

96年度 中華郵政年報

2007 Annual Report of Chunghwa Post





96年度中華郵政年報

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壹、前言

I. Preface



董事長 吳民佑
Chairperson Wu Min-yu

本公司為國營公用服務事業，兼具通信與金融雙重使命，主要任務為便利國民通信，加速財貨流通，活絡金融保險市場，促進社會安樂繁榮，未來全體同仁將秉持「逆境中創造生機、勇往直前成就夢想」之精神，建立優質的企業文化，積極提升服務品質，開發新種商品，強化競爭力，推動金流、物流、資訊流、商流通路服務，與社會同步邁進，滿足大眾的各種需求。

我想在此將本公司的一些重要基本方針與理念與社會大眾共享：

一、本公司做為一個郵務、儲匯與壽險業務的經營專家，本著服務的熱忱與勇於改變，在原有的營業項目上，不時創造新的附加價值，同時也為大眾打造客製化服務。

Chunghwa Post is a state-run public service enterprise with financial and communication mission. Its main duty is to facilitate national communications, expedite the circulation of goods and promote markets of finance and insurance. Its staff of all level will stick to the spirit of “creating vitality in the diversity; marching forward to achieve dreams” so as to build up excellent enterprise culture; positively uplift service quality; develop new merchandise; reinforce competitive strength; promote cash, logistics, information and business flows in order to march simultaneously forward with the society and meet various demands of the public.

Here are some basic and important directions and ideas of the company I would like to share with the public:

1. Being a management expert of mail service, remittance and insurance business, the company will create new added values at any time and arrange customized service based on business items available to the public in the meantime.

二、增厚民眾對本公司的信賴感，保障民眾財產與隱私權，迅速反映民眾的意見與需求，隨時向外界公開本公司的治理原則、經營現況、財務情況、缺失改善情形、經營團隊成員、運作方針等，使一切透明化。

三、加強公司內控內稽作業與法令遵行制度，業務運作流程悉依管理要點來規範，各單位隨時自行辦理稽核與查核，以確保業務能如期如質地正常運作。

四、本公司的局屋建設、設備採購等配合政府的清境家園運動、全球環保節能減碳的新觀念，使我們的下一代生活更幸福、更美滿。

五、營造郵政為一個互助合作歡樂團隊，有共同的價值觀，有舒適、乾淨的工作環境，讓社會大眾一進郵局大門就有賓至如歸的感受。

此外，郵政做為我國民眾充分所信任並贏得風評極佳的服務企業，有責任對社會承擔一份回饋，我想我們會配合政府政策用心做好下面幾項工作。

一、防制詐騙洗錢：

保護民眾財產是我們無以推諉的責任，加強同仁對防制人頭帳戶、疑似洗錢防制作業之警覺性及敏感性，訂定「防制詐騙獎懲實施要點」，對於防制詐騙著有績效的同仁予以鼓勵；宣導方面則以製作「防制人頭帳戶」影帶，於媒體播放，印製宣傳海報供各局張貼，宣導民眾勿輕信不明電話簡訊，若有疑問應向「165專線」查證，以免財產損失。

二、關懷獨居老人生活及居家安全維護：

結合當地政府部門或社福機構推出關懷獨居老人服務活動，激發郵政同仁「郵人好種福、喜心多服務」熱誠，發揮「老吾老以及人之老」愛心，鼓勵郵務士利用投遞信件途中順道作關懷獨居老人服務，把服務範圍從單純信件投遞，擴大為嘘寒問暖及緊急異常情況之通報，並代辦與郵政有關業務、代購生活必需品等，主動提供必要之協助與服務。

2.Increase public's reliability to the company; protect public's properties and privacy; promptly reflect public's opinions and demand; announce company's management theories, management facts, finance status; faults and missing conditions; management team and operation directions, etc. to the public at any time.

3.Reinforce internal control and auditing operations and laws and regulations obedience system; entire business operation flow is guided based on the management guidelines; all units should perform self-auditing and self-checking at any time so as to secure that business can be operated normally with requested time and quality.

4.In order to let our next generation live a happier and smoother life, the company offers office housing and facilities procurement measures to comply with the new ideas of government's clean house campaign and saving energy and reducing carbon dioxide of global environment.

5.To let the public have a feeling of "your home away from home" while entering into post office branches, the company build up its service into a mutual cooperative and merry teamwork with common sense of value; one with a comfortable and clean working environment.

In addition, as a service enterprise fully trusted by our national citizens and won excellent criticism; Chunghwa Post assumes a responsibility to undertake a feedback to our society. In compliance with government policies, I believe that we will deliberately accomplish following tasks:

I.Combat scams and money laundering:

Protecting public's properties is one of our responsibilities we cannot shrink. To strengthen the alertness and sensitivity of our staff members to the prevention of dummy accounts and money laundering control operation, the company specially stipulated "Implementation Guidelines for Award and Punishment Procedures of Preventing Defrauding" and encouraged staff members who made remarkable achievements in preventing fraud. For publicity purpose, we make "preventing dummy accounts" tape to play in medium; print posters to propagate the public not to easily believe in unknown telephone calls and electronic messages. For any questions, please call "165 line" for clarification in order not to loose any money.

II. Launch of caring for the life of solitary elderly and their safety protection at home:

Launch the service of caring for the life of solitary elderly and their safety protection at home in combination with local government sectors or social institutions, inspire the enthusiasm of "postal workers are fond of spreading seeds of happiness, servicing more with merry hearts"; express present love of "charity begins at home"; encourage mail carriers to express caring for the life of solitary elderly on the way of posting letters to expand their service range from simple mail deliveries to the announcement of daily greetings and emergencies, and

三、致力提供民眾便利的服務與社區公益活動：

推動「塑造郵局敦親睦鄰新意象計畫」，充分與社區結合，提供民眾優質、安全、貼心的用郵環境；積極推廣「結合並參予社區公益活動」，以協助弱勢團體募款；因應人口老化、醫療照護需求增加趨勢，研議開發設計新種健康保險商品，利用郵政便捷的全國服務網，提供不論都市或鄉村居民各式各樣的服務。

郵政事業為服務全國的民眾而生存、發展，本公司同仁自然肩負國家郵政、全民郵政的職責，以滿足社會和民眾的需求為首要目標，積極追求優質和全方位的服務效能。

中華郵政股份有限公司 董事長

吳民佐

中華民國97年6月15日

request for postal services、buy daily necessities on their behalf and positively offer indispensable assistance and services.

III. Devote to offer convenient service and public welfare activities:

Promote "portray new image plan of environmentally-friendly campaign" that fully combines with communities in order to offer the public an excellent, safe and considerate servicing surroundings; positively promote "combine and participate into community public welfare activities" in order to help relatively powerless groups to raise money; accommodate the increasing tendency of medical care because of aging population, examine to develop and design new health insurance merchandise in order to offer various services for citizens live in urban or country areas wherever.

Postal service is running and developing to serve all national citizens. Our member staffs are of course bearing the duty for the national postal service and a postal service of all national citizens. The first priority of its goals is to meet social demand and the public's request and to seek for excellent and all-directional service efficiency.

Wu Mingzu

Chairperson, Chunghwa Post Co., Ltd.
June 15, 2008

貳、營業報告書

II. Business Report



總經理 胡雪雲
President Hu Sheue-yun

96年受國際油價飆漲、原物料價格大幅上升及美國次級房貸風暴等因素影響，國內物價漲幅明顯擴大，整體經濟表現不如預期，惟在全體郵政員工共同努力及積極推展業務下，尚有超額盈餘，且各項民意調查顯示，國人對郵政服務均給予高度的肯定。謹將本公司96年度（96年1月1日至96年12月31日）之營業績效及97年度營業計畫概要說明如下：

Under the impact of rapidly raising prices of international crude oil, soaring prices of raw materials and subprime mortgage crisis, the price increases on domestic commodity have been obviously enlarged, leading to a less-than-satisfactory economic performance. Yet through the hard work and active promotion dedicated by all staff in Chunghwa Post, the company excelled and surpassed its goals. Further, various surveys showed that the public was very satisfied with the postal service. The following is a business report for fiscal year 2007 (January 1 to December 31, 2007) and a business plan for fiscal year 2008:

一、96年度營業績效

(一)業務營運

- 1.郵件：收寄國內及國際郵件26億9,561萬件，較上年度實際數26億8,650萬件增加0.34%。
- 2.集郵：全年集郵收入新臺幣5億1,598萬9千元，較上年度實際數5億3,449萬2千元減少3.46%。
- 3.儲金：平均每日結存額新臺幣4兆1,504億元，較上年度實際數3兆9,318億元增加5.56%。
- 4.匯兌：匯款承作款額新臺幣1兆7,196億元，較上年度實際數1兆4,911億元增加15.32%。
- 5.簡易人壽保險：全年平均每月保額新臺幣8,231億元，較上年度實際數8,452億元減少2.62%。
- 6.代理業務：代理業務營運款額新臺幣959億元，較上年度實際數976億元減少1.72%。

(二)資金運用

本公司郵政資金之運用已法制化，悉依「郵政儲金匯兌法」第18條及「簡易人壽保險法」第27條之規定辦理。郵政資金（含儲匯及壽險資金）運用金額，截至96年12月底止，共計新臺幣4兆6,353億元。其運用內容如下：

- 1.週轉金（含活期存款、提存央行存款準備金、各等郵局週轉金）新臺幣1,940億元。
- 2.定期存款（含定期儲蓄存款及央行定期存單）新臺幣2兆8,694億元，其中轉存央行新臺幣1兆5,813億元、其他行庫新臺幣9,575億元、央行定期存單新臺幣3,306億元。
- 3.購買債券（含公債、公司債、金融債券）新臺幣8,867億元。
- 4.同業拆款及購買短期票券新臺幣324億元。
- 5.股票及基金（包括委外投資）新臺幣1,884億元。
- 6.國外投資新臺幣4,268億元。
- 7.定期存單及壽險保單質押借款、不動產抵押借款新臺幣353億元。
- 8.金融資產受益證券新臺幣12億元。
- 9.不動產投資新臺幣11億元。

I. Business Report for 2007

(I) Results of the Businesses Operated

1. Mails posted: 2,695,610 thousand pieces were handled, an increase of 0.34% over 2,686,500 thousand pieces of the previous year.
2. Philatelic revenue: Philatelic sales reached NT\$515,989 thousand, a decrease of 3.46% from NT\$534,492 thousand of the previous year.
3. Averaged daily balance of Postal Savings: It stood at NT\$4,150.4 billion, an increase of 5.56% over NT\$3,931.8 billion of the previous year.
4. Amount of money orders issued: The money remitted totaled NT\$1,719.6 billion, an increase of 15.32% over NT\$ 1,491.1 billion of the previous year.
5. Averaged monthly sum insured of simple life insurance business: It reached NT\$823.1 billion, a decrease of 2.62% from NT\$845.2 billion of the previous year.
6. Amount of Agential: It stood at NT\$95.9 billion, a decrease of 1.72% from NT\$ 97.6 billion of the previous year.

