

桃園國際機場

飛·行季刊

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Forum 2023

智慧機場及永續發展
Smart Airports and
Sustainable Development

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桃園國際機場

永續進行式
智慧科技 X 綠色運輸
Sustainability in Action
Smart Technology X Green Transportation

AI 助攻

即時灑水系統有效抑塵

AI-Powered Solution

Effectively Reducing Emissions with Real-Time Sprinkler System

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永續：一段永無止境的旅程！ Sustainability: A Never-Ending Journey

隨著碳權交易所 2023 年中正式掛牌，臺灣進入碳交易元年，使得近年來熱議的「永續」議題變得更具有真實感，促使企業與政府機關加快永續轉型的步伐，航空業自是無法置身事外。

在過去幾年，桃園國際機場公司攜手大聯盟夥伴們持續導入智慧管理、優化系統設備、執行節能減碳、循環經濟等專案；也關注由內而外的社會溝通與睦鄰、地方創生等議題，連續 4 年獲得國內外永續獎項肯定；更重視每個夥伴的專業價值，以設置 3C 回收箱或添加永續航空燃油的方式，與我們共同飛行。

機場公司落實 ESG 的努力，也展現在目前進度已超過一半的第三航廈工區，暗藏智慧科技的「水舞秀」，原來是抑制揚塵的巧思；實境體驗營和一日機場 CEO 不只是一場活動，更是與社會溝通的橋樑；而首次在機場舉行實兵操演的漢光演習，更凸顯關鍵基礎設施防護與營運韌性的重要。

透過本期的內容，帶您了解永續機場與智慧科技密不可分，也是未來經濟模式，讓這兩者激盪出來的火花，照亮機場內外的夥伴與旅客，飛向更多永續的可能。

In mid-2023, Taiwan officially entered the carbon trading market with the launch of the Taiwan Carbon Solution Exchange, turning sustainability from a trending topic to a tangible reality and prompting businesses and government sectors to accelerate sustainability transformation—and the aviation industry is no exception.

In recent years, Taoyuan International Airport Corp. (TIAC), in partnership with our Airport Service Alliance, has introduced intelligent management, optimized systems and equipment, and implemented energy conservation, carbon reduction, and circular economy projects. There has also been a focus on social engagement, neighborhood connections, and regional revitalization. Our sustainability efforts have earned national and international recognition, thanks to the invaluable expertise of our partners, who have demonstrated their shared commitment through initiatives such as setting up e-waste recycling bins and adopting sustainable aviation fuels.

TIAC's commitment to ESG principles is evident in the construction of Terminal 3, now over its midpoint, where a smart technology-driven water dance show is ingeniously designed for dust control. The airport experience camp and the one-day airport CEO event play pivotal roles in acquainting the public with the airport. Furthermore, the first-ever live-fire Han Kuang Exercise at the airport highlights the growing importance of critical infrastructure security and operational resilience.

In this issue, we will explore how sustainable airports and intelligent technology go hand in hand and how their synergy can create more possibilities for a future of sustainability.

董事長

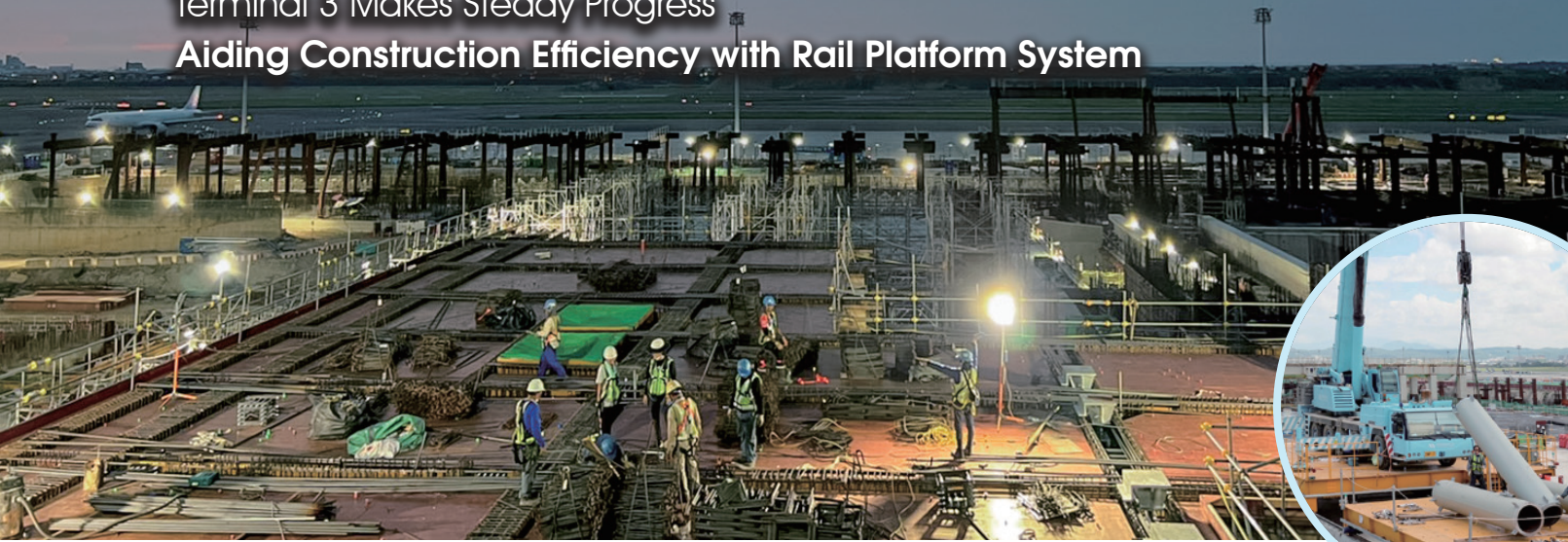
楊偉甫

Wei-Fuu Yang
Chairman

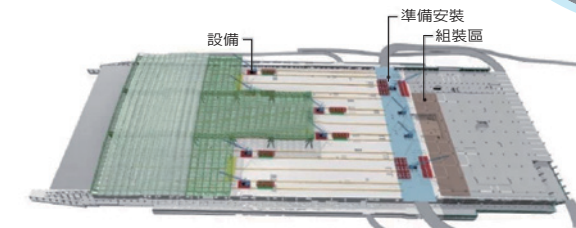
第三航廈建設穩步推進 軌道移動式平臺助工進

Terminal 3 Makes Steady Progress

Aiding Construction Efficiency with Rail Platform System



- 桃園國際機場第三航站區建設持續推進，
- 目前包括主體航廈、辦公大樓、航站北路
- 及北登機廊四大工區同步施工中，工程
- 進入施工高峰期，同時間最多有各種類合
- 計超過 30 臺的大型吊車同時作業，工程如
- 火如荼進行中。



▲ 軌道移動式平臺 (RPS) 工法示意圖。
Construction Method using the Rail Platform System (RPS).

