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We Are Always Here for You

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About the Report

China Airlines (hereinafter referred to as "CAL") publishes corporate sustainability reports and discloses related information on its Corporate Sustainability website on a regular basis to maintain good and smooth communications with all stakeholders. The coronavirus disease 2019 (COVID-19) continued to devastate the global aviation industry in 2021. CAL remained committed to its mission and sense of responsibility for corporate sustainable development, and continued to promote sustainable environmental, social, and governance (ESG) practices. In the midst of a global pandemic, CAL has remained the lifeline for Taiwan's economy and the fight against the pandemic with shipments of the largest quantities of COVID-19 vaccines for Taiwan. We leveraged our network and services to transport tens of millions of doses of vaccines to Southeast Asia and Oceania, and used our strengths to fight the pandemic together. CAL also demonstrated its corporate resilience with quick adjustments of its operations to focus on cargo delivery and utilized the capacity of its 21 cargo aircrafts to maintain the delivery of cargo. With hundreds of chartered cargo flights in a single month, we set a new record for cargo delivery and maintained the economic connections between Taiwan and the world.



Cover Story

CAL continues the mission of the "National Team of the Sky" which started in 2020 and made use of its capacity for cold chain transportation to support national disease prevention policies and transport vaccines. This rare image is captured and reproduced on the cover of this Corporate Sustainability Report.

In the center of the image is CAL's newest Boeing 777F cargo aircraft in ground operations after delivering a shipment of vaccines. The image is intersected with illustrations while refreshing colors and image composition are used to communicate CAL's commitment to transportation professionalism and corporate social responsibility.

CAL's new passenger and cargo fleets as well as corporate ESG and sustainability achievements are also disclosed in this Report.



Guidance for Reading the Report



COVID-19 Icon

Explanation of actions implemented in response to the pandemic



Event Icon

Explanation of special incidents



Performance Icon

Represent our achievements and performance



GRI Icon

The corresponding GRI disclosure items

Refer to

Refer to Icon

More information on other pages of the Report



ESG Icon

The icon is used to specify environmental / social / governance issues



China Airlines



Mandarin Airlines



Tigerair Taiwan

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Reporting Principles & Standard Disclosures GRI 102-54

The Report is prepared in accordance with the International IR Framework published by the International Integrated Reporting Council (IIRC), the GRI Standards Core Option published by the Global Sustainability Standards Board, the sustainability metrics published by the Sustainability Accounting Standards Board, and the United Nations (UN) Global Compact. The [GRI Content Index](#), [SASB Comparison Table](#), and [UN Global Compact Comparison Table](#) are described in the ESG Data and Appendix.

Report Period & Boundary GRI 102-45, 102-50

• Report Period

The Report discloses CAL's information from January 1, 2021 to December 31, 2021. Some material information up to April 30, 2022 is also reported.

• Report Boundary

The Report discloses all information on CAL. Considering commercial correlation between CAL and its subsidiaries and the financial materiality (Note), Mandarin Airlines and Tigerair Taiwan are also disclosed in some index in the Report.

Note: China Airlines, Mandarin Airlines, and Tigerair Taiwan account for the 97% of the consolidated revenue.

Guarantee of Truthful Reporting GRI 102-56

• Internal Audit

All data and information disclosed in the Report are provided by the responsible departments of CAL, included in the internal control system in accordance with the procedures for the preparation and verification of the Corporate Sustainability Governance Regulations and quality documents, proofread and examined by the Executive Secretary (Corporate Development Office), Corporate Sustainability Committee, submitted to the Chairman for review and approval, and then reported to the Board of Directors according to CAL Sustainable Development Best Practice Principles.

• External Assurance

The Report has been verified by KPMG Taiwan in accordance with the GRI standards and the limited assurance of ISAE 3000. The truthfulness of the Report is guaranteed. Please refer to the ESG Data and Appendix for the [Independent Limited Assurance Report](#).

• Data Quality Management

Financial data in the Report and data relating to ISO quality, information security, privacy information, occupational safety and health, environmental and energy management, and greenhouse gas emissions have been certified or verified by independent third parties.