(II) Use of Postal Capital

Postal capital is employed in accordance with Article 18 of the Postal Remittances and Savings Act and Article 27 of the Simple Life Insurance Act. At the end of December 2007, total postal capital (including savings, remittances and life insurance capital) stood at NT\$4,635.3 billion. This was divided among the following:

1. The revolving fund (including savings in current accounts, reserves against deposits in the Central Bank of the ROC and the revolving funds of the postal branch offices): NT\$194 billion.
2. Certificate deposits (including time deposits and CDs issued by the Central Bank of the ROC): NT\$2,869.4 billion, comprising NT\$1,581.3 billion re-deposited in the Central Bank of the ROC, NT\$957.5 billion in other banks and NT\$ 330.6 billion of the CDs issued by the Central Bank of the ROC).
3. Bonds (including government bonds, corporate bonds and financial bonds): NT\$886.7 billion.
4. Call loans of other banks and short-term bills and notes: NT\$32.4 billion.
5. Stocks and mutual funds (including money invested by investment management companies on behalf of the post office): NT\$188.4 billion.
6. Overseas investments: NT\$426.8 billion.
7. Mortgage loans on CDs, insurance policies and real estate: NT\$35.3 billion.
8. Financial asset securities: NT\$1.2 billion.
9. Real estate investments: NT\$1.1 billion.

(三)財務收支及獲利能力分析

96年度營業總收入（包括營業收入及營業外收入）合計新臺幣3,853億9,095萬元，營業總支出（包括營業成本、營業費用及營業外費用）合計新臺幣3,687億2,567萬元，稅前盈餘為新臺幣166億6,528萬元，達成年度預算之133.88%。本年度稅後資產報酬率0.34%，稅後淨值報酬率13.73%，稅後純益率4.21%。

(四)研究發展

96年委託專家及學術機構辦理專案研究計畫3項：

- 1.郵政投資經營銀行之研究計畫委外服務。
- 2.郵政投資經營投信之研究。
- 3.96年度郵政服務顧客滿意度調查。

二、97年度營業計畫概要

(一) 營業政策

1.關於執行政府政策者

- (1) 配合社會發展政策，縮短城鄉距離，優先照顧弱勢，強化普及化郵政服務。
- (2) 配合投資臺灣優先政策，持續提供郵政資金，支應政府重大建設及民間專案投資計畫。
- (3) 配合金融政策，加強大眾市場金融服務，並健全社會經濟安全體系，發展保障型保險。
- (4) 配合產業人力政策，加強職能培訓，落實專業證照考用合一，促進學以致用就業效能。

2.關於經營管理者

- (1) 因應經營與管理需要，廣續調整組織經營體制。
- (2) 開發新種商品，改善作業流程，拓展行銷通路，擴大經營利基。
- (3) 推動策略聯盟、結合物流服務業，拓展國際郵件市場。
- (4) 整合郵務、儲匯、壽險作業平臺，強化通路及電子商務服務功能，創造競爭優勢。

(III) Financial Status and Profitability Analysis

In FY 2007, total revenue (including operating revenue and non-operating revenue) stood at NT\$385,390.95 million and total expenditures (including operating costs, operating expenses and non-operating expenses) totaled NT\$368,725.67 million. Profit before tax was NT\$16,665.28 million, which represented 133.88% of the target. The figures for the ROA (return on assets) after tax, ROE (return on equity) after tax and net profit margin for the year were 0.34%, 13.73% and 4.21% respectively.

(IV) Research and Development

In 2007, the company commissioned experts and academic institutes to conduct studies on the following three topics:

1. Feasibility of investing in banks
2. Feasibility of investing in investment trust business
3. Customer satisfaction survey for 2007

I I. 2007 Business Plan Outline

(I) Business Policy

1. Regarding the execution of government's policies:

- (1) In accordance with the social development policies, shortening distances between urban and rural areas, taking care of disadvantaged minority and strengthening universal postal services.
- (2) In accordance with invest-in-Taiwan-first policies, continuing to provide postal capital to finance the government's major constructions and private investment projects.
- (3) In accordance with the government's financial policies, strengthening financial services for mass market, establishing a sound economic security system and developing protection-oriented insurance.
- (4) In accordance with industrial manpower policies, strengthening functional trainings, based on professional certificates approved, implementing the combination between examination and employment, and promoting employment effectiveness by putting what has been learned into practice.

2. Regarding operations and management:

- (1) Continuing to adjust the company's operating system to meet the needs.
- (2) Creating new products, improving the operating procedure, expanding sales channels, and enlarging niches in operations.
- (3) Expanding the international mailing market by promotions in strategy alliances and by cooperation with logistics services.
- (4) Integrating the operating platform among mail, banking and life insurance and strengthening

- (5) 建構完善風險管理機制，開拓資金運用管道，提高資金運用效益。
- (6) 落實公司治理，加強法令遵循及內稽、內控制度，確保營運品質，增進企業形象。
- (7) 節約能源，重視環保，積極投入社區與公益活動，善盡企業社會責任。

3.關於供需配合者

- (1) 興建郵政局屋，購置房地及各項機具設備，提升服務品質及作業效能。
- (2) 擴增資訊設備與系統功能，廣續強化網路安全，提供全方位網路服務。

(二) 營運目標

- 1.郵件：預估收寄郵件30億1,216萬件。
- 2.集郵：預估集郵收入新臺幣5億1,846萬元。
- 3.儲金：預估全年平均每日結存餘額新臺幣3兆9,201億元。
- 4.匯兌：預估全年承作量新臺幣1兆3,100億元。
- 5.簡易人壽保險：預估全年保費收入新臺幣1,169億9,146萬元。
- 6.代理業務：預估全年代理承作量新臺幣1,069億7,700萬元。

中華郵政股份有限公司 總經理

胡雪雲

中華民國97年6月15日

channel and e-commerce services to create competition advantages.

- (5) Constructing a sound mechanism of risk management, expanding channels on capital use and uplifting its efficiency.
- (6) Complementing corporate governance, strengthening compliance, internal control and internal auditing system, ensuring operating qualities and promoting corporate images.
- (7) Saving energies, paying much attention to the environment protection, actively participating in the public welfare and community activities and fulfilling corporate social responsibilities.

3. Regarding supply and demand:

- (1) Constructing postal facilities, and purchasing sites and equipment, with an eye toward promoting service quality and operating efficiency.
- (2) Expanding and upgrading IT equipment, continuing to strengthen Internet security and providing diversified network services.

(II) Major Business Targets for 2008

- 1. Mails posted: 3,012 million pieces estimated.
- 2. Philatelic revenue: NT\$518 million estimated.
- 3. Average daily balance of postal savings: NT\$3,920.1 billion estimated.
- 4. Amount of money orders issued: NT\$1,310 billion estimated.
- 5. Amount of simple life insurance premium: NT\$116,991 million estimated.
- 6. Amount of agential business: NT\$106,977 million estimated.

Hu, Shue-yun

President, Chunghwa Post Co., Ltd.
June 15, 2008

參、公司簡介

III. Company Profile

一、沿革

臺灣地區郵政業務源於劉銘傳任臺灣巡撫時，在清光緒14年（西元1888年）2月21日發布告示「臺灣郵政條款十六條」，並設立臺灣郵政總局，於3月22日正式開辦郵政業務。

清光緒21年（西元1895年）甲午戰後，日本統治臺灣，施行郵便條例、郵便法，郵政業務由野戰郵便局逐步轉移至交通局辦理。

現代郵政創辦於清光緒22年（西元1896年）3月20日，初期係海關兼辦。清宣統3年（西元1911年）郵政脫離海關，成立郵政總局。民國19年（西元1930年）郵政儲金匯業總局成立。民國24年（西元1935年）郵政法公布，郵政儲金匯業總局隸屬於郵政總局，同時開辦簡易人壽保險業務。民國35年（西元1946年）台灣郵電管理局成立。民國38年（西元1949年）郵政總局自大陸遷臺，成立台灣郵政管理局。民國69年（西元1980年）臺灣郵政管理局因業務發展需要，改制為臺灣北、中、南三區郵政管理局。

由於受社會快速變遷，資訊科技日新月異，以及經濟自由化、國際化等因素的影響，郵政總局為因應民營遞送業搶奪都會區郵件，以及金融、壽險業者激烈的市場競爭，並突破郵政經營限制，爰配合政府確定國營及郵儲壽三業合營等政策原則下，於民國91年（西元2002年）7月完成郵政法修正，並於民國92年（西元2003年）1月1日改制成立由交通部持有100%股權之國營「中華郵政股份有限公司」。改制前郵政總局之資產、負債由本公司概括承受，其所營業務亦由本公司延續經營。

民國96年（西元2007年）2月9日，本公司配合政府政策改名為「臺灣郵政股份有限公司」。由於郵政四法之修法程序迄未完成，致更名後之公司名稱與法定名稱不符，故民國97年（西元2008年）8

I. History

On February 21, 1888 (the 14th year of Emperor Guang-syu, Cing Dynasty), Taiwan Governor Liu Ming-chuan announced the Taiwan Postal Act, which contained sixteen articles and established the Taiwan Directorate General of Posts on March 22 of the same year. In 1895, after the Sino-Japanese War, the Japanese government, which had taken over rule of Taiwan, enforced the Postal Regulations and Postal Act. The postal services were slowly transferred from the field post offices to the Department of Transportation.

Modern postal service in China was formally established on March 20, 1896 (the 22nd Year of Emperor Guang-syu, Cing Dynasty) by the Customs House. In 1911 (the 3rd Year of Emperor Syuan-tong, Cing Dynasty), the postal service severed its relationship with the Customs House and became the Directorate General of Posts. In 1930, the Directorate General of Postal Remittances and Savings Banks was established. In 1935, when the Postal Act was proclaimed, banks came under the jurisdiction of the Directorate General of Posts. Simple life insurance plans were offered the same year. In 1946 Taiwan Posts and Telecommunications Administrations was established. In 1949 the Directorate moved from the Mainland to Taiwan, and the Taiwan Postal Administration (TPA) was established. In 1980, responding to the needs of its business development, the TPA was split into the northern, central and southern regional head offices.

With rapid social change and development of information technology and in light of the trends toward economic liberalization and globalization, the loss of urban market share to private delivery service operators, and the fierce competition faced in its banking and life insurance businesses, the Directorate General of Posts—so as to overcome its operational limitations, and to conform with government policies that it remain state-run corporations and that its postal, banking and life insurance operations remain together—revised the Postal Act in July 2002. On January 1, 2003, the Directorate General of Posts was corporatized to become Chunghwa Post, which was 100% owned by the MOTC. The assets and liabilities as well as the businesses of the Directorate General of Posts were transferred to the new entity.

