

2.5 Society

Highlights



Charitable Investment of Over 71.69 million

In 2025, CAL allocated a total of NT\$71,694,349 for charitable contributions.



Benefitting 1.95 million people

In 2025, a total of 1,950,189 individuals benefited from China Airlines' commercial activities, charitable initiatives, and community investments.



Caring for 506 elderly individuals

In 2025, a total of 3 events were held to care for vulnerable elderly individuals, with 506 people receiving assistance.



Benefitting nearly 2,000 rural students

In 2025, CAL Volunteers Club, Rural Cultivate Service Team, and PAPAGO Team took it upon themselves to share aviation knowledge in remote rural areas, benefiting nearly 2,000 students.



8th Social Inclusion Leadership Award from TCSCA

This award recognizes organizations for their outstanding performance in specific sustainability issues and their benchmarking leadership positions. This marks the eighth time CAL has received this award.

Management Approach

Material Issues

Social Feedback and Engagement

Importance of Material Issues

Without the support of society, CAL would not be what it is today. Social support is a key factor in China Airlines' success, and so we continue to contribute its efforts and uphold the core belief of "taking from society and giving back to society," creating a society of love, promoting a culture of kindness, and fulfilling our corporate responsibility as a part of Taiwan.

Commitment

As a leader in Taiwan's aviation industry and a global citizen, CAL responds to international situations annually, assuming social responsibilities and fulfilling its mission to contribute to society and generate social value. This commitment is vital for the sustainable development of CAL.

Long-term Goals

2027

- Supporting international initiatives and organizing at least one long-term charity project
- Organize at least two educational events in rural areas to promote international educational opportunities for young students.
- Organize an event aimed at promoting economic growth and providing employment assistance in rural areas, thereby enhancing social wellbeing.

2030

- Supporting international initiatives and organizing at least one long-term charity project
- Integrate central and local resources to host at least one rural education event, ensuring equal access to education for all.
- Boost the efficacy of sponsorship, sponsoring an event aimed at promoting regional economic growth and providing employment assistance in rural areas, thereby enhancing social wellbeing.

2040

- Establishing long-term cooperation with international relief organizations to organize at least one long-term charity project
- Partner with international education organizations to coordinate a minimum of one rural education event, thereby improving the quality of national education.
- Organize projects to support economic development in underdeveloped regions or developing countries, enhancing employment opportunities in those areas

Management Mechanisms

- The meeting of the Corporate Sustainability Committee, at least twice a year
- The Social Value Subcommittee reports KPI progress to the Corporate Sustainability Committee every quarter

Unit in Charge

Corporate Sustainability Committee -
Social Value Subcommittee

Grievance Mechanism

Investor Relations and Media Contacts –
Investors Service Website



Stakeholder
Contact



Investors Service
Website

Objectives and Plans

Direction	KPI	2025			2026 Objectives
		Objectives	Performance	Achievement Rate	
Enhance the overall quality of national education	Organize long-term education charity projects	Organize at least one educational event in rural areas to promote international educational opportunities for young students.	• Volunteer Teaching Activities: In 2025, CAL continued to send volunteers to four elementary schools near corporate locations and three rural elementary schools (Note 1) to deliver core aviation knowledge, thereby enhancing the quality of education in Taiwan. • Charity Sport Camps: CAL organized a charity basketball camp in Taoyuan in collaboration with the P.League+ Taoyuan Pilots; a charity baseball camp in Hsinchu with players Cheng Tsung-che and Chen Po-yu; and a charity table tennis camp in Changhua with table tennis legend Chuang Chih-yuan. These three charity sport camps were all inspired by Rthe personal experiences shared by star athletes, encouraging young players to bravely pursue their dreams. (Note 2)	100%	Organize at least one educational event in rural areas to promote international educational opportunities for young students.
Increasing Taiwan's international visibility	Increasing the number of sponsored international activities	Supporting international initiatives and organizing at least one long-term charity project	In 2025, CAL continued to focus on international humanitarian issues and respond to global developments by engaging in an annual sponsorship collaboration with the international relief organization Médecins Sans Frontières. Through the investment of corporate resources, CAL fulfills its social responsibility and jointly promotes sustainable values of co-creation, shared prosperity, and mutual benefit with society.	100%	Supporting international initiatives and organizing at least one long-term charity project
Empowering the disadvantaged to gain equal social opportunities	Increase level of sponsorship in charity events	Organize an event aimed at promoting economic growth and providing employment assistance in rural areas, thereby enhancing social wellbeing.	• In 2025, CAL specially selected locally produced plums from Xinyi Township, Nantou, Taiwan, to brew plum wine. The gift sets also feature carefully chosen Dong Ding Oolong tea from Lugu, Nantou, and Oriental Beauty tea from Taoyuan, Hsinchu, and Miaoli, fully supporting local Taiwanese small-scale farmers. • Additionally, CAL has maintained a long-term partnership with The Wonderful Food to offer Taiwanese snacks in the onboard Sky Lounge. This collaboration continuously promotes local agricultural products, increases the income of farmers and producers, aims to support the development of local agriculture, and brings regional specialty products to an altitude of over 10,000 feet. CAL continues to collaborate with the Huashan Social Welfare Foundation to provide locally produced agricultural care gifts to three disadvantaged elderly groups (disabled, dependent, and dementia patients) in Taoyuan. This mutually beneficial approach aims to fulfill the commitment to equitable social welfare.	100%	Organize an event aimed at promoting economic growth and providing employment assistance in rural areas, thereby enhancing social wellbeing.

Note 1: In 2025, volunteers from the CAL Volunteers Club and Rural Development Team visited four elementary schools near Taoyuan and three rural elementary schools to provide volunteer teaching. Through aviation expertise, the aim was to enrich the learning experience for children.

Note 2: Collaborating with local Taiwanese sports brands, we organized one charity basketball camp, one charity baseball camp, and one charity table tennis camp. Through integrated marketing approaches, we aim to enhance the sponsorship benefits and strengthen the connection with the local community.

