

# 財務狀況及經營結果之 檢討分析與風險管理事項

## *Financial Status, Operating Results and Risk Management*

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## 一、財務狀況

### I. Financial Status

#### 財務狀況比較分析表 *Financial Status Comparison and Analysis*

單位：新台幣千元 Unit: NT\$1000

| 項目 Item                            | 94 年度 2005    | 93 年度 2004    | 差異 Difference |        |
|------------------------------------|---------------|---------------|---------------|--------|
|                                    |               |               | 金額 Amount     | %      |
| 資產總額 Total Assets                  | 4,247,023,350 | 3,920,362,773 | 326,660,577   | 8.33%  |
| 負債總額 Total Liability               | 4,159,444,838 | 3,843,247,464 | 316,197,374   | 8.23%  |
| 股東權益總額<br>Total Shareholder Equity | 87,578,512    | 77,115,309    | 10,463,203    | 13.57% |

增減變動說明如下：

- 資產總額較上期淨增加326,660,577千元，主要係
  - (1) 現金及存放銀行同業減少109,875,893千元。
  - (2) 存放央行增加67,829,015千元。
  - (3) 短期投資增加12,907,671千元。
  - (4) 應收款項增加4,507,469千元。
  - (5) 預付款項及其他增加8,277,995千元。
  - (6) 放款增加5,169,603千元。
  - (7) 長期投資增加338,374,063千元。
- 負債總額較上期淨增加316,197,374千元，主要係
  - (1) 銀行同業拆放增加10,023,000千元。
  - (2) 附買回債券負債減少63,141,210千元。
  - (3) 存款及匯款增加336,581,568千元。
  - (4) 營業準備增加32,108,051千元。
- 股東權益總額較上期淨增加10,463,203千元，主要係本期淨利12,817,860千元。

Explanation of Increase/Decrease:

- Total assets have increased by NT\$326,660,577,000 since the previous Period, mainly due to
  - (1) A decrease of NT\$109,875,893,000 in due from Central Bank and Other Banks
  - (2) An increase of NT\$67,829,015,000 in due from Central Bank
  - (3) An increase of NT\$12,907,671,000 in short-term investment
  - (4) An increase of NT\$4,507,469,000 in receivables
  - (5) An increase of NT\$8,277,995,000 in payables and others
  - (6) An increase of NT\$5,169,603,000 in loans
  - (7) An increase of NT\$338,374,063,000 in long-term investment
- Total liabilities have increased by NT\$316,197,374,000 since the previous Period, mainly due to
  - (1) An increase NT\$10,023,000,000 in due to banks
  - (2) A decrease of NT\$63,141,210,000 in bonds sold under repurchase agreement
  - (3) An increase of NT\$ 336,581,568,000 in deposits and remittances
  - (4) An increase of NT\$32,108,051,000 in provision for operating reserve
- Total assets have increased by 10,463,203,000 since the previous period due to the net income of for this period being NT\$12,817,860,000.

## 二、經營結果

## II. Operating Result

(一) 最近二年度營業收入、營業純益及稅前純益重大變動之主要原因

(I) Main Reason for Major Changes in Operating Revenue, Net Operating Income, and Income Before Tax in the Most Recent 2 Years

財務狀況比較分析表 *Financial Status Comparison and Analysis*

單位：新台幣千元Unit: NT\$1000

| 項目Item                                    | 94年度2005    | 93年度2004    | 增(減)金額 Amount Increase (Decrease) | 變動比例% Difference Ratio |
|---|-------------|-------------|-----------------------------------|------------------------|
| 營業收入Operating Revenue                     | 336,398,897 | 304,864,006 | 31,534,891                        | 10.34                  |
| 營業成本Operating Costs                       | 295,595,401 | 267,191,515 | 28,403,886                        | 10.63                  |
| 營業毛利Operating Profit                      | 40,803,496  | 37,672,491  | 3,131,005                         | 8.31                   |
| 營業費用 Operating Expenses                   | 27,251,898  | 24,407,582  | 2,844,316                         | 11.65                  |
| 營業利益 Operating Income                     | 13,551,598  | 13,264,909  | 286,689                           | 2.16                   |
| 營業外收入<br>Non-operating Income             | 337,248     | 620,277     | (283,029)                         | (45.63)                |
| 營業外支出<br>Non-operating Expenses           | 1,033,880   | 1,187,162   | (153,282)                         | (12.91)                |
| 稅前淨利 Income Before Tax                    | 12,854,966  | 12,698,024  | 156,942                           | 1.24                   |
| 所得稅(費用) 利益<br>Income Tax (Expenses) Gains | 37,106      | 12,698      | 24,408                            | 192.22                 |
| 稅後淨利 Net Income                           | 12,817,860  | 12,685,326  | 132,534                           | 1.04                   |