On February 9, 2007, in accordance with government policy, Chunghwa Post changed its name to Taiwan Post Co., Ltd. Due to the fact that the required legal procedures for the amendment of four Postal Acts had not

月1日，本公司再依法回復法定名稱為「中華郵政股份有限公司」，其各項權利、義務及業務經營均不受任何影響。

二、願景

「卓越郵政，全民信賴；胸懷國際，永續經營。」

三、與原有顧客的法律關係

為保障顧客權益，郵政總局及其所屬機構原辦理之各項業務，於郵政公司完成公司登記後，改由郵政公司概括承受辦理，更名後亦然。換言之，目前各地郵局辦理之各項業務所衍生之權利、義務，均由改制或更名後之郵政公司一體承受，顧客不必另行辦理變更手續，所保管之各式收據、儲金簿、存單及保險單等憑證均繼續有效。

四、制度

（一）採「董事長」責任制：

董事長須全權負起公司之經營責任，總經理兼任董事，其人選由董事長提請董事會派任。

（二）人事制度採「雙軌制」：

郵政改制公司後，設置條例明定現有員工仍然受現有人事法令規章規範，但新進人員適用新的人事制度，不再具有公務員身分，在靈活、有彈性、有激勵效果的薪給及獎工制度下，公司可針對業務需求，依照一般就業市場行情，及時進用適當人才，對於員工升遷、派職、待遇、福利、績效考核等，也將依員工實際工作表現為量度，員工任事心態必將會有所改善，郵政的經營也將會有一番新的景象。

（三）實施「責任中心制度」：

郵政公司轄下各等郵局（責任中心局）係行政、管理（督導）單位，負責執行總公司政策，為具有獨立性、完整性之業務經營團隊。為能確實反映各責任中心局之經營績效，將檢討修訂績效衡量辦法，以期評分方式多元，考核標準更臻合理，並研議提高責任績效獎金部分占績效獎金之成數，使責任中心制度與績效獎金結合，產生激勵作用。

completed, the changed name and the legalized one did not match. Therefore, the Company restored its original name -- Chunghwa Post Company in accordance with the law on August 1, 2008. All prior rights, obligations and business operations were not affected by this name change.

II. Vision

“Providing excellent postal services, earning the trust of the people, embracing globalization, operating sustainably”

III. Its Legal Relationship with its Current Customers

To protect customers' rights, all business and obligations of the Directorate General of Posts and its subordinate organizations will be assumed by the new company after it completes its company registration. And so is its rename. In other words, the corporatization or the reinstated company will not affect current customers, and all the receipts, saving passbooks, deposit slips, insurance policies, etc. will continue to be valid.

IV. System

(I) Board Chairperson Responsibility System:

The chairperson of the board shall take full responsibility for company operations. The president of the company shall be nominated by the chairperson and then appointed by the board. The president shall serve as one of the directors.

(II) Dual Personnel System:

The act establishing the company stipulates that, after corporatization, the directorate's personnel regulations still apply to its incumbent employees, but new employees shall be covered by the new personnel system and will not enjoy civil servant status. With a flexible salary and bonus system to reward good performance, the company will be able to hire personnel according to its business needs. Employees' promotions, positions, salaries, benefits, and performance evaluations shall all be based on their actual working performance. In this way, employees' attitude toward their work should improve and the postal service will be transformed.

(III) Responsibility Center System:

A number of larger branches have been designated as administrative and supervisory post offices. The staff of these branches are independent and complete management teams, responsible for executing the company's policies. Chunghwa Post shall review and revise its performance evaluation measures in order to accurately reflect the performance of each branch office by employing a diverse array of evaluation methods and reasonable standards. The company is also considering giving more weight to responsibility performance in allotting performance bonuses, thereby linking its responsibility center system with its performance bonuses and thus maximizing incentives.

肆、公司治理報告

IV. Corporate Governance Report

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(IX) Resignation of Person Related to the Company's Financial Reports

一、組織系統

(一) 組織結構

本公司隸屬交通部，其組織如下：

1. 置董事11至15人，組織董事會，依據法令及公司章程，為業務執行之決策單位，並設董事會秘書室綜理會務。
2. 置監察人3人，依據法令及公司章程，監督財務及業務之執行。
3. 置總經理1人，依據法令與章程及秉承董事會之決議事項，綜理公司業務並監督所屬人員及單位；總經理下置副總經理4人及主任秘書1人，襄助之。設總經理室，置室主任1人，並視業務需要分科辦事。
4. 置總稽核1人，由董事會遴任，並設稽核處直隸董事會，掌理公司稽核業務，並定期向董事會及監察人報告。
5. 設經營策略設計委員會，置主任委員1人，得由總經理兼任，置副主任委員5人，其中1人為專任，另置委員若干人。
6. 設郵務處、集郵處、儲匯處、壽險處、資產營運處、資金運用處、人事處、政風處、會計處、資訊處及勞工安全衛生處（兼總務處）等單位。
7. 為應業務需要，依營業規模設23個責任中心局，為行政督導單位，帶領所轄支局組成經營團隊。
8. 為應郵件處理業務需要，設5處郵件處理中心，整合郵件作業流程、郵運網路及收攬路線，運用高性能自動化處理系統處理郵件。

為落實組織精簡原則，並提升作業管理效能，本公司爰於民國96年（西元2007年）9月1日起將14處裁減為12處。

I. Organization System

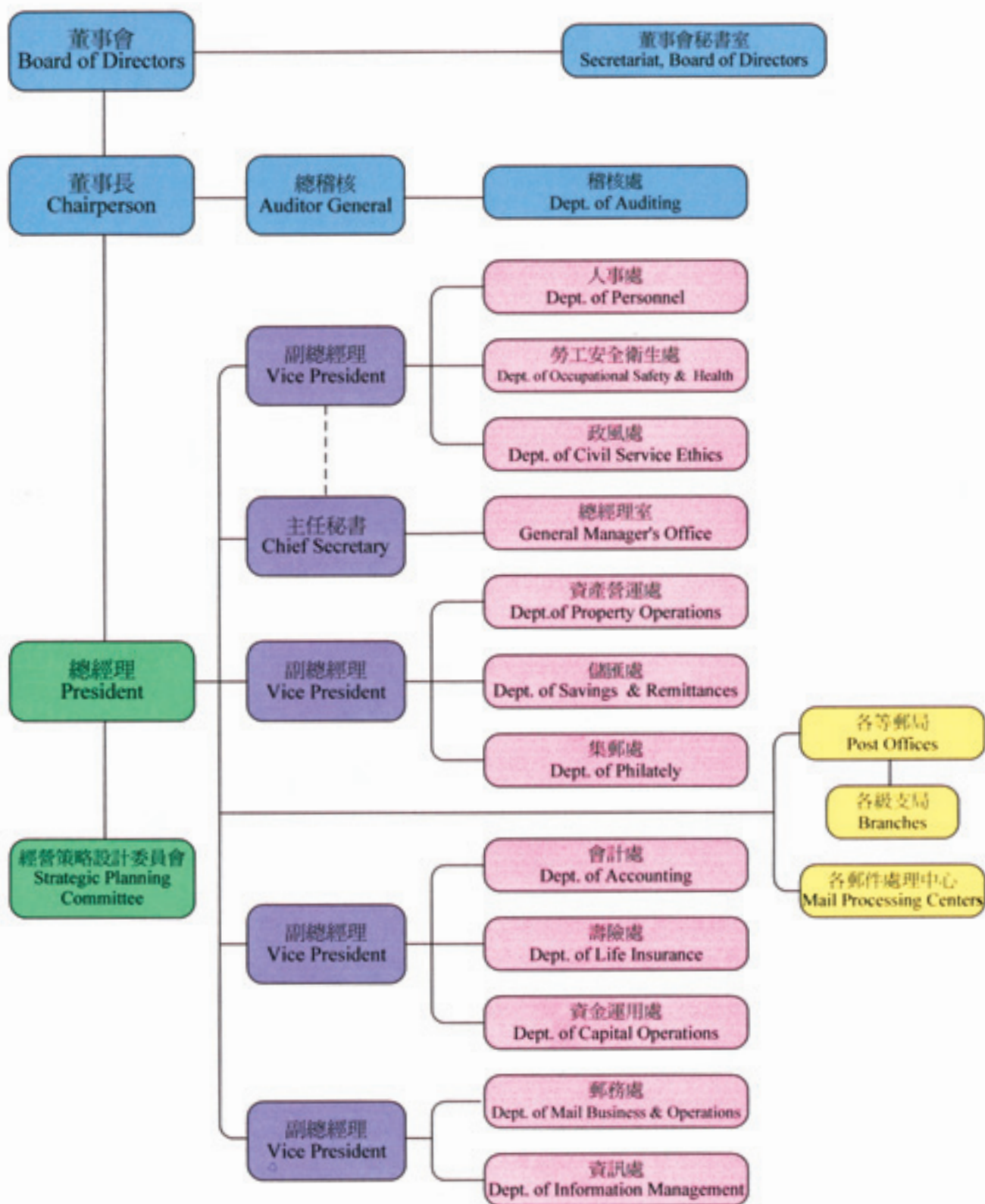
(I) Organization Structure

The organizational structure of Chunghwa Post includes the following:

- (1) The board of directors. The board is composed of 11 to 15 directors. According to law and the company's own Articles of Incorporation, this is the company's decision-making body. In addition, there is a board secretariat responsible for all administrative affairs of the board.
- (2) Three supervisors. According to law and the company's own Articles of Incorporation, the supervisors are charged with supervising the company's financial and business operations.
- (3) A president. According to law and the company's own Articles of Incorporation, the president is responsible for carrying out board decisions, overseeing corporate operations, as well as supervising all staff and departments of the company. The president shall be assisted by four vice presidents and one chief secretary. In addition, there is an office of the president, headed by a director.
- (4) An auditor general (elected by the board of directors) and an auditing department directly under the board. The auditor general and the auditing department are responsible for conducting audits of the company and making regular reports to the board and corporate supervisors.
- (5) A Strategic Planning Committee. The committee shall have a chairman, who can also be company president. The committee shall include one full-time and four part-time vice chairmen as well as several committee members.
- (6) The company has following departments: the Department of Mail Business and Operations, the Department of Philately, the Department of Savings and Remittances, the Department of Life Insurance, the Department of Property Operations, the Department of Capital Operations, the Department of Personnel, the Department of Civil Service Ethics, the Department of Accounting, the Department of Information Management, and the Department of Occupational Safety and Health/General Affairs.
- (7) There are 23 larger branches designated as administrative and supervisory post offices, each administering a group of smaller branches.
- (8) Five mail processing centers. These centers utilize high performance automated systems to process mail, as well as integrating mailing procedures, transport networks and collection routes.

To implement the principle of organizational simplification and to uplift the efficiency of operational management, the Company had reduced its management team from 14 departments to 12 departments from September 1, 2007.

(二) 組織系統圖 Organization Chart



(三) 機構設置與調整：

郵政組織分為管理機構及業務機構2項，業務機構再分為自辦機構及委辦機構2種，最近2年其設置與調整情形如下：

(III) Postal Establishments and Changes in Their Numbers:

Currently, the postal establishments include administrative facilities as well as post offices and contracted agencies. The postal establishments and changes they have undergone in the last two years are shown in the following chart.

郵政機構設置比較表
Comparative Chart of Postal Establishments

單位：處
Unit: Office

機構類別 Types of Postal Establishments		95年2006	96年2007	增減%Growth
管理機構 Administration Establishments	總公司 Headquarters	1	1	
	各等郵局 Post Offices	23	23	
	共 計 Total	24	24	
自辦機構 Post Offices	郵件處理中心 Mail Processing Centers	5	5	
	各級郵局 Branch Offices	1,314	1,321	+0.53
	臨時任務性局所 Temporary Post Offices	7	0	-100
	共 計 Total	1,326	1,326	
委辦機構 Contracted Agency	郵政代辦所 Agencies	627	483	-22.97
	郵票代售處 Stamp Sales Agencies	3,364	2,990	-11.12
	共 計 Total	3,991	3,473	-12.98
總 計 Grand total		5,341	4,823	-9.70

註：1. 96年1月1日起，軍郵局奉准全面普郵化，原列軍郵局及隨軍局共7處，其中第二軍郵局併入馬祖郵局，故各級郵局數僅增加6處，總計為1,320處。（所遺額度1處暫保留，供嗣後增設郵局使用）

2. 96年6月25日，林口郵局遷移新建局屋繼續營業，原址另增設「林口中正路郵局」。

Notes: 1. On January 1, 2007, field post offices were completely changed into normal office branches with ratification. There were 7 field post offices in total originally. The No. 2 Field Post Office was annexed into Mazu Post Office. Therefore, total quantity of post office branches was increased by 6 only. Its number reached at 1,320. (One of the leftover was reserved temporarily for future use.)

