



2020

中国邮政集团有限公司年报

ANNUAL REPORT

CHINA POST GROUP

CORPORATION LIMITED

中国邮政集团有限公司2020年报

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目 录 CONTENTS

中国邮政集团有限公司党组书记、董事长 刘爱力致辞 Message from Chairman Liu Aili	02	公司介绍 Corporate Profile	06
2020年中国邮政十件大事 Ten Major Events of China Post in 2020	58	中国邮政集团有限公司简介 An Introduction to China Post Group Corporation Limited	07
2020年纪特邮票发行目录 The List of Commemorative and Special Stamps Issued in 2020	66	领导班子成员 Members of Senior Executives	08
		机构设置 Organizational Structure	10
		发展综述 Development Overview	12
		企业党建 Corporate Party Building	16
		普遍服务 Universal Postal Service	20
		业务发展 Business Development	24
		邮政业务 Postal Service	25
		寄递业务 Parcel, Express and Logistics Business	31
		金融业务 Financial Service	32
		邮储银行 Postal Savings Bank of China	32
		代理金融 Agent Financial Service	35
		中邮保险 China Post Life Insurance	36
		中邮证券 China Post Securities	38
		国际合作 International Cooperation	39
		企业管理 Business Management	40
		公司战略 Corporate Strategy	41
		科技创新 Scientific & Technological Innovations	44
		人力资源管理 Human Resources Management	46
		企业文化和精神文明建设 Corporate Culture & Ethical Advancement	50
		安全生产 Workplace Safety	50
		服务质量管理 Service Quality Management	51
		社会责任 Corporate Social Responsibility	52
		抗击疫情 Battling COVID-19	53
		服务乡村振兴战略 Serving Rural Revitalization	55
		绿色邮政 Green Post Initiative	56
		风险防控 Risk Prevention and Control	57

中国邮政集团有限公司 党组书记、董事长刘爱力致辞 Message from Chairman Liu Aili



“向关心支持邮政发展的各级领导和各位同仁表示衷心的感谢！向奋战在各条战线上的广大邮政干部职工表示真挚的慰问！”

2020年是极不平凡的一年。中国邮政坚持以习近平新时代中国特色社会主义思想为指导，全面贯彻落实中央决策部署，统筹推进疫情防控和经营发展工作，在危机中育新机、于变局中开新局，整体保持了良好发展态势。取得这些成绩，得益于社会各界的长期信任、鼎力支持，得益于广大客户的同舟共济、携手前行，得益于邮政百万员工的勠力同心、奋斗不辍。借此机会，我谨代表邮政集团，向关心支持邮政发展的各级领导和各位同仁表示衷心的感谢！向奋战在各条战线上的广大邮政干部职工表示真挚的慰问！

过去的一年，我们始终强化政治站位，服务大局彰显担当。面对百年不遇的疫情考验，我们主动服务疫情防控大局，做到了“四不中断”“四免费办”，成为了各级政府抗击疫情的重要依靠力量 and 有效抓手，充分发挥了“先行军”“主力军”“国家队”的重要作用，交出了一份经得起历史和人民检验的抗疫答卷。坚决打好三大攻坚战，

超额完成邮政脱贫攻坚任务，扎实推进绿色邮政建设，牢牢守住重大风险底线，切实履行了央企责任担当。

过去的一年，我们始终坚持质效并举，发展质量持续提升。面对世情国情企情的深刻变化，我们攻坚克难、共谋发展，推动集团经营发展保持良好态势，完成收入 6645 亿元，增长 7.7%；实现利润 606.4 亿元，增长 12.5%。敢闯敢拼、苦干实干，推动各项业务加快发展，普遍服务质量全面达标，金融业务结构调整成效突出，寄递业务竞争能力快速提升，农村电商发展扎实推进，协同发展战略有效落地。

过去的一年，我们始终深化改革创新，发展活力充分迸发。面对艰巨繁重的改革创新任务，我们蹄疾步稳、全面发力，国企改革三年行动方案加快实施，数字货币、直销银行、物流基金、军民融合、惠农合作、“三关合一”等多项关系邮政长远发展的顶层设计实现重大突破，为中国邮政持续健康发展打下坚实基础。聚焦主业、破解难题，网点渠道转型效果凸显，邮储银行“五化”转型加速推进，中邮科技引战混改圆满完成，寄递业务以“三个视角”找差距、立标杆，以“三大规律”促改革、求创新，能力不足之“痛”得到有效缓解。

过去的一年，我们始终强化科技赋能，竞争能力切实增强。面对日新月异的科技进步，我们加强互联网、云计算、大数据、人工智能和邮政业务的深度融合，金融数字化转型步伐加快，邮储银行新一代个人业务核心系统建设有效赋能客户营销、风险识别、产品创新；寄递智能化转型取得实效，时限、成本、市场、服务四大数据库建设成效显著，初步做到了对全国 11 万余条线路的 IT 智能规划，自动理货、自动摆轮、自动供件、直连配发等新工艺新装备推广应用，进一步提高了邮政信息化、自动化、智能化水平，为重点业务高质量发展积蓄了强劲动能。

过去的一年，我们始终加强党的建设，发展合力全面汇聚。面对新时代党的建设总要求，我们不断强化理论武装，旗帜鲜明讲政治，持续深化巩固“不忘初心、牢记使命”主题教育成果，扎实推进党风廉政建设和反腐败斗争，高质量高效率开展巡视巡察工作，工作作风进一步转变，求是求实的良好氛围进一步形成，党建引领发展的作用进一步强化。

志无休者，虽难必易；行不止者，虽远必臻。2021 年是“十四五”规划开局之年，是开启全面建设社会主义现代化新征程的第一年，也是中国邮政推进高质量发展的关键一年。我们将以习近平新时代中国特色社会主义思想为指导，立足新发展阶段，坚持新发展理念，融入新发展格局，不折不扣落实国企改革三年行动方案，以改革创新、科技赋能推动转型发展，以高标准市场体系树立邮政独特优势，加快高质量发展，全力构筑中国邮政“四梁八柱”战略框架，推动二次崛起，以优异成绩迎接党的百年华诞！

Thank-you to governments at all levels and the general public for your care and support, and to my co-workers for your hard work in various posts.

In the extraordinary year of 2020 we continued to follow the guidance of the Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, and fully implemented the decisions and deployments of the Party Central Committee. We coordinated the efforts to battle COVID-19 and promote business development at the same time, nurtured opportunities in the crisis and opened up new horizons in the changing world, maintaining a sound momentum on the whole. All this would not be possible without the long-term trust and generous support from across the society, from our customers or the solidarity and hard work of our employees numbered more than one million. I would like to take this opportunity to say thank-you to governments at all levels and the general public for your care and support and to my co-workers for your hard work in various posts.

In 2020, we continued to strengthen our political integrity and shouldered our responsibility by serving national interests. In the face of the once-in-a-century pandemic, we took the initiative to serve COVID-19 control, ensured no disruption to postal service, including outlet service, confidential correspondence communication, mail collection & delivery, and online service, and provided free postal service for aids and donations to disaster relief efforts, including free delivery of relief supplies, free door-to-door collection and delivery of personal donations, and free remittance of donations. We provided important and effective support for governments at all levels in the battle against COVID-19, played our role as a “vanguard”, “main force” and “national team” and made our due contribution that lived up to people’s expectation and could stand the test of time. We fought with great resolve against potential risk, poverty, and pollution. We beat our original targets in poverty alleviation, promoted green postal service in a solid manner, and did our best to guard against major risks, earnestly fulfilling our responsibility as a central state-owned enterprise.

In 2020, we continued to attach equal importance to quality and efficiency and the quality of our business growth continued to improve. In the face of profound external and internal changes, we overcame all sorts of difficulties, sought for progress, and maintained a sound growth momentum. We registered an income of RMB 664.5 billion, up by 7.7% from the previous year, and made RMB 60.64 billion in profit, up by 12.5%. We forged ahead, strove in a down-to-earth manner, and sped up the growth across business sectors. Our universal postal service met all the quality requirements; the structural adjustments to the financial business proved successful; the parcel, express and logistics business became more competitive; our rural e-commerce projects were advanced in a solid manner. The strategy of coordinated development has been effectively implemented.

In 2020, we continued reforms and innovation and fully stimulated the vitality for development. In the face of arduous tasks of reform and innovation, we moved fast and steadily, and took a multi-pronged approach. We accelerated the implementation of the *Three-year Action Plan for the Reform of State-owned Enterprises (2020-2022)*, and made breakthrough in delivering top-level designs that are vital to our long-term development onto the ground: digital RMB, direct banking, the logistics fund, civil-military integration, cooperation for rural development and the integration of regulation, postal customs and commercial customs for cross-border e-commerce, laying a solid foundation for our sustainable, sound development. We solved problems, especially those with our principal business. Our effort to transform outlets and distribution channels paid off. The Postal

Savings Bank of China accelerated its transformation. China Post Science and Technology Company Limited introduced strategic investment and completed the mixed ownership reform. The parcel, express and logistics business identified its weaknesses and set benchmarks from the perspectives of customers, competition and the best in industry, and advanced reform and sought innovation by following the industrial, market and value laws, effectively addressing its pain point caused by lack of competitiveness.

In 2020, we continued to strengthen the enabling role of technologies and substantially improved our competitiveness. In the face of rapid technological advance, we strengthened the deep integration of the Internet, cloud computing, big data, artificial intelligence technologies and postal service, and accelerated financial digitization. The PSBC’s new-generation personal banking service system has greatly empowered customer marketing, risk identification and product innovation. The development of intelligent parcel, express and logistics business produced substantial fruits. Notable progress was made in building four databases about time limit, cost, market and service. IT-enabled planning of more than 110,000 routes nationwide was made possible. The latest techniques and equipment were applied for such purposes as automatic stock taking, automatic balance wheel, automatic loading and direct-link for delivery, making our postal service more IT-enabled, automatic and intelligent, and incubating strong momentum for the high-quality development of our key businesses.

In 2020, we continued to strengthen Party building and formed a synergy for development. To meet the general requirements for Party building in the new era, we continued to study the Party theories, and clearly and openly emphasized the importance of political integrity. We continue to consolidate the outcomes of the “Remaining True to the Original Aspiration and Keeping in Mind the Mission” education campaign, and steadily advanced the building of a clean Party and government and the fight against corruption, and efficiently conducted the inspection work up to high standards. Thanks to these efforts, our work style was further improved, and an enabling environment for seeking truth and effects was formed. The Party building’s role in driving corporate development was hence strengthened.

As an ancient Chinese poem reads, “For those who never give up, nothing is impossible; for those who never stop, no goal is too far to reach.” The year of 2021 is the first year covered by the 14th Five-Year Plan, the first year of China’s new journey toward a modern socialist country in all respects, and a key year for us the China Post Group to promote high-quality development. We will follow the guidance of the Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, proceed from this new stage of development, adhere to the new development concept, fit into the new development pattern, and fully implement the *Three-year Action Plan for the Reform of State-owned Enterprises (2020-2022)*. We will drive and empower the corporate transformation and development with reform, innovations and technological progress, build our unique advantages with a high-standard market system, speed up high-quality development, build our strategic framework of “four girders and eight columns”, facilitate the second rise, and celebrate the Party’s 100th birthday with excellent results.

刘爱力

中国邮政集团有限公司党组书记、董事长

Liu Aili

Chairman and Secretary of the Leading Party Members' Group
China Post Group Corporation Limited

公司介绍

CORPORATE PROFILE

中国邮政集团有限公司简介

An Introduction to China Post Group Corporation Limited

经国务院批准，中国邮政集团公司于 2019 年 12 月正式改制为中国邮政集团有限公司。中国邮政集团有限公司是依照《中华人民共和国公司法》组建的国有独资公司，公司不设股东会，由财政部依据国家法律、行政法规等规定代表国务院履行出资人职责，公司设立党组、董事会、经理层。公司依法经营各项邮政业务，承担邮政普遍服务义务，受政府委托提供邮政特殊服务，对竞争性邮政业务实行商业化运营。

中国邮政集团有限公司按照国家规定，以邮政、快递物流、金融、电子商务等为主业，实行多元化经营。经营业务主要包括：国内和国际信函寄递业务；国内和国际包裹快递业务；报刊、图书等出版物发行业务；邮票发行业务；邮政汇兑业务；机要通信业务；邮政金融业务；邮政物流业务；电子商务业务；各类邮政代理业务；国家规定开办的其他业务。

经过多年持续发展，中国邮政集团有限公司已转型升级为实业与金融相结合、业务多元化的大型企业集团，竞争实力得到增强，企业效益明显提升，社会影响不断扩大。2020 年，中国邮政集团有限公司总收入 6645 亿元，实现利润 606.4 亿元，在 2021 年《财富》世界五百强企业排名第 74 位，在世界邮政企业排名第 2 位。

With the approval of the State Council, China Post Group Corporation was officially restructured into China Post Group Corporation Limited (hereinafter referred to as "China Post Group" or "the Group" for short) in December 2019, a solely state-owned enterprise (SOE) incorporated in accordance with the Company Law of the People's Republic of China. There is the Leading Party Members' Group, Board of Directors and executives, but not the General Assembly of Shareholders; the Ministry of Finance performs the contributor's duties on behalf of the State Council according to relevant laws and administrative regulations. We engage in postal businesses in accordance with laws, undertake the obligations of providing universal postal service, offer special postal service as entrusted by the government and conduct commercial operation of competitive postal businesses.

We engage in diversified operations in accordance with national regulations, with universal postal service, parcel, express and logistics business, financial business and rural e-commerce as our principal businesses. Our business scope cover domestic and international letter business, domestic and international express & parcel business, distribution of newspapers, periodicals and books, stamp issuance, postal remittance service, confidential correspondence communication, postal financial business, postal logistics, e-commerce, various postal agent services, and other businesses stipulated by the state.

After years of sustained development, we have been transformed and upgraded into a conglomerate of diversified operations integrating industry and finance. Our competitiveness and profitability have been markedly enhanced and our social influence expanded. In 2020, with operating income of RMB 664.5 billion and profit of RMB 60.64 billion. We ranked 74th on the Fortune 500 list and 2nd among postal companies in the world in 2021.



6645 亿元

2020 年，中国邮政集团有限公司总收入
Total revenue in 2020 is RMB 664.5 billion.

606.4 亿元

2020 年，实现利润
Profit in 2020 is RMB 60.64 billion.

领导班子成员

Members of Senior Executives



刘爱力

董事长 党组书记

Mr. Liu Aili
Chairman
Secretary of Leading Party Members' Group



张金良

董事 总经理 党组副书记

Mr. Zhang Jinliang
Board Member / President
Deputy Secretary of Leading Party Members' Group



李丕征 Mr. Li Pizheng

董事 党组副书记
Board Member
Deputy Secretary of Leading Party Members' Group



康宁 Mr. Kang Ning

副总经理 党组成员
Vice President
Member of Leading Party Members' Group



盛道文 Mr. Sheng Qiuwen

中央纪委国家监委驻中国邮政集团有限公司纪检监察组组长 党组成员
Head of the Discipline Inspection & Supervisory Team
Member of Leading Party Members' Group



温少祺 Mr. Wen Shaoqi

副总经理 党组成员
Vice President
Member of Leading Party Members' Group



郭成林 Mr. Guo Chenglin

总会计师 党组成员
Chief Accountant
Member of Leading Party Members' Group



王俭 Mr. Wang Jian

副总经理 党组成员
Vice President
Member of Leading Party Members' Group



刘建军 Mr. Liu Jianjun

副总经理 党组成员
Vice President
Member of Leading Party Members' Group

机构设置
Organizational Structure

中国邮政集团有限公司机构设置 Organizational Structure



发展综述

Development Overview

2020 年，中国邮政坚持以习近平新时代中国特色社会主义思想为指导，全面贯彻中央决策部署，坚持高质量发展，革故鼎新、攻坚克难，为推动二次崛起奠定坚实基础。集团公司收入完成 6645 亿元，同比增长 7.7%；实现利润 606.4 亿元，同比增长 12.5%。

2020 年，中国邮政认真履行邮政普遍服务义务，服务能力与服务水平不断提高。截至 2020 年末，全国共有邮政支局所 5.4 万处，邮储银行拥有近 4 万个营业网点，投递服务网点 4.3 万处，邮政信筒信箱 10 万个，邮局用户信箱 1.5 万个，建制村直接通邮率持续保持 100%。

截至 2020 年末，中国邮政拥有专用邮政运输飞机 32 架、火车邮厢 139 辆、各类邮政汽车 11.2 万辆。邮路总数 3.7 万条，其中航空邮路 2684 条，铁路邮路 119 条，汽车邮路 3.3 万条，邮路总长度（单程）1187.4 万公里。农村投递路线 410.4 万公里，城市投递路线 219.4 万公里。

函件业务全年实现收入 60.2 亿元。函件业务量 14.2 亿件，其中，义务兵免费函件 4.8 万件，盲人读物 0.7 万件。

报刊发行业务持续稳步增长。实现收入 90.5 亿元，增幅 3.8%。精心组织 2021 年度报刊大收订工作，实现流转额 236.8 亿元，圆满完成党报党刊发行任务。

集邮业务加快高质量发展。实现收入 80.6 亿元，增幅 2.6%，库存、欠费持续下降。

代理金融转型发展取得新跨越。组织开展“补产”“追产”“增产”行动，调结构、稳规模、提质效。

电商分销业务全年实现收入 119.9 亿元，同比增长 2%。其中分销收入 107.3 亿元，增值收入 12.6 亿元。

寄递业务竞争能力快速提升。全年完成业务量 87.3 亿件，同比增长 22%，实现收入 757.3 亿元，同比增长 4.9%。

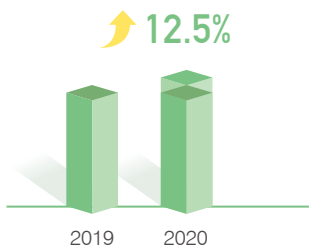
邮储银行着力提升产品服务能力和资金运用能力，量质并重推进稳健转型，经营业绩稳步提升。截至 2020 年末，总资产规模达 11.35 万亿元，总负债规模达 10.68 万亿元；实现营业收入 2862.02 亿元（中国企业会计准则），同比增长 3.39%；净利润 643.18 亿元，同比增长 5.38%。

中邮保险深化价值转型，优化资产配置，完成收入 938 亿元，同比增长 25%。保费增长 21.4%，增速明显高于行业，其中长期期交新单保费增长 176.9%；实现投资收益 124.6 亿元，增长 52.6%。

中邮证券强化协同效应，经营业绩大幅提升，收入、利润分别同比增长 25.6%、16.8%。



2020 年实现利润
Profits in 2020 is RMB 60.64 billion.



实现利润同比增长
Year on year growth is 12.5%.

In 2020, guided by the Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, we comprehensively implemented the decisions and deployments made by the CPC Central Committee. We continued to promote high-quality development and advance reforms, and overcame difficulties, laying a solid foundation for our second rise. We generated RMB 664.5 billion in operating revenue and RMB 60.64 billion in profit, up 7.7% and 12.5% year on year respectively.

In 2020, we earnestly performed the duty of offering universal postal service and kept improving our service capability and level. As of the end of 2020, we had 54,000 post offices, 40,000 PSBC outlets, 43,000 collection & delivery service outlets, 100,000 postal mailboxes and 15,000 mailboxes across the country, with all administrative villages having access to direct postal services.

By the end of 2020, we had 32 aircrafts for postal transport, 139 postal train carriages, 112,000 postal vehicles and 37,000 postal routes, including 2,684 air routes, 119 rail routes and 33,000 highway routes. The total length of postal routes (one-way) reached 11,874,000 kilometers, of which 4,104,000 was in rural areas and 2,194,000 in urban areas.

The letter business registered RMB 6.02 billion in revenue. Altogether 1.42 billion letters were delivered, including free delivery of 48,000 ordinary letters for conscripts and 7,000 Braille materials.

The distribution of newspapers and periodicals maintained steady growth, and registered revenue of RMB 9.05 billion, up 3.8% year on year, and the sales turnover of newspapers and periodicals through postal retail channels reached RMB 23.68 billion. We accomplished the assigned tasks of distributing Party newspapers and periodicals.

The philatelic business accelerated high-quality development with revenue of RMB 8.06 billion, up by 2.6%. The inventory and arrears continued to decrease.

The agent financial business made leapfrog progress in transformation. Actions were taken to boost output, make structural adjustments and keep the production scale stable while improving the production quality and efficiency.

The e-commerce distribution business gained RMB 11.99 billion in revenue, up 2% year-on-year, including RMB 10.73 billion from distribution services and RMB 1.26 billion from value-added services.

The parcel, express and logistics business became much more competitive, completed 8.73 billion orders, a year-on-year increase of 22%, and generated revenue of RMB 75.73 billion, up 4.9% year on year.

