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### Society

#### ★ HIGHLIGHTS



#### 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 TWD2,000,000 to disadvantaged groups such as the White Kite Children's Home, Adolescents' Home Taoyuan, and Muhsiang Sweet Home provide support during the pandemic.



#### 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.



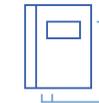
#### Over 800 students

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 pandemic prevention regulations and voluntarily visited remote rural areas to teach students about aviation. The activities provided positive effects on more than 800 students and connected education with the ecology to create a positive cycle for the children.



#### Over 18.25 million in charity contributions

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



#### 45,000 students

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



#### 360 senior citizens

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



#### 6<sup>th</sup> time Reader's Digest Trusted Brand

Tigerair Taiwan, China Airlines Group's subsidiary, won a Platinum Award in the low-cost carrier category from the Reader's Digest Trusted Brand for six consecutive years.

#### Management Approach GRI 103-1, 103-2, 103-3

##### 📍 Topic of Concern

- Social Feedback and Engagement

##### 📍 Importance of Material Issues

No support from the society, no CAL. What makes CAL successful is the support of the society. Upholding the core philosophy of "taking from society and giving back to society," CAL continues to contribute to society in the hope of creating love while fulfilling its corporate responsibility in Taiwan.

##### 📍 Commitment and Long-term Goals

###### • Commitment

CAL continues to fulfill our responsibility as a corporate citizen by investing resources in social welfare to mitigate social issues and improve society.

###### • Long-term Goals



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#### 2023

1. Organize at least one education charity event in a remote rural area
2. Organize at least one charity event in collaboration with a local Taiwanese brand

#### 2025

1. Developing opportunities for students to receive international education
2. Promoting economic growth and employment assistance in underdeveloped areas / developing countries and improving social well-being

#### 2030

1. Improving the quality of education in underdeveloped areas / developing countries
2. Enhancing the benefits of sponsorships regarding improving society

#### Unit in Charge

Corporate Sustainability Committee — Society Task Force

#### Management Mechanisms

- The meeting of Corporate Sustainability Committee, at least twice a year
- The Society Task Force reports to Corporate Sustainability Committee, every quarter

#### Grievance Mechanism

- **Investor Relations and Media Contacts** — Investors Service Website
- **Charitable Activities: Corporate Communications Office** — E-mail: [tpepp@china-airlines.com](mailto:tpepp@china-airlines.com)



Stakeholder  
Contact



Investors Service  
Website

#### Objectives and Plans

Direction	KPI	2021			2022 Objectives
		Objectives	Performance	Achievement (Note 4)	
<b>Enhance the overall quality of national education</b>	Organizing long-term education charity projects	Organizing at least one educational project related to the aviation industry	Organize 2 aviation knowledge sharing events and produce online volunteer education videos (Note 1)	100%	Organize at least one education charity event in a remote rural area
<b>Raise the Taiwan's visibility in the world</b>	Increase the number of sponsoring international activities	Participate in at least one charity event to enhance Taiwan's international visibility	Complete the transportation of the first negative pressure isolation room and COVID-19 vaccines to Taiwan (Note 2)	100%	Organize at least one charity event in collaboration with a local Taiwanese brand
<b>Empower the disadvantaged to gain equal social opportunities</b>	Increased level of sponsorship in charity events	Organizing at least one long-term charity project	Organize 3 long-term charity projects and 1 charity sale event (Note 3)	100%	

Note 1: The Love All Around Team visited two schools in Dayuan District, Taoyuan City in 2021 to teach students about aviation. In response to the uncertainties of the pandemic, they produced online volunteer education videos which were officially launched in 2022 to enrich the education and experience of children during the pandemic.

Note 2: Completed the transportation of the first negative pressure isolation room made in Japan to Taiwan and transported COVID-19 vaccines on multiple flights totaling 70 million doses.

Note 3: In 2021, CAL continued to participate in the events organized by the Huashan Social Welfare Foundation for the three traditional festivals and organized a charity sales and donation event.

