CHINA AIRLINES

永續華航
SUSTAINABILITY WE CARE

2025 SUSTAINABILITY REPORT

CONTENTS

E S G **ESG Icon** Used to indicate environmental/social/governance issues

Focus Story/Highlight Project Illustration A description of the execution highlights and outcomes related to the explanatory section

Reference Icon More information on other pages of the Report

GRI **GRI Icon** The corresponding GRI disclosure items

China Airlines Mandarin Airlines Tigerair Taiwan

Preface

About the Report

GRI 2-1, 2-2, 2-3, 2-4, 2-5, 2-14

China Airlines Co., Ltd. (hereafter referred to as CAL) has consistently dedicated itself to promoting sustainability in the areas of Environment, Social, and Corporate Governance (hereafter referred to as ESG), and the Company's sustainability performance continues to receive external recognition. To maintain effective and open communication with stakeholders, CAL regularly publishes sustainability reports in both Chinese and English and discloses relevant information on its corporate sustainability website. The Company addresses the sustainability concerns of its eight key stakeholders through specific sustainability policies and action plans. China Airlines actively responds to international sustainability initiatives by continuously advancing climate action and governance. In addition to following the Science Based Targets initiative (SBTi) to drive greenhouse gas reduction pathways, the Company has set a long-term goal of achieving net-zero emissions by 2050. The Company continues to implement its fleet renewal program, accelerating the introduction of next-generation, high-efficiency aircraft to improve fuel efficiency and overall operational performance. At the same time, CAL has continued to serve as a key driver of low-carbon transformation in Taiwan's aviation industry. In addition to expanding the practical use of Sustainable Aviation Fuel (SAF), the company has gradually increased the proportion of SAF used in passenger and cargo flights through demonstration flights, corporate travel carbon reduction collaborations, and value chain partner cooperation. This supports the development of the domestic SAF supply chain and promotes low-carbon transportation and energy transition. CAL also remains committed to biodiversity conservation efforts, responding to initiatives related to natural carbon sinks and sustainable forestry, thereby demonstrating the Company's dedication to environmental and ecological sustainability.

Cover Story

Butterflies Soar, Sustainable Transformation — Every Beat of Their Wings Is a Commitment to a Green Future. Inspired by Taiwan's "Kingdom of Butterflies," the design weaves the vibrant wings of butterflies with CAL's corporate primary color, Dawn Blue, and the blended Plum Blossom Red, embodying a graceful and dynamic sense of flight in harmony with the infinity symbol ∞. The design employed stacked geometric color blocks to reflect the digital-driven core and sustainable development, symbolizing CAL's rigorous construction of its various ESG indicator into solid, sustainable outcomes.

Reporting Principles & Standard Disclosures

This report is prepared in accordance with the Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies, following the 2021 edition of the Global Reporting Initiative (GRI) Standards issued by the Global Sustainability Standards Board. It also references the Integrated Reporting Framework (IR Framework) of the International Financial Reporting Standards Foundation (IFRS Foundation). Additionally, it incorporates sustainability indicators from the Sustainability Accounting Standards Board (SASB) of the IFRS Foundation, the Task Force on Climate-related Financial Disclosures (TCFD), the Taskforce on Nature-related Financial Disclosures (TNFD), and the United Nations Global Compact. For detailed information, please refer to the ESG data and appendices of the report, including the GRI Content Index, Sustainability Accounting Standards Board (SASB) Table, Climate-related Information Index for Listed Companies, TCFD Index, TNFD Index, and UN Global Compact Index.

- GRI Standards of the Global Sustainability Standards Board
- IFRS Foundation International Integrated Reporting Framework
- Sustainability metrics of the Sustainability Accounting Standards Board (SASB) by the IFRS Foundation
- Task Force on Climate-related Financial Disclosures (TCFD)
- United Nations Global Compact
- United Nations Sustainable Development Goals (SDGs)
- Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies
- Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies
- Corporate Governance 3.0
- Sustainable Development Guidemap for TWSE and TPEx Listed Companies
- Sustainable Development Action Plans for TWSE and TPEx Listed Companies
- Taskforce on Nature-related Financial Disclosures (TNFD)

Note : The contents of the report follow the 8 major reporting principles of the GRI Standards: Accuracy, balance, clarity, comparability, integrity, sustainability, timeliness, and verifiability.