RPS 工法國內首見 克服巨柱吊裝挑戰

第三航廈 3 樓以上為大跨徑鋼結構，由 16 支高 19 公尺、每支重達 200 公噸的巨柱及其上的桁架，支撐起面積超過 10 萬平方公尺的雙曲面波浪形屋頂，目前已順利完成 4 支巨柱組裝；從第 3 支巨柱開始，因距離 3 樓邊緣已超過吊車可及範圍，設計階段原規劃於 3 樓板上方設置施工構臺供吊裝作業，工程團隊於投標時提出採用國內首見的「軌道移動式平臺 (RPS) 工法」進行組裝作業。

此工法先在設定路線之柱、樑上方架設軌道，再將吊車置於移動平臺上，配合施工進度沿軌道靈活移動，進行屋頂吊裝工程。RPS 工法可將構臺面積減至最小，相對節省搭建、拆除構臺的時間及成本。巨柱及屋頂結構施工期間，預計將架設共計 4 組 RPS 設備，提升工程執行效率。

北登機廊廳雛形漸露

第三航廈將於第一階段完工的北登機廊廳，目前正在進行鋼構吊裝及鋼筋混凝土工程，固定空橋接駁站的結構與帷幕也陸續安裝中；隨著 3 樓以下鋼構吊裝大致完成後，北登機廊廳建築外貌已逐漸展現，接續將進行 4 樓及屋頂結構工程，完工後將延伸第二航廈 D 區的旅客服務能量。

配合第三航站區建設需要，下一階段交通維持工程——出機場動線改至航站北路，亦如火如荼進行中。目前航站北路路面下方的車行、排水等箱涵已大致完成，正在進行路基鋪築、邊溝建置，與跨越其上的高架橋等工程，為利南登機廊廳工區施作，航站北路完成後，現行位於第三航廈工區南側的出機場車行動線，將切換至航站北路上，至於入機場車行動線仍維持不變。✈



As the construction of TTIA's Terminal 3 advances, the terminal and office buildings, Hangzhan North Road, and the North Concourse are all simultaneously under development. The project has reached its peak construction phase, with over 30 large cranes of various types operating concurrently, proceeding in full swing.

Pioneering RPS Overcomes Column Erection Challenges

The area above Terminal 3's third floor features a large-span steel structure supported by 16 colossal columns, each towering 19 meters and weighing 200 metric tons, along with the trusses atop them, providing the foundation for a double-curved, wave-shaped roof spanning over 100,000 square meters. While the first four columns were successfully assembled, challenges emerged during the assembly of the third column due to its distance from the third floor's edge surpassing the reach of conventional cranes. To address this, the project team proposed adopting the "Rail Platform System (RPS)" during the bidding stage, marking its first application in Taiwan.

The RPS entails installing a track above designated columns and beams, allowing a mobile platform to move flexibly along it. Cranes are placed on this platform, enabling adaptable roof lifting operations based on construction progress. This method significantly reduces the required platform area, thereby saving time and costs associated with platform assembly and disassembly. During the construction of the giant columns and roof structure, four sets of RPS equipment are to be installed to enhance project execution efficiency.

The North Concourse Taking Shape

The North Concourse, scheduled to be completed in the first phase of Terminal 3's development, is currently undergoing the erection of steel structures and reinforced concrete works, as well as the installation of the structure and curtain walls of the airbridges. With the steel structures below the third floor nearly complete, the external appearance of the North Concourse is gradually taking shape. Subsequent work on the fourth floor and roof structures will follow, extending from Terminal 2's Zone D and increasing passenger service capacity upon completion.

The airport exit route has been redirected to Hangzhan North Road for traffic maintenance during the next stage of Terminal 3's construction. The vehicular and drainage box culvert structures beneath the road are nearly finished, and the works for the roadbed, side ditches, and overpass are in progress. Once Hangzhan North Road is complete, the current airport exit route on the south side of Terminal 3's construction site will move there to facilitate the South Concourse construction, while the access route stays unchanged. ✈



▲ 航站北路鋼樑吊裝施工。
Erection of steel beams on Hangzhan North Rd.



◀ 正在進行的北登機廊廳空橋安裝作業。
Ongoing installation of airbridges at the North Concourse.

AI 助攻 即時灑水系統有效抑塵

AI-Powered Solution Effectively Mitigating Dust with Real-Time Sprinkler System

第三航站工區面積廣大且緊鄰繁忙的機場，為將開挖裸露地施工區域揚塵問題減至最低，機場公司與桃園市環保局合作，結合台灣科技優勢建置智慧灑水系統，宛如大型「水舞秀」營造環境友善的施工場域。

In Terminal 3's construction site, vast and close to the bustling airport, dust pollution from excavation poses a challenge. To minimize this issue, TIAC collaborated with Taoyuan City's Department of Environmental Protection, utilizing Taiwan's technological prowess to create an intelligent sprinkler system resembling a grand "water dance show," fostering an eco-friendly construction environment.



Traditionally, sprinkler trucks and anti-dust nets were employed, which consume substantial labor and water resources. Additionally, anti-dust nets are vulnerable to wind gusts, posing a potential risk to flight safety. By introducing the AI-Powered Real-Time Sprinkler System, dust suppression is revolutionized with intelligent precision.

1-KM Stretch of 19 Sprinklers Along Hangzhan S. Rd.

The real-time sprinkler system incorporates three sets of air quality sensors and solar-powered security cameras to monitor dust levels at the construction site. When air quality deteriorates, the water storage equipment with a capacity of 60 metric tons will switch on in one second, automatically activating the 19 sprinklers installed along Hangzhan South Road to reduce dust levels using recycled groundwater extracted from the construction site.