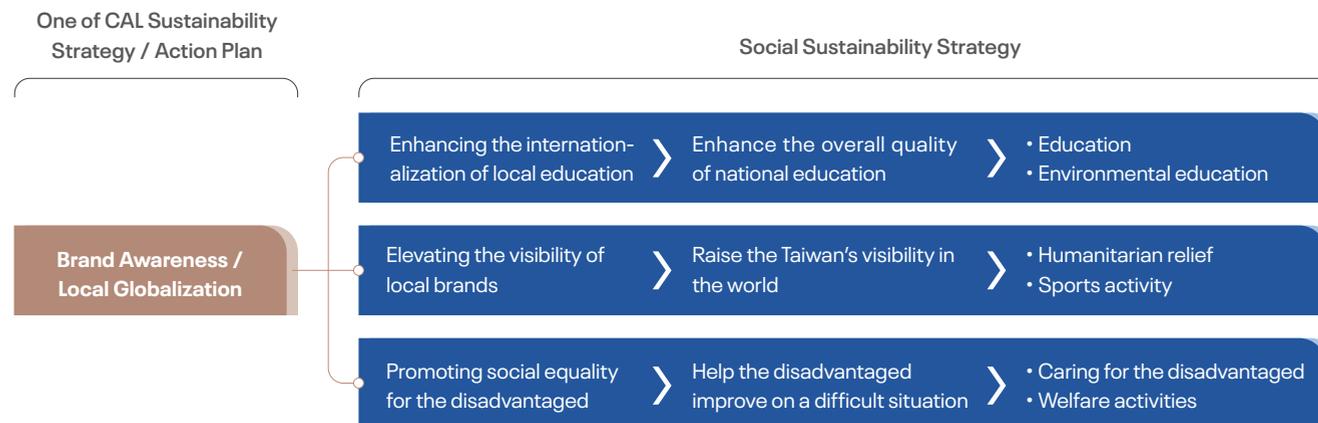
Note 4: Achievement refers to the performance fulfillment percentage.

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## 2-5-1 Social Sustainability Strategy

The world continued to be plagued by the COVID-19 pandemic in 2021. CAL cooperated with several pandemic prevention regulations of the government and reduced the number of events that involve crowds of people to reduce contact risks. However, CAL continued to support the three major sustainable development strategies of "Enhancing the Internationalization of Local Education", "Increasing the International Visibility of Local Brands", and "Empowering the Disadvantaged to Gain Equal Social Opportunities", and continued actions to support the United Nations SDG3, SDG4, and SDG8 goals. We organized charity events from disadvantaged groups in remote rural areas, aviation knowledge education, and transportation of medical supplies. We also donated supplies to medical and police personnel on the front line to thank them for their steadfast commitment to the lines of defense in pandemic prevention and created a positive cycle in the society.

### CAL Social Sustainability Strategy



## Education

CAL Group is committed to long-term investments for promoting growth of local education in Taiwan. It uses its unique aviation resources and adopts an education through fun approach to motivate children to learn and ensure substantive improvements in children's education. In addition, CAL also allows colleges and universities to apply for company visits. CAL tells students about the operations of the aviation industry and broadens young children's perspectives for future employment. We have also actively engaged in industry-academia partnerships with universities in Taiwan since 2013 to provide opportunities for acquiring professional knowledge and technical skills to attain the ultimate goals for talent cultivation. In addition, CAL encourages employees to develop environmental protection values and perspectives to promote sustainable development in the society.

### Company Visits

CAL hosts visits by colleges each year on at CAL Park and assigns dedicated personnel to speak on corporate culture, cabin crew/pilot recruitment procedures, training courses, and equipment to help students learn about careers in the aviation industry. Due to the impact of the pandemic in 2021, only 1 of the 10 scheduled visits by colleges was organized and the activity benefited 30 students.