2. On June 25, 2007, Linkou Post Office moved to a new building to continue its business. The original site was additionally established "Linkou Jhongheng Road Post Office."

(四) 主要部門所營業務**稽核處：**

郵務、儲金匯兌、壽險等業務之查核；壽險不動產貸款徵信業務之查核等。

經營策略設計委員會：

公司重大業務計畫與投資計畫之審議；組織變革政策之設計等。

總經理室：**(IV) The Operations of Major Departments***** Department of Auditing:**

Providing guidance and performing audits on mail, banking and life insurance operations; and performing audits on the credit analysis of the life insurance business's real estate mortgage loans, etc.

*** Strategic Planning Committee:**

Reviewing the company's major business and investment plans as well as devising the company's reorganization policies, etc.

*** Office of the President:**

權責劃分及分層負責制度之規劃、實施及評估；郵政法規及公司管理規章擬訂、修正、廢止及疑義之審核；判行文稿之核閱；國會關係與民意機關之聯繫等。

郵務處：

郵件業務計畫、行銷策略之規劃、推展；郵件資費之擬訂及調整；郵局之設立、裁撤及變更；代售業務之規劃及管理；郵件收攬、封發、運輸、投遞作業之規劃及督導；郵件作業安全維護等。

集郵處：

集郵業務之開發、規劃、推展及評估；集郵商品之開發、設計、製作及發售等。

儲匯處：

郵政儲金匯兌經營政策、營運目標之擬訂；儲匯業務計畫、行銷策略之規劃、督導、推展及評估；司法及稅捐稽徵機關查證案件之處理等。

壽險處：

簡易人壽保險業務發展計畫及經營目標之擬訂及督導；不動產抵押借款業務之規劃、督導及評估等。

資產營運處：

投資開發案、合建案及郵政房地利用案之檢討、評估及規劃；郵政房地及其產權之管理維護；機械設備之評估、規劃、設計及規格之釐訂；郵政業務自動化設備系統之規劃及推行等。

資金運用處：

郵政資金之管理及運用；外匯買賣及國外投資；衍生性金融商品交易；國內股票、基金受益憑證之買賣、管理等。

人事處：

人力資源之規劃、執行及評估；人事規章之研擬及改進；員工之考試、甄選及分發、任免、遷調、升資、退休、撫卹及資遣事項。

政風處：

員工貪瀆不法之預防、發掘及檢舉之處理；採購案件之監辦；公務機密之維護；危害或破壞之預防等。

會計處：

預算、決算之研析及編審；資金營運之會核、分析及編報；財產帳目、折舊攤提及價值重估之處

Planning, implementing and assessing the delegation of authority and duties; drafting, revising or eliminating postal regulations and reviewing any dubious interpretations; reviewing manuscripts; and communicating with elected officials, etc.

* Department of Mail Business and Operations:

Planning and promoting mail business plans and marketing strategies; setting and adjusting postal rates; establishing, closing and changing the status of postal facilities; planning and managing agential business; planning and supervising the collection, dispatch, transport and delivery of mails; ensuring the safety of mail operations, etc.

* Department of Philately:

Developing, planning, promoting and assessing the philately business; developing, designing, manufacturing and selling philately products, etc.

* Department of Savings and Remittances:

Drafting operational policy and goals; planning, supervising, promoting and assessing for remittances business and marketing strategies; dealing with investigations of judicial and tax collection agencies, etc.

* Department of Life Insurance:

Drafting and overseeing the development plans and operational goals of the company's simple life insurance business; as well as planning, supervising and evaluating its real estate mortgage loan business, etc.

* Department of Property Operations:

Reviewing, assessing and planning for investment in development projects, joint development projects, and postal properties utilization; as well as managing postal properties; assessment, planning and designing as well as making arrangements for specifications of machinery; management and maintenance of postal estates and properties; planning and execution of postal business automation system.

* Department of Capital Operations:

Managing postal capital; managing foreign exchange and overseas investments; trading and managing derivatives, domestic stocks, beneficiary certificates, and so forth.

* Department of Personnel:

Planning, executing and evaluating human resources; drafting and revising regulations governing personnel; managing affairs regarding staff, including examinations, selection, assignment, appointment, discharge, promotion, relocation, upgrading of rank, retirement, pension and severance, etc.

* Department of Civil Service Ethics:

Uncovering and fighting staff corruption and handling tips given by informants; overseeing procurement; protecting official confidential information; preventing sabotage and vandalism, etc.

* Department of Accounting:

Analyzing, preparing and auditing the budget and the final account; analyzing, preparing and reporting capital utilization; managing asset accounts and calculating depreciation, amortization and reevaluation; preparing and filing corporate tax and enterprise income tax;

理；公司營業稅及營利事業所得稅之會計事務處理及申報；財務資訊公告等。

資訊處：

資訊系統、網路及軟硬體設備新技術之研究、分析及選擇應用；辦公室自動化作業之研擬及推行；資通安全策略之研訂、維護及管理。

勞工安全衛生處：

意外事故及職業災害之調查處理及督導；勞工安全衛生管理；文書處理；經費收支、現金出納、有價證券及帳冊保管；辦公大樓安全防護；物料之採購、倉儲、驗收及供應；勞務採購等。

announcing financial information, etc.

* Department of Information Management:

Researching, analyzing and selecting new IT systems, network, software and hardware equipment; drafting, maintaining and managing of information security strategies, and so forth.

* Department of Occupational Safety and Health:

Conducting investigations into accidents and occupational injuries; managing staff health issues; handling related paperwork; managing bookkeeping and safekeeping of securities and account books; providing office building security; procuring materials, providing warehousing, receiving orders and supplies; procuring services, etc.

二、董事、監察人、總經理、副總經理、各部門及分支機構主管資料

II. Information about Directors, Supervisors, President, Vice Presidents and Managers

(一) 董事及監察人資料

97年8月1日

Information about Directors and Supervisors

August 1, 2008

職 稱 Title	姓 名 Name	學 歷 Education	主要經歷 Prime Experience	選(就) 任董監 事日期 Date Elected	目前兼職情形 Other current position(s)
董事 Director of the Board	吳民佑 M.Y. Wu	臺灣大學 法律系 Law, NTU	本公司 總經理 President, Chunghwa Post	95.05.11 05/11/06	1.中華郵政股份有限公司董事長 Chairperson, Chunghwa Post 2.兆豐金控公司監察人 Supervisor, Mega Holdings
董事 Director of the Board	胡雪雲 S.Y. Hu	美國奧勒岡州立大學 企業管理研究所碩士 MBA, Oregon State University	本公司 副總經理 Vice President, Chunghwa Post	97.06.11 06/11/08	1.中華郵政股份有限公司總經理 President, Chunghwa Post 2.財團法人臺灣郵政協會監察人 Supervisor, Corporate Body of Taiwan Postal Association 3.國泰世華銀行常駐監察人 (97.02.20請辭) Standing Supervisor, Cathay United Bank (Submitted her seat on Feb. 20, 2008)
董事 Director of the Board	蘇天富 T.F. Su	臺灣大學 法律系 Law, NTU	本公司處長 Director, Chunghwa Post	95.08.25 08/25/06	1.中華郵政股份有限公司副總經理 Vice President, Chunghwa Post 2.臺灣人壽保險公司監察人 Supervisor, Taiwan Life Insurance Co., Ltd.

董事 Director of the Board	陳文華 W.H. Chen	紐約州立大學水牛城 分校管理科學博士 PhD. in Management Science, State University of New York at Buffalo	國立臺灣大學商學研 究所所長暨工商管理 學系系主任 Chairperson of Department and Graduate Institute of Business Administration, NTU	95.08.25 08/25/06	1.國立臺灣大學商學研究所暨工 商管理學系教授 Professor in Department and Graduate Institute of Business Administration, NTU 2.宏碁科技公司獨立董事 Independent Director, Terawins, Inc.
董事 Director of the Board	周行一 S.Y. Chou	美國印地安那大學商 學博士 PhD. in Business, University of Indiana	國立政治大學教授兼 商學院院長 Professor and Dean, College of Commerce, National Chengchi University	97.07.25 07/25/08	國立政治大學財務管理學系教 授 Professor, Department of Finance, National Chengchi University
董事 Director of the Board	劉政池 J.S. Liu	中興大學社會學系 Department of sociology, National Chunghsin University	財團法人觀光事業發 展基金會董事長 Chairperson, Corporate Body of Tourism Business Development Foundation	97.07.25 07/25/08	1. 96.06.23擔任本公司第2屆董 事 Was appointed to board of the second board on June 23, 2007 2. 97.03.19免兼董事 Discharged his concurrent position as board on Mar. 19, 2008 3. 97.07.25擔任本公司第2屆董 事 Was appointed to board of the second Board on July 25, 2008
董事 Director of the Board	張桂林 K.L. Chang	美國賓州大學都市及 區域規劃碩士 Master in City & Regional Planning, University of Pennsylvania	經建會副處長 Deputy Director, Council for Economic Planning and Development	95.05.11 05/11/06	1.經建會處長 Director, Council for Economic Planning and Development 2.中華顧問工程司董事 Director of the Board, China Engineering Consultants, Inc.
董事 Director of the Board	張炳耀 P.Y. Chang	臺灣大學經濟研究所 博士 PhD. in Economics, National Taiwan University	輔仁大學經濟系副教 授 Associate Professor, Department of Economics, Fugen University	95.05.11 05/11/06	中央銀行經濟研究處研究員 Assistant Director General, Central Bank of the Republic of China (Taiwan)
董事 Director of the Board	黃壽椿 S.C. Huang	淡江文理學院會統系 Department of Accounting & Statistics, Tamkang University	行政院主計處專門委 員 Special Commissioner, DGBAS, Executive Yuan	95.05.11 05/11/06	交通部統計處副統計長 Deputy Director-general, Department of Statistics, MOTC

