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Looking back at 2025, risks stemming from geopolitical conflicts and trade barriers continued to disrupt the pace of global economic growth[1]. Domestically, Taiwan's economy grew 8.68% for the year. The business cycle monitoring indicator turned red in December, while both leading and coincident indicators continued to rise, indicating that domestic economic momentum remained steady. Looking ahead to 2026, as AI applications expand from the cloud to edge devices and international investment in AI computing power and sovereign AI development continues, domestic industries are expected to see stronger order performance. Domestic semiconductor manufacturers are actively expanding advanced-process and high-end packaging and testing capacity, international corporations are increasing their investment in Taiwan, and the government is advancing its "Ten AI Initiatives Promotion Plan". Together, these factors are expected to boost investment momentum[2, 3]. The Directorate-General of Budget, Accounting and Statistics (DGBAS) projects Taiwan's economy will grow 7.71%[4] in 2026.

As the AI era unfolds, Chunghwa Post will continue to pursue digital transformation under its core policy of "Smart, Digital, and Sustainable" operations, while upholding its philosophy of sustainable management. The Company will integrate the resources of its mail, savings, and life insurance businesses to enhance competitiveness, strengthen customer relationship management and fund utilization efficiency, and steadily build an enterprise that embodies both traditional values and modern innovation.

Amid a rapidly changing external environment, Chunghwa Post, as a policy-oriented enterprise, faced numerous challenges in its overall operations. Nevertheless, through the concerted efforts of all postal employees, the Company still achieved its major operational budget targets in 2025. A summary of Chunghwa Post's 2025 business results and 2026 business plan is provided below.

[1] Based on the Department of Statistics, Ministry of Economic Affairs, "Current Economic Conditions Overview," January 29, 2026.
[2] Based on the Directorate-General of Budget, Accounting and Statistics (DGBAS), Executive Yuan press release on the national income statistics and the domestic economic outlook, February 13, 2026.
[3] Based on the National Development Council's press release, "Taiwan Business Indicators in December 2025," January 27, 2026.
[4] Same as Note 2 above.

I. 2025 Operation Results

(I) Budget Execution for Major Operational Items

Operational Items	Unit	Actual (2025)	Budget	Actual (2024)	Budget Achievement Rate	Year-On-Year Growth Rate
Mail Services	1,000 pcs	1,771,713	1,741,254	1,813,290	101.75%	(2.29%)
Philatelic Services	NT$1,000	666,742	568,900	578,449	117.20%	15.26%
Savings Services (Average Daily Balance)	NT$100 million	74,100.52	73,000.00	72,591.38	101.51%	2.08%
Remittance Services (Transaction Volume)	NT$100 million	15,316.79	13,930.00	16,785.62	109.96%	(8.75%)
Simple Life Insurance Services (Premium Income)	NT$100 million	709.79	853.36	758.41	83.18%	(6.41%)
Agency Services (Transaction Volume)	NT$100 million	449.73	45.41	51.40	990.38%	774.96%

1. Mail volume declined compared to the previous year. Letter-post volume was affected by the global trend toward digitization and paperless communication, while parcel and speedpost volumes declined due to factors affecting bulk clients, including exchange rate effects, stricter customs duty inspections, increasingly lightweight packaging, and e-commerce companies shifting toward their own logistics operations.
2. Remittance transaction volume declined compared to the previous year, mainly because electronic payments, including online transactions and mobile transfers, increasingly replaced over-the-counter remittances. In addition, remittance amounts in 2024 were unusually high due to buoyant investment and real estate market activity, creating a high base for comparison that contributed to the year-on-year decline in 2025.
3. Premium income for the Simple Life Insurance Business declined compared to the previous year, mainly because high-savings-type products continued to mature, reducing renewal premiums. Unfavorable effects from tariff policy and exchange rate volatility also weighed on the growth of the life insurance business.

(II) The Use of Funds

The use of postal funds has been legalized and is conducted in accordance with Article 18 of the Postal Remittances and Savings Act and Article 27 of the Postal Simple Life Insurance Act. The details of the use of postal funds as of the end of December 2025 are as follows:

2025 Postal Capital Utilization

Unit: NT$100 million

Items	As of the End of Dec 2025	Percentage in Postal Capital (%)	As of the End of Dec 2024	Increase/ Decrease (%)
Demand Deposits (including reserves against deposits in the Central Bank of the ROC and the revolving funds in all branch offices)	3,901	4.57%	3,607	8.15%
Time Deposits (including time savings deposits)	30,292	35.49%	29,135	3.97%
Inter-Bank Call Loans and Short-Term Notes and Bills	10,575	12.39%	9,940	6.39%
Bonds (including government bonds, corporate bonds, and financial bonds)	24,087	28.22%	23,695	1.65%
Overseas Investment	13,070	15.32%	13,274	(1.54%)
Stocks and Mutual Funds (including investment outsourcing)	2,907	3.41%	2,686	8.23%
Mortgage Loans on Certificates of Deposit, Insurance Policies and Real Estate	353	0.41%	341	3.52%
Real Estate Investment	160	0.19%	160	0.00%
Total	85,345	100.00%	82,838	3.03%