Corporate Sustainability Website

Financial Data	Deloitte Taiwan
ISO 9001 Quality Management System	DNV GL
ISO 27001 Information Security Management System	TCIC
ISO 27701 Privacy Information Management System	TCIC
ISO 45001 Occupational Health and Safety Management System	SGS
TOSHMS Taiwan Occupational Safety and Health Management System	SGS
ISO 14001 Environmental Management System	DNV GL
ISO 50001 Energy Management System	DNV GL
ISO 14064-1 Greenhouse Gas Emissions	DNV GL

Publication History GRI 102-51, 102-52

This Report is published in both Chinese and English every year and available on the CAL's CSR website. The dates of release are as follows:

First edition release date	August 2014
Previous edition release date	June 2021
Current edition release date	June 2022
Next edition release date	June 2023

Feedback GRI 102-1, 102-53

If you have any suggestions or questions about the Report, please contact:

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Letter from Management

GRI 102-14



Chairman
Su-chien Hsieh

Coexistence with the Pandemic

The COVID-19 pandemic continued to change human lives in 2021 as it had in the past two years. Due to the continuous spread of the pandemic, countries have enhanced vaccination and actively increased the coverage rate. However, the mutations of the virus and breakthrough infections have created a global environment in which we must co-exist with the pandemic. Countries continue to implement strict border controls and rigorous quarantine measures and the global aviation industry has suffered a series of severe setbacks. CAL upholds its commitment to protection of the homeland from the head office to outstations. Units responded quickly with teamwork, actively adjusted passenger and cargo flights, worked from home in separate groups, and prepared disease prevention supplies. We sought to protect the health and safety of employees on the front lines of disease prevention and worked hard to complete our transportation missions. We used both passenger and cargo services to ensure the delivery of disease prevention supplies, support for the government's travel bubbles, inclusion of the IATA Travel Pass, optimization of pilot programs for digital disease prevention services, optimization of fleets to create safe zero-contact cabins, and numerous critical missions for the transportation of vaccines. We signed collective bargaining agreements with the Union to demonstrate harmony between labor and management and create win-win for both parties. In our co-existence with the pandemic in 2021, the CAL team understood what is required and worked hard together to take every new step with steadfast resolve.

Cargo Transportation Miracle in Adversity

The performance of the global cargo transportation market in 2021 was spectacular. As the world shook under the impact of the pandemic, CAL quickly implemented adjustments and focused on cargo transportation in operations. We made full use of our advantages with 21 cargo flights and ensured the non-stop delivery of cargo, thereby maintaining the economic connection between Taiwan and the world. CAL cargo services reached record highs in 2021, including more than a hundred chartered cargo flights in a single month, a record high in monthly income with TWD 15.4 billion in cargo revenue in December, at least TWD 10 billion in revenue from cargo services each month for 5 consecutive months, and more than TWD 100 billion in revenue from cargo transportation services for the entire year. The results have been the best performance in 62 years and it has been a great year for CAL's cargo services. CAL's Global Cargo Division is an elite team that consists only of 800 employees. They have demonstrated ultra-high resilience and actively expand CAL's cargo services. With the hard work of more than 1,000 pilots and the full support of the repairs and maintenance and ground service units, CAL has achieved great results in cargo services in 2021. CAL added 3 brand-new Boeing 777F cargo aircrafts to its fleet. With the original 18 Boeing 747F cargo aircrafts, the fleets of 21 cargo aircrafts have consolidated its competitiveness in the cargo transportation industry. CAL operates approximately 540 flights each month and an average of 120 flights each week. With efficient integration of passenger and cargo transportation capacity, CAL continues to optimize flight operations and connection efficiency with outstanding performance in operating hundreds of chartered passenger and cargo flights each month. The overall revenue also broke records and reached new heights with TWD 10 billion in monthly revenue which increased CAL's ranking in global cargo services.