Note 3: The degree of compliance is expressed as a percentage of the achievement rate.

2.5.1 Charity Strategy Blueprint

As a leader in Taiwan's aviation industry and a responsible member of society, China Airlines is committed to sustainable development with the core values of "giving back to society and continuously creating employment and development opportunities." In 2025, CAL continued to advance its sustainability strategy with the core focus on "brand awareness," extending the development of social sustainability strategies. This includes enhancing the internationalization of local education, enhancing medical assistance to fulfill humanitarian aid, and providing employment opportunities for vulnerable groups. These efforts aim to enhance the international visibility of Taiwan's local brands and align with the United Nations Sustainable Development Goals (SDGs) such as SDG 4 (Quality Education), SDG 3 (Good Health and Well-being), and SDG 8 (Decent Work and Economic Growth). The goal is to ensure that the CAL's contributions to social development create a positive cycle that complements the company's commercial operations, fostering sustainable collaboration with society.

China Airlines' Sustainable Development Strategy

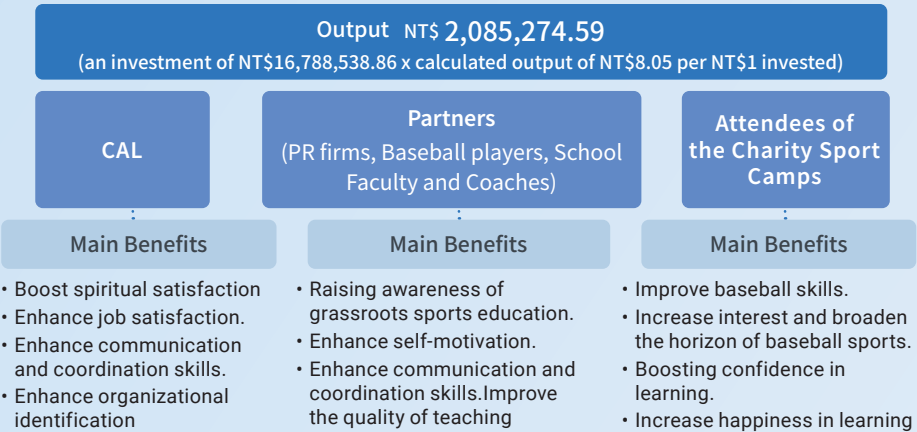
Social Welfare International disaster relief and domestic charitable assistance Education foundation, environmental education, cultural heritage, and Sport Activist Enhancing the overall quality of education in Taiwan and strengthening Taiwan's international visibility Social Sustainability Development Strategy Providing employment development opportunities for disadvantaged groups (SDG 8: Decent Work and Economic Growth) Enhancing medical aid and humanitarian relief efforts (SDG 3: Good Health and Well-being) Promoting local education and international development (SDG 4: Quality Education) Sustainability Strategic Blueprint (One of the strategic pillars/action plans) Assisting disadvantaged groups in improving their circumstances Strengthening Taiwan's international visibility and brand awareness/ local-global integration

Create a sustainable society

In 2025, China Airlines strengthened the integration of its core resources to fulfill social responsibilities, continued to invest in social welfare, and supported equal social development, aiming to achieve a positive cycle of social and corporate development. Moreover, analysis is conducted to quantify the contribution of social investment and its impact on the operation of CAL. This analysis combines social investment with financial information. Adjustments are promptly made to enable CAL to create greater value in collaboration with society.

Social Investment Assessment

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. In 2025, CAL continued to use the China Airlines Charity Sport Camp as the calculation target. According to the SROI evaluation method, the calculated result of this activity was 8.05, meaning that for every NT\$1 invested, it generated NT\$8.05 in social benefits.



In 2025, CAL's total corporate social responsibility investment amounted to NT\$71,694,349. The allocation breakdown by type of activities was 75% for commercial activities, 20% for charitable activities, and 5% for community investments. The distribution by donation type was 49% for goods donations, 47% for cash donations, 1% for volunteer labor, and 3% for management costs. The detailed breakdown of the investment percentages is provided in the table below.

Types of Social Involvement

Item	Amount (NT\$)			2025	
	2023	2024	2025	Content	Percentage
Commercial Activities	36,594,093	54,932,735	53,566,169	• Support for international sporting events, public welfare forums, and cultural activities. • Sponsoring Taiwan-based athletes for international competitions	75%
Charitable Events	3,822,991	3,602,190	14,052,696	• Transportation of relief supplies and resources for domestic and international disaster relief • Continuously caring for local vulnerable groups and supporting agricultural production and marketing in rural areas.	20%
Community Investments	6,049,436	3,849,735	4,075,484	• Organizing care activities and providing resources for vulnerable groups • Teaching aviation knowledge to elementary schools in remote communities • Beach cleanup • Charity basketball and baseball camps	5%
Total	46,466,520	62,384,660	71,694,349	All activities including business activities, charitable events, and community investment	100%

Input of Social Investment

Item	Amount (NT\$)			2025	
	2023	2024	2025	Content	Percentage
Material Donations	19,119,980	44,154,350	35,303,430	Ticket Donation and Freight Discount Amounts	49%
Monetary Donations	21,622,104	14,380,575	33,637,035	Cash input for each event	47%
Employee Volunteers	226,336	286,578	275,388	Volunteer manpower invested in activities such as volunteer teaching, beach cleaning, and charity sport camps.	1%
Management Overhead	5,498,100	3,563,157	2,478,496	Costs related to volunteer teaching, beach cleaning activities, and charity sport camp activities	3%

Effectiveness of Social Investment

Item	2023	2024	2025
Amount of Social Investments (NT\$)	41,145,948	53,810,231	68,826,575
Number of Beneficiaries (Persons)	1,285,784	1,460,687	1,950,189
Number of News Exposures / Facebook Page Likes	148/ 1,141,233	124/ 1,254,622	531/ 1,337,111
Number of Flight Tickets Sponsored	1,095	251	264

