



2021
ANNUAL REPORT

臺中捷運公司年報
TAICHUNG MASS RAPID
TRANSIT CORPORATION









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首長的話

Words of the Chief

董事長的話

Words of the Chairman

2021 年是台中捷運通車元年，這是臺灣中部的第一條捷運，對於區域的發展與臺中邁向國際化的城市而言，都是重要的里程碑。持續擴展捷運路網，擴大城市軌道的覆蓋率，將有助於減少汽、機車的使用，改善城市交通與減少空汙排放量。

臺中市政府積極推動交通任意門 (i-Doors)，捷運系統是主要的關鍵樞紐，透過交通整合、優化轉乘設施，不僅整合捷運、公車與 iBike，也連結台鐵與高鐵，提升大眾運輸系統整體營運綜效，創造高品質公共運輸環境，朝向城市永續發展目標。

Being the first mass rapid transit system in central Taiwan, the first anniversary of the Taichung Mass Rapid Transit (TMRT) in 2021 marks an important milestone for the development of Taichung as well as its path towards becoming an international city. The MRT network will continue to be expanded to extend the city's rail coverage to reduce the use of cars and motorcycles, lessening the city's traffic while reducing air pollution emissions.

The Taichung City Government has been proactively promoting i-Doors. As the MRT system is the key hub, the MRT, buses, iBike, as well as the Taiwan Railway and Taiwan High Speed Rail (THSR) are also linked through traffic integration and transfer facility optimization. This way, the overall operating efficiency of the public transportation system as a whole is improved, creating a high quality public transportation environment and moving towards the goal of creating a city sustainable.



台中捷運綠線路線圖

TMRT Green Line Route Map

綠線延伸線
Green Line Extension
藍線
Blue Line
鐵
Railway
鐵
Railway





台中捷運綠線採用智慧化無人駕駛系統，是藉由無線通訊方式依預定班表行進及停靠，並維持安全的行車間距。經過大數據的分析，自動駕駛經由電腦計算行車速度，並將行車建議的策略回傳到行控中心，比人為判斷及操作來得快且安全。台中捷運推出的官方 APP 也整合了交通部公共運輸資訊平台 (PTX)，提供公車、iBike、台鐵、高鐵、停車場及計程車等動態資訊，讓民眾能即時掌握轉乘所需的訊息。

中捷營運不僅致力落實 ESG，更積極發展綠能。我們與民間業者合作，在北屯機廠建置太陽能光電設備，目前是全国軌道業內單一案場最大容量之太陽光電設施，每年預計可發綠電 715 萬度 (約 1,827 戶家庭年使用量)，除了營運力求省電節能，以達到環境保護及節能減碳之效果外，每年綠電售電回饋金可為公司增加約 750 萬元收益。

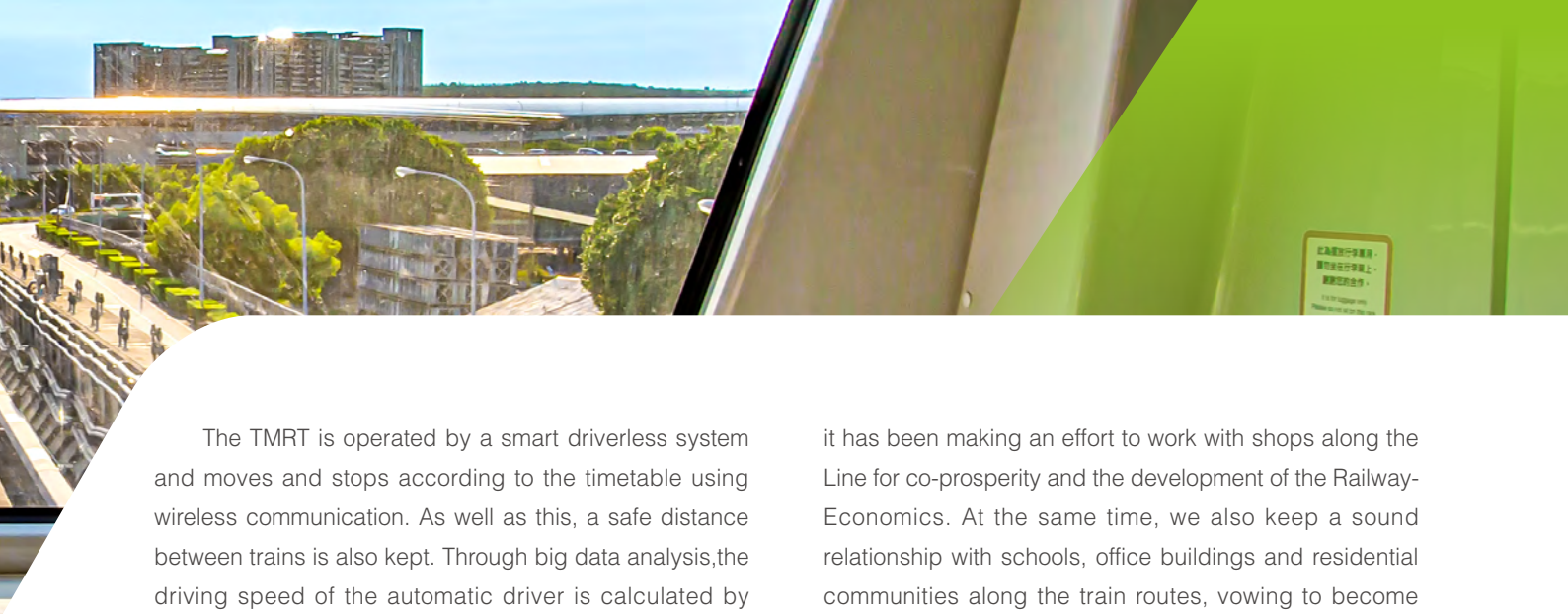
台中捷運的願景是「一流捷運、連結幸福」，除了提供一流的交通運輸服務，以「15 分鐘生活圈」的概念讓捷運與臺中人的生活串聯。以安全、可靠、便捷及舒適之捷運系統為出發點，鼓勵民眾從倚賴私人運具的通勤生活，轉變成為利用步行、自行車及大眾運輸就可享有完整的生活機能，讓民眾不論是百貨購物、辦公、上學、餐飲、休憩及醫療等等的需求，都可以在離開車站後 15 分鐘內到達目的地。

台中捷運肩負公營企業的社會責任，我們明白應有更深的責任與承諾。中捷通車以來，一直致力於結合沿線商家共好共榮，發展軌道經濟；同時，也與沿線的學校、辦公大樓與住宅社區保持良好互動與連結，成為大家的好鄰居。

做為市民的「好厝邊」，我們想方設法提供友善服務：例如哺集乳室供應尿布、醫院接駁服務、自動借還圖書站、i 郵箱及電動機車充電站等貼心服務，提升捷運場站的附加價值，並舉辦捷運參訪、校園推廣、藝文展覽及幸福角落等主題活動，強化捷運與臺中市民的生活連結。

為提升服務品質，中捷公司委託專業市場研究公司辦理旅客滿意度調查，以作為改善各項服務措施之依據。在全體同仁的努力下，2021 年旅客對台中捷運服務整體滿意度高達 92.7%。營運首年即獲旅客高度肯定是相當大的鼓勵，也是鞭策的力量，我們將為所有旅客提供好還要更好的捷運體驗與服務。

台中捷運自許「不是 Number One，而是 Only One」，希望以創新與暖心的服務，讓台中捷運成為中臺灣人的驕傲！



The TMRT is operated by a smart driverless system and moves and stops according to the timetable using wireless communication. As well as this, a safe distance between trains is also kept. Through big data analysis, the driving speed of the automatic driver is calculated by the computer. The strategy of driving suggestions is then sent back to the Operating Control Center (OCC), making automatic driving faster and safer than human judgment and operations. Moreover, the TMRT app also integrates with the Public Data Exchange (PTX) of Ministry of Transportation and Communications (MOTC) providing dynamic information on buses, iBike, Taiwan Railway and THSR, enabling passengers to access transfer information in real time.

At TMRT, we are not only committed to fulfilling ESG, we also develop green energy in a proactive manner. We joined forces with private entities to set up a photovoltaic (PV) power station at Beitun Depot. It is by far the largest PV facility of a single site in Taiwan's rail industry. Each year, the power station is estimated to generate a capacity of 7.15 million kWh of green power (power use of 1,827 households). In doing this, we not only save power to achieve environmental protection and energy conservation goals, but the annual rebate of green power will increase the company revenue by approximately NT\$7.5 million.

The vision of the TMRT is "top-notch MRT to link happiness." In addition to providing top-notch transportation services, the concept of the "15-minute city" has drawn the MRT and the life of Taichung people closer together. Designed to provide safe, fast and comfortable services, the MRT system transforms people's commuting habit of relying on private transportation to enjoy complete life functions by foot, bicycle and public transportation. That being so, people can reach their destination within 15 minutes of leaving a station regardless of their shopping, working, school, eating, recreation and medical needs.

As a member of a publicly-owned company, we understand that we have a deeper responsibility and commitment. Since the TMRT began to serve the public,

it has been making an effort to work with shops along the Line for co-prosperity and the development of the Railway-Economics. At the same time, we also keep a sound relationship with schools, office buildings and residential communities along the train routes, vowing to become everyone's friendly neighbor.

As a "good neighbor to people of Taichung," we think of ways to provide friendly services: diaper supply in the lactation room, hospital shuttle bus, automatic return points for library books, iBox and electronic motorcycle charging stations, increasing the added value of MRT stations. As well as this, we also organize themed events including MRT visits, campus promotions, art exhibitions and corner of happiness, strengthening the connection between the MRT and quality of life of the citizen of Taichung.

As a means of improving the service quality, we engage a professional market research company to conduct a passenger satisfaction survey, used as a basis for improvement on various services. In 2021, thanks to the efforts put in by all employees, the overall satisfaction rate of passengers with TMRT services scored 92.7%. We have been highly motivated by the results we delivered in the first year of service. We will continue to provide a better MRT experience and service to all passengers in the future.

The TMRT's motto is "Not Number One, but the Only One," hoping to be the pride of Taiwanese people with its innovative and warm services.

董事長 林志盈
Chairman of the Board Lin, Chih-Ying



總經理的話

Words of the President

2021年4月25日12時，眾人引頸期盼的台中捷運綠線正式通車，中部地區第一條捷運駛出臺中運輸時代的新篇章，也為都市整體帶來新展望。國內第一條捷運於1996年通車，距今已逾25個年頭。中捷公司成立於2017年，2020年11月6日即獲得交通部核發營運許可，以不到四

年的時間完成營運籌備工作，且當年累計資本支出未逾9億元，相較捷運同業而言，殊屬不易，此些數據非僅為數字，而是紀錄，是端賴所有中捷同仁的專業與堅持始能達成的。

At 12pm on April 25, 2021, the much-anticipated TMRT Green Line began its service to the public. This symbolizes a new chapter in Taichung's transportation era as it is the first MRT system in central Taiwan, bringing a new outlook for the city. It has been 25 years since Taiwan opened its first MRT in 1996. Founded in 2017, Taichung Mass Rapid Transit Corporation received its operating permit from the Ministry of Transportation

and Communications (MOTC) on November 6, 2020. In less than four years, the Company managed to complete all the preparatory work for operations. The accumulated capital expenditure in that year was less than NT\$900 million, which was impressive compared to peers. These were record-breaking numbers achieved by the professionalism and perseverance attributed to our colleagues.

台中捷運綠線屬全自動無人駕駛系統，系統程式依據每日運轉適度調整，以符合實際使用型態，台中捷運在綠線通車初期，以確保系統穩定為首要目標，捷運的「可靠」、「舒適」、「便捷」皆奠基於對「安全」之堅持，品牌形象的建立源自民眾對捷運的信任。2021 年台中捷運綠線系統可靠度指標 (MKBF) 達 72.1 萬車廂公里，意即平均發車 20,723 趟次，發生 1 件延誤 5 分鐘以上事件，旅客滿意度亦高達 92.7%。顯示台中捷運營運首年服務堪稱優良，系統可靠度及旅客滿意度尚符合民眾期待。

2021 年 5 月中旬 COVID-19 疫情升溫，三級警戒持續至 7 月底，因民眾減少外出、校園停課以防疫為當務之急，

The TMRT Green Line is operated under a fully automatic driverless system. The system program is appropriately adjusted according to the daily operation to meet the pattern of its actual use. The TMRT's primary objective at the beginning of its service was to ensure the stability of the system. The MRT system's "reliability," "comfort" and "convenience" were based on its insistence on "safety," and its brand image built relies on the public's trust in the MRT. In 2021, the Mean Kilometer Between Failure (MKBF) of the Green Line reached 721,000 car kilometers, meaning per average of 20,723 trips, 1 car was delayed for 5 minutes or more. The satisfaction rate of passengers reached 92.7%. This shows that the service of TMRT in the first year was outstanding, with the reliability of the system and passenger satisfaction meeting the public's expectations.

However, due to an increase in COVID-19 cases in mid-May 2021 coupled with the government's announcement of the Level 3 alert effective until the end of July, people traveled less and some schools were closed in an effort to stop the spread of the virus. During this period, passenger volume significantly reduced. This being said, the Green Line was impacted by COVID-19 right after it began service. Trying to mend the

此期間運量大幅滑落。台中捷運綠線通車後隨即受疫情影響，然中捷公司積極面對，調整班距並妥適調配人力、升級車站及車廂防疫措施，並輔以管制電扶梯運轉時間、日間降低車站照明等舉措，以達節能及撙節費用支出。所幸 2021 年 9 月疫情開始趨緩，運量漸次回升至正常水位。

捷運建設屬百年建設，對城市帶來的直接與間接效益經得起時間考驗。透過捷運路網能提升大眾運輸乘載品質、運輸效率並改善交通秩序進而降低空氣汙染，外部效益則能促進土地運用、均衡都市與郊區發展，並帶來相關增額稅收效益挹注市府財庫。

damage, the Company proactively made adjustments to timetables while deploying appropriate manpower, and upgrading COVID-19 prevention measures for the stations and carriages. In a bid to save energy and costs, the operating hours of escalators were controlled and daytime lighting in stations dimmed. Thankfully, the pandemic began to ease in September 2021 and passenger volume gradually returned to normal levels.

MRT as a public construction project, is meant to last for centuries, and the direct and indirect benefits that it brings must stand the test of time. Through the MRT network, the public transportation quality and efficiency will be enhanced, and so will the traffic be improved, and the air pollution reduced. Peripheral benefits include better land use, balanced urban and suburban development and incremental tax to contribute to the city's treasury.



台中捷運綠線是民眾生活的良伴，串聯高鐵與台鐵並搭配 iBike 及公車，提供南來北往的旅客更多元的運具選擇，並縮短移動的距離與時間。2021 年 12 月綠線首次陪市民朋友歡慶聖誕節，也在跨年夜與大家一同迎向新年，2021 年綠線運量為 418 萬人次，其中 12 月單月運量更是創下 90 萬人次佳績，綠線成長潛力指日可待。展望未來，中捷公司蓄勢待發，期勉全體同仁齊心協力，秉持「安全可靠、營運穩定」的服務理念深耕本業及拓展附業，戮力構築以人為本的運輸空間，提供最貼心的優質服務，讓「捷運新生活」融入社區，營造臺中美好新生活。



The Green Line is regarded as passengers' excellent choice as it links the THSR and Taiwan Railway, together with iBike and buses, providing a variety of transportation means for people traveling across Taiwan to shorten the distance and time of travel. In December 2021, the Green Line celebrated Christmas and welcomed in the New Year with the public for the first time. In 2021, passenger volume totaled 4.18 million; passenger volume for December alone reached a record of 900,000, showing an immense potential growth. We are prepared for the future and will work hard hand in hand with our colleagues to adhere to the service philosophy of "safety and reliability and stable operation" and cultivate in the industry while investing in ancillary businesses. In the future, we will do our utmost to build people-oriented transportation spaces by providing

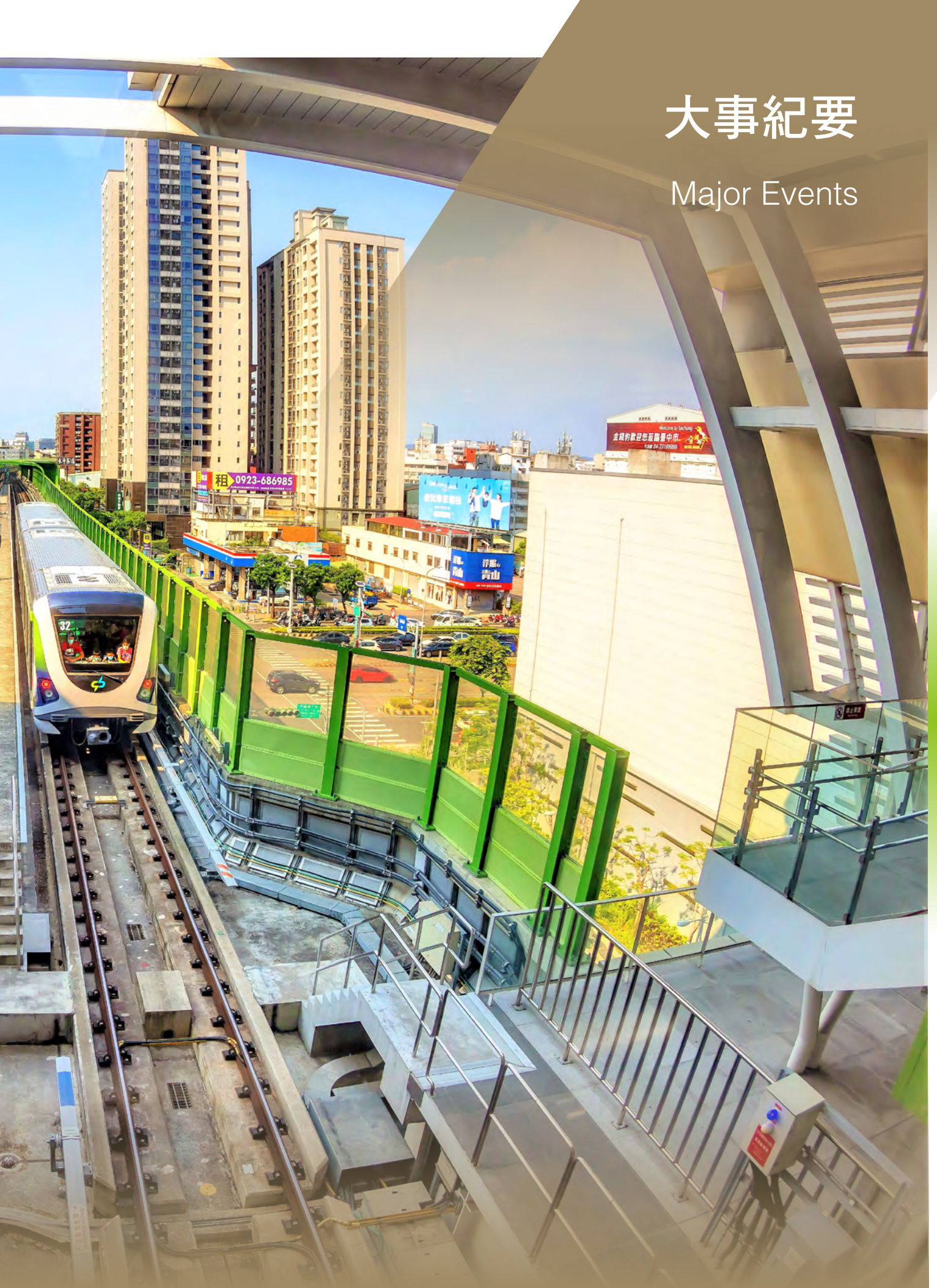
considerate and high quality services. By doing so, the "new life of TMRT" will be integrated into the community, creating a beautiful new lifestyle in Taichung.

總經理 莊明聰
President Chuang, Ming-Tsung



大事紀要

Major Events



臺中捷運大事紀要

TMRT Major Events

2017.01.01 臺中捷運股份有限公司成立，額定資本額新臺幣 10 億元，實收資本額新臺幣 2 億元。 Taichung Mass Rapid Transit Corporation was founded with a capital NT\$1 billion and paid-in capital of NT\$200 million.	2017.02.05 首列由川崎重工承攬製造之電聯車運抵臺中港。 The first Electric Multiple Unit (EMU) manufactured by Kawasaki Heavy Industries arrived at Taichung Port.	2017.06.30 首列由台灣車輛公司組裝之電聯車運抵北屯機廠。 The first EMU assembled by Taiwan Rolling Stock Company arrived at Beitun Depot.
2020.06.01 經濟部核准公司變更額定資本額為新臺幣 35 億元。 The Ministry of Economic Affairs approved to change the capital of Taichung Mass Rapid Transit Corporation to NT\$3.5 billion.	2020.06.11 完成初勘前應完成之「通車初期營運班表連續 7 天以上之系統穩定性測試」。 Completed the "stability test for operation schedule for at least 7 consecutive days at the initial stage" before the preliminary test.	2020.07.02 完成「台中捷運烏日文心北屯線預檢作業」。 Completed "pre-inspection of TMRT Wuri-Wenxin-Beitun Line."
2020.11.06 交通部核發台中捷運綠線之營運許可。 The MOTC issued an operation permit of the TMRT Green Line.	2020.11.16 台中捷運綠線 11 月 16 日起全線 18 個車站開放免費試乘一個月。 Free trial runs were offered across 18 stations of the TMRT Green Line for a month from November 16.	2020.11.21 台中捷運綠線一列電聯車發生罕見半永久聯結器軸心斷裂故障，18 列車全面停駛檢修，暫停試乘。 A rare failure of semi-permanent coupler draft gear occurred on an EMU. Trains were suspended at all 18 stations.

2019.05.31

臺中捷運公司進駐北屯機廠行政大樓。

Taichung Mass Rapid Transit Corporation moved into the Administration Building of Beitun Depot.

2020.02.03

接管行控中心及台中捷運綠線全線 18 個車站 (不含土開區域)、正線路軌並啟動列車試運轉。

Took over the Operation Control Center and 18 stations (excluding the land development area) of the TMRT Green Line, the tracks of the mainline were in place and trial runs began.

2020.03.25

臺中市議會通過臺中捷運公司額定資本額變更為新臺幣 35 億元。

The Taichung City Council approved to change the capital of Taichung Mass Rapid Transit Corporation to NT\$3.5 billion.

2020.07.24

臺中捷運公司公告台中捷運綠線票價，起程票價 5 公里 (含) 內為 20 元，後續每 2 公里增加 5 元，單程最多 50 元。

Taichung Mass Rapid Transit Corporation announced train fares for the TMRT Green Line. The starting price was NT\$20 within 5 kilometers; NT\$5 for every 2 kilometers thereafter. The single-journey ticket was NT\$50 maximum.