增減比例變動分析說明：

- 營業收入較上期淨增加31,534,891千元，主要係：
  - 利息收入因利率上升而增加15,323,339千元。
  - 保費收入增加5,831,965千元。
  - 收回保費準備增加6,697,574千元。
  - 投資利益增加3,506,370千元。
- 營業成本較上期淨增加28,403,886千元，主要係：
  - 利息支出因利率上升而增加9,701,452千元。
  - 保險賠款與給付增加6,678,333千元。
  - 提存保費及未決賠款準備增加7,179,748千元。
  - 兌換損失因擴大國外投資而增加4,116,029千元。
- 營業外收入較上期淨減少283,029千元，主要係
  - 兌換利益因擴大壽險資金國外投資部位而增加203,067千元。
  - 其他過期帳收入減少461,002千元。

Explanation and Analysis of Increase/Decrease Ratio Change:

- Operating income increased by 31,534,891,000, mainly due to
  - A net increase of NT\$15,323,339,000 in interest income caused by an increase of interest rates.
  - An increase of NT\$5,831,965,000 in insurance premium
  - An increase of NT\$6,697,574,000 in reversal of premium reserve
  - An increase of NT\$3,506,370,000 in investment income
- Operating costs increased by NT\$28,403,886,000 since the previous period, mainly due to
  - An increase of NT\$9,701,452,000 in interest expenses caused by an increase of interest rates
  - An increase of NT\$ 6,678,333,000 in claims and benefits
  - An increase of NT\$7,179,748,000 in provisions for unearned premium reserve and claims reserve
  - An increase of NT\$4,116,029,000 in the losses on foreign exchange caused by an expanded overseas investment
- Non-operating income decreased by NT\$283,029,000 since the previous period, mainly due to
  - An increase of NT\$203,029,000 in the losses on foreign exchange caused by expanded overseas investment of insurance capital
  - A decrease of NT\$461,002,000 in the overdue account income
- Non-operating expenses decreased by NT\$153,282,000 since the previous period, mainly due to

4. 營業外支出較上期淨減少153,282千元，主要係
- (1) 員工休假補助費因改列營業支出而減少360,124千元。
  - (2) 資產減損損失增加300,049千元。
  - (3) 兌換損失減少91,545千元。

(二) 預期業務目標與其依據：本年度業務目標係參酌前一年度業務實績、目前業務推行實況，並預測未來發展趨勢予以釐訂。請參閱營業報告書主要業務目標（第11頁）。

### (三) 因應措施

1. 加強跨業行銷及異業結盟，以增加手續費及佣金收入來源，改善本公司營收結構。
2. 加速處理閒置資產，提高資金運用效能。
3. 擴大存放款利差，提升獲利能力。
4. 加強財務操作，提升財務投資報酬率。

## 三、現金流量

(一) 最近二年度流動性分析：由於本公司93及94年度「營業活動淨現金流量」之財簽數均為淨現金流出數，故不予分析。

(二) 未來一年現金流動性分析：

- (1) A decrease of NT\$360,124,000 in operating costs caused by the expenditures of employee's furlough allowance switched to operating expenses.
- (2) An increase of NT\$300,049,000 in the losses on assets
- (3) A decrease of NT\$91,545,000 in the losses on foreign exchange

(II) Anticipated Business Goals and Their Basis: Business goals for the current fiscal year were determined by evaluating operating results from the previous year along with current business implementation status, and adjusted for the coming year. For details, please see the Major Targets for 2006 on page 11, Business Report.

### (III) Countermeasures

1. Strengthen cross-selling market and affiliations to increase handling fee and commission income source, and improve operations structure.
2. Accelerate the disposal of unutilized assets to increase capital circulation.
3. Expand the interest margin for deposits and loans to enhance profitability.
4. Strengthen financial operation and increase financial investment returns.