The PSBC made particular efforts to improve products and services and better allocate funds. Equal attention was given to quantity and quality in advancing the business transformation steadily, and the business had grown steadily. As of the end of 2020, its total assets reached RMB 11.35 trillion and total liabilities RMB 10.68 trillion. It registered operating revenue of RMB 286.202 billion (according to the China Accounting Standards) and net profit of RMB 64.318 billion, up 3.39% and 5.38% year on year.

32 架

运输飞机 32 架
32 transport aircraft

139 辆

火车邮厢 139 辆
139 postal train carriages

11.2 万辆

各类邮政汽车 11.2 万辆
112,000 postal vehicles of all kinds



中邮保险深化价值转型，优化资产配置，完成收入 938 亿元
China Post Life Insurance Co., Ltd. continued the value transformation and optimized the asset allocation. It registered operating revenue of RMB 93.8 billion.

China Post Life Insurance Co., Ltd. continued the value transformation and optimized the asset allocation. It registered operating revenue of RMB 93.8 billion, up by 25% year on year. Its premium grew by 21.4%, much higher than the industry average; in particular, the first-year long-term regular premium grew by 176.9%. Its return on investment totaled RMB 12.46 billion, up by 52.6%.

China Post Securities Co., Ltd. strengthened the synergy effect and saw remarkable growth, with the operating income and profit up by 25.6% and 16.8% from the previous year, respectively.

发展综述 Development Overview		
名称 Item	数量 Quantity	单位 Unit
邮政支局所 Post offices	5.4	万处 10,000
投递服务网点 Collection & delivery service outlets	4.3	万处 10,000
邮政信筒信箱 Postal mailboxes	10	万个 10,000
邮政用户信箱 Mailboxes	1.5	万个 10,000
专用邮政运输飞机 Aircrafts for postal transport	32	架
火车邮厢 Postal train carriages	139	辆
各类邮政汽车 Postal vehicles	11.2	万辆 10,000
邮路 Postal routes	3.7	万条 10,000
邮路总长度（单程） Total length of postal routes (one-way) (km)	1187.4	万公里 10,000 km

企业党建 CORPORATE PARTY BUILDING



2020 年，全系统各级党组织深入学习贯彻习近平新时代中国特色社会主义思想，认真落实新时代党的建设总要求，党建各项工作有序推进，党建引领作用有效发挥。

In 2020, our Party organizations at all levels worked hard on the study and implementation of the Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, and earnestly fulfilled the general requirements for Party building in the new era. All our Party building work went on in an orderly manner and played an effective role in driving business development.

政治建设深入推进

Continuing political building

把坚决做到“两个维护”作为最大的政治，第一时间学习贯彻习近平总书记重要讲话、重要指示批示精神和党中央决策部署，做到及时响应、迅速行动。认真落实邮政系统加强党的政治建设 21 项具体措施，严肃党内政治生活，严明政治纪律和政治规矩。巩固深化“不忘初心、牢记使命”主题教育成果，持续抓好问题整改。深入开展模范机关建设，机关党员干部政治意识显著增强，自觉把讲政治的要求贯穿于企业改革发展全过程各方面。

We firmly made it the top priority of political building to uphold General Secretary Xi Jinping's core position on the CPC Central Committee and in the CPC as a whole, and the CPC Central Committee's authority and its centralized, unified leadership. We wasted no time in studying Xi's major policy addresses and instructions and the Party Central Committee's decisions and deployments, and acted as quickly as possible to put them into practice. We earnestly implemented 21 measures to reinforce Party building, ensured that intraparty political activities are carried out in earnest, and impose strict Party discipline and rules. We consolidated the outcomes of the education campaign themed "remaining true to the original aspiration, keeping firmly in mind the mission" and continued to rectify problems identified in the course. We continued to build model Party organs, and as a result, members of the Party organs became much more conscious of the need to maintain political integrity, and took the initiative to act upon political integrity in all aspects of corporate reform and development.

思想建设不断深化

Continuing ideological building

充分发挥领导干部领学促学作用，高质量开展中心组学习，认真落实讲党课制度，举办省级邮政企业负责人学习贯彻党的十九届五中全会精神专题研讨班。加强党员干部教育培训，建立集团公司、省、地市、县四级党员教育培训体系，编好用好《党员

100个

创建 100 个党建工作示范单位
100 Party building model units created.

1000个

1000 个党支部示范点
1,000 demonstration points of Party branches.

10000个

10000 个党员先锋岗
10,000 posts of model Party members.

应知应会 100 条》《邮政创新发展知识点》和《中国邮政党组织工作手册》。强化青年理论武装，成立青年理论学习小组 1.28 万个，广泛开展青年实践调研、志愿服务等活动。

We gave full play to the role of leading officials in leading and promoting ideological building. High-quality study activities were organized for the Party Committee central group, and the system of Party lectures was earnestly implemented. A special seminar was held for heads of provincial-level branches and subsidiaries to study and implement the guiding principles of the Fifth Plenary Session of the 19th CPC Central Committee. We strengthened the education and training of Party members, and have established a four-level education and training system at the headquarters, provincial, city/prefectural and county levels. We compiled and distributed such publications as *The 100 Things Party Members Should Know*, *Key Points of Postal Service Innovation and Development* and *China Post Group Manual for Party Organizations*. We armed the young Party members with theory studies, set up 12,800 theoretical study groups for them, and organized them to do field research and engage in volunteer activities.

基层党组织建设持续加强

Continuously fortifying primary-level Party organizations

推进基层党组织建设达标工程和创先争优活动，创建 100 个党建工作示范单位、1000 个党支部示范点、10000 个党员先锋岗，评选表彰“两优一先”，开展基层党建“比学赶帮超”活动。选优配强党支部书记，新任党支部书记培训实现全覆盖，培训党务干部 5 万人次，进一步提升履职能力。把好党员发展入口关，严格规范党员教育管理。各级党组织和党员干部亮身份、践承诺，设责任区、建突击队，在脱贫攻坚、抗疫防汛等急难险重任务中冲在前、作表率，在旺季生产、降本增效、风险防控等重点工作中勇担当、立标杆，彰显了“平常时刻看得出来、关键时刻冲得上去”的先锋模范作用。

The Compliance Program and Striving-for-Excellence Campaign for primary-level party organizations were pushed forward. We evaluated and recognized 100 Party building model units, 1,000 demonstration points of Party branches, and 10,000 posts of model Party members. outstanding Party members, Party workers and advanced primary-level



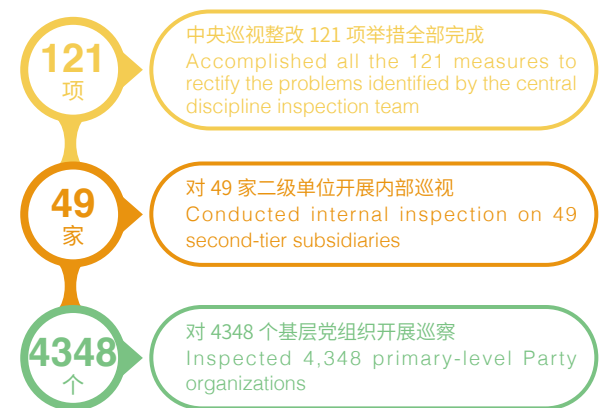
Party organizations were acknowledged. Primary-level Party organizations were mobilized to benchmark against and catch up with and eventually surpass model units. We appointed capable Party members as Party branch secretaries, and offered training to all newly-appointed Party branch secretaries, in addition to 50,000 training opportunities to Party workers, to improve their job performance. We strictly screened Party membership applicants and imposed strict education and rules on Party members. All Party organizations and members must deliver on their commitments in their Party capacity, assume responsibilities and form a vanguard team when needed. They led by example in the fight against poverty, COVID-19 and floods and other critical moments, and rose up to challenges to meet the production goals in the peak season, lower costs and increase efficiency, and guard against and mitigate risks. They are the reliable embodiment of the Party requirements not only at normal times, but also in critical, tough times, and set an example for other employees to follow.

作风建设成效显著

Achieving remarkable results in work style betterment

大力整治形式主义、官僚主义，持续开展“一月一事，消灭最差”和跟班作业实践活动，巩固求是求实作风。坚定不移惩治腐败，全系统共立案 758 件，给予党纪政务处分 967 人。开展“党风廉政警示教育月”活动，举办警示教育大会，推动开好违犯党纪专题民主生活会（组织生活会），不断筑牢拒腐防变思想防线。常抓不懈推进中央巡视整改和内部巡视巡察。中央巡视整改 121 项举措全部完成。对 49 家二级单位开展内部巡视，对 4348 个基层党组织开展巡察。

We aggressively rectified problems of formalism and bureaucracy, carried out the “eliminating non-conformities” program on an ongoing basis and assigned Party officials to work with frontline workers on the construction site, encouraging them to seek truth and effects. We continued to crack down on corruption. In 2020, we filed 758 corruption cases and punished 967 people in accordance with Party disciplines and government regulations. We held the Anti-corruption Education Month, the conference on anti-corruption education, and Party branch meetings on anti-corruption, to consolidate the defense of line against corruption. We kept advancing the rectification of problems identified by the central discipline inspection team and internal inspection. We accomplished all



the 121 measures to rectify problems identified by the central discipline inspection team, conducted internal inspection on 49 second-tier subsidiaries and inspected 4,348 primary-level Party organizations.

党建责任更加压实

Fulfilling the responsibility of Party building

逐级制定落实全面从严治党主体责任清单，修订党风廉政建设主体责任和监督责任实施意见，出台意识形态工作责任实施细则，促进党委（党组）主体责任、纪委监督责任、党委（党组）书记“第一责任人”和班子成员“一岗双责”四责联动。开展党建专项调研督导，对党建考核、战略绩效考核、干部考核进行联动式评价，全系统抓党建促发展的氛围更加浓厚。

We have formulated and put into effect a list of responsibilities for main actors of exercising full, strict Party governance level by level, revised the rules on the implementation of primary responsibilities and supervisory responsibilities for improving the Party conduct and fighting against corruption, and issued rules on the implementation of responsibilities for ideological building. We facilitated the coordination between the responsibilities of the Party committees (groups) as the main actors, the supervisory responsibilities of the discipline inspection committees, the responsibilities of Party committee (group) secretaries as the chief in charge, and the dual responsibilities of the Party leadership for both corporate development and Party building. We guided the Party building-related surveys, and assessed Party building effects, strategy implementation effects and Party members' performance together. We have created a more enabling environment across the Group for driving corporate development under the leadership of Party building.

普遍服务

UNIVERSAL POSTAL SERVICE

邮政普遍服务，是指按照国家规定的业务范围、服务标准和资费标准，为中华人民共和国境内所有用户持续提供的邮政服务。

Universal postal service refers to continuous postal service provided to all users within the territory of the People's Republic of China in accordance with the business scope, service standards and tariff standards prescribed by the state.

——《中华人民共和国邮政法》

The Postal Law of the People's Republic of China



普遍服务是党和国家赋予邮政的重要职责，是公共服务均等化的法律性、制度性安排，承载了党和国家重托、社会期望、人民信赖。中国邮政以全面的业务种类、低廉的服务资费、遍布全国各地的服务网点、深入千家万户的投递网络为社会提供普遍服务，不仅满足了境内所有居民的基本通信需求，还在促进经济社会发展、维护国家政令畅通、保障公民基本通信权利、推进和谐社会建设等方面发挥着不可替代的重要作用。尤其是在2020年抗击疫情的关键时期，中国邮政及时推出“四不中断、四免费办”，切实做好普遍服务邮件寄递服务，全力保障机要文件、党报党刊及时送达，助力维护经济社会稳定和人民群众正常生产生活，切实履行了行业“国家队”的责任担当，充分彰显出邮政普遍服务在特殊时期的惠民生、促稳定、保畅通的重要功能。

Universal postal service is an important responsibility entrusted by the Party and the state to us, and a legal and institutional arrangement for the equalization of public services, and carries the great trust of the Party and the state, the expectation and trust of the people. We offer universal postal service with all-inclusive service categories, affordable charges, numerous service outlets across the country, and a delivery network accessible to every household. In doing so, we not only meet the basic communication needs of all the residents in the country, but also play an irreplaceable role in promoting economic and social development, maintaining the smooth communication of state policies, safeguarding citizens basic right to communication, and promoting the building of a harmonious society. In particular, at the height of the COVID-19 outbreak in 2020, we promptly launched an action to ensure no disruption to postal service and free postal service for aids and donations, effectively delivered parcel, express and logistics services, and made every effort to ensure timely delivery of confidential documents, Party newspapers and periodicals. We thus helped maintain economic and social stability, met people's basic needs, earnestly fulfilled our responsibility as a "national team" in the postal industry, and fully showed the important role of universal postal service in benefiting the people, safeguarding social stability and ensuring smooth communication in difficult times.

邮政服务不中断
No disruption to postal service

网点服务不中断
No disruption to outlet service

机要通信不中断
No disruption to confidential correspondence communication

揽投服务不中断
No disruption to mail collection and delivery

在线服务不中断
No disruption to online service

救援捐助免费办
Free postal service for aids and donations

救援物资免费送
Free delivery of disaster relief supplies

上门揽收免费办
Free door-to-door collection of personal donations

个人捐助免费寄
Free delivery of personal donations

捐款转账免费汇
Free remittance of donations





普遍服务水平稳步提升

The universal postal service level has been significantly raised

2020 年，开展全国邮政普遍服务质量大提升活动，推广应用全国邮政普遍服务管理系统，全国建制村直接通邮率持续保持 100%，乡镇邮政局所覆盖率持续保持 100%，惠及全国 5.1 亿农村人口，助力脱贫攻坚和乡村振兴国家战略，得到政府部门的表扬。全国普遍服务营业网点 5.4 万处，营业服务达标率 99.97%。全国邮政投递服务网点 4.3 万处，城市日均投递不少于 2 次，农村乡镇政府所在地每周投递不少于 5 次。累计实现 1604 个区县城区《人民日报》当日见报，县级以上城市党政机关《人民日报》当日见报率提升至 85%。确保了机要通信万无一失。保障党和国家重大活动期间的邮寄渠道安全畅通，保障十九届中央第五、六轮巡视专用信箱寄递服务工作畅通。

In 2020, we launched a nationwide campaign to improve the quality of universal postal service, promote the use of the nationwide universal postal service management system. All administrative villages had access to post offices and all towns and townships had post offices, benefiting 510 million rural people across the country and contributing to poverty alleviation and rural revitalization, praised by government authorities. There were 54,000 universal postal service outlets across the country, with the standard compliance rate of 99.97%. There are 43,000 postal delivery outlets, with no less than two deliveries per day in cities and no less than five deliveries per week in seats of township governments. A total of 1,604 districts and counties and 85% of Party and government organs above the county level were able to receive the *People's Daily* on the same day of publishing. The security of confidential correspondence was fully ensured. We ensured the safe and unblocked mailing channels during major events of the Party and the state, and the smooth mailing service exclusively for the fifth and sixth rounds of discipline inspection tours organized by the 19th CPC Central Committee.

100%

全国建制村直接通邮率持续保持
All administrative villages had access to post offices.

普遍服务能力持续增强

The universal postal service capacity has been constantly improved

普遍服务网点总量稳中有升，达到 54092 处。全年新增投入资金 12.5 亿元，新增普遍服务从业人员近 3000 人，全面确保普遍服务提质达标。邮政普遍服务网点的地理位置全部实现电子地图可显示。为邮政代办局所人员配发了标志服，乡镇驻地营投合一网点补齐人员 1667 人，店招更新 3613 处。零收入代办网点由 2019 年 1156 个减少到 167 个，累计减少 989 个。发挥邮政普遍服务网络优势，叠加警邮、税邮、政务、烟草、医药、文创、图书等业务。中央预算内资金项目“十三五”建设任务圆满收官，邮政普遍服务整体能力显著提高。

By the end of 2020, the total number of outlets providing universal postal service had increased steadily to 54,092. We invested an additional RMB 1.25 billion, and employed nearly 3,000 more people in 2020 alone to provide universal postal service at a higher level. All the geographical locations of the postal universal service outlets can now be displayed on the electronic map. Uniforms were distributed to the staff of agent post offices, 1,667 workers were recruited to replenish the workforce of township-level integrated business outlets, and 3,613 signboards were replaced at service outlets. The number of zero-income agent service outlets decreased from 1,156 in 2019 to 167, down by 989. We gave full play to the advantages of the universal postal service network, and developed such businesses as police mail, tax mail, public services, tobacco sale, pharmaceuticals, cultural and creative activities and sale of books. The projects funded by the central budget under the 13th Five-Year Plan were accomplished, and the overall capacity of universal postal service has been significantly improved.

普遍服务通信质量显著提高

The quality of universal postal service communication has been significantly improved

2020 年，全国邮政普遍服务水平稳中有升。全国普遍服务给据邮件信息断点率压降到万分之三，同比上年压降了 97.52%；个人平常信件信息断点率保持在千分之一以下；投递外勤关键节点扫描率达到 95% 以上，同比上年提升了 38%；全国普遍服务邮件全程时限达到或超过邮政普遍服务标准要求；全国邮政普遍服务用户满意度达到 85.6 分，实现连续 9 年递增。

In 2020, the universal postal service nationwide was improved steadily. The breaking point rate of registered mails under the nationwide universal postal service fell to 0.03%, down by 97.52% year on year; that of personal ordinary letter remained below one thousandth. The scanning rate of key nodes of field deliveries reached over 95%, up by 38% over the previous year. The whole-process time limit for universal postal service across the country met or exceeded the established standards. Our universal postal service scored 85.6 points in the national user satisfaction survey, representing an increase for the ninth consecutive year.



业务发展

BUSINESS DEVELOPMENT

邮政业务

Postal Service

函件传媒业务

The letter and media business

2020 年，函件专业积极创新，加快媒体化、数字化转型，实现业务平稳发展，全国函件专业实现收入 60.2 亿元。

推动传统函件创新发展。成功举办“感谢、感恩、感动”书信中国文化传播活动，683 万人参与活动，宣传覆盖 8170 万人，实现收入 1745 万元。与 12 家银行签订卡函约投挂号邮寄合作协议，年收入均在 1000 万元以上。推出极限明信片及贺年小全张祝福卡等明信片产品，创新产品形式，引领便民、简朴、绿色的节庆礼仪新风尚，贺年明信片收入 1.73 亿元。围绕国家政策，推出“众志成城”“大美西部花开舟曲”“冬奥会倒计时 500 天”以及手办盲盒结合的“十大天文奇观”等主题邮资机宣传戳产品，广受好评。

加快函件数字化转型步伐。推出数字明信片，打造“线上+线下”传情达意新渠道，特别是疫情期间，联合鲁迅美术学院、“野萌君”等推出抗疫数字明信片，传递社会正能量。借助邮政函件专属文化产品，发挥网络和协同优势，推广“美丽家乡邮我出力”文旅扶贫项目，以“直播带货”的营销新模式，重点推介贫困地区的扶贫农产品、红色旅游、文化生活等项目，助力打赢脱贫攻坚战与函件产品结合，探索在线教育、在线娱乐等方面的数字化转型，实现项目收入 6000 多万元。

创新发展新媒体业务。依托中邮传媒智融平台，实现自有媒体与社会媒体、线上媒体与线下媒体资源的深度融合。中邮传媒品牌知名度进一步提高，初步实现全国邮政线下媒体资源联网，成功打造中国邮政微信营销社群，重点开发腾讯广告、惠农扶贫等重点营销项目，以市场和客户需求为导向，持续推进创新发展，新媒体业务服务客户 2 万余家，实现收入 14.3 亿元，同比增长 16.8%，其中互联网广告实现收入 7.6 亿元，线下媒体实现收入 6.7 亿元。

In 2020, the letter business actively innovated, accelerated the media-based and digital transformation, and realized steady growth, generating an income of RMB 6.02 billion.

The innovation and development of the traditional letter business were facilitated. We held the “Thank-you Letter” culture communication event, attracting 6.83 million participants, reaching an audience of 81.7 million people and generating RMB 17.45 million in income. We signed the cooperation agreement with 12 banks for providing them with reserved registered mail services for bank cards and letters, each contributing more than RMB 10 million per year. We launched such postcard products as maximum cards, Happy New Year miniature sheets, and blessing cards in original forms, and advocated the use of postcards as a convenient, economical and green way to celebrate festivals and convey blessings. The Happy New Year postcard business brought us an income of RMB 173

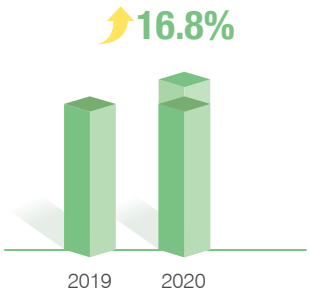
60.2
亿元

全国函件专业实现收入
Income from the letter business is
RMB 6.02 billion.





新媒体业务实现收入
Income from the new-media
business is RMB 1.43 billion.