## 2-5-2 Enhancing the Internationalization of Local Education

Theme	Item	2021 Performance	
		Number of Participants / Beneficiaries	Amount Invested (TWD)
Education	Educational exchange activity, company visits, volunteer teaching program, knowledge-sharing platform at elementary schools, flight camp, flight simulation camp, cabin crew camp	44,951	315,497
Environmental Sustainability	Coastal cleanup	761	3,712
	Corporate animal adoption plan	40	15,360



Group Photo of College Students after Visiting CAL

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### Volunteer Teaching

"CAL Volunteers Club" was established in 2011. The members include pilots, cabin crew, and employees in operations and maintenance units. The Club organizes regular courses in schools near CAL locations each year. Members share their work experience to encourage children to develop an international perspective and the habit of learning and increase their opportunities for diverse development. Before the pandemic worsened in 2021, the Club organized 1 lecture in schools such as Xihai Elementary School and Zhuwei Elementary School. In total, there were 3 participating volunteers and 3 hours of service, benefiting 73 students. As the results of this wave of the pandemic remain unpredictable, we plan to produce an online video of lecture by volunteers this year, which will be officially launched in 2022. The video will be provided to more local elementary schools in Taoyuan or those in remote areas to enrich the children's learning experience during the pandemic.



Volunteers Club Provided Aviation Courses for Enthusiastic Children



Cabin Manager Talks about Aviation in the Volunteer Lecture Video

### Knowledge-Sharing Platform at Elementary Schools

Since 2014, CAL has co-sponsored the Knowledge-sharing Platform Charity Project in partnership with the Global Views Educational Foundation. By giving complimentary Global Kids Junior Monthly and Global Kids Monthly subscriptions to elementary school students in Taoyuan City, Taitung County, Nantou County, and Hualien County, CAL helps develop children's habits for reading and learning, and contributes to cultural education with real actions. In 2021, 102 schools and about 44,878 students benefited.

Note: Calculation of beneficiary students = Average students per elementary school from Statistic of Ministry of Education (Taiwan) \* Schools donated by CAL.



Reading Records of Long An Elementary School, Luzhu District, Taoyuan City  
(Source: Global Views Educational Foundation)



Reading Records of Shin Juang Primary School, Luzhu District, Taoyuan City  
(Source: Global Views Educational Foundation)

### Flight Camp

Mandarin Airlines and Apex Flight Academy have jointly organized the "Mandarin Airlines Flight Camp" for 5 years to help young students in Taiwan start a career in aviation.



The "Mandarin Airlines Flight Camp" is Very Popular Among Young Aviation Enthusiasts



A Pilot of Mandarin Airlines Explains the Principles of Aviation to Students in the Aircraft

### Flight Simulation Camp

Mandarin Airlines launched the Flight Simulation Camp with one-on-one instructions provided by professional pilots for participants to operate in the simulator. The realistic flight courses help participants experience real flight and are both educational and fun.



The "Flight Simulation Camp" Helps Young Aviation Enthusiasts Make Their Dreams Come True



Dashing and Professional Pilots Introduce Flight Principles and Share Their Experience

### Cabin Crew Camp

Mandarin Airlines organized the Cabin Crew Camp event at Taichung Airport for young people in Central Taiwan to experience work as cabin crew without having to travel long distances. The activities in the Camp includes an introduction to the work of the cabin crew and a full experience from putting on makeup and tying the hair to putting on uniforms. The Camp also used a real ERJ-190 aircraft to show participants the uniqueness of cabin crew services.



Mandarin Airlines Organized the Cabin Crew Camp in Taichung Airport



Mandarin Airlines Cabin Crew Camp

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### Encourage People to Support the Government in Disease Prevention Tasks

During the pandemic, Mandarin Airlines helped Magong City Government of Penghu film an epidemic prevention videos, which was published on the Magong City Government page to enhance Mandarin Airlines' image for dedication and safe travel. It also encouraged people to adopt epidemic prevention measures and take flights without worries.



Mandarin Airlines Encourages People to Cooperate with the Government's Pandemic Prevention Requirements, Travel Safely, and Live Normal Lives

### Promote Domestic Travel with Sound Pandemic Prevention

Mandarin Airlines and Kinmen County Government jointly organized the "Kinmen Tour for 100 Cabin Crew" so that cabin crews can use their free time during the pandemic to send cabin crew members in separate groups to visit Kinmen's most popular sights and help Kinmen County Government promote safe domestic travel.