## III. Cash Flow

(I) Cash Flow Analysis for the Most Recent Two Years: Not applicable as the Company's operating activity cash flow is exactly the same as the cash out flow in the most recent two years.

(II) Analysis of Cash Liquidity for the Next Year:

單位：新台幣千元 Unit: NT\$ Thousand

| 期初現金及約當現金餘額<br>Cash and Cash Equivalents, Beginning | 預計全年來自營業活動淨現金流量<br>Estimated Net Cash Flow from the Year's Operation | 預計全年現金流入量<br>Estimated Cash Injection for the Entire Year | 預計現金剩餘(不足)數額<br>Estimated Cash Balance (Insufficient) | 預計現金不足額之補救措施<br>Strategies for Redeeming Estimated Insufficient Cash Amount |                                 |
|---|--|---|---|---|---------------------------------|
|   |  |   |   | 融資計劃<br>Financing Plan  | 理財計劃<br>Finance Management Plan |
| 1,533,090,472                                       | 40,866,330   | 45,204  | 1,574,002,006   | -   | -                               |

1. 95年度現金流量變動情形分析：

- (1) 營業活動：主要係預計營業收入成長挹注營業收入之淨現金流入。
- (2) 投資活動：主要係預計流動金融資產減少造成投資活動之淨現金流入。
- (3) 融資活動：主要係預計存匯款及金融債券

1. Analysis of cash flow status change in the current fiscal year:

- (1) Operating activities: Mainly, a funds shift from estimated operating income growth to operating income net cash inflow.
- (2) Investing activities: Mainly, financing activities cash inflow caused by a decrease in estimated current financial assets.
- (3) Financing activities: Mainly, the net cash out flow from financing activities caused by a decrease in

減少造成融資活動之淨現金流出。

2. 預計現金不足額之補救措施及流動性分析：不適用。

estimated deposits, remittances and financial debentures.

2. Strategies for redeeming estimated insufficient cash amount and fluidity analysis: Not applicable.

## 四、最近年度重大資本支出對財務業務之影響：無

## IV. Effects of Major Capital Expenditures in the Most Recent Fiscal Year on Financial Transaction: None

## 五、最近年度轉投資情形：

本公司轉投資下列3家公司：

## V. Reinvestment Policy for in the Most Recent Fiscal Year:

The company had made reinvestments in the following three companies:

### (一) 台灣期貨交易所股份有限公司

預計截至95年度止，該公司資本總額為新臺幣20億元，發行股數為2億股，本公司持有股數為150萬股，股權持有率為0.75%。該公司預計本年度每股現金股利為1.24元，本公司可獲配新臺幣186萬元。

### (I) Taiwan Futures Exchange:

At the end of 2006, Taiwan Futures Exchange is expected to have capital of NT\$2 billion, with 200 million shares of stocks issued. Chungghwa Post holds 1.5 million shares of the Taiwan Futures Exchange, or 0.75% of its outstanding common stock. TFE expects to pay a cash dividend of NT\$1.24 per share this year, which means Chungghwa Post will be getting NT\$1.86 million.

### (二) 中華快遞股份有限公司

預計截至95年度止，該公司資本額為新臺幣2億元，發行股數為2千萬股，本公司持有股數為800萬股，股權持有率為40%，依權益法認列長期股權投資利益新臺幣425萬5千元。

### (II) Chunghwa Express Corp.:

At the end of 2006, Chunghwa Express Corp. is expected to have capital of NT\$200 million, with 20 million shares of stocks issued. The company holds 8 million shares of Chunghwa Express Corp., or 40% of its outstanding common stock. Investment income on long-term equity investment under the equity method is NT\$4,255,000.

### (三) 財金資訊股份有限公司

預計截至95年度止，該公司資本總額為新臺幣40億元，發行股數為4億股，本公司持有股數為455萬股，股權持有率為1.14%。該公司預計本年度每股現金股利為1.3元，本公司可獲配新臺幣591萬5千元。

### (III) Financial Information Service Co., Ltd.:

At the end of 2006, Financial Information Service Co., Ltd. is expected to have capital of NT\$4 billion, with 400 million shares of stock issued. The company holds 4.55 million shares of Financial Information Service Co., Ltd., or 1.14% of its outstanding common stock. Financial Information Service Co., Ltd. expects to pay a cash dividend of NT\$1.3 per share this year, which means Chungghwa Post will be getting NT\$5,915,000.

