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To effectively manage the progress and performance of response strategies and actions, China Airlines also refers to the objective/indicator recommendations from the TNFD, the Natural Capital Protocol, and the Science Based Targets Network (SBTN) in formulating corresponding management indicators and operational objectives.

Indicator Category	Indicator Content	Operational Objectives
Driver Indicators	Carbon emissions and fuel procurement volume	1. Improve annual aviation fuel efficiency by 1.5% 2. Attain net zero emissions by 2050 3. Reduce carbon emissions in ground operations by 5%, 15%, and 60%, compared to 2023 levels, by 2025, 2030, and 2040, respectively 4. Use 0.5%, 5%, and 40% of SAF by 2025, 2030, and 2040, respectively
	Use of food ingredients, products, and wood/paper packaging materials	Reduce use of Single Use Plastic (SUP) for in-flight services by 90% by 2025, and by 100% by 2030. Embargoing transport of illegal wildlife and prohibiting use of illegal species as food ingredients
Impact Level Indicators	Changes in operational conditions at stations (such as flooding, rainfall, high temperatures), including the frequency of abnormalities, exposure to physical risks of enterprise locations, production lines, facilities, and equipment	A total of 2, 4, and 10 biodiversity conservation-related activities or initiatives have been participated in and implemented since 2023 by 2025, 2030, and 2040, respectively
	Asset value and annual revenue from ecotourism operations in areas affected by physical risks	
Key Performance Indicators	The proportion of locally sourced ingredients/products and procurement of sustainable labels/certifications	Use 10%, 50%, and 80% of sustainably certified paper/wood items for air/ground service needs by 2025, 2030, and 2040, respectively

Stakeholder Engagement

China Airlines (CAL) is dedicated to sustainable development, emphasizing environmental coexistence and social prosperity. Recognizing the close link between climate change and biodiversity, CAL balances climate mitigation efforts with ecological conservation and community well-being. Biodiversity considerations have been integrated into risk management processes across CAL's group operations, outstations, and suppliers, covering analysis, assessment, and response throughout the entire value chain.

In 2024, CAL supported the Forestry and Nature Conservation Agency and Saisiyat tribal elders in attending a side event at COP16 hosted by the International Partnership for the Satoyama

Initiative (IPSI). The event highlighted successful co-management cases of forests between indigenous peoples and the government, fostering multi-stakeholder dialogue and shared growth. CAL also leveraged the collaborative reforestation site in Nanzhuang to organize ecological tours for business partners, promoting firsthand forest experience.

Adhering to the Company's human rights policy, CAL safeguards stakeholder rights and requires employees and suppliers to conduct due diligence through education, training, and the Supplier Code of Conduct.

For more details, see section 2.4.1 Human Rights Management Framework

Best Practices

Supporting Civic Collaboration to Co-Create an Ecological Journey

China Airlines recognizes the critical importance of ecological resources in addressing climate change and providing economic, service, informational, and psychological values to human society. In 2022, CAL partnered with the Taoyuan City Government to plant hundreds of native Taiwanese saplings at the cultural landmark "Hengshan Calligraphy Art Park". In 2023, CAL further engaged in a national-level afforestation project initiated by the Forestry and Nature Conservation Agency under Ministry of Agriculture (FANCA), adopting nearly 2 hectares of forest land in Nanzhuang, Miaoli, where 4,250 native tree species "Taiwania" were planted with the collaboration of the local Saisiyat tribe, who also supported the site's afforestation and nurturing efforts. CAL also supports sustainable tourism by commissioning the local Saisiyat tribe to maintain the Jiali Mountain Trail, demonstrating its commitment to forest co-existence and shared prosperity with indigenous communities.



The Senior Vice President of China Airlines led core members of the Corporate Environmental Committee to the national-level afforestation project site, which has been designated as a key development case by the International Partnership for Satoyama Initiative (IPSI), to conduct tree planting.

In 2024, CAL expanded its collaboration with the Hsinchu Branch of the FANCA. This initiative includes the adoption of an additional 5.25 hectares of forest land, as well as new responsibilities for maintaining and upgrading facilities along the Daping Section (0-0.3K) of the Jialishan Trail. Led by the Senior Vice

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President, core members of the Corporate Environmental Committee joined the FANCA and the Saisiyat Indigenous Forestry and Labor Cooperative in exploring the beauty of the mountains. On April 15, 2025, China Airlines took a further step by inviting business partners to “breathe with the forest” and explored this site which was certified under the Forest Stewardship Council (FSC) “Sustainable Forest Management Standards”. This initiative aims to spark broader participation and raise sustainability awareness, embodying the spirit of the Satoyama Initiative. By uniting diverse forces, CAL seeks to realize a sustainable vision that balances social, economic, and forest resource preservation—a win-win-win for all.



China Airlines invited business partners to explore the beauty of the mountains and forests, actively supporting forest co-existence and mutual prosperity with Indigenous communities. The initiative also aimed to raise sustainability awareness and embody the spirit of the Satoyama Initiative.

2.3.3 Net Zero Carbon Emissions

Net Zero by 2050 and SBTi Objectives

CAL complies with the IATA and national carbon reduction targets by leading the industry in announcing the “target for achieving net-zero carbon emissions by 2050” in October 2021. Following this declaration, CAL outlined short, medium, and long-term objectives for flight operations, ground operations, and use of sustainable aviation fuel. China Airlines has been actively involved in discussions on carbon reduction technologies since 2017 and continues to engage in dialogues regarding reduction strategy targets for the aviation industry through the International Air Transport Association (IATA) platform. Building on this operational foundation, CAL officially signed onto the Science Based Targets initiative (SBTi) in 2022, setting a target to improve fuel efficiency by 26% by 2030 compared to the 2019 baseline. This target encompasses Scope 1 (Category 1) and Scope 3 emissions, as well as fuel and energy-related activities (Category 4). This target was approved by the Science Based Targets initiative (SBTi) in 2024, ensuring compliance with the global carbon reduction goals outlined in the United Nations Paris Agreement.

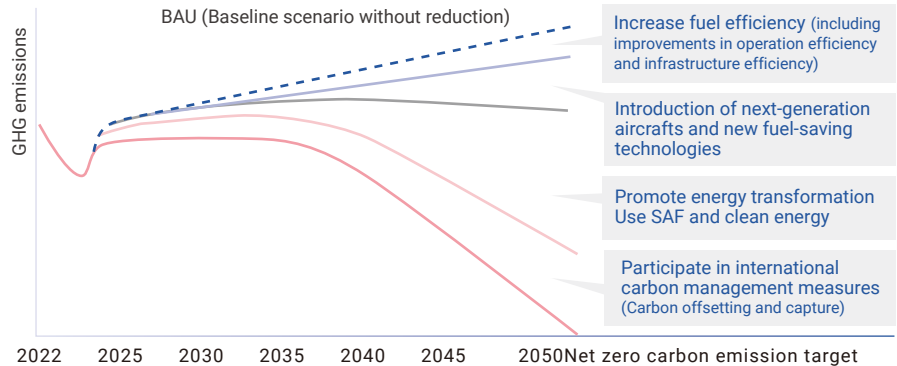
Strategy, Approach, and Carbon Reduction Pathway for Attaining Net Zero Carbon Emissions

CAL implements 5 core strategies to achieve long-term carbon emission reduction targets, including fuel efficiency improvement (e.g., implementation of various fuel saving and carbon reduction measures and continuous improvement of load factor), upgraded TCFD operations and emergency response systems, promotion of the use of sustainable aviation fuel (SAF), timely participation in international carbon control mechanisms (e.g., CORSIA, EU TS, and UK ETS), timely introduction of new technologies (e.g., continuous introduction of energy-efficient aircraft, and the monitoring and evaluation of developments of hydrogen-fueled aircraft/short-range electric aircraft, aiming to strive for the best price and timing of entry introduction).

In addition, China Airlines has introduced an internal carbon pricing mechanism, incorporating cost-benefit analysis of factors such as compliance with domestic and international GHG regulations (such as international carbon regulations and the operational costs of SAF), promotion of energy efficiency and low-carbon investments (such as the use of renewable energy), and encouragement of internal behavioral changes. The proposed carbon pricing is set at a shadow price of €100 per ton of carbon, serving as a reference point for risk analysis, operational decision-making on carbon reduction initiatives and planning for low-carbon investments. China Airlines has established a climate governance framework through its Sustainability Committee, Environmental Committee, and TCFD operational platform. Each year, the results of these efforts will be reported to the Board of Directors for oversight and management, ensuring continued progress in accordance with the carbon reduction pathway.

Refer to 2.3.2 Climate Change Mitigation and Adaptation for the relevant management framework and processes

CAL Carbon Reduction Path



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CAL's Net Zero Carbon Emission Targets and Key Strategies

Strategies	Contribution to 2030 Targets	2024 Key Initiatives
Increase fuel efficiency	2-4%	1. Implemented 11 initiatives for saving aviation fuel and reducing carbon emissions, with a total carbon reduction of approximately 47,477 metric tons 2. Enhance passenger and freight load factors
Develop new technology	10-15%	Continued to introduce A321neo and 777F cargo aircraft, along with the launch of the new generation of fuel-efficient 787 aircraft starting in 2025
Promote sustainable aviation fuels	3-5%	1. Conducted sustainable flight and became Taiwan's first airline to use SAF on commercial flights 2. Implement SAF collaboration project with corporate passenger and cargo customers 3. Participated in SAF negotiations and cooperation between the government and oil companies 4. Supported the government's SAF pilot program
Participate in international carbon management mechanisms	2-11%	1. Completed the CORSIA international flight carbon emissions MRV operation 2. Evaluated the purchase and management of carbon credits

Best Practices

Engaging in international collaboration to support global carbon reduction initiatives.

In 2023, CAL and IATA have signed the CO2 Connect collaboration program, which involves sharing and collaborating on aviation carbon footprint emission data to enhance the application of information on aviation carbon emissions.

In addition, China Airlines continues to deepen its international cooperation with the IAGOS-PGGM Pacific Greenhouse Gases Measurement Project. By integrating the collected data and information, CAL not only contributes to international climate change research led by the United Nations but also enhances its own route management and operational climate resilience.