Report Period & Boundary

Report Period

CAL discloses information from January 1, 2025 to December 31, 2025 in accordance with the GRI Standards. The reporting period of this report aligns with the financial statements; however some material information is subject to extended disclosure at May 31, 2026.

Report Boundary

The financial data in this report aligns with the boundary of CAL's consolidated financial statements. The disclosure boundary for sustainability-related indicators is primarily based on industry relevance and financial materiality, focusing on CAL. Some indicators extend to subsidiaries Mandarin Airlines (hereafter referred to as AE) and Tigerair Taiwan (hereafter referred to as IT), which will be specifically noted in the report. Future operational changes of the organization, such as mergers, acquisitions, and disposals, as well as non-controlling minority interests, will be considered if necessary, using a consistent method for information disclosure. There are no significant changes in the boundary and topics of major themes from the previous year. Any restated disclosure information is explained in the notes of each chapter. Additionally, the progress of IFRS implementation is more strongly disclosed to align with the Financial Supervisory Commission's roadmap for integrating International Financial Reporting Standards (IFRS) sustainability disclosure standards.

Note 1: China Airlines, Mandarin Airlines, and Tigerair Taiwan account for 96% of consolidated revenue.
Note 2: Tigerair Taiwan has been officially listed on the stock market since 2023 and has begun separately compiling a Tigerair Taiwan Sustainability Report. (Source: Tigerair Taiwan website)

Guarantee of Truthful Reporting

Internal Audit

The data and information disclosed in this report are provided by the respective responsible units of our company. In accordance with the Quality Document Specifications for the Preparation and Verification Procedures of the Corporate Sustainability Development and Information Disclosure Measures and incorporated into the internal control system. It is compiled and submitted by the Executive Secretary Group of the Corporate Sustainability Committee (Sustainable Development Center of the Corporate Development Office) to the Corporate Sustainability Committee. The content of this report (including materiality analysis) is then submitted to the Sustainability & Risk Management Committee and the Board of Directors, and is approved for issuance following a resolution by the Board.

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, environmental and energy management, greenhouse gas emissions, and occupational safety and health have been certified or verified by independent third parties.

Item	External Verification Agency
Sustainability Report in accordance with ISAE 3000	KPMG
Financial Data	Deloitte Taiwan
ISO 9001 Quality Management System	DNV
ISO 27001 Information Security Management System	SGS
ISO 27701 Privacy Information Management System	SGS
ISO 14001 Environmental Management System	DNV
ISO 50001 Energy Management System	DNV
ISO 14064-1 Greenhouse Gas Emissions	DNV
ISO 45001 Occupational Health and Safety Management System	SGS
TOSHMS Taiwan Occupational Safety and Health Management System	SGS

Certification Information

Publication History

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

First edition release date	August 2014
Previous edition release date	August 2025
Current edition release date	August 2026
Next edition release date	August 2027

Note: CAL notifies GRI of the use of its Standards and the statement of use after the release of the Report each year by sending an email to reportregistration@globalreporting.org

Feedback

If you have any comments or questions regarding this report, please contact.

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https://calec.china-airlines.com/csr/en/

Corporate Sustainability Website

Stakeholder Contact

Letter from Management

GRI 2-22

Steady Operations Created Historic Results

Looking back on 2025, the global aviation industry continued to move forward amid intertwined challenges and opportunities. On one hand, rising geopolitical risks, an imbalance in the aerospace supply chain, trade barriers, and cost fluctuations tested corporate operational resilience and risk management capabilities; on the other hand, the gradual recovery of the global economy drove a steady rebound in passenger demand. In addition, the rapid development of AI and high-tech industries, along with the continuing trend of supply chain restructuring, boosted cargo demand, and under an environment of relatively stable energy prices, provided support for the operating momentum of the aviation industry.

