大陸重要城市與日本東京（羽田），民國 100 年持續增闢太原、南寧航線，民國 101 年更將開闢韓國首爾（金浦）航線，實現「東北亞黃金航圈」的政策，近來往返區域內各機場之商務專機亦逐漸增加。

松山機場位於臺北市區內，聯外交通便利，可有效節省旅客的地面交通時間，隨著航網及班次持續增加，已然成為臺北通往東亞重要商務城市的捷徑門戶。

100 年在松山機場營運定期航線的航空公司達 13 家，飛航國內航點 9 個，國際及大陸航點 13 個。

航空公司

中華航空公司、長榮航空公司、立榮航空公司、復興航空公司、華信航空公司、遠東航空公司、日商日本航空公司、日商全日本空輸公司、中國東方航空公司、中國國際航空公司、上海航空公司、廈門航空公司、四川航空公司

國內航線

高雄、金門、馬公、花蓮、臺東、南竿、北竿、恆春、屏東（註：由於屏東航空站停止民航營運，臺北－屏東航線於 100.8.11 後停航）

國際及兩岸航線

東京羽田、上海浦東、上海虹橋、天津、武漢、廈門、南寧、福州、杭州、重慶、成都、太原、合肥

Songshan Airport is located within the city of Taipei, the political and economic heart of Taiwan. It has long been a hub for domestic flights. A gradual expansion of the airport's route network was launched in 2008, with flights added to/from key cities in mainland China and Tokyo (Haneda Airport). Further expansion came in 2011 with flights to/from Taiyuan and Nanning, and in 2012 flights are being added to/from Seoul (Gimpo Airport). These initiatives are bringing the "Northeast Asia Golden Aviation Circle" government policy to fruition. Business charter flights to and from airports around the region have also been gradually increased.

Songshan Airport is located in the heart of Taipei, and offers convenient outside transportation links, saving substantial ground transportation time for travelers. It has quickly emerged as a key shortcut portal for Taipei to/from important business cities throughout East Asia.

In 2011, 13 airlines operated regularly scheduled flight services out of the airport, with flights to 9 domestic destinations and to 13 international and mainland China destinations.

Airlines

China Airlines, EVA Airways, UNI Air, TransAsia Airways, Mandarin Airlines, Far Eastern Air Transport, Japan Airlines, All Nippon Airways, China Eastern Air, Air China, Shanghai Airlines, Xiamen Airlines, Sichuan Airlines

Domestic Routes

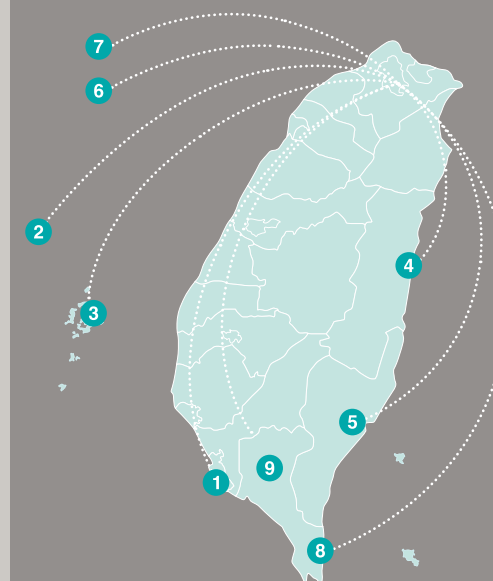
Kaohsiung, Kinmen, Magong, Hualien, Taitung, Nangan, Beigan, Hengchun, Pingtung (Note: Because of cessation of civil aviation operations at Pingtung Airport, Taipei-Pingtung flights were discontinued as of August 11, 2011)

International and Cross-Strait Routes

Tokyo Haneda, Shanghai Pudong, Shanghai Hongqiao, Tianjin, Wuhan, Nanjing, Fuzhou, Hangzhou, Chongqing, Chengdu, Taiyuan, Hefei ✈️



- | | |
|-------------------------------|--------------------------|
| A 東京羽田
Tokyo Haneda | H 福州
Fuzhou |
| B 上海浦東
Pudong | I 杭州
Hangzhou |
| C 上海虹橋
Hongqiao | J 重慶
Chongqing |
| D 天津
Tianjin | K 成都
Chengdu |
| E 武漢
Wuhan | L 太原
Taiyuan |
| F 廈門
Xiamen | M 合肥
Hefei |
| G 南寧
Nanning | |



- | | |
|--------------------------|-------------------------|
| 1 高雄
Kaohsiung | 6 南竿
Nangan |
| 2 金門
Kinmen | 7 北竿
Beigan |
| 3 馬公
Magong | 8 恆春
Hengchun |
| 4 花蓮
Hualien | 9 屏東
Pingtung |
| 5 臺東
Taitung | |

※ 註：屏東航線於 100 年 8 月 11 日停飛

肆、主要場站建設 Major Construction

航廈整建－歷史建物裡的全新內涵

為滿足松山機場國內空運樞紐的功能及達成首都商務機場的願景，於民國 100 年完成整建工程的第二、三階段。在松山機場歷史建物的外觀裡面，除部分國際線報到大廳區域外，整個航廈已經過全面整修，提供現代化的設施及服務。

- 完成國內航廈（第二航廈）整建，並於 100 年 3 月 29 日正式啟用。國內線到、離站作業完全遷移至第二航廈作業。第一航廈全部作為國際及兩岸航線使用。
- 增設國際線入境廊道
- 遷移及整修出境查驗大廳
- 設置國際線 5、6 號報到櫃檯
- 國際線內候機室裝修

Terminal Renovation – Historical Building, New Connotations

Facilitating Songshan Airport's function as a domestic air-transport hub and fulfilling the vision of making this a capital commercial airport, in 2011 the second and third stages of planned renovation work were completed. In addition to a section of the international check-in hall, comprehensive renovation of this historical building has been undertaken, and the most sophisticated, fully modernized facilities and services are now provided.

- Renovation work is completed on the domestic terminal (Terminal 2), and the terminal is formally opened for operations on March 29, 2011. All domestic-flight operations are transferred to Terminal 2. Terminal 1 is dedicated to international and cross-strait flight operations.
- An international arrivals concourse is added
- Transfer and renovation of departure immigration hall is carried out
- International check-in counters nos. 5 and 6 are established
- International gate lounge area is refurbished



航廈整建工程各階段期程及內容





Airside Facility Improvement – Unseen by Travelers, the Same Commitment to Excellence

To ensure the maintenance of normal airport operations and improve flight safety standards, we have invested considerable human and material resources in the improvement of airside facilities.