SAF Collaboration Project – Invite Customers to Jointly Support the SAF Collaboration Project

Promoting energy transition is essential for the aviation industry to achieve net-zero carbon goals, requiring collaboration across the entire industry chain. As a sustainability leader in transportation, China Airlines (CAL) was the first Taiwanese airline to incorporate Sustainable Aviation Fuel (SAF). Since 2017, CAL has used SAF on delivery flights for new A350-900 and A321neo aircraft, remaining the only Taiwanese airline utilizing SAF from 2017 to 2022. In 2024, Mandarin Airlines, part of the CAL Group, continued this commitment by using 30% SAF on its new ATR aircraft delivery flight.

In 2023, CAL became the first Taiwanese airline to join an international SAF program initiated by oil companies and blockchain platforms, pioneering a corporate SAF procurement collaboration model with traceable carbon reduction reports. Partnering with supply chain vendors and corporate customers, CAL's SAF Collaboration Project uses SAF that reduces carbon emissions by over 90% compared to traditional jet fuel, collectively lowering the Group's carbon footprint.

During 2023–2024, China Airlines operated commercial demonstration flights using SAF as part of SkyTeam's "The Aviation Challenge" campaign, reducing both our direct (Scope 1) and client transportation-related indirect (Scope 3) GHG emissions by approximately 72 metric tons of CO2e. CAL will continue collaborating with supply chain partners to support the global sustainable energy transition and drive joint carbon reduction efforts.

Looking ahead to 2025, China Airlines will closely monitor domestic and international SAF technologies and markets. Leveraging global sourcing experience, CAL will assess supply feasibility, policy developments, and operational conditions to advance its SAF procurement strategy. Active participation in government and supplier initiatives will support the achievement of CAL's short-, medium-, and long-term sustainability goals.



China Airlines has partnered with corporate customers to adopt SAF. In 2024, it collaborated with Morrison Express Corp. to operate Taiwan's first cargo flight incorporating SAF, and worked with CTBC Bank to implement SAF on the passenger flight, effectively reducing carbon emissions during the transportation process.

Mandarin Airlines' new aircraft, during its delivery flight from the ATR Delivery Center in France back to Taiwan, utilized fuel containing 30% Sustainable Aviation Fuel (SAF).

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2.3.4 Achievements in Environmental Sustainability

GRI 302-1.302-2.302-3.302-4.302-5.
303-1.303-2.303-3.303-4.303-5.305-1.
305-2.305-3.305-4.305-5.305-7.306-1.
306-2.306-3.306-4.306-5

While delivering quality services, China Airlines leverages its Corporate Environmental Committee to plan and promote a range of environmental and energy-saving initiatives tailored to each business unit, continuously improving ecological efficiency. In 2024, CAL introduced one leased A350-900, four A321neo passenger aircraft, and two 777F cargo aircraft. In 2025, CAL will continue introducing A321neo aircraft and welcome the new Boeing 787 fleet, laying the foundation for enhanced fuel efficiency. The aviation fuel management team monitors fleet performance and implements fuel-saving measures across planning, operations, maintenance, and management to minimize the environmental impact of passenger and cargo services. CAL applies a lifecycle approach across headquarters and outstation operations, integrating environmental considerations from design and procurement to use, maintenance, and disposal. Through a robust environmental and energy management system, CAL aims to achieve operational goals without significant penalties, enhance energy efficiency, reduce waste, and advance circular economy practices.

In 2024, CAL implemented 78 environmental and energy-saving measures and 11 flight fuel-saving initiatives, reducing carbon emissions by 47,477 tons with an achievement rate of 146%. In 2025, 76 measures are planned, with an expected reduction of 38,926 tons.

Management Target	Strategies/Measures		2024 Outcomes and Performance
Zero Penalties and Implementation of the Environmental Management Cycle (PDCA)	1. Identify compliance obligations and assess conformity quarterly. 2. Implementation of Environmental Management Audits in accordance with ISO 14001/50001 Standards, including two internal audits and one external audit annually. Each Environmental Management Committee/Aviation Fuel Management Working Group also conduct audits of outstations and suppliers based on their business functions.		No significant environmental penalty events (Note 1)
Increase Aviation Fuel Efficiency	Promoting energy efficient flights	1. Continuously enhance fleet renewal by acquiring additional Airbus A350-1000 passenger aircraft, Boeing 777-9 passenger aircraft, and Boeing 777-8F cargo aircraft, with deliveries starting in 2029 for long-haul routes to North America and Europe	

Management Target	Management Strategies/Measures		2024 Outcomes and Performance
Increase Aviation Fuel Efficiency	Promoting energy efficient flights	2. Adopt environmentally friendly, fuel-efficient flight operations where software, hardware, and weather conditions permit, such as reducing APU activation time and implementing engine-out taxi 3. Optimize fleet fuel efficiency monitoring and measurement mechanisms to identify improvement opportunities 4. Implement station audit to enhance the execution rate of fuel-saving measures 5. Engage on intermodal transport to achieve low-carbon journeys	CAL carried out 11 fuel saving measures and saved 18,649 kiloliters of fuel with an achievement rate of 147%
	Improving ground service control	1. Improve fuel efficiency from the planning stage by incorporating fuel use into flight planning, optimizing routes and alternate airport selection, and refining aircraft center of gravity 2. Refine ground operations such as using trailer power supply and airport ground power supply instead of APU to save aircraft fuel consumption	
	Fortifying regular repair and maintenance	1. Continue to monitor and maintain aircraft performance and manage and improve fuel conservation measures 2. Regularly clean critical equipment to maintain optimal conditions of aircraft 3. Maintain good communication channels with the original manufacturer to obtain information on the latest technology developments and performance optimization solutions 4. Select environmentally friendly paint or paint remover, ensuring a balance between fuel efficiency and the reduction of air pollution 5. CAL's A350 fleet uses the BC/CC paint system and will apply to newly purchased 787 aircraft as well	
	Aircraft weight reduction	1. Reduce aircraft loading and fuel consumption with precision measures. For example: Precision refueling, precision water supply, and weight reduction for in-flight supplies 2. Implement the digitization of pilot paper manuals	

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Management Target	Management Strategies/Measures	2024 Outcomes and Performance
Increase Building Energy Efficiency	Maintain Green Building certification, expand the installation of renewable energy facilities, fully implement regenerative power systems in headquarters elevators, and replace outdated high-energy-consuming equipment as part of energy-saving measures. Additionally, assess energy resilience facilities	Saved 261,000 kilowatt-hours of electricity, achieving 78% of the target (Note 2)
Increase Ground Vehicle Fuel Efficiency	Fuel conservation measures such as enhancing the management of the use and efficiency of company vehicles, promoting electrification of transportation and equipment, establishing charging infrastructure to support electric vehicles, promoting ride-merging/ride-sharing mechanisms, and the idling shutdown policy	Reduced 8 kiloliters of fuel and reduced carbon emissions by 20 tons with an achievement rate of 175%
Increase the Percentage of Renewable Energy	Develop diverse cooperation plans to promote the use of Sustainable Aviation Fuel and to increase the installation of solar power facilities	Added 26.6 kiloliters of Sustainable Aviation Fuel (SAF); generated 297,000 kWh of solar power, reducing approximately 214 metric tons of carbon emissions; installed an additional 371 kW of solar energy capacity, achieving a 100% implementation rate Mandarin Airlines added 30% SAF during the delivery flight of their ATR aircraft
Reduced Resource Consumption and Increase Environmental Protection Awareness	Continuously enhance digitalization in cargo, flight, cabin, and administrative operations. Implement environmental measures including food waste processors, upgraded wastewater treatment, energy-saving photocopiers, and recycling of paper containers and slurry for reuse	Reduced 28 tons of paper consumption and waste and reduced carbon emissions by 120 tons with an implementation rate of 100%

Note 1: Environmental penalties exceeding USD 10,000 are considered significant. No such penalties were recorded during 2021–2024.

Note 2: The installation of solar power facilities was delayed due to weather factors, resulting in the energy-saving measures not achieving the expected benefits.

Note 3: Source of the carbon emission factor: 2020 electricity emission factor, Greenhouse Gas Inventory v.6.0.4 (gasoline/diesel).

 Carbon Emissions from Air and Ground

GRI 305-1.305-2.
305-3.305-5

Greenhouse gas emissions from aviation fuel combustion account for over 90% of China Airlines' total emissions. In response, CAL continues to promote fleet renewal ([see section 2.1.2](#)) and improve fuel efficiency through the dedicated Aviation Fuel Management Team, which develops targeted measures spanning planning, management, and execution.

On the ground, CAL systematically operates ISO 50001 and ISO 14001 management systems to promote energy-saving and environmental initiatives. These include reducing electricity and fuel use, digitizing operations, managing waste, sourcing local ingredients, and encouraging ride-sharing—efforts aimed at reducing Scope 3–6 emissions. Following the GHG Protocol Scope 3 guidelines, CAL calculates emissions across 15 categories, including purchased goods, capital goods, energy-related activities not included in Scope 1 and 2, transportation and distribution, waste disposal, commuting, leased assets, investments, and others. To ensure robust GHG management, CAL has engaged third-party verification bodies accredited by the IAF system since 2009. Verifications are conducted annually based on ISO 14064-1 (reasonable assurance) and ISO 14064-3 standards.

In 2024, despite a 15% year-over-year increase in flight operations, CAL's total GHG emissions rose only 2.93%, reaching 7,677,233 tons CO₂e. Ground operation emissions decreased by 2.06% to 18,408 tons, continuing a downward trend.



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Scope of GHG	Company	Item	2019	2021	2022	2023	2024
Category 1		Flight Operations	7,059,083	5,875,531	5,435,050	6,048,568	6,224,228
		Ground Operations in Taiwan	4,981	2,897	4,041	3,028	3,328
		Ground Operations in Outstations (Note)	362	197	497	1,242	806
		Carbon Intensity (ton CO ₂ e/Million NTD)	48.26	44.49	38.56	37.44	35.55
		Flight Operations	237,701	63,987	89,500	126,743	119,492
		Flight Operations	362,794	988	31,306	289,358	399,684
Category 2		Ground Operations	18,169	16,697	16,468	15,767	15,079
		Ground Operations in Outstations (Note)	1,033	551	863	1,072	1,045
		Carbon Intensity (ton CO ₂ e/Million NTD)	0.13	0.13	0.12	0.10	0.09
		Ground Operations	901	839	805	742	735
		Ground Operations	106	108	265	220	240
		Ground Operations					
Categories 3-6 (Note)	CAL's Operating Activities	Ground Operations	1,607,690	1,364,016	1,240,935	1,389,211	1,432,790
		Carbon Intensity (ton CO ₂ e/Million NTD)	10.98	10.32	8.80	8.59	8.18

Note 1: The statistics contain 100% of the aviation fuels used by China Airlines (including both domestic and overseas branches, outstations), Mandarin Airlines, and Tigerair Taiwan.