董事 Director of the Board	傅傳訓 C.H. Fu	美國奧斯汀德州大學 經濟學博士班進修 Doctoral studies in Economics, University of Texas at Austin	財政部稅制委員會副 執行秘書 Deputy Executive Secretary, Taxation and Tariff Committee, Ministry of Finance	95.05.11 05/11/06	財政部參事 Counselor, Ministry of Finance
董事 Director of the Board	謝明輝 M.H. Hsieh	海洋大學航運管理所 碩士 Master, Institute of Shipping & Transportation Management, Taiwan Ocean University	臺灣省政府交通處副 處長 Deputy Director, Department of Transportation, Taiwan Provincial Government	95.05.11 05/11/06	1.高雄港務局局長 Director-General, Kaohsiung Harbor Bureau 2.臺灣國際造船公司董事 Director of the Board, CSBC Corp., Taiwan
董事 Director of the Board	蕭丁訓 D.H. Hsiao	交通大學管理科學研 究所碩士 Master, Institute of Management Science, Chiaotung University	基隆港務局資訊室主 任 Director, Information Management Office, Keelung Harbor Bureau	95.05.11 05/11/06	基隆港務局局長 Director-General, Keelung Harbor Bureau
董事 Director of the Board	沈英傑 Y.C. Shen	中興大學公共行政系 Department of Public Admin., Chunghsing University	臺北漢中街郵局經理 Manager, Taipei Hanjhong St. Post Office	95.05.11 05/11/06	士林蘭雅郵局經理 Manager, Taipei Shihlin Lanya Post Office
董事 Director of the Board	呂先趙 H.C. Lu	高雄工專 Kaohsiung Institute of Technology	前郵聯會副秘書長 Former Deputy Secretary- general, Postal Workers' Union	95.05.11 05/11/06	1.中華郵政工會副理事長 Vice Chairman, Chunghwa Post Workers' Union 2.高雄郵局勞安科供儲股股長 Chief, Material Supplies Subsection, Occupational Safety and Health Section, Kaohsiung Post Office
董事 Director of the Board	鄭光明 K.M. Cheng	空軍通信電子專科學 校 Air Force Institute of Technology	前北區郵務工會理事 長 Former Chairman, Chunghwa Postal Union	95.05.11 05/11/06	臺北郵局第二投遞科包投股專 員 Executive, Parcel Delivery Subsection, Second Delivery Section, Taipei Post Office
監察人 Supervisor	呂秋香 C.H. Lu	美國康克狄亞大學企 業管理碩士 MBA, Concordia University Wisconsin	考選部會計主任 Director of Accounting, Ministry of Examination	95.05.11 05/11/06	1.行政院主計處第二局副局長 Vice Director-general, Second Dept., DGBAS, Executive Yuan 2.臺灣高鐵公司監察人 Supervisor, Taiwan High Speed Rail

監察人 Supervisor	黃志聰 C.T. Huang	政治大學公共行政研 究所碩士 Master, Institute of Public Administration, Chengchi University	行政院第三組副組長 Deputy Director, 3rd Dept., Executive Yuan	95.05.11 05/11/06	行政院第三組組長 Director, 3rd Dept., Executive Yuan
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監察人 Supervisor	呂巫祥 W.H. Lu	淡水工商管理專科學 校三年制會計統計科 Department of Accounting and Statistics, Tamsui Oxford University College	交通部會計處科長 Section Chief, Dept. of Accounting, MOTC	97.01.09 01/09/08	交通部會計處專門委員 Special Commissioner, Dept. of Accounting, MOTC
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96年1月1日~97年8月1日

Jan. 1, 2007~August 1, 2008

職 稱 Title	姓 名 Name	學 歷 Education	主要經歷 Prime Experience	解任日期 Date Resigned	備 註 Note
董事 Director of the Board	何煥軒 N.H. Ho	中華大學博士 PhD. from Chunghwa University	交通部國道高速公路局 局長 Director General of Taiwan Area National Freeway Bureau 臺灣高速鐵路工程局局 長 Director General of the Bureau of Taiwan High Speed Rail 臺灣鐵路管理局局長 Managing Director of Taiwan Railway Administration	97.06.11 06/11/08	1. 96.03.03經本公司第2屆董事 會第3次臨時會議全體董事推 選擔任董事長 Was appointed to board at the 3rd temporary board meeting of the 2nd board on March 3, 2007 2. 97.06.11免兼董事長 Discharged his concurrent position on June 11, 2008
董事 Director of the Board	賴清祺 C.C. Lai	政治大學財政 研究所碩士 Master in Public Finance, Chengchi University	行政院副秘書長 Deputy Secretary- General, Executive Yuan	96.03.03 03/03/07	1. 95.05.11經本公司第2屆董事 會全體董事推選擔任董事長 Was appointed to board at a full meeting of Chunghwa Post's second Board of Directors on May 11, 2006 2. 96.03.02請辭獲准 Submitted resignation on March 2, 2007
董事 Director of the Board	丁克華 K.H. Ting	政治大學財政 碩士 Master in Public Finance, Chengchi University	財政部證期會主任委員 Chairman, Securities and Futures Commission, Ministry of Finance	96.09.14 09/14/07	1. 95.05.11擔任本公司第2屆董 事 Was appointed to board of the second board on May 11, 2006. 2. 96.09.14請辭 Submitted resignation on Sept. 14, 2007

監察人 Supervisor	林信夫 S.F. Lin	逢甲大學國際 貿易系 Department of International Trade, Fengchia University	行政院主計處科長 Section Chief., DGBAS, Executive Yuan	97.01.09 01/09/08	1. 95.05.11擔任本公司第2屆監察人 Was appointed to supervisor on May 11, 2006 2. 97.01.09免兼監察人 Discharged his concurrent position as supervisor on Jan. 9, 2008
董事 Director of the Board	劉憶如 Y.R.Liu	美國芝加哥大 學經濟學博士 PhD., University of Chicago	中華民國第5、6屆立法 委員 Legislator, 5th and 6th terms	97.04.24 04/24/08	1. 97.02.21擔任本公司第2屆董事 Was appointed to board of the second board on Feb. 21, 2008 2. 97.04.24免兼董事 Discharged her concurrent position as board on April 24, 2008

1. 法人股東之主要股東
Principal Corporate Shareholder

法人股東名稱 Name of Corporate Shareholder	法人股東之主要股東 Principal Corporate Shareholder
交通部 Ministry of Transportation and Communications	本公司為百分之百國營事業，不適用本項規定 Since Chunghwa Post is a 100% state-owned enterprise, this is not applicable.

2. 董事及監察人資料

Information about Directors and Supervisors

97年8月1日

August 1, 2008

條件 Qualification	具有五年以上商務、法律、財務或銀行業務所 須之工作經驗 5 years experience in the field of business, law, finance, or banking	1	2	3	4	5	6	備註 Notes
姓名Name								
吳民佑 M.Y. Wu	V	V	V	V	V	V	V	
胡雪雲 S.Y. Hu	V	V	V	V	V	V	V	
蘇天富 T.F. Su	V	V	V	V	V	V	V	
陳文華 W.H. Chen	V	V	V	V	V	V	V	
周行一 S.Y. Chou	V	V	V	V	V	V	V	
劉政池 J.S. Liu	V	V	V	V	V	V	V	
張桂林 K.L. Chang	V	V	V	V	V	V	V	
張炳耀 P.Y. Chang	V	V	V	V	V	V	V	

黃壽椿 S.C. Huang	V	V	V	V	V	V	V	
傅傳訓 C.H. Fu	V	V	V	V	V	V	V	
謝明輝 M.H. Hsieh	V	V	V	V	V	V	V	
蕭丁訓 D.H. Hsia	V	V	V	V	V	V	V	
呂先趙 H.C. Lu	V	V	V	V	V	V	V	
沈英傑 Y.C. Shen	V	V	V	V	V	V	V	
鄭光明 K.M. Cheng	V	V	V	V	V	V	V	
黃志聰 C.T. Huang	V	V	V	V	V	V	V	
呂秋香 C.H. Lu	V	V	V	V	V	V	V	
呂巫祥 W.H. Lu	V	V	V	V	V	V	V	

註：

1. 非為公司之受僱人或其關係企業之董事、監察人或受僱人。
2. 非直接或間接持有公司已發行股份總額百分之一以上或持股前十名之自然人股東。
3. 非為前二類之人之配偶或其二親等以內直系親屬。
4. 非直接或間接持有公司已發行股份總額百分之五以上法人股東之董事、監察人、受僱人或持股前五名法人股東之董事、監察人、受僱人。
5. 非與公司有財務、業務往來之特定公司或機構之董事、監察人或經理人或持股百分之五以上股東。
6. 非為最近一年內提供公司或關係企業財務、商務、法律等服務、諮詢之專業人士、獨資、合夥、公司或機構團體之企業主、合夥人、董事（理事）、監察人（監事）、經理人及其配偶。

Note:

1. Neither an employee of the company, nor a director, supervisor, or employee of an affiliated enterprise.
2. Neither, directly or indirectly, owns more than 1% of Taiwan Post's outstanding shares, nor a top-ten individual shareholder.
3. Neither the spouse nor an immediate relative of a person specified in Notes (1) and (2).
4. Neither a director, supervisor, or employee of a legal person shareholder who, directly or indirectly, owns more than 5% of Taiwan Post's outstanding shares, nor a director, supervisor, or employee of a legal person shareholder who is a top-five shareholder of Taiwan Post.
5. Neither a director, supervisor, or manager of a company or institution doing business or having a financial relationship with the company, nor a shareholder holding 5% or more of the company's outstanding shares.
6. Neither a professional nor an owner, partner, board director, supervisor, manager, or a spouse of any of the above-mentioned of a company or institution that had provided financial, business, or legal services to the company in the most recent fiscal year.



前任兼代董事長 何煥軒（97年6月11日卸任）
Ho Nuan-hsuan, Former Acting Chairperson
(Finished his term in office on June 11, 2008)



前任總經理 吳民佑（97年6月11日升任董事長）
Wu Min-yu, Former President
(Took his seat of chairperson on June 11, 2008)



副總經理 蘇天富
Su Tian-fuh, Vice President



副總經理 黃書健
Huang Shu-chien, Vice President



副總經理 閻永安
Yen Yung-an, Vice President



副總經理 陳賜得
Chen Tzu-de, Vice President



總稽核 嚴永燈
Yen Yung-teng, Auditor General



主任秘書 蘇達雄
Su Da-hsiung, Chief Secretary

(二) 總經理、副總經理、各部門及分支機構主管資料

97年8月1日

President, vice presidents, and senior management

August 1, 2008

職 稱 Title	姓 名 Name	學 歷 Education	主要經歷 Prime Experience	任現職 日期 Date Elected	目前兼職情形 Other Current Position(s)
總經理 President	胡雪雲 S.Y. Hu	美國奧勒岡州立 大學企業管理研 究所碩士 MBA, Oregon State Univ.	本公司副總經理 Vice President, Chunghwa Post (CHP)	97.06.11 06/11/08	財團法人臺灣郵政協會監察人 Supervisor, Corporate Body of Taiwan Postal Association 國泰世華銀行常駐監察人 (97.02.20請辭) Standing Supervisor, Cathay United Bank (Submitted her seat on Feb. 20, 2008) 註：原總經理吳民佑97.06.11 卸任 Note: M.Y.Wu, former President, submitted his seat on June 11, 2008
副總經理 Vice President	蘇天富 T.F. Su	臺灣大學法律系 Law, NTU	本公司郵務營業處處 長 Director, Mail Business Dept., CHP	92.08.13 08/13/03	臺灣人壽保險公司監察人 Supervisor, Taiwan Life Insurance Co., Ltd.
副總經理 Vice President	黃書健 S.C. Huang	成功大學建築工 程系 Architecture, Chengkung Univ.	本公司主任秘書 Chief Secretary, CHP	95.07.17 07/17/06	中華快遞股份有限公司董事 Director, Chunghwa Express 財團法人臺灣郵政協會董事長 Chairperson, Corporate Body of Taiwan Postal Association
副總經理 Vice President	閻永安 Y.A. Yen	政治大學法律研 究所碩士 Master, Chengchi Univ.	本公司資金運用處處 長 Director, Capital Operations Dept., CHP	95.07.17 07/17/06	中華電信股份有限公司監察人 Supervisor, Chunghwa Telecom Co., Ltd. 財團法人商業發展研究院董事 Director, Corporate Body of the Academy of Business Development
副總經理 Vice President	陳賜得 T.D. Chen	交通大學管理科 學研究所碩士 Master of Management Science, Chiaotung Univ.	本公司主任秘書 Chief Secretary, CHP	97.08.01 08/01/08	國泰世華銀行監察人 Supervisor, Cathay United Bank 註：原副總經理胡雪雲 97.06.11卸任 Note: S.Y.Hu, former Vice President, submitted her seat on June 11, 2008
總稽核 Auditor General	嚴永燈 Y.T. Yen	臺灣大學法律系 Law, NTU	本公司人事處處長 Director, Personnel Dept., CHP	96.07.31 07/31/07	註：原總稽核葉舜民96.07.16 卸任 Note: S.M. Yeh, former Auditor General, discharged his seat on July 16, 2007