- **Renovation of “E” and “W” Taxiways:** Since the east-west taxiways connecting runways 10 and 28 and the adjacent south wing parking apron show signs of age, in January 2010 comprehensive repairs were commenced in different section of pavement, with December 26, 2012 the scheduled date for completion. These will enhance the effectiveness of aircraft operations and improve flight safety.
- **Runway Drainage Network Modification:** This project was undertaken to bring the lateral slope of runways in line with ICAO requirements, and to transform the open-channel drainage system into a concrete closed-conduit system, reducing damage should aircraft leave the runway. Work on the project was completed on October 6, 2011, with certification granted December 29.
- **Rebuilding of North Wing Perimeter Wall:** To bring the runway safety zones on either side of runway centerlines into compliance with ICAO regulations, and resolve the insufficiency of runway north wing safety net distance, the airport built a new perimeter wall, in compliance with relevant regulations, after land requisition was conducted by the Civil Aeronautics Administration.
- **Construction of EMAS for Runway 28:** Songshan Airport was originally an ICAO class 4D airport. To handle A330 aircraft and qualify for class 4E, the world's exclusive Engineering Material Arresting System (EMAS) was put in place at the end of runway 28, helping to stop aircraft safely in the event of overrun, thus enhancing flight safety. Work on this project was completed on March 23, 2011, with certification granted July 13. [+](#)

場面設施改善 – 旅客看不到的地方，一樣用心

為維持機場正常運作及提升飛航安全水準，我們亦投入相當人力、物力進行空側場面相關設施之改善。

- **“E”、“W”滑行道等整建工程：**鑒於聯絡 10 及 28 跑道間之東、西滑行道及相鄰南側停機坪等道面已呈現老化現象，自 99 年 1 月起開始分區進行全面翻修，預計 101 年 12 月 26 日完竣，完工後可提升航機運作效益確保飛航安全。
- **跑道地帶排水系統改善工程：**為使松山機場跑道地帶橫向坡度符合國際民航組織（ICAO）規定，並將原有明溝改建為混凝土箱涵，俾於飛機衝出跑道時，降低飛機受損程度，本工程於 100 年 10 月 6 日竣工並於同年 12 月 29 日驗收合格。
- **新建北側圍牆工程：**為使松山機場跑道中心線兩側安全地帶符合 ICAO 機場規定，對於跑道北側安全淨距不足部分，在民航局進行土地徵收後，由本站配合新建圍牆，俾符合相關規定。
- **增設 28 跑道頭工程材料攔機系統（EMAS）工程：**松山機場原屬 ICAO 分類號碼 4D 機場，因應營運需要開放 A330 等 4E 類航機營運，於 28 跑道頭增設全球唯一之工程材料攔機系統（Engineering Material Arresting System，EMAS），俾於飛機衝出跑道頭時，可以安全地攔截飛機，確保飛航安全。本工程已於 100 年 3 月 23 日完竣並於同年 7 月 13 日驗收合格。



伍、創新服務－ 打造民衆喜愛來訪的機場

Innovation Service— Creating an Airport that Public Loves to Visit

藉著航廈整建工程的進行，相關服務設施也有機會一併重新規劃。我們從旅客的觀點出發，打造了「時尚購物街」等商業服務設施。另妥善利用航廈有限空間，結合民間企業資源及創意，設置「觀景台」、智慧型圖書館等休憩設施，並將航廈整體空間予以美化，不但提供旅客舒適的搭機、候機空間，更讓旅客及民衆喜歡駐足流連於航廈不同的角落。

一、商業服務設施

為提供旅客多元餐飲服務、滿足多樣購物需求，我們改採時尚購物街的型態規劃商業服務。除了配合整建工程，調整免稅商店區位並進行裝修，呈現寬敞明亮、多樣性的國際精品與時尚購物大道，同時亦引進全家、統一便利超商、康是美藥妝店、伯朗咖啡、星巴克咖啡、春水堂茶飲、摩斯漢堡、SUBWAY 等知名連鎖商店，提供同城同價之購物及餐飲服務，以滿足不同客層的需求。

The terminal renovation project has presented the opportunity for the concomitant reprogramming of services. We have adopted the perspective of the traveler in creating such commercial-service facilities as “Fashion Shopping Streets.” Other examples of intelligent usage of the limited terminal space available, and in which a synthesis of innovation and private-sector enterprise resources is achieved, are the Observation Deck and intelligent library leisure-use facilities. These initiatives have beautified the terminal space, not only providing travelers with a comfortable experience waiting for and boarding planes but also making the airport facilities a place travelers and the general public enjoy coming to and exploring.

1. Commercial Service Facilities

To provide visitors with a great diversity of dining and to satisfy widely varying shopping needs, we have adopted the “Fashion Shopping Street” concept as model for provision of commercial services. This has been undertaken with the overall renovation project, adjustment and refurbishment of the duty-free shopping area, the adoption of bright and spacious layouts, and the introduction of international brand-name goods and stylish shopping avenues. Leading store chains such as FamilyMart, 7-Eleven, Cosmed (drugstore/cosmetics), Mr. Brown Coffee, Starbucks, Chun Shui Tang Cultural Tea House, MOS Burger, and Subway have set up outlets, offering shopping and dining prices exactly the same as those elsewhere in the city. Whatever the differences in customers' needs, satisfaction is guaranteed.





二、休憩設施

● 觀景台

妥善利用第二航廈整建時增闢出之屋頂空間，規劃戶外觀景平台。在觀景台除可近距離觀賞飛機凌空起降外，並可展望台北市北面多處重要景點，如大直橋、摩天輪、內湖科技園區及大屯山。因此除了搭機旅客外，也吸引一般民眾專程前往松山機場觀賞，塑造松山機場成為市區獨一無二的賞景地點。

為符合國際機場門面與形象，在觀景台上特別選用世界級設計師 -Alexander Lotersztain 設計的“Twig” 嫩枝系列高實用價值的藝術雕塑座椅，提升整體空間質感，也十分符合松山機場轉型為國際商務機場這種老幹新枝的意涵。

● 首座機場智慧型圖書館

為提供旅客多元的機場服務，於機場捷運地下一樓連通道設置「松山機場智慧圖書館」，這是首座設於機場的圖書館。館藏以旅遊書籍為主，並以 RFID 來管理民眾於出國搭機前借書與回國後還書，增添旅遊伴讀的樂趣。

2. Leisure Facilities

● Observation Deck

The renovations undertaken at Terminal 2 provided the opportunity to make better use of the roof space, outdoor observation deck. Visitors get close-up views of aircraft landing and taking off, and also get good views of key scenic sights in north Taipei, among them the Dazhi Bridge, Miramar Ferris Wheel, Neihu Technology Park, and Mt. Datun. The deck has not just been a success with those taking flights; the general public comes in large number, making special trips to enjoy the facility and making Songshan Airport itself a one-of-a-kind city scenic attraction.