## 六、風險管理事項

## VI. Risk Management

### (一) 公司之風險管理組織架構及政策

### (I) Company Risk Management, Structure and Policy

#### 1. 風險管理組織架構

##### (1) 董事會

本公司董事會係負責公司整體風險管理之成果，並確保其符合公司經營環境與營運目標之達成。

#### 1. Risk Management Structure

##### (1) Board of Directors

The board is ultimately responsible for the company's risk management and it must ensure that the risk management program is a good match with the company's operational environment and would help to further its goals.

##### (2) 風險管理委員會

經理部門設置風險管理委員會，負責擬定風險管理政策，並建立質化與量化之管理標準，同時協調溝通各部門風險管理職掌及跨部門間之各項風險管理工作。

##### (2) Risk Management Committee

Reporting directly to top management, the Risk Management Committee is in charge of drafting up the company's risk management policies, establishing a set of standards for qualitative and quantitative management, as well as coordinating the risk management efforts of various departments.

### (3) 風險管理單位

目前於總經理室下設置風險管理科，負責蒐集分析市場風險、利率風險及流動性風險等管理資料，訂定各項風險衡量指標，監控衍生性金融商品避險交易使用之風險管理措施是否確實遵守法令規範，並定期向總經理及董事會陳報風險管理有關資訊。

#### 2. 政策

為確保風險管理制度之完整性，落實風險管理之制衡機制，提升風險管理之分工效能，本公司已訂定風險管理政策，作為內部機制與執行風險管理作業之依據。

## (二) 衡量及控管各風險之方法及曝險量化資訊

### 1. 一般定性揭露

#### (1) 策略及流程

##### 資金運用管理

設置「資金運用委員會」，並訂定「郵政資金運用管理及作業辦法」及「資金運用風險管理處理程序」，規定各項資金運用交易限度與授權額度等權責，以有效運用資金及加強投資風險之管理。

訂定「中華郵政股份有限公司從事衍生性金融商品避險交易處理程序」及從事衍生性金融商品避險交易內部控制規範，強化衍生性金融商品避險交易之風險管理及內部控管。

##### 衍生性金融商品管理

**信用風險：**因本公司交易對象均為信用良好之金融機構，預期不致產生重大之信用風險。

**市場價格風險：**本公司從事遠期外匯及換匯，國內股價指數期貨及選擇權合約交易，均係為規避部分外幣資產之匯率風險、或權益證券風險，因此匯率或權益證券價格變動產生之損益大致會與被避險項目之損益相抵銷，故市場價格風險並不重大。

**流動性風險、現金流量風險：**衍生性金融商品合約之名目本金通常係用以計算交易雙方應收、付金額之基礎，非實際交付金額或現金需求，實際交割金額通常較名目金額為小。而本公司持有之外幣資產流動性高，預計有足夠外幣予以支應，且到期之遠期外匯合約多予以續作；另從事其他衍生性金融商品合約之價款亦已付訖，故無籌資風險。又因衍生性金融商品合約之匯率已確定，而期貨及選擇權合約僅於嗣後當期貨或選擇權指數波動致使交易

### (3) Risk Management Unit

The Risk Management Department, under the supervision of the President, is charged with collecting and analyzing market risk, interest rate risk and liquidity risk, drawing up risk measurement indicators, monitoring risk management measures for its derivative hedging activities to ensure legal compliance, and making periodic reports to the president and the board of directors.

#### 2. Policies

To ensure the integrity of the company's risk management system, to firmly implement its risk management program as a check and balance mechanism, and to raise the performance of the division of labor in risk management, the company has established risk management policies as an internal mechanism to provide guidance for the execution of its risk management program.

## (II) Method for the Evaluation of and Monitoring of Each Risk Category and Quantification of Risk Exposure

### 1. General Periodic Disclosures

#### (1) Strategies and Procedures

##### Capital deployment and management

The company has established a Capital Deployment Committee as well as "Guidelines for the Management of Postal Capital Deployment" and "Risk Management Procedures for Capital Deployment." These lay out rules limiting capital deployments and instituting authorized limit for various capital deployments, so as to efficiently deploy the company's capital and enhance the management of its investment risk.