主任秘書 Chief Secretary	蘇達雄 D.H. Su	中興大學公共行政系 Public Administration, Chunghsing Univ.	本公司集郵處處長 Director, Philatelic Dept., CHP	97.08.08 08/08/08	註：原主任秘書陳賜得 97.08.01卸任 Note: T.D.Chen, former Chief Secretary, submitted his seat on August 1, 2008
郵務處 處長 Director, Mail Business & Operations Dept.	曾錦雄 C.H. Tseng	輔仁大學經濟系 Economics, Fujen Univ.	中壢郵局經理 Manager, Chungli PO	97.03.18 03/18/08	中華快遞股份有限公司董事 Director, Chunghwa Express 財團法人台灣郵政協會董事 Director, Corporate Body of Taiwan Postal Association 註：原處長張金木97.03.18卸 任 Note: J. M. Chang, former Director, Dept. of Mail Business & Operations, was discharged on March 18, 2008
集郵處 處長 Director, Philatelic Dept.	陳仁傑 J.C. Chen	政治大學法律系 Law, Chengchi Univ.	本公司壽險處處長 Director, Life Insurance Dept., CHP	97.08.08 08/08/08	註：原處長蘇達雄97.08.08卸 任 Note: D.H.Su, former Director, was discharged on August 8, 2008
儲匯處 處長 Director, Savings & Remittances Dept.	鄒瑞雲 R. Y. Chou	臺灣大學政治系 Political Science, NTU	臺北郵局副理 Vice Manager, Taipei PO	95.07.17 07/17/06	
壽險處 處長 Director, Life Insurance Dept.	洪光義 G.Y. Hong	臺灣大學法律系 Law, NTU	臺北郵局副理 Vice Manager, Taipei PO	97.08.08 08/08/08	註：原處長陳仁傑97.08.08卸 任 Note: J.C.Chen, former Director, was discharged on August 8, 2008
資產營運處 處長 Director, Property Operations Dept.	陳伯勳 B.S. Chen	泰國亞洲理工學 院土木工程研究 所碩士 Master of Civil Engineering, Thailand Asian Institute of Technology	本公司主任工程司 Chief Engineer, CHP	96.07.30 07/30/07	財團法人台灣郵政協會董事 Director, Corporate Body of Taiwan Postal Association 註：原處長黃玉清96.07.16卸 任 Note: Y.C. Huang, former director of Department of Property Operations, was discharged on July 16, 2007
資金運用處 處長 Director, Capital Operations Dept.	陳榮三 R. S. Chen	臺灣大學財務金 融研究所碩士 Master of Graduate Institute of Finance, NTU	本公司專門委員 Senior Executive, CHP	95.11.22 11/22/06	財團法人台灣郵政協會監察人 Supervisor, Corporate Body of Taiwan Postal Association

人事處 處長 Director, Personnel Dept.	鄭玉雲 R.Y. Cheng	臺灣大學法律系 Law, NTU	本公司專門委員兼董 事會秘書室主任 Senior Executive & Chief of Secretariat of the Board	96.07.31 07/31/07	財團法人台灣郵政協會董事 Director, Corporate Body of Taiwan Postal Association
政風處 處長 Director, Ethics Dept.	張其清 C.C. Chang	臺灣大學法律系 Law, NTU	基隆郵局經理 Manager, Keelung PO	94.04.27 04/27/05	
會計處 處長 Director, Accounting Dept.	吳倚華 I.H. Wu	臺灣大學商學系 Commerce, NTU	本公司專門委員兼會 計處副處長 Senior Executive & Deputy Director, Accounting Dept., CHP	93.09.07 09/07/04	中華快遞股份有限公司監察人 Supervisor, Chunghwa Express 財團法人台灣郵政協會董事 Director, Corporate Body of Taiwan Postal Association
資訊處 代理處長 Acting Director, Information Management Dept.	葉仲嫻 J.Y. Yeh	中興大學法律系 Law, Chunghsing Univ.	本公司專門委員兼資 訊處副處長 Senior Executive & Deputy Director, Information Management Dept., CHP	97.01.16 01/16/08	註：原處長呂平佑97.01.16卸 任 Note: P.Y. Lu, former Director of the Department of Information Management was discharged on Jan. 16, 2008
勞工安全衛 生處處長 Director, Occupational Safety and Health Dept.	王幸男 H.N. Wang	中興大學法律系 Law, Chunghsing Univ.	本公司郵務營業處處 長 Director, Mail Business Dept., CHP	95.07.19 07/19/06	財團法人台灣郵政協會董事 Director, Corporate Body of Taiwan Postal Association
臺北郵局 經理 Manager, Taipei PO	蘇建忠 C.C. Su	中興大學公共行 政系 Public Administration, Chunghsing Univ.	高雄郵局經理 Manager, Kaohsiung PO	97.01.16 01/16/08	中華快遞股份有限公司董事 Director of the Board, Chunghwa Express 註：原經理陳賜得97.01.16卸 任 Note: T.D. Chen, former manager of Taipei PO, was discharged on Jan. 16, 2008
臺中郵局 經理 Manager, Taichung PO	陳淑貞 S.C. Chen	臺灣大學經濟系 Economics, NTU	臺中郵局副理 Vice Manager, Taichung PO	93.11.18 11/18/04	
高雄郵局 經理 Manager, Kaohsiung PO	呂平佑 P.Y. Lu	逢甲大學企業管 理系 Business Admin., Fengchia Univ.	本公司資訊處處長 Director, Information Management Dept., CHP	97.01.16 01/16/08	註：原經理蘇建忠97.01.16卸 任 Note: C.C. Su, former manager of Kaohsiung PO, was discharged on Jan. 16, 2008

板橋郵局 經理 Manager, Panchiao PO	陳明山 M.S. Chen	中國文化大學勞 工關係系 Labor Relations, Chinese Culture Univ.	桃園郵局經理 Manager, Taoyuan PO	93.01.16 01/16/04	
三重郵局 經理 Manager, Sanchung PO	沈梅燕 M.Y. Shen	政治大學公共行 政系 Public Administration, Chengchi Univ.	板橋郵局副理 Vice Manager, Panchiao PO	94.07.16 07/16/05	
中壢郵局 經理 Manager, Chungli PO	楊功澤 G.T. Yang	東海大學政治系 Politics, Tunghai Univ.	臺中郵局副理 Vice Manager, Taichung PO	97.03.18 03/18/08	註：原經理曾錦雄97.03.18卸 任 Note: C.H. Tseng, former manager of Chungli PO, was discharged on March 18, 2008
桃園郵局 經理 Manager, Taoyuan PO	王 昌 C. Wang	臺灣大學商學系 Commerce, NTU	本公司資產營運處 副處長 Deputy Director, CHP	94.05.01 05/01/05	
基隆郵局 經理 Manager, Keelung PO	蔡順周 S.C. Tsai	臺灣大學政治碩 士班 Master in Politics, NTU	臺北郵局副理 Vice Manager, Taipei PO	94.04.27 04/27/05	
彰化郵局 經理 Manager, Changhwa PO	陳憲着 S. J. Chen	中興大學中國文 學系 Chinese Literature, Chunghsing Univ.	本公司專門委員 Senior Executive, CHP	97.08.08 08/08/08	註：原經理洪孟里97.08.08卸 任 Note: M.L. Hong, former Manager, was discharged on August 8, 2008
豐原郵局 經理 Manager, Fengyuan PO	姚長慶 C.C. Yao	輔仁大學德國語 文系 German, Fujen Univ.	彰化郵局副理 Vice Manager, Changhwa PO	92.02.27 02/27/03	
新竹郵局 經理 Manager, Hsinchu PO	孟雲宗 Y.C. Meng	成功大學交通管 理系 Transportation & Communication Management, Chengkung Univ.	臺中郵局科長 Section Chief, Taichung PO	92.10.13 10/13/03	

嘉義郵局 經理 Manager, Chiayi PO	黃秀娥 S.O. Huang	成功大學經營管 理碩士班 Master in Management, Chengkung Univ.	新營郵局經理 Manager, Hsingying PO	93.08.24 08/24/04	
臺南郵局 經理 Manager, Tainan PO	邱元忠 Y.C. Chiu	高雄師範學院英 語系 English, Kaohsiung Normal Institute.	臺東郵局經理 Manager, Taitung PO	93.01.16 01/16/04	
鳳山郵局 經理 Manager, Fengshan PO	林清勇 C.Y. Lin	中國文化大學法 律系 Law, Chinese Culture Univ.	新營郵局經理 Manager, Hsingying PO	94.07.16 07/16/05	
宜蘭郵局 經理 Manager, Ilan PO	何清溪 C.H. Ho	淡江大學保險系 Insurance, Tamkang Univ.	宜蘭第25支局經理 Manager, Ilan Branch 25	94.07.16 07/16/05	
苗栗郵局 經理 Manager, Miaoli PO	朱玉榮 Y.J. Chu	逢甲大學國際貿 易系 International Trade, Fengchia Univ.	新竹第47支局經理 Manager, Hsinchu Branch 47	92.10.17 10/17/03	
南投郵局 經理 Manager, Nantou PO	何重謙 C.C. Ho	政治大學附設空 中行專行政科 Open Junior College	臺中郵局營業管理科 科長 Business Admin. Sec. Chief, Taichung PO	94.08.15 08/15/05	
雲林郵局 經理 Manager, Yunlin PO	張進中 C.C. Chang	嘉義農專園藝科 Horticulture, Chiayi Agriculture College	臺中郵局科長 Section Chief, Taichung PO	94.09.09 09/09/05	
新營郵局 經理 Manager, Hsinying PO	方文楨 W.J. Fang	文化大學市政系 Urban Affairs, Chinese Culture Univ.	本公司稽核處 稽核（一） Auditor, CHP	97.08.08 08/08/08	註：原經理楊坤海97.08.08卸 任 Note: K.H. Yang, former Manager, was discharged on August 8, 2008.
屏東郵局 經理 Manager, Pintung PO	沈國豪 K.H. Shen	成功大學企業管 理系 Business Administration, Chengkung Univ.	臺東郵局經理 Manager, Taitung PO	97.08.12 08/12/08	註：原經理陳應禮97.08.12卸 任 Note: Y. L. Chen, former Manager, was discharged on August 12, 2008.