Kinmen Tour for 100 Cabin Crew



Kinmen Tour for 100 Cabin Crew Instagram Post

### Environmental Education

CAL Group is committed to both corporate social responsibility and sustainability. We actively pursue the improvement and protection of the Earth's environment and bear the responsibility for promoting environmental awareness to achieve sustainable environmental protection goals.

#### Coastal Cleanup

This year, CAL has planned an internal online coastal cleanup course to comply with government

regulations, avoid gathering of people, respond to international coastal cleanup activities. CAL shared the key points of coastal cleanup, preparation, implementation, and recycling with employees to enhance their knowledge of coastal cleanup. After the pandemic subsides, coastal cleanup activities will be safer and more environmentally friendly. 761 employees completed the training.

#### Mountain Cleanup Activities

This year, CAL held the Guanyin Mountain Tough Guy Mountain Trail Hiking and Clean Mountain Activities, inviting colleagues to travel together in spring, encouraging colleagues to go to nature, hiking and environmental protection public welfare activities to promote spiritual exchanges among colleagues, family members and friends, At the same time, it also fulfills its corporate social responsibility. Through this event, it contributes to the sustainable development of Taiwan's environment, so that the beauty of the mountains and forests will last forever.

#### Animal Conservation

In the long-term partnership between Mandarin Airlines and Taipei Zoo in the "Kinmen Blue-Tailed Bee-Eater Egg Retrieval and Nurture Initiative", Mandarin Airlines has assisted in airlifting blue-tailed bee-eater eggs retrieved in Kinmen to Taipei for nurturing for 7 consecutive years. In the past five years, 298 eggs have been collected and 42 hatchlings have been hatched. Tigerair Taiwan has supported the corporate animal adoption plan of Taipei Zoo since 2015. In addition to adopting the tigers, it also adopted the leopard cats and clouded leopards from 2017 to 2022 to support animal conservation with real actions.



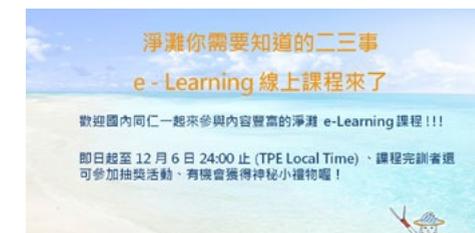
Blue-Tailed Bee-Eater Egg Retrieval and Nurture Initiative



Blue-Tailed Bee-Eater  
(Source: Taipei Zoo)



Corporate Animal Adoption Plan



Online Coastal Cleanup Course for Employees Were Organized This Year



Guanyin Mountain Tough Guy Mountain Trail Hiking and Clean Mountain Activities

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## 2-5-3 Increasing the International Visibility of Local Brands

Theme	Item	2021 Performance
		Number of Materials Shipped / Amount Invested
Humanitarian Relief	Transportation of medical supplies including masks, gloves, negative pressure isolation rooms produced in Japan, and COVID-19 vaccines	Transported more than 300 tons of COVID-19 vaccines totaling approximately 75 million doses / Sponsored the transportation of negative pressure isolation rooms valued at approximately TWD1,003,840
	Provided supplies to Taoyuan Hospital, Ministry of Health and Welfare and its Xinwu Branch and Taoyuan Police Department	TWD 1,800,600
Athletic Sponsorships	2021 League of Legends Pacific Championship Series (PCS), national team in the 2020 Tokyo Olympics, 2021 FIBA Asia Cup qualification, P.LEAGUE + Taoyuan Pilots, table tennis player Chih-Yuan Chuang, fencer Yi-Tung Chen, and tennis player Chun-Hsin Tseng.	TWD 9,240,000

### Humanitarian Relief

COVID-19 continued to devastate global industries and economies in 2021. As a major global air cargo carrier, CAL was responsible for the transportation of epidemic prevention supplies and emergency medical supplies during the epidemic. It has, on numerous occasions, shipped COVID-19 vaccines from Europe, United States, and Asia to Taiwan, and has also played a key role in international vaccine distribution with its flight networks to help transport vaccines purchased by other countries from Taiwan to their destinations. In 2021, CAL transported 2 sets of negative pressure isolation rooms produced in Japan, totaling 30 tons; CAL transported approximately 75 million doses of COVID-19 vaccines, totaling 350 tons.