The company has also drawn up "Procedures for Derivative Hedging Activities of Chunghwa Post" and a set of internal control rules for its derivative hedging activities to strengthen the risk management and internal control of its derivative hedging activities.

##### Management of Derivative Instruments

**Credit Risk:** The company only deals with credible financial institutions, and therefore bears little credit risk.

**Market Risk:** The company enters into foreign exchange forwards and swaps as well as Taiwan stock index futures and options to hedge portions of its foreign currency assets and equity price exposure. Hence, fluctuations of exchange rates and equity prices are offset and the market risk is low.

**Liquidity Risk and Cash Flow Risk:** The nominal principal of derivative instrument contracts is usually used to calculate the amount receivable and payable and not the actual amount paid or cash needed. The actual settlement amount is usually smaller than the nominal amount. The company's foreign currency assets are highly liquid and so it should have enough foreign currency to support its transactions, and foreign exchange forward contracts that are due are mostly renewed; in addition, payments for other derivative instrument contracts are all paid, so there is no funding risk. What's more, the exchange rates of derivative financial instrument contracts are already set, so as far as its futures and option contracts are concerned, the company will only have to deposit additional funds when its account falls

保證金低於維持保證金時，方需增加繳存保證金，故不致有重大之現金流量風險。

#### 具有資產負債表外信用風險之金融商品管理

本公司儲匯及壽險業務由於承作貸款，故有授信承諾。本公司在提供貸款承諾時，均需作嚴格的信用評估。本公司之策略為在撥付核准之貸款予某些特定客戶前，要求提供適當的擔保品。當客戶違約時，本公司會強制執行其擔保品或其他擔保之權利。

#### 信用風險顯著集中之資訊

本公司之儲匯業務主要潛在信用風險源自於轉存於銀行同業定期存款，為降低信用風險，本公司定期持續評估轉存銀行之財務狀況，及時調整轉存限額，並評估轉存款回收可能性。

#### 利率及流動性管理

為加強利率暨流動性風險管理，提高資金運用效率，訂定「利率風險管理作業要點」及「郵政資金流動性風險管理作業要點」。

按月編製「利率敏感性資產負債分析表」控管利率敏感性缺口；另為管理流動性風險，按旬編製「新台幣現金流量缺口分析表」及按季編製「資產及負債之到期分析」為控管之依據。

#### (2) 風險報告及衡量系統之範圍與特點

目前有關風險資訊報告，整體監控部分以「主要業務風險控管情形」彙總內部限額執行情形，包括：市場風險、信用風險、流動性風險、作業風險及其他風險等共5項整合資訊，每年提報風險管理委員會及董事會。

#### (3) 避險政策及監測避險持續有效性之策略與流程

本公司之遠期外匯及換匯合約，主要係為規避部分外幣債權因匯率變動產生之風險，均屬非以交易為目的而持有。本公司之避險策略係以達成能夠規避大部分市場價格風險為目的。本公司以與被避險項目公平價值變動呈高度負相關之衍生性金融商品持續承作以作為避險工具，並定期評估。

本公司從事國內股價指數期貨買賣及台股指數選擇權，主要係規避國內股票投資之市價變動風險。

為評估避險損益變化，衍生性金融商品之避險交易每月至少2次按市價評估避險成效，其評估報告定期陳報總經理，並按月提報風險管理委員會及董事會。

below the maintenance margin requirement. Therefore, there shouldn't be too much of a cash flow risk.

#### Financial Product Management Involving Off-Balance Sheet Credit Risk

The banking and life insurance departments of the company make credit commitments for its loan business. The company always performs a thorough credit assessment before committing to lending. Its strategy is to ask for an appropriate mortgage before loan disbursements to certain clients. When any of these clients break the contracts, the company will enforce these mortgages or other mortgaged rights.

#### Concentration of Credit Risk

The potential major credit risk of the company's banking sector exists in the CDs deposited in other banks. In order to lower credit risk, the company regularly assesses the financial status of these banks to make timely adjustments and assess the possibility of withdrawing these deposits.

#### Interest Rates and Liquidity Management

In order to strengthen its interest rates and liquidity risk management as well as to raise its capital efficiency, the company has drawn up "Guidelines for Interest Rate Risk Management" and "Guidelines for Postal Capital Liquidity Risk Management."