In response to the rapid changes in the external environment, CAL has adopted a strategy centered on the parallel development of passenger and cargo businesses. Through close collaboration with the Group and supplier partners, CAL flexibly adjusted route capacity, allocated resources precisely, and continued to optimize the fleet structure and operating efficiency. In 2025, we successively introduced A321neo passenger aircraft and 777F Cargo Aircraft, strengthening regional passenger and cargo service capacity and further enhancing operating flexibility, market responsiveness, and profitability. We thank all CAL colleagues, group partners, suppliers, and customers for their support and recognition. In 2025, CAL's overall operating performance reached another all-time high, and the three financial indicators of revenue, profit, and earnings per share (EPS) all set historic records, demonstrating CAL Group's strength in sound management, agile response, and sustained value creation.

While operational growth continues, we will further deepen the sustainable connotations of corporate governance. In 2025, the Board of Directors adjusted and established the "Sustainability & Risk Management Committee". Based on the operating characteristics of the air transport industry and domestic and international governance trends, it strengthened the responsibilities, reporting, and supervision mechanisms of the existing Risk Management Committee, and further integrated the operating risk, sustainable development, climate-related, and nature-related risk management functions within the corporate governance structure, so as to enhance decision-making consistency and governance effectiveness. Through a more robust governance mechanism, CAL will continue to balance operational growth, shareholder equity, and sustainable value, laying a solid and resilient operating foundation.

Integrating Sustainability into Operations, Advancing Sustainable Transformation through Action

CAL, with safety, risk management, and corporate governance as its foundation, has fully incorporated sustainability (ESG) into its corporate development strategy and annual targets, and, through the working platform of the Corporate Sustainability Committee and its subordinate value groups, regularly formulated, implemented, and tracked short-, medium-, and long-term as well as annual sustainability targets. While expanding operations in 2025, we also effectively controlled and enhanced various environmental performance and eco-efficiency. At the same time, we continued to deepen our TCFD/TNFD-related efforts and, in response to the international sustainability disclosure trends of IFRS S1 and S2, strengthened the linkage between disclosure quality and management mechanisms to create long term, sound, and positive value for stakeholders.

In response to the challenges of climate change and the energy transition, CAL continued to reduce the impact of air transport on the environment and enhance the effectiveness of passenger and cargo service through fleet renewal, network management, improved fuel efficiency, and the addition of SAF. In 2025, we announced the introduction of 15 A350-1000 aircraft, 15 777-9 aircraft, and 8 777-8F aircraft as new-generation, highly efficient, environmentally friendly models, and launched a full-cabin upgrade program for the A350-900, enabling medium- and long-haul passenger and cargo services to continue advancing toward high-efficiency, low-carbon, and high-quality innovative services; by the end of 2025, the A321neo fleet has reached 21 aircraft, gradually replacing the aging 737-800 models and becoming an important mainstay and environmental standard-bearer for regional routes.

In promoting sustainable aviation fuel (SAF), CAL has continued to deepen and expand its related initiatives on the basis of its past achievements in leading Taiwan's aviation industry in the early adoption of SAF and in Stakeholder Engagement, including implementing its blending target and signing Memoranda of Understanding to steadily establish a global supply chain. At the same time, we supported the government's SAF pilot program through concrete actions and participated in consultations and actions on subsequent response strategies. CAL also drew on international trends and practices to lead the industry in Taiwan in launching the "SAF Corporate Customer Cooperation Program," and received action support from benchmark corporate partners. Together, they promoted collaboration with suppliers and corporate customers to reduce scope 3 carbon emissions, marking an important milestone for cross-industry cooperation in Taiwan's aviation sector in response to climate change.

CAL also highly values the SkyTeam "The Aviation Challenge (TAC)" for its significance in international peer benchmarking, value chain sustainability cooperation, innovative stakeholder communication, and its role in leading sustainability within Taiwan's aviation industry. Participating in the TAC for the fourth consecutive year in 2025, CAL continued to introduce innovative practices built upon existing eco-friendly service elements. These initiatives included adding 40% SAF to designated flights and expanding the promotion of Taiwan's specialty plant-based cuisine. Through its outstanding performance, CAL was honored with the "Sustainable Aviation Fuel Transition Impact Award" under the Organizational Transformation category, showcasing the concrete achievements of China Airlines in accelerating the low-carbon transition of aviation and the sustainable competitiveness of Taiwan's aviation industry value chain.