In response to the changes in the air cargo market structure caused by the pandemic, CAL has taken on the mission of transporting disease prevention supplies, supporting growth in the economy, and transporting daily necessities for the people. The demand for small items such as automotive components and semiconductor ICs to large objects such as automobiles, precision IC machinery, and fresh produce has also increased. CAL uses its professional cargo team to transport fresh produce for the people of Taiwan. The produce consists mainly of meat and seafood products, including Wagyu beef from Japan and Mexican lobsters and Boston lobsters from the United States, Canada, and Australia. CAL became the first airline in Taiwan to receive CEIV Pharma Cold Chain certification and it offers trusted professional cold chain management and transportation services. During the pandemic, CAL has transported COVID-19 vaccines purchased by Taiwan and successfully won business opportunities for the transshipment of vaccines by completing deliveries to several countries in Southeast Asia and Oceania. CAL has transported more than 75 million doses of COVID-19 vaccines with a weight of more

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than 350 tons, which fully demonstrated its commitment to social responsibility and fulfillment of humanitarian values. With rapid growth in CAL's cold chain transportation, the use of temperature control containers has also increased. The number of temperature control containers transported by CAL in 2021 increased by more than 100% compared to levels before the outbreak of the pandemic.

Upholding Sustainable Development

CAL upholds its mission and sense of duty for corporate sustainability. We have always supported the United Nations Sustainable Development Goals (SDGs) and we actively promote sustainable ESG actions to combat climate change. CAL became the first company in Taiwan to support the initiatives of the Task Force on Climate-Related Financial Disclosures (TCFD). We were the first in the global aviation industry to publish the first TCFD report in both Chinese and English. We support international carbon reduction initiatives and announced our target for "net zero emissions" by 2050. We continue to promote the ECO Travel Carbon Offsetting Program for environmentally friendly travel. CAL also purchased A321neo, the next-generation fuel-efficient passenger aircrafts, and use sustainable alternative fuels for return flights so that we can take real actions to reduce carbon emissions and take care of the Earth. CAL has never forgotten its social responsibility and common growth with the society during the pandemic. We fully implement disease prevention tasks and actively pay attention to the development trends of the digital health platform to jointly protect public safety and health. We also invested in charity and worked with Huashan Social Welfare Foundation to take care of the disadvantaged in local communities and play the role of corporate citizens.

CAL also received wide acclaim in Taiwan and foreign countries for its performance in sustainability in 2021. CAL was selected in the FTSE4Good Index Series for six consecutive years, recognized in the Silver Class in the latest S&P Global Sustainability Yearbook, Taiwan Corporate Sustainability Awards (TCSA) for the eighth consecutive year, and won the Global Corporate Sustainability Awards (GCSA) for the third consecutive year. CAL broke records in the results of the 2021 Dow Jones Sustainability Indices (DJSI) and became the only company in Taiwan's transportation industry to be selected as a constituent of the "Dow Jones Sustainability Index" for six consecutive years. We also exceeded our past performance by finishing in second place in the global aviation industry. CAL's long-term commitment to sustainable development has received international recognition.

A Solid Next Step

As the global pandemic continues, CAL has incorporated brand-new 777F cargo aircrafts into its fleet and added brand-new A321neo narrow-body passenger aircrafts in 2021. The brand-new fleet will focus on providing zero-contact services, superior disease prevention measures, upgraded flat-bed Business Class seats, latest personal entertainment system and largest screen, high-speed Wi-Fi services in the cabin, and free text message services. The spacious and comfortable cabin is complemented by a cargo hold system with increased capacity and efficiency. The cargo space is increased by 10-20% and facilitates safe and rapid loading. Compared to narrow-body aircrafts of the previous generation, A321neo reduces fuel consumption by 15-20%, noise by 75%, and NOx emissions by 50%. When the new A321neo aircrafts were delivered to Taiwan, CAL made special arrangements to use sustainable aviation fuels, as it did for A350 aircrafts, to protect the environment. Sustainable aviation fuels reduce carbon emissions by 8% when compared with traditional fuel. CAL takes real actions to save fuel and reduce carbon emissions to support its commitment to net zero emissions by 2050, reduce greenhouse gas emissions, and protect the environment. After the new A321neo aircrafts arrive in Taiwan and preparation and certification are completed, it will be used as the main aircraft type for regional flights and for flights to Northeast Asia, Southeast Asia, and China to strengthen CAL's regional flight network and help CAL take a solid next step.