2020.08.24

臺中市政府向交通部申請台中捷運綠線履勘。

The Taichung City Government applied to the MOTC for re-inspection of the TMRT Green Line.

2020.10.10

台中捷運綠線市政府站於國慶首次開放車站及車輛讓民眾參觀體驗，共吸引 1 萬 6 千人次參與。

The Taichung City Hall Station was opened for the visit of the station and train on the National Day, attracting 16,000 visitors.

2020.12.24

臺中市政府成立「捷運事故審查委員會」，請各界專家為聯結器故障與安全把關。

The Taichung City Government formed a "MRT Accident Review Committee" and invited experts of various fields to examine the failure of EMU semi-permanent coupler draft gear.

2021.01.06

臺中市政府警察局捷運警察隊成立。

Taichung City Police Department established an Taichung MRT police team.

2021.02.09

台中捷運綠線完成全車隊更換升級版軸心及檢測作業。

All EMU semi-permanent coupler draft gear across the TMRT Green Line were replaced, upgraded, and the inspection was completed.



2021.03.05

臺中市政府捷運事故審查委員會召開第6次會議，經審查確認改善方案安全無虞，相關結論及恢復試營運時程送請臺中市政府討論，以決定通車時間。

The MRT Accident Review Committee met for the 6th time to ensure there were no safety concerns with the improvement plans. Relevant conclusions and the scheduled trial runs were submitted to the Taichung City Government for discussion to determine the date for operation.



2021.03.10

盧秀燕市長宣布3月25日恢復試營運，為期1個月（至4月23日）、4月24日為整備日、4月25日中午12時正式通車。

City Mayor Lu Shiow-Yen announced trial runs were to resume on March 25 for a month (until April 23), and April 24 was the preparation day and date of official operation on April 25 at 12pm.



2021.03.25

台中捷運綠線3月25日起全線18個車站開放免費試乘30天，並發行14,000份捷伴台中遊手冊，供民眾按圖索驥，暢遊台中。

Free trial runs across 18 stations of the Green Line began on March 25 for 30 days. A total of 14,000 "Traveling Taichung with TMRT hand books" were issued as pictorial maps for travels in Taichung.



2021.09.01

推出捷粉回饋專案，每月搭乘40次以上，享搭乘金額20%回饋，50到59次回饋25%，60次以上回饋30%。

TMRT Fan Reward Scheme - Passengers taking TMRT more than 40 times a month enjoy a 20% discount; 25% discount for 50-59 times and 30% for 60 times or more.



2021.09.23

市政府站舉辦臺中市政府「大光環計畫」點燈儀式。

Lighting ceremony for "Illuminating Taichung" was held at the Taichung City Hall Station.



2021.10.09

台中捷運喜迎第200萬名旅客，感謝旅客一路以來的支持，致贈第200萬名旅客及前後各1名旅客紀念酒、禮盒、年度票卡作為紀念。

To welcome its 2 millionth passenger and thank supporters, a bottle of commemorative wine, gift set and annual TMRT Card were given to the 2 millionth passenger, as well as the passenger one before and after.





2021.04.25

台中捷運綠線 4 月 25 日上午於市政府站舉行通車典禮，中午 12 時起正式通車營運。

The opening ceremony was held at the Taichung City Hall Station in the morning of April 25 and the service officially began at 12pm.



2021.05.12

因應國內 COVID-19 疫情升溫，全面提升防疫措施。

In response to increasing numbers of COVID-19 cases in Taiwan, disease prevention measures were fully improved.



2021.08.13

七夕情人節活動一小綠綠心心相印活動（車站集章活動）。

Chinese Valentine's Day - stamp collection activity at stations.



2021.11.20

挺過新冠肺炎疫情衝擊，台中捷運突破 300 萬人次。

The TMRT survived the pandemic with a number of passengers exceeding 3 million.



2021.12.26

台中捷運營運首年服務獲肯定，整體滿意度近 9 成 3。

The services provided by TMRT in its first year were highly recognized. The passenger satisfaction score is close to 93%.

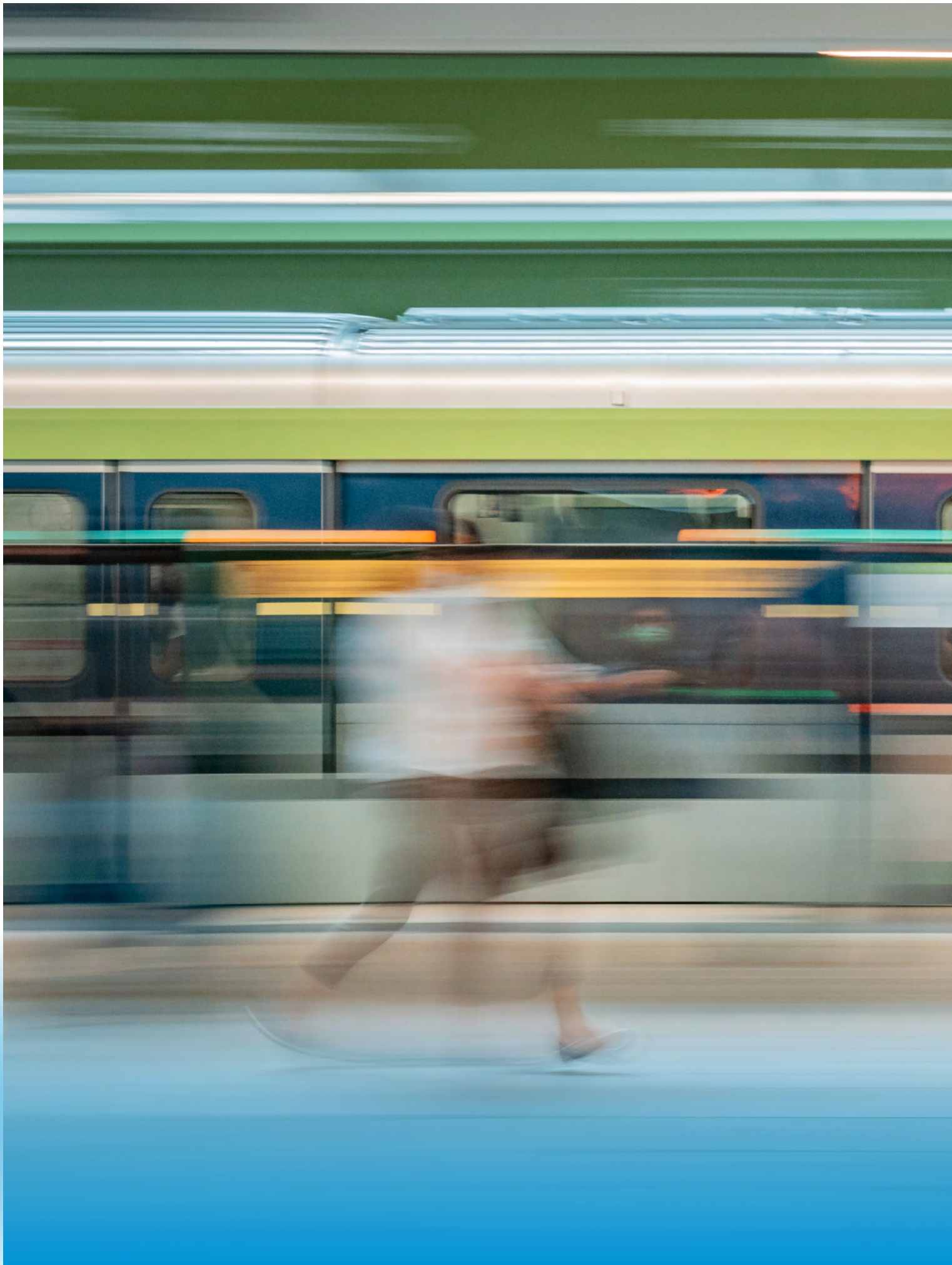


2021.12.31

跨年活動延長營業至 1 月 1 日 02:40，全線運量達 4 萬 1982 人次。

The TMRT extended its running time until 02:40 on January 1 to accommodate the countdown concert, with 41,982 passenger volume.





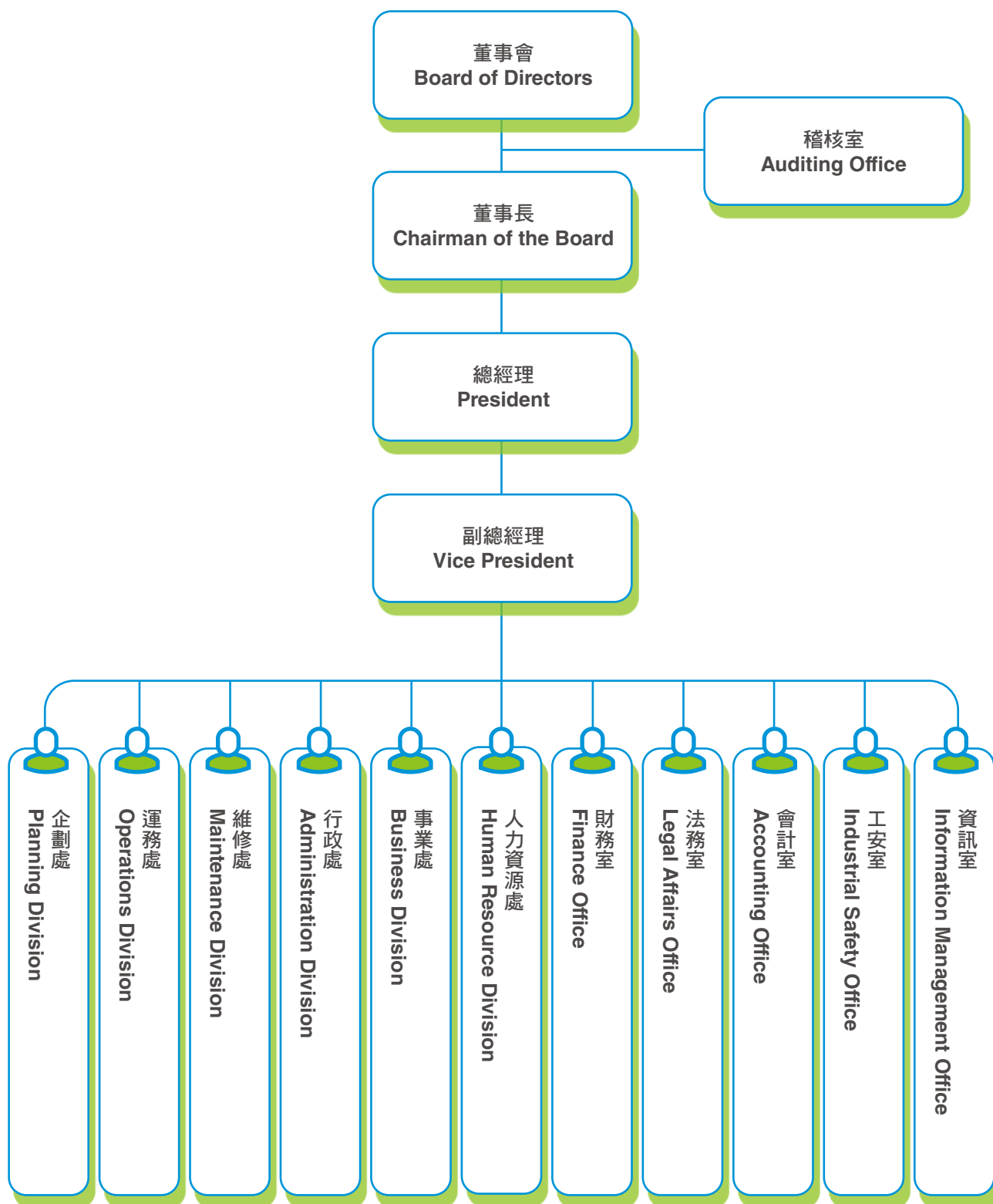
公司簡介

Company Profile



1 組織結構

Organizational Structure



2 資本額與股東結構

Capital Amount and Shareholder Structure

股東結構

Shareholder Structure

總投資金額(新臺幣元)
Total Investment Amount (NT\$)

臺中市政府
Taichung City Government

25億
NT\$2.5 billion



資料統計至 2021 年 12 月 31 日
Statistics up to December 31, 2021

資本額

Amount of Capital

1. 2017 年成立登記資本總額為新臺幣 10 億元，實收資本總額為新臺幣 2 億元，經 2018 年及 2019 年，分別發行新股辦理現金增資 3 億元及 5 億元，至 2019 年底止，實收資本總計為 10 億元。

In 2017, the total registered capital was NT\$1 billion with a paid-in capital totaling NT\$200 million. In 2018 and 2019, capital was increased by cash by NT\$300 million and NT\$500 million, respectively from issuing new shares. The total paid-in capital at the end of 2019 was NT\$1 billion.

2. 2020 年登記資本總額調整為新臺幣 35 億元，經 2020 年及 2021 年，分別發行新股各辦理現金增資 7 億 5,000 萬元，至 2021 年底止，實收資本總計為 25 億元。

In 2020, the total registered capital was adjusted to NT\$3.5 billion. In 2020 and 2021, capital was increased by cash by NT\$750 million for both years from issuing new shares. The total paid-in capital at the end of 2021 was NT\$2.5 billion.



3 董事會 Board of Directors

職稱 Title	姓名 Name
董事長 Chairman	林志盈 (臺中捷運股份有限公司董事長) Lin, Chih-Ying (Chairman, Taichung Mass Rapid Transit Corporation)
董事 Directors	吳存金 (臺中市政府地政局局長) Wu, Tsun-Chin (Director-General, Land Administration Bureau, Taichung City Government)
	林良泰 (逢甲大學智慧運輸與物流創新中心主任) Lin, Liang-Tay (Director, Innovation Center for Intelligent Transportation and Logistics, Feng Chia University)
	林麗玉 (臺北市政府前參事) Lin, Li-Yu (Former Counselor, Taipei City Government)
	張峯源 (臺中市政府經濟發展局局長) Chang, Feng-Yuan (Director-General, Economic Development Bureau, Taichung City Government)
	黃文彬 (臺中市政府都市發展局局長) Huang, Wen-Pin (Director-General, Urban Development Bureau, Taichung City Government)
	鍾慧諭 (逢甲大學智慧運輸與物流創新中心副主任) Chung, Hui-Yu (Vice Director, Innovation Center for Intelligent Transportation and Logistics, Feng Chia University)
監察人 Supervisor	李善植 (臺中市政府法制局局長) Lee, Shan-Chih (Director-General, Legal Affairs Bureau, Taichung City Government)
	林淑勤 (臺中市政府主計處處長) Lin, Shu-Chin (Director-General, Budget, Accounting and Statistics Office, Taichung City Government)

(以 2021.12.31 在任董事會成員名單為準，並依姓氏筆劃順序)
(Arranged in alphabetical order of the surnames based on the list of current board directors on 2021.12.31.)



4 經營團隊 Management Team

職稱 Title	姓名 Name
總經理 President	莊明聰 Chuang, Ming-Tsung
副總經理 Vice President	葉進財 Yeh, Chin-Tsai
企劃處處長 Director, Planning Division	鄭凱祥 (兼任) Cheng, Kai-Hsiang
運務處處長 Director, Operation Division	許泰銘 Sheu, Tai-Ming
運務處副處長 Deputy Director, Operation Division	郭松鑫 Kuo, Sung-Hsin
維修處處長 Director, Maintenance Division	林永盛 Lin, Yung-Sheng
維修處副處長 Deputy Director, Maintenance Division	黃文通 Huang, Wen-Tung
行政處副處長 Deputy Director, Administration Division	佘吉昌 She, Jyi-Chang
事業處處長 Director, Business Division	鄭凱祥 Cheng, Kai-Hsiang
人力資源處處長 Director, Human Resources Division	葉進財 (兼任) Yeh, Chin-Tsai
財務室主任 Director, Finance Office	許泰銘 (兼任) Sheu, Tai-Ming
法務室主任 Director, Legal Affairs Office	葉進財 (兼任) Yeh, Chin-Tsai
會計室主任 Director, Budget and Accounting Office	張家智 Chang, Chia-Chih
工安室主任 Director, Industrial Safety Office	陳玉明 Chen, Yu-Ming
資訊室主任 Director, Information Management Office	林永盛 (兼任) Lin, Yung-Sheng
稽核室主任 Director, Auditing Office	張家智 (兼任) Chang, Chia-Chih

(以 2021.12.31 在任成員名單為準)
(Subject to the list of incumbent members on 2021.12.31)



經營概況

Business Overview



1 人力概況

Human Resources Overview

人力統計

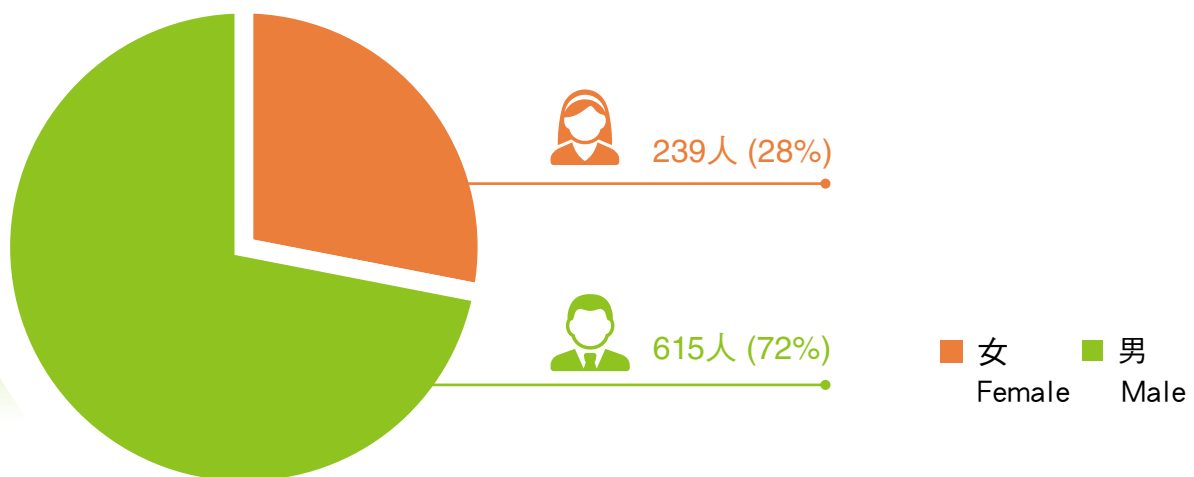
Workforce Statistics

本公司從業人員共計 854 人，其中男性 615 人 (72.0%)、女性 239 人 (28.0%)，平均年齡 33.8 歲，具學士學位以上之員工達 91.3%。

本公司依身心障礙者權益保護法及原住民族工作權保障法等相關法令，進用身心障礙者及原住民身分之員工，進用人數均超過法定人數，善盡企業社會責任。

The Company has a total of 854 employees; among them, 615 (72.0%) are male and 239 are female (28.0%), with an average age of 33.8 years. Employees with a bachelor's degree or above reached 91.3%.

In compliance with the Indigenous Peoples Employment Rights Protection Act, we hire people with disabilities and indigenous peoples, of whom the number has exceeded the statutory requirement, thereby fulfilling our corporate social responsibilities.



歷年人力狀況

Past Workforce

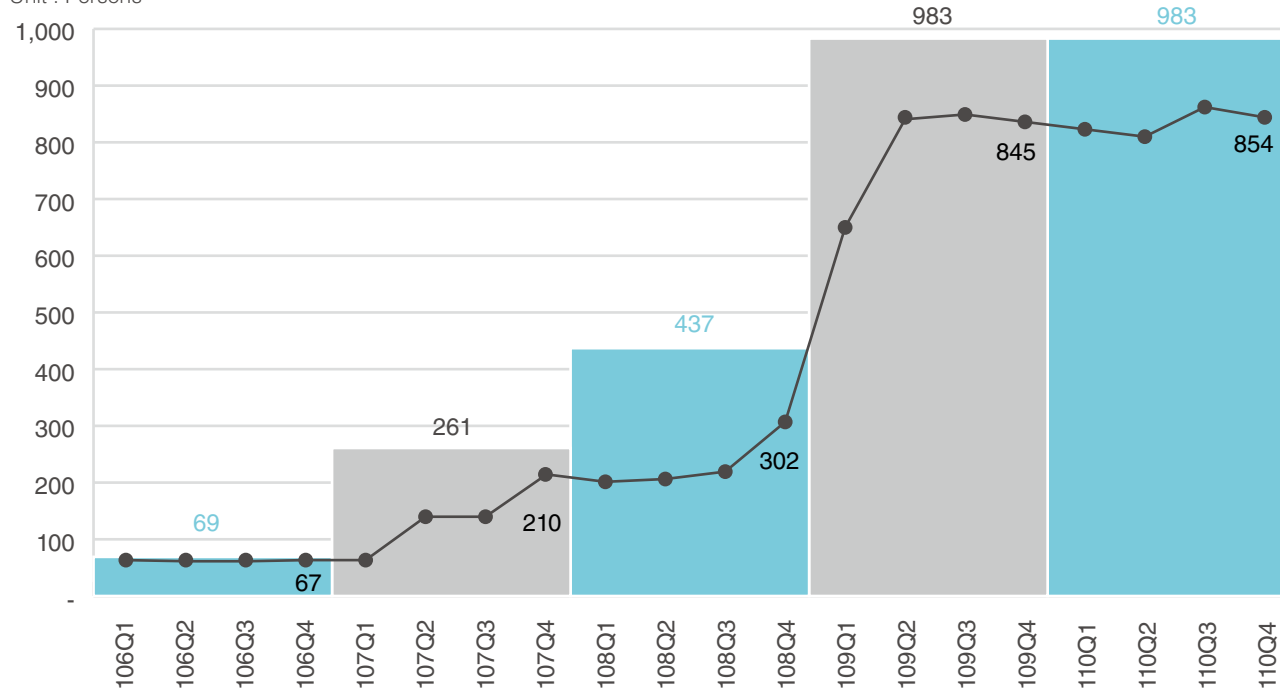
單位：人
Unit : Persons

年度 (年) Year	2017	2018	2019	2020	2021
預算員額 (人) Estimated number of employees (persons)	69	261	437	983	983
在職人數 (人) Number of employees (persons)	67	210	302	845	854

從業人員人數統計至 2021 年 12 月 31 日止。
Statistics up to December 31, 2021.

