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壹、董事長的話 Chairperson's Statement

The Chinese Postal Service has been in existence for one hundred and seven years since 1896. The islandwide post offices and the reliable, amiable, safe services have continuously won the confirmation and acclamation of all customers. In recent years, the advancement of electronic communications technology, the drastic social changes, and the increasing requirements from the general public have been forcing postal operations into a difficult and arduous situation. To cope with the current situation and to adhere to government policy, the Chinese Postal Service has transformed into a state-run company as from January 1, 2003, for the purpose of breaking through the predicament and creating a new era.

郵政創辦迄今已一 七年，透過全國一千三百多個綿密據點，加上親切、安全、可靠的服務，一直贏得社會各界的好評與大家的認同。近年來，科技突飛猛進，社會急遽轉型，郵政經營環境日趨艱困，民眾對郵局的要求更急速昇高，郵政為順應時代潮流，配合政府政策，於九十二年一月一日改制為國營的中華郵政股份有限公司，期能突破困境開創新局。

According to the amended Postal Act, the service scope of Chunghwa Post shall include: mail delivery, postal savings, postal remittances, postal simple life insurance, philately and relevant commodities and postal capital operations. By the permission of the Ministry of Transportation and Communications, we are allowed to undertake other commitments and to make investment in respective operations, so that our service scope becomes wider and broader. The company's authorized future target is to plan the second stage transformation, to upgrade management efficiency and competitiveness, to make proper use of information technology, to render better services, to effectively employ available postal capital, and to support the government's large public works construction and private investment plan in order to increase postal revenue. In addition, I would like to point out the following feasible practices:

依據修正通過之郵政法，中華郵政經營範圍，包括：遞送郵件、郵政儲金、郵政匯兌、郵政簡易人壽保險、集郵及其相關商品、郵政資產營運等業務，並在經交通部核定下，可接受委託辦理其他業務及投資或經營上述相關之業務，營運範圍較前寬廣。本公司未來的施政方針奉層峰核定為「規劃中華郵政公司的第二階段改制，提昇經營效能及競爭力；善用資訊科技，提供創新優質服務；有效運用郵政資金，支援政府重大建設及民間投資計畫，增裕郵政營收」。除了依據以上的施政方針去努力達成目標外，更提出下列幾點具體的做法：

1. To fulfill the policy targets: "Stride forward with society" and "Reliability, amiability, efficiency, and innovation" are our management and service maxims. All employees are required to make concerted efforts to put these words into practice and to attain policy goals.

一、落實經營目標：「郵政與社會同步邁進」與「可靠、親切、效率、創新」是我們的經營目標和服務指標，讓我們共同努力，以具體行動內化指標於各項服務中，以落實經營目標。

2. To select outstanding employees: All postal employees, over twenty-six thousand in number, were recruited by means of examination. It is fitting and proper to select those outstanding employees to form a business-

二、 拔擢內部優秀人才：郵政有二萬六仟多同仁，都是考試進用的優秀人才，我們要在內部拔擢人才，組成核心服務團隊經營企業。以更好的激勵措施和公平的考評制度，使同仁們在努力辛苦之餘，能得到較好的成果跟回饋。

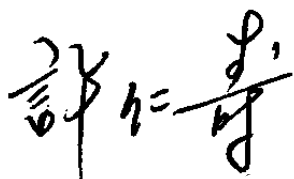
三、 郵政資源與社會共享：郵政業務結合了許多社會資源，中華郵政公司要將資源與社會共享，不管金流或物流，一千三百個郵政據點或是二千萬個客戶都要與社會共享，要和同業、異業結盟，作為未來發展的重要方向。