J. C. Hsieh S.H. Kao



President
Shing-hwang Kao

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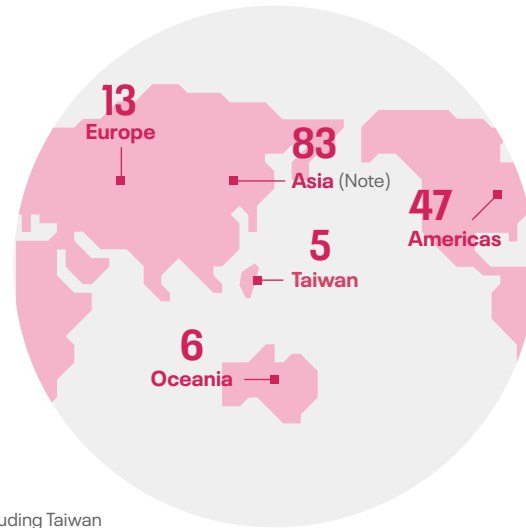
3 Corporate Governance

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Business Overview

GRI 102-2, 102-3, 102-4, 102-6, 102-7

Number of Destinations



Note: Excluding Taiwan

Destinations (including the CAL Group and code-shared routes)

Country	29	Destination	154
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Note 1: Statistics as of December 31, 2021.

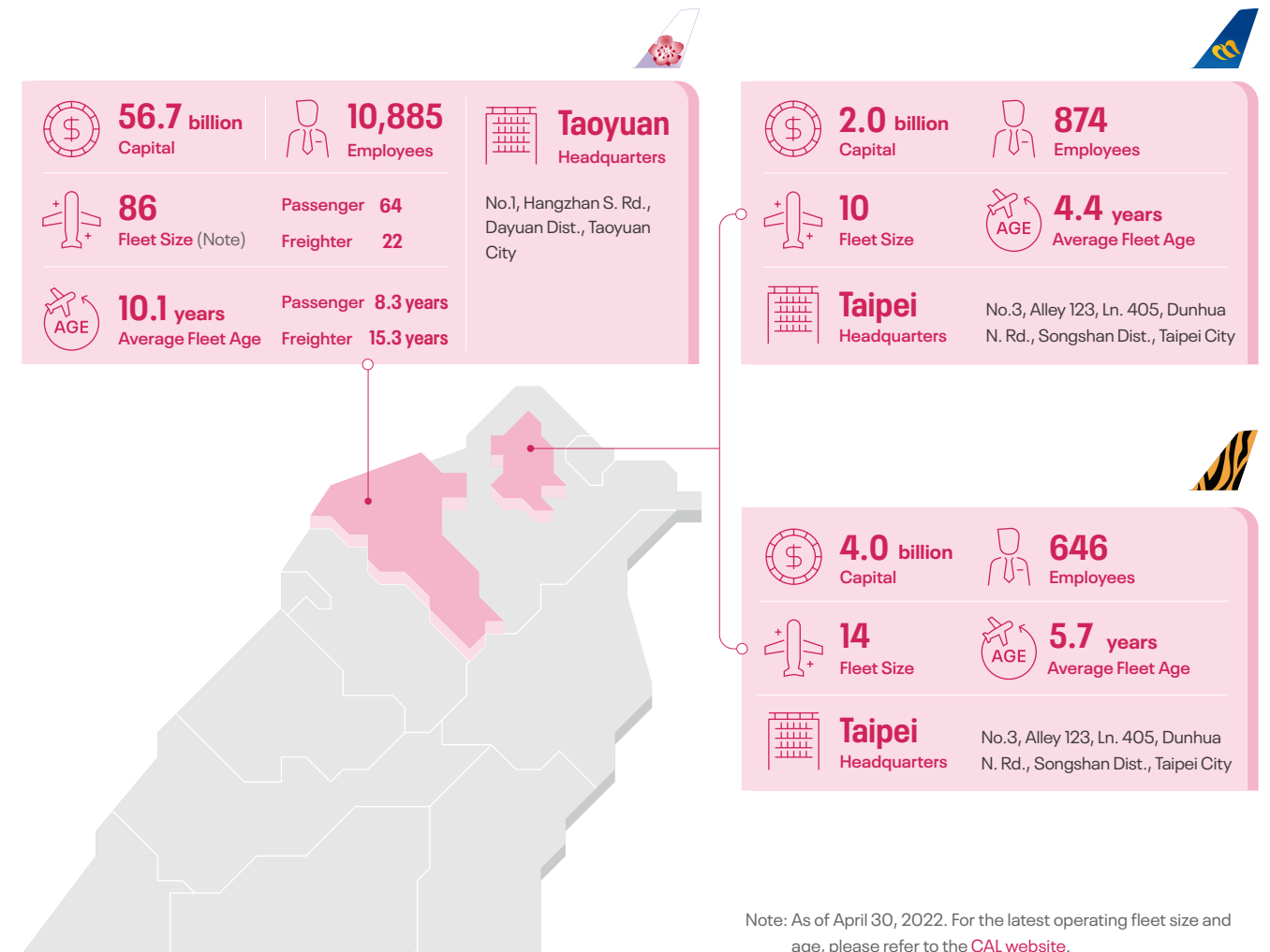
Note 2: The latest destinations please refer to the [CAL website](#).