單位：人

Unit : Persons



項目 Item		數值 Number of values	單位 Unit	比例 Proportion
在職人數 Number of employees		854	人 people	-
性別 Gender	男性 Male	615	人 people	72.0%
	女性 Female	239	人 people	28.0%
身分別 By identity	一般 General	807	人 people	94.5%
	身心障礙 With disability	25	人 people	2.9%
	原住民 Indigenous	22	人 people	2.6%
平均年齡 Average age		33.8	歲 year-old	-
學歷 Education	博士 Doctoral	1	人 people	0.1%
	碩士 Masters	156	人 people	18.3%
	學士 Bachelor degree	623	人 people	73.0%
	副學士 Associate degree	29	人 people	3.4%
	高中 (職) Senior high school	45	人 people	5.3%

資料統計至 2021 年 12 月 31 日

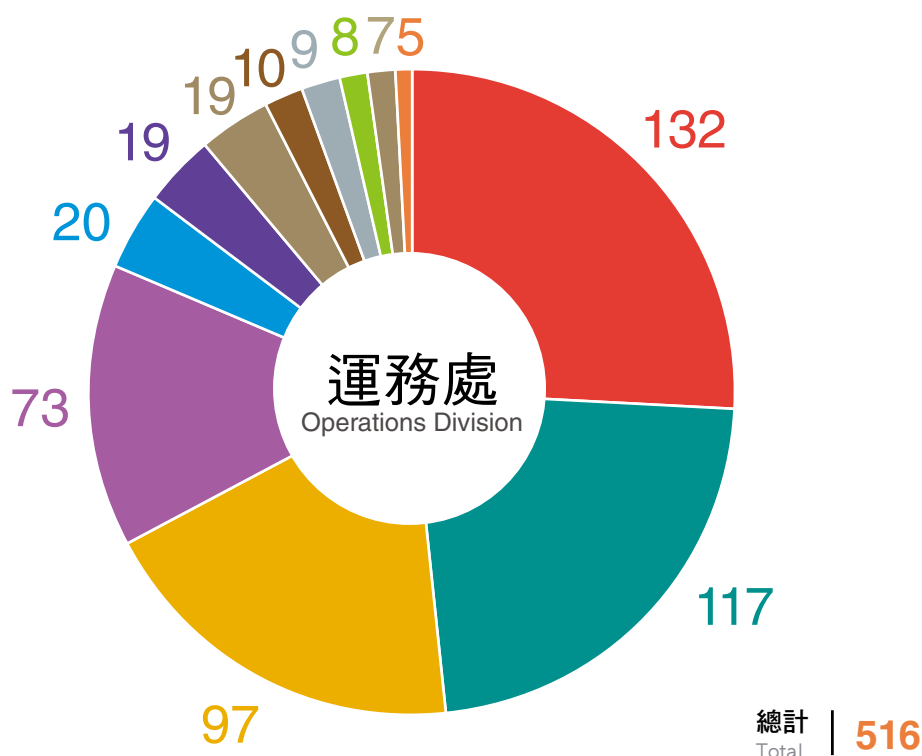
Statistics up to December 31, 2021

專業合格證授證情形 Professional Qualification Certificate

為提升員工專業職能，本公司建構完整的訓練體系並導入專業證照制度，透過系統化訓練確保員工具備工作所需職能。2021 年共規劃 26 項專業合格證，共計核發 924 張合格證（如下圖）。

As a means to improve the professional competency of employees, we have a complete training system in place and have introduced a professional certification system. We ensure employees are equipped with the necessary competencies for their work through systematic training. In 2021, we planned 26 different professional qualification certificates, issuing a total of 924 certificates (see below).

核發證照數 Certificated Quantity

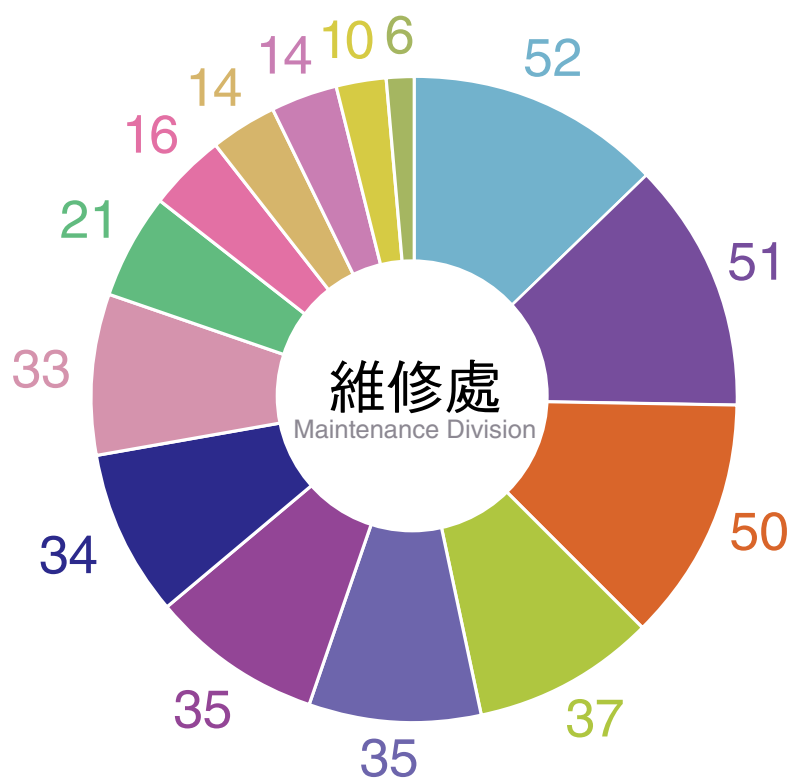


證照種類 Type of Certification

行控資訊員(5) Information Assistant	系統維護人員(7) System Maintenance Personnel	控制長(8) Chief Controller
車務管理人員(9) Train Management Personnel	計核票證人員(10) TMRT card-Checking Personnel	列車控制工程師(19) Train Controller
自動收費人員(19) Automatic Fare Collector	工程控制工程師(20) Engineering Controller	隨車站務員(73) On-Train Passenger Agent
站務管理人員(97) Key Management Personnel	站務員(117) Passenger Agent	電聯車手動駕駛(132) EMU Manual Driver

資料統計至 2021 年 12 月 31 日
Statistics up to December 31, 2021

核發證照數 Certificated Quantity



總計
Total | 408

證照種類 Type of Certification

地下車床操作人員(6)
Underground Lathe Operator

電聯車號誌通訊(14)
維修人員
EMU Signal and Communications
Maintenance Personnel

軌道維修人員(33)
Track Maintenance Personnel

通訊維修人員(35)
Communications Maintenance
Personnel

車站機電設備維修人員(51)
Station Electrical and Mechanical
Equipment Maintenance Personnel

機廠設備維修人員(10)
Depot Equipment Maintenance
Personnel

工程車維修人員(16)
Engineering Vehicle Maintenance
Personnel

土木維修人員(34)
Civil Engineering Maintenance
Personnel

電力系統維修人員(37)
Electrical System Maintenance
Personnel

號誌維修人員(52)
Signal Maintenance Personnel

電聯車大修人員(14)
EMU Overhauling Personnel

工程車特殊車種(21)
駕駛人員
Special Engineering Vehicle Driver

工程車駕駛人員(35)
Engineering Vehicle Driver

電聯車檢修人員(50)
EMU Repair Personnel

2 營運路線 TMRT Routes

臺中捷運烏日文心北屯線（以下簡稱捷運綠線）全長 16.71 公里，其中高架段約 15.94 公里，地面段約 0.77 公里，路線起自北屯總站，途經松竹路、北屯路、文心路、建國路，終點止於高鐵臺中站，共設置 18 座車站，1 座機廠，1 個行控中心（OCC, Operation Control Center）及 1 個備援行控中心（BOCC, Backup Operation Control Center），初期投入 18 列電聯車營運。

The length of the TMRT Wuri-Wenxin-Beitun Line (hereinafter referred to as the "Green Line") is 16.71 kilometers long, with an elevated section of 15.94 kilometers and ground section of 0.77 kilometers. The Line starts at Beitun Main Station, passing through Songzhu Road, Beitun Road, Wenxin Road and Jianguo Road and terminating at HSR Taichung Station. The Green Line has a total of 18 stations, 1 depot, 1 OCC and 1 Backup Operation Control Center (BOCC). At the early stage, 18 Electrical Multiple Units were put into operation.

臺中捷運綠線圖 TMRT Green Line Route Map

圖例Legend

-  一般站
General Station
-  端點站
Terminal Station
-  台鐵
TRA
-  捷運綠線
Green Line
-  高鐵
HSR
-  轉乘站
Transfer Station



3 捷運營運成果 TMRT Achievements

2021 年度營運數據

2021 Operating Data

系統可靠度

Mean Kilometer Between Failure (MKBF)



72.10 萬車廂公里 / 3 次
721,000 car kilometers / 3 times

總運量

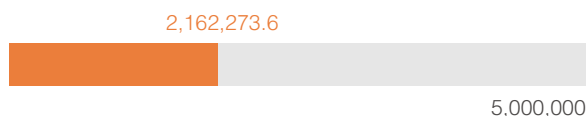
Total Passenger Volume



4,184,285 人次
passengers

總車廂公里數

Total Number of Car Kilometers



2,162,273.64 車廂公里
car kilometers

總延人公里數

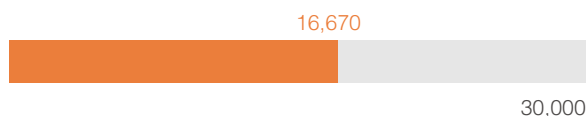
Total Number of Passenger-Kilometers



27,312,242 人公里
passenger-kilometers

平均日運量

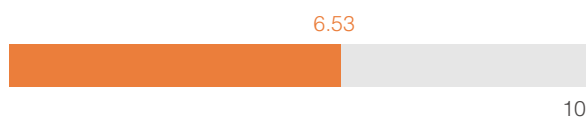
Average Daily Transportation Volume



16,670 人次 / 日
passengers/day

平均延人公里

Average Passenger-Kilometers



6.53 人公里
passenger-kilometers

準點率

Punctuality Rate



99.86%

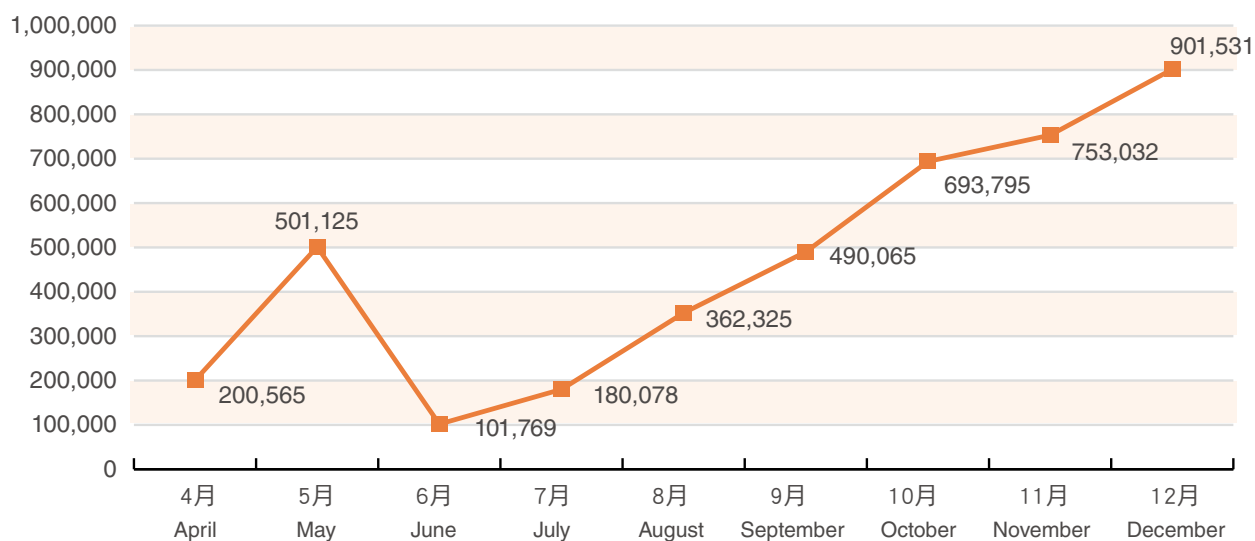


運量 Passenger Volume

年度總運量
Total annual
passenger volume

4,184,285

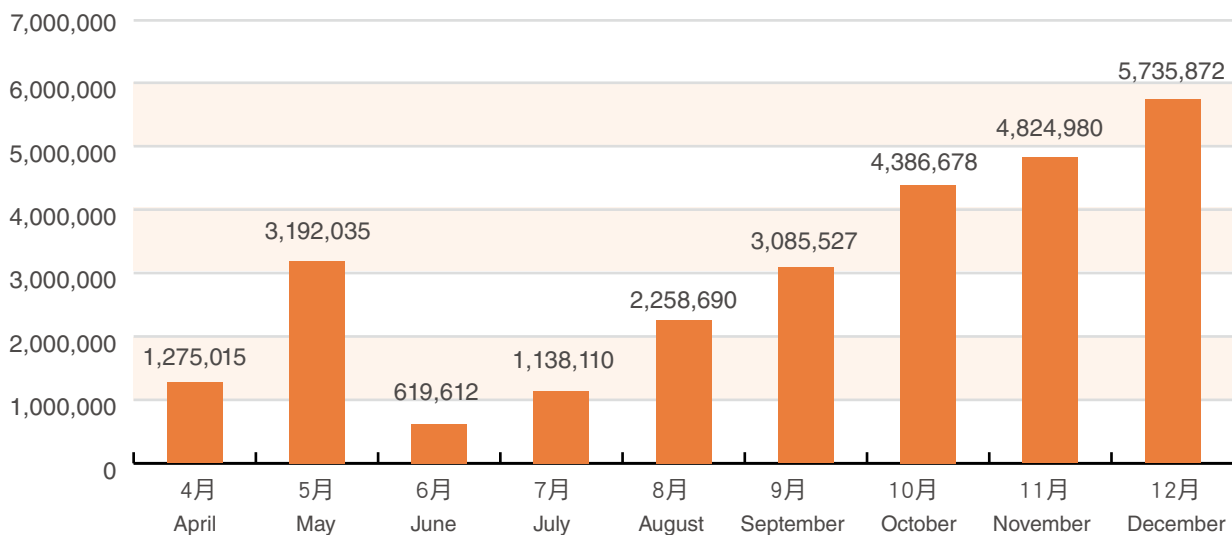
月運量
Monthly passenger volume



單位：人次 Unit : Persons

延人公里 Passenger-Kilometer

延人公里
Passenger-kilometer



單位：延人公里 Unit : Passenger-kilometer

班距水準 Train Frequency

台中捷運綠線原規劃班距為平日尖峰 5 分鐘、離峰 8 分鐘，假日不分尖離峰 8 分鐘，惟因應疫情發展，本公司多次進行營運班距調整 (如下表)，平日尖峰為 6 分 40 秒，離峰為 9 分 25 秒。

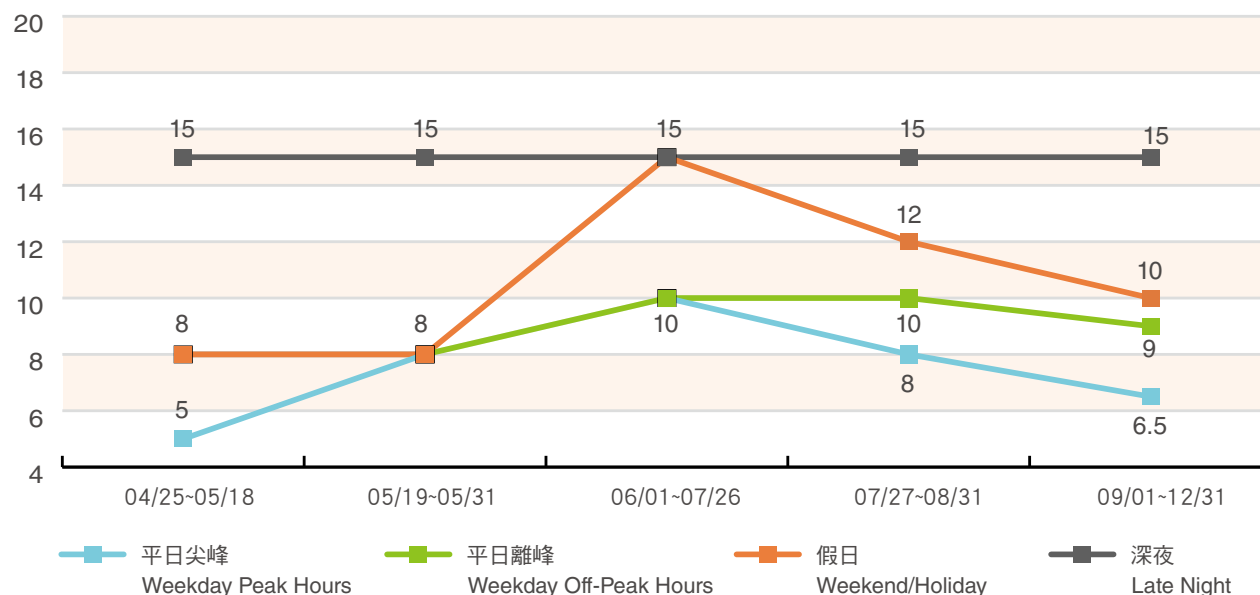
The original planning of train frequency was 5 minutes for peak hours and 8 minutes for off-peak hours on weekdays, and 8 minutes on weekends (holidays) for peak and off-peak hours. However, due to the development of the COVID-19 pandemic, we made adjustments to train timetables (see below), which was 6 minutes and 40 seconds for peak hours and 9 minutes and 25 seconds for off-peak hours on weekdays.

單位：分鐘
Unit : Minutes

防疫等級 COVID-19 Prevention Level	起訖時間 Start and End Time	班距 (分鐘) Frequency (Minutes)			
		平日尖峰 Weekday Peak Hours	平日離峰 Weekday Off-Peak Hours	假日 Weekend/ Holiday	深夜 Late Night
二級警戒 Level 2 Alert	4/25 ~ 5/18	5	8	8	15
三級警戒 Level 3 Alert	5/19 ~ 5/31	8	8	8	15
三級警戒 Level 3 Alert	6/01 ~ 7/26	10	10	15	15
二級警戒 Level 2 Alert	7/27 ~ 8/31	8	10	12	15
二級警戒 Level 2 Alert	9/1 ~ 12/31	6.5	9	10	15

平均班距 Average Train Frequency

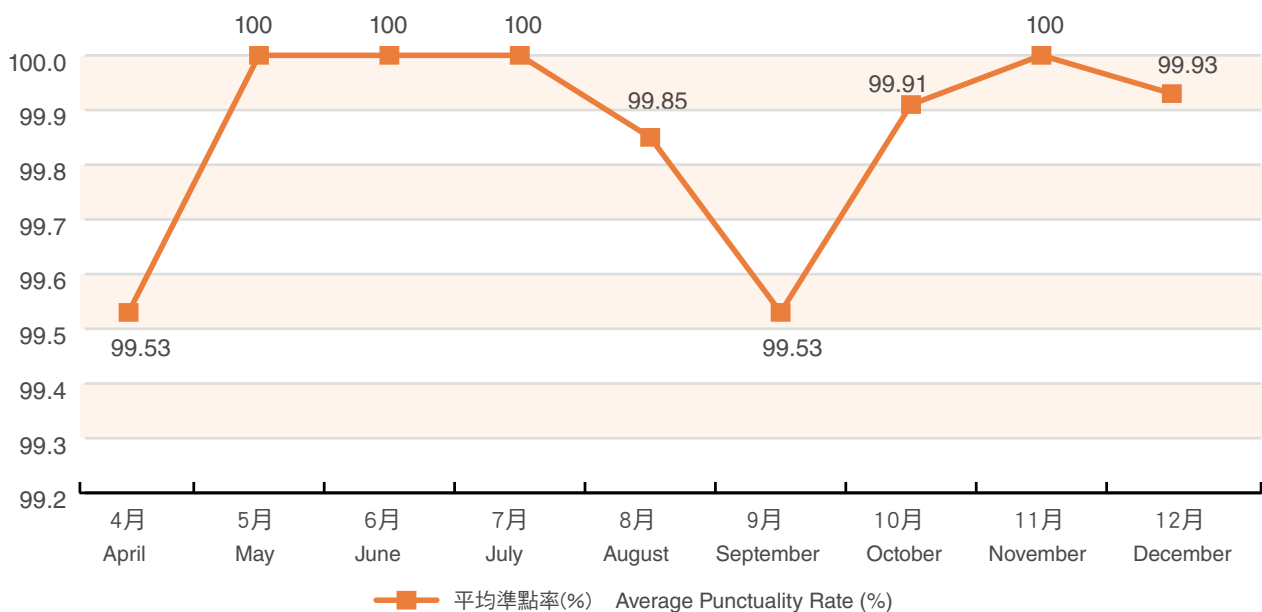
單位：分鐘 Unit : Minutes



平均準點率、發車班次
Average Punctuality Rate, Number of Departures

2021 年 In 2021	平均準點率 (%) Average Punctuality Rate (%)	發車班次 (次 / 日) Number of Departures (Times/Day)	總發車班次 (次) Total Number of Departures (Times)
4 月 April	99.53	305	1,827
5 月 May	100	299	9,279
6 月 June	100	201	6,026
7 月 July	100	205	6,350
8 月 August	99.85	224	6,958
9 月 September	99.53	259	7,766
10 月 October	99.91	257	7,966
11 月 November	100	262	7,856
12 月 December	99.93	263	8,142

準點率
Punctuality Rate



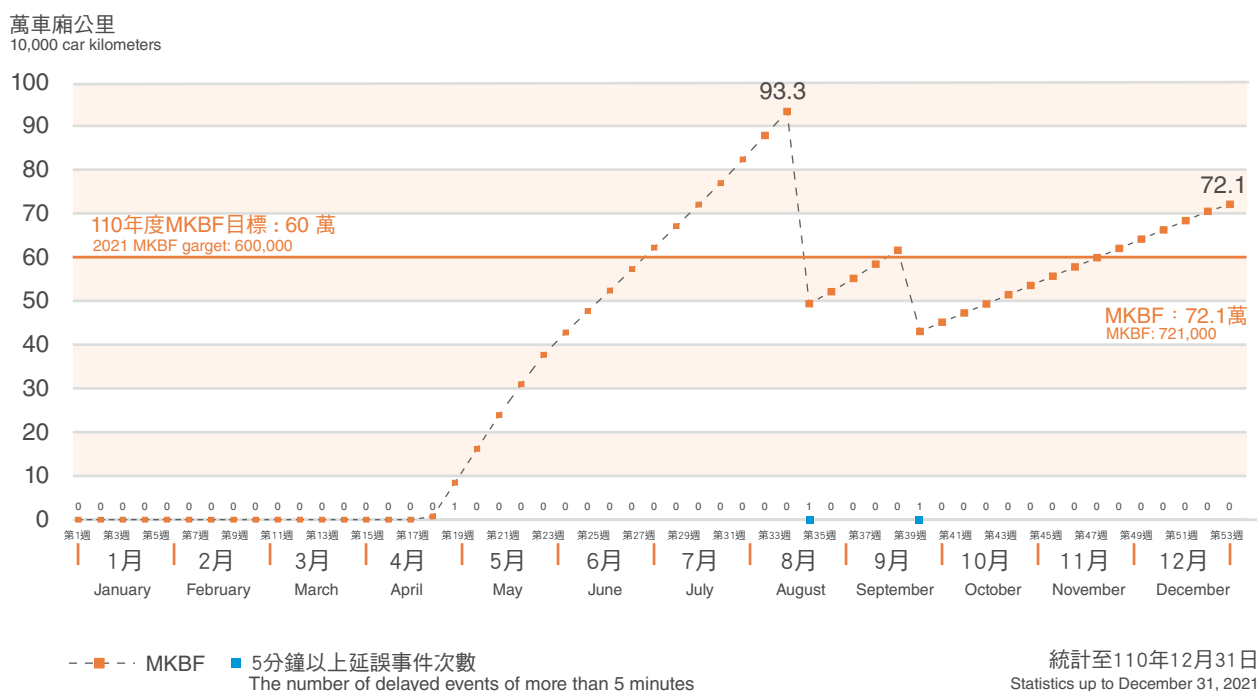
台中捷運營運致力於提供安全、可靠、舒適、便捷的運輸服務，用心為每位旅客打造最安全穩定的運輸系統。

At TMRT, we are committed to providing safe, reliable, comfortable and convenient transportation services, endeavoring to build the safest and most stable transportation system for each passenger.