同比增长
Year on year profit growth is 16.8%.

million. We embraced national policies and launched such themed promotional postage stamps as "A Great Wall Forged with Will", "The Beautiful Western Region series: Zhouqu in Blossoms", "500-Day Countdown to the Opening Ceremony of the 2022 Winter Olympic Games", and "Ten Astronomical Wonders" blind boxes of figurines, which were well received among customers.

The digital transformation of the letter business has been accelerated. We launched digital postcards as a new way of communication that blurs the online and offline boundaries. It's worth of mentioning that at the height of the COVID-19 epidemic last year, we jointly launched anti-epidemic digital postcards with Lu Xun Academy of Fine Arts and "YeMengJun" to spread positive energy to the society. With the exclusive cultural products of postal letter business, we gave full play to the advantages of network and collaboration to promote the poverty alleviation project by promoting rural areas as tourist destinations. We conducted live-streaming sessions to market the agricultural products, red tourism resources, cultural heritage and the way of life in poverty-stricken areas, to help them emerge from poverty. We also used letter products to expand into online education, online entertainment and other areas, generating more than RMB 60 million in income.

The media business was developed with innovations. Based on China Post Media's smart platform, we realized the in-depth integration of our own media and social media, online media and offline media. The brand visibility of China Post Media was built up. The national network of offline postal media has taken shape. The WeChat-based marketing community of the China Post Group was built, with marketing priority given to Tencent's advertising resources and projects that benefit farmers and promote poverty alleviation. Staying oriented toward the market and customer demand, we continued to promote innovation and development. We provided new media service to more than 20,000 clients, and generated revenue of RMB 1.43 billion, a year-on-year increase of 16.8%, including RMB 760 million from Internet-based advertising, and RMB 670 million from offline media.

报刊发行业务

Distribution of newspapers and periodicals

报刊业务实现持续稳定增长，实现业务收入 90.5 亿元，同比增长 3.8%。2021 年度报刊大收订实现流转额 236.8 亿元。

图书发行项目快速发展。发挥邮政网络、客户资源优势，强化政务图书、校园图书等项目营销，图书收入实现 8.4 亿元，同比增长 38.8%。《习近平谈治国理政》第三卷单品发行实现 475 万册，销售额 3.8 亿元，广东发行 64 万册、北京 52 万册、浙江 48 万册。

邮政数字媒体发行项目有序推进。在与喜马拉雅合作基础上，新增了云图有声、半月谈等头部内容供应商，产品不断丰富拓展，涵盖供应商 25 家近 100 个品种。有声图书墙项目发展势头良好，建成 5537 面，遍及全国 31 省。

在线订阅平台作用突显。完善在线业务平台基础功能，对标竞品平台优化功能点 150 个，上线电子发票、微信直连支付、机构客户订阅、邮储银行手机银行 APP 报刊

订阅等功能。加强在线报刊业务运营，开展防疫专刊订阅、停课不停学、世界读书日、过刊盲盒秒杀、开学季订阅、世界邮政日、双 11、双 12 等专题活动，流转额 1239 万元。

The newspaper and periodical business continued steady growth, and realized an income of RMB 9.05 billion, a year-on-year increase of 3.8%. In 2021, the turnover of subscription of newspapers and periodicals increased to RMB 23.68 billion.

The book distribution business developed rapidly. We gave play to the advantages of postal network and our huge customer base, stepped up the marketing of books on government affairs and campus books, and earned a book income of RMB 840 million, a year-on-year increase of 38.8%. In particular, we distributed 4.75 million copies of Volume III of *Xi Jinping: The Governance of China* alone, including 640,000 copies in Guangdong, 520,000 in Beijing and 480,000 in Zhejiang, and generated a sales volume of RMB 380 million.

Digital distribution proceeded in an orderly manner. On top of our cooperation with Ximalaya.com, we introduced such top content creators such as Cloud Audio Library and *China Comment*, and continuously expanded our product line which now covers nearly 100 varieties from 25 suppliers. The Audio Book Wall project maintained a strong momentum. Now 5,537 of such walls are completed across the 31 provincial regions in the mainland.

The importance of online subscription platforms was highlighted. We improved the basic functions of the online business platforms, upgraded 150 functions against our competitors, and added such functions as electronic invoice, WeChat pay, subscription of institutional customers, and newspaper subscription via the mobile banking APP of PSBC. We strengthened the operation of online newspapers and periodicals, and organized themed events such as launching special issues on COVID-19, organizing online learning when schools were shut down by the epidemic, activities to mark the World Book Day, flash sales of blind boxes of previous issues, promotion before school opening, activities to mark the World Post Day, and discount sales for the November 11 and then the December 12 shopping festivals, with a turnover of RMB 12.39 million.

90.5
亿元

报刊业务实现业务收入
Income from the distribution of
newspapers and periodicals is
RMB 9.05 billion.

8.4
亿元

图书收入实现
Income from book sales is RMB
840 million.

5537
面

有声图书墙建成
5,537 audio Book Walls were built.

集邮业务

Philatelic business

2020年，集邮业务完成收入80.6亿元，其中生肖贺岁季项目完成收入45.6亿元，同比增长15%；集邮文化季项目完成收入6.3亿元，同比增长46%；线上营销项目完成收入14.6亿元，同比增长217%。

2020年发行纪特邮票28套，其中纪念邮票13套，特种邮票14套，特别发行1套，共计87图（含小型张5枚），另发行小本票1本。2020年发行纪念邮资封片5套5枚，特种邮资明信片1套5枚；发行普通邮资封片10套14枚；发行中国邮政贺卡14图，产品20枚。

2020年邮票发行配合党和国家大事要事的安排部署，先后增发《众志成城 抗击疫情》《新时代的浦东》《中国首次火星探测“天问一号”发射成功》《中国人民志愿军抗美援朝出国作战70周年》《海外民生工程》等邮票，按计划发行了《中埃建交五十周年》《中国第一颗人造地球卫星发射成功五十周年》《中国登山队登顶珠峰六十周年》《〈共产党宣言〉中文全译本出版一百周年》《第七次全国人口普查》《北京2022年冬奥会——冰上运动》等邮票，记录了这一年中国人民共同经历的不凡历程，全景展现了国家一年的热点脉络。

In 2020, the philatelic business generated revenue of RMB 8.06 billion, including RMB 4.56 billion from the Chinese zodiac

New Year season, up 15% year on year, and RMB 630 million from the philatelic cultural season, up 46%; the income from online marketing projects reached RMB 1.46 billion, up 217%.

In 2020, we issued 28 sets of commemorative and special stamps, including 13 sets of commemorative stamps, 14 sets of special stamps, and one special set, with 87 pieces (including 5 souvenir sheets), in addition to one stamp booklet. In 2020, we issued 5 sets of commemorative stamped envelopes and postcards (5 pieces), 1 set of special stamped postcard (5 pieces), 10 sets of ordinary stamped envelopes and postcards (14 pieces), and 20 postcard pieces (14 designs).

In 2020, we issued stamps to reflect the major events of the Party and the state, including non-planned stamps such as “Union Is Strength in Fighting Against COVID-19”, “Pudong in the New Era”, “Successful Launch of the Mars Probe on China’s First Mars Exploration Mission Tianwen-1”, “The 70th Anniversary of the Chinese People’s Volunteer Army Going Abroad to Fight against US Aggression and Aid Korea” and “Greater Efforts to Protect and Assist Chinese Citizens Abroad”, and scheduled stamps such as “The 50th Anniversary of China-Ethiopia Diplomatic Relations”, “The 50th Anniversary of the Successful Launch of China’s First Man-made Earth Satellite”, “The 60th Anniversary of the Success of Reaching the Summit of Mt. Qomolangma by the Chinese Mountaineering Team”, “Centennial of the First Full Chinese Version of *The Communist Manifesto*”, “The 7th National Population Census”, and “Olympic Winter Games Beijing 2022 — Ice Sport.” These stamps record the extraordinary experience of the Chinese people, and captured the highlights of China in that year.



电商分销业务

E-commerce distribution business

2020年，电商分销业务实现收入119.9亿元，同比增长2%。

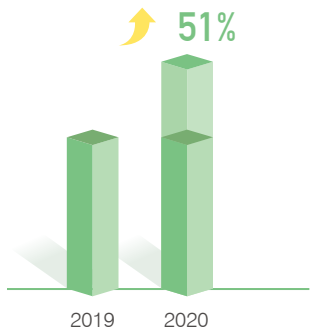
农村电商发展基础进一步夯实。一是平台流量快速增长。全年邮乐平台日均访客量74.4万人，同比增长51%；平台买家累计616万人，同比增长141%；交易额14.6亿元，同比增长96%。二是站点质量明显提升。通过加强地推，强化以平台批销为主的业务叠加，打造了14.8万个数字化优质站点。不断叠加业务，3.3万个支局关联的30.8万个站点叠加业务，其中叠加自营批销站点22.7万个，代收自提站点11.5万个，代投包裹量2.06亿件，同比增长168%。三是批销大单品实现突破。按照以大单品为核心做大批销规模的要求，构建了“全网+区域”大单品体系，创新推广“总部运营”和“区域代理”模式，实现大单品自营批销额24.2亿元，同比增长150%，促进自营批销额达到50.3亿元，同比增长67%。四是农产品基地打造成效显著。建成50个农产品基地，初步形成“基地+品牌+平台+渠道+协同”的运营模式，发布了“邮政农产品”品牌，通过联租建完成58处农产品基地仓储中心建设。通过内挖外拓丰富了产销对接体系，农产品基地实现销售额6.1亿元，同比翻番增长。

进一步构建了农村电商发展生态。一是构建“网点+站点”生态圈。整合各板块业务系统，建立邮政业务中台，实现与邮掌柜系统互联互通，推进商家、客户、业务和数据的统一运营，构建了数字化管控的“网点+站点”生态圈模式，全年发展邮政会员252万人。二是打造农产品进城生态圈。以“农资农技、源头品控、品牌赋能、仓储物流、产销对接”五项综合服务为切入点，构建为农服务新体系。精准对接115个合作社、60家涉农企业和8万个农户，全年实现自营农产品销售额45.3亿元，同比增长40.3%，邮乐网线上销售农产品7.8亿元，同比增长125%。组织农技培训、农资优惠购等活动2.52万场，带动寄递包裹增长1876万件。三是增值业务引流促进生态圈建设。各项增值业务累计引流服务2.7亿人次，交易额突破470亿元。云放号首创邮政与联通系统总对总对接，年放号突破100万户。



全年邮乐平台日均访客量

The daily average number of visitors to ule.com is reached 744,000.



同比增长
Year on year growth is 51%.





In 2020, the e-commerce distribution business generated revenue of RMB 11.99 billion, representing a year-on-year increase of 2%.

The foundation for the development of rural e-commerce was consolidated. First, the platform's traffic grew rapidly. In 2020, the daily average number of visitors to ule.com, our e-commerce platform, reached 744,000, up 51% year on year, and the platform had 6.16 million buyers, up 141%, and the transaction volume totaled RMB 1.46 billion, up 96%. Second, the e-commerce stations were of much better quality. We built 148,000 high-quality digital stations by intensifying on-the-ground marketing efforts and reinforcing the development of platform-based wholesale business. A total of 308,000 stations associated with 33,000 post offices had diversified their business: 227,000 of them had diversified into wholesale, and 115,000 into self-service delivery which handled 206 million parcels in 2020, up by 168% year on year. Third, we made breakthroughs in wholesale of major stock keeping units (SKUs). In line with the requirement for scaling up wholesale with major SKUs at the core, we built a national and regional major SKU system, and promoted the model that is based on headquarters operation and regional agents. As a result the wholesale of major SKUs reached RMB 2.42 billion, a year-on-year increase of 150%, and that of all SKUs RMB 5.03 billion, 67%. Fourth, remarkable achievements were made in building agricultural product bases. We built 50 agricultural product bases, preliminarily formed the operation model that brings together the bases, brands, platforms and distribution channels, launched the brand "China Post Agricultural Products", and completed the construction of 58 storage centers of agricultural product bases through joint leasing. By

leveraging internal and external resources, we expanded the supply-demand matching system. The sales volume of the agricultural product bases reached RMB 610 million, doubling that of the previous year.

The rural e-commerce ecosystem was further developed. First, the "outlet+station" ecosystem was built. We integrated the business systems of different business sectors, established a middle office for postal service, and connected it with the ULE system, to promote the unified operation of merchants, customers, business and data. We established the "outlet+station" ecosystem for digital management, and attracted 2.52 million members in 2020. Second, we built an ecosystem to bring agricultural products to urban consumers. We built a new service system for agriculture, rural areas and farmers by focusing on the following five aspects: agricultural resources and technologies, quality control at the source, brand empowerment, warehousing and logistics, and supply-demand match. We reached out to 115 cooperatives, 60 agriculture-related enterprises and 80,000 farmers, and sold RMB 4.53 billion of self-operated agricultural products, up 40.3% year on year, and the online sales volume of agricultural products on ule.com reached RMB 780 million, up 125%. We organized 25,200 technical training sessions and discount sales activities of agricultural materials for farmers, which led to an increase of 18.76 million parcels. Third, we developed value-added business to facilitate the building of ecosystems. Our value-added services attracted 270 million visitors whose transaction volume exceeded RMB 47 billion. We connected our system with that of China Unicom, and helped the latter allocate more than 1 million mobile-phone numbers in 2020.

寄递业务

Parcel, Express and Logistics Business

2020年,面对国内外严峻复杂的形势和新冠肺炎疫情严重冲击,中国邮政多措并举保障寄递渠道畅通,科学有序抓好复工达产,强化源头获客,加强成本及服务管控体系建设,寄递业务发展面貌取得了新变化。2020年,中国邮政寄递业务完成业务量87.3亿件,同比增长22%,实现收入757.3亿元,同比增长4.9%。

“国家队”责任担当充分彰显。全力保障防疫物资及时运递,多措并举保障国际供应链畅通;普遍服务全面达标,助力扶贫工作成效显著,绿色邮政建设不断深入,军民融合、邮快合作取得明显进展。

获客能力有所增强。政务、物流、现费等重点市场开发实现有效突破,金融、新零售、医药、生鲜等行业综合服务能力持续增强,华为、格力等29个集团级战略客户100%业务落地,阿里、拼多多平台日均量分别增长18.5%、53%。

运行服务质量持续向好。时限质量全面提升,全网特快T+1与快包T+3日递率超2019年最佳水平。服务质量有所改善,7项关键指标全面达标,公众满意度和客户申诉率均创历史最好水平,公众满意度保持行业前列且提升幅度领先业内,申诉率降低39%。

成本管控初见成效。收寄、分拣、运输、投递、管理支撑5大环节分别较上年下降6.3%、8.4%、11.1%、15.1%和37.3%。

能力建设持续增强。有序推进分拣作业自动化、智能化,人均效能有所提高,全网日处理能力大幅提升;四大数据库建设成效初显,为精准管控时限、推动降本、提升服务、加快市场拓展提供了有力抓手。

In 2020, facing the severe and complicated situation at home and abroad and the severe impact of the COVID-19 pandemic, China Post Group took various measures to keep the delivery channels unblocked, and scientifically and orderly resumed operations and production. In particular, we stepped up the effort in customer acquisition at the source, and in building the system for cost and service management. Our parcel, express and logistics business made remarkable progress. In 2020, we handled 8.73 billion orders totaling RMB 75.73 billion in revenue,

increasing respectively by 22% and 4.9% year on year.

We fully shouldered our responsibility as a "national team" of the postal industry. We made every effort to ensure timely delivery of anti-epidemic materials, and took various measures to ensure smooth operation of the international supply chain. Our universal postal service met all established standards, our poverty alleviation efforts produced remarkable achievements, green postal service was widely promoted, and remarkable progress was made in civil-military integration and postal-delivery cooperation.

Our ability to acquire customers has been enhanced. Effective breakthroughs were made in the development of key markets such as public services, logistics and on-site payment, and the comprehensive service capacity of finance, new retail, pharmaceuticals, fresh food and other industries was continuously enhanced. All our businesses with the 29 Group-level strategic clients, including Huawei and Gree, were fully conducted. The daily transaction volume on Alibaba's platform and Pinduoduo.com increased by 18.5% and 53% respectively.

The quality of operational services continued to improve. The time limit of various services was shortened. The next-day delivery rate of EMS and that of T+3 express parcel in 2020 both exceeded their best level in 2019. The service quality was bettered considerably and the key indicators were fully met. The public satisfaction rate reached a record high, maintained a leading position in the industry and still grew faster than the industry average. The accountable customers complaint rate fell by 39%, hit the lowest in history.

Cost control has shown initial effects. The cost of collection, sorting, transport, delivery and management support dropped by 6.3%, 8.4%, 11.1%, 15.1% and 37.3% respectively over the previous year

Capacity building continued to improve. The automatic and intelligent sorting operation was promoted in an orderly manner, the per capita efficiency was improved, and the nationwide daily processing capacity was greatly improved. The construction of the four major databases showed initial achievements, providing strong support for precise time-limit control, promoting cost reduction, improving services and accelerating market expansion.

金融业务 Financial Service

邮储银行 Postal Savings Bank of China

中国邮政储蓄银行（简称“邮储银行”）拥有近 4 万个营业网点，服务个人客户超过 6 亿户，定位于服务“三农”、城乡居民和中小企业，致力于为中国经济转型中最具活力的客户群体提供服务，并加速向数据驱动、渠道协同、批零联动、运营高效的新零售银行转型。邮储银行拥有优良的资产质量和显著的成长潜力，是中国领先的大型零售银行。

截至 2020 年末，邮储银行资产规模 11.35 万亿元，较上年末增长 11.12%，其中，客户贷款总额 5.72 万亿元，较上年末增长 14.92%；负债规模 10.68 万亿元，较上年末增长 10.43%，其中，客户存款总额 10.36 万亿元，较上年末增长 11.21%。全年实现营业收入 2862.02 亿元（中国企业会计准则），同比增长 3.39%；净利润 643.18 亿元，同比增长 5.38%。

切实履行国有大行责任。2020 年，邮储银行认真贯彻落实国家重大决策部署，全力服务国家战略。截至 2020 年末，邮储银行新增涉农贷款 1496.76 亿元，余额 1.41 万亿元，支持乡村振兴力度进一步加大。金融精准扶贫贷款余额 1005.21 亿元，较上年末增加 180.65 亿元。大力推广“小微易贷”、小额“极速贷”等大数据拳头产品，通过“线上 + 线下”协同，提升普惠金融服务能力。普惠型小微企业贷款余额 8012.47 亿元，有贷款余额的户数较上年末增加 9.45 万户，普惠型小微企业贷款客户数和余额占比居同业前列。支持民营企业发展，民营企业贷款余额占比及 2020 年新



邮储银行资产规模
PSBC's assets under management
reached RMB 11.35 trillion.



发放贷款占比居国有大行前列。支持制造业高质量发展，制造业贷款余额较上年末增长 14.43%。持续建设绿色银行，截至 2020 年末，绿色贷款余额 2809.36 亿元，较上年末增加 651.58 亿元，增长 30.20%，高于银行业平均增速 9.9 个百分点。支持京津冀协同发展、粤港澳大湾区、长江经济带等区域重大发展战略，投放资金超过 3000 亿元；增强跨境金融服务能力，提升金融支持“一带一路”建设水平。

零售战略进一步升级。邮储银行结合自身禀赋和行业前景，从客户、生态圈和渠道着手，加速向数据驱动、渠道协同、批零联动、运营高效的新零售银行转型。深挖客户价值，加快构建“用户引流、客户深耕、价值挖掘”三位一体的发展模式，服务个人客户 6.22 亿户，其中 VIP 客户 3641.50 万户，较上年末增长 17.60%，管理零售客户资产 (AUM) 达到 11.25 万亿元，较上年末增加超过 1 万亿元。牢牢把握差异化定位优势，“金融 + 服务”生态圈建设成效显著，“网点 + 商圈”获客体系更加完善，全新推出手机银行 6.0 版本，充分运用客户关系管理系统 (CRM)、数据集市、客户经理云工作室等平台，为线下营销赋能提效，为线上服务注入温度。邮储银行在国有大行中率先获得直销银行试点资格，邮惠万家银行获准批筹，将致力于打造金融服务乡村振兴、科技助力美好生活的创新平台，努力让金融科技发展成果惠及更多群体。

大力推进金融科技发展。按照金融科技超常规发展思路，2020 年，邮储银行在信息科技领域投入 90.27 亿元，同比增长 10.35%；总行科技人才数量再翻一番。顺利实现“十三五”IT 规划收官，期间开展信息化工程建设 333 项，圆满完成规划建设任务。新一代个人业务核心系统建设顺利推进，采用企业级建模和分布式架构，支持大型零售银行战略落地。新一轮大数据五年（2020-2024 年）发展规划落地实施，大数据平台接入行内 100 余个重要业务系统，上线“手机银行千人千面”等 183 项数据服务，数据赋能的作用持续显现。人工智能、区块链、物联网、云计算等关键技术业务领域深化应用，金融科技创新能力稳步提升。获批加入国家数字人民币试点，加快打造便捷、多元的数字人民币应用场景。

The Postal Savings Bank of China (PSBC) has nearly 40,000 outlets, serving more than 600 million individual customers, and is positioned to serve “agriculture, rural areas and farmers”, urban and rural residents and small and medium enterprises (SMEs), the most dynamic customer base in China’s economic transition. It has been taking faster steps to transform into a new type of data-driven retail bank featuring coordinated channels, retail-wholesale interaction and efficient operation. The Bank boasts outstanding asset quality and robust growth potential, and is a leading large retail bank in China.