Note 2: Of the total greenhouse gas emissions of China Airlines in 2024, 7,677,277 metric tons of CO₂e (accounting for 100% of total emissions) were verified by an independent verification organization in accordance with the ISO 14064-1:2018 inventory standard, the certification and verification criteria of ISO 14066:2011, ISO 14065:2020, and ISO 14064-3:2019. The verification was conducted at a reasonable assurance level, and the conclusion was that the data passed verification. Prior to 2022, only the ground operations data from outstations (accounting for less than 0.03% of the total emissions) were not subject to external verification.

Note 3: CAL adheres to ISO 14064-1:2018 and the GHG Protocol Scope 3 guidelines, 15 categories of emissions are calculated, including emissions from purchased goods, capital goods, fuel and energy-related activities not included in Scope 1 and 2, upstream and downstream transportation and distribution, waste disposal, employee commuting, upstream and downstream leased assets, investments, and others.

Note 4: Carbon intensity (ton CO₂e/Thousand RTK)=GHG emissions/Total RTK; (ton CO₂e/Million Dollars) = GHG emissions/Revenue.

Note 5: In 2024, other Group Subsidiaries reported total emissions of 590,061 tons of CO₂e for Categories 1 and 2, and 134,347 tons of CO₂e for Categories 3-6.

Best Practices

Solar Power Supporting the Airport’s Net-Zero Transition

To steadily achieve carbon reduction targets in ground operations, CAL has installed a 276 kW solar photovoltaic (PV) system at CAL Park. The Maintenance Division is also phasing in additional systems, with 193 kW installed in 2024 and 197 kW planned for 2025. CAL is actively phasing out outdated equipment and promoting vehicle and equipment electrification. In 2024, 14 electric units were added, including 2 small tow tractors, 8 supply vehicles, and 4 forklifts. Dedicated charging areas were also installed to support airport-wide net-zero efforts alongside existing airport infrastructure.



(left) CAL continues to procure various types of electric vehicles and equipment, including small tow tractors, supply vehicles; a total of 14 units were introduced in 2024.

(right) CAL EMO Park has completed the first phase of its solar photovoltaic system in 2024, with the second phase scheduled to begin power generation in Q3 of 2025.

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Aviation Fuel Efficiency Performance GRI 302-3.305-4

In 2024, the overall aviation fuel efficiency was 0.2284 tons per thousand Revenue Ton Kilometers (RTK), achieving approximately 102% of the target value of 0.2338 tons per 1,000 RTK. In 2024, the total fuel consumption increased by 2.9% compared to 2023, while the performance per RTK saw an increase of 3.02%. In the future, we will continue to refine and implement fuel-saving measures to achieve the objectives and plans of increasing fuel efficiency by 1.5% annually.

Item		Fuel Consumption (tons/PJ)	CO ₂ Emissions (tons CO ₂ e)	Transport Volume (thousand RTK)	Fuel Efficiency (tons/ thousand RTK)	Carbon intensity (ton CO ₂ e/ thousand RTK)
	2019	2,230,971/98	7,059,083	9,072,762	0.2459	0.7781
	2021	1,857,073/82	5,875,530	7,605,201	0.2442	0.7726
	2022	1,717,758/76	5,435,050	6,949,143	0.2472	0.7821
	2023	1,911,669/84	6,048,568	8,359,335	0.2287	0.7236
	2024	1,967,183/87	6,224,228	8,611,404	0.2284	0.7228
	2021	26,614/1.17	84,101	25,723	1.0346	3.2694
	2022	29,709/1.31	93,881	41,169	0.7216	2.2804
	2023	39,903/1.76	126,093	66,367	0.6012	1.8999
	2024	37,676/1.66	119,055	69,250	0.5441	1.7192
	2021	308 /0.01	973	521	0.5910	1.8676
	2022	9,895/0.41	31,268	27,129	0.3647	1.1526
	2023	91,738/4.04	289,892	380,879	0.2409	0.7611
	2024	125,882/5.55	397,787	560,068	0.2248	0.7102

Note 1: The lower the fuel efficiency and carbon intensity, the better the performance.
Note 2: The aviation fuel calorific value is calculated using the IPCC-announced coefficient, source: 2006 IPCC Guidelines for National Greenhouse Gas Inventories, Volume 2: Energy, TABLE 1.2.

Best Practices

Applying PDCA to Enhance Fuel-saving Efforts

In 2024, the Aviation Fuel Management Team implemented 11 fuel-saving initiatives, with the use of Ground Power Units (GPU) instead of Auxiliary Power Units (APU) at outstations proving especially effective. By using GPUs to supply electricity and air while aircraft are on the ground, APUs can be shut down, improving energy efficiency and reducing carbon emissions.

To increase GPU usage, the team conducted a comprehensive outstation assessment and issued Threat and Error Management (TEM) guidelines to flight crews. A Level 1 internal audit revealed lower-than-expected GPU use at the Hong Kong station. In response, on-site inspections were carried out, and the team worked with the local



Replacing APU with GPU via Jet Bridge for Enhanced Efficiency and Emission Reduction

ground handling agent to introduce targeted improvements, including increased staffing, enhanced training, incentive programs, and detailed operational tracking.

As a result, GPU usage at Hong Kong improved by approximately 30%, leading to annual fuel savings of about 429,000 pounds.

Energy Usage

GRI 302-1.302-2.302-4.302-5

CAL continues to implement ISO 50001 Energy Management by fully considering energy-saving and carbon reduction benefits into decision-making during the design/procurement stages of significant energy use, and by establishing energy monitoring systems that exceed regulatory requirements. CAL also optimizes fuel management for official vehicles, implements internal audits, and integrates concerns from stakeholders (such as the reporting requirement of major energy users and adjustments to electricity-saving targets, and evaluations of energy storage system benefits) to comprehensively enhance energy management integrity and implementation. This effort aims to create a low-carbon operational and office environment. In response to the upgrade of energy monitoring system in 2023, CAL launched the “Energy Management System Enhancement Project” in 2024. External consultants were invited to share recent trends and regulatory developments in domestic and international energy management. They also assisted in reviewing and optimizing the energy review forms. Additionally, through targeted training sessions, practical approaches to establishing energy performance indicators, tracking estimated energy consumption results,

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and implementing improvements were introduced. These initiatives aimed to enhance employee awareness of energy conservation and promote energy use efficiency.

In 2024, CAL's total electricity consumption was 31,921 kWh, representing a decrease of 1.5% compared to 2023 (31,972 kWh). As of March 2025, China Airlines has established three solar photovoltaic power generation facilities, including a 276 kW facility at CAL Park and a 193 kW facility at the EMO Park. The installed capacity represents approximately 6% of the contracted capacity, and the solar power generation efficiency is maintained at 9,800 kWh/kW. In 2025, we will continue to plan for the installation of a 194 kW solar photovoltaic power generation facility. Additionally, to support the electrification of vehicles and equipment, charging stations are being continuously installed across the CAL Park and EMO Park, thereby enhancing the foundational infrastructure for electric operations. In addition, with respect to enhancing building energy efficiency, CAL Park will commence elevator renovation operations in 2025, opting for innovative technology in the regenerative power system to consistently adhere to green building standards and principles.

Regarding ground operations, despite the increase in operational flight numbers in 2024, which led to a rise in back-end support demands, total gasoline and diesel consumption was 886 kiloliters, –a 4% reduction compared to 921 kiloliters in 2023. Fuel efficiency also showed a positive trend. Going forward, we will continue to enhance the management of fuel consumption for company vehicles, implement a reminder system, and accelerate the replacement of aging vehicles and electrification operations. Furthermore, 26.6 kiloliters of SAF was continuously used to the aviation sector.

To achieve the 2050 net-zero target, CAL will continue to inventory and increase the install renewable energy equipment, alongside green office practices, and aims to achieve 10% renewable energy installation capacity by 2030 and 15% by 2040.

Energy Consumption Data					
Types of Energy	Unit	2021	2022	2023	2024
Non-renewable Fuels	MWh/GJ	22,761,510 / 81,934,882	21,053,443 / 75,786,331	23,429,847 / 84,340,702	24,109,748 / 86,788,148
Renewable Fuels (SAF)	MWh/GJ	94 / 338	181 / 650	299 / 1,076	261 / 938
Electricity (purchased)	MWh/GJ	33,260 / 119,728	32,354 / 116,465	31,853 / 114,662	31,813 / 114,518
Solar PV system generation (self-consumption)	MWh/GJ	127 / 457	110 / 396	119 / 428	108 / 389
Elevator Power Regeneration System (recycled for own use)	KWh/GJ	889 / 3.20	11,213 / 40.36	12,111 / 43.60	11,304 / 40.69

Note 1: Non-renewable fuels include gasoline, diesel, liquefied petroleum gas (LPG), liquefied natural gas (LNG), and aviation fuel. All CAL aircraft are counted as part of the calculation of aircraft fuel consumption.

Note 2: The scope of purchased electricity covers park areas (CAL Park, Taipei Branch, Songshan Office), maintenance divisions (Hangars 2 and 3, Engine Maintenance Plant), and Kaohsiung Branch. It included purchased electricity which accounted for 11.6% or approximately 3,690MWh of renewable energy in 2024 (source: <https://reurl.cc/eXMEr7>)

Note 3: The 98.21 kW solar project in CAL Park obtained 108 renewable energy certificates in 2024.

Note 4: The calorific value of aviation fuel is calculated using the IPCC-announced coefficients, while the calorific values for natural gas and sustainable aviation fuel are derived from the actual values provided by the suppliers. The calorific values for residual fuel oil and diesel are calculated using the latest energy product unit calorific value table from the Energy Bureau.



Water and Wastewater

GRI 303-1.303-2.
303-3.303-4.303-5

CAL conducts a water balance survey to identify hotspots of water resource consumption, including water consumption from cleaning aircraft, domestic water consumption, and air-conditioning water consumption. Subsequently, we improve facilities and optimize operating procedures to reduce water resource consumption and adequately process sewage and wastewater.