花蓮郵局 經理 Manager, Hualien PO	吳煥國 H.G. Wu	輔仁大學法律系 Law, FuJen Univ.	本公司稽核處稽核 (一) Auditor, CHP	97.08.13 08/13/08	註：原經理古兆賢97.03.18卸 任 Note: J.S. Gu, former Manager, was discharged on March 18, 2008.
臺東郵局 經理 Manager, Taitung PO	蔡哲旭 T. S. Tsai	逢甲大學企業管 理系 Business Administration, Fengchia Univ.	高雄郵局科長 Section Chief, Kaohsiung PO	97.08.12 08/12/08	註：原經理沈國豪97.08.12卸 任 Note: G.h. Shen, former Manager, was discharged on August 12, 2008.
澎湖郵局 經理 Manager, Penghu PO	陳武雄 W.H. Chen	成大附設空中商 專會計統計科 Accounting & Statistics Department, Open Junior College of Commerce, C.G. U.	本公司稽核處稽核 (三) Auditor, CHP	97.08.14 08/14/08	註：原經理杜腊生97.08.14卸 任 Note: L.S. Du, former Manager, was discharged on August 14, 2008.
臺北郵件處 理中心主任 Director, Taipei Mail Processing Center (MPC)	陳淞生 S.S. Chen	臺灣大學法律系 Law, NTU	本公司稽核處 稽核(一) Auditor, CHP	92.02.24 02/24/03	
桃園郵件處 理中心主任 Director, Taoyuan MPC	蕭秀鳳 S.F. Hsiao	交通大學管理科 學研究所碩士 Master of Management Science, Chiaotung Univ.	本公司勞工安全衛生 處副處長 Deputy Director, Occupational Safety and Health Dept., CHP	97.08 08/08	註：原主任伍照光97.07.16卸 任 Note: J.G. Wu, former Director, was discharged on July 16, 2008.
臺中郵件處 理中心主任 Director, Taichung MPC	顏清壇 C.T. Yen	空中大學公共行 政系 Public Administration, Open Junior College	臺東郵局經理 Manager, Taitung PO	94.07.16 07/16/05	
臺南郵件處 理中心主任 Director, Tainan MPC	(由台南郵局 經理邱元忠兼 代) Y.C. Chiu				
高雄郵件處 理中心主任 Director, Kaohsiung MPC	陳肇光 C.K. Chen	中國文化大學市 政系 Urban Affairs, Chinese Culture Univ.	高雄郵局科長 Section Chief, Kaohsiung PO	92.02.21 02/21/03	

(三) 最近年度支付董事、監察人、總經理及副總經理之酬金

(III) The remuneration of the members of the board, supervisors, president and vice presidents in the last fiscal year

1. 董事之酬金

96年1月1日至96年12月31日

The Remuneration of the Members of the Board

Jan. 1, 2007 –Dec. 31, 2007

職稱 Title	姓名 Name	薪資 Salary	獎金 Bonus	兼職費 Part-time Job Pay	盈餘分配之 董事酬勞 Distribution of Net Earnings	總額占稅後 純益之比例 (%) Percent of Net Earnings	其他 報酬 Others
董事長 Chairperson	何煖軒 (註1) N.H. Ho (Note 1)	597,460	484,411	840,907	-	-	44,723
董事長 Chairperson	賴清祺 (註1) C.C. Lai (Note 1)						
董事 Director of the Board	吳民佑 (註1) M.Y. Wu (Note 1)						
董事 Director of the Board	蘇天富 (註1) T.F. Su (Note 1)						
董事 Director of the Board	丁克華 (註2) K.H. Ting (Note 2)						
董事 Director of the Board	劉政池 (註3) J.S. Liu (Note 3)						
董事 Director of the Board	陳文華 W.H.Chen						
董事 Director of the Board	張桂林 K.L. Chang						
董事 Director of the Board	張炳耀 P.Y. Chang						
董事 Director of the Board	黃壽椿 S.C. Huang						
董事 Director of the Board	傅傳訓 C.H. Fu						
董事 Director of the Board	謝明輝 M.H. Hsieh						
董事 Director of the Board	蕭丁訓 D.H. Hsia						
董事 Director of the Board	沈英傑 (註1) Y.C. Shen (Note 1)						
董事 Director of the Board	鄭光明 (註1) K.M. Cheng (Note 1)						
董事 Director of the Board	呂先趙 (註1) H.C. Lu (Note 1)						

給付本公司各個董事酬金級距 The Remuneration Gaps Among the Members of the Board	董事姓名 Name of Directors
低於2,000,000元 below NT\$2,000,000	何煖軒、賴清祺、吳民佑、蘇天富、丁克華、劉政池、陳文華、張桂林、張炳耀、黃壽椿、傅傳訓、謝明輝、蕭丁訓、沈英傑、鄭光明、呂先趙 N.H. Ho、C.C. Lai、M.Y. Wu、T.F. Su、K.H. Ting、J.S. Liu、W.H.Chen、K.L. Chang、P.Y. Chang、S.C. Huang、C.H. Fu、M.H. Hsieh、D.H. Hsia、Y.C. Shen、K.M. Cheng、H.C. Lu
2,000,000元 (含) ~ 5,000,000元 NT\$2,000,000 (including) ~ NT\$5,000,000	-
總計 Total	16

註1：何煖軒、賴清祺董事長及吳民佑、蘇天富、沈英傑、鄭光明、呂先趙等董事無兼職費，酬勞係以月薪計；何煖軒兼代董事長，本職為交通部次長，僅支領薪資差額，於97.6.11卸任；賴清祺董事長於96.3.3卸任。吳民佑董事兼任本公司總經理，97.6.11起兼任本公司董事長；蘇天富董事兼任本公司副總經理。

註2：丁克華董事於96.9.14解任。

註3：劉政池董事於96.6.23就任。

註4：本公司係國營事業，由政府(交通部)持股100%，故無盈餘分配及員工紅利金額、取得員工認股權憑證數額等。

Note 1：Chairpersons N. H. Ho and C.C. Lai and board directors M. Y. Wu, T.F. Su, Y.C. Shen, K.M. Cheng, and H. C. Lu received only monthly salaries and no honorariums. Acting Chairperson N. H. Ho, whose current job is Vice Minister, MOTC, received only difference of salary and finished his term on June 11, 2008. C.C. Lai finished his term on March 3, 2007. Board director M. Y. Wu with concurrent position as President took the seat of Chairperson on June 11, 2008. Board director T.F. Su took the seat of Vice President.

Note 2：Board director K.H. Ting discharged his seat on September 14, 2007.

Note 3：Board director J.S. Liu took his seat on June 23, 2007.

Note 4：As a 100% state-run enterprise, there is no distribution of earnings, employee bonuses, and stock options.

2. 監察人之酬金

The Remuneration of Supervisors

96年1月1日至96年12月31日

Jan. 1, 2007 – Dec. 31, 2007

職稱 Title	姓名 Name	兼職費 Part-time Job Pay	盈餘分配之 監察人酬勞 Remuneration from Distribution of Net Earnings	前二項總額 Total	總額占稅後 純益之比例 (%) Percentage of Net Earnings	其他報酬 Other Remunera- tions
監察人 Supervisor	林信夫 S.F. Lin	288,000	-	288,000	-	-
監察人 Supervisor	黃志聰 C.T.Huang					
監察人 Supervisor	呂秋香 C.H. Lu					

給付本公司各個監察人酬金級距 The Remuneration Gaps Among Supervisors	監察人姓名 Name of Supervisors
低於2,000,000元 below NT\$2,000,000	林信夫、黃志聰、呂秋香 S.F. Lin、C.T.Huang、C.H. Lu
2,000,000元(含)~5,000,000元 NT\$2,000,000 (including) ~ NT\$5,000,000	-
總計 Total	3

3. 總經理及副總經理之酬金

The Remuneration of President and Vice Presidents

96年1月1日至96年12月31日

Jan. 1, 2007 – Dec. 31, 2007

職稱 Title	姓名 Name	薪資 Salary	獎金 Bonus	前二項總額 Total	總額占稅後 純益之比例(%) Percentage of Net Earning	其他 報酬 Others
總經理 President	吳民佑(註1) M.Y.Wu (Note 1)	8,177,484	3,119,716	11,297,200	-	1,345,567
副總經理 Vice Preident	蘇天富 T. F. Su					
副總經理 Vice Preident	胡雪雲(註1) S.Y. Hu (Note 1)					
副總經理 Vice Preident	黃書健 S.C. Huang					
副總經理 Vice Preident	閻永安 Y.A. Yen					

給付本公司總經理及各個副總經理酬金級距 The Remuneration Gaps Among President and Vice Presidents	總經理及副總經理姓名 Name of President and Vice Presidents
低於2,000,000元 below NT\$2,000,000	-
2,000,000元（含）～4,999,999元 NT\$2,000,000 (including) ～NT\$4,999,999	吳民佑、蘇天富、胡雪雲、黃書健、閻永安 M.Y.Wu、T. F. Su、S.Y. Hu、S.C. Huang、Y.A. Yen
5,000,000元（含）～10,000,000元 NT\$5,000,000 (including) ～NT\$10,000,000	-
總計 Total	5

註1：吳民佑總經理於97.6.11升任董事長；胡雪雲副總經理於97.6.11升任總經理。

註2：本公司係國營事業，由政府(交通部)持股100%，故無盈餘分配及員工紅利金額、取得員工認股權憑證數額等。

Note 1: President M.Y. Wu took his seat of chairperson on June 11, 2008; Vice President S.Y. Hu took her seat of President on June 11, 2008.

Note 2: As a 100% state-run enterprise, there is no distribution of earnings, employee bonuses, and stock options.

三、公司治理運作情形

(一) 董事會運作情形

96年度董事會開會10次，董事、監察人出席情形如下：

III. Governance and Operations

(I) Board Meetings

Attendance of Board Meetings (10 total) for 2007

職稱 Title	姓名(註1) Name	實際出席(列)席次數(B) Attendance in Person	委託出席次數 Attendance by Proxy	實際出席(列)席率(%) 【B/A】(註2) Actual Attendance Rate	備註 Notes
董事長 Chairperson	賴清祺 C.C. Lai	1	0	100	96.03.02請辭 Submitted resignation on March 2, 2007
董事長 Chairperson	何煥軒 N.H. Ho	9	0	100	1.96.03.03接任 Took his seat on March 3, 2007 2.97.06.11卸任 Discharged his seat on June 11, 2008
董事 Director of the Board	吳民佑 M.Y. Wu	9	1	90	
董事 Director of the Board	蘇天富 T.F. Su	10	0	100	
董事 Director of the Board	丁克華 K.H. Ting	6	1	86	96.09.14請辭 Submitted resignation on Sept. 14, 2007
董事 Director of the Board	陳文華 W.H. Chen	7	3	70	