Passenger Load (including the CAL Group)

China	12.6%	Oceania	10.7%
Hong Kong	9.9%	Americas	18.5%
Northeast Asia	6.1%	Europe	16.0%
Southeast Asia			18.9%

CAL (2610) is the largest airline in Taiwan. Based in Taiwan Taoyuan International Airport, CAL mainly provides international passenger and freight air transport services. CAL has two subsidiary airlines: Mandarin Airlines (serving domestic and regional markets) and Tigerair Taiwan (offering a low-cost business model). With three airline companies for market segmentation, shared resources, and mutual support, CAL provides a variety of options for customers. For more information on the business development of the fleet and route network, refer to Business Overview in [CAL's Annual Report](#). Through codeshare agreements with other airlines, the CAL Group offered flights to / from 29 countries and 154 destinations worldwide, and Tigerair Taiwan served 22 destinations and 29 routes in 2021. Although the COVID-19 pandemic in 2021 reduced passenger flights, CAL benefited from strong demand for cargo services and the shift from maritime transport to air cargo services as a result of container pileups in ports, which have increased the shipping costs. CAL Group's consolidated net profit was TWD 11.127 billion, and final profit after tax attributable to the parent company was TWD 9.38 billion.

Refer to **3-2 Operational Achievements**



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2021 ESG Performance and Recognition



DJSI / 6th

6th time selected for DJSI Emerging Markets Index

The only Taiwanese airline selected for DJSI Emerging Markets for six consecutive years and ranked in 2nd place among the world's airlines.



FTSE / 6th

6th time selected for FTSE4Good Index Series

Selected in the FTSE4Good Index Series for six consecutive years.



GCSA / 3rd

3rd time in GCSA Award

CAL won the Sustainability Reporting Award for the third time and won the Gold Award in 2021.



FTSE TIP
Taiwan / 3rd

3rd time selected for FTSE4Good TIP Taiwan ESG Index

Selected in the FTSE4Good TIP Taiwan ESG Index for the third time.



TCSA / 8th

8th time in TCSA Award

CAL won the Taiwan Corporate Sustainability Award for the 8th consecutive year and won the Platinum Award in the Transportation Industry for the Sustainability Report for 2021.



Yearbook / 5th

5th time selected for the Sustainability Yearbook

CAL became the only airline company in Taiwan that was selected for the Sustainability Yearbook for the 5th time in 2021.



Taiwan Ratings revised outlook to "stable"

The global aviation industry faced severe challenges during the pandemic and the credit ratings of most airline companies were downgraded. However, CAL has maintained rapid growth in cargo services and stable prospects and Taiwan Ratings revised CAL's outlook from "negative" to "stable" in October 2021 and confirmed CAL's long-term and short-term credit ratings as "twBBB+/twA-2".