The solution will reduce PM2.5 emissions by approximately 102 metric tons during the construction of Terminal 3. Moreover, the reduced reliance on sprinkler trucks will translate to a reduction of 93.8 metric tons of carbon emissions and 300 kilograms of nitrogen oxide emissions, improving dust control on the construction site while improving carbon reduction efficiency.

過去透過駕駛灑水車及覆蓋防塵網等抑塵方式，不僅耗費人工及水資源，還得擔心防塵網被陣風掀起，影響飛航安全。透過導入「AI 科技即時灑水系統」，讓揚塵防制變得智慧化。

19 支灑水頭 綿延航站南路 1 公里

這套即時灑水系統內含 3 臺「空氣品質感測器」及「太陽能監控攝影機」，隨時偵測工地揚塵，當空氣品質不佳時，1 秒內即可觸發 60 公噸的儲水設備，裝設於航站南路 19 支灑水噴頭即自動灑水減塵；而水源則來自工區取水抽取循環再利用。

透過這套系統，於第三航廈施工期間約減少 102 公噸 PM2.5 產生量，同時也因減少灑水車使用，減少 93.8 公噸碳及 300 公斤氮氧化物排放量，改善工地揚塵也兼顧減碳效益。

楊偉甫：整合性思維擘劃明日機場

Chairman Yang Wei-Fuu: Shaping the Airport of the Future with an Integrative Approach

機場公司董事長楊偉甫以深化國際接軌、落實永續機場為目標，從各種面向提出務實見解與作法，全面「智慧化」迎接旅運成長。

Taoyuan International Airport Corp. (TIAC) Chairman Yang Wei-fuu has proposed practical insights and strategies from various aspects to increase international alignment and achieve sustainability, embracing a comprehensive "smartification" to meet the growing travel demands.

「如何提升班機準點率？」楊偉甫回想，自己首次以機場公司董事長一職到立法院備詢，就面對敏感問題。不過，他將心比心，「換成我是旅客的話，這大概也是我最在意的事情。」

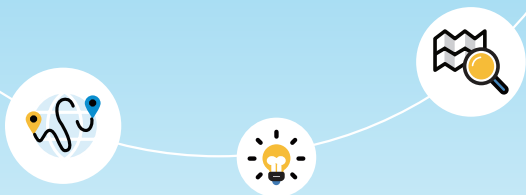
桃園機場有 240 個公、民營單位，運作如同一座小城市，機場的順利營運有賴於所有單位朝著共同方向前進，在經過疫情打擊，「復甦」正是現階段的重要目標。

楊偉甫認為，為迎接旅運復甦挑戰，智慧化管理是重要手段，桃園機場服務單位非常多，包括航空公司、機場公司、地勤服務等都有不同系統與資料，在推動數位化過程中，各系統是否順利相容是很嚴肅的課題。在克服資料介接、確保來源單一且正確等挑戰後，桃園機場的資訊整合已經步上軌道，透過機場數位資訊整合平臺 (ADIP) 及升級後的機場協作決策系統 (A-CDM) 等平臺，有效提升進、離場準點率，進而提升營運效能，完備建構智慧機場的基礎設施，形塑「明日機場」的優勢條件。

"How would you improve flight punctuality?" Yang recalled facing this sharp question during his first interpellation at the Legislative Yuan as TIAC's Chairman, to which he responded empathetically, "If I were a passenger, this would likely be my utmost concern, too."

Hosting 240 public and private entities, Taiwan Taoyuan International Airport (TTIA) functions like a small city. The seamless operation of the airport hinges on all these units working toward a common goal—and "recovery" in the aftermath of the pandemic is precisely that.

Yang Wei-fuu believes that intelligent management is crucial for addressing the challenges posed by the recovering passenger traffic. With numerous service units at TTIA, including airlines, TIAC, and ground services, with their own systems and data, ensuring compatibility during digitization is a serious concern. Overcoming challenges like data integration and ensuring a singular and accurate data source, TTIA is now on the right track for information integration. Through the Airport Digital Information Integration Platform (ADIP) and the upgraded Airport Collaborative Decision-Making (A-CDM) system, the airport has significantly improved punctuality, thereby enhancing operational efficiency and completing the infrastructure for a smart airport—laying the groundwork for the airport of the future.



永續進行式 智慧科技 X 綠色運輸

Sustainability in Action Smart Technology X Green Transportation

- 面對許多未知的挑戰，桃園國際機場公司為求永續發展，從智慧化推進，強化環境保護、社會責任及公司治理的成長韌性，不僅連續四年獲得永續獎項肯定，並於日前舉辦「2023 桃園機場論壇—智慧機場及永續發展」，邀請產、官、學界代表，探討永續智慧機場的發展趨勢。

機場公司有鑑於國際對於淨零排放策略、航空保安規範、智慧化管理等要求日趨嚴格，暨 7 月第四度獲得臺灣企業永續獎執行委員會 (TCSA) 肯定，勇奪「2023 APSAA 亞太永續行動獎」與「2023 TSAA 臺灣永續行動獎」SDG 9 工業、創新及基礎建設項目的銀獎雙獎殊榮，趁勝追擊，發表「永續報告書」宣示積極落實永續行動之餘，也規劃以「智慧機場邁向永續發展」及「科技浪潮機場營運智慧創新」作為論壇主題，進行分享與探討。

科技運用強化營運效能

行政院副院長鄭文燦致詞時提到，國際旅遊疫後復甦的腳步很快，今年度來臺旅客將突破



- ▲ 活動場邊邀請視覺圖像紀錄師將演講、與談內容轉化為心智圖，方便與會者快速吸收重點。
The forum invites an a graphic recorder to transform speech and discussion into visual mind maps, aiding attendees in absorbing key points quickly.