► MKBF

2021 年營運可靠度指標 MKBF¹ (每發生一次延誤 5 分鐘以上事件之平均行駛車廂公里數) 年度目標為 60 萬車廂公里，實際營運達到 72.1 萬車廂公里，亦表示 2021 年平均發車 20,723 趟次，僅發生 1 件 5 分鐘以上延誤事件。相較於 2020 年試運轉階段運行績效 MKBF 為 15.1 萬車廂公里，系統穩定度明顯成長。

The 2021 MKBF (Mean car-Kilometers Between service-delay Failure of more than 5 minutes) annual target was 600,000 car kilometers and the actual car kilometers were 721,000. This shows that of the average 20,723 trips in 2021, only one instance was reported to delay for over 5 minutes. Compared to the operational performance of MKBF of 151,000 car kilometers during the trial runs in 2020, the system stability has grown significantly.



¹ 可靠度指標係指「每發生一次延誤 5 分鐘以上事件之平均行駛車廂公里數」(Mean Car-Kilometers Between Service-delay Failure of more than 5 Minutes, MKBF)，其數值愈高代表可靠度愈佳。

¹ The MKBF refers to the Mean car-Kilometers Between service-delay Failure of more than 5 minutes, with the higher the value, the higher the reliability.

▶ **販賣店**

捷運綠線內共設有販賣店 16 間，結合休閒、生活、文化餐飲等多元服務，提供不同業種之販賣店型式，滿足旅客多樣化需求。

▶ **停車場**

捷運收費轉乘停車場共計 12 處，機車位 1,847 格，無障礙車位 62 格，停車場採場地租賃經營，減少建置停車管理設備成本及管理維護費用。

▶ **車站及列車廣告板位**

捷運綠線共計 4 個車站設有數位廣告及 4 列彩繪列車，依不同類型的廣告需求提供出租服務。

▶ **主題廁所**

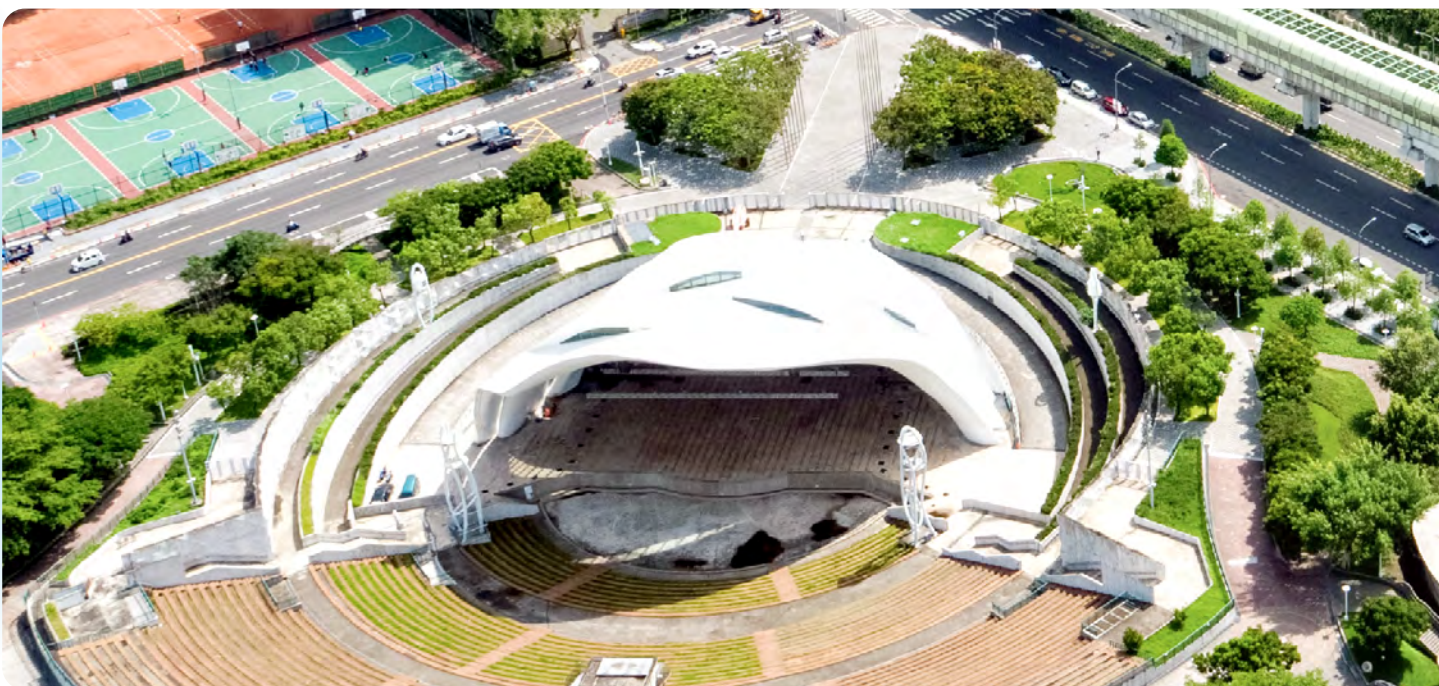
本公司 2021 年與生活電器品牌 ALASKA 阿拉斯加及中友百貨等 2 家在地企業合作，分別打造文心森林公園站、松竹站及高鐵臺中站等 3 個車站的主題廁所。

▶ **周邊商品開發**

本公司 2021 年開發共計 14 樣商品，以台中捷運動漫人物、工程圖、中捷吉祥物小綠綠為主題，並與知名插畫家聯名，讓民眾感受到捷運商品的豐富與多元性。

▶ **販賣機**

捷運綠線全線 18 個車站均設置販賣機，包括 26 台商品販賣機及 2 台咖啡智能販賣機，共計 28 台，可提供旅客購買的便利及多元性。



► Stores

There are 16 stores on the TMRT Green Line integrated with wide-ranging services such as leisure, lifestyle and cultural dining. By providing different types of stores, we meet the diverse needs of passengers.

► Parking Lots

There are 12 pay-transfer parking lots at the TMRT, consisting of 1,847 motorcycle parking bays and 62 accessibility parking bays.

► Station and Train Advertising Spaces

There are 4 stations in the TMRT Green Line with digital advertising spaces and 4 painted trains. Advertising spaces are available for rent according to different needs.

► Themed Public Toilets

In 2021, we worked with 2 local enterprises ALASKA and Chungyo Department Store to create themed toilets at 3 stations, namely Wenxin Forest Park Station, Songzhu Station and HSR Taichung Station.

► Merchandise Development

In 2021, we developed a total of 14 merchandise products, featuring TMRT comic characters, engineering drawings and mascot Little Green. We also worked with renowned illustrators, enabling people to experience a variety of TMRT products.

► Vending Machines

There are 28 vending machines on all 18 stations, including 26 merchandise vending machines and 2 smart coffee machines, to give passengers purchase convenience and plenty of choices.





營運重要工作

Important Operations



1 安全可靠

Safety and Reliability

台中捷運通過 ISO27001 資安管理系統驗證 TMRT Passed ISO27001 Information Security Management System Certification

本公司於 2021 年 10 月 19 日通過英國標準協會 (British Standards Institute, BSI) ISO 27001 : 2013 資訊安全管理系統國際驗證，於 12 月 15 日舉行授證儀式，由 BSI 東北亞區總經理蒲樹盛頒授證書，本公司總經理莊明聰代表領證，台中捷運資訊安全管理制度符合國際標準，能快速因應資安風險，有效保護資通系統安全。

We were certified by the ISO 27001:2013 information security management system by the British Standards Institute (BSI) on October 19, 2021. The certificate was awarded to the Company's President Chuang Ming-Tsung given by President Pu Shu-Sheng of BSI Northeast Asia at the certification ceremony held on December 15.



持續演練，守護綠線

Continuous exercises to guard the Green Line

本公司於 2021 年 4 月 25 日正式通車營運後，定期舉辦模擬演練，每季一次大型演練，內容包含設備異常、行車異常、天災、危安事件等，透過持續的演練，熟悉旅客疏散、運轉調度、設備搶修等作業流程，並強化與警消單位的協調合作，累積面對各種突發狀況的經驗，提升現場人員危機應變處理能力。

Simulation drills have been held regularly since TMRT officially began its services to the public on April 25, 2021. A quarterly large-scale drill covered incidents of equipment abnormality, traffic abnormality, natural disasters and safety hazards. Through regular drills, we will be more familiar with passenger evacuation, transportation coordination and equipment repair operating procedures. As well as this, we also strengthen the coordination and cooperation with the police and fire units to further accumulate experience in case of emergency situations to improve the crisis response capability of on-site personnel.





2021 年舉辦多重災害模擬演練、營運模擬演練、自衛消防編組演練共計 115 場次，其中，上半年多重災害模擬演練以市政府站為演習地點，模擬疑似爆裂物事件及挾持人質等實境，演練內容涵蓋站務人員於事故發生時立即疏散列車及車站旅客、通報行控中心啟動相關應變（包含暫停列車於月台、變更運轉模式、啟動公車接駁、通知警消緊急應變等），並成立現場指揮所，最後由警方及消防人員搶救人質及傷患，除考驗本公司同仁因應災害之應變措施，並測試警力調度及動員能力。

In 2021, we held 115 simulation exercises on multiple disasters, simulation exercises on operations and Self-Defense Fire Organization exercises. Among these, the simulation exercises on multiple disasters were carried out at the City Hall Station to simulate a suspected explosive incident and hostage situation. The exercise covered the immediate evacuation of passengers on the train and station by passenger agents, and notification to the OCC to initiate relevant response (including suspending trains from stopping at the platform, changing the operation mode, activating bus connections, and notifying the police and firemen of emergency responses). An on-site command post was also established, with the police and firemen rescuing the hostages and casualties in the end. In doing this, not only did the responses of the Company's colleagues in the event of a disaster improve, the deployment of the police was also tested.



2021年下半年多重災害模擬演練主題為5級強地震造成列車停滯及車站失火事件，情境內容包含5級強地震造成列車停滯站間、車站火災及人員受傷，演練內容包含以軌道工程車與電聯車進行聯結救援，並透過警消人員支援等，順利完成地震應變處理及外單位火災救援之應變任務。透過定期辦理一系列綜合演練，有助於強化本公司與消防、救護、警察等單位之協調通報及合作應變緊急情事的能力。

In the second half of 2021, the theme for simulation exercises on multiple disasters focused on train standstill, station fire, and injury incidents caused by magnitude 5 earthquake. The exercise covered joint rescue by rail engineering and the Electrical Multiple Unit. The exercise was successfully carried out with the support of the police and firemen as well as outside firefighting units. A series of integrated exercises are organized on a regular basis to help strengthen the coordination and notification capabilities of the Company and the firefighting, ambulance and police units.



2021 年北屯機廠自衛消防編組演練，邀請消防局專業講師對員工進行授課，課程內容包含消防常識及火災預防等，並以現場環境進行自衛消防編組演練，逐一操作消防栓箱等設備，以強化本公司同仁火災應變能力。

A professional instructor from the Fire Bureau was invited to give lectures/workshops as part of the team drills by the Beitun Depot's Self-Defense Fire Organization in 2021. The instruction content covered general firefighting knowledge and fire prevention. Self-defense fire-fighting team drills were conducted on site to go through the operation steps of all equipment like fire hydrant boxes so as to strengthen the Company's fire response capabilities.



本公司致力落實防疫措施，從員工、旅客、乘車環境等各面向展開，規劃完善的防疫作為，打造旅客安心搭車環境。

We are dedicated to implementing COVID-19 prevention measures. As facilitated in the protection of employees, passengers and MRT stations, we have comprehensive action in store to ensure safe riding for passengers.



1. 員工面

Implementation in Terms of Employees

規劃一線同仁及幕僚人員各項防疫措施，如佩戴口罩、量測體溫、值勤環境消毒、交接班方式、分組值勤規劃、疑似或確診因應作為等，並規範車站 / 廠站保全、車站及電聯車清潔人員佩戴口罩、量測體溫、分開時段休息 / 用餐等措施，以降低傳染風險，維持服務量能。

At TMRT, an array of COVID-19 prevention measures were in place for front-line workers and staff, masks, temperature checking, disinfecting the workplace, shift handover, group duty planning and responding to suspected or positive cases. Moreover, station/depot security personnel and cleaners of stations and EMUs had to wear a mask, take temperature and take breaks and have meals at different periods to reduce the risk of infection and maintain service capacity.



2. 旅客面

Implementation in Terms of Passengers

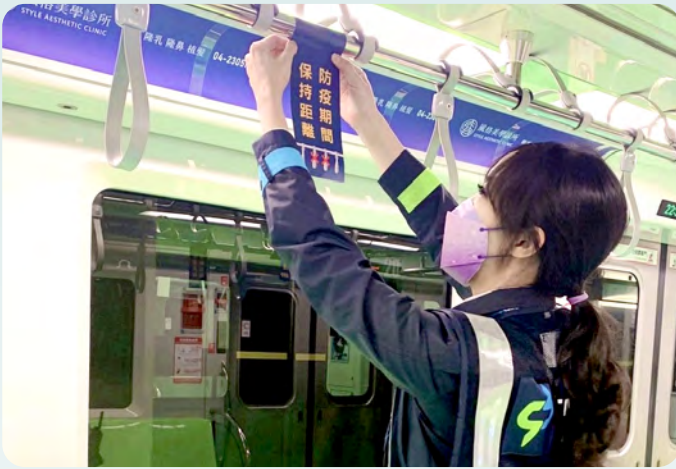
規劃車站 / 電聯車防疫措施，如宣導旅客乘車時全程佩戴口罩、保持社交安全距離、進行簡訊實聯制、設置熱顯像儀、車廂拉環間隔放置等，以維護公共衛生、提升旅客搭乘捷運之信心。

COVID-19 prevention measures were planned for the stations and Electrical Multiple Units (EMUs), including promotion of mask-wearing throughout the entire train ride, keeping a social distance, SMS contact tracing system, installment of thermal imaging devices and alternate placement of carriage rings. In doing so, we are able to maintain hygiene in public places while keeping up the number of people riding the TMRT.

3. 車站 / 電聯車環境面 Implementation in Terms of EMUs

針對車站旅客常接觸之車站、列車設備定時消毒，電聯車於出車前進行車廂消毒，並視疫情狀況調整消毒頻率及加強消毒措施。

Regularly disinfect stations and train equipment that passengers access frequently. EMU carriages are disinfected before departure. The disinfection frequency is modified, and measures enhanced, in accordance with the pandemic development.



另因應疫情爆發，為提升旅客搭車環境安全，本公司於 2021 年 7 月 16 日及 7 月 24 日與專業廠商合作，分別於車組 27/28 及車組 29/30 完成噴塗抗菌鍍膜，以提升抗菌的防護能力。

To enhance the TMRT riding safety in the midst of the pandemic outburst, we worked with professional vendors on July 16 and July 24, 2021, to complete antibacterial coating on Carriage 27/28 and 29/30 for upgraded protection.



1. 改善月台間隙 Improved the Gap between Trains and Platforms

因舊社站屬曲線月台，電聯車車門踏板與月台間隙較大，為避免旅客不慎踏入車廂與月台間隙而受傷，本公司針對曲線月台與列車間隙較大處進行改善，改善後月台間隙由原本的 115mm 縮小為 96mm，縮小約 20mm，有效提升旅客進出車廂之安全性。

Jiushe Station has curved platforms, hence the rather large gaps between EMU door treads and the platform. To prevent passengers from accidentally stepping into the gap and injuring themselves, we made improvements to the section where the gap was widest. After improvement, the gap was narrowed from 115mm to 96mm, a reduction of approximately 20mm. This approach has effectively enhanced the safety of passengers entering and exiting the train.



2. 維修專業的堅持 Unremitting Professional Repair and Maintenance

為確保捷運運輸設施、設備在高度使用、安全及最適當的維護成本下，有效提高服務品質及系統可靠度，實有賴完整的維修制度及後勤支援，故本公司運輸設施設備係透過各單位分工負責執行：

It hinges on a comprehensive maintenance system and backup support to ensure that the TMRT transportation facilities and equipment are effective in providing service quality with system reliability, given their high level of use, safety concerns and the most adequate maintenance cost. As such, the Company has implemented labor divisions, each in charge of a specific aspect of the transportation facilities and equipment.



- (1) 消防設備為車站及各場所重要設備，為確保消防設備功能運作正常，透過每月定期預防檢修，提前發現設備問題並即時安排維修，維繫消防設施正常運作。

As firefighting equipment is important for stations and other venues, we conduct a monthly prevention maintenance on firefighting equipment to ensure they are in proper working order. By detecting problems in advance and arranging timely repair, we are able to maintain the normal operation of firefighting facilities.



- (2) 轉轍器為轉換道岔路徑方向，引導列車行駛進入正確軌道，透過定期進行岔尖鎖定裝置清潔潤滑及檢視方向指示燈正常，確保設備運作順暢，提供安全駕駛路徑。

A railroad switch guides a train to enter the correct track. By regularly cleaning and lubricating the turnout locking device and checking whether the direction indicator light is normal, the smooth operation of equipment is ensured to provide safe driving path.

- (3) 定期進行月台門預防檢修，逐一清潔潤滑及檢視月台門機構及控制設備，確認月台門開關功能正常。

Conduct regular preventive maintenance on platform gates. Thoroughly clean, lubricate and inspect platform gate mechanism and control equipment to make sure the platform gates can open and shut normally.



- (4) 為確保旅客搭乘列車安全，列車於營運收車後至隔日發車前均進行所有設備檢查及基本功能測試，以確保後續發車無虞；另定期回廠檢修及測試，確保各項設備功能正常，維持列車妥善狀態。

To protect the safety of passengers when taking MRT, all train equipment undergoes inspection with their basic functions tested at the end of operation and prior to departure the next day. The aim is to eliminate all safety risks for ensuing departures. In addition, regular maintenance and inspections are performed at the depot to ensure all equipment on the trains function properly and to keep them in a decent condition.



- (5) 為維護捷運軌道安全，並提升旅客乘車舒適度，定期進行軌道鋼軌檢查與維護作業，包含夜間巡檢軌道結構、線型手推車量測、軌道研磨作業，以及在道碴式軌道線形沉陷時使用砸道機進行調整，確保軌道設施正常功能。

To maintain metro train track safety, improve riding comfort, we carry out periodic inspections and maintenance on rail tracks including nighttime patrols of the steel rail structure, linear rail trolley measurement and railway track grinding operations. We also repair sunken ballasted tracks with a tamping machine to ensure normal operations of rail facilities.





3. 行控在線，安全無限 CBTC-operated System for Maximum Safety

台中捷運綠線採無人化自動駕駛系統，為提供旅客安全的乘車環境，捷運全線配置各項監控系統並透過行控中心掌握全況，遇到異常狀況時，即依照標準作業程序進行通報、故障排除、降級調度及單位動員等應變作為，確保系統運轉安全及品質。

The TMRT is operated by a smart driverless system. To provide a safe travel environment, all routes of the MRT are equipped with various monitoring systems that let the OCC fully control the MRT system situation. In the event of an abnormal situation, standard operating procedures are followed regarding notification, troubleshooting, downgrading coordination and personnel dispatch. By carrying out these response approaches, we ensure the safety and quality of the system.

為精進營運維修品質，本公司適時與軌道同業交流，藉由同業營運經驗優化台中捷運服務。

For better operation and maintenance quality, we exchange views with our peers in the rail industry hoping to learn from their experience and optimize the TMRT services.

1. 臺灣鐵路管理局於 2021 年 9 月 3 日參訪本公司行控中心及主維修廠，並針對松竹站、大慶站及高鐵臺中站等 3 站捷運轉乘車站動線與指標進行優化討論，以提供旅客更便利的轉乘服務。

On September 3, 2021, Taiwan Railways Administration visited our OCC and the Primary Maintenance Depot, where we had a discussion on transfer ride optimization through foot traffic flow and direction indicators, specifically at the Songzhu Station, Daqing Station and THSR Taichung Station.



2. 高雄捷運股份有限公司於 2021 年 10 月 20 日至 10 月 22 日至本公司見習中運量系統運作，安排至行控中心跟班見習，針對中運量機電系統運作與運轉調度進行研討與解說。

Kaohsiung Rapid Transit Corporation visited TMRT from October 20 to 22, 2021 to learn about our passenger volume system at the OCC. We had seminars and discussions regarding the scheduling coordination and mechanical operation for the medium-capacity transit system.