Governance

G



6-20%

Top 6%-20% of TWSE / TPEX listed companies

Selected as the top 6%-20% of the excellent corporation award in the Seventh Corporate Governance Review.



1st airline in Taiwan to conduct sustainability audits

Taiwan's first airline to perform sustainability audits.



IOSA / 10th

10th time IOSA safety certification

CAL met the IATA Operational Safety Audit (IOSA) standards for the 10th time and continue to meet the highest international standards.



5th time selected for Taiwan EMP 99 Index and Taiwan HC100 Index

Selected in the Taiwan Employment Creation 99 Index and the Taiwan High Compensation 100 Index for five consecutive years.



ISMS and PIMS certification introduced for core information systems

In 2020, the Company's core information systems passed the "Information Security Management System (ISMS) ISO 27001: 2013" and "Privacy Information Management ISO 27701: 2019" certification. To maintain the validity of the certificates, the Company has passed the annual reinspection in 2021. The Company shall continue to implement monitoring, review, maintenance, and improvements to ensure compliance.



IATA Travel Pass pilot program

CAL actively develops the digital health platform and has tested the International Air Transport Association (IATA) Travel Pass starting from August 30, 2021. We introduced digital health certification procedures and activated them for trial operations for return flights from 8 destinations including Los Angeles, Ontario, San Francisco, New York, Vancouver, Frankfurt, London, and Singapore to provide passengers with a safer flight experience.



Co-organized the 2021 Flight Safety Operations Seminar

The 2021 Flight Safety Operations Seminar was organized by the China Aviation Development Foundation and the Civil Aeronautics Administration of the Ministry of Transportation and Communications (MOTC), and co-organized by CAL. The Seminar was organized to increase overall flight safety in Taiwan and prepare for the opening of Taiwan to foreign visitors after the pandemic.

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Environmental

E



6th time received highest scores in environmental management report and climate strategy of DJSI

Received the highest score for the 2020 environmental management report and climate strategy of DJSI for six consecutive years.



8th time in TCSA Climate Leadership Award

Awarded the Climate Leadership Award for eight consecutive years since 2014.



1st to the establishment of an environment, energy, and greenhouse gas inventory management system

First company in Taiwan's transportation industry to establish environment, energy, and greenhouse gas inventory (ISO 14001, ISO 50001, and ISO 14064-1) management system and continues to pass external third-party inspection/certification each year.



The only airline to receive the Excellence Award for Low-Carbon Products from the Environmental Protection Administration, Executive Yuan

CAL Group's Mandarin Airlines offers comprehensive low-carbon services which reduced its carbon footprint by more than 30% within 3 years and received a Carbon Label. It became the only airline company to participate in the GreenPoint program of the Environmental Protection Administration and it also received the Excellence Award for Low-Carbon Products from the EPA.



10th consecutive year in response to CDP and awarded Leadership rating

CAL has responded to the CDP climate change questionnaire for 10 consecutive years since 2012 and actively promotes and implements supply chain / value chain management. Ranked Leadership in CDP Supplier Engagement Rating (SER) in 2021.



Received awards for green procurement from Taoyuan City Government

CAL's maintenance facilities and Taoyuan International Airport Service won the 2020 Taoyuan City Green Procurement Award for the Private Sector.



1st to announce target for Net-Zero Carbon Emissions by 2050

CAL became the first airline company in Taiwan to announce the target for net zero emissions by 2050 and create plans for reducing carbon emissions.



1st to use Sustainable Aviation Fuel (SAF)

CAL used SAF for the new energy-efficient aircraft A321neo after using SAF for new A350 aircrafts in 2017, becoming the first airline company in Taiwan to use SAF.



The only airline group in Taiwan to promote green fares

Starting in 2021, Mandarin Airlines and Tigerair Taiwan followed CAL's footsteps and included all domestic and foreign flights into the scope of the ECO Travel carbon-offsetting services and became only airline group in Taiwan to promote green fares.