600 萬人，如何參考各機場經驗，透過智慧化加快通關、辨認、檢查的效率，更是此次論壇的價值。交通部長王國材也呼應，待第三航廈及第三跑道完工之後，桃園機場服務能量將提升至每年 8,200 萬人次及每小時 80 至 90 架次，物流處理也將達世界機場水準，機場發展將指日可待。

機場公司董事長楊偉甫則強調航空產業必須共同合作，面對永續發展帶來的全新挑戰。而機場公司也將持續在永續環境、社會共融及公司治理上，推動智慧轉型跟綠色營運，強化營運體質，和所有夥伴一起努力推升永續力。

本次論壇除了邀請 ACI 國際機場協會亞太及中東區域 (Airports Council International Asia-Pacific and Middle East) 總監 Stefano Baronci、關西機場株式會社區域關係經理 Daisuke Komine 及成田國際機場株式會社航空貨運市場與行銷經理 Masashi Yokozuka 等就相關議題發表專題演講。機場公司助理副總經理余崇立亦以「機場雙軸轉型的數位策略」為題，分享桃園機場經驗，同時邀請中華航空資深副總經理劉得淙和長榮航空總經理葉時忠分析航空公司如何以科技運用因應綠色運輸的趨勢來襲。

以「創新」落實永續行動

因應此一趨勢，桃園機場也將「創新」基因融入企業文化，深耕永續行動環境保護 (E)、社會責任 (S) 及公司治理 (G) 的三個面向，導入循環經濟概念，逐步實現 2050 年淨零排放目標；與利益相關人建立多元的溝通管道，並用心回應需求；更視「安全」及「專業」為機場營運的核心價值，呼應聯合國永續發展目標。✈

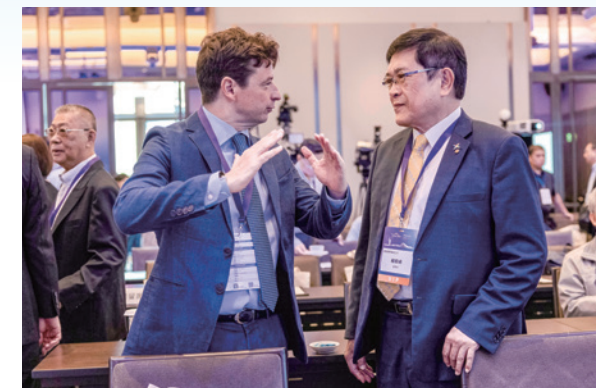
- Despite the many challenges faced, Taoyuan International Airport Corp.(TIAC) is committed to sustainable development by promoting smart initiatives, environmental protection, social responsibility, and corporate governance.
- Besides winning sustainability awards for four consecutive years, TIAC also hosted the 2023 Taoyuan Airport Forum, inviting industry, government, and academic representatives to explore the development trends of sustainable smart airports.

Recognizing the growing global demands for net-zero strategies, aviation security regulations, and intelligent management, TIAC has risen to the challenge. In July, TIAC was recognized for the fourth time by the Taiwan Corporate Sustainability Award (TCSA), winning silvers under the category of SDG 9: Industry, Innovation, and Infrastructure. Following this success, it published the ESG Report demonstrating its commitment to sustainable actions and organized the Taoyuan Airport Forum after the themes of "Smart Airport: Towards Sustainable Development" and "Technology & Smart Innovations in Airport Operations" for sharing and discussions.

Elevate Operational Efficiency Through Technology

In his address, Vice Premier Cheng Wen-tsan highlighted the swift recovery of international tourism after the pandemic as the number of visitors to Taiwan is expected to exceed 6 million this year, emphasizing the importance of learning from other airports to streamline the passport control process through intelligent technologies. Ministry of Transportation and Communications Wang Kwo-tsai echoed this sentiment, envisioning TIAC's service capacity reaching 82 million passengers and 80 to 90 flights per hour and elevating its logistics capacity to global standards after the completion of Terminal 3 and the third runway.

Chairman Yang Wei-fuu stressed the need for collaboration within the aviation industry to address the new challenges posed by sustainable development, concluding that TIAC will continue to push for smart and green initiatives to strengthen operational resilience in environmental sustainability, social integration, and corporate governance.



- ▲ 董事長楊偉甫與 ACI 亞太及中東區域總監 Stefano Baronci 就智慧化議題進行交流。
Chairman Yang Wei-fuu exchanges views on intelligent initiatives with Director General of Airports Council International Asia-Pacific and Middle East Stefano Baronci.

The forum featured keynote speeches from Stefano Baronci, Director General of Airports Council International Asia-Pacific and Middle East, Daisuke Komine, Regional Relations Manager of Kansai Airports, and Masashi Yokozuka, Air Cargo Marketing and Sales Manager of Narita International Airport Corporation. Additionally, TIAC Assistant Vice President Yu Chung-li shared TIAC's experience in his presentation on the digital strategy for the airport's "dual-axis" transformation. China Airlines' Senior Vice President Eddy Liu and EVA Air's Executive Vice President Yeh Shih-chung were also invited to share their insights on how airlines can apply technology to address the trend of green transportation.

Driving Sustainability through Innovation

In response to the green transportation trend, TIAC has integrated innovation into its corporate ethos, focusing on environmental, social, and corporate governance (ESG). This means introducing a circular economy to achieve its 2050 net-zero emissions goal, establishing diversified communication channels with stakeholders, and prioritizing "safety" and "professionalism" in airport operations, aligning itself with the United Nations' Sustainable Development Goals. ✈





攜手減碳 邁向綠色永續機場

Collaborative Carbon Reduction Towards a Sustainable Green Airport

桃園國際機場結合 3 萬 8,000 名機場服務大聯盟夥伴，再加上旅客關鍵性的共同參與，以綠色運輸畫出永續天際線。

- Taiwan Taoyuan International Airport (TTIA) is creating a skyline of sustainability through green transportation with 38,000 staff from the Airport Service Alliance and, most importantly, the participation of passengers.

準備登機的 Alan 才剛換好無線耳機的 4 號電池，就在前往登機門的路上，發現了一個 3C 回收箱，於是開心地把電力耗盡的電池丟進去，一眼瞄到裡面竟然還有幾隻舊手機，覺得很新奇。

在桃園機場內設置了 6 個 3C 回收箱的免稅店業者昇恆昌公司表示，短短不到半年，就回收了約 250 公斤的 3C 電子用品，並且透過永續再生技術提煉出 22.83 克的黃金，當成總統文化獎獎盃的製作材料之一，永久保存這份企業與旅客共同守護地球的心意。

綠色飛行成為新趨勢

華航及長榮兩家國籍航空公司也在新機飛渡返臺時，添加部分的「永續航空燃油」，宣示實踐永續的決心。

除此之外，無論是中華航空於 2023 年 5 月在桃園 - 新加坡嘗試的永續示範航班、或是長榮航空於 8 月 23 日羽田 - 松山載客航班中，添加 40% 永續航空燃油等方式，都是以減碳逐步邁向淨零飛行的努力。

- ▶ 無論是華航在永續示範航班提供的蔬食餐點或長榮航空的數位圖書館，皆為綠色運輸做出貢獻。
China Airlines' vegetarian meals on its sustainability demonstration flight and EVA Air's digital library have contributed to green transportation.