Talent is the foundation of corporate operations and sustainable development. CAL, upholding the principle of "people-oriented," has continued to devote itself to cultivating aviation professionals and to creating a safe, healthy, friendly, and labor-management-harmonious workplace environment. It once again received recognition as the "Best Employer in Asia Award." With "diversity, equity, and inclusion" as our guiding principles, we promoted a number of inclusive workplace measures in 2025 that were leading initiatives among Taiwan's peer companies. Key achievements included allowing women employees to wear pants as part of their uniforms and permitting flight attendants to wear glasses and black athletic shoes while on duty, thereby safeguarding employee health and fostering a more inclusive corporate culture.

In terms of Social Philanthropy, CAL has long leveraged its aviation transport expertise and operational resources to give back to society, focusing on initiatives such as "internationalization of education," "medical and humanitarian assistance," "support for employment for disadvantaged groups," and "environmental and ecological initiatives." CAL has continuously invested in actions including education in remote areas, care for disadvantaged groups, beach cleanup environmental protection activities, ecological conservation, the Satoyama Initiative, and international emergency relief, and has joined with stakeholders and partners to jointly implement the United Nations Sustainable Development Goals (SDGs), moving toward the vision of "sustainability, care, and mutual prosperity.

CAL's achievements from many years of continuous dedication to ESG were further recognized in 2025 by authoritative domestic and international rankings, including: for the second time, it received the highest score in the global airline industry in the S&P Global Corporate Sustainability Assessment (CSA), and for the ninth time, it was selected for the S&P Sustainability Yearbook, earning the distinction of being the only airline in the world to be named in the Top 1% in the "2026 Sustainability Yearbook"; at the same time, CAL received the Taiwan Enterprise Sustainability Award (TCSA) "Taiwan Top 10 Sustainable Model Enterprises Award" for the second time, and retained the highest honor of "Best Annual Report in the Services Industry" for four consecutive years; it won the Gold Award in the "ESG Transport Sustainability Award" for two consecutive editions; and, for its support of the domestic energy transition, it was awarded the "Sustainable Development Award" by the Civil Aeronautics Administration. These affirmations are not only encouragement for CAL's sustainable governance and innovative practices, but also provide us with the impetus and confidence to continue improving.

Strengthening Resilience to Meet Future Challenges and Opportunities

Looking ahead to 2026, the global political and economic environment still contains many uncertainties. Geopolitical risks triggered by regional wars, fluctuations in energy prices, and the restructuring of industrial supply chains and the risk of supply chain disruptions will continue to test the operating resilience of the aviation industry. At the same time, the development of AI technology and the continued deepening of Taiwan's key position in the global supply chain will also create new growth opportunities for the passenger and cargo markets. Facing a future interwoven with challenges and opportunities, CAL and its group partners will uphold the corporate vision of "Leading Asia-Pacific, Flying Worldwide" and the service declaration of "Touching every moment", and will continue to strengthen corporate governance, enhance operational resilience, and deepen stakeholder communication and value chain collaboration through business strategies of proactive planning, sound planning, and prudent risk management.

CAL will continue to implement stakeholder communication and engagement in the course of its corporate development, taking into account environmental eco-efficiency and fulfilling social responsibility, and will work with value chain partners and supply chain management to appropriately identify and address short-, medium-, and long-term sustainable development issues. From operational innovation and low-carbon transition to talent development and the co-prosperity of society and the environment, CAL will continue to enhance operational quality and expand brand value and sustainable influence. We will continue to deepen CAL's and the Group's development across all ESG dimensions through sound operations and sustainable actions, and create long-term, trustworthy, and happiness-oriented sustainable value and development niches for current and intergenerational stakeholders.