Social

S



75 million doses of COVID-19 vaccines transported

The pandemic continued to pose grave threats in 2021 and CAL completed the transportation of masks, gloves, negative pressure isolation rooms, and other medical supplies. It transported more than 350 tons of COVID-19 vaccines which totaled more than 75 million doses.



2 million in donations

CAL organized the first mask charity sale event in 2021 and encouraged all employees to make donations by purchasing masks. A total of 1,081 employees participated in the event and donated TWD 2,000,000 to disadvantaged groups such as the White Kite Children's Home, Adolescents' Home Taoyuan, and Muhsiang Sweet Home provide support during the pandemic.



99.41% union participation

99.41% of employees participating in labor unions.



45,000 students

Sponsored book programs for 102 schools throughout Taiwan to help approximately 45,000 students



Over 800 students

Since 2014, volunteers of CAL's Love All Around Team have visited 15 counties and cities, 27 townships, and 56 junior high schools, elementary schools, and social welfare organizations in Taiwan. They provided care for 3,447 students. In 2021, CAL volunteers complied with disease prevention regulations and voluntarily visited remote rural areas to teach students about aviation. The activities connected education with the ecology to create a positive cycle for the children.

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Over 18.25 million in charity contributions

Invested TWD 18,252,660 in charity activities throughout 2021.



360 senior citizens

Provided care for 360 disadvantaged senior citizens at three events in 2021.



105 people with disabilities employed

CAL was the only company in the industry to receive the Golden Wingspan Award.
CAL employed 105 people with disabilities.



Declaration for joining "TALENT in Taiwan"

CAL joined "TALENT in Taiwan" to jointly promote sustainable talent development with "CommonWealth Learning", "Cheers", and many other companies in Taiwan.

02.25

Received top ranking in the "International and Cross-Strait Flights-Full-Service Flight Category" in the Golden Wing Awards.



11.13

Selected as a constituent of the Dow Jones Sustainability Index (DJSI) for the 6th consecutive year and received 2nd place ranking in the global aviation industry.

Member of
Dow Jones Sustainability Indices

Powered by the S&P Global CSA

12.09

Rated the "Best Airline in North Asia" by the renowned American travel magazine Global Traveler for the 9th consecutive year and won the APEX Five Star Global Airline in 2022 from the Airline Passenger Experience Association (APEX) for the 5th consecutive year.



Sustainability Award Silver Class 2021

S&P Global

02.26

Received "Aviation Industry Silver Class" rating from global ratings institution S&P Global.

12.01

Received the Gold Award in the "Enterprise COVID-19 Prevention Alliance."

11.17

Won the Sustainability Report Awards in the Taiwan Corporate Sustainability Awards (TCSA) for the 8th consecutive year and the Global Corporate Sustainability Awards (GCSA) for the 3rd consecutive year.



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COVID-19 Special Column

The primary tasks for airline companies during the pandemic are “survival by fighting the pandemic”, “development of cargo services”, and “consolidation for restarting operations”. Most people predict that the recovery of pre-pandemic activities will only be achieved in 2024. The pandemic has caused a wave of bankruptcy in the aviation industry and 44.6 million people employed by the global aviation industry face risks of unemployment ([Refer to 1-4-1 Analysis of Business Environment in the Aviation Industry](#)). Operators have reduced flights, cut pay, and laid off employees. Those with poor financial conditions are now at risk of suspension of operations, bankruptcy applications, or closure. Flag carriers have implemented flexible adjustments of their business strategy and prioritized cargo over passenger services to optimize operations.

In response to the changes in the air cargo market structure caused by the COVID-19 pandemic, CAL has taken on the mission of transporting disease prevention supplies, supporting growth in the economy, and transporting daily necessities for the people. Our deliveries range from small items such as automotive components and semiconductor ICs to large objects such as automobiles, precision IC machinery. Shipments previously completed by maritime transport such as e-commerce and traditional textile industries now rely on air transport as it has become increasingly difficult to get a hold of containers. The pandemic has also powered growth in the stay-at-home economy as demand for online shopping grew. CAL continues to monitor the latest changes in the market and uses rapid and flexible adjustments of flight schedules and manpower to quickly respond to changes. They have become the key to CAL’s survival during the pandemic and its revenue of more than TWD 100 billion from cargo services. CAL also recorded its best performance in its 62-year history with increase in revenue from CAL cargo services.