As at the end of 2020, its assets stood at RMB 11.35 trillion, an increase of 11.12% over the end of the previous year, of which loans to customers stood at RMB 5.72 trillion, up 14.92%, and liabilities amounted to RMB 10.68 trillion, up 10.43%, including RMB 10.36 trillion of customer deposits, up 11.21% over the end of the previous year. In 2020, the PSBC achieved an operating income of RMB 286.202 billion (as per China Accounting Standards), up 3.39% year on year, and a net profit of RMB 64.318 billion, up 5.38% year on year.

The PSBC earnestly fulfilled its responsibilities as a large state-owned bank. In 2020, it earnestly implemented the major decisions and deployments of the CPC Central Committee and the State Council and went all out to serve national strategies. By the end of 2020, its incremental agriculture-related loans stood at RMB 149.676 billion, with

1496.76 亿元

邮储银行新增涉农贷款
Incremental agriculture-related
loans reached RMB 149.676 billion.

1005.21 亿元

金融精准扶贫贷款余额
The balance of loans for targeted
poverty alleviation reached RMB
100.521 billion.

8012.47 亿元

普惠型小微企业贷款余额
The balance of inclusive loans to
micro and small enterprises
reached RMB 801.247 billion.

2809.36 亿元

绿色贷款余额
The balance of green loans
reached RMB 280.936 billion.

a balance of RMB 1.41 trillion, lending more support to rural revitalization. The balance of loans for targeted poverty alleviation amounted to RMB 100.521 billion, an increase of RMB 18.065 billion over the end of the previous year. Big data products such as “Easy Small and Micro Loan” and micro “Speedy Loan” were vigorously promoted, and the ability to provide inclusive financial services was enhanced through online and offline interaction. The balance of inclusive loans to micro and small enterprises (MSEs) reached RMB 801.247 billion, and the number of customers with loan balance increased by 94,500 over the end of the previous year. The PSBC led the banking industry in terms of the number of MSE borrowers of inclusive loans and the balance of such loans. The Bank supported the development of private enterprises, and ranked top among state-owned large banks in terms of the proportion of outstanding loans lent to private enterprises and the proportion of loans granted to them in 2020. It also supported the high-quality development of the manufacturing industry, and the balance of loans to the manufacturing industry increased by 14.43% over the end of the previous year. Green banking was promoted. By the end of 2020, the balance of green loans stood at RMB 280.936 billion, an increase of RMB 65.158 billion or 30.20% over the end of the previous year, 9.9 percentage points higher than the average growth rate of the banking industry. The Bank had allocated more than RMB 300 billion to support the coordinated development of the Beijing-Tianjin-Hebei region, and the development of Guangdong-Hong Kong-Macao Greater Bay Area and the Yangtze River Economic Belt. It enhanced its cross-border financial service capability to support the implementation of the Belt and Road Initiative.

The retail strategy was upgraded. Based on its natural endowment and industry prospect, the PSBC has been taking faster steps to transform into a new type of data-driven retail bank featuring coordinated channels, retail-wholesale interaction and efficient operation, by building up its customer base, ecosystems and channels. Fully tapping the customer value, it accelerated the pace to build a three-in-one development model featuring “user attraction, customer retention and value tapping”, and served 622 million personal banking customers, including 36.415 million VIP customers, an increase of 17.60% over the end of the previous year. The assets under management (AUM) of retail customers reached RMB 11.25 trillion, an increase of more than RMB 1 trillion over the end of the previous year. Firmly grasping the advantages of differentiated positioning, the Bank made remarkable achievements in building the “finance + service”

ecosystem, improved the customer acquisition system composed of “outlets + business circles”, and launched the 6.0 version of mobile banking application. The customer relations management system (CRM) and platforms including the data mart and the online account manager workshop were leveraged to empower offline marketing and improve online services. The PSBC was the first state-owned large bank to be granted the qualification for pilot direct banking, and was approved to establish the PSBC Online as an innovative platform that provides financial services for rural revitalization, employs fintech to meet people’s aspiration for a better life, and strives to benefit more groups with fintech.

The development of fintech was vigorously promoted. To spur the extraordinary development of fintech, the PSBC invested RMB 9.027 billion in IT in 2020, up 10.35% year on year, and doubled the number of technology specialists at the Head Office. Its IT development plan for the 13th Five-Year Plan period was accomplished, with 333 IT projects launched and relevant targets completed. The construction of the new-generation core system for personal banking was smoothly advanced, and the enterprise-level modeling and distributed architecture were adopted to support the implementation of the Bank’s strategy of building into a large retail bank. The latest five-year big data development plan (2020-2024) was implemented, the big data platform was connected to more than 100 important business systems of the Bank, and 183 data services that cater for individual needs on mobile banking. The empowering role of data continues to play out. Key technologies such as artificial intelligence, blockchain, the Internet of Things and cloud computing have been applied deeply to banking services, and the capacity for fintech innovation has been steadily improved. The Bank was approved to participate in the national digital RMB pilot program, and accelerated the pace to build convenient and diverse digital RMB application scenarios.

代理金融
Agent Financial Service

2020 年，代理金融储蓄手续费收入 823.1 亿元，同比增长 8.1%；非储蓄收入占比 27.19%，同比上升 0.21 个百分点；理财类收入 24.6 亿元，同比增长 14.7%。

存款结构调整成效显著。强化低成本核心存款的稳存、增存，全年新增储蓄余额 6860.8 亿元，储蓄余额达 6.84 万亿元，新增和规模均创历年新高。其中新增活期存款 1235.3 亿元，同比多增 621.4 亿元；新增价值存款 5559.3 亿元，同比多增 3300.8 亿元；新增三年期存款 136.1 亿元，同比压降 2280.3 亿元。

全产品链体系雏形初显。实现新单保费 2723.9 亿元，市场占有率 33%，稳居银保行业第一，其中中长期期交新单保费 531.6 亿元，同比增长 70.3%，带动手续费提升 1.6 个百分点；2020 年理财日均保有量为 5084.58 亿份，较 2019 年新增 570.19 亿份；非货币基金销量 742.4 亿元，同比增长 2.7 倍；公司存款新增 43%；信用卡引荐发卡 72.5 万张，信用卡客户净增 60.3 万户；开放式缴费平台有效客户数 907 户，交易额 14.86 亿元；小额辅贷本年投放 4077 笔、金额 5.49 亿元。

全渠道服务能力持续提升。加快推进网点系统化转型，打造集团级样板网点 67 个，20137 个网点完成转型模式导入，转型网点覆盖率 63.4%；网点内生动力提升成效初显，100 万以下低收入网点同比减少 214 个，同比下降 9.5 个百分点。网络金融业务量质齐升，手机银行客户规模 1.95 亿户；电子支付业务充分挖掘业务增长动能，快捷支付绑卡数量持续提升；商户收单充分发挥多码合一的聚合支付等优势，拓展消费场景商户，收单商户规模成井喷式增长，收单商户同比增长 61.8%，联动商户资产规模 5423 亿元。

In 2020, the deposit commission fee income reached RMB 82.31 billion, up 8.1% year on year; non-deposit income accounted for 27.19%, up 0.21 percentage point year on year; income from wealth management stood at RMB 2.46 billion, up 14.7% year on year.

Remarkable achievements were made in the adjustment of deposit structure. Efforts were intensified to stabilize and increase low-cost core deposits. In 2020, the deposit balance increased by RMB 686.08 billion to RMB 6.84 trillion, both hitting a record high. Specifically, the incremental

demand deposit amounted to RMB 123.53 billion, up by RMB 62.14 billion year on year; the incremental value deposit amounted to RMB 555.93 billion, up by RMB 330.08 billion; the incremental three-year deposit amounted to RMB 13.61 billion, down by RMB 228.03 billion.

The whole product chain was taking shape. The first-year premium reached RMB 272.39 billion, ranking first in the bank & insurance industry in terms of market share (33%), of which the first-year long-term regular premium (RMB 53.16 billion) increased by 70.3% year on year, driving up the commission income by 1.6 percentage points. In 2020, the daily average holdings of wealth management products reached 508.458 billion, an increase of 57.019 billion over 2019. The sales volume of non-money market funds reached RMB 74.24 billion, 2.7 times of the previous year; corporate deposits increased by 43%; 725,000 credit cards were issued, with a net increase of 603,000 credit card customers. The number of valid customers of the open-ended bill payment platform was 907, with the transaction amount of RMB 1,486 million; 4,077 auxiliary micro loans were granted, amounting to RMB 549 million.

The omni-channel service capability continued to improve. The systematic transformation of outlets was accelerated. We built 67 Group-level model outlets, and introduced the transformation model to 20,137 outlets, covering 63.4% of the total. The outlets were strongly motivated to improve performance. The number of outlets with an income less than RMB 1 million fell by 214, down 9.5 percentage points year on year. The e-finance business became bigger and better. The number of mobile banking customers reached 195 million, and the e-payment business grew rapidly and saw continuous rise in the number of cards subscribed for e-payment. The acquirers gave full play to the advantages of integrated payment that accepts various payment codes, and attracted merchants in more consumption scenarios. The number of merchants using our acquiring service grew by 61.8% year on year, with combined merchant assets connected to the system amounting to RMB 542.3 billion.



截至 2020 年底，中邮保险总资产达
Total assets of China Post Life
Insurance as of the end of 2020
reached RMB 283.8 billion.

中邮保险

China Post Life Insurance

中邮人寿保险股份有限公司（简称“中邮保险”）是由中国邮政集团有限公司、北京中邮资产管理有限公司、中国集邮有限公司、邮政科学研究规划院有限公司共同出资设立的全国性寿险公司，2009 年 9 月 9 日挂牌开业，总部位于北京，注册资本金 215 亿元。中邮保险依托邮政网络和资源，坚持专业化特色化并举，以“服务基层、服务三农”为初心和使命，以打造“政府满意、监管放心、百姓欢迎、股东认可、员工幸福”的新型高效商业保险公司为目标，积极探索“自营 + 代管”的特色运营模式，初步趟出了一条具有邮政特色的保险发展之路，奠定了高质量发展基础。截至 2020 年底，总资产达 2838 亿元，累计服务客户数达 1372 万人，展业范围覆盖 21 省（市、自治区）、292 地市、1628 县（市）、31902 个网点。综合竞争力自 2011 年起连续 9 年保持行业前十。年度保险公司经营评价连续 2 年获评 A 类。

2020 年实现营业收入 938 亿元，同比增长 25%，对集团增收贡献率达 40.1%。其中，保费收入 820 亿元，同比增长 21.4%，期交占比达 88%，保费规模列行业第 9 位，较上年提升 1 位；投资收益 124.6 亿元，同比增长 52.6%。实现利润 12.3 亿元。高价值业务取得新突破，长期期交新单保费 178.8 亿元，同比增长 176.9%，高价值业务占比 3.5%。新业务价值 18.7 亿元，同比增长 118%。续期拉动作用愈发凸显，续期保费 429.3 亿元，同比增长 30.6%，13 月、25 月继续率之和领先五大上市公司最高值 9.1 个百分点。协同发展项目有力推进，建立健全“四个机制”，上线惠农专属产品 7 款，完成惠农团单 660 单，开发汽车产业链相关产品，完成涉车类团保 31 单。



China Post Life Insurance Co., Ltd. is a national life insurance company jointly funded by the China Post Group, Beijing China Post Asset Management Limited, China National Philatelic Company Limited, and Postal Scientific Research and Planning Institute Limited. Based in Beijing with a registered capital of RMB 21.5 billion, the company was inaugurated on September 9, 2009. Leveraging the postal network and resources, it has been working hard to develop specialized and distinct services, tasked to “serve the communities as well as agriculture, rural areas and farmers”, and aspires to grow into a new-type efficient commercial insurance company that is “to the satisfaction of the government, trusted by regulators, welcomed by the people, recognized by shareholders and taken pride of by employees”. It has adopted an operating model of “self-operation plus agent”, blazing a path of insurance development with unique postal characteristics, and laying the foundation for high-quality development. As of the end of 2020, its total assets reached RMB 283.8 billion, and served a total of 13.72 million customers with 31,902 outlets in 1,628 counties (county-level cities), 292 prefecture-level cities of 21 provinces (municipalities). Since 2011, it has ranked among the top ten most competitive insurance companies in China for nine consecutive years. It has been rated Class A in the annual operation evaluation of insurance companies for two consecutive years.

In 2020, its operating income stood at RMB 93.8 billion, up 25% year on year, and accounted for 40.1% of the Group's income increase. Specifically, premium income amounted to RMB 82 billion, up 21.4% year on year, and regular premium accounted for 88% of the total, ranking ninth in the industry in terms of premium scale, up one place over the previous year; investment income was RMB 12.46 billion, up 52.6% year on year. It made a profit of RMB 1.23 billion. Breakthroughs were made in high-value business, with first-year long-term regular premium of RMB 17.88 billion, up 176.9% year on year, and high-value business accounted for 3.5% of the total. The value of new business was RMB 1.87 billion, up 118% year on year. The driving role of insurance renewal became more prominent, with renewal premium of RMB 42.93 billion, up 30.6% year on year, and the sum of 13-month renewal rate and 25-month renewal rate beat the highest level of the top five listed insurance companies by 9.1 percentage points. The coordinated development project was vigorously advanced. Four sound mechanisms were established, seven insurance products exclusive to farmers were launched, 660 group insurance policies for farmers were issued, insurance products for the automobile industry chain were developed, and 31 car-related group insurance policies were completed.

中邮证券 China Post Securities

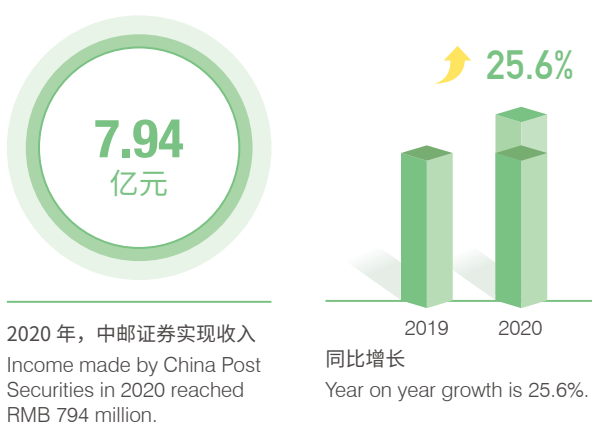
中邮证券有限责任公司于2002年9月经中国证券监督管理委员会批准成立。公司经营范围包括：证券经纪，证券自营，证券投资咨询，证券资产管理，融资融券，证券投资基金销售，证券承销与保荐，代理销售金融产品，与证券交易、证券投资活动有关的财务顾问。此外，公司还具有以下业务资格：经纪人业务资格，企业债券主承销资格，沪港通，深港通，利率互换，投资管理人受托管理保险资金，全国银行间同业拆借，作为主办券商在全国中小企业股份转让系统从事经纪、做市、推荐业务资格等业务资格。

2020年，中邮证券实现收入7.94亿元，同比增长25.6%，实现利润总额3.04亿元，同比增长16.8%，保持了良好的发展态势。经纪业务实现收入3.14亿元，同比增长24.8%，其中信用业务实现收入2.01亿元，同比增长19.85%；资管业务实现收入1.05亿元，同比增长13.2%；投行业务实现收入1.48亿元，同比增长348.30%。自营业务实现收入2.24亿元，同比下降10.47%。

Established in September 2002 with the approval of China Securities Regulatory Commission, China Post Securities Company Limited engages in a wide array of businesses, including securities brokerage, securities dealing, securities investment consulting, securities asset management, securities margin trading, sales of securities investment fund, securities underwriting and sponsorship, sales of financial products as an agent, and financial consulting related to securities trading

and investment. It is also qualified to undertake the following businesses—brokerage, lead underwriter of enterprise bond, Shanghai-Hong Kong Stock Connect, Shenzhen-Hong Kong Stock Connect, interest rate swap, entrusted management of insurance fund as investment manager, national interbank lending, as well as brokerage, market making and recommendation as the host broker at National Equities Exchange and Quotations (NEEQ).

In 2020, China Post Securities realized an income of RMB 794 million, up 25.6% year on year, and made a profit of RMB 304 million, up 16.8%, maintaining a good momentum of development. Specifically, its brokerage business generated an income of RMB 314 million, up 24.8%, including RMB 201 million from credit business, up 19.85%; RMB 105 million from asset management business, up 13.2%; RMB 148 million from investment banking business, up 348.30%. Income from self-operation business amounted to RMB 224 million, down 10.47% year on year.



国际合作 International Cooperation

2020年，中国邮政集团有限公司统筹做好新冠肺炎疫情防控和对外合作交流，在畅通国际物流“大通道”和国际邮政抗疫合作中，彰显了央企的责任与担当，保障了疫情下国际邮件运输渠道畅通，推动了对外合作交流持续开展。

多措并举，畅通国际物流“大通道”。疫情期间，在国家相关部门支持下，中国邮政以最快速度开通了中欧班列专列，从重庆、义乌、郑州和东莞等地始发的“中国邮政号”中欧班列，通过立陶宛、波兰双通道入欧，将邮件寄达范围扩大至欧洲36个国家。中国邮政积极探索拓展海运快船运输邮件渠道，从上海、广州、深圳、厦门、福州等港口始发，开通至美国、加拿大、澳大利亚、新西兰、日本、韩国的海运渠道，在此基础上，继续拓展南美、非洲等国家和地区的海运线路。中国邮政增加自主航空干线运力，在已有航线的基础上增开了“上海—大阪”加班航线，新开“郑州—首尔”“上海—东京”“郑州—东京”等国际航线；开通了洲际常态化包机航线，在已有中俄间常态化包机的基础上，以郑州为集散点，开通至巴黎、伦敦、米兰等14个主要国际城市的包机专线。

积极主动，统筹做好疫情下的对外合作。在疫情暴发初期，中国邮政迅速与万国邮联沟通，发布紧急函函，宣布中国邮政疫情防控措施；向万国邮联提供中国邮政抗疫宣传素材，在万国邮联官网发布中国邮政制作的英文版《新型冠状病毒防护指导手册》，分享疫情防控经验；关注邮联各成员国国际邮路调整情况，及时调整国际邮路计划；稳妥处理国际邮件往来异常情况；确保通过邮政渠道寄递的防疫物资顺利发运；支持世界卫生组织抗击新冠肺炎疫情，推广和销售联合国抗疫邮票。中国邮政始终关注第27届万国邮联大会变化情况，认真做好三项竞选准备工作，深入研究大会重点议题；选派运输专家支持万国邮联铁路运邮项目；做好参加第二届联合国全球可持续交通大会准备工作。

In 2020, China Post Group did a great job in fighting COVID-19 and promoting international cooperation and exchanges at the same time, and shouldered our responsibilities as a central SOE in providing an unimpeded international channel

of logistics and promoting international postal cooperation against COVID-19. We ensured the smooth transport of international mails amid the pandemic, and facilitated international cooperation and exchange.

Multiple measures were taken to keep the international logistics channel unblocked. As the coronavirus swept across the world, with the support of national authorities, we chartered the China-Europe Railway Express Trains as fast as possible to transport mails from Chongqing, Yiwu, Zhengzhou and Dongguan, to 36 countries in Europe via Lithuania and Poland. We actively expanded the express shipping routes to transport mails from Shanghai, Guangzhou, Shenzhen, Xiamen and Fuzhou to the United States, Canada, Australia, New Zealand, Japan and the Republic of Korea, and on this basis, continued to expand shipping lines to countries and regions including South America and Africa. In addition to the existing routes, we increased the capacity of own trunk air routes, and opened additional flights on the Shanghai-Osaka route, and international routes such as Zhengzhou-Seoul, Shanghai-Tokyo and Zhengzhou-Tokyo. We opened regular intercontinental chartered flight routes. On top of the regular chartered flights between China and Russia, with Zhengzhou as the distribution center, more chartered flights were launched bound to 14 major international cities, including Paris, London and Milan.