Environmental/Social Effectiveness

Sponsorship Project Name	Content/Reach	Amount (NT\$)
Arts and Culture, Charitable Sponsorships, and Cash Donations	17 sponsorship projects※	34,703,430
Donations of Proceeds from Charity Sales	Approximately 1,000 beneficiaries	600,000
Coastal Cleanup	Approximately 400 participants	558,150 (Note 1)
Charity Basketball Camp	Approximately 60 beneficiaries	452,600 (Note 2)
Charity Baseball Camp	Approximately 125 beneficiaries	661,400 (Note 3)
Charity Table Tennis Camp	Approximately 100 beneficiaries	488,400 (Note 4)
Charity Badminton Camp	Approximately 35 beneficiaries	276,734 (Note 5)
Aviation Knowledge Lecture for Remote Rural Areas	1,026 students from various elementary schools	359,100 (Note 6)

※In 2025, CAL sponsored the Taiwan Lantern Festival in Taoyuan, the Taipei International Travel Fair, and provided free transportation of relief supplies to the Myanmar-Thailand region following the March 28 earthquake in Myanmar. CAL also sponsored the goodwill visit of Japanese sumo wrestlers to southern Taiwan, supported the Department of Architecture at National Cheng Kung University for participation in the Venice Architecture Biennale, and contributed to the dual-volume graphic novel fundraising project "Gale Phantom – The Aircraft Makers." Additional sponsorships included the "Three-in-One Children's Picture Book Fundraising Project," the Puzangalan Hope Children's Choir in Pingtung, the 2nd FOCASA Circus Arts Festival, and airfare sponsorship for the Vox Nativa Choir's performances in Japan and cultural exchange tour in Europe. Collaboration with CommonWealth Publishing on the "Shared Knowledge Platform Public Welfare Project"; sponsorship of excess baggage for the "3rd Love Without Limits Medical Charity Event"; sponsorship of the "2025 NTHU Racing Factory European Student Formula Competition"; ticket sponsorship for Xpark's "Taoyuan Sea Turtle Conservation Education and Rescue Center"; ticket sponsorship for Médecins Sans Frontières; disaster relief donation for Typhoon Danas; and support for the Huashan Social Welfare Foundation.

Benefits to Business Operations

Indicator	Content/Reach	Amount (NT\$)
Media Exposure	Number of News Exposures: 531	53,100,000 (Note 7)
	Facebook Page Likes: 1,337,111	
Airfare Sales/Transportation Fees from Sponsored Events	Flight tickets/transportation fee sponsored at a discount	15,977,471 (Note 8)
Flight Tickets Sponsored	Total of 264 flight tickets sponsored	17,659,564

Explanation of the Monetary Benefits of Social Involvement

Note 1: Meals, events, transportation, and miscellaneous expenses amounted to approximately NT\$546,750, plus volunteer labor costs calculated as 20 people × the Labor Standards Act minimum hourly wage of NT\$190 × 3 hours, totaling NT\$558,150

Note 2: Expenses for meals, events, transportation, and miscellaneous items amounted to approximately NT\$445,000, plus volunteer labor costs calculated as 10 people × NT\$190 per hour (minimum wage under the Labor Standards Act) × 4 hours, totaling NT\$452,600.

Note 3: Meals, events, transportation, and miscellaneous expenses amounted to approximately NT\$650,000, plus volunteer labor costs calculated as 10 people × NT\$190 per hour (minimum wage under the Labor Standards Act) × 6 hours, totaling NT\$661,400.

Note 4: Postponed to January 5, 2026, due to unforeseen circumstances. Meals, events, transportation, and miscellaneous expenses amounted to approximately NT\$477,000, plus volunteer labor costs calculated as 10 people × the Labor Standards Act minimum hourly wage of NT\$190 × 6 hours, totaling NT\$488,400.

Note 5: Due to cancellation caused by a typhoon, the event was held in the form of a donation. The donation and miscellaneous expenses amounted to approximately NT\$276,734.

Note 6: With 1,026 participants, each class lasting 4 hours and including materials, calculated at NT\$350 per hour, the total amounts to NT\$359,100.

Note 7: Media exposure benefits cannot be accurately estimated, so they are calculated based on advertising space rates at an assumed price of NT\$100,000 per piece × 531 pieces = NT\$53,100,000.

Note 8: Sponsorship was provided in the form of ticket/freight discount offers, with total ticket/freight amounts of NT\$17,659,564. The sponsored discount amount was NT\$15,977,471, resulting in actual ticket revenue of NT\$33,637,035.

As the aforementioned effectiveness of social involvement is hard to quantify, the environmental/social effectiveness is represented by cost.

2.5.2 Enhancing the Internationalization of Local Education

CAL Group has long been committed to education, environmental sustainability, and cultural heritage, channeling group resources back into society to ensure substantial improvements in student education. Through years of organizing beach clean-up activities to advocate for environmental sustainability, the Group also continues to effectively support the stable development of local athletes and enhance Taiwan's international visibility through practical actions. Additionally, numerous charity sports camps are held to foster sustainability through the joint creation of resources between the company and society.

Topic	Item	2025 Performance	
		Number of Participants/ Beneficiaries (persons)	Investment Amount (NT\$)
Educational Foundation	Corporate visits, volunteer teaching, charity sports camps, sports activists, and the creation of a shared knowledge platform for elementary schools	9,252	25,161,134
Environmental Coexistence	Beach cleaning activity, animal conservation charity event	1,650	671,750
Cultural Heritage	Advancing Taiwanese culture globally	1,673,555	36,041,003

Company Visit

CAL annually continues to open its corporate campus to visits from relevant university and college departments. Through guided tours, CAL introduces its corporate culture, flight attendant training facilities, emergency evacuation training facilities, and flight operations training facilities. This initiative promotes practical industry-academia exchange and helps students deepen their understanding and knowledge of the aviation industry. In 2025, CAL organized a total of 40 campus visit events for colleges and universities, with a cumulative participation of 1,000 students. Through sharing practical experience, CAL conveyed the core management concepts of the aviation industry, integrating resources from academia and industry to promote the sustainable cultivation and development of aviation professionals.



