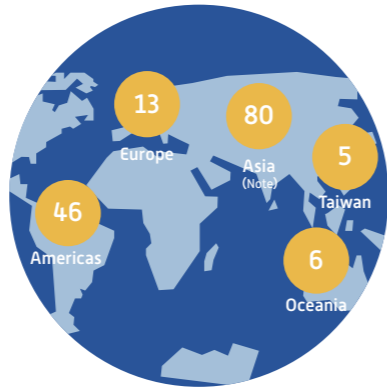


Business Overview (GRI 2-1, 2-6)

CAL (2610) is the largest airline in Taiwan. Based in Taiwan Taoyuan International Airport, CAL mainly provides international passenger and freight air transport services. CAL has two subsidiary 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](#). Through codeshare agreements with other airlines, the CAL and Mandarin Airlines offered flights to / from 29 countries and 150 destinations

worldwide, and Tigerair Taiwan served 28 destinations and 32 routes in 2022. The aviation industry faced tremendous challenges in 2022. With slowed global economic growth, geopolitical tensions, global inflation due to rising energy and food cost, tightened monetary policies implemented by central banks, resurgence of the pandemic, and interruption of the supply chain due to extreme weather events, and rising oil prices and wages have significantly increased overall operating costs (fuel, manpower, and quarantine costs). CAL Group's consolidated net profit was TWD 2.661 billion, and final profit after tax attributable to the parent company was TWD 2.86 billion. Refer to [3-2 Operational Achievements](#)

Number of Destinations



Note: Excluding Taiwan

Passenger Load (including the CAL Group)

China	32.7%
Hong Kong	31.1%
Northeast Asia	34.1%
Southeast Asia	38.2%
Oceania	44.4%
America	52.3%
Europe	44.9%

China Airlines

Headquarters CAL: Taoyuan City
No.1, Hangzhan S. Rd., Dayuan Dist., Taoyuan City

TWD 60.1 billion
Capital

88
Fleet size (Note)
Passenger 66
Cargo 22

10,732
Employees

9.97 years
Average Fleet Age
Passenger 8.52 years
Cargo 14.32 years

Mandarin Airlines

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

TWD 4 billion
Capital

9
Fleet size (Note)

810
Employees

4.31 years
Average Fleet Age

Tigerair Taiwan

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

TWD 4 billion
Capital

15
Fleet size (Note)

675
Employees

6.29 years
Average Fleet Age

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

Destinations	150
Countries	29

Note 1: Statistics as of December 31, 2022.

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

Note: As of April 30, 2023. For the latest operating fleet size and age, please refer to the [CAL website](#).

Contents

Preface

- About the Report
- Letter from Management
- Business Overview
- 2022 ESG Performance and Recognition
- 2050 Net Zero Carbon Emissions Special Column
- COVID-19 Special Column

1 Sustainability Management

2 Value Creation

3 Corporate Governance

ESG Data and Appendix