

壹、前言

I. Preface



董事長 游芳來
Chairperson Oliver Fang-lai Yu

中華郵政自92年1月1日改制國營公司，在法令鬆綁後開辦多項新種業務，6年來，簡化作業流程、加強便民服務措施、提高企業競爭力、有效運用資金等方面頗有成效，並均能達成法定盈餘目標，尤以97年在改制公司5年免稅優惠取消以及全球金融海嘯的波濤巨浪下，仍能勉力達成年度盈餘目標，充分展現中華郵政百年老店面對逆境的堅韌競爭力。

值此景氣低迷之際，公司全體同仁當藉此危機，重新檢視事業組織體、各項營運策略及工作計畫，創新思維，仔細規劃事業未來發展，以奠定永業的新基礎，使本公司事業得永續經營。

公司經營策略上有幾項不變的原則，是我們努力的方向，願與全體同仁共同期勉：

Since its nationalization on Jan. 1st, 2003, Chunghwa Post has launched many new services. During the past 6 years, it has gained much success in streamlining operation processes, enhancing convenient services, boosting corporate competitiveness and optimizing capital use and achieved legal earning goals especially in the wake of the cancellation of the 5-year tax exemption and the global financial tsunami in 2008. This is a manifestation of the perseverance of the century-old Chunghwa Post when facing of adversity.

At this moment of economic downturn, all staff must use the crisis to review the organizational structure, each operational strategy and project, to think innovatively and to plan for future business development to lay a permanent foundation for the company's sustainable operations.

There are several unchanged principles in our operational strategies that we always strive toward:

政府服務品質係民主社會政府服務之要素，而顧客滿意亦為企業競爭的關鍵，郵政作為國營公用服務事業，要能迅速、正確且有效地提供民眾各項高品質郵政服務，須以卓越的行動能量與執行能力，滿足民眾用郵需求，贏得民眾信賴。期許全體郵政同仁，探查顧客需求趨勢，善用通路優勢，整合服務資源，提供全方位、人性化、優質化服務，以尋求最高服務價值。

因應時空轉變，世界經濟成長趨緩，員工應認真思考如何創新作為，增加儲匯、壽險經營空間，開辦新種業務，擴大服務層面，改善作業流程，利用自動化設備提昇作業效率，以提升公司競爭力。

員工辦事忠勤、和諧合作，是郵政事業得以維繫百年的最大因素；依據現代經營理論，員工可視為事業內部顧客，對外以一個健全、專業、團結的團隊呈現，對內以關懷心、同理心相對待，互相鼓勵，互相支援，互相激發士氣，期待員工為事業付出、創造輝煌績效。是以，加強事業與工會間合作，實施更佳激勵、考核制度，拔擢優秀人才，有效運用人力資源，讓員工「敬業、樂業、永業」是我們謀求郵政事業永續經營的重要課題。

以企業經營精神，經營郵政事業，在市場機制下與其他公民營事業體相互競爭，謀求事業存在的價值。為提高經營績效，提昇競爭力，我們必須隨順市場需要調整經營方向，以專業效率達成營運目標。為追求郵政事業的永續發展，秉持業務經營多角化、資金運用效益化、人力運用合理化等原則，持續推動開源與節流方案，擴大經營利基，以穩定營收，達成法定預算盈餘目標。

國營事業負有執行國家政策之義務，為強化郵政事業之競爭力，除應踐行法令遵循制度，並應本著從實際出發、務求實效的原則，落實內控內稽制度，健全風險管理體系，以強化公司治理，確保經營績效。

I. Carrying out customer-orientated service:

In a democratic society, quality of government services is a fundamental element to its operation. In the same way, the key to corporate competitiveness is customer satisfaction. As the state-run business, the Post has to be able to rapidly, accurately and effectively provide high-quality service to the public with its extraordinary action power and execution to meet their needs and hence win their trust. It is expected that all staff will explore customers' need trends, take advantage of the company's distribution channels, integrate service resources and provide all-around, humanized and optimized services to pursue the highest service value.