1. Water source development (Increasing supply)

The water recycling concept was included in the scope of green building design of CAL Park in the preliminary development process. We set up a rainwater recovery system with a capacity of 1,300 tons and updated pipelines afterwards to direct wastewater from the central drinking water system and the condensate from the chiller into the rainwater recovery system for use in plant watering and flushing in CAL Park, achieving a recycling rate of 48%. We carried out optimization of the pipelines and wastewater treatment facilities in the EMO Park for industrial (organic) wastewater treatment and reuse the water for cleaning vehicles and watering plants according to regulations and permit measures. We recycled approximately 3,753 tons of water in 2024, achieving a recycling rate of 6.5%.

2. Conservation (Reducing consumption)

We fully incorporated water conservation label products into the CAL Park. We also selected equipment with water conservation label and water-saving functions for subsequent equipment replacements or upgrades.

EMO Park implements process and management improvements to reduce the water consumption in maintenance and repairs and domestic water consumption. The measures include adoption of environmentally friendly water-saving cleaning solutions, which reduce aircraft cleaning water consumption by 90%. We also installed water meters comprehensively to monitor the consumption of water resource and implement hotspot inventory and management.

3. Strengthening management

CAL is dedicated to water stewardship, and has actively set short, medium, and long-term water conservation targets and annual performance targets and management plans for water resource management. We have been placed under the management of the Corporate Environmental Committee. We also continued to invest and upgrade wastewater treatment equipment to enhance the treatment performance, and by implementing internal/external audits and emergency response and evacuation drills, we aimed at enhancing processing

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efficiency and preventive measures. To maintain the capacity and stability of the wastewater treatment plant, the domestic wastewater from the EMO park undergoes grease traps and pre-treatment facilities to reduce the BOD concentration, before being discharged into the wastewater treatment plant.

In the first quarter of 2024, there was an abnormal and significant increase in water usage at the CAL Park. After investigation, it was determined that this rise was due to higher irrigation demand for plant maintenance. Following a detailed review, adjustments were made to the irrigation schedule, and horticultural maintenance training

was conducted. As a result, water usage stabilized starting from the second quarter. In 2024, CAL's tap water withdrawal totaled 114,367 cubic meters, a 3.2% reduction compared to 2023. This also achieved the Sustainable Development Goal (SDG) of reducing water consumption by 6% in 2024 compared to 2018. CAL will continue to raise awareness of water conservation, improve wastewater treatment efficiency, upgrade technologies, reinforce change management, among other initiatives. CAL is committed to achieving its targets of reducing water consumption by 7%, 10%, and 12% compared to 2018 levels by 2025, 2030, and 2040, respectively.

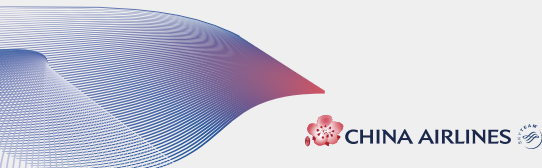
Water Usage Area	Water Shortage Level	Water Supply Unit (Water Type)	Wastewater Processing Unit (level)	Effluent Site	Effluent Standard
CAL Park	Located in Taoyuan City with high water resource risks	Taiwan Water Corporation (freshwater)	Domestic sewage	Nankan River (River with Category C water bodies)	pH: 6 ~ 9 COD: <100 mg / L BOD: <30 mg / L SS: <30 mg / L
			Taoyuan Airport Sewage Treatment Plant (secondary treatment)		
			Domestic sewage		
			Taoyuan Airport Sewage Treatment Plant (secondary treatment)		
EMO Park			Industrial wastewater		pH: 6 ~ 9 COD: < 100 mg / L Cd: < 0.03 mg/L SS: < 30 mg / L Total chromium: < 2 mg/L
			CAL's first and second wastewater treatment plants (tertiary treatment)		
Taipei Branch	Located in Taipei City with low water resource risks	Taipei Water Department (freshwater)	Dihua Sewage Treatment Plant (secondary treatment)	Tamsui River (River with Category D water bodies)	pH: 6 ~ 9 COD: < 100 mg / L SS: < 30 mg / L NH ₃ -N: < 10 mg / L
Songshan Office					

Note 1:Source: A study on the adaptation indicators for the high water resource risk area in Taiwan, Water Resources Agency, Ministry of Economic Affairs, 2016
Note 2: There were no violations of regulations regarding wastewater or sewage in 2024.

Water Usage Area (Source Type)	Water Withdrawal (Note 1) (Kilotons)				Water Consumption(Note 2)(Kilotons)	Water Discharge (Note 3) (Kilotons)	Water Recycling (Note 4) (Kilotons)	Recycling Ratio (%)
	2021	2022	2023	2024	2024	2024	2024	2024
CAL Park (tap water)	33.42	28.70	36.46	40.82	19.97	30.50	19.43	38.5%
CAL Park (rainwater)	5.65	9.35	6.07	9.65				
EMO Park (tap water)	65.4	55.81	61.55	58.11	30.71	Domestic: 12.10	NA	-
						Industrial: 15.30	Industrial:3.75	6.5%
Taipei Branch (tap water)	4.56	4.02	4.18	3.91	2.17	1.74	NA	-
Songshan Office (tap water)	9.39	10.68	15.97	11.53	5.13	6.40	NA	-
Total	118.42	108.56	124.23	124.02	57.98	66.04	23.18	18.69%

Note 1:Scope covered by water meters: CAL Park, EMO Park, Songshan Office, and Taipei Branch.
Note 2:The water consumption volume of CAL Park is calculated based on the water consumption of the equipment. The water consumption volume of Taipei Branch and Songshan Office is calculated proportionally based on the ratio of water consumption of CAL Park.

Note 3:Wastewater treatment for the EMO Park includes industrial wastewater from Taiwan Aircraft Maintenance and Engineering Co., Ltd.
Note 4: Water recycling includes rainwater and intermediate water recovery in the Park and wastewater recycled in the EMO Park.



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Emissions

GRI 305-7

Emissions from aircraft engines, particularly nitrogen oxides (NOx) and sulfur oxides (SOx), significantly affect local air quality. China Airlines is actively engaged in reducing emissions and enhancing emission efficiency through initiatives such as fleet renewal, optimized flight operations, and operational enhancements, striving to minimize environmental impact. In addition, a small amount of volatile organic compounds (VOCs) is also emitted during aircraft painting processes. CAL actively communicates with the manufacturers of aircraft to increase and promote the use of new environmentally friendly paint and environmentally friendly paint remover for reducing

the concentration of VOC and toxicity in the work environment and atmosphere and reducing the toxicity of wastewater and the burden of treatment plants. CAL also continues to invest in improvements of the air pollution prevention facilities of the maintenance and repairs hangars to increase energy efficiency and exhaust efficiency. In 2024, the emissions of VOCs from maintenance were approximately 19 tons, representing a 5% reduction compared to 2023. In addition, CAL established the workplace environment monitoring plan and operating procedures to track changes in CO₂ concentration in office spaces, ensuring a safe and healthy environment. CAL also.

Item				2021				2022			2023		
				2021	2022	2023	2024	2022	2023	2024	2022	2023	2024
Passenger Aircraft	SOx	Emissions	Ton	27.43	29.59	38.36	46.17	24.99	26.58	27.81	1.24	11.56	15.17
		Emission Efficiency	g/RTK	0.0150	0.0130	0.0094	0.0104	0.6070	0.4004	0.4016	0.0458	0.0304	0.0271
	NOx	Emissions	Ton	34.18	120.64	400.60	482.23	260.49	277.54	290.45	12.95	120.77	158.41
		Emission Efficiency	g/RPK	0.0538	0.0183	0.0119	0.0130	0.5908	0.3863	0.3933	0.0434	0.0279	0.0285
Cargo Aircraft	SOx	Emissions	Ton	16.06	13.03	11.37	11.02	Note 1: The emissions of SOx and NOx are calculated using the formula "Total annual emissions = Number of flights x SOx/NOx Emission Factor (Tons/LTO)," where the emission factors are based on the latest numerical values announced by the Environmental Protection Agency (EPA) of the United States for that year. Note 2: LTO: refers to the landing take-off. Note 3: Mandarin Airlines and Tigerair Taiwan have no cargo aircraft. Note 4: Amendment of calculation method and coverage on CAL's NOx emissions from 2021 to 2022, excluding the pandemic's effect on flight dispatch.					
		Emission Efficiency	g/RTK	0.0028	0.0028	0.0027	0.0026						
	NOx	Emissions	Ton	167.43	135.84	118.79	115.14						
		Emission Efficiency	g/RTK	0.0290	0.0291	0.0278	0.0276						



Circular Economy

GRI 306-2.306-3

CAL's waste mainly comes from industrial waste (general/hazardous) from ground operations, domestic waste, and food and toilet waste from catering service companies and cabin service (refer to the waste flowchart). To achieve zero waste to landfill, CAL follows a hierarchical waste management strategy: refuse, reduce, reuse, and recycle. CAL implements various waste reduction initiatives, which include proper sorting processes, promoting detoxification measures, actively collaborating with recycling vendors, and establishing recycling and reuse workflows. These efforts ensure that packaging and other waste generated from the Group's operations are effectively recycled and reused, thereby minimizing the volume sent for incineration or disposal in landfills. As for the waste destined for the incineration plant, opt for waste

to energy (WTE) treatment whenever possible. In response to growing international attention on issues such as packaging, restrictions on single-use plastics, and food waste management, CAL—though not directly involved in manufacturing or product production—actively engages with suppliers to address emerging environmental trends. Embracing circular economy principles, CAL collaborates on the development and design of several eco-friendly and plastic-reducing in-flight service items.

In 2024, CAL installed a food waste processing machine at its headquarters to convert canteen leftovers into plant maintenance resources, demonstrating zero food waste practices. Onboard, CAL implements in-flight waste sorting on twin-aisle aircraft using eco-carts. For detailed procedures and outcomes, please refer to [The Story Behind Twin-Aisle Cabin Waste Recycling](#) section.