We proactively coordinated international cooperation amid the pandemic. In the early days of the COVID-19 outbreak at home, we quickly communicated with the Universal Postal Union (UPU), and issued an emergency circular to introduce our epidemic prevention and control measures. We provided the UPU with materials about our fight against the virus, and the English version of the *Handbook for COVID-19 Prevention and Control*, which was released on the official website of the UPU to share our related experience. We paid attention to the adjustment of international postal routes of other UPU member states, and adjusted the international postal route plan promptly when necessary. We properly handled the abnormal situation in international mail exchange, ensured the successful shipment of anti-epidemic supplies via postal channels, and supported the World Health Organization in fighting the pandemic, and marketed and sold the UN stamps with the message “We Are All in This Together/Help stop the spread of COVID-19”. We paid close attention to the changes in the 27th Universal Postal Congress, earnestly prepared for the three election campaigns and studied key issues of the Congress. We sent a transport expert to support the UPU railway postal transport project. We made good preparations for the Second United Nations Global Sustainable Transport Conference.

企业管理

BUSINESS MANAGEMENT



公司战略

Corporate Strategy

发展目标

Development objectives

坚持普服为“根”，经济责任与政治社会责任并重，成为党执政兴国的重要物质基础和政治基础；坚持以高质量发展为主线，全面提高寄递业务竞争力，取得与行业主渠道相称的市场地位，成为代表国家最高水平参与充分市场化竞争的“国家队”；全面提升服务国家战略的能力，成为关键时刻听指挥、拉得出，危急关头冲得上、打得赢的基本队伍。

Taking universal service as the “root” and placing equal emphasis on economic, political and social responsibilities, we strive to be an important material and political foundation for the Party to govern and prosper the nation. Following the centerline of high-quality development, we will comprehensively enhance our competitiveness in parcel, express and logistics business, secure a market position commensurate with our position as the mainstream industrial channel, and become the “national team” that fully engages in market competition as a state-of-the-art representative of the country. Reinforcing our all-round capabilities of serving national strategies, we aspire to be a team that can step up on command at critical junctures and fight to win battles in serious situations.

发展思路

Guiding principles

以习近平新时代中国特色社会主义思想为指导，深入贯彻落实党的十九大及十九届二中、三中、四中、五中全会精神，坚持普服为“根”、客户为“本”的理念，践行“人民邮政为人民”的宗旨，聚焦发展中面临的主要矛盾，遵循行业规律、市场规律、价值规律，从客户视角、竞争视角、行业最佳实践视角对标立标达标，找差距、补短板、强弱项、固优势、求创新、促改革。根据发展环境、竞争格局及自身能力的发展变化，在“四梁八柱”战略框架下，促进业务转型升级，完善现代企业治理，强化总部核心能力，加强支撑要素建设，履行国企社会责任，着力构建“六维共生”的新邮政发展格局，实现中国邮政“二次崛起”。

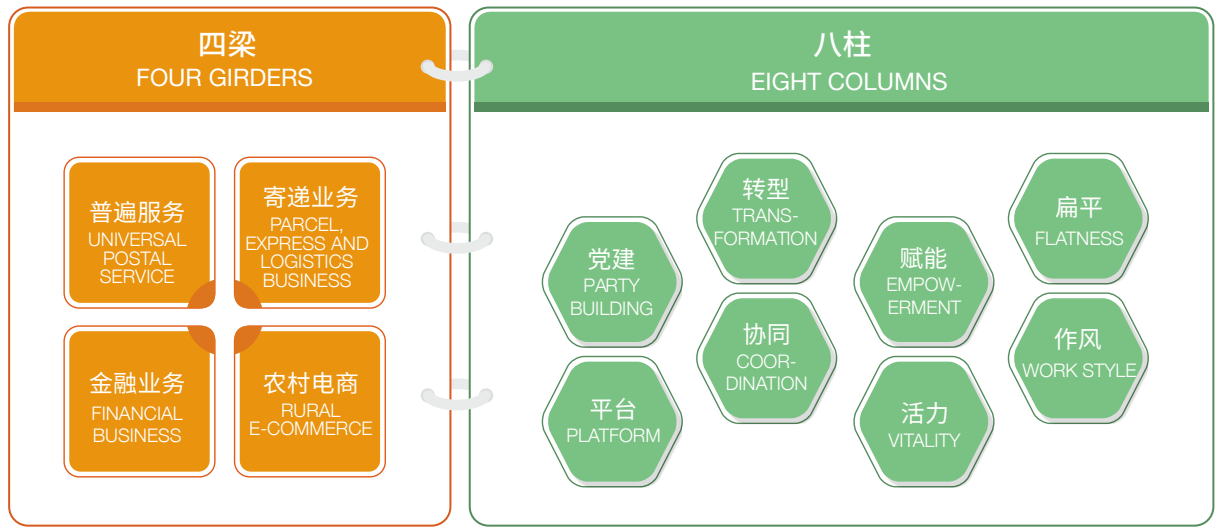


Guided by the Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, we fully implement the guiding principles of the 19th CPC National Congress and the Second, Third, Fourth and Fifth Plenary Sessions of the 19th CPC Central Committee, take universal service as the “root” and customer service as “foundation”, and practice the purpose of “China Post, by the people, for the people”. While focusing on the main contradictions in development, we respect industrial, market and value laws, and benchmark against and strive for top standards from the perspective of customers, competition and best in industry. We identify where we lag behind, shore up weak links, cement advantages, pursue innovation and promote reform. In view of the changes in the developing environment, competition landscape and our own capabilities, within the strategic framework of “four girders and eight columns”, we promote business transformation and upgrading, improve corporate governance, strengthen core capacity of the headquarters, strengthen the building of supporting factors, fulfill the social responsibility as an SOE, strive to build a new postal development pattern featuring the “coordinated development of six business areas”, and realize the “second rise” of China Post Group.

构建“四梁八柱”高质量发展战略框架

Build the strategic framework of high-quality development with “four girders and eight columns”

将普遍服务、寄递业务、金融业务和农村电商作为“四梁”，推动业务转型，调整经营的重点方向，是贯彻落实国家要求和邮政业务体系延续发展的战略选择。普遍服务是中国邮政的法定义务，是保障国家公共服务均等化的制度性安排。寄递业务是中国邮政的主业，是行业“国家队”的象征，是新时代落实“人民邮政为人民”企业形象的全面彰显。金融业务既是主业，又是反哺普服、支撑改革创新、确保可持续发展的源泉。发展农村电商是邮政发挥边际效益的需要、是商流带来物流和资金流促进自身发展的需要，是协同发展的根本所在。



将党建、转型、赋能、扁平、平台、协同、活力、作风作为支撑中国邮政发展的“八柱”，这八个关键要素相互支撑、相辅相成，共同构成了“八柱”的框架体系。以党建引领做优做强做大，坚持党的全面领导，充分发挥国有企业的独特优势；以转型升级培育竞争新优势，适应新技术、新业态对传统运营模式、组织形式、资源配置方式的冲击；以科技赋能支撑转型升级，通过全业务、全环节的赋能增强核心竞争力；以扁平管理提升运营效能，实现 IT 系统集中化，深化管理体制变革，实现集中化管控；以平台构建协同集聚效应，实现商流、资金流、物流的充分畅通、协同、共生；以协同实现共享共赢，发挥中国邮政最核心的优势，构建“普服 + 金融 + 寄递 + 电商”自身协同体系；以活力释放内生动力，调动全体干部员工的积极性、主动性、创造性，以改革创新和三项制度建设为企业发展添活力增动力；以作风建设激荡清风正气，坚持一切从实际出发，摸实情，求实效。

Taking universal postal service, parcel, express and logistics business, financial business, as well as rural e-commerce as the “four girders”, promoting business transformation and adjusting the operating priorities are the strategic choice to implement national requirements and sustain the development of postal system. Universal postal service is our legal duty and an institutional arrangement to guarantee equal access to public services. Parcel, express and logistics business is our main business, a symbol of our image as a postal “national team”, and a way to establish our corporate image of “China Post, by the people, for the people” in the new era. Financial business is another main business, and at the same time it is the fountainhead that supports universal postal service, bolsters reform and innovation, and ensures sustainable development. Developing rural e-commerce is a necessary move to materialize the marginal benefits of postal service, to promote our own development with the flow of goods and capital brought by the flow of business, and to achieve coordinated development.

We take Party building, transformation, empowerment, flatness, platform, coordination, vitality, and work style as the “eight columns”, which support and complement each other and constitute an eight-column framework. Party building is the overarching guide of our efforts to grow stronger, bigger and better. We will fully exert our unique advantages as an SOE under the Party leadership in all respects. Transformation and upgrade are our approaches to foster new competitive edges and adapt to the impacts on traditional operating modes, organizational structure and resource allocation patterns imposed by new technologies and business forms. Transformation and upgrade should be empowered by technologies which will be applied in all businesses and procedures to foster our core competence. We will raise the operating efficacy through flat management, centralize the IT system, and continue the management system reform for centralized management and control. Platforms will be built to forge the coordinating and converging effects and achieve unblocked, coordinated and symbiotic flow of business, capital and goods. Coordination is the pathway to shared and win-win results, based on which we will exert our core strength to establish a coordinated system comprising universal postal service, financial service, parcel, express and logistics business, and e-commerce service. We will unleash the endogenous momentum and vitality, stimulate the initiative and creativity of all officials and employees, and inject new vigor and drive to corporate development through reform, innovation and three institutional improvements. We will foster a clean and practical work style that respects actual situations and pursues pragmatic results.

科技创新 Scientific & Technological Innovations

瞄准企业核心和关键技术问题，推动科研项目应用。紧密围绕 5G、大数据、人工智能研究方向，形成以关键技术研发为主体，技术前瞻、软科学研究为探索补充的格局。引导自动化、大数据、智能化经费投入占比同步 3.9 倍，自动供件、自动整流、窄带物联网、绿色环保包装等项目数量增加 2.5 倍，一批成果得到广泛应用，采用“摆轮矩阵+小件分拣机”工艺方案，实现了增加处理能力、增加分拣深度、增加装卸车位；减少投资，减少分拣次数，减少用工的“三增三减”效果。采用自动供件、自动矩阵、垛口自动分配工艺，推动处理全环节流水化、自动化、无人化。这些项目有力推动寄递业务“智能+转型”。

项目研究进一步向敏捷迭代提升，试点效果显著。多项规划成果在年内进行了多次迭代，在生产中快速应用。全程时限库算法研发将全程标准时限计算耗时由数天缩短到 35 分钟，构筑时限库基础，使得精细化时限管理成为可能。省际干线网络规划、处理中心选址规划为优化网络结构和生产指挥提供了科学决策支撑。邮路调整智能决策模型在河北、安徽等 5 省应用。

科技创新氛围进一步增强。举办集团科学技术奖、科技创新奖评选、组织“打造智慧邮政”劳动竞赛等全国重大科技活动，调动科技工作者积极性、创造性。组织策划参加第四届世界智能大会云展览，中国邮政展区的智慧选址、智能分拣、无人机、无人车等成果展现了中国邮政作为行业“国家队”的核心竞争力。



研发体系进一步向务实有效升级。开展创新实验室编制和完善建设方案，推进华为联合实验室挂牌。筹划与北京邮电大学组建联合实验室。研究制定创新实验室管理办法，激励创新、支持创新。组织开展科研项目自评估检查。对中邮科技、邮政规划院等召开现场检查会，督促项目研发持续整改。

科技研究思路进一步向开放创新转变。通过加强研究单位与业务单位、试点应用单位的协调沟通，大大促进了项目研究的深度和适用性，试点推广步伐明显加快。通过与华为、移动、IBM 等先进企业科技管理和创新机制的交流，促进了自身科技队伍学习和应用创新理念和创新方法，大大加快了解决技术难题的速度和效果。

We advanced scientific research projects, with focus on solving our core and key technological problems. Closely centering on the research of 5G, big data and artificial intelligence, we formed a pattern that features key technology R&D, supplemented by forward-looking technology research and soft science research. The proportion of financial input in automation, big data and intelligent operations was 3.9 times that of the previous year, and the number of projects for automatic loading, automatic flow convergence, narrow-band IoT and green eco-friendly packaging increased by 2.5 times. A number of technological achievements were widely used. We adopted the work plan of “guide-wheel matrix + packet sorting machine”, leading to increase in the handling capacity, sorting depth, loading and unloading positions, while decrease in investment, sorting times and labor. Automatic loading, automatic matrix and automatic allocation of docks were adopted to promote the automated and unmanned flow of all links. These projects strongly promoted the smart transformation of the parcel, express and logistics business.

The project research shifted focus to agile iteration, and the pilot effect was remarkable. A number of planned results were iterated for many times during the year, and were rapidly applied in production. The whole-process time limit library algorithm shortens the calculation time of the whole-process standard time limit from several days to just 35 minutes, which builds the foundation of the time limit library and makes the targeted time-limit management possible. Inter-provincial trunk network planning and site selection for handling centers provided scientific decision-making support for optimizing the network structure and production command. The intelligent decision-making model for postal-route adjustment was applied in five provinces including Hebei and Anhui.

The environment was more enabling for scientific & technological innovation. The China Post Group Science and Technology Award, and China Post Group Scientific and Technological Innovation Award, and the “Intelligent Postal Service” Labor Competition were organized to mobilize the enthusiasm and creativity of technology workers. At the virtual exhibition of the 4th World Intelligence Congress, we displayed our achievements in intelligent site selection, intelligent sorting, drones and unmanned vehicles, demonstrating our core competitiveness as a “national team” in the postal industry.

The R&D system was upgraded to be more pragmatic and effective. We developed a sound construction plan for innovation laboratories. Our joint laboratory with Huawei was inaugurated. We planned to set up a joint laboratory with Beijing University of Posts and Telecommunications. We formulated administrative measures for innovation laboratories to encourage and support innovation. We conducted self-assessment and self-check of scientific research projects. On-site inspection meetings were held to urge China Post Science and Technology Company Limited and Postal Scientific Research and Planning Institute Limited to continue to rectify problems with R&D projects.

The thinking of scientific and technological research became more open and innovative. By strengthening the coordination and communication between our research units, business units and pilot application units, we greatly enhanced the depth and applicability of research projects, and significantly accelerated the promotion of pilot projects. Through the exchange of S&T management and innovation mechanisms with advanced enterprises such as Huawei, China Mobile and IBM, our technology teams learned and applied innovative ideas and methods, and could solve technological problems much faster and better than before.

人力资源管理 Human Resources Management

50人

提任党组管理干部
50 management officials were
appointed to the Leading Party
Members' Group.

55人

交流调整
55 people were transferred or on
exchange programs.

112名

选调优秀年轻干部
112 young outstanding officials
were transferred on secondment.

系统推动市场化改革。深入贯彻落实《国企改革三年行动方案（2020-2022年）》，组织研究落实落地，围绕建立健全企业领导人员能上能下、薪酬能高能低、员工能进能出的市场化机制，研究确定人力资源改革任务，制定具体措施，形成任务清单，细化分解年度改革目标和时间进度安排，扎实有效推进改革工作。稳步推进领导人员任期制和契约化管理改革，协调确定在河北、广东省公司开展任期制和契约化改革试点，初步形成“一库、两办法、三方案、十模板”规范材料。启动中邮科技、湘邮科技三项制度改革研究，按照市场导向、依法合规、对标先进的原则，组织完成诊断评估，明确改革方向。

系统推进制度体系建设。统筹规划制度建设，补齐管理短板，组织制定下发加强县级邮政企业领导人员队伍建设、人事回避管理、援藏援疆干部人才管理、加强劳动用工管理的若干意见、寄递事业部主要操作类岗位计件工资制有关问题的意见等13项制度办法，进一步提升了人力资源管理的制度化、规范化、科学化水平。

全面加强领导班子和干部队伍建设。坚持中国邮政干部调整“十大原则”，持续优化领导班子结构，对政治素质好、专业能力强、敢于担当、群众认可的优秀干部大胆使用，对难以胜任现职岗位的予以妥善调整。全年共提任党组管理干部50人、交流调整55人；新提任党组管理干部中45岁左右的28人，占比56%，全日制本科及以上学历的37人，占比74%；配备45岁左右领导干部的省公司数量从年初的6个增至17个，各单位班子整体功能明显增强。着力加大优秀年轻干部培养使用力度，建立“党委推荐、党校培训、座谈了解、分析比较、综合研判”五位一体的年轻干部选拔培养模式，选调112名优秀年轻干部，分3期开展专题培训，对10名综合素质好、有思路有活力的优秀年轻干部及时提拔重用。

加强干部日常管理监督。强化领导干部日常监督，坚持抓早抓小抓经常，全年党组面对面提醒谈话干部92人，切实防止小毛病演变成大问题。开展个人有关事项报告专项整治，不断提高领导干部思想认识和重视程度，如实报告率达到91.5%，较2018年中央巡视前提升近34个百分点。深入推进选人用人工作监督检查，全年对24家单位进行了选人用人巡视检查，并同步开展领导人员履职尽责、担当作为情况检查，检查结果作为干部调整的重要依据。聚焦关键人和关键事开展专项整治，对不符合任职规定的问题，跟进督促整改，推动关键岗位人员履职尽责、廉洁用权。中组部对集团公司开展的“一报告两评议”工作中，选人用人两项主要评价指标均有较大幅度提升。

加大人才培养评选力度。加快推进邮政企业职称制度改革，出台《中国邮政集团有限公司职称评聘管理办法》，为客观科学公正评价专业技术人才提供了制度保障；选派22名同志对口援藏省（区、市）邮政企业，选派2名同志参加第21批中央博士服务团服务锻炼；推荐3名同志获评2020年享受国务院政府特殊津贴专家、3名同志获评2020年交通运输青年科技英才；采用市场化选聘方式，引进邮储银行首席信

息官、首席风险官等高端紧缺人才2名。获人社部批准成为国家技能人才职业等级认定试点单位，发布邮政企业职业技能等级认定标准。与北京邮电大学签署战略合作协议，探索校企联合人才培养新路径。

调整优化组织机构设置。适应集团公司改制后管理需要，增强总部管理力量，设立董事会办公室，在党组巡视办增加内设机构和人员编制，并按照“集团+大区”模式调整优化内部审计机构设置，撤消审计中心，设立区域审计分部；统一将各级邮政企业监察机构调整为纪委办公室，增加纪检、党建部门人员编制；采取“先试点、后推广”的方式推动邮区中心局改革，精简部门设置，优化人员配置，提升处理效率；取消对副省级省会市、计划单列市、部分区县邮政企业和一级邮区中心局的规格，改按其他同层级单位管理。

加强和规范劳动用工管理。按照“调结构、提素质、增效能”总要求，出台关于进一步加强劳动用工管理的若干意见，明确今后一段时期劳动用工管理的指导思想、目标任务和具体举措，推进用工市场化；出台邮政企业业务外包管理办法及配套工作指引，进一步健全业务外包管理制度体系，实施劳务承揽与业务外包并轨管理；调整优化重点业务人员配置结构，代理金融网点营销人员占比较上年末提升4.4个百分点，寄递业务一线人员占比较上年提升0.4个百分点，进一步增强营销和揽投力量；落实监管部门要求，进一步压降代理金融劳务用工占比，较上年末降低0.8个百分点。

着力强化薪酬分配管理。落实国家对国有企业工资决定机制改革政策精神，集团公司工资总额配置在进一步突出效益导向的基础上，强化关键指标市场对标和重点任务联动考核两项因素的调节作用，促进企业高质量发展，确保工资总额适度增长。深入推进寄递事业部揽投、内部处理、运输等主要操作类岗位计件工资制，引入“件均薪酬”，科学、客观开展市场对标；优化薪酬结构，提高计件工资比重，并向高效业务和创收环节倾斜。积极落实中央有关要求，全力组织做好邮政企业退休人员社会化管理移交工作，28.8万名退休人员实现社会化管理，整体完成率为99.8%。

创新开展教育培训工作。充分发挥邮政党校干部教育主渠道作用，举办中央党校分校班、邮政党校班，并首次举办省分公司优秀年轻干部培训班，全年培训各级领导干

部1017人次。落实国企改革三年行动方案目标，创新设计经营管理人员“每年集中培训不少于7天”的分层分类培训体系。加强专业化能力培训，持续推进专题讲座学习机制，全年组织专题讲座3期。围绕集团发展战略与重点业务，组织集中培训班111期、培训8773人次；组织远程培训班652个、参训538.9万人次，直播授课1146场、参学37.2万人次，远程培训能力实现跨越式提升。

The market-oriented reform was systematically promoted. We thoroughly studied and implemented the *Three-year Action Plan for the Reform of State-owned Enterprises (2020-2022)*. To establish a sound market-oriented mechanism that enables flexible promotion and demotion of SOE executives, adjustments to the remuneration, and free flow of talents, we determined human resources reform tasks, formulated specific measures, developed a task list, broke down annual reform objectives and schedule, and effectively pushed forward the reform. We steadily advanced the reform of the tenure system and contractual management of executives, and determined through coordination to pilot the reform in our subsidiaries in Hebei and Guangdong. So far we have developed one database, two sets of measures, three proposals and ten templates. We initiated the research on the three institutional improvements of China Post Science and Technology Company Limited and Hunan Copote Science & Technology Company Limited, completed the diagnosis and assessment and clarified the reform direction by following the principles of market orientation, compliance and benchmarking.