Developing a Unified Knowledge Platform for Elementary Schools

Since 2014, CAL has participated in the "Common Knowledge Platform Charity Project" sponsored by Global Views Educational Foundation. We have provided subscriptions to the magazines "Global Kids Junior Monthly" and "Global Kids Monthly " to several elementary schools in Taoyuan City, Taitung County, Nantou County, Hualien County, and other areas. This initiative aims to enhance children's reading habits and thirst for knowledge, contributing to cultural education through tangible actions.

In 2025, a total of 84 schools benefited, with approximately 38,640 students impacted.

Note: The estimated number of beneficiary students is calculated by multiplying the average number of students in a single elementary school in Taiwan by the number of recipient schools, as per the Ministry of Education's Department of Statistics

Educational Foundation

CAL upholds the core philosophy of "Rooted in Education, Sustainable Talent," firmly believing that only through long-term investment in education can the key talents needed for the future be cultivated. In line with its commitment to community engagement, social responsibility, and support for vulnerable groups, CAL has been implementing an educational volunteer program since 2010. This program assists students in broadening their international perspectives and cultivating reading habits, thereby strengthening the foundation of basic education. Since 2013, CAL has established long-term cooperative relationships with multiple domestic universities and colleges, providing students with opportunities to engage in professional knowledge and practical skills. This strengthens the industry-academia collaboration mechanism, promotes the integration of academic learning and practical application, and advances toward the long-term goal of talent development. At the same time, CAL has long supported the development of sports and culture by organizing charity sport camps. Through company-sponsored athletes personally instructing students in ball game skills, CAL facilitates the transfer of experience and deepens the core theme of education. Environmental protection concepts are also integrated into related activities to continuously promote positive social impact and advance the goals of sustainable development.

PAPAGO Team Cares for Vulnerable Groups, Integrating Resources to Convey Corporate Core Values

The PAPAGO Team volunteer team, composed voluntarily of colleagues from CAL's cabin crew, maintenance, flight operations, and ground services departments, has been dedicated to supporting vulnerable groups since its establishment in 2011. Over the years, the team has organized numerous public welfare and care activities, earning recognition and support from various sectors of society and partner organizations. To continuously support the needs of children with special needs and their families, the PAPAGO Team visited Keelung Gangxi Elementary School in 2025. Through aviation knowledge sharing and interactive experience activities, the team helped students broaden their learning horizons and conveyed positive values and hope. By actively participating in local education promotion, CAL advances the development of domestic education and its integration with international standards, fulfilling corporate social responsibility and expanding positive social impact.



CAL's PAPAGO Team Fulfills Children's Dreams

Lectures by Volunteers: The CAL Volunteers Club Promotes Aviation Knowledge and Encourages Students to Develop a Global Perspective

Since its establishment in 2011, the "CAL Volunteers Club" has focused on supporting socially disadvantaged groups and has been committed to long-term educational volunteer services. Every year, CAL regularly sends volunteers to nearby schools to provide lessons covering aviation knowledge and English language instruction. This initiative helps students broaden their international perspectives and cultivate proactive learning and reading habits. Through these practical efforts, CAL supports local educational development and international integration, aligning with the United Nations Sustainable Development Goal 4, "Quality Education," thereby enhancing students' opportunities for diverse learning and growth. In 2025, CAL organized a total of 13 volunteer training sessions, serving seven schools: Taoyuan Xihai Elementary School, Zhuwei Elementary School, Shanfeng Elementary School, Guolin Elementary School, Sanmin Elementary School, Baiji Elementary School, and Fuan Elementary School. A total of 1,206 students benefited from these activities. The CAL Volunteers Club, upholding the spirit of mutual support and love, continues to give back to society and the community through concrete actions. Moving forward, it will expand its services to reach more schools, enriching learning experiences through the sharing of aviation knowledge and promoting diverse and balanced sustainable development among students.

- 1/ CAL volunteers and students celebrate together
- 2/ CAL Volunteers recognized with school appreciation certificates
- 3/ Volunteers from CAL educate children on aviation-related topics
- 4/ CAL volunteers and students actively participate in discussion



Rural Cultivate Service Team Encourages Diverse Growth Opportunities for Children in Remote Taiwanese Schools

CAL's dedicated Rural Cultivate Service Team annually visits remote schools in Taiwan to deliver aviation expertise. By 2025, the team conducted seven educational sessions and four holiday gift-giving events at multiple remote schools, benefiting approximately 700 students.



Charity Sport Camps / Sports Activists

CAL has long supported the development of national sports. In 2025, the Company sponsored multiple sports events to enhance the sports environment in Taiwan and boost Taiwan's international visibility. In 2025, China Airlines sponsored multiple domestic athletes to compete, leveraging its expertise in aviation transportation to support Chinese athletes participating in international sporting events. In addition, CAL organized a charity baseball camp with professional baseball players Cheng Tsung-Che and Chen Po-Yu; a charity basketball camp with the Taoyuan Pauian Pilots basketball team; and a charity table tennis camp with table tennis legend Chuan Chih-Yuan. CAL has a long-standing tradition of inviting well-known athletes from various fields to personally mentor young athletes at Charity Sport Camps, combining sports activities with philanthropy. This initiative aims to provide children with valuable experience and encouragement to courageously pursue their dreams and be fully prepared for a successful future. So far, a total of 320 children have benefited from this program.

Sports Events

The 2025 U12 Baseball World Cup, the 2025 U15 Asian Baseball Championship, the 2025 Pocari Sweat Run, the 2025 League of Legends Pacific Championship (LCP), the 2025 Six Cities Esports Championship, visually impaired runner Hong Guozhan's diplomatic participation in the Amsterdam Marathon course, and the Beijing World Chinese Basketball Tournament.