Unloading of Negative Pressure Isolation Rooms



CAL Accepted the Honor of Transporting 1.5 Million Moderna Vaccines Gifted by the United States to Taiwan



COVID-19  
Special Column

### Supporting the Front Lines of Pandemic Prevention

Mid-2021 was the most challenging phase in Taiwan's pandemic prevention. In this harsh environment, medical and police personnel on the front lines remained at their posts and protected the health of the people despite tremendous physical and mental pressure. As a company based in Taoyuan, CAL has made use of available company resources to thank the front-line medical and police personnel for their hard work and contribution. CAL provided Taoyuan Hospital, Ministry of Health and Welfare and its Xinwu Branch with 7,500 service supplies and provided Taoyuan Police Department with 9,516 meals from China Pacific Catering Services.



Lunch Boxes from China Pacific Catering Services Provided for Taoyuan Police Department



Service Supplies Provided for Taoyuan Hospital, Ministry of Health and Welfare and its Xinwu Branch

### Sports Activity

CAL has always supported local sports development and has always supported the national team. CAL uses its resources to transport national teams to foreign countries to compete. In the case of the 2020 Tokyo Olympics, the most rigorous pandemic prevention measures were taken for all flights. We also prepare gifts and special in-flight meals for athletes to support the national team as they strive to win the gold medal. CAL sponsored multiple sports events in 2021 and continued to support domestic teams and players to improve the sports environment in Taiwan.

Sponsorship	Item / Player
Sporting Events	2021 League of Legends Pacific Championship Series (PCS), national team in the 2020 Tokyo Olympics, national team in the 2021 FIBA Asia Cup qualification
Athletes / Team	P.LEAGUE + Taoyuan Pilots, table tennis player Chih-Yuan Chuang, fencer Yi-Tung Chen, tennis player Chun-Hsin Tseng

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CAL Cheers for Athletes on Special Flights to the 2020 Tokyo Olympics



CAL Sponsored the P.LEAGUE + Taoyuan Pilots Opening Game

Mandarin Airlines supported Kinmen County Government which invited Tokyo Olympics gold medalists Yang Lee and Chi-Lin Wang to take part in a charity badminton education and friendly game in Kinmen. Mandarin Airlines arranged for them to take company flights and presented model aircrafts to the two gold medalists at Songshan Airport.



Mandarin Airlines Presented Aircraft Models to Gold Medalists Wang and Lee at Songshan Airport



Yang Lee and Chi-Lin Wang Took the Mandarin Airlines Flight to Kinmen to Promote Sports

The national men's basketball team was scheduled to play in the 2021 FIBA Asia Cup qualification games in the Clark Freeport and Special Economic Zone in the Philippines. To help players and team managers avoid the inconvenience of transfer flights and to reduce pandemic risks, Tigerair Taiwan assisted in providing a chartered flight for the national team with the most comprehensive protection during the pandemic.



Tigerair Taiwan Cheers for the National Men's Basketball Team

## 2-5-4 Empowering the Disadvantaged to Gain Equal Social Opportunities

Theme	Item	2021 Performance	
		Number of Beneficiaries	Amount Invested (TWD)
Caring for the Disadvantaged	Disadvantaged students, senior and members of the general public	138,091	304,553
	Charity mask sales	75	2,000,000
	Pingtung Startup Happiness Bus 2.0	9,614	1,500,000
	Sister Tong Shan Charity Association	300	1,000,000

### Caring for the Disadvantaged

Under the influence of the intensification of the epidemic this year, vulnerable groups are feeling anxious and uneasy due to the lack of resources and information, resulting in increased social inequality. To this end, CAL continues to invest in the social welfare of disadvantaged groups and is committed to helping the disadvantaged to obtain equal opportunities. Whether it is taking care of the elderly, caring for disadvantaged school children, or donating funds, etc., it hopes to achieve its commitment to equal social welfare.