Refer to **3-2 Operational Achievements**

The “National Team of the Sky” Flying on for You — Transportation of COVID-19 Vaccines and Medical and Relief Supplies

Refer to
2-5 Society

As the COVID-19 pandemic continued to ravage the global economy in 2021, CAL took on its role as the “National Team of the Sky” and delivered disease prevention supplies and emergency medical supplies, and transported COVID-19 vaccines Taiwan needed from Europe, the United States, and Asia. CAL made the highest number of COVID-19 shipments to Taiwan with 37 trips, and transported 28.897 million doses of COVID-19 vaccines (76.0%). CAL also leveraged its flight networks for transshipment of vaccines purchased by other countries through Taiwan. We imported and transshipped approximately 75 million doses of vaccines of various brands totaling over 350 tons and played a crucial role in international vaccine distribution. CAL transported 2 sets of negative pressure isolation rooms produced in Japan, totaling 30 tons, in 2021.



CAL Transported COVID-19 Vaccination



CAL Transported Negative Pressure Isolation Rooms Produced in Japan

Taiwan’s COVID-19 Vaccine Air Transport Statistics

Company	Number of Trips	Shipment Volume (doses)	Proportion (%)
China Airlines	37	28,897,464	76.0
Japan Airlines	6	4,211,750	11.1
Cargolux Airlines International	2	1,841,580	4.8
EVA Air	5	1,792,000	4.7
KLM	1	594,100	1.6
Korean Air	2	382,100	1.0
Turkish Airlines	3	285,900	0.8
Total Air Transport Volume of Vaccines	56	38,004,894	100.0

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Preemptive Protective Measures — Safeguarding Public Health and Safety

Refer to **2-1 Trust**
2-2 Human Resources

CAL actively complies with disease prevention regulations of the competent authority of health and implements health management tasks for preemptive preparation. We are committed to providing you with a safe, secure, and comfortable journey. We take enhanced measures in pre-flight preparation and your journey to your destination to make your flight safer. We set up COVID-19 information service sections and enhanced measures for COVID-19 in 2020 and we also set up a dedicated disease prevention section on the official website in 2021 to support passenger requirements. We provide one-stop services necessary for travel during the pandemic and protect public health. We provide information on immigration regulations of different countries, PCR test hospitals (list of hospitals), disease prevention hotels, airport shuttle buses, and Wi-Fi and passengers can access the information and convenient services on the platform.



Enhanced Disinfection in CAL Park



Smart Disease Prevention Gate in CAL Park



COVID-19 Vaccination



COVID-19 Service
Information



Enhanced Measures
for COVID-19



Disease Prevention
Section

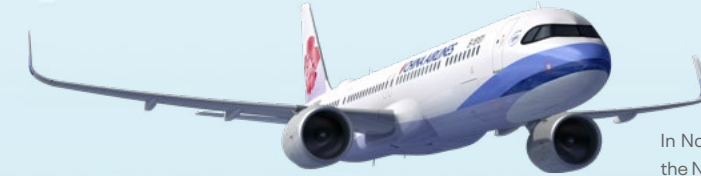
Building Momentum for Reopening of Cargo / Passenger Transport — Combination Strategies

Refer to **1-3 CAL's Sustainability Value** **2-1 Trust**

The pandemic continued to spread in 2021 with the arrival of new variants. It has minimized passenger flights and increased cargo flights. Due to disease prevention policies and strict border controls adopted by different countries, recovery in the passenger service market has been difficult. In our revenue management, we have prioritized cargo services for adjustments and plans and we implemented passenger service plans to maximize flight benefits. We adopted multiple strategies in response including the maximization of cargo services, flexible adjustments of passenger services, optimization of fleet operations, maintenance of robust financial conditions, and obtaining access to economic relief.



CAL "Brand-New
A321neo"



In November 2021, CAL Inaugurated
the New Energy-Efficient A321neo

*We Look Forward to Meeting You Again
and Reconnecting the World*