2025 Performance

TWD

4,506,580

Athletes and Teams

Golf players Tsai Pei-Ying and Lin Tzu-Han; fencer Chen Yi-Tung; speed skating athlete Huang Chien-Hua; table tennis players Lin Chin-Ting, Chang Yu-An, and Chuan Chih-Yuan; baseball players Lin Yu-Min, Cheng Tsung-Che, and Chen Po-Yu; tennis players Tseng Chun-Hsin and Yang Ya-Yi; badminton player Lin Chun-Yi; ultramarathon runner Chen Yen-Po; P. LEAGUE+ Taoyuan Pauian Pilots; elite athletes from the Chih-Yuan Table Tennis Training Center; and the Rising Star Rhythmic Gymnastics Association.

2025 Performance

TWD

22,620,000



Members of the Taoyuan Pauian Pilots basketball team instruct students on dribbling techniques during a charity basketball camp



Table tennis master Chuan Chih-Yuan instructs children in table tennis skills at a charity camp



Baseball players Cheng Tsung-Che and Chen Po-Yu shared their experiences with students at a charity baseball camp.

Environmental Education

While pursuing corporate development, CAL Group deeply appreciates the preciousness and irreversibility of the Earth's environment. The Group understands the responsibility and obligation it has towards natural resources and environmental protection, and thus actively cares for the environment, cherishes the Earth, and integrates social welfare and environmental education, passing on the significant duty of "sustainable environmental development" through generations.

Coastal Cleanup

CAL has long supported international beach cleanup initiatives and has regularly organized beach cleanup activities at Zhuwei Fishing Port annually since 2011, continuously contributing to marine environmental conservation. In May 2025, CAL further expanded its north-south joint beach cleanup event, inviting employees from various CAL units in the northern and Kaohsiung regions, along with their family and friends and CAL Volunteers Club members, to participate together, demonstrating cross-regional collaboration and strong employee engagement in sustainability efforts. This event attracted approximately 400 employees to participate in the beach cleanup, actively engaging in the global environmental protection movement. Through this initiative, CAL fulfills its ESG sustainability commitments, raises employees' environmental awareness, and contributes to corporate responsibility for marine and ecological conservation.



CAL supports international beach clean-up activities, collecting a total of 600 kilograms of garbage in 2025

Conservation of Wildlife

CAL continues to implement biodiversity conservation initiatives. In 2025, CAL partnered with Xpark for the first time to sponsor the Taoyuan Sea Turtle Conservation Education and Rescue Center. Through adoption programs, CAL supports the rescue and educational promotion of endangered protected species, aiming to leverage corporate influence to inspire others and rally public attention to wildlife conservation issues. In addition, CAL invited teachers and students from Baiji Elementary School in Taoyuan City to visit Xpark Aquarium and the Taoyuan Sea Turtle Conservation Education and Rescue Center free of charge. Through professional guided tours and explanations provided by the facilities, the students' understanding of marine ecology and animal conservation was enhanced, thereby fostering environmental education at the grassroots level and collaborating with all sectors of society to create a sustainable future.



Tree Planting

CAL responded to the government's biodiversity initiative by collaborating with the Forestry Bureau of the Ministry of Agriculture and the Hsinchu Branch to further expand the adoption of 3.5 hectares of mountain forest in Nanzhuang in 2025, planting 8,750 native trees, including Taiwan cedar. Additionally, they added maintenance of the mountain trail and volunteer cooperation, continuing to actively support the concept of symbiosis with the mountains and the well-being of indigenous communities. This not only aligns with the international trend of enhancing carbon sequestration functions but also embodies the spirit of the mountain initiative.

Cultural Heritage

CAL recognizes that cultural development is both a process of learning and inheritance. In 2025, CAL continued to leverage its advantages in the aviation industry to actively promote Taiwanese culture on the international stage. This included sponsorship of the "Original Sound Choir European Tour Cultural Exchange and Invitation to Perform in Japan," support for the Republic of China National Dance Sports Association's "2025 CTC World Cup International Standard Dance Open," and offering discounted tickets for the National Cheng Kung University Department of Architecture's participation in the "Venice Architecture Biennale" in Europe, as well as for the National Tsing Hua University Racing Factory's "2025 European Student Formula Competition." Additionally, CAL sponsored the "Pingtung Puzangalan Hope Choir" to support indigenous youth from tribal communities in participating in international competitions, thereby enhancing the diverse capabilities of indigenous young people.

Mandarin Airlines Hosts Aviation Career Exploration to Help Rural Students Realize Their Dreams of Flying (Provided by Mandarin Airlines)

Mandarin Airlines has long supported the education of children in remote areas. In 2025, Mandarin Airlines partnered with the Basegarden Foundation to host a large-scale aviation career exploration charity event at Taichung International Airport. The event encouraged baseball team children to not only improve their athletic skills but also balance their studies and develop diverse career knowledge. Mandarin Airlines flight crew, flight attendants, and maintenance personnel transformed the event venue into a simulated aircraft cabin. From welcoming passengers, pilot announcements, and flight attendants demonstrating life jackets to simulating the aircraft landing process, the entire experience was presented in both Chinese and English broadcasts, allowing the children to feel as if they were truly on board. In particular, the maintenance personnel's sharing of the 360-degree pre-flight inspection amazed the children and sparked their curiosity. To deepen students' understanding of the aviation industry, Mandarin Airlines arranged a special visit to the aircraft maintenance hangar, allowing children to have close-up exposure to airplanes. Professional maintenance personnel provided an introduction to the hangar facilities and maintenance procedures. Mandarin Airlines fulfills its corporate social responsibility by caring for disadvantaged groups and injecting warmth and positive energy into society. Moving forward, Mandarin Airlines will continue to support children from rural baseball teams in their upward journey, nurturing the seeds of flight in every heart to grow strong and soar higher, farther, and broader.