### Disadvantaged Students and Communities

As the members of the "Love All Around Team", a CAL volunteers' group, consist mostly of cabin crew, they did not visit remote rural areas to provide care to children this year due to the pandemic. "Remote Rural Efforts", another volunteer group that consisted of employees in CAL office, continued to spread love by venturing into remote rural areas. They visited schools in remote areas of Taiwan each year to communicate professional aviation knowledge and organized 10 courses in remote areas in 2021, which benefited 704 children. CAL ground service employees also launched a "Step 30" event and collected more than 200 pairs of shoes in just three days. They were donated to the Step 30 International Ministries to provide disadvantaged children with the opportunity to run free.

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Group Photo of the Remote Rural Efforts Team in Yu Dong Junior High School



Ground Services Division Launched a Shoe Donation Event and Collected More Than 200 Pairs of Shoes in Three Days

### Communicating Love to the Local Community

In 2021, CAL donated TWD 1 million to the Taoyuan City Sister Tong Shan Charity Association to take care of the disadvantaged and economically challenged families in Taoyuan to take real actions and support the society and community. CAL also organized charity mask sales and invited employees to purchase masks with special designs and donated TWD 2 million in the revenue to local associations that support the disadvantaged. CAL upholds the spirit of spreading love and takes real actions to help disadvantaged groups in society improve their quality of life and fulfill our commitment to achieve equality and social welfare.



Certificate of Gratitude Presented by the Sister Tong Shan Charity Association



All Employees Were Invited to Support the Charity Mask Sales

### Support Tribal Culture on the International Stage

Puzangalan Children's Choir is known as the "Most Beautiful Voice in Taiwan". It is composed of a group of Paiwan children from elementary school to senior high school. They have been invited to perform in numerous large-scale domestic and foreign music festivals and are known. Tigerair Taiwan organized a single-trip charity flight from Kaohsiung to Songshan with a flash mob performance at the waiting room in Taipei Songshan Airport in 2020. It organized another similar event in 2021 and invited Puzangalan Children's Choir to record original songs in the studio. Tigerair Taiwan received the delivery of its first A320neo in April 2021. With the speaker system equipped on the new aircraft, CAL plays the original songs when passengers board. The music will be a pleasant surprise for wishing passengers well on their journey and can help more domestic and foreign visitors learn more about the beautiful voices from Taiwan.



Puzangalan Children's Choir Records Tigerair Taiwan's Cabin Music in the Studio

Mandarin Airlines sponsored the Green Ark Holistic Care Association's charity dinner party to support their care for tribes in remote rural areas and donated aircraft models and gifts.



Green Ark Holistic Care Association's Charity Dinner Party



Certificate of Gratitude

### Senior Citizens

CAL continued its partnership with the Huashan Social Welfare Foundation and regularly provides care to disadvantaged elderly people (disability, loss of support, or dementia) living in Taoyuan on the three Chinese festivals. The Foundation organized three charity activities this year including the "Love the Elderly and Love Team Members", "Love the Elderly by Exercising", and "Love the Elderly by Lighting up Mid-Autumn Festival". CAL continued to sponsor charity initiatives despite the pandemic and has provided care to 360 elderly people through social services of the Foundation.



CAL Volunteers Club Provides Pandemic Prevention Gifts to Elderly Who Live Alone



Huashan Social Welfare Foundation Volunteers Present CAL's Gifts to the Elderly

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#### Pingtung Startup Happiness Bus 2.0

In 2021, the "Pingtung Startup Happiness Bus 2.0 Integrated Service Pilot Program" was continued in 2021 to improve the quality of public transportation in remote areas while improving social welfare for the elderly and students for seeking medical services and going to school. CAL donated TWD 1.5 million to the transportation fund of Pingtung County Government for the townships in the pilot program. Approximately 9,614 people benefited from the program in 2021.