Kao Shing-Hwang
Chairman

Chen, Han-Ming
President

Business Overview

GRI 2-1, 2-6

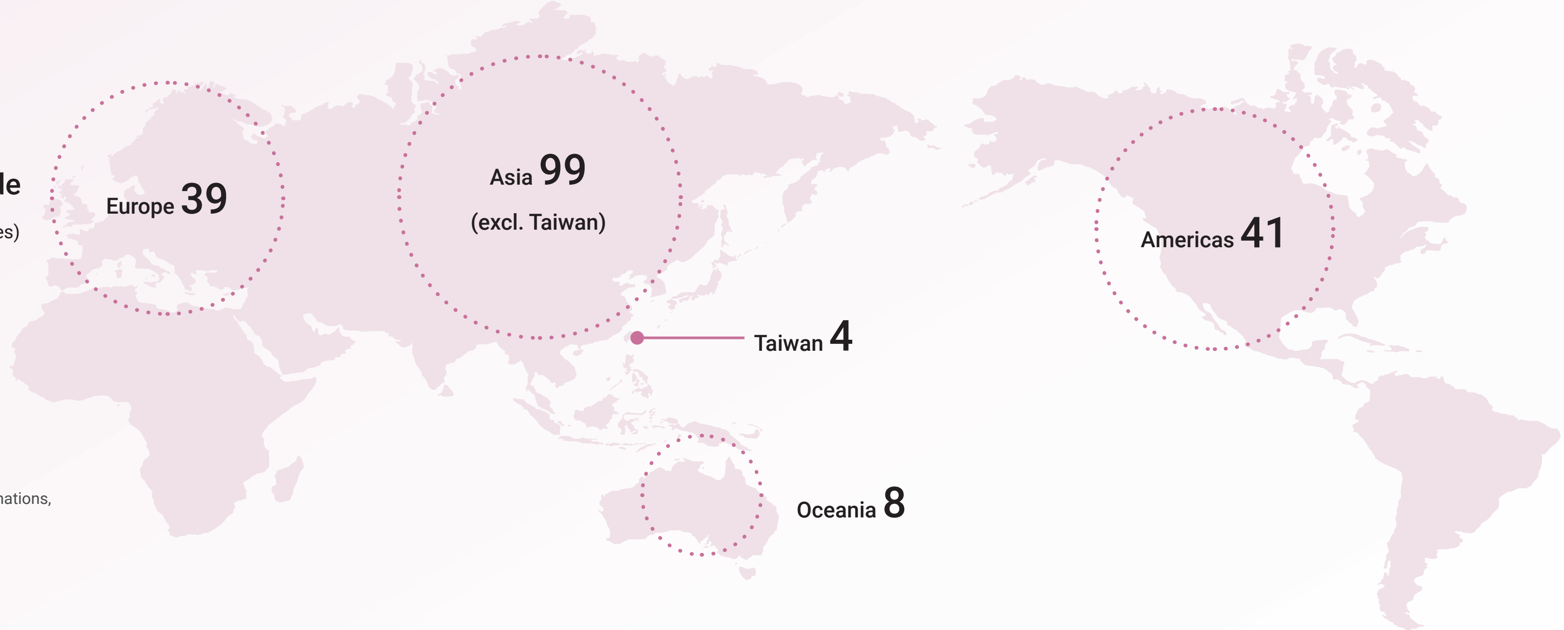
CAL (2610) is the largest airline in Taiwan and operates within the air transportation industry. Based in Taiwan Taoyuan International Airport, CAL mainly provides international passenger and freight air transport services. CAL has two airline subsidiary companies: Mandarin Airlines (serving domestic 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. In 2025, China Airlines and Mandarin Airlines jointly operated flights to 29 countries/regions with other operators, serving 191 destinations, while Tigerair Taiwan served 30 destinations across 45 routes. In the first half of 2025, although global trade protectionism intensified and caused market fluctuations, its substantive impact on the economy was relatively limited. Cross-border travel and logistics demand remained highly resilient, supporting the steady development of the air transportation market. Although capacity expansion was constrained by supply chain disruptions, aircraft delivery delays, and labor shortages, strong demand, coupled with effective market strategies, operational scheduling, and management enabled CAL to maintain high passenger and cargo load factors, thereby supporting ticket revenue and overall corporate revenue performance. With strong demand in both passenger and cargo transportation, favorable conditions have been created for CAL to achieve breakthrough revenue growth. CAL Group's consolidated pre-tax net profit reached TWD20.059 billion, with net profit after tax attributable to the parent company amounting to TWD14.700 billion. Refer to 3.2 Operational Achievements

Destinations

29 countries

191 destinations worldwide

(including CAL Group and code-shared routes)



Note: As of December 31, 2025. For the latest destinations, please refer to the CAL website.