Mandarin Airlines hosts aviation career exploration experience camp to help rural students realize their dreams of flying.



Basegarden Foundation sincerely thanks Mandarin Airlines for supporting diverse learning opportunities for children in rural areas

Mandarin Airlines Promotes the Blue-tailed Bee-eater Conservation Program (Provided by Mandarin Airlines)

Mandarin Airlines, in response to conservation efforts in aviation, has collaborated since 2015 with the Taipei Zoo and the Department of Forestry at National Taiwan University to jointly promote a conservation research project on the abandoned eggs of the blue-tailed bee-eater, assisting in the air transport of these abandoned eggs to Taipei. The blue-tailed bee-eater is a summer migratory bird unique to Kinmen, arriving each year to breed. Mandarin Airlines has continuously contributed to the conservation of this rare species. For ten consecutive years, a research team has annually collected abandoned eggs that were kicked out of the nest by the birds in Kinmen. Mandarin Airlines carefully and safely transports these eggs from Kinmen to Taipei, where they are handed over to the zoo for subsequent incubation and care. Mandarin Airlines has long and continuously supported animal conservation efforts, contributing to the preservation of nature. In 2025, the blue-tailed bee-eater at the Taipei Zoo's Pangolin Pavilion successfully bred and raised offspring naturally for the first time, marking a new milestone in the zoo's conservation initiatives.

Mandarin Airlines assisted in the transportation of abandoned eggs of the blue-tailed bee-eater.

The stunning appearance of the blue-tailed bee-eater.



2.5.3 Enhancing Medical Assistance for Vulnerable Groups and Humanitarian Aid

Social responsibility is the foundation of CAL's implementation of its social sustainability strategy. We have long responded to the global situation by actively participating in domestic and international humanitarian relief efforts. We regard social sustainability as an important mission, leveraging our core strengths and capabilities to consistently fulfill our commitment to creating social value.

Topic	Item	2025 Performance Amount Invested
International Emergency Relief Support	Donation of cargo freight for transporting relief supplies to the Myanmar-Thailand region following the Myanmar earthquake and luggage sponsorship for the Third Love Without Limits Medical Charity Event, and airline ticket sponsorship for the international humanitarian medical aid organization Médecins Sans Frontières.	TWD 3,130,382
Domestic Humanitarian Support	Typhoon Danas disaster relief donations and support for elderly care	TWD 10,463,000

International Emergency Relief

CAL upholds the spirit of "Taiwan Can Help" and, as a member of the international community, has long embraced corporate social responsibility by continuously supporting international humanitarian relief efforts. In 2025, CAL continued its commitment to care regardless of nationality by leveraging its core aviation resources to support multiple international rescue and medical aid efforts. These included assisting in the transportation of relief supplies to the Myanmar-Thailand region affected by the earthquake in Myanmar, providing luggage sponsorship for the Third Love Without Limits Medical Charity Event team, and supporting the ticket sponsorship program for the international humanitarian medical organization Doctors Without Borders.

Through concrete actions in international relief efforts, CAL leverages its corporate influence to demonstrate a spirit of humanitarian care, working together with society to create sustainable value characterized by shared creation, shared prosperity, and mutual benefit. The promotion of social responsibility is a fundamental basis for CAL to implement its social sustainability strategy. In addition to playing a key role in facilitating global economic and personnel exchanges, CAL strives to be a socially influential enterprise, continuously leveraging its core strengths and professional capabilities to fulfill its long-term commitment to creating social value.

The third "Love Without Limits Medical Charity Event" doctor and volunteer team take a group photo in Cambodia



Domestic Humanitarian Relief Support

Providing Care for Senior Citizens

CAL is once again partnering with the Huashan Social Welfare Foundation (Dayuan) to offer support to the elderly in Taoyuan who face the challenges of physical disability, loss of support, and cognitive impairment during the three major traditional holidays (Lunar New Year, Dragon Boat Festival, and Mid-Autumn Festival), thereby reinforcing its commitment to the well-being of the senior population. Over the year, three charitable events were held: "Love the Elderly – Love Reunion," "Love the Elderly – Dragon Boat Festival in Motion," and "Love the Elderly – Mid-Autumn Festival Lights Up." Care packages were distributed to seniors, which included rice, nutritional cereal, and other daily-living and nutritional supplies. During the event period, on-site blood pressure measurement services were also provided to monitor the health status of the elderly. In collaboration with the Huashan Social Welfare Foundation's long-term care services and social enterprise resources, CAL offered comprehensive physical and mental well-being support. In 2025, CAL provided care for a total of 506 elderly individuals. Through continued investment in local senior care initiatives, CAL strengthened community support networks, fulfilling its corporate social responsibility and commitment to social sustainability.



CAL Volunteers Club visits and supports the elderly during Mid-Autumn Festival



CAL donates care gifts to the elderly at the Huashan Social Welfare Foundation.

Typhoon Danas Disaster Relief Donation to Assist Victims in Rebuilding Their Homes

Typhoon Danas severely impacted southern Taiwan in 2025. CAL donated NT\$10 million for disaster relief, aiming to contribute to the reconstruction of the affected areas and assist disaster victims in restoring their homes as soon as possible, fully fulfilling its corporate social responsibility.

Mandarin Airlines Initiates Emergency Seat Reservation System for Penghu Residents (Provided by Mandarin Airlines)

Recently, passenger demand on the Penghu route has continued to rise. Government and legislative leaders hope to coordinate with airlines to reserve seats, prioritizing assistance for Penghu residents traveling to Taiwan for medical treatment and urgent round-trip travel needs. On November 4, 2025, the Minister of Transportation convened a special meeting with the head of the Civil Aviation Administration and Mandarin Airlines to discuss and formulate concrete supporting measures. Through extensive coordination by the Minister of Transportation, Mandarin Airlines will, starting November 11, 2025, align with the outlying island transportation policy to enhance capacity allocation. A fixed number of seats will be reserved daily to accommodate urgent travel needs of Penghu residents, such as medical appointments and funerals. Capacity will be monitored daily and aircraft size adjusted accordingly.