To conform with the look and feel of an international airport, we specially chose celebrated international designer Alexander Lotersztain's modular “Twig” series for the observation deck's seating, which sprout like the twigs on a tree. These artistically sculpted seats offer high practicality and high value while greatly enhancing the aesthetics of this space, and nicely capture the “old stem, new branch” renaissance at Songshan Airport as it transforms into an international business airport.





三、公共服務設施及候機空間美化

- 因應網路時代來臨及強化商務機場的功能，於松山機場航廈內全面提供免費無線上網服務，並在內外候機室均提供電腦及充電座供旅客免費使用。
- 借重民間企業資源及創意，分別與統一超商股份有限公司、昇恆昌免稅商店及花旗銀行合作，設置「花漾臺灣」、「電子圖書」、「愛台北」、「看見寬廣世界」等主題候機區，除進行候機空間美化外，並規劃舒適沙發座椅、上網區及電視牆等，以滿足旅客商務需求。
- 為營造歡迎且驚喜的氛圍，第一航廈 3 樓入境廊道美化以蝶舞流域為設計美化理念，利用蝴蝶來串連各個主題及引導旅客入境的構想，廊道 6 大主題包括吃喝玩樂、節慶景點、松山機場歷史、科技、奉茶、臺北市意象等。
- 與藝廊、歷史博物館及傳統藝術中心等藝文單位合作，提供場地供展示書畫、藝術及工藝作品，提昇航廈文化氣息；另邀請書法大師董陽孜創作巨幅草書作品「驚飛魚躍」，展示於證照查驗大廳入口，呈現中華書法之美，讓旅客在候機之餘，可悠遊於文創作品間。

• First Airport Intelligent Library

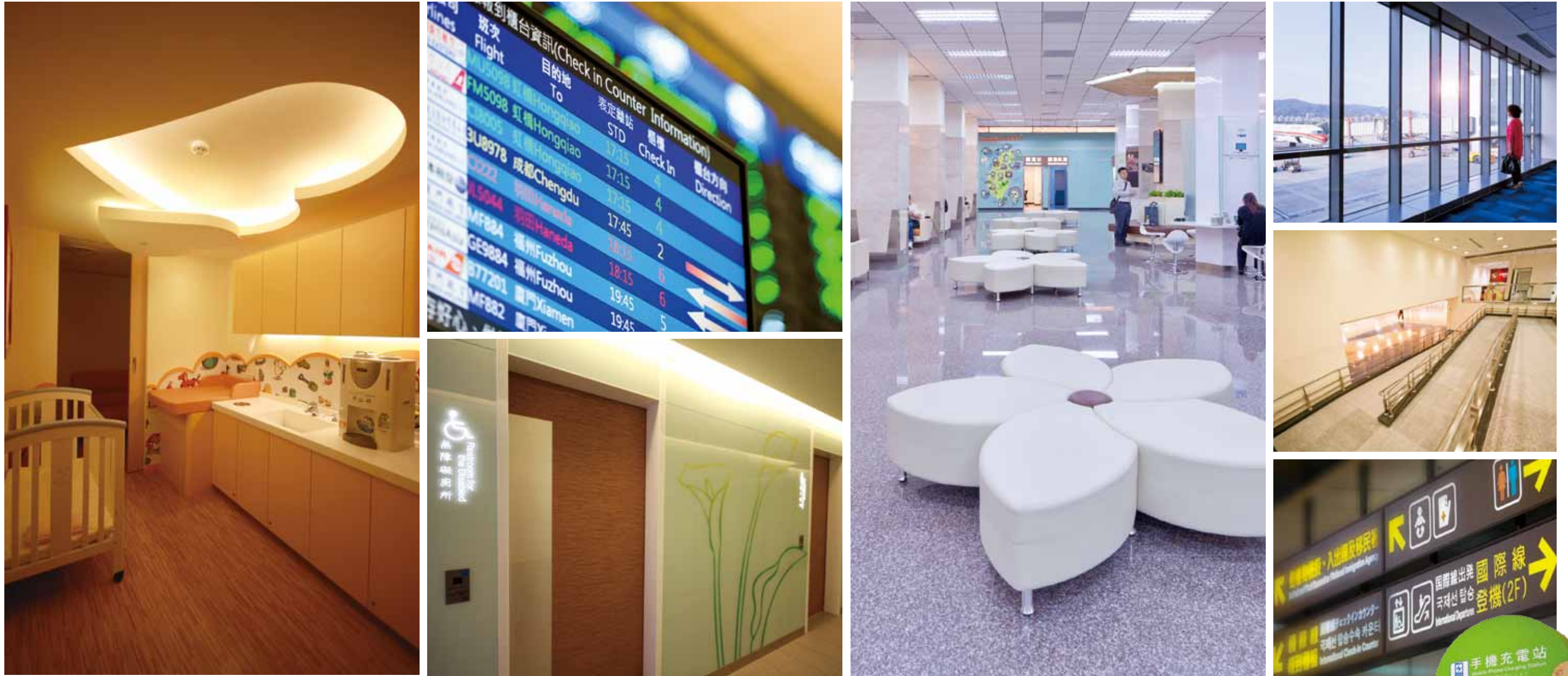
To provide more airport-service diversity for visitors, the Songshan Airport Intelligent Library was opened on the B1 level along the Taipei Metro connecting corridor. This is Taiwan's first library to be opened in an airport. Travel books predominate, and RFID technology is used. Travelers can check out books before boarding their flight and return them on their own return, adding the fun of travel reading to their actual travels.

3. Public Service Facilities and Beautification of Waiting Lounge Space

- Responding to the emergence of the Internet era and strengthening our function as a business airport, free wireless Internet access is offered through both Songshan Airport terminals. Both computer and recharging facilities are offered free of charge in external and gate lounges.
- Drawing on the resources and creativity of private enterprises, with President Chain Store Corporation, Ever Rich Duty Free Shop, and Citibank cooperating, "Blossoming Taiwan," "Electronic Library," "Love Taipei," and "See the Wide World" themes were created for departure lounge areas. In addition to beautifying these spaces, comfortable sofa seating is provided as well as Internet-access areas and TV walls the business needs of travelers.