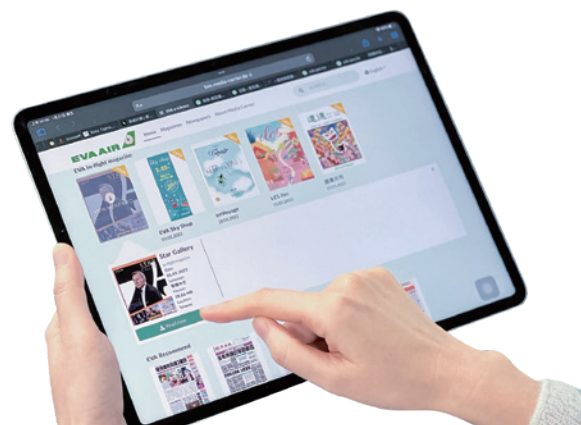
Alan had just replaced the triple-A battery for his wireless headphones as he prepared to board. On his way to the boarding gate, he spotted a recycling bin for electronic devices and happily disposed of his drained battery. Intriguingly, he noticed several old mobile phones inside the container.

According to Ever Rich Duty Free, who placed the six e-waste recycling bins in the airport, approximately 250 kilograms of electronic waste have been collected in less than half a year. On top of that, 22.83 grams of gold have been extracted through sustainable recycling technology to be used as materials for trophies for the Presidential Culture Awards, which will stand as a testament to the joint efforts of both businesses and passengers in protecting our planet.

Green Flying as an Emerging Trend

Both China Airlines and EVA Air have demonstrated their commitment to sustainability by incorporating sustainable aviation fuel (SAF) on new aircrafts returning to Taiwan.

Additionally, efforts to reduce carbon emissions, such as China Airlines' sustainability demonstration flight between TPE and SIN in May 2023 and EVA Air's passenger flight from HND to TSA on August 23rd using 40% SAF, have highlighted significant steps towards achieving carbon-neutral flying. ✈️



全民國防 桃園機場首度參與漢光演習

Taking Part in National Defense TTIA Joins Han Kuang Exercise for the First Time

做為國家關鍵基礎設施之一，桃園國際機場成立 44 年以來，首度於 2023 年 7 月 26 日參與漢光演習，協調相關單位配合國防部進行反空降防衛作戰演習，執行鄰近空域管制與航班調整。

On July 26, 2023, Taiwan Taoyuan International Airport (TTIA) staged its first-ever Han Kuang Exercise as one of the nation's critical infrastructures 44 years after its inauguration. The drill involved airspace control measures and flight adjustments, as relevant units collaborated closely with the Ministry of National Defense to hold an anti-takeover drill at the airport.

上午 9 點 2 架 AH-64「阿帕契」直升機模擬敵方攻入桃園機場進行轟炸；敵軍特種部隊則從隨後落地的 4 架 UH-60「黑鷹」直升機內一躍而下，發起攻擊。機場消防隊及航警接獲消息，立刻聯合國軍部隊展開攻防戰，直到殲滅敵軍為止。

空運中樞兼顧國防需求

這場逼真的演習，起因於俄烏戰爭之後，民衆體認到機場這類「關鍵基礎設施」，除了是空運中樞，也同時具備國家戰略地位，被賦予國防意義。因此桃園機場也被納入 2023 年漢光演習的場域之一，首次舉行實兵操演。

機場公司為此也進行了縝密規劃，全力將演習對航班起降及旅客造成的影響減至最低，藉此兼顧國防需求與旅客便利性。 ✈️

Civil Airports as Part of National Defense

The exercise was conducted in light of the lessons of the Russo-Ukrainian War, where critical infrastructures such as airports were proven to have strategic significance for national defense beyond their roles as airline hubs. Consequently, TTIA was chosen as one of the sites for the 2023 Han Kuang Exercises, marking the first live-fire military drill held on its grounds.

In response, Taoyuan International Airport Corp. has made dedicated efforts to minimize the impact of the exercise on flight operations and passengers, striking a balance between national defense requirements and passenger convenience. ✈️





《飛·行》推薦 貴賓室必點的那一味

Airport Review's Recommendation Must-Eats at Lounges

許多旅行常客習慣在機場貴賓室點一道手作料理，以味蕾的享受啟動全新旅程，因此桃園國際機場各家貴賓室費盡心思，克服貴賓室內無法使用明火的限制，競相端出推薦料理，成為旅客記憶中的好味道。

- Embark on a delicious adventure before your flight! Indulge in gourmet delights crafted in Taiwan Taoyuan International Airport's lounges, where chefs skillfully overcome open flame restrictions to bring recommended dishes that leave a lasting impression of flavors on seasoned travelers.

環亞機場貴賓室 Plaza Premium Lounge

第一航廈 4 樓 D 區、第二航廈 4 樓 A 區
Zone D, 4F, Terminal 1; Zone A, 4F, Terminal 2



副主廚 王煥義
Russ Wang, Sous Chef

推薦料理 Recommended Dishes

台式刈包、藥膳烏骨參雞湯、手工豆花
Taiwanese Gua Bao (Pork Belly Buns), Ginseng Herbal
Silkie Chicken Soup, Handmade Tofu Pudding

必嚐理由 Why You Must Try

以「溫補」的概念，完美融合臺灣特色與國際口味，讓來自世界各國的旅客在寒冬中都能喝到一口熱呼呼的藥膳烏骨參雞湯，再咬一口以南瓜和麵製成的刈包皮及紅谷米慢燉出來的無錫排骨，色、香、味俱全的養生食材透出天然的真實美味，最後少不了一碗當日現磨手工豆花，綿密的口感中，感受到濃濃豆香。

Indulge in the nourishing Ginseng Herbal Silkie Chicken Soup that combines Taiwanese flavors with international appeal, offering a comforting escape from the winter chill with the Chinese medicinal concept of "warm invigoration." Then, delight in the healthy and delectable Gua Bao, where steamed pumpkin buns meet succulent Wuxi spareribs slow-cooked in a rich red yeast rice sauce. Lastly, relish the handmade tofu pudding prepared fresh daily for the silky texture and richness of soya in every spoonful.