China Airlines

Capital
TWD 60.8 billion

Employees
11,803

Headquarters
Taoyuan (No.1, Hangzhan S. Rd., Dayuan Dist., Taoyuan City)

Fleet Size and Average Fleet Age
86(Note)/9.5 years
68 passenger aircraft/9.1years,18 cargo aircraft/11.1 years

Mandarin Airlines

Capital
TWD 4 billion

Employees
954

Headquarters
Taipei (No.3, Alley 123, Ln. 405, Dunhua N. Rd., Songshan Dist., Taipei City)

Fleet Size and Average Fleet Age
13(Note)/3.7 years

Tigerair Taiwan

Capital
TWD 4.595 billion

Employees
874

Headquarters
Taipei (No.3, Alley 123, Ln. 405, Dunhua N. Rd., Songshan Dist., Taipei City)

Fleet Size and Average Fleet Age
17(Note)/6.9 years

Passenger Load Factor (CAL Group)

Oceania	83.3%
Northeast Asia	81.1%
Europe	80.6%
Southeast Asia	77.8%
North America	75.9%
Mainland China	75.6%
Hong Kong and Macau	68.5%

Note: Data is compiled as of December 31, 2025; the number of operational aircraft and aircraft age data are compiled as of April 30, 2026. The latest information on the number of operational aircraft and aircraft age is available on the official website.

2025 ESG Performance and Recognition

Selected for the FTSE4Good Index Series for 10th consecutive years

CAL has been included in the FTSE4Good Index Series for ten consecutive years and has also been selected as a constituent of the Taiwan ESG Index seven times.

9th time included in the S&P Global Sustainability Yearbook

CAL achieved the highest CSA score among global airlines in 2025. In 2026, it was selected for the Sustainability Yearbook for the ninth time and received Top 1% recognition for the second time, making it the only airline in Taiwan to achieve this distinction.

4th time selected for the MSCI Index

Since 2022, CAL has been selected as a constituent of the MSCI Global Standard Index for the fourth time.

2nd time receiving the Taiwan Top 10 Sustainability Model Enterprises Award

In 2025, CAL received the TAISE "Taiwan Top 10 Sustainability Model Enterprises Award" for the second time. It has also received the Taiwan Corporate Sustainability Awards for 12 consecutive years, the Global Corporate Sustainability Award – Sustainability Reporting for seven consecutive years, and the Best Sustainability Report (Service Industry) award for four consecutive years.

2nd time awarded Gold in the ESG Transportation Sustainability Award

With a well-established ESG governance framework and concrete sustainability practices, CAL has been awarded the ESG Transportation Sustainability Award – Gold for two consecutive terms and is the only recipient recognized for "Innovation Advancement."

10th time awarded APEX Five-Star Airline Award

CAL continues to implement its service CAL continues to implement its service declaration of "Touching every moment" and enhance operational and service quality, earning the APEX Five-Star Airline Award for ten consecutive years.

Governance

Long-term credit rating remained at "twA-"

In October 2025, Taiwan Ratings affirmed CAL's long-term credit rating at "twA-" and short-term credit rating at "twA-2," with a stable outlook.

Top 6%-20% in Corporate Governance Evaluation

CAL was ranked among the top 6%–20% of companies in the 12th Corporate Governance Evaluation.

100% signing rate of the Supplier Code of Conduct

The signing rate of the Supplier Code of Conduct among critical Tier-1 suppliers reached 100%.

Received the highest 7-Star safety rating from AirlineRatings

CAL was awarded the highest 7-star safety rating by AirlineRatings, demonstrating strong operational capability and safety management aligned with international aviation standards. The rating is based on comprehensive assessments including safety audit results, operational safety standards, major incident records, and regulatory evaluations.

12th time receiving IOSA safety certification

Since first obtaining the IATA Operational Safety Audit (IOSA) certification in 2005, CAL has undergone biennial audits in accordance with IATA requirements. In 2025, CAL successfully maintained IOSA certification, continuing to uphold the highest international safety standards.