- To create a welcoming and pleasantly surprising atmosphere, the arrivals corridor on the third floor of Terminal 1 was beautified, with a valley of dancing butterflies used as the artistic concept. The butterflies are used to connect the various theme sections and serving as a visual guide for arrivals. The six themes: eat, drink, and make merry; festivals and scenic sites; the history of Songshan Airport; sci-tech; the ritual of tea; Taipei City imagery.
- In cooperation with art galleries, history museums, traditional arts centers, and other cultural arts entities, a venue was established for the display of painting calligraphy, arts, and crafts, enhancing the cultural atmosphere of the terminals. Calligraphy master Tong Yang-tze was also invited to create a large-scale cursive calligraphy work, entitled "Flying Kites and Jumping Fish," with "kites" referring to birds. This work, displayed at the side of the international departures entrance, shows off the beauty of Chinese calligraphy, and provides pleasant immersion in the world of cultural-creativity expression for those awaiting flights.





四、標誌導引

為因應外籍旅客日益增多，標誌系統全面雙語化以提供旅客親善之搭機環境，重要服務設施及動線指標更使用中、英、日、韓 4 國語言。

五、無障礙環境

為提供身心障礙人士周全的服務，本站於 99、100 年度航廈整建期間，除增設無障礙盥洗室、公用電話、電梯、斜坡道及中小型航機登機之斜坡式登機輔具等，亦邀請專家學者蒞站講習，增進對身心障礙者服務需求之了解及知識，並不定期邀請相關團體至站檢視航站設施及召開「身心障礙服務」會議，檢討服務成效及改進事項，以達更完善之服務。

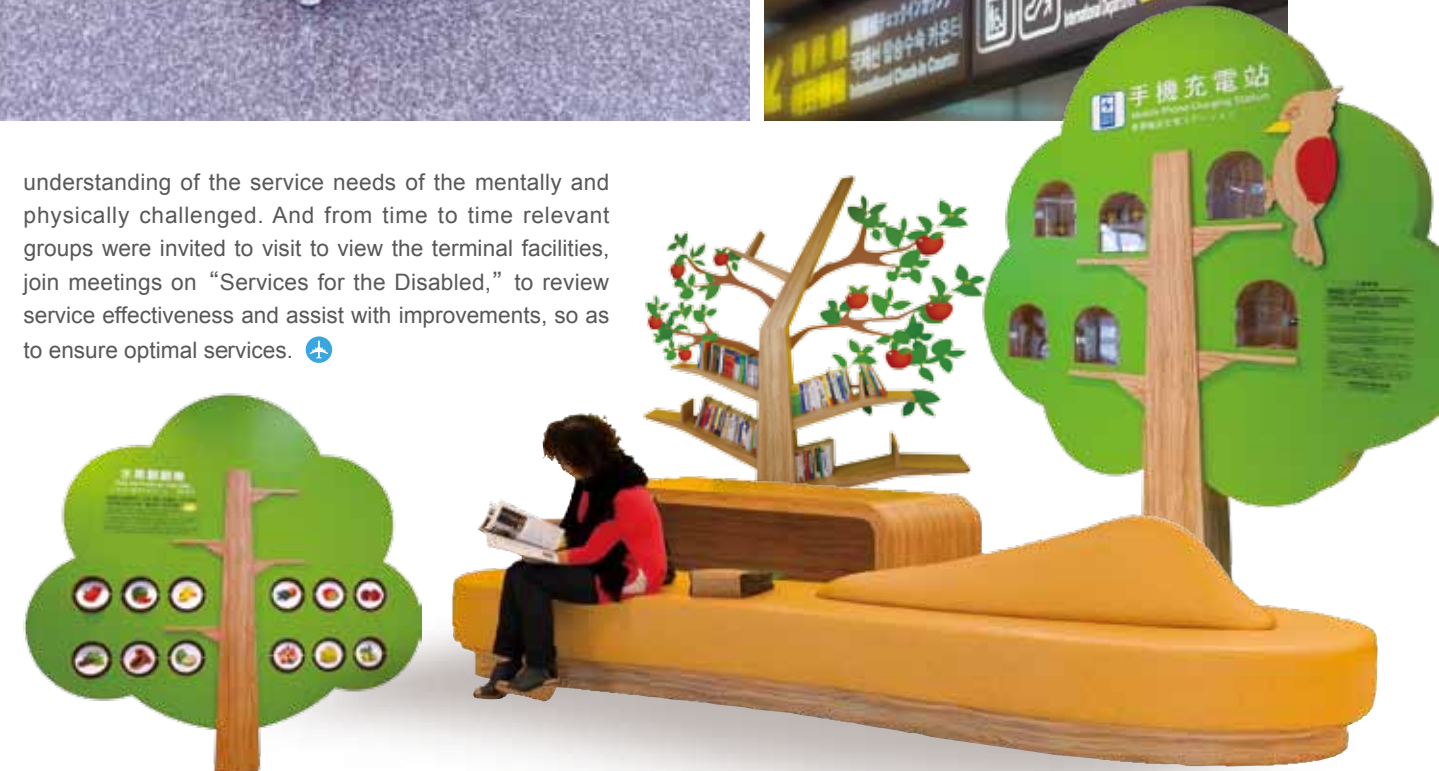
4. Signage Guidance

In response to the increasing number of travelers from other countries, a comprehensive bilingual signage system was set up to create a friendly air-travel environment. Key service facilities and flow-line indicators all have Chinese, English, Japanese, and Korean.

5. Barrier-Free Environment

Seeking to provide comprehensive services for the physically and mentally challenged, during terminal renovations in 2010 and 2011 restroom for the disabled, public telephones, elevators, ramps, sloped boarding aids for small and medium-sized aircraft were incorporated. Experts and scholars were invited to engage in study and conduct workshops to enhance knowledge and

understanding of the service needs of the mentally and physically challenged. And from time to time relevant groups were invited to visit to view the terminal facilities, join meetings on “Services for the Disabled,” to review service effectiveness and assist with improvements, so as to ensure optimal services. ✈️



陸、營運績效 轉虧為盈

Operational Performance Turnaround

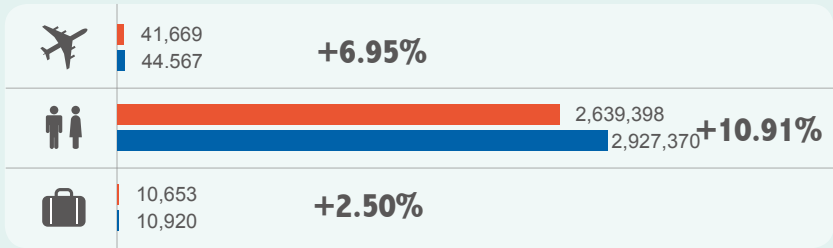
松山機場 100 年之起降架次較 99 年成長 19%，達 58,185 架次；客運量則是成長超過 42%，達 526 萬人次，再度成為國內除桃園機場外，運量最大之機場。反映在營運收支上，則是由 99 年度的虧損 5,469 萬，於 100 年轉虧為盈，獲利 4 億 3,667 萬元。

In 2011 the number of takeoffs and landings at Songshan Airport increased 19% over 2010, totaling 58,185 aircraft movements. The number of passengers climbed 42%, to 5.26 million. These numbers mean that, once again, Songshan Airport was second only to Taiwan Taoyuan International Airport in volume. These results were reflected in operating revenues and expenditures. In 2010 a loss of NT\$54.69 million was absorbed, while in 2011 a profit of NT\$436.67 million was achieved.