The construction of the policy system was systematically promoted. We coordinated and planned policy development and made up for management shortcomings. We formulated and issued 13 policies on strengthening the leadership team building of county-level postal enterprises, avoidance of conflict of interest in personnel management, management of officials dispatched to Tibet and Xinjiang, strengthening the management of labor and employment, and the piece-rate wage system for the main operation positions of China Post Group Parcel, Express and Logistics Business Unit, which have made our human resources management more institutionalized, better regulated and more science-based.

The building of the leadership and the management team was comprehensively strengthened. We continued to uphold the ten principles on official arrangement, and optimize the leadership structure. Outstanding officials with good political integrity, strong professional expertise, courage to take on responsibility and recognition from the masses

were put into good use, and those who were not competent for the current post were transferred to other posts as appropriate. In 2020, we appointed 50 management officials of the Leading Party Members' Group, and 55 were transferred or on exchange programs. Among the above mentioned newly promoted officials, 28 were about 45 years old, accounting for 56% of the total, and 37 had full-time bachelor's degree or above, accounting for 74% of the total. The number of provincial companies with leaders aged around 45 increased from 6 at the beginning of the year to 17, and the overall competency of the leadership teams of each subsidiary has been significantly enhanced. We strengthened the cultivation and use of excellent young officials, and established a five-step selection and cultivation model featuring "recommendation by the Party Committee, training at the Party school, in-person interview, comparative analysis, and comprehensive research and evaluation." We selected 112 such officials on secondment, carried out three special training sessions, and timely promoted and put into good use 10 outstanding young officials with good comprehensive quality, creativity and vitality.

The supervision and management of officials was intensified. We strengthened regular supervision of leading officials, with focus on early intervention, rectifying minor problems to prevent them from escalation on a regular basis. In 2020, the Party Leading Members' Group held face-to-face talks with 92 officials to remind them of the Party disciplines, effectively preventing minor problems from escalating into major one. We reinforced the reporting of personal matters, and continuously raise leading officials' awareness of and support for the reporting. The truthful reporting rate reached 91.5%, an increase of nearly 34 percentage points compared with that before the inspection by the central discipline inspection team in 2018. The Group stepped up the supervision and examination of official selection and appointment in subordinate units, and inspected the official selection and appointment work in 24 postal units. At the same time, we evaluated the duty performance of leading officials, and the evaluation results were used as an important basis for official arrangement. Special rectifications were carried out with focus on key persons and matters. We followed up on the rectification of problems that did not conform to the job requirements, and urged personnel in key positions to perform their duties with due diligence and exercise their rights with integrity. In the "one report, two reviews" evaluation organized by the Organization Department of the CPC Central Committee, we made remarkable improvement

in the two main indicators of personnel selection and appointment.

Talent cultivation and selection were improved. We accelerated the reform of the professional title system for postal enterprises, and issued the *China Post Group Administrative Measures for Professional Title Evaluation and Appointment*, providing institutional guarantee for objectively, scientifically and justly evaluating professional and technical personnel. We selected and sent 22 Party members to aid the work of provincial and city/prefecture-level postal enterprises in Tibet, and two more to join the 21st doctoral service team organized by the Organization Department of CPC Central Committee. Three employees recommended by us were certified as experts entitled to special government allowance issued by the State Council in 2020, and three more were recognized as young talents in transportation technology in 2020. We recruited the Chief Information Officer and the Chief Risk Officer of the PSBC in the market-oriented manner. We have been approved by the Ministry of Human Resources and Social Security as a national pilot unit for professional level certification for skilled personnel, and issued the standards for professional-skill level certification for postal enterprises. We signed a strategic cooperation agreement with Beijing University of Posts and Telecommunications to explore a new path for talent training cooperation with universities.

The organizational structure was adjusted and optimized. To meet the post-restructuring management needs and strengthen the management force of the Head Office, the Board of Directors Office was set up, and more internal organs and more staff were added to the inspection office of the Party Leading Members' Group. The internal audit organs were restructured, audit centers were abolished and regional audit divisions were set up. The supervision organs of postal enterprises at all levels were restructured into the offices of the Party Discipline Inspection Committee, and the staff of discipline inspection and Party building departments was increased. The pilot reform was launched and then promoted across the mail centers, to streamline the organizational structure, better allocate human resources and improve processing efficiency. The postal enterprises and first-tier mail centers of sub-provincial-level capital cities, cities specifically designated in the state plan, and some districts and counties were stripped of their special status and privileges, and administered as other units at the same level.

The management of labor and employment was strengthened and better regulated. Following the general

requirements for "adjusting structure, improving capability, enhancing efficiency", we issued opinions on further strengthening the labor employment management, and clarified the guiding principles, objectives, tasks and concrete measures for a period to come to promote market-based labor employment. We issued administrative measures and supporting guidelines for outsourcing of postal business, improved the management system for business outsourcing, and consolidated the management of labor contracting and business outsourcing. We restructured the workforce of key business. The proportion of marketing personnel of agent financial service outlets increased by 4.4 percentage points and that of front-line personnel for mail collection and delivery increased by 0.4 percentage point over the previous year, further strengthening the marketing and collection & delivery workforce. In accordance with regulatory requirements, we further reduced the proportion of agent financial service staff, down by 0.8 percentage point over the end of the previous year.

Remuneration management was strengthened. We implemented the national policy on the reform of the SOE wage determination mechanism. While highlighting the importance of efficiency orientation, we strengthened the regulatory role of market benchmarking of key indicators and joint assessment of key tasks in allocating the Group's total wage, to promote high-quality corporate development and ensure moderate growth in total wages. We promoted the piece-rate wage system for major operational positions such as mail collection & delivery, internal processing and transportation of the Parcel, Express and Logistics Business Unit, introduced "pay per piece", and conducted scientific and objective market benchmarking. We optimized the remuneration structure, increased the proportion of piece-rate wage and leaned toward high-performance businesses and income-generating links. We actively implemented the requirements of the central government, made every effort to transition retiree affairs of postal enterprises to social management. By the end of 2020, social management was realized for 288,000 retirees, representing an overall completion rate of 99.8%.

Innovative education and training activities were carried out. We gave full play to the role of the CPC Party School of China Post Group as the main avenue for official education, held sessions at the branch of Party School of CPC Central Committee and the CPC Party School of China Post Group, and the first training program for outstanding young officials of provincial branches, and provided 1,017 training opportunities to officials at all levels. We worked to meet the objectives of the *Three-year Action Plan for the Reform of State-owned Enterprises*, and designed a training system that provides "no less than seven days of group training each year" to operational management personnel at different levels and of different business categories. Training of specialized capabilities and skills was strengthened and the thematic lecture mechanism continued to work, with three thematic lectures organized in 2020. Centering on the Group's development strategy and key businesses, we organized 111 training sessions with 8,773 training opportunities, 652 remote training sessions with 5,389,000 training opportunities, and 1,146 live-stream sessions for an audience of 372,000. The ability to provide remote training made leapfrog progress.



1017 人次

全年培训各级领导干部
1,017 training opportunities to
officials at all levels were organized
in 2020.

3 期

全年组织专题讲座
3 thematic lectures were organized
in 2020.

111 期

组织集中培训班
111 training sessions were
organized in 2020.

652 个

组织远程培训班
652 remote training sessions
were organized in 2020.

1146 场

直播授课
1,146 live-stream lectures were
organized in 2020.

企业文化和精神文明建设 Corporate Culture & Ethical Advancement

紧紧围绕企业中心工作，积极培育和践行社会主义核心价值观，扎实开展群众性精神文明创建活动，不断深化邮政企业文化建设，为企业改革发展持续注入精神动力。一年来，全系统共荣获“最美职工”荣誉称号1个，“2020年度感动交通特别致敬人物”荣誉称号1个，“2020年感动交通年度人物”荣誉称号1个，“全国劳动模范”荣誉称号21个，“全国邮政行业先进集体”荣誉称号56个，“全国邮政行业劳动模范”荣誉称号47个，22个邮政集体、44名邮政员工受到交通运输部抗疫先进集体、先进个人表彰。

Working closely around the Group's core work, we proactively

fostered and practiced the core socialist values and carried out mass cultural activities to reinforce corporate culture within the postal system and promote corporate reform and development with sustained mental drive. In 2020, China Post Group and its employees at all levels won a long list of honors, including the honorary title of the Most Outstanding Employee (one employee), the Touching Transport Worker of Special Distinction (one employee), the Touching Transport Worker of the Year (one employee), the National Model Worker (21 employees), the National Model Unit in the Postal Industry (56 units), and the National Model Worker in the Postal Industry (47 employees). Moreover, 22 units and 44 employees were commended by the Ministry of Transport for the outstanding contribution to the fight against COVID-19.

安全生产 Workplace Safety

2020年，中国邮政秉承安全发展理念，弘扬“生命至上，安全第一”思想，严格落实安全生产责任制，健全“全业务、全流程、全员”的安全管理机制，构筑安全管理“主体责任、管理制度、教育培训、排查整治、应急管理、考核问责”六大管理体系，打造远程视频监控和安全保卫管理两大信息系统，突出做好“邮件、作业、金融、消防、交通、信息、航空、机要”八大重点领域安全工作，不断提升本质安全水平，打造更高水平“平安邮政”，圆满完成“两会”、上海进博会、北京贸服会等重大活动期间寄递渠道安全保障工作，全系统未发生重特大安全生产事故和金融安保类案件，确保邮政企业安全平稳运行。

In 2020, bearing in mind the importance of safety issues, we carried forward the idea of “putting the people's life and safety first and foremost”, strictly implemented the responsibility system for workplace safety, and improved the

safety management mechanism encompassing all aspects, full process and all personnel. We built six safety management systems covering the implementation of principal responsibilities, management policies, safety education and training, inspection and rectification, emergency response, and assessment and accountability. Two information systems for remote video surveillance and safety management were also developed. We highlighted the importance of safety in eight key business areas: mail, operation, finance, fire protection, transport, information, aviation and confidential information. We worked continuously to improve the intrinsic safety level, and make postal service safer and more secure. We guaranteed the security of postal service during major events including the annual Two Sessions, the China International Import Expo and the China International Fair for Trade in Services. We had zero serious or especially serious safety accident or financial security case in 2020, and the safe and steady operations of postal enterprises were guaranteed.

服务质量管理 Service Quality Management

体验升级，驱动服务品质提升。以寄递业务为重点，全面覆盖三大板块，“一月一主题”的开展专项体验。完成13个专项体验和4次复体验。严格闭环管理，督促整改问题143项。通过问题整改，EMS线上下单功能更丰富；寄递全程时限较竞品差距缩小；邮储理财咨询服务更友好；在线业务平台操作更便捷；集邮首日封新版包装更美观；线上涉农贷款产品办理流程持续改进，客户申请操作更加高效，贷款额度提升，产品要素更加优化。

对标发力，促进服务质量达标。对标基层需求，组织开展了服务质量对标主题建议征集活动，共收集基层意见1082条，组织各板块专家团队参与梳理，并纳入2020年板块对标实施方案。对标既定目标，组织开展2019年对标活动验收工作。

优化管理，加快客户诉求解决。保障“四不中断”“四免费办”等抗疫服务承诺落实，组织相关单位对疫情期间邮政客户服务开展体验监督，强化顶层设计，健全管理体系，牵头制定中国邮政客服平台整合方案，提升智能化水平和服务能力；优化工作流程，落体验前置，提前一步以客户视角推动惠农、汽车产业链等项目创新产品、优化系统；多走一步关注问题整改，“以客户为中心”推进业务流程重塑。关注线上平台，建立管理机制，强化“黑猫平台”和“官微”等线上渠道客户投诉管理，建立闭环处理流程。满足发展要求，设置经营“红线”，修订《中国邮政集团有限公司关于违反经营纪律处理处罚办法》，进一步明确违规经营问题、考核标准和管理责任。

To upgrade the customer experience, we worked hard to improve the service quality. Focusing on the parcel, express and logistics business, we organized monthly special experiential activities with themes varying from month to month, covering all three business segments. A total of 13 special experiential activities and 4 review experiential activities were organized. We also strictly imposed closed-loop management, and supervised the rectification of 143 problems identified in the above activities. After rectification, the EMS online order system has more functions; we are catching up with competitors in the whole-process delivery

time limit; the postal savings wealth management consulting service and the online business platform are more user-friendly; the packaging of the first-day stamp collection cover is upgraded and more beautiful; the online agriculture-related loan application process is being upgraded, with optimized elements to make it easier for clients to apply for bigger loans.

We benchmarked services against primary-level demand to meet the established goals. To meet the primary-level, we solicited opinions and comments from primary-level units and individuals, and received 1,082 in total which were sorted by the expert teams of the business segment concerned before they were included in the benchmarking implementation plan for each business segment. The acceptance check of the 2019 benchmarking campaign was conducted to see whether the established goals were met.

We bettered management and sped up the process to meet customer demand. We worked to deliver on our promise of no disruption to postal service and free postal service for aids and donations at the height of the COVID-19 outbreak. Relevant units were organized to supervise the customer experience of postal service during the epidemic. We strengthened the top-level design, improved the management system, and took the lead in planning the integration of our customer service platforms to make them more intelligent. We optimized the work flow and moved the customer experience ahead so that our agriculture-related and auto industry chain businesses could develop more innovative products and optimize systems in advance from the perspective of customers. We followed up the rectification of problems, and reshaped the business process in a “customer-centered” manner. Aware of the importance of online platforms, we established a management mechanism, strengthened closed-loop management of customer complaints filed via online channels including the consumer complaint resolution platform “Black Cat” and our official accounts on Weibo and WeChat platforms. To meet the development requirements, we clarified the business “red line”, revised the *Measures of China Post Group Corporation Limited on Punishment of Violations of Business Disciplines*, and further clarified non-compliant operations, assessment criteria and management responsibilities.

社会责任

CORPORATE SOCIAL RESPONSIBILITY

逆行者

中国邮政
徐龙

我在离武汉疫情中心
200米的地方送快递

扫快递详情单
在线

抗击疫情

Battling COVID-19

在抗击新冠肺炎疫情的人民战争、总体战、阻击战中，中国邮政坚决贯彻落实习近平总书记重要讲话、重要指示批示精神和党中央、国务院决策部署，在统筹推进疫情防控和社会复工复产中走在前列、当好先锋、做出表率，成为了各级政府有效抗击疫情、全面恢复生产的重要依靠力量。

面对突如其来的疫情，各级邮政企业闻令而动、积极作为，以坚守彰显责任。在“四通一达”停业的情况下，中国邮政努力克服各种困难，紧急开通了防疫捐赠物资寄递绿色通道，承接了国家部委下达的应急物资运输任务，将各类医疗防疫物资第一时间免费寄往武汉。

为挽救危重患者生命，中国邮政搭建了空中绿色生命线，通过全夜航航班接力，仅用三天时间，便将来自全国各地的 25 台和来自德国的 16 台“人工肺”ECMO 及时快速、接力送达武汉抗疫一线。

积极支持火神山、雷神山医院建设，将陕西的精密医疗设备、江苏的药品和医用枕头、浙江的医疗用具等等，第一时间火速送达救治现场。在医疗防护物资非常紧缺的情况下，中国邮政将医用防护服、防护镜、口罩、手套等医疗防护用品，千方百计第一时间运送到各大医院和抗疫一线，最大限度地保障了一线医护人员的安全。

中国邮政向社会郑重承诺“四不中断、四免费办”，充分托底百姓生活必需品的配送，切实保证机要文件、党报党刊及时送达，有效维护了经济社会稳定和人民群众正常生产生活。积极为疫区组织捐款、捐物，向武汉捐助人民币 5000 万元，向战斗在武汉疫区的医护人员、新闻工作者等捐赠并赔付专属保险 4500 万元，发行《众志成城 抗击疫情》邮票并捐赠票品收入 4300 万元。

5000 万元

向武汉捐助人民币
We donated RMB 50 million to
Wuhan.

4500 万元

捐赠并赔付专属保险
We donated special insurance and
paid for their claims, totaling RMB
45 million.

4300 万元

发行《众志成城 抗击疫情》邮票并
捐赠票品收入
RMB 43 million from the issuance
and sales revenue of the stamp
“Union Is Strength in Fighting
Against COVID-19” was also
donated.



全力畅通国内“微循环”，切实做好社会复工复产寄递保障，为制造企业提供定制化物流保障方案，为疫情防控相关企业发展提供资金支持，为遇困小微企业和农民春耕春种提供金融信贷支持，为解决“农民卖菜难，市民买菜难”问题提供配送服务。共寄递各种证照、教材、药品近 5000 万件，配送农资 34 万吨、蔬菜 2000 万斤，为各类疫情防控相关企业累计发放贷款超千亿元。

全力打通国际物流“大动脉”，积极应对航空公司缩减国际航班、多国邮政停收寄往中国内地邮件的困境，开通自主国际航线，紧急采购航空运能开通欧美常态化货运航线，启用中欧班列、跨国海运等发送国际邮件，努力保障国际快递物流渠道畅通和产业链供应链稳定。

In the national drive to fight and win the battle against the epidemic by mobilizing all resources and blocking the spread of the virus, China Post Group resolutely implemented the guiding principles of General Secretary Xi Jinping's major addresses and instructions, and the decisions and arrangements of the CPC Central Committee and the State Council. We took the lead, acted as a good pioneer and set an example in battling the virus and resuming work and production at the same time, and became an important supporting force for governments at all levels to effectively contain the epidemic and fully reopen the economy.

In the face of the sudden outbreak of the epidemic, our postal enterprises at all levels acted swiftly and proactively at command and shouldered their responsibilities by ensuring the delivery of postal service. When most of our competitors, including Yunda, YT Express, ZTO Express, STO Express and HT Express, suspended their service at the height of the epidemic, we overcame various difficulties, opened green channels for posting and delivering donations to the hard-hit areas, undertook emergency transportation tasks assigned by ministries and commissions concerned, and delivered all kinds of much-needed medical supplies and equipment to Wuhan for free as fast as we could.

To save infected patients in critical conditions, we launched an express air route, and arranged the relay of all-night flights to ship 25 ECMO machines from other parts of the country and 16 more from Germany to Wuhan in only three days.

We actively supported the construction of Huoshenshan and Leishenshan hospitals, and delivered the precision medical equipment from Shaanxi, the medicines and medical pillows from Jiangsu, and the medical appliances from Zhejiang

to both hospitals as fast as possible. In the face of a severe shortage of personal protective equipment, we made every effort to deliver medical protective gowns, goggles, masks, gloves, etc. to major hospitals and the front-line workers as soon as possible, to protect the life and safety of the front-line medical workers to the maximum extent.

We promised no disruption to postal service and free postal service for aids and donations, and did our best to deliver daily necessities to the people. We also effectively ensured the timely delivery of confidential documents, Party newspapers and periodicals to Party and government organs. All this contributed to maintaining economic and social stability and mitigating the disruption of the epidemic to people's way of production and life. We were an active donator to the epidemic-affected areas. We donated RMB 50 million to Wuhan, donated special insurance to medical workers and journalists in hard-hit areas in Wuhan and paid for their claims, totaling RMB 45 million. RMB 43 million from the issuance and sales revenue of the stamp "Union Is Strength in Fighting Against COVID-19" was also donated.

We did our best to unblock the micro-circulation at home. We effectively guaranteed parcel, express and logistics services to support economic reopening, and provided customized logistics service solutions for manufacturing enterprises, financial support for enterprises engaged in epidemic control, credit support for micro and small enterprises in need and farmers for their spring cultivation, and vegetable distribution services for farmers and consumers. We posted and delivered nearly 50 million certificates, licenses, copies of teaching materials, and packs of medicines, delivered 340,000 tons of agricultural materials and 10 million kilograms of vegetables, and lent over RMB 100 billion to enterprises engaged in epidemic control.

We also made every effort to unblock the international logistics artery. In active response to the massive suspension of international flights and postal services concerning the Chinese mainland, we opened up our own international air routes, procured air transport capacity as fast as possible, opened regular air cargo routes toward Europe and the US, and chartered China-Europe freight trains and cross-border shipping service to deliver international mail, striving to keep international express logistics channels unimpeded and the industry chains and supply chains stable.