The Happiness Bus Delivered Elderly Residents to Vaccination Sites in Manzhou Township, Pingtung (Source: Pingtung County Government)



Happiness Bus in Manzhou Township, Pingtung (Source: Pingtung County Government)

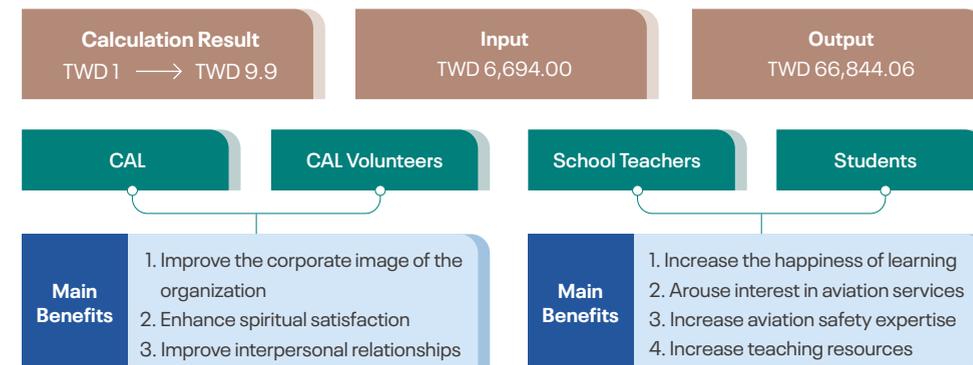
### 2-5-5 Creating a Sustainable Society GRI 201-1

As a result of the pandemic, most airlines across the globe suspended passenger transport services in 2021. It has been difficult for airline companies in many countries, but CAL quickly adjusted its businesses and continued to survive in the international market. Nevertheless, CAL remains committed to creating a sustainable society. We make the best use of our cargo capacity to continue to link Taiwan's economy to the world. We also spare no effort in supporting social welfare and achieving our goals of creating a positive cycle of social and corporate development.

#### Social Investment Evaluation

Since 2015, CAL has adopted the London Benchmarking Group (LBG) model to analyze the effectiveness of social investment and quantify the influences of various resources invested in society and the business itself. CAL adopted the Social Return on Investment (SROI) model in 2019 to analyze the benefits of individual charity programs. CAL took the 2021 CAL volunteer teaching activity as the target for calculation. According to the SROI evaluation method, the calculation result of this activity is 9.9, which means that for every TWD 1 invested, TWD 9.9 of social benefit can be generated.

For the contribution to social investments, CAL donated TWD 19,256,500 in 2021. Commercial initiatives, charitable events and community investments represented 60%, 14%, and 26% of our total social investment, respectively. Social investments could be categorized into materials, money, volunteers, and management overhead, which represented 48%, 26%, 1% and 25%, respectively. For more information, refer to the table below.



#### Types of Social Investment

Item	Amount (TWD)			2021	
	2019	2020	2021	Content	Percentage
<b>Commercial Initiatives</b>	15,384,554	3,272,694	11,629,340	<ul style="list-style-type: none"> <li>• Supported public forums and cultural events</li> <li>• Sponsored Taiwanese athletes in international events</li> </ul>	60%
<b>Charitable Events</b>	728,867	2,134,300	2,671,500	<ul style="list-style-type: none"> <li>• Provided domestic and international disaster relief</li> <li>• Continue to care about local disadvantaged groups</li> </ul>	14%
<b>Community Investments</b>	5,955,017	1,755,197	4,955,660	<ul style="list-style-type: none"> <li>• Organized supportive events for the disadvantaged</li> <li>• Taught Aviation knowledge at elementary schools</li> <li>• Online coastal cleanup</li> </ul>	26%

#### Input of Social Investment

Item	Amount (TWD)			2021	
	2019	2020	2021	Content	Percentage
<b>Material Donations</b>	10,328,290	2,949,694	8,764,000	Donation of flight tickets and in-flight products	48%
<b>Monetary Donations</b>	7,746,631	2,757,300	4,845,000	Cash input for each event	26%
<b>Employee Volunteers</b>	960,132	384,476	134,962	Volunteers for park tours, teaching, and online coastal cleanup	1%
<b>Management Overhead</b>	3,033,385	1,070,721	4,512,410	Overhead for various activities	25%

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#### Effectiveness of Social Investment