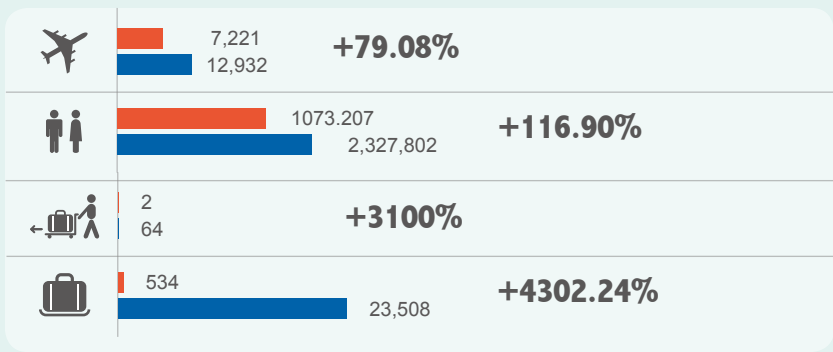


一、旅運量統計 Passenger and Cargo Statistics

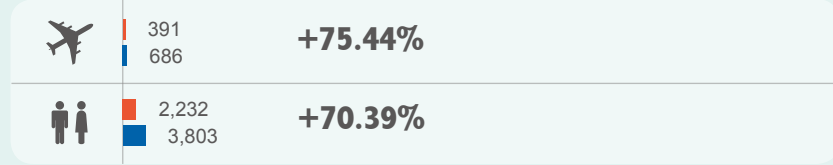
(一) 國內線 Domestic flights



(二) 國際及兩岸航線 International and Cross-strait charter flights



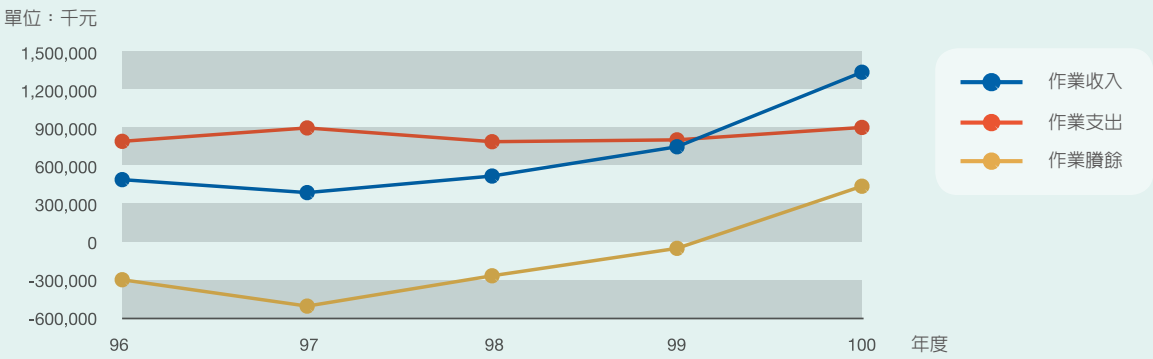
(三) 商務專機 Business charter flights



二、財務收支 Financial Revenues and Expenditures

(一) 96 年至 100 年之 5 年營運收支【仟元】

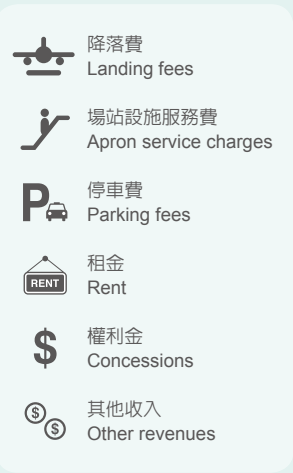
Five-year operating revenues and expenditures, 2007~2011 (thousand NT dollars)



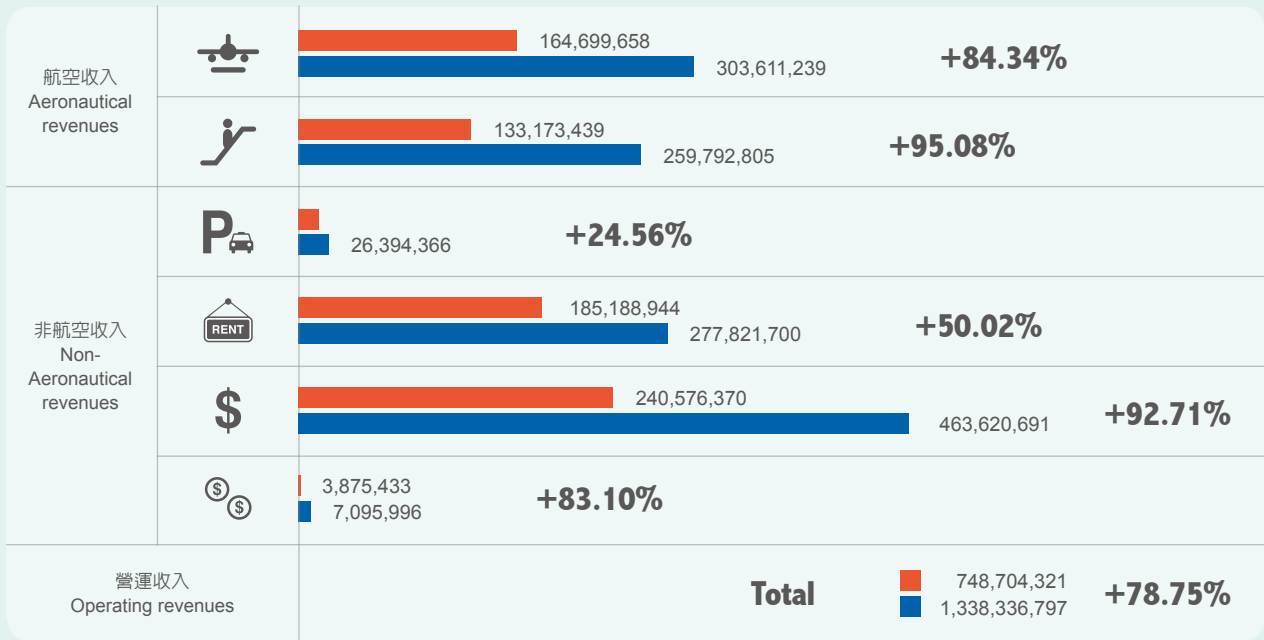
(二) 99 年及 100 年航空收入（降落費、場站設施服務費）及非航空收入（停車、租金、權利金、其他收入） 2010 and 2011 aeronautical revenues (landing fees, apron service charges) and non-aeronautical revenues (parking fees, rent, concessions, other revenues);