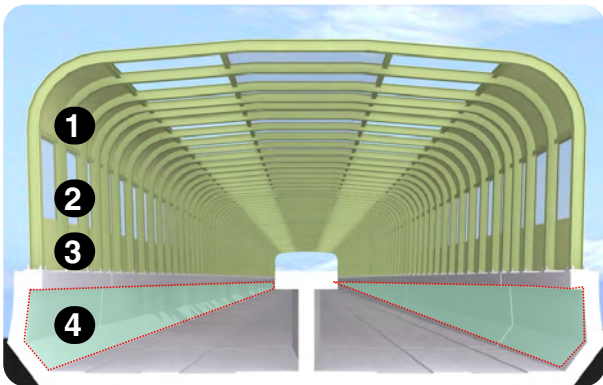
2 友善舒適 Friendly and Comfortable

捷運降噪，友善鄰里

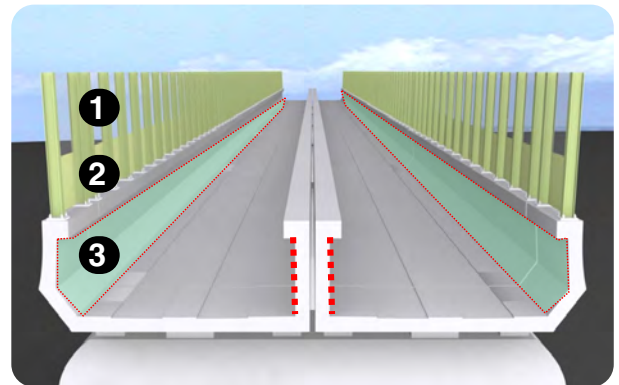
TMRT Noise Reduction to Be a Friendly Neighbor

本公司為降低沿線行駛噪音，高架橋梁全線皆設置「全罩式隔音牆型式」，以符合噪音音量管制標準。另為提高營運服務品質，在軌道加裝國內廠商開發之潤滑設備，有效降低列車過彎時的摩擦噪音，提升旅客搭乘品質及減少對鄰近住戶干擾。

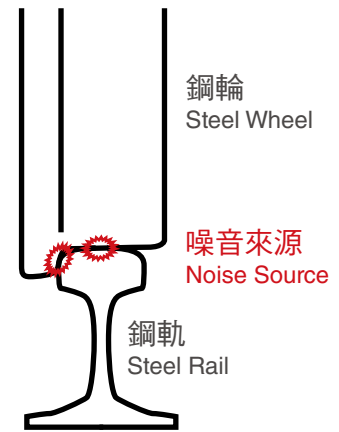
To reduce the noise of the train along the Line, the entire elevated route is installed with a "full enclosure-type soundproof wall" to meet the noise control standards. In addition to increasing service quality, we installed lubrication equipment, developed by a domestic manufacturer, on the railway tracks. This is to effectively reduce the friction noise of the trains at bends, improving the riding quality while also reducing the interference with the nearby householders.



- ① 弧型金屬隔吸音版
Curved Metal Sound Insulation Panel
- ② 10mm 透明 PC 隔音板
10mm Transparent Pc Sound Insulation Panel
- ③ 高金屬隔吸音版
High Metal Sound Insulation Panel
- ④ 鋁纖維吸音板
Cellular Fiber Sound Insulation Panel



- ① 1.5m x 10mm 透明 PC 隔音板
1.5m x 10mm Transparent Pc Sound Insulation Panel
- ② 1m 高金屬隔吸音板
1m Metal Sound Insulation Panel
- ③ 鋁纖維吸音板
Cellular Fiber Sound Insulation Panel



控制箱體
Control Box



計量裝置
Metering Device



塗佈板
Coated Board



「城市有愛，通行無礙」，台中捷運身為大臺中都會區公共運輸重要的一環，營造友善的捷運搭乘環境，其目的不只是為了符合法令的要求，更肩負著一份社會責任與使命，尤其在人口結構快速高齡化的今日，無障礙的捷運搭乘環境更顯重要。

"Barrier-Free City": As a crucial part of public transportation in the Greater Taichung Metropolitan Area, TMRT is dedicated to creating a friendly metro-riding environment. The goal is not only to comply with regulatory requirements but also to fulfill its social responsibilities and missions. In a time when the population is rapidly aging, barrier-free metro riding facilities are markedly important.

1. 友善金融服務 Friendly Financial Services

為提供身心障礙者更友善便捷之金融服務，本公司與聯邦銀行攜手合作，於捷運綠線全線 18 個車站設置 19 台無障礙自動櫃員機 (ATM)，不僅具有點字設備及語音導覽指示功能，同時也降低機身按鍵位置，使身心障礙者皆能方便自行操作。

To provide more friendly and more convenient banking services for the disabled, we have joined forces with Union Bank of Taiwan and set up barrier-free 19 ATMs across Green Line's 18 stations. Not only are there Braille and voice guidance functions on the ATM, but the keypad position is also lowered, making it easier for the disabled to operate.



2. 無障礙設施 Accessible Facilities

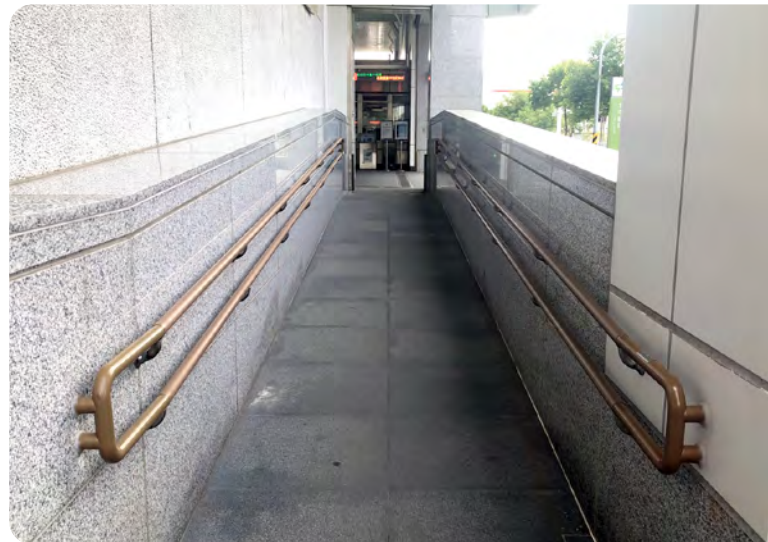
本公司為提供市民貼心服務，在捷運整體規劃即設有無障礙友善乘車空間，設計標準符合「身心障礙者權益保障法」、「公共交通工具無障礙設備與設施設置規定」、「建築技術規則建築設計施工編第十章：無障礙建築物」、「公共建築物供行動不便者使用設施與設備設計施工手冊」等法規，並借鏡台北捷運、高雄捷運及桃園捷運等同業實務經驗，致力營造有愛無障的人本空間。

At TMRT, we aim to provide user-friendly services right from the metro planning stage. We made sure that barrier-free spaces were set up with design standards following regulations stipulated in the "People with Disabilities Rights Protection Act," "Installation Requirements Governing Public Transportation Barrier-Free Equipment and Facilities," "Chapter 10 of the Architectural Technical Rules & Building Design Construction: Barrier-Free Buildings" and "Construction Handbook for the Design of Facilities and Equipment for the Disabled." As creating a human-centered loving environment is our top priority, we have also drawn lessons from the practical experience of Taipei MRT, Kaohsiung MRT and Taoyuan MRT.

(1) 無障礙坡道 Barrier-free Access Ramp

於車站出入口處、站內與站外地坪高低差處設置無障礙坡道，以利攜帶大型行李者、嬰兒車、輪椅旅客等行動不便者進出車站。

Barrier-free ramps have been installed inside and outside the station, making it easier to move around for those with mobility issues such as passengers with large luggage, baby strollers and those on wheelchairs.



(2) 無障礙警示地磚 Barrier-free Paving Surface

針對樓梯之起迄端等通行區域或重要設施設備前，鋪設點狀警示地磚，具有引導的功能，讓視障旅客能辨識周邊環境或設施的轉換，安全上下樓層或使用設施。

Tactile paving surfaces have been added at passage areas or essential facilities at both ends and end of the stairs. The guidance function of these tactile paving surfaces make it easy for visually impaired passengers to recognize their surrounding environment or the change of facilities, helping them up and down stairs and to use the facilities safely.

(3) 無障礙廁所 Accessible Toilets

無障礙廁所除了設置扶手、調降洗手台高度外，另設置緊急求助鈴，發生緊急狀況時即可按下此鈴，站務人員可立即前往協助。

Aside from setting up handrails and lowering the height of sinks, the accessible toilets are also equipped with an emergency bell, used in the event of an emergency, which will be attended to by passenger agents.



(4) 無障礙電梯 Barrier-free Elevator

車站電梯皆為無障礙設計，除延長關門時間以方便輪椅、年長者、孕婦、嬰兒車、攜帶大型行李及行動不便等旅客搭乘，另設有操作盤點字設施、語音系統、側牆扶手，並備有對講機，以供緊急狀況時可與詢問處聯繫。

The elevators in all TMRT stations are accessible - extension of closing time for wheelchairs, elderly, pregnant women, strollers, passengers with large luggage, or mobility problems. The elevators are also equipped with Braille operator panels, a voice system and handrails on the side wall as well as an intercom for contacting the Information Desk in case of emergency.



(5) 無障礙停車格 Accessible Parking Space

於鄰近車站出入口設置無障礙停車格，提供行動不便旅客就近停車，縮短旅客抵達車站出入口的距離，並保障其停車權益。

Accessible parking bays have been set up close to the station entrances and exists for passengers with mobility issues, shortening the distance for them to park their cars to protect their parking rights.



(6) 行動不便待援區 Accessibility Rescue Area

車站設置行動不便者待援區，分別在月台上、穿越層或非付費區規劃此待援區，若發生異常狀況可供行動不便者就近等待救援，該區域亦設有對講機，能與站務人員即時聯繫。

Accessibility Rescue Areas have been established across stations on the platform, between floors or non-paying areas for passengers with mobility issues to wait for help. The area is equipped with an intercom for immediate contact with a passenger agent.



(7) 夜間安心候車月台 Nighttime Monitored Waiting Platform

此區設置有監視器、對講機，站務人員可隨時監控，加強旅客於月台候車時的安全性。

A monitor and intercom are set up in this area, allowing passenger agents to keep an eye on the platform at all times, keeping passengers safe while waiting for the train.



(8) 其他友善旅客設備： Other Passenger-Friendly Facilities :

- 電動輪椅專用充電插座：提供電動輪椅旅客於車站進行輪椅充電。

Charging bay for electric wheelchairs: these are available in each station for electric wheelchair passengers.

- 充電站：設有 USB 孔和 110V 插座供旅客手機充電。

Charging station : USB ports and 110V sockets are available for passengers to charge their mobile phones.

- 公用電話：配合輪椅旅客需求調降公用電話高度。

Public payphone : the height of the payphone is adjusted subject to the needs of wheelchair passengers.

加值的溫馨服務 Value Added Services

本公司持續提供溫馨、體貼之搭乘服務，並秉持沒有最好，只有更好的理念，致力提供更優質服務。

At TMRT, we strive to provide considerate travel services and are committed to better quality services with the philosophy of "there is no best, only better,"

1. 好孕貼紙索取 "I Am Pregnant" Badge

2021年5月7日全線車站提供「好孕貼紙」，以供有需求的旅客可於全線 18 個車站詢問處索取使用。

From May 7, 2021, onwards, "I Am Pregnant" stickers are available for those who need one at all 18 stations on Green Line.





2. 月台候車椅 Platform Waiting Seating

2021 年 7 月 10 日於松竹站、四維國小站、文心中清站、文華高中站各完成增設 2 座月台候車椅，以利旅客候車時短暫休息，使全線 18 個車站月台皆有候車椅之設置。

On July 10, 2021, we installed 2 sets of platform seating at each of the Songzhu Station, Sihwei Elementary School Station, Wenxin Zhongqing Station and Wenhua Senior High School Station for passengers waiting for a train. All 18 stations across the Green Line are now equipped with platform seating.

3. 哺集乳室尿布供應 Diapers Available at Nursing Rooms

北屯總站、市政府站、高鐵臺中站等 3 站均有設置哺集乳室，且詢問處亦備有各尺寸嬰兒尿布，免費供民眾索取。另民眾若於其餘車站有緊急哺乳需求，亦可洽詢問處，由站務人員引導至站長室使用。

We have established a lactation room at Beitun Main Station, City Hall Station and HSR Taichung Station. We also supply different sizes of diapers at the Information Desk. Passengers in an emergency need to lactate may contact the Information Desk where they will be guided to the Stationmaster's Office by a passenger agent.



4. 捷運志工隊愛心服務不分世代 Volunteers of All Generation Serve with Love

中捷志工隊是由青年、中壯年及樂齡世代，共同所組成的跨世代團隊，志工年齡層從 20 歲橫跨至 70 歲，無論是在車站票閘的出入口或是重大節日活動支援，都能看見中捷志工隊熱忱的服務身影。志工團隊不僅是中捷大家庭的一分子，更是旅客搭乘捷運時，不可或缺的好夥伴，任何疑難雜症透過他們的協助都能獲得解決。透過志工們的愛心服務，加乘了台中捷運的乘車體驗，讓每一位前來搭乘捷運的旅客都能感受到滿滿的溫暖關懷。

The TMRT Volunteer Team is a cross-generational team, consisting of young, middle-aged and senior folks, with their age spanning from 20 to 70 years old. They can be seen helping passengers at the station entrance/exit or providing support at major festivals. We regard the Volunteer Team as part of the TMRT family. They are indispensable in resolving passengers' miscellaneous travel problems. Their presence and service make riding the TMRT a happy warm experience.



3 便捷服務 Convenience

便民加值服務 Convenient Value-added Service

台中捷運作為市民的好鄰居，希望透過捷運車站多元服務，增添民眾生活的便利性，積極邀請業者共同合作，打造智慧便民及友善舒適的車站環境。

As a good neighbor to the public, we hope to increase the convenience of people's lives through the diverse services provided by the stations. That being said, we make an effort to collaborate with other businesses to create a smart, friendly and comfortable station environment.

1. i 郵箱 iBox

2021 年 4 月 25 日與中華郵政攜手合作，於四維國小站、文心崇德站、市政府站及豐樂公園站等 4 站設置 i 郵箱，共同推動智慧物流。

On April 25, 2021, we collaborated with Chunghwa Post and installed an iBox at 4 stations: Sihwei Elementary School Station, Wenxin Chongde Station, City Hall Station and Feng-le Park, to promote smart logistics.



2. 自助借還書站 Self-Service Book Borrowing and Returning Station

2021 年 5 月 19 日與臺中市政府文化局合作，於松竹站打造臺中市首座「捷運自助借還書站」提供 24 小時借書服務。

On May 19, 2021, we teamed up with Cultural Affairs Bureau, Taichung City Government, to build Taichung's first "Self-Service book borrowing and returning station" at the Songzhu Station, providing a 24-hour book borrowing and returning service.



3. 置物櫃 Lockers

2021 年 10 月起於文心崇德站、文心櫻花站與文心森林公園站等 3 站設置智慧型寄物櫃，透過雲端科技可即時查詢空櫃狀況，提供民眾省力、輕便的搭乘或暢遊臺中。

From October 2021 onwards, we have smart lockers installed at 3 stations: Wenxin Chongde Station, Wenxin Yinghua Station and Wenxin Forest Park Station. Passengers can check real-time locker availability via Cloud to store their excess luggage and travel light around Taichung.



APP 捷運資訊服務 TMRT Information on App

台中捷運綠線於 2021 年 4 月 25 日正式通車，為了提供民眾便利的捷運資訊服務，同步建置「台中捷運-Taichung MRT」APP，Android 版及 iOS 版 APP 同步上架，提供用戶定位鄰近捷運站、營運狀態、票價車程、列車預估到站時刻、轉乘導引及周邊特色景點與商家資訊，提升旅客乘車體驗，累計下載量已超過 5 萬人次。

The TMRT officially opened to the public on April 25, 2021. To provide convenient TMRT information the "Taichung MRT" app was launched on both Android and iOS platforms. On the app, users can find information regarding nearby TMRT stations, operation status, fares, timetables, transfers, nearby attractions and stores. The TMRT app has been downloaded more than 50,000 times, enriching the travel experience of passengers.



1. 推出捷粉專區查詢服務 Launch of Inquiry Service for TMRT Fans

為鼓勵民眾搭乘捷運，本公司 2021 年 9 月 1 日推出捷粉回饋專案，可於 APP「捷粉專區」註冊、登錄票卡，方便查詢搭乘、回饋及領取紀錄，不定時推播活動消息及貼心提醒回饋金到期通知，截至 2021 年 12 月 31 日，捷粉註冊率已超過累計下載量 13%。

As a means to encourage people to travel by TMRT, we launched a TMRT Reward Scheme on September 1, 2021. TMRT followers can register their TMRT card on the "TMRT Fans" App, where they are able to check the journeys they have taken, rewards as well as redemption records. From time to time, we send notifications for offers and reminders of reward expiration. The registration rate as of December 31, 2021 exceeded the downloads by 13%.



2. 強化列車預估到站時刻資訊 Enhancing Information on Estimated Arrival Time of Trains

整合運務管理系統列車運行班次，旅客可查詢最近兩班列車預估到站時刻，並且自動按照每日車組設定，註記彩繪列車近三班及末班資訊，輕鬆掌握列車動態及方便安排行程。

By integrating train timetables on the Operations Management System, passengers can look up the estimated arrival time of the next 2 approaching trains. In addition, according to the daily train setting, passengers can access information on the next 3 approaching painted trains as well as the last train. By doing this, we make it easy for passengers to follow train movements so that they can make plans in advance.



3. 精選觀光景點及商家優惠 Selected Attractions and Store Discounts

「捷伴台中遊」整合臺中重要觀光景點，結合沿線 50 多間精選商家推出優惠，民眾於活動期間至合作店家出示，即可享餐飲或商品折扣等優惠，享受在地生活輕旅行，實現城市共榮目標。

The "Traveling Taichung with TMRT hand books" pamphlet contains the main attractions of Taichung and offers discounts on more than 50 selected stores along the Green Line. During the promotional period, those with a handbook can enjoy discounts on meals, drinks and products. While people are enjoying their travels in Taichung, achieved the goal of city co-prosperity at the same time.



市民綁卡服務 Providing Registration Service for Citizen Card

配合市府雙十公車「市民限定」優惠新政策，自 2020 年 12 月 1 日起，於松竹站、文心中清站、市政府站、文心森林公園站、大慶站、烏日站等 6 站提供市民限定綁卡服務，統計至 2021 年底，捷運車站共服務近 10 萬人綁卡作業。

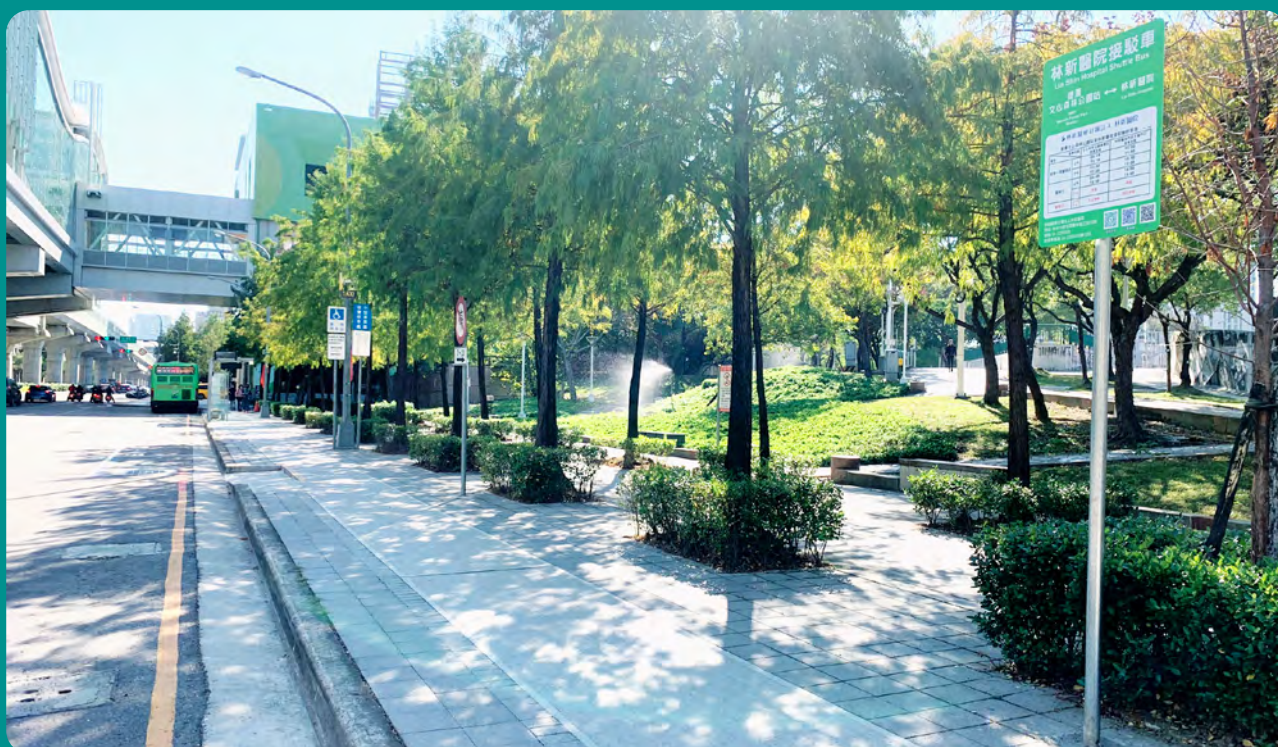
In conjunction with the new "Citizens Only" Double 10 concession initiated by the Taichung City Government, Taichung citizens could register for the special citizens-only concession at 6 stations: Songzhu Station, Wenxin Zhongqing Station, City Hall Station, Wenxin Forest Park Station, Daqing Station and Wuri Station, starting December 1, 2020. As of the end of 2021, the TMRT stations have served a total of 100,000 Taichung citizens showing up to register for this concession.



醫院接駁專車 Hospital Shuttle Bus

本公司自 2020 年 5 月開始，陸續與捷運沿線醫院洽談接駁車停靠捷運站，目前已與慈濟醫院、烏日林新醫院及林新醫院等 3 家醫院合作，每日提供 30 班次捷運站至醫院接駁服務。

Since May 2020, we have engaged in discussions with hospitals along the Taichung Green Line regarding stops at TMRT stations. We are currently working with 3 hospitals: Taichung Tzu Chi Hospital, Wuri Lin Shin Hospital and Lin Shin Hospital. Each day, 30 shuttle buses are available from TMRT stations to the hospitals.



捷運轉乘停車場 Parking for TMRT Transfers

台中捷運綠線共有 14 個車站附設機車停車場，普通機車停車格共 1,847 格，無障礙停車格共 62 格。機車停車場當月計次收費 20 元，提供悠遊卡轉乘捷運綠線，可享停車優惠折扣，亦有提供停車月租方案。

A total of TMRT's 14 Green Line stations has parking lots for motorcycles, with 1,847 regular motorcycle parking bays and 62 accessible parking bays. The parking fee for motorcycles is NT\$20 per use. Parking discounts are available to transfers at the Green Line and for monthly payment plans.



旅客滿意度近 9 成 3 The Passenger Satisfaction Score is Close to 93%

為瞭解旅客對台中捷運各項服務之滿意度與改善建議，本公司於 2021 年 12 月針對年滿 15 歲有搭乘捷運綠線經驗者進行面訪問卷調查，調查結果 2021 年通車營運首年旅客滿意度高達 92.7%，顯示台中捷運之服務品質尚符合民眾期待。

We are committed to better understanding the satisfaction level of passengers with respect to various services provided by TMRT. Given this, we conducted a face-to-face survey in December 2021 with people aged 15 and over who had prior experience in riding the TMRT Green Line. The outcome of the survey showed a satisfaction rate of 92.7% in the first year of operation in 2021, suggesting that the service quality of TMRT met public expectations.