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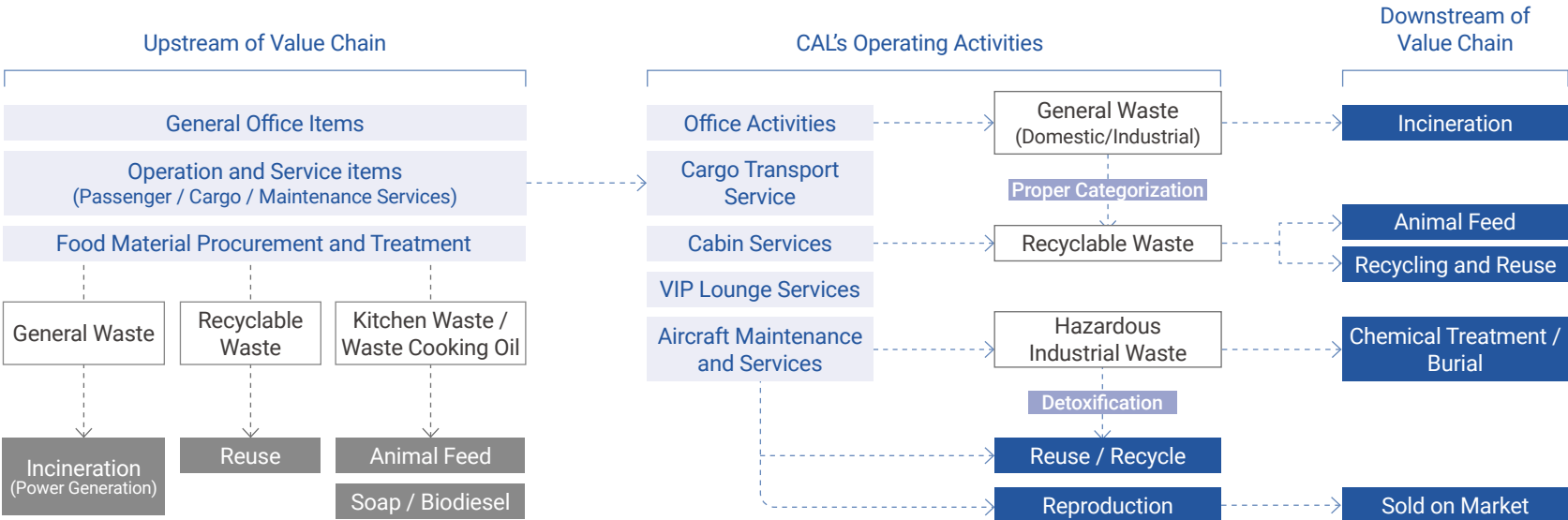
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CAL also resumed waste weighing and auditing programs following IATA and ASF guidelines to optimize meal planning and supply by improving waste categorization and comparing results with those from 2019. Training sessions were conducted for relevant colleagues and partner vendors prior to the project’s execution to communicate goals, workflows, and expected contributions, ensuring operational quality and maximizing the effectiveness of feedback for planning and design. For detailed results, please refer to the [Focus Story](#) section.

CAL partners with China Pacific Catering Services to promote sustainable catering through energy saving, food waste reduction, and eco-friendly packaging. The catering partner holds ISO and HACCP certifications and conducts regular inspections and audits to maintain quality and safety. Beyond aviation, they are expanding into frozen meals, takeout, and corporate catering to extend sustainability into everyday life.

Waste management Flowchart



Energy Conservation and Carbon Reduction

Implement green procurement by selecting environmentally friendly refrigerant food carts and introducing high-energy efficiency facilities to improve operational efficiency and sustainability outcomes



Food Waste Reduction

- By implementing an intelligent analytics system, CAL accurately forecasts passenger meal demands, effectively reducing excess production and food waste. Special meals are available by reservation, ensuring that every meal prepared can be cherished and enjoyed
- 100% recycling of waste cooking oil, process sludge, and kitchen waste, transforming them into energy or renewable resources, thereby achieving waste-to-resource conversion



Environmentally Friendly Packaging

Implement green design by collaborating with suppliers to develop and select environmentally friendly packaging materials that meet international standards, thereby reducing the carbon footprint from the source

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In 2024, China Airlines improved its ground waste recycling rate from 22.9% in 2023 to 32.41% through on-site inspections, strengthened advocacy, source control, and the reduction of project-based/non-routine waste. The total waste generated in 2024 was 2,491 tons, maintaining the level of 2023. CAL will continue to collaborate with its suppliers to explore more opportunities for environmentally sustainable designs at the source, resource recycling and reuse, and waste management. Additionally, it will persist in implementing and expanding resource recycling mechanisms to achieve zero landfill waste, thereby advancing towards the sustainable vision of zero waste.

Waste Information

(Unit: metric tons)

	Waste Produced				Disposal Method
	2021	2022	2023	2024	
General Domestic Waste	94	113	122	118	Incineration - with Energy Recovery
	410	629	986	948	Incineration - without Energy Recovery (Delivered to the airport incineration plant, and the installation of energy recovery facilities has been recommended.)
Recycling and reuse	507	622	973	1,111	Recycling and Reuse
Hazardous Industrial Waste	12	12	11	7	Other treatment - chemical treatment (e.g., electroplating solutions)
	1	2	1	1	Other treatment - Offshore Treatment (e.g., Nickel-cadmium batteries)
Non-hazardous Industrial Waste	100	147	194	193	Recycling and Reuse (e.g., waste lubricants)
	64	47	127	113	Other Treatment - Heat Treatment (e.g., waste paint)
Total	1,188	1,572	2,414	2,491	–

Note 1: Third-party contractors were appointed for removing and offsite processing of waste for disposal. CAL implements inspections in accordance with the contract to ensure compliance with regulations.

Note 2: The scope covers waste generated from the EMO Park, CAL Park, Kaohsiung Branch office operations, VIP lounge services across Taiwan, return flights to TPE, as well as meal preparation and cargo services at TPE.

Note 3: In 2024, 99.32 tons of non-hazardous industrial waste-waste wood (recycled) were newly included due to reporting process changes.

In response to the growing international attention on food waste issues, China Airlines began individually calculating, tracking, and reviewing food waste management performance starting in 2024. In 2024, with the installation of food waste machines at the CAL Park headquarter and the implementation of twin-aisle aircraft waste recycling operations, the food waste generated from ground operations decreased by 15% compared to 2023. The amount of meal waste produced per passenger-meal on return flights was 0.31 kg, reflecting an improvement of nearly 6% from 0.33 kg in 2023. Furthermore, to mitigate meal waste resulting from changes in passenger itineraries, CAL adjusted economic incentives, reducing the per capita meal waste from 1.15 grams in 2023 to 0.93 grams, successfully achieving the annual control target. Considering differences across cabin classes, CAL plans to use the over-catering rate (ranging from 0.09% to 0.28%) for each class as a control indicator for managing in-flight food waste in 2025.

Food Waste Management

Source of waste	Performance Indicators	Waste Produced (Note 2)				Disposal Method
		2021	2022	2023	2024	
VIP Lounge, Employee Canteen, and In-flight Meal Preparation	Amount Generated (ton)	68	142	541 (Note1)	461	Recycling: Composting and Pig Farming
	Per Capita Generation – VIP Lounge (kg/person)	–	0.017	0.034	0.032	
In-Flight Meal Service	Amount Generated (ton)	177	632	1,610	1,863	Incineration - with energy recovery (in accordance with quarantine requirements) (Note3)
	Per Capita-meal Generation – In-flight Service (kg/person-meal)	1.73	0.65	0.33	0.31	
Total		245	774	2,151	2,324	

Note 1: Corrected data entry error for 2023..

Note 2: The scope covers waste generated from the EMO Park, CAL Park, Kaohsiung Branch employee canteen, VIP lounge services across Taiwan, return flights to TPE, as well as meal preparation at TPE. The amount of food waste generated by the employee canteen at the CAL Park has been deducted starting from August 1, 2024, as it has already been processed into soil materials by the food waste machine.

Note 3: Food waste incinerated in accordance with quarantine regulations, along with most general domestic waste that cannot be recycled, is used for power generation through the cogeneration system at the incineration plant (Waste To Energy, WTE). It is estimated to contribute 1,010 MWh of electricity, based on the power generation efficiency of Taiwan's incinerators in 2024.

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In response to the global trend of reducing plastic pollution, China Airlines continuously allocates dedicated R&D resources to explore and implement sustainable packaging alternatives, and began gradually replacing its in-flight cutlery sets with stainless steel materials starting in November 2024. The new cutlery sets featured a combined fork and spoon design, prioritizing both practicality and oil efficiency. Regarding packaging material reduction, CAL continue phasing out plastic products and packaging, while increasing the proportion of sustainably certified paper and wood-based service items and packaging. Corresponding reduction goals and measures have been established, including the development of recycled stainless steel cutlery sets in collaboration with suppliers, eco-friendly toothbrush sets for economy class, eco-friendly dental floss sticks for business class, recycled plastic (RPET) headrest paper, pillowcases, plastic cups, and salad bowl lids. In-flight trash bags are also made from 100% recycled materials. Additionally, to reduce the impact of product consumption on biodiversity, the disposable eco-friendly cutlery kits, face/hand wipes, napkins, eco-friendly paper cups, and playing cards provided on board have all been sourced from sustainably certified products.

For cargo packaging materials, CAL has adopted a mixed rain cover made from 40% to 60% recycled materials, which is recycled and reused alongside with the plastic wrapping. Cargo pallets and containers are regularly maintained in compliance with safety regulations. If deemed necessary, those that require replacement are sold in batches for recycling and reuse.

Packaging Material Information

Materials	Item	2021	2022	2023	2024
Plastic	Packaging Weight (kg)	1,420,971	1,694,954	1,900,168	1,749,973
	Proportion of Recycled Materials (%)	42.69%	39.46%	40.20%	45.05%
	Proportion of Recycling and Reuse(%)	97.6%	94.9%	87.7%	82.1%
Wood and Paper	Packaging Weight (kg)	40,045	84,198	241,753	340,917
	Proportion of Recycled and Certified Materials (%)	82.55%	72.12%	78.35%	74.65%
Metal	Packaging Weight (kg)	55,351	288,802	126,988	133,982
	Proportion of Recycled and Certified Materials (%)	100%	100%	100%	100%
Glass Materials	Packaging Weight (kg)	139	44,614	169,307	200,256
	Proportion of Recycled and Certified Materials (%)	100%	100%	100%	100%

Note: The scope covers the proportion of 100% in-flight passenger and cargo service item procurement.

Best Practices

The Story of "Waste Recycling in Twin-Aisle Cabins"

In alignment with China Airlines' Environmental and Energy Policy, and to provide opportunities for the development of a circular economy, recycling operations for twin-aisle aircraft were implemented in phases on transoceanic and regional routes in 2023 and 2024, using dedicated recycling carts "ECO CART".