100 年度總營運收入為 1,338,336,797 元，其中航空收入為 563,404,044 元，佔總營運收入 42.10%；非航空收入為 774,932,753 元，佔總營運收入 57.90%。

Total 2011 operating revenues were NT\$1,338,336,797, including aeronautical revenues of NT\$563,404,044, representing 42.10% of the total, and non-aeronautical revenues of NT\$774,932,753, representing 57.90% of the total.



■ 營運收入組成 Operating revenue breakdown



柒、環境保護 兼容並蓄

Environmental Protection – An Overarching Approach

松山機場位於臺北市區，可提供民衆便捷之航空服務，但其營運不免影響週遭環境及居民生活，本站善盡機場責任，盡力進行各項環境保護措施，以期兼顧機場營運與環境保護。

一、噪音防制

- 松山機場為 24 小時作業之機場，惟為降低對週遭民衆生活品質之影響，每日 23:00 至翌日 06:00 為禁止民用航空器起降（緊急降落除外）。遇有連續假期航機延誤至宵禁時段到場，即刻告知機場周圍里長以取得諒解，並副知臺北市政府環保局。另為加強航機試車管制，自 20:00 至翌日 07:00 時禁止航機試車，且試車位置亦安排在遠離住戶之機場中央機坪。
- 為確實掌握航空噪音影響，於各航道下及周遭處設置 15 個監測站，實地量測，以獲取正確數據，藉以了解航空噪音對居民生活之影響程度，並藉由量測數據修正模擬等噪音線，並藉此劃分航空噪音防制區，進行相關航空噪音防制設施補助事宜。
- 本站 100 年度航空噪音防制費共計使用新臺幣 4,086 萬 5,823 元，補助住戶 153 戶（新臺幣 2,281 萬 042 元），三重國小安裝航空噪音防制設施（新臺幣 263 萬 5,315 元），新北市及臺北市三民國小、民權國小、蘭州國中等 14 所學校電費（新臺幣 529 萬 7,815 元整）。



Songshan Airport is located in downtown Taipei, thus provides the public with the most convenient aviation services. However, its operations inevitably have an impact on the surrounding environment and the lives of residents. The airport takes its responsibilities seriously, and has systematically implemented a comprehensive array of environmental-protection measures that take into consideration airport operations and eco-friendliness.

1. Noise Abatement

- Songshan Airport operates 24 hours a day, but to reduce impact on the quality of life of residents in the surrounding communities, takeoffs and landings of civil aircraft is prohibited between 23:00 and 06:00 (except for emergency landings). In the event of aircraft delays during consecutive-holiday periods which result in airport arrival during the curfew period, the heads of neighboring boroughs are immediately notified in order to achieve understanding, and the Taipei City Government's Department of Environmental Protection is also notified. Controls on aircraft engine testing have also been strengthened, with testing prohibited between 20:00 and 07:00, and with all testing conducted the maximum possible distance from resident housing, on the airport's central apron.



二、溫室氣體盤查

作為地球公民的一份子，為善盡環境責任，本站 100 年在民航局委託財團法人臺灣產業服務基金會的協助下首度進行溫室氣體盤查。後續將依盤查結果，持續推動溫室氣體排放管理工作。

三、能源管理

● 照明系統

配合航廈整建工程，已將傳統之 T8 照明燈具改為節能省電之 T5 照明燈具。另消防指示燈及部分路燈亦已汰換為 LED 燈泡。

● 空調系統

1. 將老舊效率低之冰水主機汰換為高效率螺旋式冰水主機。
2. 採用變頻式自動控制空調系統，以提升使用效率。

● 機械系統

配合航廈整建工程，於國際線入境 10 座電扶梯、2 座電走道及國內線離站 2 座電扶梯全部改為變頻式機械系統，大幅節省能源。

四、辦理衛生下水道接管工程

繼 99 年完成松山機場衛生下水道第一期工程接管作業，自 100 年起持續辦理第二期工程，預計 102 年完成。

- In order to gain precision understanding of aircraft noise impact, 15 monitoring stations have been set up on runways and the surrounding outskirts. The precision field data collected enables analysis and understanding of the impact such noise has on the quality of living of nearby residents, enables statistical analysis of empirical noise-contour correction simulation, and the demarcation of aircraft noise-control zones, along with the execution of matters pertaining to control zone subsidization.
- In 2011 the airport's costs related to aircraft noise control amounted to NT\$40,865,823. Subsidies went to 153 residences (NT\$22,810,042), to Sanchong Elementary School for the installation of aircraft noise control facilities (NT\$2,635,315), and to 14 schools in Taipei City and New Taipei City, including Sanmin Elementary School, Minquan Elementary School, and Lan-Zhou Junior High School, for electricity costs (NT\$5,297,815).

2. Greenhouse Gases Inventory

Acting as a responsible citizen of the Earth and fulfilling our duty to protect the environment, in 2011 the airport began monitoring greenhouse-gas emissions for the first time, in cooperation with the Foundation of Taiwan Industry Service, the latter entrusted by the Civil Aeronautics Administration. Monitoring results shall be utilized in initiatives designed to manage emissions.

3. Energy Management

● Lighting System

In coordination with terminal renovations, a switch was made from traditional T8 to energy-saving T5 lighting. A switch was also made to LED lighting for fire indicator lighting and for a portion of road lighting.

● Air-conditioning System

1. The old low-efficiency water-cooled chiller unit was replaced with a high-efficiency screw-type water-cooled chiller unit.
2. A frequency conversion automated air-conditioning system was put into use, resulting in more efficient and economical operation.

● Mechanical System

In coordination with terminal renovations, 10 escalators and 2 moving walkways in the international arrivals area, and 2 escalators in the domestic terminal departures area, were converted to frequency conversion mechanical systems, resulting in significant energy savings.