星宇航空貴賓室 GALACTIC Lounge

第一航廈 4 樓
4F, Terminal 1

必嚐理由 Why You Must Try

臺北華山市場 2 樓的阜杭豆漿，是老臺北人口耳相傳的美味，星宇航空以三顧茅廬的精神說服老闆徐立耀，將招牌餐點送入貴賓室，於是在不斷嘗試冷凍、運送、回烤的溫度與濕度等保存及覆熱條件之下，終於達到與老店相同的口感與美味，讓世界各地的旅客無需排隊，就可以品嚐到米其林推薦的傳統臺式早餐。

機場運務處課長 張道元
Devon Chang, Manager of Airport
Operations STARLUX Airlines

推薦料理 Recommended Dishes

阜杭豆漿套餐（豆漿、蔥餅、蘿蔔酥餅）
Fu Hang Soy Milk Set (Soy Milk, Scallion Pancake, Radish Pastry)

Fu Hang Soy Milk, a famed local delicacy at Hua Shan Market, now graces STARLUX Airlines' GALACTIC Lounge. The taste and flavor of owner Xu Li-yao's signature dishes have been carefully preserved through careful experimentation with freezing, transport, reheating temperatures, and humidity conditions. Now, travelers worldwide can indulge in this Michelin-recommended Taiwanese breakfast without queuing up.

國泰航空貴賓室 Cathay Pacific Lounge

第一航廈 4 樓
4F, Terminal 1



行政副總廚 陳錦志
Chris Chen, Executive Sous Chef, Cathay
Pacific Catering Services Taiwan

推薦料理 Recommended Dishes

雲吞麵、國泰碧玉
Wonton Noodles, Cathay Delight

必嚐理由 Why You Must Try

「這個味道就對了！」啜飲一口由大地魚（扁魚）、開陽（乾蝦米）、羅漢果和大骨熬煮了五個小時，最後再以蝦醬提味的雲吞麵湯頭，只要是國泰航空貴賓室常客，舌間幾乎都能記得這股鮮甜。除了飽滿、多汁的雲吞，川燙 20 秒之後起鍋的港式生麵，沾一點加了瑤柱的秘製辣醬，是遊子都會想念的道地港味，也讓旅客重溫香港旅遊記憶。

"This is it!" Regulars at Cathay Pacific Lounge can recall the delicate, fresh broth lingering on their taste buds—made with olive flounder, dried shrimp, and monk fruit, simmered for five hours before adding shrimp paste to accentuate the flavor. The plump, juicy wontons paired with Hong Kong-style fresh noodles, blanched for just 20 seconds, and dipped in a special spicy sauce infused with dried scallops, evoke the authentic Hong Kong flavors that allow travelers to relive their trips to Hong Kong.



共迎航空嶄新篇章・感謝您為桃機競投

Vote TPE for the World's Best Airport



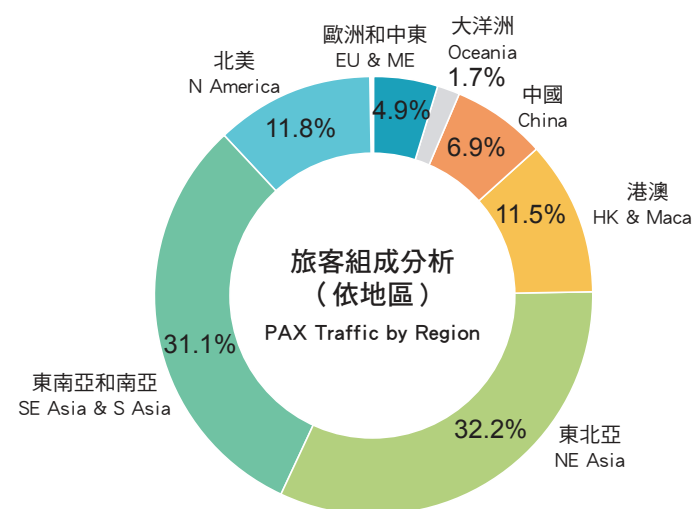
營運線上

Operational Statistics

桃園國際機場 2023 年 Q1-Q3

Taiwan Taoyuan International Airport 2023 Q1-Q3

	2023.1 – 2023.9	去年同期 Same Period Last Year	成長率 Growth Rate
客運量 (人) Passenger Volume (person)	24,993,750	2,048,419	1120.2%
貨運量 (公噸) Air Cargo Volume (metric ton)	1,570,577	1,946,516	-19.3%



一日 CEO 桌遊玩家真實體驗機場經營

One-Day CEO, Reporting for Duty!

Experiencing the Challenges of Airport Management



▲ 總經理范孝倫向三位 CEO 解釋跑道巡檢的重點。
CEO Fan Hsiao-lun explains the focus of runway inspection to the three one-day CEOs.

桃園機場公司日前舉辦「機場 CEO 實境大挑戰」桌遊競賽，3 位脫穎而出的優勝者，9 月底跟隨著機場公司總經理范孝倫的腳步，巡視陸側、空側工區等重要場域，展開一日機場 CEO 工作體驗。

In late September, Taoyuan International Airport Corp. invited the three winners of the "Airport CEO Board Game Challenge" to a one-day immersive experience exploring the operational areas alongside CEO Fan Hsiao-lun, offering them a firsthand taste of the challenges faced by real airport CEOs.

資深航迷鍾欣妤在 Instagram 上分享的跑道巡檢影片，獲得許多朋友迴響；與同時擔任「一日 CEO」的桌遊玩家楊沐濃和余蘋，透過聽取航班資訊顯示系統 (FIDS) 介紹及參觀行李智慧化輸送作業，深深體認到機坪調度及行李運送的重要性與忙碌。

Aviation enthusiast Zhong Xin-yu has garnered a lot of engagement for her runway walkthrough video on Instagram; together with the two other "one-day CEOs," board game enthusiasts Yang Mu-yun and Yu Pin. They also gained invaluable insights into the importance of runway scheduling and baggage handling after learning about the Flight Information Display System (FIDS) and seeing the smart baggage handling processes.

CEO 帶路巡場

總經理范孝倫也藉由行前會議的機會，分享公司治理經驗與巡場重點，包括隨時透過手機智慧管理機場各角落 CCTV 畫面，搭配現場同仁回報狀況，第一時間即可掌握機場實況，同時也向一日 CEO 們進行任務交付，並頒發一日識別證及背心。

機場運作必須在時間與服務之間取得平衡，加上永續、人力、產業變遷等議題及挑戰紛至沓來，一日體驗過後，每位 CEO 皆大呼真是個不簡單的工作。

CEO-Guided Walkthrough

During their pre-event meeting, CEO Fan shared his experience on corporate governance and elaborated on the focus of the walkthrough, including monitoring the airport's situation through CCTV cameras and feedback from on-site staff. The CEO also assigned tasks to the participants and issued them a one-day ID card and a vest.