董事 Director of the Board	劉政池 J.S. Liu	5	0	100	1.96.06.23就任 Took his seat on June 23, 2007 2.97.03.19免兼 Discharged his concurrent job on March 19, 2008
董事 Director of the Board	傅傳訓 C.H. Fu	10	0	100	
董事 Director of the Board	張桂林 K.L. Chang	10	2	80	
董事 Director of the Board	張炳耀 P.Y. Chang	10	0	100	
董事 Director of the Board	黃壽椿 S.C. Huang	10	0	100	
董事 Director of the Board	謝明輝 M.H. Hsieh	10	0	100	
董事 Director of the Board	蕭丁訓 D.H. Hsiao	10	2	80	
董事 Director of the Board	沈英傑 Y.C. Shen	10	0	100	
董事 Director of the Board	鄭光明 K.M. Cheng	10	0	100	
董事 Director of the Board	呂先趙 H.C. Lu	10	1	90	
監察人 Supervisor	林信夫 S.F. Lin	9	請假1 1 leaves	90	97.01.09免兼 Discharged his concurrent job on Jan. 9, 2008
監察人 Supervisor	黃志聰 C.T. Huang	10	0	100	
監察人 Supervisor	呂秋香 C.H. Lu	10	請假3 3 leaves	70	

其他應記載事項：

- 1 證交法第14條之3所列事項暨其他經獨立董事反對或保留意見且有紀錄或書面聲明之董事會議決事項，應敘明董事會日期、期別、議案內容、所有獨立董事意見及公司對獨立董事意見之處理。
- 2 董事對利害關係議案迴避之執行情形，應敘明董事姓名、議案內容、應利益迴避原因以及參與表決情形。
- 3 當年度及最近年度加強董事會職能之目標（例如設立審計委員會、提昇資訊透明度等）與執行情形評估。

Others:

- I. Any matter listed in Article 14-3 of Securities and Exchange Act as well as any recorded board resolution for which an independent director has a dissenting opinion or qualified opinion should be noted in the minutes, detailing its date, term, issue, all opinions of the independent director(s) and how the company handles it.
- II. In the event that a director has to avoid voting on a resolution because of a conflict of interest, the name of the director, the content of the resolution, reasons and the result of the vote should be noted.
- III. Goals (such as setting up an audit committee and raising information transparency) of the board for the year and the closest fiscal year as well as evaluation of its work.

註：1.董事、監察人屬法人者，應揭露法人股東名稱及其代表人姓名。

2.年度終了日前有董事監察人離職者，應於備註欄註明離職日期，實際出(列)席率(%)則以其在職期間董事會開會次數及其實際出(列)席次數計算之。

Note :1. When a board director or a supervisor works for a legal person, the legal person's name (company name) and the name of its responsible person should be disclosed.

2. By the end of a year, the dates of any board directors or supervisors' resignations and their actual attendance rate should be noted.

(二) 公司治理運作情形及其與上市上櫃公司治理實務守則差異情形及原因：

(II) Governance and operation of the company as well as its divergence from Corporate Governance Best-Practice Principles for TSEC/GTSM Listed Companies and reasons.

項目 Item	運作情形 Status of Operation	與上市（櫃）公司治理實務守則差異情形及原因 Divergence from Corporate Governance Best-Practice Principles for TSEC/GTSM Listed Companies and reasons
一、公司股權結構及股東權益 （一）公司處理股東建議或糾紛等問題之方式 （二）公司掌握實際控制公司之主要股東及主要股東之最終控制者名單之情形 （三）公司建立與關係企業風險控管機制及防火牆之方式 I. Equity Structure and Shareholder Rights (1) How the company handles shareholder suggestions and disputes (2) Company's control of the list of its major shareholders and final decision-makers (3) How the company establishes its risk-management mechanism and firewalls involving related enterprise	（一）本公司非上市（櫃）公司，未對外發行股票。 （二）本公司為國營公司，主要股東為交通部。 （三）本公司無公司法第369-1條所規範之關係企業。 (1) Chunghwa Post is not a public-listed nor an OTC company. Therefore, the company has not issued stock. (2) The company is a state-run corporation with MOTC as its sole share holder. (3) The company has no affiliated enterprises as prescribed in Article 369-1 of the Company Act.	本公司已依財政部訂頒之「公司內部控制及稽核制度實施辦法」建立內部控制制度、總稽核制及設置董事會稽核處，並以獨立超然立場，執行稽核業務落實內部控制制度。 The company, in accordance with the "Enforcement Regulations For Bank Internal Audit Control System" by the Ministry of Finance, has established an internal control system, a chief auditor system and an audit department under the board of directors to conduct unprejudiced auditing in order to firmly implement the internal control system.

<p>二、董事會之組成與職責</p> <p>(一) 公司設置獨立董事之情形</p> <p>(二) 定期評估簽證會計師獨立性之情形</p> <p>II. Organization and Responsibilities of the Board of Directors</p> <p>(1) Establishment of independent directors</p> <p>(2) Regular assessment by independent CPA</p>	<p>(一) 目前尚未設置獨立董事。</p> <p>(二) 本公司之簽證會計師係依政府採購法之規定辦理委任，並與會計師事務所訂有每年檢討終止及解除契約等條款。</p> <p>(1) None designated at present.</p> <p>(2) Company auditors are hired in accordance with the Government Procurement Law. The contract is reviewed on a yearly basis.</p>	<p>本公司股份為政府100%持有，董事皆由交通部核派。本公司第2屆董事會置董事15人；其中專家代表董事3人，就其專長提供見解，發揮功能，確能增進董事會之專業性與獨立性，勞工董事3人，代表員工，提供事業單位興革意見，具有溝通協調及監督事業之功能。</p> <p>The company is 100% owned by the government, and all directors are appointed by the MOTC. The second board of directors of the company consisted of 15 directors. Three of the board directors had special expertise, providing professional opinions and enhancing the professionalism and independence of the board. Three board members represented the employees, bringing input from below, serving the function of communication, coordination and monitoring.</p>
<p>三、監察人之組成與職責</p> <p>(一) 公司設置獨立監察人之情形</p> <p>(二) 監察人與公司員工溝通之情形</p> <p>III. Organization and Responsibilities of the Panel of Supervisors</p> <p>(1) Establishment of independent supervisors</p> <p>(2) Communications between company employees and supervisors</p>	<p>(一) 目前尚未設置獨立監察人。</p> <p>(二) 每次董事會議均邀請監察人列席開會，故重大議題監察人均能及時發揮監督功能，另監察人得隨時調查公司業務及財務狀況，並查核公司帳冊及文件。</p> <p>(1) None designated at present.</p> <p>(2) Corporate supervisors are invited to attend all board meetings; corporate supervisors may, at any time, investigate the company's business and financial situation, and audit the company's accounts and paperwork.</p>	<p>本公司股份為政府持有，監察人皆由交通部核派。按本公司第2屆董事會置監察人3人，依據法令及本公司章程，監督財務及業務之執行。</p> <p>The company is 100% owned by the government, and all supervisors are assigned by the MOTC. The second board of the company had three supervisors, who monitored the financial situation and the execution of the company's business in accordance with law and the company's articles of incorporation.</p>
<p>四、建立與利害關係人溝通管道之情形</p> <p>IV. Communications channels with related parties</p>	<p>本公司於網站設有首長信箱、顧客申訴E-Mail信箱及免付費顧客申訴專線電話，並由客服中心人員處理客戶、利害關係人等之建議或糾紛等事宜。</p> <p>Customers may write to the company through the email box on its website or call its toll free customer hotline for suggestions, complaints or disputes.</p>	

<p>五、資訊公開</p> <p>(一) 公司架設網站，揭露財務業務及本公司治理資訊之情形</p> <p>(二) 公司採行其他資訊揭露之方式（如架設英文網站、指定專人負責公司資訊之蒐集及揭露、落實發言人制度、法人說明會過程放置公司網站等）</p> <p>V. Disclosure of information</p> <p>(1) Through company website</p> <p>(2) Others such as an English website, personnel in charge of collecting and disclosing information, implementation of spokesman system, shareholder meeting records on company's website, etc.</p>	<p>(一) 已設中華郵政全球資訊網，可查閱相關資訊。</p> <p>(二) 本公司訂有「中華郵政公司暨各等郵局新聞發佈注意事項」，作為對外發言統一準則。</p> <p>(1)The company has set up a global website to disclose company information.</p> <p>(2)The company has issued "Guidelines for Chunghwa Post Press Releases."</p>	
<p>六、公司設置審計委員會等功能委員會之運作情形</p> <p>VI. Status of operations for the company's audit committee, etc</p>	<p>目前尚未設置審計委員會等功能委員會。</p> <p>None at present time</p>	<p>本公司係依交通部及財政部會銜訂頒之「郵政儲金匯兌業務內部控制及稽核制度實施辦法」建立內部控制制度、總稽核制及設置董事會稽核處，並以獨立超然立場，執行稽核業務落實內部控制制度。</p> <p>In accordance with Regulations Governing the Internal Controls and Audit System for Postal Remittances and Savings, proclaimed by the MOTC and the MOF, the company has established an internal control system, an audit system and a department of auditing under the board.</p>
<p>七、請敘明本公司治理運作情形及其與「銀行業公司治理運作守則」之差異情形及原因：（詳上述各欄）</p> <p>VII. Please detail the company's governance and operation, as well as the differences and reasons for deviations from the Corporate Governance Best-Practice Principles for Banks: (see above)</p> <p>八、其他有助於瞭解本公司治理運作情形之重要資訊（如董事及監察人進修之情形、董事出席及監察人列席董事會狀況、風險管理政策及風險衡量標準之執行情形、保護消費者或客戶政策之執行情形、董事對利害關係議案迴避之執行情形、公司為董事及監察人購買責任保險之情形及社會責任等）</p> <p>VIII. Other important materials that may assist others to understand the company's governance and operations (such as further education and board meeting attendance of the company's directors and supervisors, risk-management policies and evaluation, customer protection, the avoidance of conflicts of interest on the part of the board directors, company-purchased insurance for its directors and supervisors, as well as the company's social responsibilities).</p> <p>1.96年度董事及監察人進修之情形：無</p> <p>1. Status for Further Study for Directors and Supervisors in 2007: None.</p>		

2.96年度董事出席及監察人列席董事會狀況：

2. Attendance of the Board Meetings During 2007:

職稱 Title	姓名 Name	應出(列)席次數 Obligatory Attendance of Meeting	出(列)席次數 Attendance of Meeting	備註 Notes
董事長 Chairperson	賴清祺 C.C. Lai	1	1	
董事長 Chairperson	何煖軒 N.H. Ho	9	9	
董事 Director of the Board	吳民佑 M.Y. Wu	10	9	
董事 Director of the Board	蘇天富 T. F. Su	10	10	
董事 Director of the Board	丁克華 K. H. Ding	7	6	
董事 Director of the Board	陳文華 W.H. Chen	10	7	
董事 Director of the Board	劉政池 J.S. Liu	5	5	
董事 Director of the Board	張桂林 K.L. Chang	10	8	
董事 Director of the Board	張炳耀 P.Y. Chang	10	10	
董事 Director of the Board	黃壽椿 S.C. Huang	10	10	
董事 Director of the Board	傅傳訓 C.H. Fu	10	10	
董事 Director of the Board	謝明輝 M.H. Hsieh	10	9	
董事 Director of the Board	蕭丁訓 D.H. Hsiao	10	8	
董事 Director of the Board	沈英傑 Y.C. Shen	10	10	
董事 Director of the Board	鄭光明 K.M. Cheng	10	10	
董事 Director of the Board	呂先趙 H.C. Lu	10	9	
監察人 Supervisor	林信夫 S.F. Lin	10	9	
監察人 Supervisor	黃志聰 C.T. Huang	10	10	
監察人 Supervisor	呂秋香 C.H. Lu	10	7	