4. Sanitary Sewer System Connection

The first phase of the Songshan Airport sanitary sewer installation/connection process was completed in 2010. The second phase was commenced in 2011, with scheduled completion in 2013. ✈️





捌、展望未來 開創新局

Looking to the Future, Opening a New Chapter

在未來的一年內，我們將持續完成國際航廈報到大廳週邊區域整建工程及商務航空中心之建置及運作，提升商務航空的服務品質。另將持續辦理空側 E、W 滑行道及停機坪道面整修等工程，完善相關場站設施。

長期而言，我們將與臺北市政府共同進行松山機場整體規劃，除了發揮首都商務機場的功能及特色外，期能在機場持續發展的同時，與都市發展做最完美的結合，營造更為美麗、親善及令人耳目一新的松山機場。

In the year to come, renovation work will be completed on the surrounding area of the international terminal check-in hall, and will complete the Business Aviation Center and commence operations, enhancing business aviation service quality. Renovation work will also continue on the airside, E and W taxiways and aircraft parking apron pavements, and other projects, optimizing all related airport facilities.

Over the longer term, we will work in unison with the Taipei City Government on implementing a comprehensive overall plan for Songshan Airport. In addition to developing the functions and special characteristics that define a capital city business airport, while implementing the sustainable development of airport operations optimal integration with the city's overall development will also be effected, creating a Songshan Airport that is more attractive, friendly, refreshing, and revitalized. 



附錄一、年度紀事

Appendix I—Chronicle of Events

	02/01 行政院吳院長由毛部長陪同蒞松山機場巡視春節疏運情形並向旅客拜年。 Premier Wu of Executive Yuan, accompanied by Minister Mao of Ministry of Transportation and Communications (MOTC), inspected Chinese New Year transportation distribution at airport and extended New Year wishes to travelers.	03/02 交通部毛部長視察松山機場。 Minister Mao of MOTC conducted inspection of Songshan Airport. 03/15 行政院原子能委員會於臺北國際航空站設置輻射偵測門，開始對自日本搭機抵臺之旅客進行檢測。 Executive Yuan's Atomic Energy Council and Taipei International Airport set up radiation detection gate for inspection of passengers arriving from Japan. 03/22	03/22 交通部毛部長視察松山機場。 Minister Mao of MOTC conducted inspection of Songshan Airport. 03/23 第二航廈啓用演練。 Operations drill conducted at Terminal 2. 03/26 開放媒體體驗即將啓用之第二航廈。 Terminal 2 Pre-opening experience for media.	03/29 國內線轉換及第二航廈啓用典禮。 Domestic flight operations had been transferred and opening ceremony at Terminal 2.	04/02 交通部毛部長視察松山機場。 Minister Mao of MOTC conducted inspection of Songshan Airport. 04/18 遠東航空公司復航，首航臺北－金門航線。 Far Eastern Air Transport restarted service with inaugural Taipei-Kinmen flight.	04/19 松山機場臨時國際線出境安檢查驗區開始使用。 Operations are commenced at Songshan Airport temporary international-flight outbound security inspection area. 04/30 行政院原子能委員會於本日夜間結束松山機場對自日本搭機抵臺旅客之檢測作業。 Executive Yuan's Atomic Energy Council ceases inspection of passenger arriving from Japan on the evening of this date.	05/03 辦理臺北國際航空站 100 年度「幸福飛航 翱翔 100」飛航安全宣導週活動。 Celebration of ROC centenary with “Blissfully at Flight – Soaring 100” Aviation-safety publicity week.	06/17 交通部張邱春次長視察松山機場，了解國際線入境行李提領轉盤運作情形，以及遇有班機延誤或早到致同時有多架航班抵達時旅客提領行李之等候狀況。 Vice Minister Chang of MOTC inspected proffress on international immigration baggage-claim carousel operations, and on situations where flights delayed or arriving early cause numerous flights arriving at the same time with result passengers waiting for their luggages.			
	2 月 February	3 月 March			4 月 April		5 月 May	6 月 June			
12 月 December		11 月 November			10 月 October		9 月 September		8 月 August	7 月 July	
12/01 馬總統英九至松山機場視察航廈整建設施運作情形，並與民眾閒話家常，瞭解松山與羽田及虹橋對飛後之民眾反應。 ROC President Ma inspected airport terminal renovations, facilities, and operations, chats with public, regarding to direct flights to Haneda/Hongqiao airports. 12/19 松山機場國際線新設報到櫃臺 (5、6 號) 啓用，毗鄰新櫃檯之華航新辦公室於同日辦理啓用典禮。 Operations commenced at new international-flight check-in counters (nos. 5 and 6); opening ceremony for China Airlines's new office that was located near by the new counters.	11/01 交通部毛部長視察松山機場統一便利商店進駐，公共服務環境及觀景臺整備情形。 Minister Mao of MOTC inspected the airport's 7-Eleven operations, public services environment, and observation deck completion. 11/02 遠東航空開闢松山－太原航線。 Far Eastern Air Transport commenced Songshan-Taiyuan flight service. 11/08 松山機場觀景臺啓用典禮。 Opening ceremony for Songshan Airport observation deck.	11/18 監察院視察交通部業務，並至松山機場現場勘查航廈、觀景臺及智慧圖書館等設施。 松山機場商務航空中心決標，由長榮航空股份有限公司得標。 Control Yuan conducted evaluation of MOTC operations, performed on-site inspection of Songshan Airport terminals, observation deck, smart library, and other facilities. Songshan Airport Business Aviation Center tender process completed, EVA Airways was announced bid winner. 11/27 遠東航空開闢松山－南寧航線。 Far Eastern Air Transport commenced Songshan-Nanjing flight service.	10/12 松山機場第一航廈三樓國際入境廊道啓用。 交通部毛部長視察松山機場圍籬、保安及整建工程進度。 Operations commenced for international arrivals corridor in Songshan Airport Terminal 2. Minister Mao of MOTC inspected airport perimeter fencing, security, and progress of renovation construction. 10/24 松山機場第一航廈二樓外候機室星巴克、春水堂餐廳、禮品店及一樓外候機室統一便利商店、康是美開幕營運。 Operations commenced at Starbucks, Chun Shui Tang teahouse/restaurant, and gift shop in Terminal 1 departure hall on the second floor, and at 7-Eleven and Cosmed drugstore on the first floor departures hall.	09/20 韓國金浦機場策略規劃處副總裁等一行 4 人拜會臺北國際航空站，就機場旅運量、設施及航班安排等進行意見交流。 Vice President of Korea's Gimpo Airport Strategic Planning Office leaded a team of four visited Taipei International Airport, exchanging views on airport passenger/ cargo volume, facilities, and flight schedules.	08/11 屏東航空站停止民航營運，臺北－屏東航線停航。 Civil aviation services are terminated at Pingtung Airport, Taipei-Pingtung flights are discontinued. 08/18 松山機場第一航廈二樓國際線出境證照查驗大廳啓用。 International-flight departure immigration hall on the second floor of Terminal 1 had been commenced.	07/22 遠東航空公司復航，首航臺北－馬公航線。 Far Eastern Air Transport restarted service with inaugural Taipei-Magong flight. 辦理「新北市政府暨臺北國際航空站 100 年度空難災害防救演習」。 “New Taipei City and Taipei International Airport held its 2011 disaster response exercise.	06/27 交通部葉政務次長匡時視察松山機場商務航空中心預定地。 Political Deputy Minister Ye of the MOTC inspected the location reserved for airport's Business Aviation Center. 設置於松山機場捷運站地下 1 樓之連通道，全臺首座機場智慧圖書館啓用。 Taiwan's first airport smart library opened on B1 corridor connecting airport and MRT Songshan Airport Station.				