The day-long experience left everyone astounded by the demanding tasks of running an airport, realizing how it requires striking a balance between efficiency and service while addressing the complexities of sustainability, workforce management, and industry transformations.



機場 CEO 實境大挑戰
Airport CEO Board Game
Challenge



特別報導 Special Reports

13



新塔臺接棒 迎接航管全新挑戰

Passing the Baton: New Control Tower Inaugurates Embracing New Challenges in Air Traffic Management

在桃園國際機場新塔臺啟用逾 3 年之後，交通部民用航空局為了安全考量，由飛航服務總臺辦理舊塔臺拆除作業，也正式迎接後疫情的新航管時代到來。

After more than three years since the inauguration of the new air traffic control (ATC) tower at Taiwan Taoyuan International Airport (TTIA), the Civil Aviation Administration (CAA) of the Ministry of Transportation and Communications has authorized the Air Navigation and Weather Services to dismantle the old control tower due to safety concerns, officially marking the beginning of a new era in air traffic control post-pandemic.



走進桃園國際機場塔臺園區，1979 年 2 月啟用、守護臺灣飛安 40 載的舊塔臺，圓滿功成身退，正式交棒。如同飛安不能妥協，舊塔臺的拆除工程也強調安全第一，以最不影響飛安的方式，耗時 265 日，由上而下逐層拆除，並保留舊塔臺 1 樓的部分牆體結構，做為舊塔臺紀念，重新設計成為園區景觀的一部分，留存史蹟。

健全育才管道，守護臺灣空域安全

隨著疫後航空運量快速復甦，原本即處於高壓工作環境的塔臺管制員也面臨更多挑戰，必須透過定期受訓、與業界交流，學習飛航相關知識，掌握最新的國際標準及程序。

與此同時，飛航服務總臺也透過健全飛航管制人力、加速人員進用、維護管制員身心健康等方式留才，避免產生如歐美等地因管制員人力不足，導致航班延誤、取消的情形，藉以維持永續飛航服務。✈

Inside TTIA's ATC Tower Park, the old control tower, having safeguarded Taiwan's aviation safety for 40 years since its inauguration in February 1979, has completed its mission and officially passed the torch. Prioritizing safety above all else, the demolition process of the old control tower took place over 265 days, dismantling it from the top down to ensure minimal impact on aviation safety. A part of the first-floor wall has been preserved and reintegrated into the park's landscape, standing as a testament to history.

Nurturing Talent for Taiwan's Airspace Security

With the rapid recovery of post-pandemic air traffic, air traffic controllers already operating in high-pressure environments now face even more challenges. They must undergo regular training, engage in industry exchanges, and stay updated on aviation-related knowledge to obtain the latest international standards and procedures.

Meanwhile, CAA's Air Navigation and Weather Services continue to strengthen the air traffic control workforce, expedite recruitment processes, and focus on maintaining controllers' physical and mental well-being. These efforts are aimed at retaining talent, preventing situations like those in Europe and America where flight delays and cancellations occur due to insufficient staffing, thus ensuring the sustainability of air traffic services. ✈



2023 實境體驗營

航迷獨享跑道日出契機

2023 Airport Experience Camp
Exclusive Sunrise Experience on the Runway

「躺跑道」、「進入模擬機艙」，難得有機會在專人帶領之下，深入了解航空產業，這些誘因讓機場公司舉辦的「Just Go! 2023 桃園機場實境體驗營」釋出的 60 個名額，在開放報名瞬間即刻被秒殺。

The "Just Go! 2023 Taoyuan Airport Experience Camp," organized by Taoyuan International Airport Corp. (TIAC), provided participants with an exclusive opportunity to explore the aviation industry under expert guidance. The program included enticing activities such as lying on runways and entering a simulated cockpit, and it's no surprise that all 60 spots were filled as soon as registration opened.

在沒有飛機起降的空檔，桃園機場跑道上竟然有人以大字型躺著，這種特殊體驗，就是「Just Go! 2023 桃園機場實境體驗營」的絕對吸引力。

不僅如此，兩天的暑期體驗營期間，學員們除了參觀一般人難以進入的行李處理場，也在華航園區體驗靜態模擬機艙、緊急逃生訓練設備等，在機場及航空專業從業人員的帶領及解說之下，讓來自不同背景的學員們，有機會從不同面向認識航空產業的多元面貌。

機場公司也為大興高中飛機修護科及開南大學空運管理學系規劃一日遊行程，同樣由業內人士導覽，讓相關科系的年輕學子提前感受航運工作的實況，做好投身業界的準備。✈



Between takeoffs and landings, people could be seen sprawled out on the runways of Taiwan Taoyuan International Airport, making the most of the unique experience offered by the "Just Go! 2023 Taoyuan Airport Experience Camp."

But that's not all. During this two-day camp, participants not only had the opportunity to explore baggage handling areas typically off-limits to the public but also got to engage with static cockpit simulations and practice with emergency evacuation trainers in the CAL Park. With guidance and explanations from airport and aviation professionals, students from diverse backgrounds were able to gain a multifaceted understanding of the aviation industry.