Mandarin Airlines initiates emergency seat reservation system for Penghu residents

Mandarin Airlines fully cooperates with the outlying island transportation policy and properly allocates capacity. While meeting the needs of general passengers, it has officially launched an emergency seat reservation mechanism for residents of Penghu. CAL will continue to fulfill its corporate social responsibility by assisting residents of outlying islands with their urgent and essential air travel needs, demonstrating its service commitment of "Local Care, Heartfelt Support" through concrete actions.

Mandarin Airlines Assisted Hualien Disaster Relief by Launching a 50% Discount on Hualien Routes (Provided by Mandarin Airlines)

Hualien was severely impacted by flooding, and post-disaster reconstruction work is urgent. To support the rebuilding efforts in the Guangfu area of Hualien, Mandarin Airlines offered a 50% discount on airfares for the Taichung–Hualien and Kaohsiung–Hualien routes to assist disaster relief volunteers and local residents with their transportation needs. This initiative contributes to the disaster relief efforts and aligns with the government's and private sector's rescue requirements, aiming to reduce transportation burdens and ensure timely delivery of personnel and supplies. Mandarin Airlines has long been committed to supporting disadvantaged groups in the remote areas of Hualien and Taitung. During the post-disaster recovery period in Hualien, it continued to provide the public and volunteers with convenient, safe, and reliable air transportation options, working hand in hand with the residents of Hualien to overcome difficulties together.

2.5.4 Empowering the Disadvantaged to Gain Equal Social Opportunities

CAL Group is deeply committed to promoting social equality and development. This commitment goes beyond financial support to emphasize practical actions, leveraging existing expertise and resources to assist disadvantaged groups in improving their quality of life and educational attainment. The ultimate goal is to achieve balanced social development.

Topic	Item	2025 Performance	
		Number of Beneficiaries (Persons)	Investment Amount (NT\$)
Caring for the Disadvantaged	Disadvantaged students and members of the public	274,608	17,280,596
	In-flight meals support local small farmers	286,670	10,320,000
	Charitable Donations	706	1,123,000

Caring for the Disadvantaged

CAL Group is deeply aware of corporate social responsibility, which is not about top-down financial sponsorship, but about utilizing its own resources and aviation expertise to actively care for and assist socially vulnerable groups in improving their quality of life and enhancing education levels. Whether it is caring for the elderly, disadvantaged children, the general public, supporting Taiwan's small farmers through action, or providing assistance through donations, the goal is to achieve a commitment to social welfare equality and help more people have employment and development opportunities.

Leverage the advantages of the aviation industry to achieve the goal of balanced social development

CAL continues to leverage its core business strengths to provide more development opportunities for disadvantaged groups. In 2025, CAL launched Taiwan's first "Zootopia 2" themed livery aircraft and hosted a special screening of the film. Partnering with local organizations in Taoyuan, including Muhsiang Sweet Home Childcare Center, the Taoyuan Branch of the Taiwan Fund for Children and Families, and rural elementary schools, CAL invited children of all ages to enjoy Disney's latest animated movie together. Through the positive messages conveyed by the film, CAL aims to encourage viewers to bravely pursue their dreams. The event atmosphere was joyful and heartwarming. CAL is committed to actively engaging in social participation through concrete actions, aiming to support disadvantaged groups in obtaining equal opportunities within society.



CAL hosted a special screening of the movie "Zootopia 2," partnering with Muhsiang Sweet Home Childcare Center and the Taoyuan Branch of the Taiwan Fund for Children and Families to share the experience with children of all ages

Purchasing Local Agricultural Products to Increase Employment and Development Opportunities

To help more individuals access employment and development opportunities, CAL increased its purchase of agricultural product gift boxes this year to include in the Lunar New Year care packages. These were provided to 160 beneficiaries/households of local elderly individuals in Taoyuan experiencing three types of loss (disability, lack of support, and dementia) through the Huashan Foundation. This initiative aims to fulfill the commitment to equitable social welfare through a mutually beneficial approach.



CAL Increases Procurement of Local Agricultural Product Gift Boxes, Committed to Promoting Equal Social Opportunities

Charitable Donations

To implement corporate social responsibility and continue supporting underprivileged groups and rural children, CAL plans to make further donations of goods and funds to extend the impact of sponsorship projects, fulfill corporate responsibilities, and contribute to sustainability. To align with the United Nations Sustainable Development Goals, CAL's Public Relations Office annually donates supplies to rural schools based on their needs during the Charity Sport Camps. At the end of each year, the office organizes a "Limited-Edition Merchandise Charity Sale," which serves to replace outdated promotional gifts. All proceeds from the sale are fully donated, with additional contributions, to the Taoyuan branch of the Taiwan Fund for Children and Families and the Taoyuan Yude Children's Home. Through these concrete actions, CAL demonstrates care for and support of vulnerable social groups to improve their quality of life, striving to achieve social equality and shared prosperity. CAL aims to leverage its position as a leading airline to contribute to Taiwan's sustainable development.

Supporting Local Farmers and Charitable Organizations

To fulfill its corporate social responsibility and support high-quality Taiwanese agricultural products, CAL has long partnered with The Wonderful Food to offer Taiwanese snacks in the onboard Sky Lounge. This initiative continuously promotes local agricultural products, increases the income of farmers and producers, and aims to foster the development of local agriculture while bringing specialty products to altitudes above 10,000 feet. In addition, CAL continues to sell gift boxes from the Down Syndrome Foundation ROC and the Sunshine Social Welfare Foundation on eMall. Through this positive influence, CAL strives to create a better society by enhancing employment opportunities and providing economic assistance to disadvantaged groups.