9th time consecutive inclusion in the Taiwan Employment 99 and Taiwan High Compensation 100 Indices

CAL has been selected for both indices for nine consecutive years.

Environmental

Highest environmental score in S&P Global CSA

In 2025, CAL achieved a score of 90 in the environmental dimension of the S&P Global CSA, the highest among airlines. Full scores were obtained in environmental policy and management, energy, water resources, and climate change.

5th consecutive year achieving CDP SER Leadership level

Since 2012, CAL has responded to the CDP climate questionnaire for 13 consecutive years and has actively advanced supply chain and value chain management. The Company has achieved the CDP Supplier Engagement Rating (SER) Leadership level for five consecutive years and was included in the A List for the second time in 2025.

12th consecutive TCSA Climate Leadership Award

Since 2014, CAL has received the TCSA Climate Leadership Award for 12 consecutive years, making it the only company in Taiwan's transportation service industry to achieve this distinction.

Leading and expanding SAF value chain collaboration initiatives

CAL actively supports national net-zero transition policies by participating in government pilot programs and developing both domestic and international SAF supplier networks. As a pioneer in Taiwan, CAL introduced a corporate SAF collaboration model, working with passenger and cargo customers to adopt SAF, reduce aviation emissions, and lower carbon footprints from passenger travel and cargo transportation, while driving energy transition across the aviation value chain.

4th participation in the Aviation Challenge (TAC) with recognition

In 2025, CAL participated in the SkyTeam Aviation Challenge for the fourth time. Through a demonstration flight using 40% sustainable aviation fuel—first of its kind in Taiwan—and by promoting transformation across local and international organizations and industry value chains, CAL received the "Organizational Transformation Award – SAF Transformation Impact." Building on prior sustainability initiatives, CAL continues to expand low-carbon meal options, fully adopt electronic menus, and introduce recycled materials to achieve comprehensive carbon reduction.

Protecting biodiversity and supporting ecological and carbon sink initiatives

CAL continues to implement concrete actions such as beach cleanups, participation in national afforestation and trail maintenance programs in Nanzhuang, wildlife rescue and conservation support, environmental education promotion, and alignment with international initiatives including the Buckingham Palace Declaration and the Satoyama Initiative. These efforts demonstrate CAL's commitment to biodiversity and forest conservation while creating shared environmental and social value.

Aligning with international cabin waste investigation mechanisms and advancing circular economy opportunities

Through collaboration among cabin crew, catering, and ground handling teams, CAL continuously optimizes operational processes to reduce waste and incorporate recyclables into the circular economy. The Company also participates in domestic sustainability platforms, integrating industry, government, and academic resources to enhance overall impact and effectiveness.

Continued recognition in leading domestic sustainability rankings

In 2025, CAL was rated at the highest level aligned with the 1.5°C pathway in the "Carbon Reduction Thermometer" by Commonwealth Magazine and was listed among the "Top 100 Carbon Competitiveness Companies" by Business Weekly for four consecutive years, demonstrating strong capability and leadership in low-carbon transition. CAL also maintains validation of its science-based targets (SBTi) to ensure alignment with international decarbonization standards.

Social

Highest social dimension score in the S&P Global CSA

In 2025, CAL attained the highest score among airlines in the social dimension of the S&P Global CSA, achieving full or leading scores in key areas including human rights, safety, and customer relations.

Recognized as HR Asia Best Companies to Work for in Asia for 3 consecutive years

CAL received the HR Asia Best Companies to Work for in Asia award in 2025, marking its third consecutive year of recognition.

8^{th} consecutive TCSA Social Inclusion Leadership Award

Since 2017, CAL has received the TCSA Social Inclusion Leadership Award for eight consecutive years.

99.14% union participation rate

The employee union participation rate reached 99.14%.

Continuing involvement in the “TALENT, in Taiwan”

On March 24, 2026, CAL announced its continued support for “TALENT, in Taiwan”.

Employee training investment of 456 million

Actively conducting management and various professional training programs with a total investment of approximately TWD 456 million.