附錄二、資產負債平衡表

Appendix II—Balance Sheet

■ 臺北國際航空站 (含南、北竿航空站) 資產負債平衡表
Taipei International Airport - Balance Sheet (includes Nangan and Beigan airports)

單位：新臺幣元
Unit: New Taiwan Dollar

資 產 Assets 名 稱 Name	金 額 Amount	%	負債及淨值 Liabilities and Net Value 名 稱 Name	金 額 Amount	%
資產 Assets	17,845,670,608.00	100.00	負債 Liabilities	17,845,670,608.00	100.00
流動資產 Current assets	121,566,826.00	0.68	流動負債 Current liabilities	232,773,186.00	1.30
現金 Cash	6,786,885.00	0.04	應付款項 Payables	232,415,124.00	1.30
銀行存款 Bank deposits	6,786,885.00	0.04	應付代收款 Receipts under custody payable	580,656.00	
零用及週轉金 Petty cash and revolving funds			應付費用 Accrued expenses	141,490,294.00	0.79
應收款項 Accrued receivables	104,132,088.00	0.58	應付稅款 Taxes payable	5,850,144.00	0.03
應收帳款 Accounts	104,132,088.00	0.58	應付工程款 Construction costs payable	84,494,030.00	0.47
預付款項 Prepayments	10,180,256.00	0.06	其他應付款 Other payables		
用品盤存 Supplies inventory	630,412.00		預收款項 Advance receipts	358,062.00	
預付費用 Prepaid expenses	9,549,844.00	0.05	預收收入 Revenue received in advance	358,062.00	
進項稅額 Input tax			銷項稅額 Output tax		
短期貸墊款 Short-term loans and advances	467,597.00		其他負債 Other liabilities	17,612,897,422.00	98.70
短期墊款 Short-term advances	467,597.00		什項負債 Miscellaneous liabilities	59,216,916.00	0.33
投資、長期應收款、貸墊款及準備金 Investments, long-term receivables, loans, advances, and reserve funds	6,426,437.00	0.04	存入保證金 Guarantee deposits received	48,139,844.00	0.27
準備金 Reserve funds	6,426,437.00	0.04	應付退休及離職金 Pension and separation payments	6,426,437.00	0.04
退休及離職準備金 Reserve for pension and separation payments	6,426,437.00	0.04	暫收及待結轉帳項 Temporary receipts and	4,650,635.00	0.03
固定資產 Fixed assets	17,715,601,380.00	99.27	內部往來 Internal transactions	17,553,680,506.00	98.36
土地 Land	12,330,500,374.00	69.10	內部往來 Internal transactions	17,553,680,506.00	98.36
土地 Land	12,330,500,374.00	69.10			
土地改良物 Land improvements	1,349,235,161.00	7.56			

單位：新臺幣元
Unit: New Taiwan Dollar

資 產 Assets 名 稱 Name	金 額 Amount	%	負債及淨值 Liabilities and Net Value 名 稱 Name	金 額 Amount	%
土地改良物 Land improvements	3,790,337,376.00	21.24			
累計折舊—土地改良物 Accumulated depreciation – land improvements	-2,441,102,215.00	-13.68	淨值 Net value		
房屋及建築 Buildings and constructions	1,502,981,890.00	8.42	累積餘絀 Accumulated surplus		
房屋及建築 Buildings and constructions	2,507,066,957.00	14.05	累積贖餘 Accumulated surplus		
累計折舊—房屋及建築 Accumulated depreciation – buildings and constructions	-1,004,085,067.00	-5.63	本期贖餘 Current period balance		
機械及設備 Machinery and equipment	146,536,887.00	0.82			
機械及設備 Machinery and equipment	687,776,465.00	3.85			
累計折舊—機械及設備 Accumulated depreciation – machinery and equipment	-541,239,578.00	-3.03			
交通及運輸設備 Transportation and communication equipment	143,831,388.00	0.81			
交通及運輸設備 Transportation and communication equipment	376,713,529.00	2.11			
累計折舊—交通及運輸設備 Accumulated depreciation – transportation and communication equipment	-232,882,141.00	-1.30			
什項設備 Miscellaneous equipment	53,955,378.00	0.30			
什項設備 Miscellaneous equipment	214,213,908.00	1.20			
累計折舊—什項設備 Accumulated depreciation – miscellaneous equipment	-160,258,530.00	-0.09			
購建中固定資產 Fixed assets in process of purchase or construction	2,188,560,302.00	12.26			
未完工程 Construction in progress	2,188,560,302.00	12.26			
預付工程及土地 Prepayments for construction and land					
無形資產 Intangible assets	1,974,093.00	0.01			

單位：新臺幣元
Unit: New Taiwan Dollar

資 產 Assets 名 稱 Name	金 額 Amount	%	負債及淨值 Liabilities and Net Value 名 稱 Name	金 額 Amount	%
無形資產 Intangible assets	1,974,093.00	0.01			
電腦軟體 Computer softwareOther assets	1,974,093.00	0.01			
其他資產 Other assets	101,872.00				
什項資產 Miscellaneous assets	101,872.00				
催收款項 Overdue receivables	47,656,694.00	0.27			
備抵呆帳—催收款項（一） Allowance for uncollectible accounts – overdue receivables (1)	-47,610,156.00	-0.27			
暫付及待結轉帳項 Temporary payments and suspense accounts	55,334.00				
合計 Total	17,845,670,608.00	100.00	合計 Total	17,845,670,608.00	100.00

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