It prepares a monthly Interest-Rate-Sensitive Balance Sheet to control the rate sensitive gap; and prepares a New Taiwan Dollar Cash Flow Gap Analysis every ten days and a Maturity Analysis of Assets and Liabilities every quarter to manage liquidity risk.

#### (2) The Scope and Characteristics of Risk Reports and Risk Assessment System

An annual risk report is made to the company's Risk Management Committee and Board of Directors. The report provides a summary about the execution of internal limit restrictions and integrated information about market risk, credit risk, liquidity risk, operational risk and other risks.

#### (3) Hedging Policy, strategies and procedures to monitor the continual effectiveness of its hedging program

The company enters into foreign exchange forwards and swaps to hedge against foreign exchange rate fluctuations, not for trading purposes. The goal of the company's hedging strategies is to help the company avoid market risk as much as possible. The company uses derivatives, which have a high negative correlation of fair value change of the hedged item, as hedging tools and regularly evaluates them.

The company enters into Taiwan stock index futures and options to hedge against market volatility in the domestic stock market.

To evaluate hedging gains and losses, evaluation of hedge performance is made according to market values at least twice a month. The results are reported to the president of the company regularly and to the company's Risk Management Committee and Board of Directors monthly.

## 2. 信用風險

## 2. Credit Risk

## (1) 表內項目 On Book Items

## 表內項目—信用風險風險性資產額 On Book Items – Credit Risk Risk-Based Assets

94年12月31日 單位：新台幣仟元 December 31, 2005, Unit: NT\$1000

| 項 目<br>Item  | 適用之風險權數<br>Applicable Risk Weights | 風險性資產額<br>Risk-Weighted Assets |
|--|------------------------------------|--------------------------------|
| 本國公債<br>Domestic Government Bonds                                  | 0%                                 | 0                              |
| 地方政府保證之債權<br>Conditioned-Guaranteed Debt Due from Local Government | 10%                                | 231,943                        |
| 本國銀行保證之債權<br>Conditioned-Guaranteed Debt Due from Domestic Banks   | 20%                                | 250,706,711                    |
| 住宅擔保放款 Residence Real Estate Mortgage Loans                        | 50%                                | 0                              |
| 其他 Others  | 100%                               | 52,549,180                     |
| 合計 Total   |                                    | 303,487,834                    |

## (2) 表外項目 Off Book Items

## 表外項目—信用風險風險性資產額 Off Book Items – Credit Risk Risk-Based Assets

94年12月31日 單位：新台幣仟元 December 31, 2005, Unit: NT\$1000

| 項 目<br>Item   | 風險性資產額<br>Risk-Weighted Assets |
|---|--------------------------------|
| 一般表外交易 General Off Book Transactions                            | 0                              |
| 衍生性金融商品 Derivative Financial Instruments                        | 888,407                        |
| 票債券附買回約定負債<br>(RP) Bills/Bonds Repurchase Agreement Liabilities | 5,699                          |
| 附賣回約定票債券投資<br>(RS) Bills/Bonds Reverse Repurchase Investment    | 514                            |
| 合計 Total  | 894,620                        |

(3) 截至年報刊印日前一季止，擔任創始機構，其信託或讓與之資產所發行之證券券別、發行總額、流通餘額及自行購回餘額：無

3. 使用自有模型計算市場風險所需資本之公司，對每一類適用自有模型法之資產組合，應揭露事項：無

(3) As the Founding Institution, Categories of the Securities Issued by Trusts and Transferred Assets, Total Issuance Amounts, Current Balance and Self-Redeemed Balance for the Season Prior to the Annual Report Printing Date: None

3. Items for Disclosure for Each Type of Internal Model Method Applicable Asset Combination, for Banks Using Internal Models to Calculate Requisite Market Risk Funds: None