II. Innovating services and increasing corporate competitiveness:

Global economic growth has slowed down as situations have changed. All staff should think seriously about how to act and reform innovatively, increase the business potential of banking and life insurance, launch new services, expand service spheres, improve operational processes and increase efficiency through automatic equipment to raise corporate competitiveness.

III. Strengthening teamwork and utilizing human resources effectively:

The postal service business has been able to last for a hundred years thanks mostly to the devotion of and harmony among the staff. According to modern management theories, employees can be deemed as internal customers. Externally, they are a strong, professional and united team while internally, they treat, encourage, support and motivate one another with care and empathy. They are then expected to be devoted and have splendid performance. Therefore, making the employees devote to, enjoy in and stay with their jobs by enhancing cooperation between the business and the union, providing incentives, implementing evaluation systems, promoting excellent performers and effectively utilizing human resources is the key issue in pursuit of the sustainability of postal business.

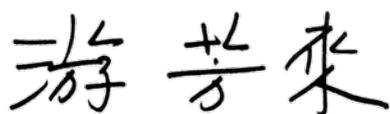
IV. Further broadening sources of income and reducing expenditures to pursue operational performance

To seek the value of existence of our business, we shall conduct postal service business with the entrepreneurial spirit and compete with other public and private businesses under the market mechanism. To uplift operational performance and boost competitiveness, we must adjust our business direction to market needs and achieve our goals with professional efficiency. To pursue the sustainability of postal service business, we will diversify our business, use the capital effectively, deploy the human resources reasonably, continue to develop new sources of profits and reduce costs, expand the business niche to stabilize our revenues and reach the profit goals.

本年初，本公司奉示配合行政院98年「振興經濟消費券」發放作業，負責第1階段配送存放，第2階段發放工作，以及與其他金融機構共同辦理兌付工作。任務艱鉅，又適逢農曆年關，郵政業務繁忙之際，全賴郵政全體同仁通力合作，詳細規劃，並多次演練各項作業流程，終能完成政府交付重大任務；不僅展現郵政優勢通路、專業人力、高能量運輸、高效率金流等核心競爭力，公司除獲得近億元的手續費收入外，也得到民眾對郵政高度信賴與肯定。

面對充滿不確定性的經濟危機環境，讓我們攜手同心，秉持廉正、專業、效能，審慎規劃目標，彈性應變，隨時管控，踐行標準作業程序，貫徹執行力於郵政事業人員、策略、營運三大核心流程，相信中華郵政必能通過嚴峻的市場考驗，開創新局，締造更佳績效。

中華郵政股份有限公司 董事長



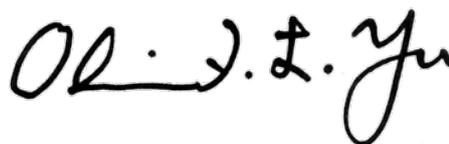
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V. Strengthening internal controls, internal audits and risk management to enhance corporate governance

A state-run business is responsible for the execution of national policies. To build up the competitiveness of the post service business, it is imperative that we, in addition to observing regulations and follow the system, be realistic and pragmatic in our approaches, implement internal audit system and strengthen risk control to enhance corporate governance to ensure operational performance.

At the beginning of this year, the company was directed by the Executive Yuan to assist with the distribution of "Consumption Vouchers to Revitalize the Economy" including the first phase of consignment and storage, the second of distribution and the cashing collaborating with other financial institutions. Despite coincidence with the approaching Chinese New Year, which made the task even more difficult, the staff worked together, planned carefully and rehearsed the operational procedures for numerous times, this tremendous task handed by the government was finally completed. This not only demonstrates the company's core competitiveness of superior distribution channels, professional manpower, high-efficiency cash flow, but also wins high trust and recognition from the public plus nearly a hundred million dollars of service charge earned.

In the face of an economic environment full of uncertainties, let us work hand in hand with integrity, professionalism and efficiency by carefully planning goals, being flexible and adaptive, practicing standards of process and thoroughly executing three core processes of personnel, strategy and operation. I'm convinced that Chunghwa Post will be able to endure the rigorous trial of the market and create a new horizon with better performance.



Chairperson, Chunghwa Post Co., Ltd.
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