客服專線諮詢服務 Customer Service Hotline Service

本公司為提升服務品質，提供民眾多元溝通管道，諸如客服專線、旅客信箱、車站顧客意見表，亦可透過 1999 市民專線、市府機關信箱反映意見。本公司客服專線 (04-37063606) 營運時間為每日 6 時至 24 時，全年無休，皆有專人提供諮詢服務。

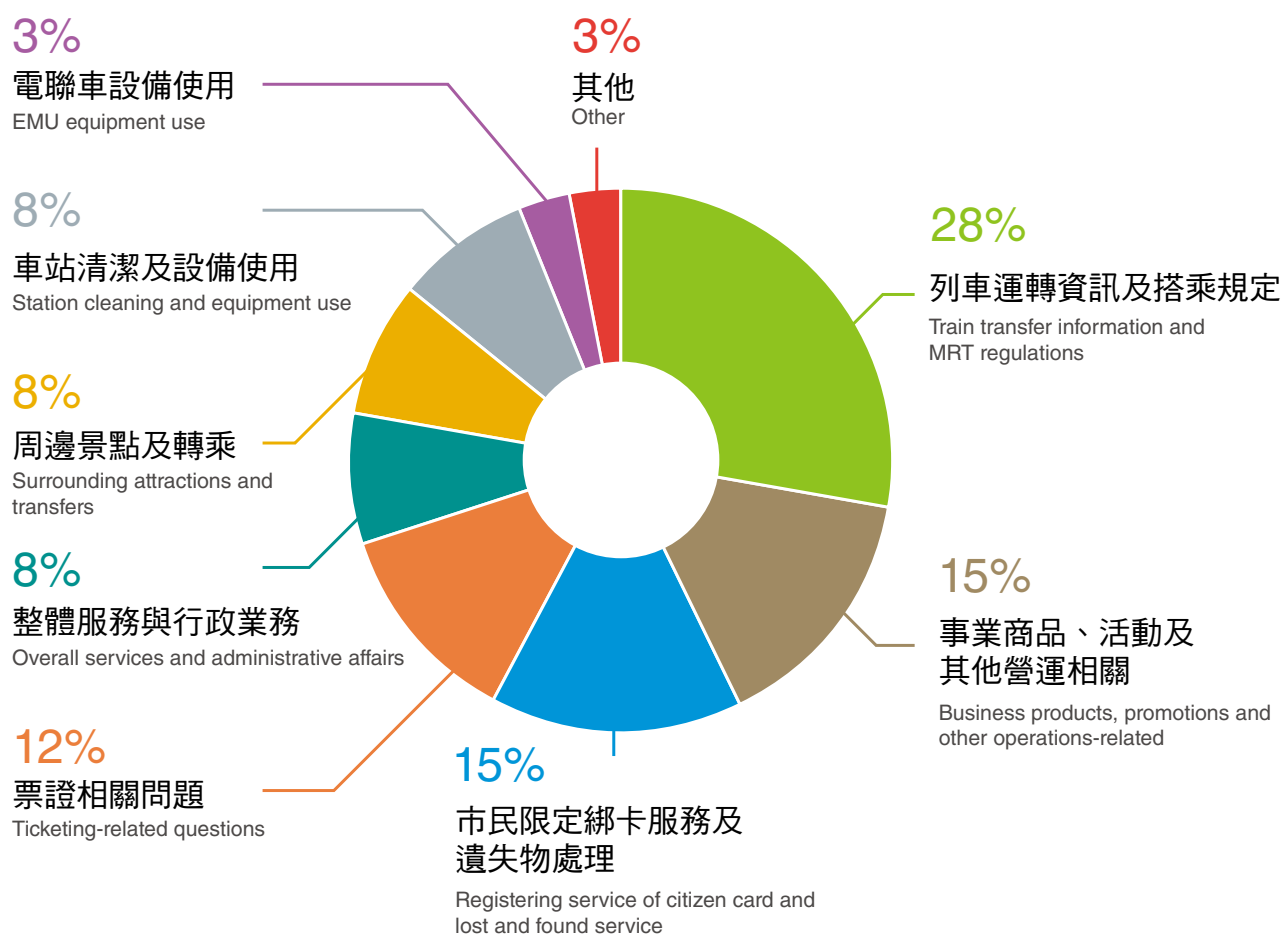
In a bid to improve the quality of our services, we provide a variety of communication outlets, including the customer service hotline, passenger mailboxes, and station customer feedback forms. The public can also reflect their opinions by calling the 1999 Citizen Hotline and through government agency mailboxes. The business hours for our customer service hotline (04-37063606) are 6:00am to 00:00am daily, all year round, answered by our dedicated staff with professional advice.



2021 年本公司受理顧客意見共計 7,528 件，來源包含客服中心、1999 市民專線及市府機關移辦案件。其中客服中心受理共 7,140 件 (95%)。顧客進線主要諮詢內容包含列車運轉資訊及搭乘規定、市民限定綁卡及遺失物處理、商品及活動、票證使用等。

In 2021, we received 7,528 customer comments from the Customer Service Center (CSC), 1999 Citizen Hotline and city government agency referrals. Among these comments, 7,140 (95%) were received by the CSC. Customers mainly called regarding train transfer information and MRT regulations, registering service of citizen card, lost and found service, products, promotions, as well as how to use the TMRT pass.

2021 年顧客意見類別 2021 Customer Opinion Category



4 幸福生活 Happy Life

捷運綠線試營運免費試乘 30 天 30-Days Free Trail Run of TMRT Green Line

臺中市市長盧秀燕於 2021 年 3 月 10 日宣布 3 月 25 日起至 4 月 23 日試營運 30 天，綠線全線 18 個車站開放民眾免費搭乘。試營運期間累計運量高達 213 萬 7,074 人次，平均每日逾 7 萬人次使用捷運系統，顯示台中捷運綠線深具成長潛力。

City Mayor Lu Shiow-Yen announced on March 10, 2021 that trial runs were to start from March 25, 2021 for 30 days until April 23, 2021. During this period, the public could use the MRT for free at all 18 stations of the TMRT Green Line. During the period of trial runs, the total passenger volume reached 2,137,074, with an average of more than 70,000 passenger using the TMRT system, showing great potential growth of the TMRT Green Line.



中捷慶通車 - 臺中脈動演唱會

TMRT Celebrating Its Official Operations - Taichung Pulse Concert

2021 年 4 月 25 日上午於市政府站舉行台中捷運通車典禮，臺中市盧秀燕市長偕同與會貴賓，宣布中午 12 時起正式通車，並於車站推出首款綠線集章冊及 18 座車站造型紀念戳章，通車當日晚間於文心森林公園圓滿劇場舉辦台中脈動演唱會，眾多歌手熱情演出，歡慶臺中迎向捷運新生活。

On the morning of April 25, 2021, the opening ceremony for TMRT was held at the Taichung City Hall Station. Taichung City Mayor Lu Shiow-Yen, alongside guests, announced the official operation of the TMRT at 12:00 noon. The first Green Line stamp collection book and 18 station-shaped commemorative stamps were also introduced at the station. In the same evening, a Taichung Pulse concert was held at Wenxin Forest Park Station, where many singers performed, together celebrating Taichung's new life of TMRT together.

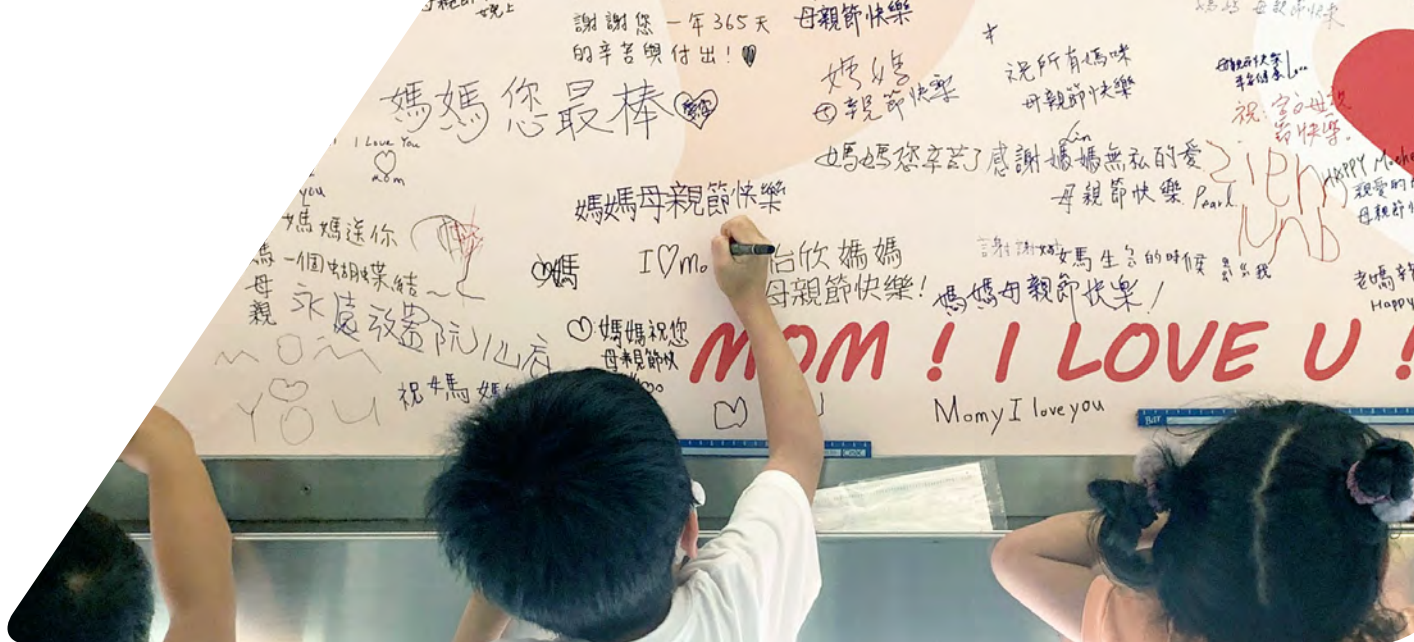


里程捷慶，好禮相贈 TMRT Milestone Gifts

台中捷運綠線持續締造運量里程碑，自 2021 年 4 月 25 日正式營運後，陸續於 8 月 3 日、10 月 9 日、11 月 20 日衝破 100 萬、200 萬及 300 萬之人次運量，並於 11 月 26 日達成高鐵臺中站 50 萬人次里程碑後，致贈第 50 萬名旅客「90 天無限次搭乘紀念卡」及最新周邊商品，前後各 1 名旅客則享 30 天無限次搭乘。

The TMRT Green Line has continued to achieve passenger volume milestones since it began its service to the public on April 25, 2021. On August 3, October 9 and November 20, passenger volume reached 1 million, 2 million and 3 million passengers, respectively. On November 26, HSR Taichung Station traffic volume reached the milestone of 500,000 passengers. The 500,000th passenger received a "commemorative card for unlimited 90-day rides" as well as the latest merchandise. 1 passenger before and after the 500,000th passenger enjoyed unlimited rides for 30 days.





節日捷慶，伴您溫馨 Festivals Celebrated With Passengers

本公司於重要節慶舉行慶祝活動，邀請捷運沿線社區團體、學校學生共襄盛舉，加強捷運與在地連結。

We organize celebration activities during important festivals in which we invite community groups and school students along the Green Line to participate. By taking this approach, we reinforce the connection between the TMRT and the local community.

1. 2021年5月9日母親節，於活動車站布告欄設置真情留言版，鼓勵陪伴媽媽搭乘中捷出遊，並在留言板留下對媽媽的心意。

On May 9, 2021, we set up a Mother's Day message board on the station bulletin panel. The idea is to encourage passengers to ride the TMRT with their mothers and leave a message of love for the mother on the board.



2. 為慶祝聖誕佳節，本公司舉辦「捷運 FUN 聖誕」系列活動，活動內容包含明道中學學生進行聖誕樹點燈為市民報佳音、聖誕老公公驚喜現身捷運車廂內，發放糖果與旅客同慶、天主教台中教區及北屯區平安里社區長者組成不老樂團，為旅客送上一整年的平安祝福。



2. To celebrate Christmas, we organized a series of "TMRT Fun Christmas" events, including carol singing and Christmas tree lighting activities by students of Mingdao High School, as well as a surprise appearance of Santa Claus on the TMRT train giving out candies to passengers and a performance of the band consisting of the elderly of Roman Catholic Diocese of Taichung and Beitun Ping'an Village Community, giving good wishes to passengers for the coming year.

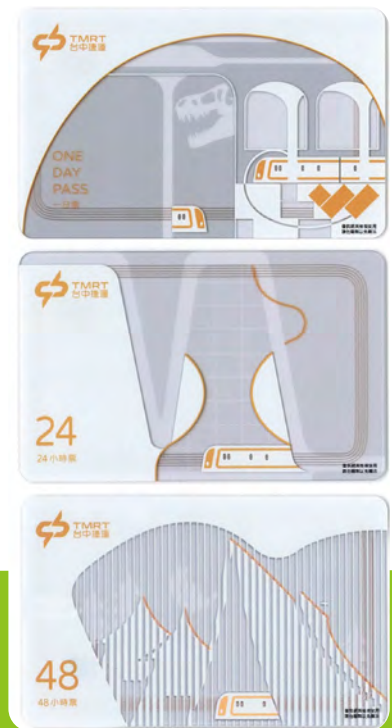
1. 捷運票卡結合臺中在地特色 TMRT Card Featuring Local Characteristics

本公司將臺中市著名觀光景點、城市特色等元素結合於電子票證，並於全線車站販售，讓民眾買卡搭車同時可品味票卡設計的小巧思。

We blend Taichung's famous attractions and city highlights into the e-card, which is sold in all stations, so that card holders will take time to appreciate the thoughts put into the design of the card while riding the train.

- (1) 於試營運期間推出中捷 LOGO 電子票證，票卡卡面採霧面透明設計，呼應車站站體「輕、簡、透」的特色，甚獲好評，首週即售出 1 萬多張；2021 年 4 月 25 日正式通車日再推出一日、24 小時、48 小時 3 款中捷旅遊票，並將臺中知名景點融入設計，清新脫俗。

(1) We launched the TMRT logo e-card during the trial runs. The matte and transparent design of the card echoes the "light, simple and transparent" characteristics of the body of the station. The design was well received by the public, as over 10,000 cards were sold within a week. On April 25, 2021, when the official service began, we introduced 3 TMRT travel passes: One-Day Pass, 24-hour Pass and 48-hour Pass. Famous scenic spots are printed on the passes showing the beauty of Taichung.



- (2) 台中捷運 2021 年度票卡於 2021 年 8 月 1 日起於車站經常性販售，以 LOGO 重複纏繞變成紋飾圖騰，運用錯視原理，在平面中創造出空間感，加上不同方向的捷運車輛，象徵著臺中四通八達交通樞紐的地理位置。

The 2021 TMRT Card became officially available across all stations on August 1, 2021. The logo is repeatedly entwined into a decorative totem, using the principle of visual illusion to create a sense of space in the plane. The design on the card showing TMRT trains heading in different directions symbolizes the geographical location of Taichung as a transportation hub.



2. 捷運生活宣傳

Life with Promotion of TMRT

為使市民朋友瞭解台中捷運，推廣捷運新生活的概念，本公司拍攝一系列宣傳、介紹影片，讓不同年齡層及不同生活型態之民眾瞭解如何搭捷運滿足日常生活需求。

To promote TMRT among Taichung citizens, we have produced a series of promotional videos for people of different age groups and mixed lifestyles to show them how to ride the TMRT and makes it part of their everyday lives.

(1) 公司簡介影片

Company Introduction Video

臺中的第一條捷運，串連北屯至高鐵臺中站，結合轉乘台鐵、高鐵，勾勒大臺中便捷生活圈。影片於 2021 年 9 月 6 日上架於官方 YouTube 頻道。

As Taichung's first metro system, the TMRT connects Beitun to the THSR Taichung Station, combining connections of Taiwan Railway and THSR, making the life circle of Taichung more convenient. The video was launched on TMRT's official YouTube channel on September 6, 2021.



(2) 微電影 3 支
3 Microforms

A. 鳥來嬤台中捷運一日體驗：
A Day of TMRT Experience With Jiao Lai Ma :

透過鳥來嬤視角，介紹敬老愛心卡轉乘優惠、主題廁所、車站沿線美食及高鐵轉乘等特點，影片於 2021 年 4 月 21 日上架於官方 YouTube 頻道。

The main character Jiao Lai Ma in the video, talks about concessions for Elderly Card holders, themed toilets, gourmet foods all along the routes and transfers to and from the THSR. The video was launched on TMRT's official YouTube channel on April 21, 2021.



B. 便捷準時 最好的選擇：
TMRT is Your Best Choice :

「不是選擇困難，而是仔細思考」，台中捷運新生活，準時便捷，最好的選擇！影片於 2021 年 4 月 23 日上架於官方 YouTube 頻道。

Bedazzled by choices, not flustered by decision-making. Bring TMRT into your life, punctual and convenient, your best decision ever. The video was launched on TMRT's official YouTube channel on April 21, 2021.



C. 青春捷運 幸福臺中：
Experience Youth and Happiness With TMRT：

綠線，臺中的第一條捷運，讓青春加一點速度，不同的移動方式，不同的交通運輸，不同的生活體驗，不同的城市動線。影片於 2021 年 4 月 24 日上架於官方 YouTube 頻道。

Green Line, the first metro system in Taichung, rejuvenates the city, offers alternative mode of mobility, transport, life experiences and urban adventures. The video was launched on TMRT's official YouTube channel on April 24, 2021.



3. 通勤、通學搭中捷最優惠
Discounts Offered to Commuters

為回饋經常搭乘捷運之旅客，本公司於 2021 年 9 月 1 日推出「捷粉回饋專案」。民眾持電子票證搭乘捷運，每月累積搭乘 40 次以上，無需申請綁定即可享乘車回饋金，自推出以來，每月捷粉人數從 9 月 946 人，至 12 月已成長至 1,641 人，成長幅度達 +73.5%，且每月捷粉黏著度達 7 成以上。

To reward frequent TMRT riders, we launched a "TMRT Fan Reward Scheme" on September 1, 2021. Without registering an e-card, passengers taking more than 40 TMRT journeys a month with an e-card enjoy a discount. Since its launch, the number of passengers using the service grew from 946 in September to 1,641 in December, a growth rate of + 73.5%, with a retention of TMRT fans of over 70%.



4. 捷運九德站好朋友 - 明道中學 Good Friend of Jiude Station - Mingdao High School

本公司積極融入校園及鄰里，包括與沿線學校合辦活動及提供車站場地做為學生展覽作品空間等，如九德站旁的明道中學，陸續在九德站佈置聖誕裝置藝術、開學日快閃市集等，校方也積極鼓勵師生多搭乘捷運，減少校車數量進而改善交通秩序，帶動臺中邁向人本交通城市。

At TMRT, we take a pro-active approach to engage with schools and nearby communities. We organize activities together with schools along the Green Line and provide venues for them to hold student exhibitions. For example, students of Mingdao High School, next to Jiude Station, have decorated the station with installation art at Christmas, as well as setting up a market for flash sales. The school encourages its teachers and students to use the TMRT system as it helps reduce the number of school buses, further improving the traffic and leading Taichung to become a Humanity-Oriented transportation city.



5. 推廣人文藝術 Promotion of Arts and Humanities

- (1) 藝文展示：於市政府站及松竹站等 2 站設置藝文展示空間，2021 年 8 月 31 日起公告於官網受理申請，截至 2021 年 12 月 31 日，申請件數共計 2 件。

Art exhibition: there is a space specifically designed for Arts and Culture Exhibitions at City Hall Station and Songzhu Station. Applications were open from August 31, 2021 and as of December 31, 2021, there were 2 applications.

日期 Date	申請單位 Applicant	主題 Topic
2021.11.17	羅慧夫顱顏基金會 Noordhoff Craniofacial Foundation	最初的感動 The First Touching Moment
2021.12.23	臺中市東友扶輪社 Rotary Club of Taichung Toyu	現在・未來，想像創意畫徵圖 Now and Future - Drawings of Creative Imagination Wanted



- (2) 公益廣告露出：2021 年 4 月 26 日於官網公告車站公益文宣品上刊辦法，截至 2021 年 12 月 31 日，申請件數共 15 件，廣受各公益團體、機關好評。

Charity advertising exposure: on April 26, 2021, instructions of printed promotional items for stations were announced on the website. As of December 31, 2021, there were a total of 15 applicants, highly received by many charitable organizations and agencies.

日期 Date	申請單位 Applicant
2021.11.22	臺中市政府社會局 Social Affairs Bureau, Taichung City Gov-ernment
2021.12.01	臺中市政府文化局 Cultural Affairs Bureau, Taichung City Government
2021.10.01	臺中市政府新聞局 Information Bureau, Taichung City Gov-ernment
2021.08.20	原住民族委員會 Council of Indigenous Peoples
2021.08.27	臺中市政府警察局捷運警察隊 Police Team of the Police Department, Taichung City Government
2021.08.30	中央公園 Taichung Central Park
2021.09.16	臺灣文學館 National Museum of Taiwan Literature
2021.09.16	名家大提琴合奏團 Hotshot Cello Choir
2021.10.01	萬海航運社會福利慈善事業基金會 Wan Hai Charity Foundation
2021.10.12	微笑單車股份有限公司 YouBike Co., Ltd.
2021.10.20	果陀劇場 Godot Theatre Company
2021.10.20	台積電文教基金會 TSMC Charity Foundation
2021.10.28	社團法人中華民國喜願協會 Make-A-Wish Taiwan
2021.10.28	輔仁大學 Fu Jen Catholic University
2021.11.11	國立台灣大學土木系 Department of Civil Engineering, National Taiwan University



- (3) 活動空間出借：為活化捷運場域空間，2021 年 4 月 29 日於官網公告活動場地空間出借申請辦法，截至 2021 年 12 月 31 日，包括於車站或捷運路權範圍內舉行各項宣傳活動，申請件數共 7 件，有助於捷運車站與在地拉近距離，讓捷運車站不僅是搭車地點，也是市民活動場域。

Space rental: to revitalize the space of TMRT, instructions for leasing out space of TMRT were announced on the website on April 29, 2021. As of December 31, 2021, there were a total of 7 applicants, including holding various promotional activities in the station and nearby right-of-way areas. This helps draw closer the distance between the TMRT station and local communities, so that an TMRT station is not just where people go to get on and off, but also where they can attend activities.