(III) Financial Status and Profitability Analysis

In 2025, Chunghwa Post recorded total revenue of NT$258,496.03 million (including operating and non-operating income) and total expenditures of NT$252,068.61 million (including operating costs, operating expenses, and non-operating expenses). Pre-tax net income was NT$6,427.42 million, and income tax benefits totaled NT$3,727.06 million, resulting in a net profit of NT$10,154.48 million for the year, an increase of NT$6,604.40 million over the budgeted net profit target of NT$3,550.08 million. The Company's post-tax return on assets (ROA) was 0.12%, return on equity (ROE) was 3.61%, and net profit margin was 3.94%.

(IV) Research and Development Status

The relevant business units of the Company regularly and irregularly analyze domestic and international financial conditions, industry dynamics, and trends, compiling various business research reports for reference. The key research and development activities for 2025 are as follows:

1. A total of 346 regular research analyses on domestic and international financial conditions, comprising:

(1) Monthly reports on domestic and international macroeconomic analysis;

(2) Weekly reports on the domestic fixed income market;

(3) Weekly reports on the domestic stock market;

(4) Weekly and monthly reports on international investment research and analysis.

2. A total of 6 reports on overseas study and research.

II. 2026 Outline of Operation Plan

(I) Strategy

Chunghwa Post aims to integrate postal logistics, commerce flows, financial flows, and information flows to provide universal, high-quality mail, savings, remittance, and life insurance services. The Company will develop smart logistics, e-commerce, and digital finance to expand its business advantages and promote inclusive finance. Additionally, Chunghwa Post seeks to enhance the efficiency of postal fund utilization, optimize asset management, and improve operational effectiveness.

(II) Policy

1. In alignment with government policies:

(1) In alignment with economic policies, support major public infrastructure and private investment projects to boost national competitiveness.

(2) On the financial policy front, promote financial innovation and develop green finance, digital finance, and inclusive finance.

(3) With respect to climate change policy, promote green energy and green transportation to advance environmental sustainability and enhance the Company's corporate image.

(4) Under the Company's asset policy, optimize asset management to enhance development benefits and increase revenue.

(5) In support of national policy, strengthen postal exchanges and cooperation with other countries and cross-strait postal services to provide convenient postal services to the public.

2. In alignment with business management:

(1) Advocate for regulatory relaxation to integrate postal resources, develop postal, savings and life insurance services, and provide universal, high-quality services.

(2) Develop smart logistics services to expand postal business, drive demand for speedpost, parcel, and small packet delivery, and expand business advantages.

(3) Continue to promote financial technology innovation, advance the digitalization of financial services, and expand the scope of diversified financial offerings.

(4) Properly plan asset allocation to enhance fund utilization efficiency, activate asset usage, and increase development benefits.

(5) Utilize digital technology to strengthen information security and personal data management, optimize operational processes, and enhance service efficiency.

(6) In line with business development needs, diversify recruitment and cultivate professional talent while strengthening human resource management to enhance workforce utilization efficiency.

(7) Strengthen corporate governance, implement risk management, information security, and compliance with regulations.

(8) To support net-zero emissions and environmental sustainability goals, leverage emerging smart transportation technologies to enhance delivery services.

(9) Actively promote various public welfare activities, continue to organize postal senior activities and care for the elderly living alone, fulfill social responsibilities, and shape a positive corporate image.

3. In alignment with supply and demand coordination:

(1) Actively acquire and beautify postal offices to improve service facilities, creating a bright, comfortable, and user-friendly postal environment to enhance service quality and operational efficiency.

(2) Expand information equipment and system functions to meet diverse customer needs and improve operational efficiency.

(3) Promote postal transformation, develop smart logistics, and launch the operation of the Post Logistics Park, providing industrial support services and strengthening corporate competitiveness.

(4) In response to the growing e-commerce logistics environment, build a comprehensive cross-border logistics public service platform and system to drive the transformation and development of traditional postal services domestically and support the expansion of domestic industries into international markets.

(III) Operational Targets

1. Mail Services: Projected to handle 1,711.877 million pieces of mail.
2. Philatelic Services: Projected revenue of NT$598 million from philatelic services.
3. Savings Services: Projected average daily balance of NT$7,355.8 billion for the year.
4. Remittance Services: Projected annual transaction volume of NT$1,502.8 billion.
5. Simple Life Insurance Services: Projected annual premium income of NT$5,675 million.
6. Agency Services: Projected annual transaction volume of NT$4,524 million.

(IV) Profit Targets

Projected pre-tax net profit of NT$6,085.59 million.