Workflow

-  Flight Preparation
 - Confirm that the flight is loaded with ECO CART for recycling. The designated kitchen crew member shall verify that there is no waste inside the ECO CART.
 - Confirm that the recycling bags (green eco-friendly vest bags) are loaded into the trolley, and that the quantity is correct and sufficient.
-  During Flights
 - Crew members are required to execute the classification and recycling process as specified, using eco-friendly vest bags or transparent plastic bags to load and categorize recyclable items. The bags are securely tied and placed into the ECO CART.
 - Priority order for recyclable items (excluding VIE station): PET bottles > metal and aluminum cans > paper (e.g., empty oolong tea boxes, empty cartons for milk balls, empty juice boxes) > clear glass bottles.
 - Glass bottles should be placed at the bottom of the ECO CART to prevent breakage and avoid affecting other recyclable items.
-  After Landing
 - If the cleaning staff does not proactively clean the cart during the kitchen cleaning operation, the crew members are required to remind them to unload the recyclable items from the ECO CART.

Challenges and Responses

All colleagues have reached a consensus on the operations of " recycling." However, due to limitations in service processes, operational space, and travel time, numerous challenges were encountered during the implementation process. Through repeated communication among the cabin crew, Cabin service product team, and ground handling agents, the operation processes were continuously optimized. Ultimately, the challenges were overcome, providing an opportunity for recyclables to re-enter the circular economy.



Cabin Waste Recycling on board

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Obstacles Encountered	Methods for Overcoming
For short-haul flights or when flights are full, recycling may not be completed in time.	Optimize recycling procedures to enable recycling operations to run concurrently with meal collection activities, thereby reducing the operational burden.
The limited cabin space causes conflicts between the ECO CART and the meal/galley carts.	Optimize the ECO CART by using it to load service items, which are retrieved and used after takeoff, allowing for more efficient use of cabin space.
Differences in national regulations affect the consistency of recycling practices.	Adjust the standards according to station-specific regulations to ensure that recyclable items comply with local laws.

Best Practices

Eco-Friendly and Stylish In-Flight Amenity Kit

In line with CAL’s commitment to environmental sustainability, the airline invested in the development of sustainable in-flight service items in 2024, collaborating with luxury brand MOSCHINO and Canadian lifestyle brand Roots, offering a compact and convenient travel pouch. The contents are provided in collaboration with the highly acclaimed brand Moroccanoil, featuring a selection of practical skincare products. Furthermore, every element—from the pouch and contents to the packaging materials—is designed with environmental sustainability in mind. Recycled plastic is used in the production of the pouch, skincare bottles, eye mask, comb, and luggage tag. The toothbrush is made from wheat-based materials, while the outer bags for skincare products are composed of PLA material, and the outer bags for travel pouches utilize CPE biodegradable plastic. Additionally, the paper belly bands, wax paper for the dental kits, kraft paper box for earplugs, and informational cards are all made from FSC-certified materials sourced from legally and responsibly managed forests, reducing the environmental impact of both the products and their packaging.



A newly designed, eco-friendly in-flight amenity kit for Premium Economy Class



A newly designed, eco-friendly in-flight amenity kit for Premium Business Class

Best Practices

Achieving Zero Food Waste in the Park

China Airlines invested in two commercial food waste machines in mid-2024, which have been in operation since August 1, effectively handling food waste generated in the park. This commercial food waste machine employs heating, dehydration, and grinding methods for processing, as opposed to traditional enzyme degradation or chemical decomposition techniques. This approach further reduces environmental impact, and the process generates almost no odor. The food waste residue after processing is reduced by approximately 90% in volume compared to the original food waste. It is primarily utilized for composting and enhancing horticultural soil within the park, effectively achieving the goals of waste reduction and resource maximization.



The food waste machine helps achieve zero waste.



The processed food waste residue is applied on-site for horticultural activities.

Leafy vegetables

Peels

Food waste

Shells

Poultry bones

Bones

Stirring/ Crushing

30-40 min

Stirring/ Heating

7-11 hr

Stirring/ Drying

30 min

Stirring/ Cooling

Treatment Flow of Food Waste Machine

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Green Services and Communication

With passenger support as a key driver,. China Airlines offers a diverse range of eco-friendly services and invites passengers to join in supporting environmental sustainability. Through various channels and formats, CAL communicates environmental knowledge, corporate environmental initiatives, and outcomes to different audiences, fostering an internal culture of environmental conservation

and shaping an eco-friendly brand. Additionally, each year, through prize-winning questionnaires, CAL conducts surveys to assess employee satisfaction with environmental information dissemination and gathers suggestions for improvement. In 2024, a total of 3,749 employees participated, with an overall satisfaction rate of 95.2%.

Targets	Key Points	Communication Channels	Performance in 2024	
New Employees and All Employees	Cultivate sustainability awareness of employees and shape a culture of environmental protection	New Employee Training "China Airlines and Me" Company email, China Airlines newsletter, startup screen, questionnaires, and quizzes	- A total of 23 mandatory in-person training courses for new employees were conducted, achieving a 100% execution rate. 20 articles on environmental sustainability and related activities. 3 sessions of environmental knowledge quiz events were held, attracting 3,749 participants with a satisfaction rate of 95.2%.	
	Organized experience activities to consolidate environmental protection and sustainability consensus	Environmental Lectures	One environmental seminar titled "The Seasonal Variations of Taiwan's Forests: Lessons from the Mountains" was held, with a total of 98 employees participating.	 Instructor: Shu-Han Yang, Section Chief of Forest Recreation Division, Hsin-chu Branch, Forestry and Nature Conservation Agency, Ministry of Agriculture. Group photo of the instructor with colleagues both physically present and joining online
Environmental/ Energy/Carbon Management Personnel (including partners of the Group)	Increase environmental protection and energy conservation knowledge and improve management capacity	In-person courses/ workshops and online e-learning courses	8 sessions of professional training on climate and sustainability governance to help mitigate negative effects of industrial and climate translation changes. The total number of participants was 610. - One session of the Group's "Sustainability Governance Communication Meeting and Environmental Management Communication Meeting".	
Passengers and Shippers	Share new knowledge on environmental sustainability and increase green consumption awareness	In-flight entertainment system, in-flight magazine (Dynasty), official website, and social media posts	- A selection of 12 in-flight environmental and ecological films. 12 environmental feature articles and reports were shared on social media, reaching a total of approximately 255,641 people.	- Continue to disclose information of carbon footprint of routes. - Set up the "Green Life Select section" on CAL's eMALL website.
Group (joint venture) Companies and Business Partners	- Expand sustainable influence by adding value to products and services - Enhance environmental risk and opportunity management, strengthen carbon management, and build adaptive capacity	Regular/periodic risk and opportunity surveys, invitations to physical/online courses, annual management communication meetings, etc.	- CAL Group subsidiaries implemented and expanded the environmental management system in phases. 14 Group partners have completed 100% of the carbon inventory system implementation; in 2024, total greenhouse gas emissions for Categories 1 and 2 were 590,061 tons CO₂e, and for Categories 3-6 were 134,347 tons CO₂e.	12 Group partners have set 24 energy and resource management goals, of which 19 have been 100% achieved. - The up-to-date "CAL Group Code of Conduct" and "Supplier Code of Conduct".

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Green Services: You Can...



Ground Operations	Takeoff/Landing Process	During Flights	Preparing for the Next Journey
1. Use the China Airlines app for online check-in (if a paper boarding pass is still needed, paper boarding passes will be printed on FSC-certified paper), pre-select meals.(Note 1) 2. Utilize the e-menu service available in the VIP lounge at Taoyuan Airport. 3. Participate in the voluntary carbon offset program, "ECO Travel Carbon Offset." 4. Not to illegally transport endangered species of plants and animals. 5. Use "Eco Points (Green Points)" to offset the fare of the Mandarin Airlines Taipei-Kinmen flight.	1. (In summer) Close the sun-facing window shades to help conserve energy. 2. Experience fuel-efficient flight operations, such as executing continuous descents to achieve fuel savings.	1. Enjoy in-flight meals made with locally sourced or seasonal ingredients. 2. (Business class passengers) Place the order using the electronic menu. 3. Browse a variety of publications in the cloud bookstore to support weight reduction and fuel savings in the cabin. 4. Support recycling operations on twin-aisle aircraft. 5. Enjoy and support eco-friendly in-flight service items, use your own headphones to listen to music.	1. Apply the eMALL e-commerce platform to support sustainable procurement. 2. Support and follow China Airlines' participation in the "Pacific Greenhouse Gases Measurement (PGGM)" initiative and the SkyTeam The Aviation Challenge Campaign (Note2).

Note 1: In 2024, the pre-selection rate for Business Class increased by 0.11% compared to 2023, reaching 23.67%. Additionally, starting from July 2024, the pre-selection service has been available for Premium Economy Class on regional routes.

Note 2: In 2024, CAL was honored with the Future Proofing Strategies Award.

Future Plans

Optimize Climate Governance

Strategy

1. Steadfastly implement the carbon reduction pathway
2. Effectively address climate change

Plans

1. Strengthen the management and implementation of the carbon reduction pathway, including Science-Based Targets (SBTs): Robustly advance net-zero carbon measures based on the customized carbon reduction pathway, in alignment with international climate regulations and market expectations.
2. Promote low-carbon technologies and green innovation: Expand the installation of renewable energy facilities and energy storage systems, invest in emerging low-carbon technologies such as Sustainable Aviation Fuel (SAF) and new aircraft models, and continue to advance flight operations and innovative fuel-saving measures.
3. Deepen climate risk management and adaptation strategies: Optimize the climate risk assessment mechanism based on practical operational needs, continuously enhance the climate resilience of the supply chain and business model, and ensure the stable development of the Company.

Support Environmental Sustainability

Strategy

1. Steadfastly Enhance environmental sustainability across the value chain
2. Deepen communication on sustainability awareness

Plans

1. Promote the green transformation of the supply chain: Engage with suppliers through various channels to ensure compliance with environmental regulations or standards, and collaborate to improve environmental performance, including encouraging the use of renewable resources and carbon-reducing processes, while establishing green procurement and collaboration mechanisms.
2. Strengthen internal and external sustainability education: Deepen employees' environmental sustainability awareness and professional skills internally, while collaborating with suppliers and enhancing communication with passengers and shippers externally to jointly promote sustainable actions.
3. Expand green initiatives and collaborate with stakeholders: Work with governments, NGOs, and industry partners to jointly promote environmentally friendly policies and actions, enhancing the Company's impact.