四、 有效運用郵政資金：郵政儲金龐大，在低利率的時代必須做更有效的管理和運用，未來需先與各主管機關研討郵政儲金之定位，才能積極規劃可辦理之金融業務。

五、 研擬營運白皮書：公司面對外在環境衝擊與政府政策目標之要求，如何發揮郵政公司之優勢，克服困難，必須在未來一年內提出營運白皮書，作為今後發展的依據。

從近年營業量和營運質來看，我們不諱言在外界激烈的競爭中有些落後，但是我們有信心在新的體制下，齊心協力凝聚成最優秀的團隊，以誠懇務實的心努力經營，為顧客提供最優質的服務，讓百年老店的金字招牌永遠閃耀光亮。

交通部中華郵政股份有限公司董事長



中華民國九十二年五月十五日

minded operating group and to set up incentive measures and fair evaluation systems as a means of encouragement and remuneration for those employees that put in extra effort.

3. To share postal resources with the community: The postal services are closely linked to the public's welfare. We should share our resources with the community whether in financial or logistics fields. We are also devoted to make strategic alliances with other services to meet the needs of our customers.

4. To make proper use of postal capital: Facing the current low interest rates, more effective management and employment of the huge postal-savings resources is more than necessary. In the future, the Chunghwa Post must discuss with the agencies concerned as to the orientation of the postal savings and the extensive financial operations.

5. To draw up an operations paper: Dealing with the external impact and government policy, the Post Office has to consider its SWOT in drawing up its operations paper, which will serve as the basis for the company's future development.

Viewing the volume and revenue of operations during recent years, we have to confess that postal operations have somewhat lagged behind the competitors. However, we are fully confident that under the new company, all staff members will meld into a brilliant combat group, rendering topnotch service to customers, so that the hundred-year old gold brand will shine and glitter for ever and ever.

Samuel J. S. Hsu



Chairperson of Chunghwa Post Co., Ltd.
May 15, 2003



中華郵政於一八九六年正式創辦，其後開辦儲匯及壽險業務；郵政始終提供大眾良好的服務，並忠誠配合國家的政策，為促進我國經濟建設而努力。

過去幾年來，我國歷經大地震，全球景氣衰退，股匯市不振，利率下滑，產業出走，網路興起，民營宅配業、快遞業快速成長等種種因素形成的經營環境大不如前，使得郵政經營也倍感艱辛。

中華郵政在參酌先進國家的郵政制度之後，毅然於九十二年一月一日改制為國營的中華郵政股份有限公司，期化危機為良機，達成企業化管理，多角化的業務經營，效益化的資金運用，多元化的服務項目及合理化的人力運用。

郵政改制公司後，郵政總局、儲匯局整併為總公司，原有的二十七個處室簡併為十四個處室，另置總經理室；同時為精簡人力，提高行政效率，裁撤台灣北、中、南區郵政管理局，組織由四級制改為三級制；實施責任中心制度，以一縣（市）設一責任中心局為原則，共成立二十三個責任中心局，做為執行總公司政策之業務經營團隊。在制度上，中華郵政公司採董事長責任制，董事長全權肩負公司之經營管理，總經理則由董事長提請董事會派任。在人事制度方面，現有員工仍依現行人事法令規章規範，新進人員則

貳、總經理的話 President's Prologue

Founded in 1896, the Chinese Postal Service had its initial function as a deliverer of correspondence. Thereafter, additional services such as postal savings, remittances, and simple life insurance were introduced. The post office has always rendered high-quality service to the general public in response to the government's policies of promoting national economic construction.

In recent years, this country has encountered many unfortunate circumstances, including: a severe earthquake, worldwide economic recession, instability in the stock and foreign exchange markets, downturn of interest rates, emigration of industries, etc. Other difficulties facing the post office include the rise of the Internet and an explosion of private couriers. All of these have drastically affected postal operations.

The Chinese Postal Service, pondering the situations in developing countries, decided to transform itself into a state-run company as from January 1, 2003. It aims at circumventing the crises and obtaining opportunities to develop business management, operational pluralism, proper use of capital, diversification of services, and rational manpower distribution.