服务乡村振兴战略 Serving Rural Revitalization

全面深化了与部委的合作关系，构建了“政府 + 邮政 + 农民合作社 + 其他新型农业经营主体 + 上下游企业”的为农服务新模式，各省分公司均与当地农业农村部门建立了项目联合推进机制。2020 年，全国 17 个县级邮政企业参与农业农村部“互联网 +”农产品出村进城项目。

聚焦三难，深入解决农村发展难题。中国邮政充分发挥“三流”优势，聚焦解决农村“融资难”“销售难”“物流难”三难问题，加快重点业务发展。聚焦“融资难”，全面助力农业生产。2020 年，邮储银行涉农贷款余额 1.41 万亿元，较上年末增加 1496.76 亿元。聚焦“销售难”，助力农民增收致富。2020 年，邮政自营农产品销售额达到 45.3 亿元，同比增长 40.3%；启动邮政农产品基地建设，已挂牌的 50 个农产品基地销售额达到 6.1 亿元。聚焦“物流难”，打通农产品出村通道。2020 年，农产品寄递累计完成业务量 7.52 亿件，同比增长达到 110%，带动农产品销售 412.4 亿元，搭建了畅通城乡惠及民生的农产品流通渠道。

We deepened the cooperation with ministries and commissions concerned in all respects, and established a new service model that brings together the government, postal service, farmers, cooperatives, other new-type agricultural operators and upstream and downstream enterprises. All our provincial branches have established a joint project

promotion mechanism with local authorities of agriculture and rural affairs. In 2020, 17 of our county-level postal enterprises participated in the "Internet Plus" project launched by the Ministry of Agriculture and Rural Affairs for bringing agricultural products to urban consumers.

We concentrated on solving three difficulties facing rural development. We gave full play to our advantages in the flow of business, capital and goods, focused on solving the difficulties of financing, sales and logistics in rural areas, and accelerated the development of key businesses. We addressed the financing difficulty to boost agricultural production. In 2020, the balance of agriculture-related loans of PSBC reached RMB 1.41 trillion, an increase of RMB 149.676 billion over the end of the previous year. We addressed the sales difficulty to help farmers increase their income. In 2020, the sales volume of self-operated agricultural products reached RMB 4.53 billion, up by 40.3% year on year. We kicked off the construction of agricultural product bases, and the 50 inaugurated bases registered a combined sales volume of RMB 610 million. We addressed the logistics difficulty to widen the transportation channels for agricultural products. In 2020, we posted and delivered a total of 752 million parcels of agricultural products, a year-on-year increase of 110%, contributing to the RMB 41.24 billion sales of agricultural products, and built a smooth rural-to-urban transport channel for agricultural products to the benefit of the people.

构建为农服务新模式 A new model for serving "agriculture, rural areas and farmers"



绿色邮政 Green Post Initiative

2020 年，中国邮政持续深入推进绿色邮政建设行动。绿色包装方面，全面推广绿色环保包装，普及窄胶带，降低电商包裹二次包装率，基本实现电子运单全面覆盖。2020 年比 2017 年末，全年胶带用量约减少 5 亿米、纸质面单用量约减少 40 亿张、包装箱平均减少用纸约 20% 以上、二次包装率大幅降低，相当于节约纸张近 2 万吨。同时，通过推广使用高密度聚乙烯材质拉链邮袋，邮袋循环使用次数由 20 次提升至 60 次，装载率提高近 20%；使用 RFID 技术追踪邮袋，促进邮袋循环使用；积极开展快递包装回收工作，在全国 2 万余个网点设置包装废弃物回收装置，发挥窗口示范作用，引导包装废弃回收，提高资源利用效率。绿色运输方面，大力推进干线邮路甩挂运输与多式联运等模式，2020 年全网一级干线自办往返邮路甩挂运输占比超过 80%，全国高铁运输线路数同比增长近一倍，全网新能源车保有量达到 8000 余辆，比 2017 年减少耗油约 1000 万升，全年减少尾气排放 2.3 万吨。绿色金融方面，坚守差异化绿色金融发展定位，大力创新服务产品，积极完善绿色金融服务体系，运用信贷、保险等专业服务加快推动邮政绿色金融发展，建立环境友好型的邮政绿色金融模式。全国累计投放智能柜员机（ITM）约 5 万台，推广柜面业务免填单和电子回单等，减少纸质耗材使用。截至 2020 年末，邮储银行绿色贷款余额 2809.36 亿元，较上年末增加 651.58 亿元，增长 30.20%，高于银行业平均增速 9.9 个百分点；其中，公司绿色贷款余额 2714.59 亿元，占同期公司贷款的 13.73%，高于银行业平均占比 2.93 个百分点。加大绿色债券承销和投资，绿色债券投资余额 240.91 亿元。

In 2020, we continued to push forward the green post initiative. We promoted green packaging to all products, encouraged the use of narrow tapes, reduced the secondary packaging rate of e-commerce parcels, and basically realized full coverage of electronic waybills. In 2020, compared with the end of 2017, we saved about 500 million meters of adhesive tapes, 4 billion paper waybills, more than 20% paper in packaging cartons, and significantly reduced the secondary packaging rate, equivalent to saving nearly 20,000 tons of paper. At the same time, we promoted the use of high-density polyethylene zipped mail bags which can be recycled 60 times, compared with 20 times

减少 **5** 亿米
Saved 500 million meters of adhesive tapes



2020 年比 2017 年末，全年胶带用量约减少 5 亿米、纸质面单用量约减少 40 亿张、包装箱平均减少用纸约 20% 以上、二次包装率大幅降低，相当于节约纸张近 2 万吨。

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of ordinary ones, and the loading rate was increased by nearly 20%. RFID technology is used to track the mail bags to promote the recycling. We actively recycled express packages, and set up packaging waste recycling devices at over 20,000 outlets across the country, which served as demonstration units to guide the recycling of packaging waste and improve the efficiency of resource utilization. In terms of green transportation, we vigorously promoted the drop-and-pull transportation for trunk postal routes and multi-modal transportation. In 2020, drop-and-pull transportation accounted for more than 80% of our own first-tier round-trip routes across the country, and the number of high-speed railway mail transportation routes nearly doubled year-on-year. The number of new-energy vehicles owned by China Post Group reached more than 8,000, and the fuel consumption fell by about 10 million liters compared to 2017, and exhaust emissions were cut by 23,000 tons compared with the previous year. In terms of green finance, we continued to develop differentiated green finance, made great efforts to develop new services and products, actively improved the green financial service system, and accelerated the development of green postal finance with credit, insurance and other professional services, to create an eco-friendly mode of green postal finance. About 50,000 intelligent teller machines (ITMs) were installed nationwide, and we promoted counter services that saved customers from filling in forms and promoted the use of electronic receipts to reduce the consumption of paper. As at the end of 2020, the PSBC's balance of green loans stood at RMB 280.936 billion, an increase of RMB 65.158 billion or 30.20% over the end of the previous year, 9.9 percentage points higher than the average growth rate of the banking industry. In particular, the balance of corporate green loans was RMB 271.459 billion, accounting for 13.73% of corporate loans of the same period, 2.93 percentage points higher than the industry average. We stepped up efforts to underwrite and invest in green bonds, and the balance of investment in green bonds was RMB 24.091 billion.

风险防控 Risk Prevention and Control

2020 年，邮储银行始终秉持稳健发展理念，将风险管理摆在更加突出的位置，持续健全完善“全面、全程、全员”的全面风险管理体系。全面摸排资产风险底数，上线“金睛”系统、开展智能化风险监测预警分析，强化“三道防线”管控有效性，及时识别清理风险隐患。大力推进资本管理高级法实施，全面优化内部评级体系，加快智能风控能力建设，规范互联网贷款、并表风险管理机制，提升风险管理的针对性和有效性。截至 2020 年末，邮储银行不良贷款率 0.88%；不良和关注类贷款占比 1.42%；逾期贷款率 0.80%，较上年末下降 0.23 个百分点。与此同时，拨备覆盖率达到 408.06%。2020 年是邮储银行 A 股上市后完整运行的第一年，成功发行了 800 亿元永续债，2021 年完成了 300 亿元 A 股普通股定向增发，风险抵御能力持续提升。

中邮保险制定防范化解重大风险攻坚战专项方案，明确 77 项具体措施，按季跟踪督导确保落实。按照“审慎稳健、适度风险”的偏好要求，制定各项风险政策，设定 126 项关键风险指标并持续监控。深化投资全环节风控，投前严把交易对手准入，投中严控高风险资产比例，投后加强风险监控和应对。开展市场乱象整治回头看，发现问题 114 项，并立查立改。开展“内控管理提升年”专项活动，梳理流程 102 个，培训人数 1598 人，编制内控操作手册。全年未发生重大风险事件、牢牢守住了风险底线。

中邮证券切实打好防范化解金融风险攻坚战，打造合规风控文化，加强制度建设，强化监督检查，2020 年公司未发生重大经营风险，分类评价继续保持 BBB 级。

In 2020, the PSBC continued to pursue steady and sound development, placed more emphasis on risk management, and further perfected the comprehensive risk management system encompassing all aspects, whole process and all personnel. The Bank conducted a thorough check on its asset risks, launched the Jinjing (Gold Eye) System, carried out intelligent risk monitoring and early-warning analysis, underscored the effectiveness of the “three defense lines”, and identified and eliminated potential risks in a timely manner. The Bank vigorously promoted the implementation of advanced capital management approaches, optimized the

internal rating system, accelerated the building of intelligent risk control capacity, regulated the management mechanism for Internet-based loans and consolidated risks, and improved the pertinence and effectiveness of risk management. As at the end of 2020, PSBC's NPL ratio was 0.88%, NPL and special-mention loans accounted for 1.42%, and the overdue loan ratio was 0.80%, down 0.23 percentage point from the end of the previous year. Meanwhile, the provision coverage ratio reached 408.06%. In 2020, the first complete fiscal year since its A-share listing, PSBC issued RMB 80 billion worth of perpetual bonds, and in 2021, issued a private placement of RMB 30 billion of A-share ordinary shares, further enhancing its risk resistance capability.

China Post Insurance formulated a special plan to prevent and mitigate material risks, specified 77 measures, and tracked the implementation effect on a quarterly basis. It followed the risk preference system that was “prudent, sound and moderate”, laid down risk policies, and set up and consistently monitored 126 key risk indicators. It tightened risk control over all investment links, strictly screened counterparties before investment, controlled the proportion of high-risk assets in investment, and strengthened risk monitoring and response after investment. A review of the market rectification campaign was conducted, with 114 problems identified and rectified promptly. It also launched a special action to improve internal control management, sorted out 102 procedures, trained 1,598 employees and prepared the manual for internal control operation. It held fast to the risk bottom line in 2020 without occurrence of a single major risk event.

China Post Securities made great efforts in the battle of fending off and defusing financial risks by fostering the compliance and risk control culture, improving the institution and tightening supervision and inspection. The company maintained a BBB rating without any major operating risk in 2020.

2020 年中国邮政十件大事

Ten Major Events of China Post in 2020

01

全国抗疫斗争取得重大战略成果 中国邮政在服务国家疫情防控大局中发挥重要作用
China Post Group played an important role in serving China's epidemic control

5月11日,《众志成城 抗击疫情》特别发行邮票首发暨捐赠仪式在京举行。该套邮票1套2枚,充分展示在以习近平同志为核心的党中央坚强领导下全国人民众志成城抗击疫情的坚定决心,彰显中国共产党领导和中国特色社会主义制度的显著优势,宣传疫情防控中展现出的中国力量、中国精神、中国效率,宣传社会各界为抗击疫情作出的巨大贡献。中国邮政在疫情发生之初向武汉捐助人民币5000万元,向战斗在武汉抗疫一线的医护人员、新闻工作者等捐赠并赔付专属保险4500万元的基础上,又捐赠邮票邮品收入4300万元用于抗击疫情。

2020年,中国抗击新冠肺炎疫情斗争取得重大战略成果,创造了人类同疾病斗争史上又一个英勇壮举。中国邮政以听党指挥、顽强作战、能打胜仗的实际行动,在服务国家疫情防控大局中发挥了重要作用,取得了积极成效,做到了担当的责任前所未有、贡献的力量前所未有、表现的能力前所未有、赢得的评价前所未有、取得的社会影响前所未有、品牌的传播力度前所未有。湖北省武汉市江岸区邮政分公司上海路投递站投递员徐龙获评全国抗击新冠肺炎疫情先进个人;邮储银行数据中心员工薛俊民的家庭被授予“全国抗疫最美家庭”称号;44名邮政员工当选全国交通运输系统抗击新冠肺炎疫情先进个人,22个邮政集体当选全国交通运输系统抗击新冠肺炎疫情先进集体。

On May 11, the issuance of a set of special stamps on “Fighting COVID-19 with United Strength” and the donation ceremony were held in Beijing. The set of two stamps fully demonstrates the resolute determination of the people across the country to fight the epidemic under the strong leadership of the CPC Central Committee with Comrade Xi Jinping at the core. It highlights the remarkable advantages of the CPC leadership and the socialist system with Chinese characteristics, shows China's strength, spirit and efficiency in battling the epidemic, and recognizes the contribution made by all sectors of society to the fight against the epidemic. China Post Group donated RMB 50 million to Wuhan at the onset of the outbreak, donated special insurance to medical workers and journalists in hard-hit areas in Wuhan and paid for their insurance claims, totaling RMB 45 million. Moreover, RMB 43 million from the sale of stamps and philatelic products was also donated for epidemic relief efforts.

In 2020, China made strategic achievements in the fight against COVID-19, creating another heroic feat in the human history of fighting diseases. China Post Group played an important role in serving the country's epidemic control efforts and achieved remarkable results with concrete actions by obeying the Party's command, fighting tenaciously and being able to win. We undertook unprecedented responsibility, made unprecedented contribution, exhibited unprecedented performance, received unprecedented praises, and achieved unprecedented social impact and brand communication. Xu Long, a postman at the Shanghai Road Delivery Station of the Jiangnan District Postal Branch in Wuhan, Hubei Province, was recognized as the National Model Individual in Fighting COVID-19; the family of Xue Junmin, an employee of PSBC's data center, was awarded the title of the National Model Family in the Fight against COVID-19; 44 postal employees and 22 postal units were recognized as national model workers and national model units of transportation industry in fighting the COVID-19 epidemic respectively.

02

新时代脱贫攻坚目标任务如期完成 中国邮政交出高质量“扶贫答卷”
China Post Group achieved high-quality progress in assisting the completion of poverty alleviation goals and tasks as scheduled in the new era

11月23日,贵州宣布最后9个深度贫困县退出贫困县序列。至此,包括贵州省66个贫困县在内的国务院扶贫办确定的全国832个贫困县全部脱贫摘帽,其中包括中国邮政定点扶贫点——提前一年实现脱贫摘帽目标的陕西商洛商州区、

洛南县。新时代脱贫攻坚目标任务如期完成,取得了令全世界刮目相看的重大胜利。

作为央企和行业“国家队”,中国邮政牢记初心使命,切实履行政治责任和社会责任,按照尽锐出战的要求,强化责任担当,一方面认真落实中央交办的定点扶贫政治任务,助力商洛两区(县)提前一年脱贫摘帽;另一方面发挥行业特色优势,聚焦深度贫困地区和“两不愁三保障”基本要求,实施金融扶贫、电商扶贫、产业扶贫等,为夺取脱贫攻坚全面胜利贡献了邮政力量,交出了一份高质量的“中国邮政扶贫答卷”。多年来,中国邮政累计投入扶贫专项资金近4亿元,直接帮扶定点扶贫点4000多个;全系统先后选派专职扶贫干部7912人,惠及840多万扶贫人口;累计开展电商扶贫项目3116个,助农创收15.8亿元。截至2020年末,邮储银行金融精准扶贫贷款(含已脱贫人口贷款、带动服务贫困人口贷款)余额1005.21亿元,较上年末增加180.65亿元。中邮保险开办了157个保险扶贫项目,为84.4万名贫困人员提供了381亿元风险保额。

On November 23, Guizhou announced that the last nine counties in deep poverty had emerged from poverty. By then, all 832 poverty-stricken counties designated by the State Council Leading Group Office of Poverty Alleviation and Development, including 66 in Guizhou, had got rid of poverty. Among them, Shangzhou District and Luonan County in Shaanxi Province, the targeted areas where China Post took responsibility for poverty alleviation, emerged from poverty one year ahead of schedule. By the end of 2020, China had completed its goal of eradicating absolute poverty as scheduled, a remarkable victory recognized all over the world.

As a central SOE and the national team of the postal industry, we always bear in mind our original aspiration and mission, and earnestly fulfill our political and social responsibilities. We sent our best people to the fight against poverty as required and strengthened the fulfillment of responsibilities. We earnestly implemented the political tasks of targeted poverty alleviation assigned by the central government, and helped Shangzhou District and Luonan County shake off poverty one year ahead of schedule. Meanwhile, we gave play to our professional expertise, underpinned the objectives of “ensuring food and clothing and guaranteeing compulsory education, basic medical service and safe housing” in poverty-stricken areas, especially areas in deep-poverty, and fought poverty through financial support, by developing e-commerce and local industries. We hence contributed to the major victory in poverty alleviation with high-quality performance of our characteristics. Over the years, we have invested nearly RMB 400 million in poverty alleviation and directly assisted more than 4,000 impoverished areas; appointed 7,912 full-time poverty alleviation officials, benefiting more than 8.4 million impoverished people; and carried out 3,116 e-commerce projects for poverty alleviation, which helped farmers generate income of RMB 1.58 billion. As of the end of 2020, the PSBC's balance of loans for targeted poverty alleviation (including loans to people who have emerged from poverty and loans to services for the poor) was RMB 100.521 billion, an increase of RMB 18.065 billion over the end of the previous year. China Post Insurance had launched 157 poverty alleviation programmes and provided risk insurance of RMB 38.1 billion to 844,000 poor people.

03

邮储银行成功加入国家数字人民币试点
PSBC joined the national digital RMB pilot program

5月,中国邮政储蓄银行获准成为数字人民币参与研发机构,开启数字人民币研发试点,是数字化转型发展的一个重要里程碑。8月26日,系统成功上线后,持续有效构建具有邮政和邮储特色的应用体系,在试点地区成功打造了线上线下融合的涵盖“吃、住、行、游、娱、购、医、养、教”等多类基础民生与普遍服务场景。加入数字人民币研发及试点,是邮储银行充分发挥中国邮政独特资源禀赋优势、积极践行普惠金融的又一重要举措,体现了国有大行的责任担当。

In May, PSBC was approved to participate in the R&D of digital RMB and launched the digital RMB pilot project, marking a milestone in its digitization. Following the successful launch of the digital RMB system on August 26, the Bank continued to effectively build an application system with characteristics of China Post and its PSBC, and developed a variety of online-offline consumption scenarios serving the public including food, housing, transportation, tourism, entertainment, shopping, healthcare, pension care and education in the pilot areas. The engagement in the digital RMB R&D and pilot project was another important

measure taken by PSBC to leverage the unique resource advantages of China Post and actively practice inclusive finance, demonstrating its sense of responsibility as a large state-owned bank.

04

中国邮政改革三年行动实施方案发布

China Post Group released the implementation plan for three-year reform action

12月31日,《中国邮政集团有限公司改革三年行动实施方案(2020-2022年)》(以下简称《方案》)发布。

《方案》根据《国企改革三年行动方案(2020-2022年)》精神,结合中国邮政实际制定。《方案》明确了中国邮政实施改革三年行动的总体要求、首要任务以及37项改革任务、173项主要措施,是中国邮政深入学习贯彻习近平总书记关于国有企业改革发展和党的建设的重要论述、关于统筹推进新冠肺炎疫情防控和经济社会发展工作的有关重要讲话精神,贯彻落实《国企改革三年行动方案(2020-2022年)》,全面推进中国邮政深化改革的纲领性文件。

《方案》要求把深入学习贯彻习近平总书记关于国有企业改革发展和党的建设的重要论述作为中国邮政落实改革三年行动方案的首要任务,强调坚持和加强党对国有企业的全面领导,突出系统集成、协同高效,以“三个视角”找差距,以“三大规律”促改革,完善公司治理,建立现代企业制度,聚焦主责主业,构筑中国邮政高质量发展的“四梁八柱”,积极稳妥深化混合所有制改革,健全市场化经营机制,深化劳动、人事、分配三项制度改革,优化考核评价体系,推进普遍服务业务与竞争性业务分业经营。通过实施改革三年行动,切实增强企业竞争力、创新力、控制力、影响力、抗风险能力,将中国邮政打造成为党执政兴国的重要物质基础和政治基础,成为代表国家最高水平参与充分市场化竞争的“国家队”,成为关键时刻听指挥、拉得出,危急关头冲得上、打得赢的基本队伍,实现中国邮政的二次崛起。

On December 31, the *Implementation Plan of China Post Group Corporation Limited for Three-year Reform Action (2020-2022)* was released.

The Plan was formulated in accordance with the *Three-year Action Plan for the Reform of State-owned Enterprises (2020-2022)* and the actual conditions of China Post. It specifies the overall requirements, priorities and 37 tasks and 173 measures for the implementation of the three-year reform. It is the programmatic document for us to study and implement the important instructions made by General Secretary Xi Jinping on the SOE reform and development and Party building, and on the coordination of COVID-19 prevention and control as well as economic and social development, carry out the *Three-Year Action Plan for the Reform of State-Owned Enterprises (2020-2022)*, and comprehensively deepen our corporate reform.