日期 Date	申請單位 Applicant	主題 Topic
2021.09.23	家扶基金會 (台中市南區分事務所) Taiwan Fund for Children and Families (Branch of South District, Taichung)	針對臺中市經濟弱勢家庭與兒童受虐家庭舉辦親子互動闖關遊戲 Family interactive games played with economically disadvantaged and abused children in Taichung
2021.10.12	臺中市政府勞工局就業服務處 Taichung City Employment Service Office	促進市民就業及勞工就業權益 Facilitated the employment rights of Taichung citizens and workers
2021.10.13	臺中監理站 Taichung City Motor Vehicles Station	配合交通部 10 月交通安全月進行路口安全宣導 Promoted interaction safety in line with the MOTC's Traffic Safety Month in October
2021.11.10	臺中市北屯區平安里 Beitun Ping'an Village, Taichung	聖誕報佳音活動 Carol singing
2021.11.23	臺中市天主教會台中教區 Roman Catholic Diocese of Taichung	聖誕報佳音活動 Carol singing
2021.11.23	臺中市政府社會局 Social Affairs Bureau, Taichung City Government	宣傳捷運全線周邊志工服務場所 Promoted volunteer service venues around TMRT stations
2021.12.10	臺中市私立明道高級中學 Mingdao High School	聖誕裝置藝術增添車站聖誕氣氛 Station decorated with installation art to add Christmas atmosphere



5 企業社會責任 Corporate Social Responsibility

為加強社會連結、善盡企業社會責任，增進民眾使用大眾運輸意願及培養優質捷運素養，本公司持續接待各機關、團體參訪，透過捷運系統、車輛介紹，讓更多市民瞭解捷運、信賴捷運。

We continue to receive visits from various agencies and organizations in an effort to strengthen social connections, fulfill corporate social responsibility, increase people's willingness to use public transportation, and cultivate a quality TMRT culture. Through the TMRT system and train introduction, we help the public to better understand and trust TMRT.

北屯機廠參訪活動 Visiting Activities

2021 年全年度參訪活動辦理共計 27 場（總人次 2,386 人）。參訪外賓包含全國各大機關、各級學校師生、社會團體、公益團體及社區鄰里等，本公司提供參訪外賓多元生動、深入淺出的導覽解說服務，未來也將持續精進參訪活動內容，打造更優質的捷運服務，以回饋大眾對台中捷運的支持。

In 2021, we received 27 visits (2,386 visitors). The visitors include nation-wide major agencies, teachers and students, social organizations, public welfare organizations and neighboring communities. We also provide a variety of lively and in-depth guided tours for foreign visitors. In the future, we will continue to refine the contents of the visits to create better MRT services as a way to thank our supporters.



日期 Date	參訪團體 Visiting Groups	
2021.4.13	逢甲大學參訪北屯總站及北屯機廠	Feng Chia University visited Beitun Main Station and Bei-tun Depot
2021.4.30	北屯機廠定點導覽開放活動	Beitun Depot tour opening
2021.5.02	臺中市議會參訪團至北屯總站參訪	Taichung City Council visited Beitun Main Station
2021.8.23	后里區親子團參訪北屯總站及機廠	Family groups of Houli District visited Beitun Main Station and Depot
2021.9.4	臺中市政府研考會辦理「青年同行 開創未來」培力參訪活動，邀請臺中市青年事務諮詢委員會委員參訪活動，參觀北屯總站、主維修廠及行控中心	The Research, Development and Evaluation Commission of Taichung City Government organized the "Young People of the Future" visit, inviting members of the Youth Affairs Advisory Committee to pay a visit to Beitun Main Station, Primary Maintenance Depot and Operations Control Center.
2021.10.29	國際觀光協會舉辦「發現台灣『樂活臺中』外籍青年體驗團」參訪活動，行程為市政府站至文心森林公園站	Chinese International Tourism Association put together the "LOHAS Taichung" for young foreigners to visit City Hall Station and Wenxin Forest Park Station.
2021.11.17	臺中市議會參訪團至北屯總站及北屯機廠車體模型展示區參訪	Taichung City Council visited the train model exhibition at Beitun Main Station and Beitun Depot
2021.11.17	市政顧問訪問團至北屯總站及舊社站參訪	Municipal advisory delegation visited Beitun Main Station and Jiushe Station
2021.11.18	臺中市烏日區三和國小師生參訪市政府站及高鐵臺中站	Teachers and students of Taichung Sanhe Elementary School, Wuri District, visited City Hall Station and HSR Taichung Station
2021.12.10	臺中市議員參訪團至市政府站及高鐵臺中站參訪	Municipal advisory delegation visited City Hall Station and HSR Taichung Station
2021.12.10	南華大學活動參訪團至北屯總站及北屯機廠參訪	Nanhua University visited Beitun Main Station and Beitun Depot
2021.12.29	高雄市政府交通局參訪，行程為高鐵臺中站、北屯總站、市政府站	Transportation Bureau, Kaohsiung City Government visited HSR Taichung Station, Beitun Main Station and City Hall Station





響應環保，推廣綠能

Promotion of Green Energy in Response to Environmental Protection

1. 太陽能發電

Solar Energy Generation

本公司太陽光電發電設備預計設置容量 5722.5kWp，北屯機廠擁有全國軌道業內，單一案場最大容量之太陽光電設備。

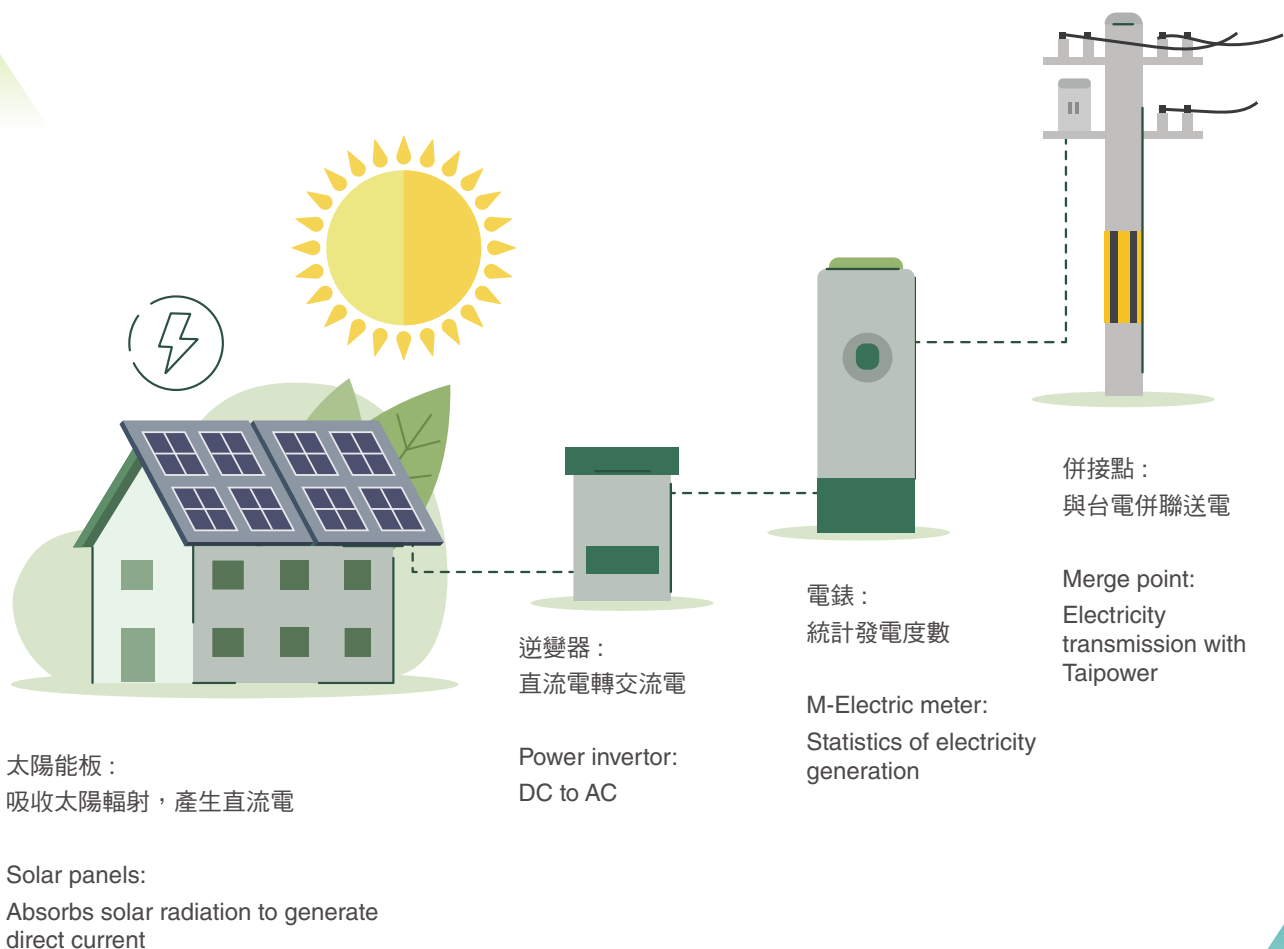
The power generation of the Company's photovoltaic panels is projected at a capacity of 5722.5kWp. Beitun Depot has the largest capacity of photovoltaic panels at a single site in Taiwan's rail industry.

- 每年預計可發電 715 萬度 (約 1,827 戶家庭年使用量)

Electricity generated per year is estimated at 7.15 million kWh (electricity usage of approximately 1,827 households per year).

- 減碳量每年高達 3,639 公噸 (約 42 座文心森林公園 1 年之二氧化碳吸附量)

Carbon reduction of 3,639 metric tons per year (equivalent to the carbon adsorption capacity of 42 Wenxin Forest Park per year)



2. 捷運通車溫室氣體減碳 Reduce GHG Emissions by TMRT Operation

2021 年臺中市第一條捷運系統正式通車營運，統計營運首年運量累計達 6,321,359 人次 (含試營運期間運量)，換算減碳量為 4,646 公噸，相當於 53 座文心森林公園 1 年的碳吸附量，減碳成果不容小覷。本公司將持續提出貼近市民需求之乘車方案，提高民眾選擇搭乘捷運的意願，從交通方式的改變開始，為臺中市的未來及全球暖化問題盡一份心力。

Taichung City's first MRT system began its service in 2021. The total passenger volume in its first year was 6,321,359 (including passenger volume during the trial run period), which translates into an impressive carbon reduction of 4,646 metric tons, equivalent to the carbon adsorption capacity of 53 Wenxin Forest Parks. We will continue to do our utmost to introduce TMRT offers that meet the needs of the public to encourage more people to use this transportation means. By changing transportation habits, people can make a difference to the future of Taichung while easing global warming.



熱血中捷熱心捐血 Blood Drive at TMRT

2021 年中旬因 COVID-19 疫情嚴峻影響民眾捐血意願，血庫存量持續告急，為善盡企業社會責任，本公司於 2021 年 7 月 2 日與臺中捐血中心合作，於捷運北屯總站舉辦捐血活動，號召市民及員工挽袖救人，共募集 146 袋血液。

Due to COVID-19, people were reluctant to give blood, which resulted in low blood stock levels across Taiwan in 2021. To fulfill our corporate social responsibility, we teamed up with Taichung Blood Donation Center and organized a blood drive at Beitun Main Station on July 2, 2021. To help save lives, the public and our employees rolled up their sleeves, with a total of 146 bags of blood collected.





6 在地繁榮 Local Prosperity

本公司與在地企業攜手合作，打造擁有在地溫度及共鳴的特色產品與場域設計，帶動在地商圈整合共榮，提高品牌辨識度與認同感，也讓捷運站體成為在地企業和商家提升能見度的舞台。

By joining forces with local enterprises, we create special products and venue design consisting of local features. By doing this, we are able to prosper with the local businesses while at the same time increasing their brand identity and recognition. In doing so, all TMRT stations have become a stage for increasing the visibility of local enterprises and stores.



與在地商家合作，發展軌道經濟

Development of Railway-Economics With Local Businesses

1. 捷伴台中遊與沿線商家合作活動 Promotions With Businesses Along the Green Line

2021 年 3 月 25 日至 5 月 23 日期間，配合試營運及通車活動，發行 14,000 份捷伴台中遊手冊供民眾索取，並結合台中 57 間在地商家提供相關優惠，以吸引民眾搭乘捷運、振興捷運周邊經濟效益。

To accommodate trial runs and official operation of the TMRT between March 25 and May 23, 2021, a total of 14,000 Traveling Taichung with TMRT handbooks were issued to the public. The TMRT also worked with 57 local businesses to encourage people to take the TMRT while also boosting neighboring economy.



2. 咖啡智能販賣機 Smart Coffee Vending Machine

與臺中在地知名咖啡品牌合作，自 2021 年 8 月起在捷運站設置咖啡智能販賣機，截至 2021 年 12 月 31 日止，共計有 5 個捷運站於營運時段提供優質咖啡，滿足旅客在通勤或旅途中對咖啡的需求。

We have been working with a well-known local coffee brand since August 2021. As of December 31, 2021, smart coffee vending machines can be found at 5 stations to provide aromatic coffee during operating hours, meeting passenger demand for coffee whilst commuting or traveling.





禁止酒駕 🚫 未滿十八歲禁止飲酒

3. 捷運商品開發與在地企業合作 TMRT Merchandise Development and Local Collaboration

除了既有捷運列車、動漫、捷運工程圖等系列商品外，本公司積極與在地商家合作開發授權及聯名商品，如與中信兄弟合作推出「BROTHERS 中捷聯名毛巾」、「BROTHERS 中捷聯名悠遊卡貼紙」等聯名商品，與星野製菓合作推出銅鑼燒聯名禮盒等，2021 年共推出 14 項捷運周邊商品。

In addition to the existing merchandise of TMRT trains, comic characters, and engineering drawings, we also pro-actively work with local businesses to develop licensed and co-branded products. For example, we teamed up with CTBC Brothers and launched co-branded merchandise including "Brothers and TMRT" towels and "Brothers and TMRT" stickers". We also worked with Singya Seika to introduce a co-branded Dorayaki gift set. In 2021, a total of 14 TMRT merchandise products were launched.



捷運元素與在地結合，形塑捷運文化

Shaping an TMRT Culture by Incorporating MRT and Local Features

1. 主題廁所 Themed Toilets

與在地企業共同打造車站五星級主題廁所，2021年3月起結合臺中居家生活電器品牌 ALASKA 阿拉斯加與中友百貨 2 家在地企業，於文心森林公園站、松竹站及高鐵臺中站打造主題廁所，除美化廁所外也藉此展示特色產品。

Five-star themed toilets were constructed with local businesses. In March 2021, we worked with 2 local enterprises ALASKA and Chungyo Department Store to create themed toilets at three stations, namely Wenxin Forest Park Station, Songzhu Station and HSR Taichung Station. By doing this, the toilets are not only pleasing to the eye, they are also used to showcase special products.



2. 幸福角落 Corner of Happiness

結合在地企業，於2021年7月起在大慶站及高鐵臺中站展出2座以臺灣生態為主題的裝置藝術，期盼藉此讓民眾更認識這片土地，也提供在地企業展現社會責任的舞台。

In collaboration with local enterprises, 2 exhibitions of installation art that focus on Taiwan's ecology have been displayed in Daqing Station and HSR Taichung Station from July 2021. People will not only get to know more about this land, TMRT also provide a stage for local businesses to fulfill their social responsibility.







3. 戶外市集 Bazaar

自 2021 年 12 月起，每個週末於市政府站 1 號出口舉辦戶外市集，邀請臺中在地文創商家進駐，運用該站進出站人潮帶動商機，將捷運站打造成假日逛街散步景點，讓台中捷運更貼近民眾生活。

From December 2021, we hold an Bazaar at Exit 1 of the Taichung City Hall Station. We invite Taichung's local cultural and creative businesses to take part in the market to make the best of the crowds entering and exiting the station in order to drive business opportunities. Consequently, our aim is to turn TMRT stations into a site that enables people to walk around on holidays, pushing TMRT one step closer to people's daily lives.

4. 中信兄弟「猛瑪·鋼鐸拉」主題車站
CTBC Brothers "Mammoth Kandula"
Themed Station

攜手中信兄弟球隊將距離洲際棒球場最近的捷運站「文心崇德站」，打造為中信兄弟「猛瑪·鋼鐸拉」主題車站，吸引全國球迷來此朝聖打卡。

In collaboration with the basketball team, CTBC Brothers, we turned "Wenxin Chongde Station", the closest TMRT station to Taichung Intercontinental Baseball Stadium, into a "Mammoth Kandula" themed station, attracting many fans across Taiwan.





5. 台中捷運吉祥物亮相與民眾互動 Interaction of TMRT Mascot With the Public

推出吉祥物「小綠綠」Q版偶裝，參與本公司各項行銷活動，如與兄弟棒球隊吉祥物一起參與開球儀式、聖誕點燈活動與民眾拍照同歡等，提升曝光率及知名度，塑造台中捷運意象、強化在地連結。

A cute version of mascot "Little Green" was introduced to the public by taking part in the Company's marketing activities. To increase the exposure rate and popularity, Little Green opened a baseball game with CTBC Brothers' mascot, as well as taking pictures with the public during Christmas tree-lighting activities. In doing this, we are able to shape the image of TMRT while also strengthening local connection.



展望未來

Future Outlook



2021 年為台中捷運綠線正式營運通車首年，是臺中交通運輸新紀年，市民朋友得以新高度俯視臺中，並展開「捷運新生活」。囿於捷運路網尚未形成，捷運運量難達經濟規模，中捷公司在通車初期以確保「安全可靠、營運穩定」為首要目標，秉持「安全」、「可靠」、「舒適」、「便捷」、「整潔」、「親切」之堅持，塑造優質品牌形象，希冀捷運綠線可成為後續路網建置之典範，進而為整體社會貢獻正面且積極的影響力，實現「一流捷運，連結幸福」之願景。

中捷公司以深耕本業、拓展附業之經營方針，戮力提供最好、最貼心的捷運服務。本業方面，為克服捷運路廊服務範圍不足，中捷公司積極研析民眾搭乘特性與轉乘環境改善方案，並提案臺中市政府相關機關，致力以捷運站點為始，逐步改善人行空間、調整公車路線、增設 iBike 站

點，強化運具間之連結，營造以人為本的運輸環境，培養民眾搭乘大眾運輸習慣，進而活絡軌道經濟，帶領臺中市邁向大眾運輸導向型發展 (Transit-oriented development, TOD)。附業方面，捷運綠線為高架車站，站體本身並無規劃商業空間，中捷公司運用有限環境打造商業空間、促進廣告版面出租，並積極與異業互惠合作、開發多元周邊商品，為增進附業收入不遺餘力。

捷運建設為城市帶來的效益雖非一蹴可幾亦非遙遙無期，中捷公司期許能成為市民朋友的好鄰居，為大眾提供舒適、便捷的運輸服務之際，亦運用站體擴增捷運的附加價值滿足民眾日常所需，強化與市民生活的連結，透過步行、自行車搭配大眾運輸實現「15 分鐘生活圈」之願景。



2021 marks the first year of the official operation of TMRT Green Line, the beginning of a new era for Taichung transportation. The people of Taichung will be able to look at Taichung with a new perspective and start their "new TMRT life." Given the fact that the TMRT network is not yet formed and the passenger volume has yet to reach an economic scale, the TMRT insisted on "safety and reliability and stable operation" at the early stages of the operation. By adhering to "Safety", "Reliability", "Comfort", "Convenience", "Cleanliness" and "Friendly", we have shaped a quality brand image. In doing so, we hope that the Green Line will become a model for the establishment of a subsequent network, further contributing to the positivity of society as a whole and achieving the vision of a "top-notch MRT to link happiness."

We are committed to the development of our own industry while also expanding our subsidiary businesses to provide the best and most considerate TMRT services. In terms of the industry - to address the inefficiency of the scope of TMRT corridor services, we proactively study and analyze the travel patterns of the public as well as making improvement plans for the transfer environment. We also proposed to the relevant agencies of Taichung City Government to gradually improve the pedestrian space, adjust bus routes and

add iBike site. This way, we were able to strengthen the connection of transportation means to create a people-oriented transportation environment. As well as this, we also make an effort to develop the public's habit of taking public transportation to further revitalize the Railway-Economics, leading Taichung City's Transit-oriented development (TOD). In terms of subsidiary business - The TMRT Green Line stations are elevated stations. These stations have no commercial space, leaving the Company to use a limited environment to create commercial space and promote advertising space for rent. As well as this, we proactively work with other businesses to develop a variety of merchandises, doing our utmost to increase income generated from subsidiary business.

We understand that the benefits to the city brought about by MRT construction are not instant but can be reached in the foreseeable future. At TMRT, we hope to become a good neighbor of the citizens of Taichung to not only provide comfortable and convenient transportation services, but also make good use of the added value of the stations to meet people's daily needs. By focusing on strengthening the connection with people's lives, we have achieved the "15-minute city" vision through walking, cycling and public transportation.