4. 流動性風險  
4. Liquidity Risk

資產及負債之到期分析 Analysis of Assets and Liabilities Maturity

94年12月31日 單位：新台幣仟元 December 31, 2005 Unit:NT1000

|                            | 合計<br>Total   | 距到期日剩餘期間金額<br>Amount Outstanding by Remaining Time to Maturity |                      |                        |                            |                     |
|----------------------------|---------------|--|----------------------|------------------------|----------------------------|---------------------|
|                            |               | 0-30天<br>0-30 Days   | 31-90天<br>31-90 Days | 91-180天<br>91-180 Days | 181天-1年<br>181 Days-1 Year | 1年以上<br>Over 1 Year |
| 資產Assets                   | 3,801,960,572 | 912,449,925  | 520,042,799          | 621,160,696            | 1,176,214,528              | 572,092,624         |
| 負債Liabilities              | 3,723,213,552 | 1,558,566,409  | 435,501,916          | 519,448,088            | 1,061,519,366              | 148,177,773         |
| 缺口Gap                      | 78,747,020    | -646,116,484   | 84,540,883           | 101,712,608            | 114,695,162                | 423,914,851         |
| 累積缺口<br>Accumulated<br>Gap |               | -646,116,484   | -561,575,601         | -459,862,993           | -345,167,831               | 78,747,020          |

註：本表不含外幣及壽險業務。

Note: This chart does not include foreign currency and insurance business.

(三) 國內外重要政策及法律變動對公司財務業務之影響及因應措施：無

(III) Effects of Major International and Domestic Policy Changes on the Company's Financial Business and Countermeasures: None

(四) 科技改變及產業變化對公司財務業務之影響及因應措施：無

(IV) Effects of Technological and Industry Changes on the Company's Financial Business and Countermeasures: None

(五) 公司形象改變對公司之影響及因應措施：無

(V) Effects of Company Image Changes on the Company's Financial Business and Countermeasures: None

(六) 進行併購之預期效益及可能風險：無

(VI) Expected Benefits and Potential Risks of Mergers and Acquisitions: None

(七) 擴充營業據點之預期效益及可能風險：無

(VII) Expected Benefits and Potential Risks of Business Base Expansion: None

(八) 業務集中所面臨之風險

(VIII) Business Concentration Risk:

本公司目前授信與投資相關業務均依據「郵政資金運用管理及作業辦法」辦理，並於限額規範內執行。

The company's credit extension and investment business is operated under the "Guidelines for the Management of Postal Capital Deployment" and must be kept within specified limits.

(九) 經營權之改變對公司之影響及風險：無

(IX) Effects of the Change in Right of Authority for the Company and its Risks: None

(十) 訴訟或非訟事件，應列明公司及公司董事、監察人、總經理、持股比例超過百分之一以上之大股東及從屬公司已判決確定或尚在繫屬中之重大訴訟、非訟或行政爭訟事件，其結果可能對存款人或股東權益或證券價格有重大影響者，應揭露其系爭事實、標的金額、訴訟開始日期、主要涉訟當事人及截至年報刊印日止之處理情形：無

**(十一) 其他重要風險：**

本公司為百分之百政府股權之國營股份有限公司，公司營運均依據主管機關之法令政策，每年訂定各項年度工作計畫及年度風險管理工作計畫，各單位應按季填報相關計畫之執行情形，確保各項業務均能符合所訂定之管理目的，以降低營運風險。

**七、危機處理應變機制：**

除頒訂安全防護工作手冊災害緊急應變對策手冊外，並訂定各項業務危機處理應變機制，且定期檢視更新。

**八、其他重要事項：無。**

(X) In the Matter of Litigation or Non-litigation Events, Lists Made of Litigation Results, Major Litigations and Non-litigations Pending, or Administrative Appeals Involving the Company and Company Directors, Supervisors, Presidents, Major Shareholders Possessing Greater than 1% of Outstanding Shares, and Subsidiaries. For Those Results That May Greatly Effect the Rights of Depositors and Shareholders, a Disclosure of Details Involving the Disputes, the Bid Amount, Litigation Starting Date, Major Litigants, and Their Status As of the Annual Report Print Date: None

**(XI) Other Major Risks:**

This Company is one hundred percent run and owned by the government, the management measures are done strictly in accordance with regulations and stipulations. Working plans on business and risk management are specified every year. It ensures to lower the management risk and fit the rules that all departments and units check the plans and fill related forms every season.

**VII. Crisis Management Mechanisms:**

Besides putting together the Emergency Disaster Response Strategies Handbook, the Chunghwa Post has set up itemized business crisis resolutions and response policies, which are assessed and updated periodically.

**VIII. Other Important Items: None**