

# 因應能源管制中油之產品轉型研究

## RESEARCH ON PRODUCT TRANSFORMATION OF CPC IN RESPONSE TO ENERGY REGULATION

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### 摘要

2016年4月22日巴黎協議生效，各國陸續宣告禁售燃油車時程。在台灣，政府也擬自2030年新購公務車只能採購純電動汽機車、2035年起禁售燃油機車、2040年起禁售燃油汽車。台灣中油股份有限公司自成立起即以供應國內各種油品為主要業務，禁售燃油車政策勢必對其造成衝擊，必須及早進行企業轉型以找尋生存契機。本研究目的有：一、釐清新能源車普及化將使中油公司面臨哪些危機；二、探討曾面臨類似危機且同為國營事業的台糖公司、台鹽公司如何成功轉型；三、中油公司轉型過程應注意哪些內、外在因素及如何因應。本研究結合當前國內外新能源車發展情形，參考同為國營事業的台糖公司、台鹽公司的成功轉型過程採取何種策略，探討中油目前採取之轉型方向是否合宜，冀能將研究結果作為相關單位決策之參考。

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本研究認為短期內若禁售燃油車政策由全面純電動化折中為只禁純燃油車，對中油公司的加油站業務影響將最小，氫能車成為市場主流次之，全面純電動化將對加油站營收影響最大。

**關鍵詞：**中油、電動車、禁售燃油車政策、企業轉型

## ABSTRACT

On April 22, 2016, the Paris Agreement came into effect, and countries successively announced the ban on the sale of fuel vehicles. In Taiwan, the government also plans to purchase only pure electric locomotives for newly purchased official vehicles from 2030. Sales of petrol-fuelled vehicles will be banned since 2040. Chinese Petroleum Company Corporation, Taiwan (CPC Corp.) has been supplying various domestic oil products as its main business since established. The policy of banning the sale of fuel vehicles is bound to have an impact on CPC. It must be transformed as soon as possible to find opportunities for survival. The purpose of this research is as follows: 1. To clarify what crises CPC will face due to the popularization of new energy vehicles; 2. Discuss how Taiwan Sugar Corporation and Taiwan Salt Corporation, which have faced similar crises and were both state-owned enterprises, successfully transformed; 3. What internal and external factors should be paid attention to in the transformation process of CPC and how to respond. Based on the current development of new energy vehicles at home and abroad, this study refers to the strategies adopted by Taiwan Sugar Corporation and Taiyen Corporation, which are both state-owned enterprises in the process of successful transformation, and explores whether the current transformation direction adopted by CPC is appropriate. It is hoped that the research results can be used as a reference for the decision-making of relevant units.

This study believes that in the short term, if the policy of banning the sale of fuel vehicles is compromised from fully electric vehicles to only banning pure fuel vehicles, the impact on CPC's gas station business will be minimal, and hydrogen energy vehicles will become the mainstream of the market. Electrification will have the biggest impact on gas station revenue.

**Keywords:** CPC Corp., Electric Vehicles, Ban on the Sale of Fuel Vehicles, Enterprise Transformation