Over 71.69 million invested in charitable activities

In 2025, CAL invested a total of TWD 71,694,349 in charitable activities. The total number of beneficiaries from business activities, charity events, and community investments reached 1,950,189.

Nearly 2,000 rural students benefited

In 2025, CAL volunteer groups traveled to remote areas to provide aviation education, benefiting nearly 2,000 students.

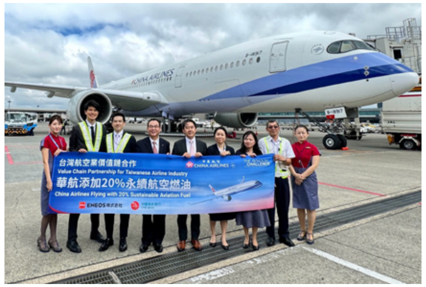
Care provided to 506 senior citizens

In 2025, three events were held to provide care for disadvantaged senior citizens, benefiting 506 individuals.

2025 Award Records

1

SkyTeam received the "Future Proofing Strategies" award for aviation flight challenges and was also nominated for four additional prestigious awards: the "Maximized Adoption of TAC Solutions," the "Best Team Collaborations," and the "Best Climate Literacy" awards.



2

Selected eight times for the 2025 S&P Global Sustainability Yearbook, ranking in the Top 5% of the global airline industry (Recognized in the S&P Global Sustainability Yearbook for the ninth time and awarded Top 1% in February 2026).

Global Brands awarded CAL the "Asia's Leading Airline Award."

4

The global professional aviation magazine PAX International readers' choice awards honored CAL with the dual distinctions of "Best Business Class Amenity Asia" and "Best Premium Economy Class Amenity Asia."

"Best Onboard Special Meal or Product" award by Onboard Hospitality magazine.

6

Selected in the Taiwan High Compensation 100 Index for nine consecutive years.

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

TIP
TAIWAN INDEX PLUS
A wholly-owned subsidiary of TWSE

FTSE4Good
TIP Taiwan ESG Index

2025 Award Records

7

According to the S&P Global CSA rankings for 2024, S&P Global ranked the aviation industry first in the global CSA rankings after a rebalance.

Selected in the Taiwan Employment Creation 99 Index for nine consecutive years.

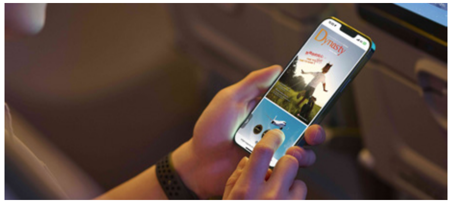
Selected in the FTSE4Good Index for 10 consecutive years

Received the "HR Asia Best Companies to Work for In Asia" award for three consecutive years.

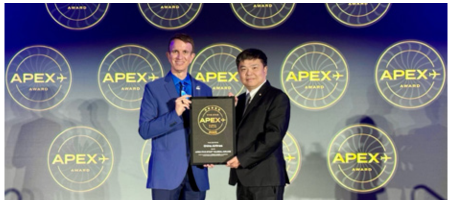
8

9

CAL's magazine, Dynasty, received two Awards for Publication Excellence (APEX) in 2025 from the United States, including the Design & Layout Award and the Electronic Award.



Awarded the APEX Five Star Global Airline for ten consecutive years.



Taiwan Ratings long-term credit rating of "twA-".

11

Awarded the "Green Procurement" Excellence Enterprise by the Taoyuan City Government for three consecutive years.

Honored at the "2025 18th Global and Taiwan Corporate Sustainability Award," winning five major awards in the 12th consecutive winning year, including four consecutive years receiving the "Best Annual Report in the Service Industry," placing in the "Top 10 Sustainable Exemplary Enterprise Award in Taiwan" for a second year, placing first in individual sustainability performance awards in the "Climate Leadership Award" and the "Social Inclusion Leadership Award," and earning the "Silver Award for Sustainability Reporting" global corporate sustainability award.

APEX "2026 Best Cabin Service Award for the Greater China Region."

12

Awarded the Gold Prize in the second "ESG Transportation Sustainability Award," becoming the only two-time recipient in the aviation industry.