I Preface

In 2025, through the concerted efforts of all colleagues and under the prudent management of our fund utilization team, Chunghwa Post achieved a post-tax net profit of NT$10,154 million, successfully meeting our annual budget target. Yet amid global political and economic turbulence and intensifying market competition, postal operators worldwide face serious challenges: PosrNord, Denmark's state-run postal service, brought its 400-year history of letter delivery to an end on December 30, 2025. Chunghwa Post likewise faces the challenge of a year-on-year decline in letter mail. We view this crisis as an opportunity: beyond strengthening our core businesses, we are working to enhance service quality, accelerate digital transformation, and deepen customer relationships, building a resilient postal operating environment that meets the public's diverse needs.

On the mail service front, our transformation efforts focus on maintaining customer relationships, improving delivery quality, and offering digital services. In addition to developing customized logistics models for major e-commerce clients, including same-day delivery in northern, central, and southern Taiwan and next-day delivery in the eastern region, Chunghwa Post has promoted agricultural and specialty product mail through on-site support, pickup, marketing, and logistics services, earning the "2024 Award for Outstanding Corporate and Organizational Contribution to Agricultural Product Marketing" from the Agriculture and Food Agency. To address competition from convenience-store pickup services and the declining trend of customers mailing items at post office counters, the Company introduced digital appointment booking and digital signature confirmation, launched a door-to-door collection online reservation system, continued to promote "iBox Pickup and Drop-off Stores," added parcel drop-off lockers, and optimized the EZPost mailing system to strengthen its digital service competitiveness.

In savings and remittance services, Chunghwa Post has continued to refine its AI-based fraud detection models and big data analytics to strengthen anti-fraud measures, intercepting 2,566 fraud cases in 2025 and preventing more than NT$1,214.76 million in losses to the public. In coordination with the government's universal cash disbursement policy, the Company had completed services for 8,598,934 recipients by the end of 2025. Chunghwa Post also rolled out diverse payment tools, including Samsung Pay and Apple Pay, and launched the "Digital Voucher" service on the Taiwan Mobile Payment App. These achievements earned the Company the "Excellence in Inter-Institutional Service Promotion Award," the "Anti-Fraud Joint Defense Contribution Award," and the "Inter-Institutional Service Innovation Award" at Financial Information Service Co., Ltd.'s 2025 Financial Information Systems Annual Conference.

Chairperson

WANG, KWO-TSAI

In life insurance, the Company is preparing for the transition to IFRS 17 and the new Insurance Capital Standard (ICS) regulatory regime by increasing the proportion of long-term protection-type products, strengthening the recruitment and professional capabilities of its sales force, promoting real-time commission processing, and enhancing its online insurance application services. Chunghwa Post continues to advance digital insurance services, introducing robotic process automation (RPA), image recognition, and AI-assisted verification mechanisms to improve its business and service models. By promoting micro-insurance and small-sum whole life insurance, the Company is helping build a social safety net and advance financial inclusion.

These efforts earned Chunghwa Post the "Outstanding Sales Award" and "Care for Persons with Mental/Physical Disabilities Award" in the Microinsurance Contest, along with the "Aging Friendly Award" and "Universal Security Award" in the Small Amount Whole Life Insurance Competition, both hosted by the Insurance Bureau of the Financial Supervisory Commission.

In capital utilization, Chunghwa Post will continue to closely monitor market conditions while carefully planning asset allocation, strengthening hedging and asset-liability management, and implementing dynamic portfolio management, in order to sustain strong profitability and ensure the efficient use of funds.

In philately, Chunghwa Post issued a total of 18 new stamp sets and a number of cultural and creative products in 2025. As 2026 marks the 130th anniversary of Chunghwa Post, the Company will host PHILATAIPEI 2026, the Taipei 2026 World Stamp Exhibition, at the Taipei World Trade Center from November 20 to 25, in order to raise Taiwan's international visibility and standing in the global philatelic community.

In its Postal Digital Development Blueprint, Chunghwa Post has integrated its mail, savings and remittance, and life insurance businesses into 54 planned action items. By the end of 2025, the Company had completed 34 high-priority action items, including "Streamlining the iBox Mail Drop-off Process," "Allowing Passbook Account Holders to Use Their Signature as a

Registered Seal," and the "Life Insurance AI Assistant." The Company continues to optimize system integration and service workflows.

In developing smart post logistics, construction of all four buildings at the Post Logistics Park was completed by the end of July 2025. In 2026, the Company will progressively complete its relocation to the Post Logistics Park. As the park becomes operational, Chunghwa Post will introduce automated mail processing equipment and optimize operating procedures to strengthen its competitiveness in the logistics industry.

Chunghwa Post has also strengthened protections for its workforce, signing a revised collective agreement on April 30, 2025 that reflects the Company's commitment to safeguarding employee rights, building a friendly workplace, and fostering harmonious labor-management relations.

In advancing green sustainability, Chunghwa Post has built a green delivery fleet, introducing electric three-wheel delivery scooters in 2025 to improve logistics efficiency and support its energy-saving and carbon-reduction policies. These efforts reflect the Company's long-standing commitment to ESG and corporate sustainability. In 2025, Chunghwa Post received Gold Awards in the "Environmental Sustainability" and "Social Inclusion" categories, and a Bronze Award in the "Economic Development" category, at the Taiwan Institute for Sustainable Energy's 5th Taiwan Sustainability Action Awards. The Company was also honored with the "Top 100 Taiwan Sustainable Companies Award" and the "Platinum Award in Corporate Sustainability Reporting" at the 18th Taiwan Corporate Sustainability Awards (TCSA).

As Chunghwa Post's businesses face the challenges of transformation across the board, I call on all colleagues to work together in unity, growing alongside our customers and society to become an enterprise that embodies both traditional values and modern innovation.