Furthermore, TIAC organized a special day trip for students from Daxing High School's Department of Aircraft Maintenance and Kainan University's Department of Air Transportation. This program, also guided by industry experts, allowed students in relevant fields to gain firsthand insight into the world of aviation and prepare themselves for future careers in the industry. ✈

2010
01
11月

企業化轉型 桃園機場公司初登場

Embracing Corporate Transformation
TIAC Makes its Debut

為了促進機場園區整體發展，並以機場為中心，劃設自由貿易港區及航空城園區，帶動區域經濟提升，在行政院通過「桃園國際機場園區發展條例」及「國營國際機場股份有限公司設置條例」之後，催生了桃園國際機場股份有限公司，由時任董事長葉匡時主持成立典禮。之後正式招兵買馬、吸收新血，導入企業化經營精神，藉此強化國際機場服務效能及品質。✈

On November 1, 2010, Taoyuan International Airport Corporation (TIAC) was established following the Executive Yuan's approval of the International Airport Park Development Act and the Act for the Establishment of the State-Run International Airport Park Corporation Limited to facilitate precinct development and boost the regional economy through the demarcation and designation of a free trade zone and an aerotropolis. Then-Chairman Yeh Kuang-shih presided over TIAC's inauguration ceremony, marking the start of efforts to improve airport service quality and efficiency through recruiting talents and implementing corporate principles. ✈



照片提供：中央通訊社
Provided by Central News Agency

1984
31
10月

過境旅館開張 轉機旅客好好眠

Inauguration of the Transit Hotel
A Good Night's Sleep for Transit Passengers

如今的華航園區所在地，過去曾是風光 20 年的中正國際機場過境旅館、為了解決轉機旅客食宿問題而設的過境旅館，營運中期則轉為多角化經營。囿於簽證問題，轉機旅客需由專人、專車陪同，進出位於管制區外的旅館，曾有菲籍旅客於返回機場前臨時破水產子，旅館服務人員緊急剪斷臍帶後送往醫院，一時蔚為國際美談；過境旅館也曾作為環球小姐賽事、接待瓊斯盃選手等場合，成為當代服務業國家隊代表之一。✈

The current CAL Park was once a thriving transit hotel, operated for two decades since October 31, 1984, initially catered to the accommodation needs of transit passengers before diversifying its services. Due to visa restrictions, transit passengers had to be escorted by designated personnel to the hotel. Once, a Filipino passenger unexpectedly went into labor before returning to the airport. Quick-thinking hotel staff promptly cut the umbilical cord and rushed the mother and newborn to the hospital, turning the incident into a heartwarming story. The hotel also served as a venue for events like the Miss Universe pageant and hosted William Jones Cup players, earning its place in the history of Taiwan's hospitality industry. ✈



照片提供：張凱先生
Image courtesy of Chang Kai.



創「聲」南桃 譜出城市永續生命力

The Voice of Southern Taoyuan
Composing Urban Sustainability

- 疫情導致演出機會減少，卻讓從臺北搬到桃園的音樂製作人林振益發現，「音樂」——也能作為地方創生的主力，更是促進城市永續的動力。
- While performance opportunities were affected by the pandemic, music producer Jam Lin, who relocated from Taipei to Taoyuan, found that music can catalyze local revitalization and drive urban sustainability.

▲ 耳朵先生音樂總監林振益。
Jam Lin, Music Director of Mr. Ear Music.

全文照片提供：耳朵先生音樂
Images Courtesy of Mr. Ear Music

我們 肩負回憶行囊 任青春放肆張揚
接受 蛻變前的轉場 再奔赴遠方
～ 2022 桃園市高中職聯合畢業歌《浪·wave》

2022 年盛夏，來自桃園 19 所高中職、50 位畢業生，參與錄製這首《浪·wave》作為聯合畢業歌，為他們的青春留下印記，而疫情期間受邀至高中教授流行音樂製作的林振益，正是這張專輯的監製。

穿透城市聲動

這正是林振益近年來以「耳朵先生」開辦音樂創作工作坊、流行音樂大師講座等方式，投入地方創生、青年培力的方式之一，拓展視野、帶入流行音樂界的資源，並帶動人才、資金回流桃園。

未來，他期許位於中壢的「耳朵先生」成為藝文創生的「衛星中繼站」，再慢慢擴散至偏鄉，以具有穿透力的音樂，成為桃園的脈動。✈

Carrying backpacks of memories, our youth runs free,
Embracing transitions before transformations, toward the horizons,
we charge.

"Wave" - 2022 Joint Graduation Song for Taoyuan City's Senior High Schools

In the summer of 2022, 50 graduates from Taoyuan's 19 senior high schools jointly recorded "Wave" as their graduation song, leaving an indelible mark on their youth. Jam Lin, who taught popular music production at high schools during the pandemic, acted as the producer of this album.

Taoyuan's Resounding Soundscape

This endeavor is among Lin's recent efforts to organize music production workshops and popular music masterclasses through his studio, Mr.Ear Music, to contribute to local revitalization and empower young talents, bringing in resources from the popular music industry and driving talent and capital back to Taoyuan.

Lin envisages Mr. Ear Music, located in Zhongli, to become a hub for cultural and creative regeneration, reaching out to rural regions and connecting the city through the power of music. ✈

▼ 2022 桃園 22 所高中《未完的畢業季》聯合畢業歌曲展。
Unrealized Graduation Season: Presentation of the 2022 Joint Graduation Song for 22 Senior High Schools in Taoyuan.



古老線裝書技法

盡藏山峰稜線間

Within Peaks and Ridges

Craftsmanship of Traditional Stitched Binding

一針一線，
密密縫起大小不一的手工線裝書冊，
排列成山，
稜線間流洩的光影閃爍，
彷彿一晝一夜；

古老技法與創新藝術，
流轉出的山景與天色，
交會在人來人往的機場中央大廳，
以萬卷書，為旅人砌萬里路，
繼續前行。✈

Stich by stich,
Sewn Hand-bound volumes of various sizes,
Arranged like mountains,
On whose ridges light and shadow flow,
Resembling the passing of day and night.

At the bustling central hall of the airport,
Where traditional craft meets contemporary art,
A tapestry of mountains and skies unfolds,
Creating endless roads with endless books,
Guiding travelers on where the journey goes. ✈

玉山 — 臺灣
Mount Jade — Taiwan

珠穆朗瑪峰 — 中國、尼泊爾
Mount Everest — China and Nepal

富士山 — 日本
Mount Fuji — Japan

德納利山 — 美國
Mount Denali — United States

京那巴魯山 — 馬來西亞
Mount Kinabalu — Malaysia

阿爾卑斯山 — 法國、瑞士、德國、義大利、奧地利、斯洛維尼亞
Alpes — France, Switzerland, Germany, Italy, Austria and Slovenia

科修斯科山 — 澳洲
Mount Kosciuszko — Australia

干城章嘉峰 — 印度、尼泊爾
Kanchenjunga — India and Nepal

▶ 臺灣藝術家范承宗以傳統手工線裝書技藝，將八座世界高山的模樣收藏於巨大的書櫃之中。

Taiwanese artist Feng Cheng-tzung encapsulates the world's 8 highest mountains in a massive bookshelf through the art of traditional hand-bound bookbinding.