After the transformation, the Directorate General of Posts (DGP) and the Directorate General of Postal Remittances and Savings Banks (DGPRSB) merged into one headquarters and decreased their subordinate departments from twenty-seven to fourteen, and a president's office was set up. To streamline the manpower structure and to upgrade administrative efficiency, three regional post offices, located in Taipei, Taichung, and Kaohsiung, were deactivated, and the organization structures were remolded from four levels to three. Under the principle of one county (city) one-responsibility-center post office, a total of twenty-three offices are set up to carry out policies. Chunghwa Post Co., Ltd. adopts a chairperson responsibility system. The chairperson takes the entire operational responsibility for the company. The board of directors appoints the president. The incumbent staff members are subject to current personnel regulations and

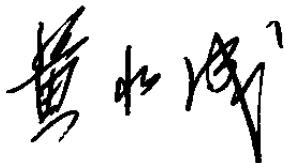
不再具公務人員身分。

由於科技的進步，藉郵政寄送的传统書信大多被電子郵件、電話、傳真所取代；大量的商業文件及印刷品也面臨許多民營遞送業者的激烈的競爭；隨著配合全年無休廿四小時營業的便利超商而推出的宅急便服務，瓜分了许多郵政包裹業務；郵政改制公司後如何加強業務行銷，如何提升服務品質，都是當務之急；而運用郵政全國連線作業的資訊網路，結合郵儲壽等各項業務，提供大眾迅速與安全的物品、資訊及金錢流通服務，善用外界資源，建立同業異業結盟的策略機制，使郵政在電子商務架構下成為多元化全方位的服務窗口企業，亦即實現電子化便利郵局的願景，是中華郵政今後應當努力的方向。

郵政龐大的儲金結存在充分保障儲戶權益之下，如何妥善的規劃運用，如何向金融主管機關爭取承作授信放款，如何跨出目前侷處一隅的壽險領域，推出各種投資型保單、連結型保單等多樣化產品，如何在股票債券市場上操作進退得宜等等，已成為今後中華郵政公司刻不容緩必須克服的難題。

郵政改制公司是郵政歷史上非常重大的變革，我們期盼的改制不僅是組織的變革，而應該是徹底的轉型：由機關型態的官署轉變成重視經營績效、服務功能的企業化組織。讓我們全體同仁群策群力，凝聚共識，完成國家交付的政策任務，創造公司的經營績效，提供社會大眾全方位的服務功能。

交通部中華郵政股份有限公司總經理



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rules, whereas new employees will not have civil-servant status.

Due to the advancement of electronic communications technology, traditional correspondence is being replaced by the Internet, mobile phones, and faxes. Several private couriers have emerged, providing collection and delivery of bulk business documents and printed papers. Moreover, door-to-door delivery services introduced by convenience stores have split the postal parcel market. After transformation into a company, the Post Office will speed up strengthening service marketing and upgrading service quality. By using the postal on-line Internet and the combination of postal savings, remittances, and saving services, it is necessary to offer the general public speedy and safe services in finance, logistics, and information exchange. Launching alliances with other industries and the installment of e-post convenience post offices will offer extensive, all-round service. All of the above are the targets for Chunghwa Post.

With the priority of protecting account holders' rights, the enormous postal savings balance should be extensively utilized, and measures such as how to introduce a loan service under the financial regulations, how to extend the postal simple life insurance scope to introduce pluralism products, and how to operate smoothly in the stock market must be addressed.

The transforming of Chinese Postal Service into a state-run company is a very significant change. We deeply recognize that it is not only an organizational change, but also a drastic transformation, from a government status to a business-like organization, focusing on management effectiveness and service functions. Let all staff members make a concerted effort to reach consensus in accomplishing the government's policies, in carrying out company's requirements, and in rendering multi-function services to the general public.

Huang Shui-cheng



President of Chunghwa Post Co., Ltd.

May 15, 2003