The Plan sets thoroughly studying and implementing General Secretary Xi Jinping's important speeches on SOE reform and development and Party building as the primary task for us to carry out the three-year reform action plan. It stresses the requirements of upholding and strengthening the Party leadership over SOEs, highlights the importance of system integration, coordination and efficiency, and requires to identify gaps from the three perspectives of customers, competition and the best in industry, advance reform by following industrial, market and value laws. It calls for actions to improve corporate governance, establish a modern enterprise system, focus on main business, and build the "four girders and eight columns" for high-quality development. Efforts should also be made to actively and steadily continue the reform of mixed ownership, improve the market-oriented operation mechanism, deepen the reform of labor, personnel and distribution systems, optimize the performance assessment system, and promote the separation of universal postal service and competitive postal businesses. It's hoped that the three-year reform will effectively enhance our competitiveness, innovation, control, influence and risk resistance, and build China Post Group into an important material and political foundation for sound state governance and national rejuvenation, a "national team" representing the highest level of the Chinese postal industry and participating in full market competition, and a backbone team that obeys the Party's command and can fight and win at critical moments, so as to realize the second rise of China Post Group.

05

邮储银行获批筹建独立法人直销银行

PSBC was approved to launch a direct bank as an independent legal entity

12月,邮储银行获批筹建独立法人直销银行,名称拟为中邮邮惠万家银行有限责任公司(以下简称“邮惠万家银行”),注册资本拟为人民币50亿元,注册地拟为上海市,邮储银行持股比例为100%。这意味着邮储银行成为首家获批筹建直销银行的国有大行。

邮惠万家银行旨在探索线上线下协同发展的创新商业模式,基于科技的手段、普惠的理念、市场的运营,落实国家乡村振兴战略,践行“服务‘三农’、助力小微、普惠大众”的发展使命,打造金融服务乡村振兴、科技助力美好生活的创新联接平台。

邮储银行此次投资是深化体制机制改革、积极探索金融科技创新的重要举措,符合监管政策导向,符合商业银行数字化转型的市场趋势,也符合邮储银行自身业务发展需要,将有利于提升邮储银行服务水平及服务效率,以便更好地服务于乡村振兴战略、践行数字普惠金融、支持实体经济发展。

In December, PSBC was approved to set up a direct bank as an independent legal entity under the name of PSBC Youhui Wanjia Bank Co., Ltd. (hereinafter referred to as "Youhui Wanjia Bank") with a registered capital of RMB 5 billion. It is planned to be registered in Shanghai, 100% controlled by PSBC. It made PSBC the first large state-owned bank approved to establish a direct bank.

The Youhui Wanjia Bank aims to explore new business models for coordinated development of online and offline businesses. By adopting technology-based approaches, the concept of inclusive finance and market-oriented operation, the bank is dedicated to implement the national rural revitalization strategy, serve agriculture, rural areas and farmers, support the development of micro and small enterprises and benefit the general public, and to build an innovation-linked platform that provides financial services for rural revitalization and employs fintech to meet people's aspiration for a better life.

The investment represents an important measure taken by PSBC to deepen the institutional reform and actively explore fintech innovation. It conforms to the orientation of regulatory policies and the market trend of digitization of commercial banks, and also meets the Bank's own business development needs. It will help improve the Bank's service quality and efficiency so as to better serve rural revitalization, promote digital inclusive finance and support the development of the real economy.

06

中国邮政深入推进惠农合作项目 服务乡村振兴获高度肯定

China Post Group was highly praised for pushing forward cooperation projects benefiting agriculture for rural revitalization

4月2日,中国邮政集团有限公司召开电视电话会议,启动全国邮政惠农合作项目,这是中国邮政服务乡村振兴战略、助力脱贫攻坚的一项重要举措,也是充分发挥邮政在农村独有的优势、实现自身发展的战略性决策。10月18日至19日,农业农村部和中国邮政集团有限公司在四川雅安联合举办“中国邮政助力农民合作社高质量发展交流活动”,全面深化政企合作,携手共推乡村振兴。中央农村工作领导小组办公室副主任、农业农村部党组副书记、副部长韩俊对多年来邮政服务“三农”工作特别是推进农民合作社高质量发展工作给予高度肯定。

多年来,中国邮政针对农村重点产业和生产薄弱环节搭建了农村电商平台、综合物流网络、农村金融体系,从商流、物流、资金流等方面加大供给力度,取得了积极成效。2020年,中国邮政以解决农民合作社等新型农业经营主体“融资难”“销售难”“物流难”为切入点,充分发挥“三流合一”优势,着力打造富有鲜明特色的惠农合作项目,全面开展农民合作社质量提升工程,不断健全为农服务体系,有效激活了农村微观经济主体活力。目前,全国邮政企业共走访农民合作社43.9万家、个体农户(含家庭农场)51.7万户。在破解“融资难”“销售难”“物流难”方面取得新突破,农户经营性贷款余

额 3582 亿元，新增 469 亿元；自营农产品销售 42.9 亿元，同比增长 41.5%；“极速鲜”、标准箱等寄递业务实现收入 30.35 亿元，同比增长 76.8%，服务巩固拓展脱贫攻坚成果同乡村振兴有效衔接，为推动形成要素多方联动、政企双向互济的农村发展新格局贡献了力量。

On April 2, China Post Group held a teleconference to launch a nationwide rural postal cooperation project which is an important measure for us to serve rural revitalization and help fight poverty and also a strategic decision to give full play to our unique advantages in rural areas and realize our own development. On October 18-19, the Ministry of Agriculture and Rural Affairs and China Post Group jointly held a symposium on driving the high-quality development of farmers' cooperatives with postal service in Ya'an, Sichuan Province, to comprehensively deepen government-enterprise cooperation in promoting rural revitalization. Han Jun, Deputy Director of the Office of the Central Rural Work Leading Group, Deputy Secretary of the Party Leadership Group and Vice Minister of the Ministry of Agriculture and Rural Affairs, highly commended our work in serving "agriculture, rural areas and farmers" over the years, especially in promoting high-quality development of farmers' cooperatives.

Over the years, China Post has built a rural e-commerce platform, a comprehensive logistics network and a rural financial system for key rural industries and weak links in production, and increased supply in the flow of business, goods and capital. Positive results have been achieved. In 2020, by giving full play to our advantages in the integrated capabilities of physical distribution, information flow and capital flow, focusing on solving the difficulties of financing, sales and logistics facing farmers' cooperatives and other new-type agricultural operators, China Post made particular efforts to develop cooperative projects with distinctive features, improve the quality of farmers' cooperatives in all respects, and continuously upgrade the agricultural service system, thus effectively stimulating the vitality of rural microeconomic units. So far, China Post has visited 439,000 farmers' cooperatives and 517,000 self-employed farmers (including family farms) nationwide. Breakthroughs were made in solving the difficulties of financing, sales and logistics in rural areas. By the end of 2020, the balance of business loans to farmers amounted to RMB 358.2 billion, an increase of RMB 46.9 billion, and the sales of self-operated agricultural products totaled RMB 4.29 billion, with a year-on-year increase of 41.5%; the income from EMS fresh delivery service and standard package EMS and parcel businesses reached RMB 3,035 million, a year-on-year increase of 76.8%. All this effectively consolidated the outcomes of poverty alleviation and promoted rural revitalization at the same time, and contributed to the formation of a new rural development pattern characterized by linkage of factors and mutual support between governments and enterprises.

07

中国邮政挺进“世界 500 强”百强行列
China Post Group broke into top 100 on the Fortune 500 list

8 月 10 日，《财富》杂志发布 2020 年“世界 500 强”排行榜。中国邮政位列第 90 名，相比上年上升 11 位，年营业收入、利润均排名世界邮政第二位。从 2012 年在“世界 500 强”中排名第 258 位，到 2020 年首次挺进百强，中国邮政取得了长足的进步，发展速度令人瞩目。

随着近年来改革创新的不深入，中国邮政已由传统的邮政企业发展为既提供邮政普遍服务和特殊服务，又经营银行、保险、证券、基金等金融业务，现代快递物流业务和电子商务的现代企业集团。2020 年，中国邮政加快构筑推动高质量发展的普遍服务、寄递业务、金融业务、农村电商“四梁”和党建、转型、赋能、扁平、平台、协同、活力、作风“八柱”新战略格局。面对疫情冲击带来的不利影响，面对复工复产中的重重困难，中国邮政在抓好疫情防控前提下，坚持狠抓发展不动摇，全面加快普服、金融、寄递、电商业务转型步伐，各板块运营质量和效率显著提升，“四梁八柱”的基石进一步夯实。集团公司整体发展保持良好态势，收入、利润增幅均好于央企平均水平。

On August 10, the Fortune 500 list of companies of 2020 was released. China Post Group ranked 90th, up 11 places over the previous year, and ranked second in the global postal industry in terms of annual operating income and profit. It was the first time we ever made it into the top 100, a remarkable progress from the 258th place in 2012.

With the deepening of reform and innovation in recent years, we have developed from a traditional postal enterprise to a modern business group that provides not only universal and special postal services, but also banking, insurance, securities, fund and other financial businesses, in addition to modern express and logistics business and e-commerce. In 2020, we accelerated the construction of "four girders" of universal postal service, parcel, express and logistics business, financial services, rural e-commerce to drive high-quality development, and "eight columns" of Party building, transformation, empowerment, flatness, platform, coordination, vitality and work style to form a new strategic development pattern. In the face of the adverse impact of COVID-19 and the difficulties in resuming work and production, we firmly and aggressively promoted business development while doing a good job with epidemic control, accelerated the transformation of universal postal service, financial services, parcel, express and logistics business, and e-commerce in all respects, significantly improved the operation quality and efficiency of each business segment, and further consolidated the foundation of "four girders and eight columns." We maintained a good momentum of development, with revenue and profit growth above the average level of central SOEs.

08

邮件日处理能力突破 1 亿件，寄递业务发生脱胎换骨变化
Our parcel, express and logistics business was thoroughly upgraded, capable of handling more than 100 million items a day

12 月下旬，中国邮政寄递业务处理能力突破 1 亿件 / 天，提前两年完成目标任务。从 2018 年 5000 万件 / 天、2019 年 7600 万件 / 天，到 2020 年突破 1 亿件 / 天，3 年来，中国邮政寄递业务处理能力建设实现“三级跳”。

寄递业务紧扣“时限更快、价格更优、丢损更少、稳定可控”的本质，以“三个视角”找差距、立标杆，以“三大规律”促改革、求创新，“五大改革”全面深化——“两集中”管控取得经验，陆运网改革有序推进，中心局机构和人员配置持续优化，运输方式改革不断探索，揽投网改革日益深化，寄递服务能力实现大幅提高，寄递业务发生了脱胎换骨的变化——时限质量全面提升，实现了从慢且不稳到基本上与竞争对手旗鼓相当、各有千秋；服务质量全面改善，实现了从客户体验较差到满意度大幅提升；环节成本全面压降，实现了从成本居高不下到部分环节接近行业水平；获客能力全面增强，实现了从单打独斗、等客上门到协同作战、主动获客；IT 赋能全面加快，实现了从以手工作业为主向信息化、自动化、智能化的突破。

In late December, our parcel, express and logistics business handled more than 100 million items per day, hitting the target two years ahead of schedule. It represented a leapfrog development from 50 million items per day in 2018 and 76 million items per day in 2019.

Following the essential requirement to be "faster, cheaper, reliable, controllable, and less loss or damage", we identified gaps and set benchmarks for our parcel, express and logistics business from the three perspectives of customers, competition and best industrial practices, and promote reform and innovation by following the industrial, market and value laws. Five reforms have been deepened with experience accumulated in promoting the two-level centralization reform, the land transportation network reform advanced in an orderly manner, the organization and personnel allocation of the mail processing centers continuously optimized, the transportation mode reform continuously explored, and the reform of the mail collection network increasingly deepened. As a result, the parcel, express and logistics service capacity have been greatly improved with its service performance enhanced from slow and unreliable to be basically on par with market competitors with our own features. The service quality has been improved in an all-round way, leading to significant increase in the customer satisfaction degree. The cost has been reduced in all links with that of some links close to the industry level. Our ability to acquire customers has been enhanced through the transition from working alone and waiting passively for customers to working together to attract customers. IT empowerment has been accelerated and a breakthrough has been achieved through the transition from manual operations to IT-enabled, automated and intelligent operations.

09

21 名邮政员工被授予全国劳动模范荣誉称号 全国邮政涌现众多先进典型
Twenty-one postal employees were awarded the honorary title of National Model Worker

11月24日，2020年全国劳动模范和先进工作者表彰大会在北京人民大会堂隆重举行。21名来自中国邮政集团有限公司和中国邮政储蓄银行的营销、投递、管理、科研等岗位的员工被授予“全国劳动模范”荣誉称号。

不仅仅是全国劳模，2020年，全国邮政爱岗敬业、锐意创新、勇于担当、无私奉献的先进人物、先进集体不断涌现。何健忠荣获全国“最美退役军人”称号，熊桂林被授予2020“最美职工”荣誉称号，22家单位获评“第六届全国文明单位”，8家单位荣获全国交通运输行业“文明单位”“文明示范窗口”称号，葛军等3名邮政人以及中国邮政航空团队荣获全国“最美快递员”称号，56个单位、47个人获评全国邮政行业先进集体、劳动模范，充分彰显了“人民邮政为人民”的良好品牌形象，企业美誉度进一步提升。

On November 24, the 2020 National Commendation of Model Workers and Outstanding Workers was held at the Great Hall of the People in Beijing. Twenty-one employees from China Post Group Co., Ltd and PSBC, engaged in such posts as marketing, mail collection & delivery, management and scientific research, were awarded the honorary title of National Model Worker.

Moreover, we were glad to see many more outstanding individuals and units across the Group, who were dedicated to their jobs, committed to innovation, responsible and selfless. Among them, He Jianzhong was awarded the title of The Most Outstanding Veteran in China, Xiong Guilin The Most Outstanding Employee, 22 units were awarded the title of National Civilized Unit in the sixth batch, eight units the title of Civilized Unit and Civilized Demonstration Unit in the national transportation industry. Ge Jun and two other postal workers and the team of China Postal Airlines won the title of The Most Outstanding Courier of China. Fifty-six units and 47 employees were commended as model units and model workers in the national postal industry. These honors fully demonstrate the brand image of “China Post, by the people, for the people” and further enhance our reputation.

10

全国邮政普遍服务质量大提升活动圆满收官
The national campaign to improve universal postal service successfully came to an end

9月28日，国家邮政局领导作出批示，充分肯定中国邮政集团有限公司普遍服务质量大提升活动取得的突出成效。

中国邮政在全国范围内统一开展普遍服务质量大提升活动。该活动历时1年，共计新增投入资金12.5亿元，累计解决问题16万余条，解决了3.5万个网点的安全设备安装和更新问题，为基层员工（含委代办人员）配发工服25万套，改善了10022个局所的服务设施，加大了业务技能培训力度，推进了以六类普服网点转型为核心的渠道平台转型，全面确保普遍服务提质达标。

活动开展以来，全国普服局所形象明显提升，服务态度明显改善，服务内涵不断丰富，服务水平明显提高，人民群众的用邮体验感明显提升，并得到邮政监管部门的高度评价。农村乡镇局所覆盖率达100%，建制村直接通邮率达100%，给据邮件信息断点率压降了97.52%，投递外勤关键节点扫描率提升到95.44%，机要通信连续13年无失密、丢失事故，用户服务满意度连续9年递增。

On September 28, the leaders of the State Post Bureau gave instructions, fully affirming the outstanding achievements made by China Post Group in improving the quality of universal postal service.

China Post Group launched a nationwide campaign to improve the universal postal service. The one-year campaign saw an additional investment of RMB 1.25 billion. It had solved more than 160,000 problems and solved problems concerning the installation and update of security equipment at 35,000 outlets, distributed 250,000 uniforms to primary-level employees (including agents), improved the service facilities of 10,022 post offices, stepped up the training of business skills, and pushed forward the

transformation of channel platforms centering on the transformation of six types of universal postal service outlets, ensuring universal postal service was improved and met relevant requirements.

Since the launch of the campaign, the image of our universal postal service offices nationwide has been significantly improved, with a better service attitude, more diverse services of better quality, and a much better user experience, receiving high praises from regulators. All towns and townships had post offices and all administrative villages had access to direct postal services. The interrupted tracking data rate of registered mails under the nationwide universal postal service fell by 97.52%, and the scanning rate of key nodes of field deliveries increased to 95.44%. Our confidential correspondence business had zero leak of secrets, loss or damage of correspondence for 13 consecutive years, and the customer satisfaction degree has increased for 9 consecutive years.

2020 年纪特邮票发行目录

The List of Commemorative and Special Stamps Issued in 2020

志号 No.	邮票名称 Title	类别 Category	枚数 The number of pieces	发行日期 Date of issuance	面值 (元) Face value (RMB)	备注 Remarks
1	庚子年 Geng-Zi Year	T	2	0105	1.20, 1.20	另发行小本票, 售价 12 元 A separate stamp booklet was issued at the price of RMB 12
2	北京 2022 年冬奥会吉祥物和冬残奥会吉祥物 The Mascots of the Olympic and Paralympic Winter Games Beijing 2022	J	2	0116	1.20, 1.20	
3	中国剪纸 (二) Chinese Paper-cut (II)	T	4	0208	1.20, 1.20, 1.20, 1.20	
4	吴冠中作品选 Selected Works of Wu Guanzhong	T	6	0320	1.20, 1.20, 1.20, 1.50, 1.50, 3	
5	中埃建交五十周年 (中国 - 埃塞俄比亚联合发行) The 50th Anniversary of China-Ethiopia Diplomatic Relations (China-Ethiopia Joint Issue)	J	2	1124	1.20, 1.20	
6	中国第一颗人造地球卫星发射成功五十周年 The 50th Anniversary of the Successful Launch of China's First Artificial Satellite	J	1	0424	1.20	
7	中华全国集邮联合会第八次代表大会 The Eighth Congress of the All-China Philatelic Federation	J	1	0618	6	小型张 A souvenir sheet
8	亚洲文明 (一) Asian Civilizations (I)	T	6	0515	1.20, 1.20, 1.20, 1.20, 1.20, 1.20	
9	中国古典文学名著——《红楼梦》(四) <i>Dream of the Red Chamber</i> , a Masterpiece in Classical Chinese Literature (IV)	T	4+1	0517	1.20, 1.20, 1.20, 1.50, 6	
10	玫瑰 Roses	T	4	0520	1.20, 1.20, 1.50, 1.50	
11	中国登山队登顶珠峰六十周年 The 60th Anniversary of the Success of Reaching the Summit of Mt. Qomolangma by the Chinese Mountaineering Team	J	1	0525	1.20	
12	动画——葫芦兄弟 <i>Animation: Calabash Brothers</i>	T	6	0601	0.80, 0.80, 1.20, 1.20, 1.20, 1.20	
13	哈尔滨工业大学建校一百周年 The 100th Anniversary of Harbin Institute of Technology	J	1	0606	1.20	
14	莫高窟 Mogao Grottoes	T	4+1	0926	1.20, 1.20, 1.20, 1.20, 6	
15	天文现象 Astronomical Phenomena	T	5	0621	1.20, 1.20, 1.20, 1.50, 1.50	
16	故宫博物院 (二) The Palace Museum (II)	T	4+1	0711	1.20, 1.20, 1.50, 1.50, 6	
17	新时代的浦东 Pudong in the New Era	T	5	0720	1.20, 1.20, 1.20, 1.20, 1.20	
18	华佗 Hua Tuo	T	2+1	0819	1.20, 1.20, 6	
19	《共产党宣言》中文全译本出版一百周年 Centennial of the First Full Chinese Version of <i>The Communist Manifesto</i>	J	1	0822	1.20	
20	中国现代科学家 (八) Scientists of Modern China (VIII)	J	4	0919	1.20, 1.20, 1.20, 1.20	
21	中国首次火星探测“天问一号”发射成功 Successful Launch of the Mars Probe on China's First Mars Exploration Mission Tianwen-1	J	1	0926	1.20	
22	查干湖 Chagan Lake	T	3	1018	1.20, 1.20, 1.50	
23	第七次全国人口普查 The 7th National Population Census	J	1	1101	1.20	
24	中国人民志愿军抗美援朝出国作战 70 周年 The 70th Anniversary of the Chinese People's Volunteer Army Going Abroad to Fight against US Aggression and Aid Korea	J	1	1025	1.20	
25	北京 2022 年冬奥会——冰上运动 Olympic Winter Games Beijing 2022—Ice Sport	J	5	1107	1.20, 1.20, 1.20, 1.20, 1.20	
26	海外民生工程 Greater Efforts to Protect and Assist Chinese Citizens Abroad	T	3	1112	1.20, 1.20, 1.20	
27	恩格斯诞辰 200 周年 Bicentenary of the Birth of Friedrich Engels	J	2	1128	1.20, 1.20	
28	众志成城 抗击疫情 Union is Strength in Fighting Against COVID-19	特 11-2020	2	0511	1.20, 1.20	
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