財務報告

Financial Statements



臺中捷運股份有限公司

損 益 表

2021年

單位：新臺幣元

上年度決算數	科 目 名 稱	本年度決算數	本年度預算數	比較增減	
				金額	%
9,816,978	營業收入	138,269,063	474,522,000	-336,252,937	-70.86
23,043	勞務收入	105,093,471	445,125,000	-340,031,529	-76.39
23,043	客運收入	105,093,471	445,125,000	-340,031,529	-76.39
9,793,935	其他營業收入	33,175,592	29,397,000	3,778,592	12.85
9,793,935	什項營業收入	33,175,592	29,397,000	3,778,592	12.85
-	營業成本	620,634,364	910,020,000	-289,385,636	-31.80
-	勞務成本	605,226,541	885,528,000	-280,301,459	-31.65
-	運輸費用	605,226,541	885,528,000	-280,301,459	-31.65
-	其他營業成本	15,407,823	24,492,000	-9,084,177	-37.09
-	什項營業成本	15,407,823	24,492,000	-9,084,177	-37.09
9,816,978	營業毛利(毛損)	-482,365,301	-435,498,000	-46,867,301	10.76
555,434,189	營業費用	133,893,607	231,621,000	-97,727,393	-42.19
5,730,162	行銷費用	5,784,489	20,000,000	-14,215,511	-71.08
5,730,162	行銷費用	5,784,489	20,000,000	-14,215,511	-71.08
547,024,646	管理費用	125,956,066	202,285,000	-76,328,934	-37.73
547,024,646	管理費用	125,956,066	202,285,000	-76,328,934	-37.73
2,679,381	其他營業費用	2,153,052	9,336,000	-7,182,948	-76.94
2,679,381	員工訓練費用	2,153,052	9,336,000	-7,182,948	-76.94
-545,617,211	營業利益(損失)	-616,258,908	-667,119,000	50,860,092	-7.62
9,789,489	營業外收入	14,352,252	10,558,000	3,794,252	35.94
3,467,934	財務收入	3,677,501	2,896,000	781,501	26.99
3,467,934	利息收入	3,677,501	2,896,000	781,501	26.99
6,321,555	其他營業外收入	10,674,751	7,662,000	3,012,751	39.32
-	租賃收入	3,503,848	6,642,000	-3,138,152	-47.25
870,050	賠償收入	1,875,583	-	1,875,583	-
5,451,505	什項收入	5,295,320	1,020,000	4,275,320	419.15
9,789,489	營業外利益(損失)	14,352,252	10,558,000	3,794,252	35.94
-535,827,722	稅前淨利(淨損)	-601,906,656	-656,561,000	54,654,344	-8.32
-535,827,722	繼續營業單位本期淨利 (淨損)	-601,906,656	-656,561,000	54,654,344	-8.32
-535,827,722	本期淨利(淨損)	-601,906,656	-656,561,000	54,654,344	-8.32

註1：所得稅費用(利益)為0。

註2：本期其他綜合損益上年度決算數、本年度決算數及本年度預算數皆為0。

Taichung Mass Rapid Transit Corporation

Income Statement

FY2021

Unit : NT\$; %

Final Accounts for Last Fiscal Year	Account	Final Accounts for Current Fiscal Year	Budget for Current Fiscal Year	Comparison Between Budget and Final Accounts	
				Amount	%
9,816,978	Operating revenues	138,269,063	474,522,000	-336,252,937	-70.86
23,043	Service revenue	105,093,471	445,125,000	-340,031,529	-76.39
23,043	Farebox revenues	105,093,471	445,125,000	-340,031,529	-76.39
9,793,935	Other operating revenues	33,175,592	29,397,000	3,778,592	12.85
9,793,935	Other operating revenues	33,175,592	29,397,000	3,778,592	12.85
-	Operating costs	620,634,364	910,020,000	-289,385,636	-31.80
-	Cost of services	605,226,541	885,528,000	-280,301,459	-31.65
-	Transportation expenses	605,226,541	885,528,000	-280,301,459	-31.65
-	Other operating costs	15,407,823	24,492,000	-9,084,177	-37.09
-	Other operating costs	15,407,823	24,492,000	-9,084,177	-37.09
9,816,978	Gross profits(loss) from operations	-482,365,301	-435,498,000	-46,867,301	10.76
555,434,189	Operating expenses	133,893,607	231,621,000	-97,727,393	-42.19
5,730,162	Selling expenses	5,784,489	20,000,000	-14,215,511	-71.08
5,730,162	Selling expenses	5,784,489	20,000,000	-14,215,511	-71.08
547,024,646	Administrative expenses	125,956,066	202,285,000	-76,328,934	-37.73
547,024,646	Administrative expenses	125,956,066	202,285,000	-76,328,934	-37.73
2,679,381	Other operating expenses	2,153,052	9,336,000	-7,182,948	-76.94
2,679,381	Training Expenses	2,153,052	9,336,000	-7,182,948	-76.94
-545,617,211	Operating income(loss)	-616,258,908	-667,119,000	50,860,092	-7.62
9,789,489	Non-operating income	14,352,252	10,558,000	3,794,252	35.94
3,467,934	Financial income	3,677,501	2,896,000	781,501	26.99
3,467,934	Interest revenue	3,677,501	2,896,000	781,501	26.99
6,321,555	Other non-operating income	10,674,751	7,662,000	3,012,751	39.32
-	Rental receipt	3,503,848	6,642,000	-3,138,152	-47.25
870,050	Revenues from fines & indemnities	1,875,583	-	1,875,583	-
5,451,505	Other revenues	5,295,320	1,020,000	4,275,320	419.15
9,789,489	Non-operating income(loss)	14,352,252	10,558,000	3,794,252	35.94
-535,827,722	Profit (loss) before tax	-601,906,656	-656,561,000	54,654,344	-8.32
-535,827,722	Profit (loss) from continuing operations	-601,906,656	-656,561,000	54,654,344	-8.32
-535,827,722	Profit (loss)	-601,906,656	-656,561,000	54,654,344	-8.32

臺中捷運股份有限公司

盈 虧 撥 補 表

2021 年

單位：新臺幣元

項 目 名 稱	決 算 數	預 算 數	比 較 增 減	
			金 額	%
虧損之部	1,495,436,726	1,823,564,000	-328,127,274	-17.99
本期淨損	601,906,656	656,561,000	-54,654,344	-8.32
累積虧損	893,530,070	1,167,003,000	-273,472,930	-23.43
填補之部	1,495,436,726	1,823,564,000	-328,127,274	-17.99
事業機關負擔者	1,495,436,726	1,823,564,000	-328,127,274	-17.99
待填補之虧損	1,495,436,726	1,823,564,000	-328,127,274	-17.99

註：股息、紅利及公積提列數皆為0。

Taichung Mass Rapid Transit Corporation
Statement of Surplus Distribution and Deficit
Compensation

FY2021

Unit : NT\$; %

Account	Final Accounts for Current Fiscal Year	Budget for Current Fiscal Year	Comparison Between Budget and Final Accounts	
			Amount	%
Loss	1,495,436,726	1,823,564,000	-328,127,274	-17.99
Loss(for current period)	601,906,656	656,561,000	-54,654,344	-8.32
Accumulated loss	893,530,070	1,167,003,000	-273,472,930	-23.43
Make-up for loss	1,495,436,726	1,823,564,000	-328,127,274	-17.99
Absorbed by enterprises	1,495,436,726	1,823,564,000	-328,127,274	-17.99
Loss to be made-up	1,495,436,726	1,823,564,000	-328,127,274	-17.99

臺中捷運股份有限公司

現金流量表

2021年

單位:新臺幣元

項 目 名 稱	決 算 數	預 算 數	比較增減	
			金 額	%
營業活動之現金流量				
繼續營業單位稅前淨利（淨損）	-601,906,656	-656,561,000	54,654,344	-8.32
稅前淨利（淨損）	-601,906,656	-656,561,000	54,654,344	-8.32
利息股利之調整	-3,677,501	-2,896,000	-781,501	26.99
利息收入	-3,677,501	-2,896,000	-781,501	26.99
未計利息股利之稅前淨利（淨損）	-605,584,157	-659,457,000	53,872,843	-8.17
調整項目	12,355,494	-91,296,000	103,651,494	-113.53
折舊、減損及折耗	23,277,562	23,404,000	-126,438	-0.54
攤銷	2,481,218	5,906,000	-3,424,782	-57.99
流動資產淨減（淨增）	-58,354,301	-153,587,000	95,232,699	-62.01
流動負債淨增（淨減）	44,951,015	32,981,000	11,970,015	36.29
未計利息股利之現金流入（流出）	-593,228,663	-750,753,000	157,524,337	-20.98
收取利息	3,666,189	2,846,000	820,189	28.82
營業活動之淨現金流入（流出）	-589,562,474	-747,907,000	158,344,526	-21.17
投資活動之現金流量				
流動金融資產淨減（淨增）	68,000,000	50,000,000	18,000,000	36.00
無形資產及其他資產淨減（淨增）	-47,689,124	-11,941,000	-35,748,124	299.37
增加不動產、廠房及設備、礦產資源	-54,789,466	-15,568,000	-39,221,466	251.94
投資活動之淨現金流入（流出）	-34,478,590	22,491,000	-56,969,590	-253.30
籌資活動之現金流量				
其他負債淨增（淨減）	70,767,685	2,200,000	68,567,685	3,116.71
增加資本、公積及填補虧損	750,000,000	750,000,000	-	-
籌資活動之淨現金流入（流出）	820,767,685	752,200,000	68,567,685	9.12
現金及約當現金之淨增（淨減）	196,726,621	26,784,000	169,942,621	634.49
期初現金及約當現金	426,716,167	76,823,000	349,893,167	455.45
期末現金及約當現金	623,442,788	103,607,000	519,835,788	501.74

Taichung Mass Rapid Transit Corporation

Statement of cash flows

FY2021

Unit : NT\$; %

Account	Final Accounts for Current Fiscal Year	Budget for Current Fiscal Year	Comparison Between Budget and Final Accounts	
			Amount	%
Cash flows from operating activities				
Profit (loss) from continuing operations before tax	-601,906,656	-656,561,000	54,654,344	-8.32
Profit (loss) before tax	-601,906,656	-656,561,000	54,654,344	-8.32
Adjustments for interest and dividends	-3,677,501	-2,896,000	-781,501	26.99
Interest revenue	-3,677,501	-2,896,000	-781,501	26.99
Profit (loss) before tax, interest and dividends	-605,584,157	-659,457,000	53,872,843	-8.17
Adjustments	12,355,494	-91,296,000	103,651,494	-113.53
Depreciation	23,277,562	23,404,000	-126,438	-0.54
Amortisation	2,481,218	5,906,000	-3,424,782	-57.99
Decrease(increase) in current assets	-58,354,301	-153,587,000	95,232,699	-62.01
Increase(decrease) in current liabilities	44,951,015	32,981,000	11,970,015	36.29
Cash inflow (outflow) before interest and dividends	-593,228,663	-750,753,000	157,524,337	-20.98
Interest received	3,666,189	2,846,000	820,189	28.82
Net cash flows from (used in) operating activities	-589,562,474	-747,907,000	158,344,526	-21.17
Cash flows from investing activities				
Decrease(increase) in current financial assets	68,000,000	50,000,000	18,000,000	36.00
Decrease(increase) in intangible assets and other assets	-47,689,124	-11,941,000	-35,748,124	299.37
Increase in property, plant and equipment	-54,789,466	-15,568,000	-39,221,466	251.94
Net cash flows from (used in) investing activities	-34,478,590	22,491,000	-56,969,590	-253.30
Cash flows from financing activities				
Increase(decrease) in other liabilities	70,767,685	2,200,000	68,567,685	3,116.71
Increase in capital, reserves and make-up for Loss	750,000,000	750,000,000	-	-
Net cash flows from (used in) financing activities	820,767,685	752,200,000	68,567,685	9.12

註：現金流量補充資訊

僅有部份現金支付之投資活動	本年度	上年度
(1)購置不動產、廠房及設備	-46,998,179	-47,288,119
減:期初其他應付設備款	-8,011,297	-3,128,167
加:期末其他應付設備款	220,010	8,011,297
購置不動產、廠房及設備現金支付數	-54,789,466	-42,404,989
(2)取得無形資產	-5,106,616	-5,147,305
減:期初其他應付款	-561,143	-1,281,238
加:期末其他應付款	-	561,143
取得無形資產現金支付數	-5,667,759	-5,867,400

Taichung Mass Rapid Transit Corporation

Statement of cash flows

FY2021

Unit : NT\$; %

Account	Final Accounts for Current Fiscal Year	Budget for Current Fiscal Year	Comparison Between Budget and Final Accounts	
			Amount	%
Net increase(decrease) in cash and cash equivalents	196,726,621	26,784,000	169,942,621	634.49
Cash and cash equivalents at beginning of period	426,716,167	76,823,000	349,893,167	455.45
Cash and cash equivalents at end of period	623,442,788	103,607,000	519,835,788	501.74

臺中捷運股份有限公司

資產負債表

2021年12月31日

單位:新臺幣元

科 目 名 稱	本 年 度 決 算 數	上 年 度 決 算 數	比 較 增 減	
			金 額	%
資產	1,274,255,212	1,018,795,598	255,459,614	25.07
流動資產	1,075,279,432	888,187,198	187,092,234	21.06
現金	623,442,788	426,716,167	196,726,621	46.10
庫存現金	3,188,513	123,250	3,065,263	2,487.03
銀行存款	619,199,275	425,355,317	193,843,958	45.57
零用及週轉金	1,055,000	1,237,600	-182,600	-14.75
流動金融資產	345,000,000	413,000,000	-68,000,000	-16.46
其他金融資產-流動	345,000,000	413,000,000	-68,000,000	-16.46
應收款項	21,495,404	1,130,083	20,365,321	1,802.11
應收票據	16,133,172	355,000	15,778,172	4,444.56
應收帳款	4,743,212	298,507	4,444,705	1,488.98
應收其他退稅款	180,178	292,358	-112,180	-38.37
應收利息	136,218	124,906	11,312	9.06
其他應收款	302,624	59,312	243,312	410.22
存貨	33,456,862	3,222,980	30,233,882	938.07
商品存貨	3,432,432	1,784,248	1,648,184	92.37
物料	30,024,430	1,438,732	28,585,698	1,986.87
預付款項	51,884,378	44,117,968	7,766,410	17.60
預付貨款	64,572	157,143	-92,571	-58.91
預付費用	31,801,871	29,708,968	2,092,903	7.04
進項稅額	1,851,437	1,308,570	542,867	41.49
留抵稅額	11,679,756	7,872,387	3,807,369	48.36
其他預付款	6,486,742	5,070,900	1,415,842	27.92
不動產、廠房及設備	104,863,361	81,142,744	23,720,617	29.23
機械及設備	41,476,843	35,499,911	5,976,932	16.84
機械及設備	61,869,336	44,477,223	17,392,113	39.10
累計折舊-機械及設備	-20,392,493	-8,977,312	-11,415,181	127.16
交通及運輸設備	27,381,469	15,963,260	11,418,209	71.53
交通及運輸設備	33,809,414	18,374,797	15,434,617	84.00
累計折舊-交通及運輸設備	-6,427,945	-2,411,537	-4,016,408	166.55
什項設備	12,328,954	13,589,391	-1,260,437	-9.28
什項設備	17,820,935	16,369,229	1,451,706	8.87
累計折舊-什項設備	-5,491,981	-2,779,838	-2,712,143	97.56

Taichung Mass Rapid Transit Corporation

Balance Sheet

DECEMBER 31, 2021

Unit : NT\$; %

Account	Final Accounts for Current Fiscal Year	Final Accounts for Last Fiscal Year	Comparison Between Current year and Last year	
			Amount	%
Assets	1,274,255,212	1,018,795,598	255,459,614	25.07
Current assets	1,075,279,432	888,187,198	187,092,234	21.06
Cash	623,442,788	426,716,167	196,726,621	46.10
Cash on hand	3,188,513	123,250	3,065,263	2,487.03
Cash in banks	619,199,275	425,355,317	193,843,958	45.57
Petty cash and revolving funds	1,055,000	1,237,600	-182,600	-14.75
Current financial assets	345,000,000	413,000,000	-68,000,000	-16.46
Other current financial assets	345,000,000	413,000,000	-68,000,000	-16.46
Receivables	21,495,404	1,130,083	20,365,321	1,802.11
Notes receivable	16,133,172	355,000	15,778,172	4,444.56
Accounts receivable	4,743,212	298,507	4,444,705	1,488.98
Other tax refund receivable	180,178	292,358	-112,180	-38.37
Interest receivable	136,218	124,906	11,312	9.06
Other receivables	302,624	59,312	243,312	410.22
Inventories	33,456,862	3,222,980	30,233,882	938.07
Merchandise inventory	3,432,432	1,784,248	1,648,184	92.37
Supplies	30,024,430	1,438,732	28,585,698	1,986.87
Prepayments	51,884,378	44,117,968	7,766,410	17.60
Prepayments to suppliers	64,572	157,143	-92,571	-58.91
Prepaid expenses	31,801,871	29,708,968	2,092,903	7.04
Business tax paid	1,851,437	1,308,570	542,867	41.49
Excess business tax paid	11,679,756	7,872,387	3,807,369	48.36
Other prepayments	6,486,742	5,070,900	1,415,842	27.92
Property, plant and equipment	104,863,361	81,142,744	23,720,617	29.23
Machinery and equipment	41,476,843	35,499,911	5,976,932	16.84
Machinery and equipment	61,869,336	44,477,223	17,392,113	39.10
Accumulated depreciation, machinery and equipment	-20,392,493	-8,977,312	-11,415,181	127.16
Transportation equipment	27,381,469	15,963,260	11,418,209	71.53
Transportation equipment	33,809,414	18,374,797	15,434,617	84.00
Accumulated depreciation, transportation equipment	-6,427,945	-2,411,537	-4,016,408	166.55

臺中捷運股份有限公司

資產負債表

2021年12月31日

單位:新臺幣元

科目 名稱	本年度決算數	上年度決算數	比較增減	
			金額	%
租賃權益改良	23,676,095	16,090,182	7,585,913	47.15
租賃權益改良	32,311,519	19,591,776	12,719,743	64.92
累計折舊-租賃權益改良	-8,635,424	-3,501,594	-5,133,830	146.61
無形資產及礦產資源	11,200,822	8,575,424	2,625,398	30.62
無形資產及礦產資源	11,200,822	8,575,424	2,625,398	30.62
商標權	164,233	190,513	-26,280	-13.79
電腦軟體	11,036,589	8,384,911	2,651,678	31.62
其他資產	82,911,597	40,890,232	42,021,365	102.77
什項資產	82,911,597	40,890,232	42,021,365	102.77
存出保證金	12,400	27,400	-15,000	-54.74
暫付及待結轉帳項	82,899,197	40,862,832	42,036,365	102.87
資產合計	1,274,255,212	1,018,795,598	255,459,614	25.07

Balance Sheet

DECEMBER 31, 2021

Unit : NT\$; %

Account	Final Accounts for Current Fiscal Year	Final Accounts for Last Fiscal Year	Comparison Between Current year and Last year	
			Amount	%
Other equipment	12,328,954	13,589,391	-1,260,437	-9.28
Other equipment	17,820,935	16,369,229	1,451,706	8.87
Accumulated depreciation, other equipment	-5,491,981	-2,779,838	-2,712,143	97.56
Leasehold improvements	23,676,095	16,090,182	7,585,913	47.15
Leasehold improvements	32,311,519	19,591,776	12,719,743	64.92
Accumulated depreciation, leasehold improvements	-8,635,424	-3,501,594	-5,133,830	146.61
Intangible assets and mineral resources	11,200,822	8,575,424	2,625,398	30.62
Intangible assets and mineral resources	11,200,822	8,575,424	2,625,398	30.62
Trademarks	164,233	190,513	-26,280	-13.79
Computer software	11,036,589	8,384,911	2,651,678	31.62
Other assets	82,911,597	40,890,232	42,021,365	102.77
Miscellaneous assets	82,911,597	40,890,232	42,021,365	102.77
Guarantee deposits paid	12,400	27,400	-15,000	-54.74
Temporary debits	82,899,197	40,862,832	42,036,365	102.87
TOTAL ASSETS	1,274,255,212	1,018,795,598	255,459,614	25.07

臺中捷運股份有限公司

資 產 負 債 表

2021年12月31日

單位:新臺幣元

科 目 名 稱	本年度決算數	上年度決算數	比較增減	
			金額	%
負債	269,691,938	162,325,668	107,366,270	66.14
流動負債	168,780,835	132,182,250	36,598,585	27.69
應付款項	140,065,140	121,275,501	18,789,639	15.49
應付帳款	23,296,085	919,809	22,376,276	2432.71
應付代收款	813,688	384,361	429,327	111.70
應付費用	115,954,722	119,971,166	-4,016,444	-3.35
其他應付款	645	165	480	290.91
預收款項	28,715,695	10,906,749	17,808,946	163.28
其他預收款	28,715,695	10,906,749	17,808,946	163.28
其他負債	100,911,103	30,143,418	70,767,685	234.77
什項負債	100,911,103	30,143,418	70,767,685	234.77
存入保證金	34,510,391	28,537,185	5,973,206	20.93
暫收及待結轉帳項	66,400,712	1,606,233	64,794,479	4033.94
權益	1,004,563,274	856,469,930	148,093,344	17.29
資本	2,500,000,000	1,750,000,000	750,000,000	42.86
資本	2,500,000,000	1,750,000,000	750,000,000	42.86
資本	2,500,000,000	1,750,000,000	750,000,000	42.86
保留盈餘(或累積虧損)	-1,495,436,726	-893,530,070	-601,906,656	67.36
累積虧損	-1,495,436,726	-893,530,070	-601,906,656	67.36
累積虧損	-1,495,436,726	-893,530,070	-601,906,656	67.36
負債及權益合計	1,274,255,212	1,018,795,598	255,459,614	25.07

註1：本年度信託代理與保證資產(保證品)與負債各為36,086,157元。

註2：依科目定義重分類：將原始到期日超過三個月以上及十二個月內之定期存款，自無活絡市場之債務工具投資-流動重分類至其他金融資產-流動。

Taichung Mass Rapid Transit Corporation

Balance Sheet

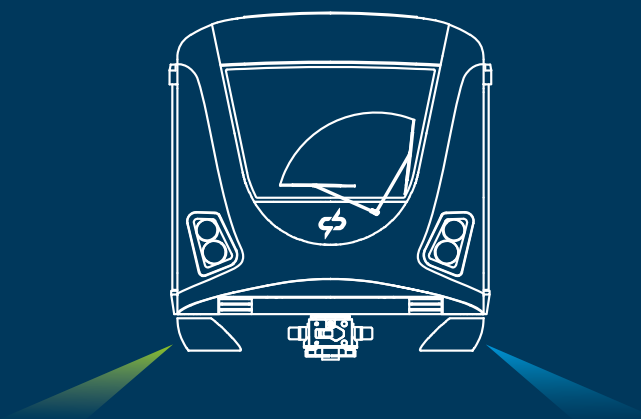
DECEMBER 31, 2021

Unit : NT\$; %

Account	Final Accounts for Current Fiscal Year	Final Accounts for Last Fiscal Year	Comparison Between Current year and Last year	
			Amount	%
Liabilities	269,691,938	162,325,668	107,366,270	66.14
Current liabilities	168,780,835	132,182,250	36,598,585	27.69
Payables	140,065,140	121,275,501	18,789,639	15.49
Accounts payable	23,296,085	919,809	22,376,276	2432.71
Receipts under custody payable	813,688	384,361	429,327	111.70
Accrued expenses	115,954,722	119,971,166	-4,016,444	-3.35
Other payables	645	165	480	290.91
Advance receipts	28,715,695	10,906,749	17,808,946	163.28
Other advance receipts	28,715,695	10,906,749	17,808,946	163.28
Other liabilities	100,911,103	30,143,418	70,767,685	234.77
Miscellaneous liabilities	100,911,103	30,143,418	70,767,685	234.77
Guarantee deposits received	34,510,391	28,537,185	5,973,206	20.93
Temporary credits	66,400,712	1,606,233	64,794,479	4033.94
Equity	1,004,563,274	856,469,930	148,093,344	17.29
Capital	2,500,000,000	1,750,000,000	750,000,000	42.86
Capital	2,500,000,000	1,750,000,000	750,000,000	42.86
Capital	2,500,000,000	1,750,000,000	750,000,000	42.86
Retained earnings(accumulated deficit)	-1,495,436,726	-893,530,070	-601,906,656	67.36
Accumulated loss	-1,495,436,726	-893,530,070	-601,906,656	67.36
Accumulated loss	-1,495,436,726	-893,530,070	-601,906,656	67.36
TOTAL LIABILITIES AND EQUITY	1,274,255,212	1,018,795,598	255,459,614	25.07







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