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★ Highlights



TWD 209.5 billion in salary and benefits

Invested TWD 209.5 billion in salary and benefits



99.14% Union Participation

99.14% of employees participating in corporate union



Employee health examination superior to regulatory requirements

The items and frequency of health examination offered by CAL are superior to regulatory requirements



TWD 4.33 million in employee training

CAL actively organizes and manages professional training and invested TWD 4.33 million



Continuous Support for TALENT in Taiwan

On March 24, 2025, CAL announced its continued support for "TALENT, in Taiwan"



Recognition as one of the Best Companies to Work for in Asia

CAL awarded HR Asia Best Companies to Work for in Asia 2024

Management Approach

 Material Issues	🔴 Attracting, Cultivating, and Retaining Diverse Talent 🔴 Labor Relations and Communication 🔴 Occupational Safety and Health
 Importance of Material Issues	CAL regards employees as family. We are always willing to communicate with respect and strive to reach a mutual understanding through negotiation. We endeavor to create a more harmonious work environment based on an equitable, cooperative, and mutually respectful relationship. In such a work environment, labor and management reach a consensus through open and transparent negotiations and are more willing to engage in positive communication on collective agreement issues. CAL values the safety and health of passengers, employees, and all stakeholders. In addition to promoting the systematic management of occupational safety and health, we are committed to reducing occupational hazards, creating a friendly, safe, and healthy workplace, and pursuing a sustainable future.
 Commitment and Long-term Goals	Commitment We view our employees as our most valuable assets. CAL has improved and optimized working conditions and the work environment to establish a safe and growing workplace. CAL respects each individual labor union and communicates on their stated demands with empathy, views the labor rights of every employee as our first priority, and gives the same level of respect and resources to all labor unions by maintaining neutrality in accordance with laws. Apart from regular labor-management meetings held by the Head Office and the China Airlines Employees Union (CAEU), a number of functional committees formed by management and CAEU have been established. CAL follows up and reports the results of follow-ups in the following meetings. CAL is dedicated to maintaining harmonious labor-management relations through open, efficient channels of communication, hoping that both the management and employees can work together to achieve equality and reciprocal outcomes.

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Long-term Goals	
   	2025 - We conducted four internal aviation knowledge-sharing sessions, with a total participation of 350 people. - Establishing the optimal learning path for CAL's aviation management talent pool - Percentage of female managers reaching 26%
	2030 - Between 2026 and 2030, CAL will conduct a total of 15 internal aviation knowledge-sharing sessions, with cumulative participation reaching 1,800 attendees. - Cultivating aviation management talents to reach 150 - Percentage of female executives reaching 27%
	2040 - From 2031 to 2040, CAL will conduct a total of 30 internal aviation knowledge-sharing sessions, with cumulative participation reaching 3,600 attendees. - Cultivating aviation management talents to reach 400 - Percentage of female executives reaching 30%
 Unit in Charge	Corporate Sustainability Committee - Human Resources Task Force
 Management Mechanisms	- The meeting of the Corporate Sustainability Committee, at least twice a year - The Human Resource Task Force reports the KPI progress to the Corporate Sustainability Committee, every quarter - A labor-management meeting, at least once every three months on a regular basis - The meeting of Occupational Safety and Health Committee, every quarter on a regular basis - Formulate Occupational Safety and Health Management Plan, Safety and Health Management Self-Inspection Plan, Workers' Health service plan to implement every year - A personal information protection management review meeting, every year on a regular basis
 Grievance Mechanism	Employee Relations Department: Human Resources Division wecare@china-airlines.com  Stakeholder Contact

Issue	KPI	2024			2025
		Objectives	Performance	Level of Compliance (Note 3)	Objectives
Occupational Safety and Health	Reduce the Frequency-Severity Indicator (FSI) by 5%	FSI 0.42	FSI 0.88	Above Target Value	FSI 0.42
	Pass the certification of occupational safety-related management systems	Passing ISO45001:2018, CNS45001:2018 and TOSHMS	Passed	100%	Passing ISO45001:2018, CNS45001:2018 and TOSHMS follow-up audits
Labor-management Relations	Convene labor-management meetings	4 times	6 times	100%	4 times
Labor Rights	Organizing training on sexual harassment prevention	1 time	1 time	100%	1 time

Note 1: Frequency-Severity Indicator (FSI) = $\sqrt{\text{Disabling Injury Frequency Rate, FR} \times \text{Disabling Injury Severity Rate, SR} \div 1,000}$

Note 2: 2022-2024 averages in the air transport industry published by the Ministry of Labor: FR=2.46, SR=36, FSI=0.29

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2.4.1 Human Rights Due Diligence

To enforce the idea of human rights, CAL has established its human rights policies and management mechanisms based on the UN Guiding Principles on Business and Human Rights, international trends, and local laws and regulations. The establishment and amendment of CAL's Human Rights Policy require the signatures of the Company's Chairman and President. CAL's Human Rights Policy applies to CAL Group members, suppliers, partners, and all sites of operations. The Human Resources Task Force under the Corporate Sustainability Committee is responsible for the management of human rights management in order to enhance CAL's ability to respond to human rights risks in the value chain. In addition to ensuring CAL's respect for human rights, CAL supported the government business and human rights campaign and signed the "Letter of Intent for Promoting Business and Human Rights in Taiwan" in November 2022. CAL joined hands with several other companies in signing the "National Action Plan on Business and Human Rights". CAL also requires suppliers to sign the Supplier Code of Conduct during procurement to ensure that suppliers meet CAL's Human Rights Policy.

CAL's Human Rights Policy

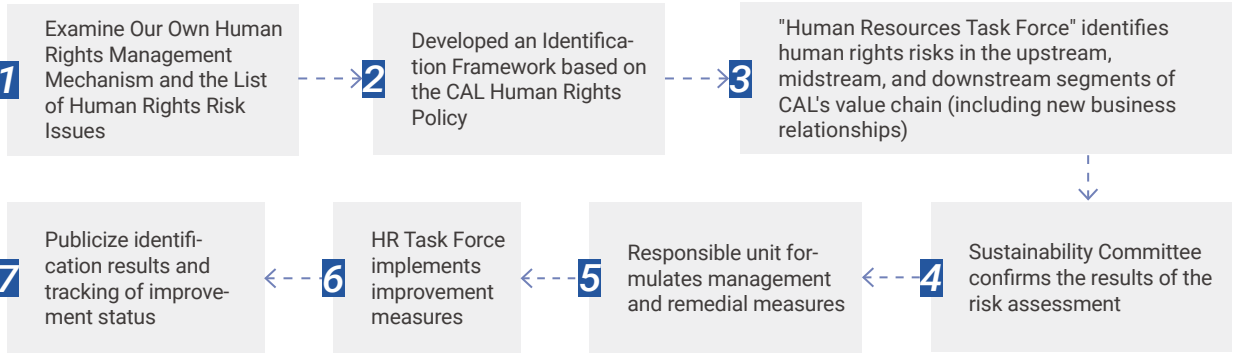


In addition to complying with CAL Group's human rights policies, Mandarin Airlines has incorporated management measures for equality and anti-discrimination and whistle-blowing channels into their regulations and organized training on a regular basis. In 2024, Mandarin Airlines organized a "Mandarin Airlines and Me" workshop on sexual harassment prevention, a course on gender equality and friendly workplace and sexual harassment prevention for managers and regular employees, and safety and health training for preventing illegal infringement.

GRI 2-23.2-25.406-1.412-1

Regulations and Procedures on Human Rights	
Employee Code of Conduct	Employees should support company policies on human rights, fairly treat and respect for every employee, avoid infringing on the rights of others or become accomplices to human rights abuses. We not only implement policies to protect the human rights of employees, but have also established a management mechanism to ensure employee care. We do not use forced labor. We do not adopt race, gender, age, family, political affiliation, or religious beliefs as the criteria for employee assignment, performance evaluation, or promotion.
Human Resource Manual / Employee Complaints Regulation / Sexual Harassment Complaints and Disciplinary Actions Regulation	- Proclaimed employee human rights protection includes basic stipulations, freedom of employment, humane treatment, and prohibition of discrimination or sexual harassment. - In January 2024, CAL conducted a "Sexual Harassment Prevention" seminar, and in November, we held an "E-Learning Course on Sexual Harassment Prevention." A total of 9,881 employees completed the training.
Sustainable Development Best Practice Principles – Child Labor Prohibited	Hiring people younger less than 16 years old is strictly prohibited to ensure full compliance with legal minimum age for employment. To safeguard the physical and psychological health and safety of employees whose age are below 18, hazardous assignments are strictly prohibited.
Supplier Code of Conduct	Human rights standards were specified in the Supplier Code of Conduct include: 1. Prohibition of child labor 2. Anti-discrimination 3. Remuneration and working hours 4. Freedom of labor 5. Respect for freedom of assembly and association, and the right to collective agreement.
Anti-discrimination Policies and Courses	Front-line staff must attend non-discriminatory policy courses for boarding passengers with physical and mental disabilities to ensure the interests of passengers.

Procedures for Identifying Material Human Rights Issues



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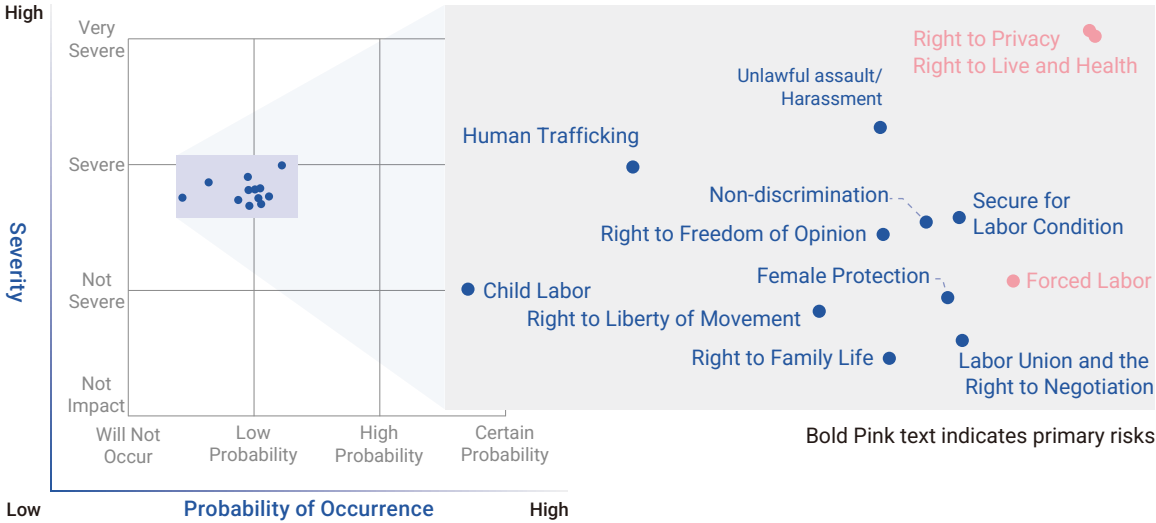
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Human Rights Risks Identification Results

CAL has identified human rights risks independently in accordance with the United Nations Guiding Principles on Business and Human Rights. The Human Resources Task Force first selects material human rights issues of the year through internal and external stakeholder engagement and issues risk identification questionnaires to stakeholders in the entire value chain (no new business relationships were established in 2024, such as material mergers & acquisitions). In 2024, it analyzed the material human rights risk issues of the year based on 340 valid questionnaires, while reviewing the occurrence nodes of human rights risks and material risk issues throughout the value chain in order to perform human rights due diligence and develop mitigation and remedial measures. The overall human rights risk level for CAL in 2024 was low, but we are still responding to three relatively major risk issues, including the right to privacy, the right to life and health, and forced labor.