Item	2019	2020	2021 (Note 1)
<b>Amount of Social Investments (TWD)</b>	60,502,597	22,188,592	26,378,062
<b>Number of Beneficiaries</b>	162,933	355,459	203,758
<b>Volume of Media Exposure / Number of Facebook Fans</b>	196 / 1,019,990	118 / 1,054,515	95 / 1,063,177
<b>Number of Flight Tickets Sponsored</b>	333	81	59

Environmental / Social Effectiveness		
Item	Content / Reach	Amount (TWD)
<b>Other Donations for Art and Charitable Events</b>	2021 Taiwan Lantern Festival, Huashan Social Welfare Foundation, Sister Tong Shan Charity Association, charity mask sales, etc.	3,537,000
<b>Pingtung Startup Happiness Bus 2.0 Integrated Serviced Pilot Program</b>	Approximately 9,614 beneficiaries	1,500,000
<b>Charity Mask Sales</b>	Approximately 75 beneficiaries	2,000,000
<b>Online Coastal Cleanup</b>	Approximately 761 participants	3,712 (Note 2)
<b>Aviation Knowledge Lecture for Remote Rural Areas</b>	777 elementary school students	271,950 (Note 3)
<b>Global Kids' Knowledge Sharing Platform Project</b>	Approximately 44,878 elementary school students	788,400 (Note 4)
<b>Headquarter Visits</b>	30 participants	15,000 (Note 5)
Benefits to Business Operations		
Indicator	Content / Reach	Amount (TWD)
<b>Media Exposure</b>	Media reports: 95 Number of Facebook Fans: 1,063,177	9,500,000 (Note 6)
<b>Number of Flight Tickets Sponsored</b>	59	8,762,000

#### Effectiveness of Social Involvement Calculation

Note 1: The level 3 alert was announced in mid-2021 as a result of the epidemic. To support the government's related epidemic prevention policies and reduce contact, CAL canceled in-person activities of volunteers, which reduced the number of beneficiaries. However, we increased business activities and community investments to continue to fulfill corporate social responsibility.

Note 2: Tuition: TWD350 / lesson (3 hours) per student × 777 students = TWD271,950.

Note 3: 219 magazines / month subscribed to \* TWD300 × 12 months = TWD788,400.

Note 4: 1 visiting fee × TWD15,000 (basic fee per regular visit) = TWD15,000.

Note 5: The benefits from media exposure cannot be estimated and are thus calculated by ad placement:  
TWD100,000 / ad × 95 ads = TWD9,500,000.

Note 6: As the aforementioned effectiveness of social involvement is hard to quantify, the environmental / social effectiveness is presented by cost.

## Future Plans

### 1. Enhancing the Overall Quality of National Education

In compliance with the COVID-19 pandemic prevention policies this year, CAL organized 2 aviation lecture events and continued to make use of aviation resources to introduce the CAL brand while complying with pandemic prevention policies to expand the effectiveness of engagement and sponsorship. We adjusted the contents (online or in-person) to cultivate children's interest in learning. We plan to expand the scale of volunteer lectures in the future to enrich education for more children in remote areas. We will also evaluate and invest in promoting international education opportunities for young students based on pandemic conditions in foreign countries and improve academic exchanges.

### 2. Increasing Taiwan's International Visibility

Due to the continuation of the pandemic in 2021, CAL sought to support international relief efforts and supported the transportation projects of the central government. We completed the transportation of negative pressure isolation rooms to Taiwan and 70 million doses of COVID-19 vaccines as we actively promoted the positive image of Taiwan across the globe. We plan to cooperate with organizations / businesses / athletes in Taiwan to organize joint corporate charity events in the future. We shall use corporate resources and the advantages of the aviation industry to increase the international visibility of local brands and give back to society.

### 3. Helping the Disadvantaged Overcome Difficulties

In 2021, CAL organized 3 long-term charity programs and 1 charity sales event to provide disadvantaged groups with equal opportunities. We will use company resources to plan charity projects to expand resources and recipients through partnerships to effectively enhance the social welfare of rural and disadvantaged groups in Taiwan, thus forming a "positive cycle" in the society.