CAL eMall Actively Promotes Employment Opportunities for Disadvantaged Groups

Mandarin Airlines Launches New Kaohsiung–Matsu Nangan Route, Creating New Employment Opportunities for Offshore Island Residents (Provided by Mandarin Airlines)

Mandarin Airlines has added a new Kaohsiung–Matsu Nangan route! Following the Taipei–Matsu Nangan route, Mandarin Airlines officially launched a regular direct flight from Kaohsiung to Matsu on June 6, 2025. Operating one round trip every Friday, this service provides the most convenient air transportation between Kaohsiung and Matsu, meeting the travel needs of military personnel, residents returning home, and tourists from both locations. The inaugural flight AE7925 departed Kaohsiung Airport at 11:15 and arrived at Matsu Nangan Airport at 12:55. Mandarin Airlines' inaugural Kaohsiung–Matsu Nangan flight arrived at Nangan Airport, where it was greeted with a water salute ceremony. VIP passengers disembarked and took photos with the aircraft, jointly witnessing this historic moment. With the launch of the Kaohsiung–Matsu Nangan route, demand for tourism and airport-related services has increased, providing more diverse employment opportunities for disadvantaged groups, the elderly, and people with disabilities in the Matsu area.



Mandarin Airlines' regular Kaohsiung–Matsu flights officially commenced on June 6, 2025.



VIP passengers disembarking from the inaugural Mandarin Airlines flight from Kaohsiung to Matsu pose for a group photo at the aircraft.

Mandarin Airlines launched the "Priceless Love, Zero Fare Companion" program for individuals with disabilities. (Provided by Mandarin Airlines)

Mandarin Airlines has launched the "Compassionate Travel" program to support individuals with physical and mental disabilities. This program offers a special promotion for groups of four, where passengers buy two tickets and receive two free. As long as one passenger in the group presents a disability certificate, both the person with a disability and one accompanying individual can travel free of charge. This initiative enables more families with disabled members to overcome daily limitations and enjoy a joyful travel experience together. Mandarin Airlines' Compassionate Travel Package includes not only airfare and accommodation but also comprehensive accessibility planning. Thoughtful services are provided from airport boarding through the entire flight, including professional one-on-one assistance from ground staff and complete wheelchair and mobility aid handling services, ensuring passengers a worry-free journey from departure to arrival and fully fulfilling the commitment to accessible travel.



1. Mandarin Airlines' Compassionate Travel program has established dedicated check-in counters at the airport, providing professional one-on-one assistance. 2. Group photo for Compassionate Travel

Mandarin Airlines Holds Christmas Charity Sale (Provided by Mandarin Airlines)

Mandarin Airlines spread holiday cheer by hosting a "Christmas Charity Sale" on the eve of Christmas 2025 at CAL Group's Songshan Office. The event showcased a variety of discontinued aircraft models, logo merchandise, and co-branded products, attracting aviation enthusiasts and colleagues who enjoy collecting aircraft models. Through this Christmas charity sale, Mandarin Airlines transformed discontinued promotional items into meaningful support for education in remote areas. Mandarin Airlines has long been committed to supporting the learning and growth of children on rural baseball teams. During the warm and festive Christmas season, the airline organized a charity sale, donating all proceeds of NT\$109,500 to the Basegarden Foundation to help improve the educational environment, foster reading skills, and promote diverse development for children in rural areas.



Executive Director of the Basegarden Foundation accepts a donation from Mandarin Airlines.



proceeds from Mandarin Airlines' charity sale were fully donated to the Basegarden Foundation

Future Plans

1. Enhancing the Internationalization of Local Education

To continuously deepen educational foundations and social impact, CAL will leverage its aviation expertise and brand influence to persistently promote related educational courses and outreach activities. CAL also plans to gradually expand these efforts to cover all regions of Taiwan, including outlying islands, in order to increase participation scale and resource investment effectiveness, thereby further enhancing the quality of education in remote and resource-limited areas. At the same time, CAL will continue to assess, based on international aviation conditions and resource availability, the potential investment in promoting international education and exchange opportunities for young students. Leveraging its core business strengths, CAL aims to encourage students to broaden their academic and global perspectives, support educational development in underprivileged and developing regions, and cultivate future aviation professionals with international competitiveness, thereby continuously creating long-term and positive social value.

2. Enhancing Medical Assistance to Fulfill Humanitarian Aid (Increasing Taiwan's International Visibility)

CAL has consistently dedicated significant efforts to international humanitarian relief operations. In addition to long-term collaboration with government projects, CAL actively promotes sustainable charitable programs in response to global developments, demonstrating corporate social responsibility and helping to enhance the nation's positive image in the international community. Looking ahead, CAL will evaluate collaboration opportunities with diverse partners in Taiwan, including nonprofit organizations, corporations, and athletes. The company plans to organize co-branded corporate social responsibility events or charitable products, leveraging corporate resources and the core values of the aviation business to expand its social impact. Through cross-industry collaboration, CAL aims to simultaneously enhance the international visibility of local brands while continuously implementing the sustainable development concept of corporate social responsibility and creating shared value.

3. Creating Job Opportunities for the Disadvantaged

The CAL Group firmly believes that the core of corporate social responsibility lies in effectively utilizing its resources and aviation expertise to take concrete actions in caring for vulnerable social groups, helping to improve quality of life and enhance opportunities for education and employment development. For a long time, CAL has continuously invested in diverse areas such as elderly care, support for disadvantaged students, and assistance to charitable organizations, aiming to promote social equity and welfare and to fulfill the company's long-term commitment to society. Looking ahead, CAL will continue to invest corporate resources and plans to collaborate with diverse partners, including public welfare organizations in Taiwan, corporations, and athletes, to jointly participate in charitable projects. Through cross-sector cooperation, CAL aims to promote two-way positive communication and expand the impact of its philanthropic efforts. At the same time, CAL will support small-scale farmers and indigenous cultures in reaching the international stage, enhancing the visibility of local value. By integrating resources, CAL aims to expand the scope and impact of its services, continuously improving social welfare in remote areas and among disadvantaged groups. This effort is dedicated to fostering a positive social cycle and realizing the vision of sustainable development.