Mitigation and Remedial Measures for Material Human Rights Risks

In order to ensure the integrity of the human rights framework, CAL, in accordance with the United Nations Guiding Principles on Business and Human Rights on due diligence, worked with external consultants to develop and implement a human rights due diligence mechanism to review the mitigation and remedial measures for material human rights risk issues. Based on the three material risks identified, except that forced labor does not apply to the downstream of CAL's value chain, CAL has launched three major risk mitigation and remedial measures at each node of the value chain for various

groups (including own employees, women, children, indigenous people, migrant workers, third-party employees, local communities) in the upstream and midstream as well as in the downstream. CAL also adapted the measures for all locations of operations across the globe based on the regulations of the host countries (65 branch offices, coverage 100%). In response to potential risks, CAL adopts early warning and remedial measures. Relevant information is described below.

Management of Material Human Rights Issues

Node of Value Chain		Human Rights Issues	Mitigation Measures (Prevention)	Remedial Measures (Response)
Upstream	Supply Chain Partners	Right to Life and Health	For general merchandise suppliers, there are quality assurance obligations in the terms of the purchase contract, stating that the supplier shall guarantee that its products are free from safety or hygiene hazards; if the nature of its products is inherently hazardous, warning labels and methods of handling should be prominently displayed	CAL has established a sustainable supply chain management mechanism, and the high-risk sustainability issues of supply chain partners are audited, guided, and improved through review
		Right to Privacy	Formulated the "Personal Information Entrustment Management Procedure" to regulate the matters requiring attention and rights and responsibilities for product / service providers entrusted to handle personal information. The Privacy Protection Policy and Statement on CAL's official website also specify that when CAL provides the involved party's personal information for the third party to use, the third party is requested to comply with the relevant policies, rules, and regulations	
		Forced Labor	- CAL has established the "Policy Statement on Sustainable Supply Chain Management" and "CAL Supplier Code of Conduct," requiring all suppliers to adhere to the elimination of forced labor and the protection of labor freedom. - Kept abreast of the current status of critical suppliers management through the periodic supply chain sustainability risk survey. - Through the 2024 Supplier Conference, CAL promoted guidelines on human rights and labor conditions.	

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Node of Value Chain		Human Rights Issues	Mitigation Measures (Prevention)	Remedial Measures (Response)
Midstream	CAL's Operations	Right to Life and Health	- Established an Occupational Safety and Health Committee, which meets regularly every three months to review, coordinate, and make recommendations on safety and health related matters. - CAL has been certified by ISO45001:2018, CNS45001:2018 and TOSHMS, and regularly conducts internal audits once a year as well as external follow-up audits once a year. Through the risk management mechanism, risk classification is carried out according to each type of operation and job category. - The establishment of the "Occupational Hazard Management System" allows for the inquiry of historical occupational hazard-related information and facilitates statistical analysis to aid in the control and prevention of occupational hazards. - Regularly conduct employee health checkups to achieve the goals of early detection, early prevention, and early treatment - An "Employee Health Management System" has been set up so that employees can inquire about health check reports over the years, make appointments for physician consultation services, and record self-monitoring indexes to facilitate independent health management and disease prevention - Regularly provide free influenza vaccination every year, and offer multiple channels for vaccination (stationed at various workplaces, subsidized by external hospitals, and scheduled vaccination at the airport medical center) to take care of employees' health - In terms of aviation safety, CAL promotes a Safety Management System to prevent potential risks or hazards through continuous risk identification and management - Established a safety reporting system to encourage all employees to proactively identify possible safety impact factors and strengthen risk control	- CAL operates through the Occupational Safety and Health Committee and follows the guidelines of the ISO 45001:2018 and TOSHMS occupational safety and health management systems. Utilizing the "Occupational Accident Management System," CAL regularly conducts statistical analysis of the company's occupational accident cases and reports and tracks subsequent safety and health management plans. refer to section 2.4.5 of this report on Health and Safety in the Workplace - Classified management based on health examination results, screening out high-risk groups and referring them to the Company's medical staff for one-on-one health care interviews to provide customized health guidance and referral to outpatient clinics - Conducted relevant investigations through the Safety Management System, continuously optimized management through risk identification and proactive actions, and established a containment mechanism
		Right to Privacy	According to CAL's "Personal Information Management System," we have established standard operating procedures for the collection, processing, and use of personal data to ensure compliance with regulations. We also conduct relevant training and seminars to enhance awareness of personal data protection.	Formulated a standard operating procedure in accordance with CAL's "Personal Information Protection Management System" for collecting, handling, and using personal information to ensure regulatory compliance
		Forced Labor	- In our human rights policy, we declare a prohibition on forced labor. Additionally, our personnel operations manual and employee work regulations include procedures for employees to perform their duties in compliance with the human rights policy. - Our crew scheduling employs a dispatch method that exceeds regulatory requirements, supplemented by a fatigue management mechanism and system as a reference for reviewing and adjusting schedules. We strive to distribute flight assignments as evenly as possible and conduct regular meetings to review and improve, proactively preventing potential factors leading to fatigue, and for avoiding or reducing overtime or excessive working hours. - Conduct training to enhance flight crew members' understanding and awareness of relevant regulations. - On specific flight segments, CAL reserves passenger seats or crew bunks to appropriately schedule in-flight crew rest periods, thereby alleviating work fatigue. - We use scheduling or attendance systems to manage employees' daily working hours in compliance with regulations. - We conducted personnel regulations training for managers to ensure they are well-versed in relevant government regulations and company policy requirements. - All overtime work must be agreed upon by the employee and their supervisor; it is not mandatory. - Conduct an expatriate willingness survey, respecting employees' preferences, and do not force those unwilling to be assigned overseas or to affiliated companies.	- We have established diverse channels for feedback and grievances. After employees submit their concerns according to the Employee Grievance Procedures, CAL addresses and responds to them, ensuring that employees receive appropriate handling when their labor rights are compromised. - We operate various committees with employee participation to communicate on matters such as labor conditions, work environment, and workplace safety, and to ensure remedial improvements and preventive measures for the protection of rights. - CAL consistently prioritizes human rights and the protection of employee rights. The number of special leave days and related benefits for employees exceed labor law requirements.

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Node of Value Chain		Human Rights Issues	Mitigation Measures (Prevention)	Remedial Measures (Response)
Midstream	Joint venture	Right to Life and Health	- Conduct regular health checkups for early detection, prevention, and treatment. - Partner with health exam hospitals to provide employees access to past reports, doctor consultations, and self-monitoring tools for better health management. - Operate a quarterly Occupational Safety and Health Committee to review and coordinate safety matters. - Implement a Safety Management System to identify and manage risks continuously.	- Based on regular health checkups, high-risk groups are identified, and company medical staff offer care, education, or referrals for further consultation. - Occupational safety meetings and preventive measures are supported by regular analysis, reporting, and tracking of hazards to enable early risk detection and incident prevention.
		Right to Privacy	Following the Taiwan Personal Information Protection Management System, CAL has established SOPs to ensure compliant collection, processing, and use of personal data, along with training to raise awareness.	Established SOPs under the Personal Information Protection Management System to ensure compliant collection, handling, and use of personal data.
		Forced Labor	- Overtime requires mutual consent between employees and supervisors, respecting employee preferences. - Work regulations define hours, overtime procedures, shift changes, and rest periods to ensure compliance with the Labor Standards Act. - Training is provided to keep managers informed of regulations and aligned with company policies.	- Employees can file grievances via form, email, phone, or verbally, following the Employee Grievance Implementation Measures. - CAL handles grievances per regulations to ensure proper treatment when labor rights are affected. - Regular labor-management and occupational safety meetings are held to address labor conditions, work environment, and safety, ensuring ongoing improvement and risk prevention. - CAL upholds human rights and protects employee interests through clear standards on special leave and compensatory benefits.
Downstream	Customers	Right to Life and Health	- CAL promotes a Safety Management System to proactively prevent aviation risks through continuous identification and management. - For in-flight food safety, CAL follows "Caterer Selection Procedures," requiring local suppliers to hold third-party food safety certifications or official documentation from local health authorities.	- The Safety Management System conducts assessments to identify and control hazards, ensuring passenger flight safety through ongoing monitoring and review. - CAL's "In-Flight Medical Consultation Service" offers passengers professional medical advice during travel, supported by the Taiwan Medical Association's "Caring Doctors on Board" program for immediate in-flight medical assistance.
		Right to Privacy	To ensure consumer trust in personal data protection, the Company complies with the R.O.C. Personal Data Protection Act, Civil Aviation personal data regulations, the EU GDPR, and other relevant laws. Personal information is collected, processed, and used only for authorized purposes, safely and reasonably, while enabling individuals to exercise their rights to access, correct, delete, restrict use, and withdraw consent.	CAL has formulated a link for "Inquiry and Application for Personal Data Rights" and set the DPO mailbox for customers to consult and apply for personal data rights; we also respond to customers within the period specified in the Personal Data Protection Act.
		Forced Labor	Not applicable (customer is not employed, no labor condition issue)	Not applicable (customer is not employed, no labor condition issue)

Note: For more information on privacy management practices, please [refer to the Privacy Management section of this report at 2.1.6.](#)

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In addition to the material human rights risks identified in 2024, CAL has always maintained an open attitude toward employees’ membership in the union. As each CAL employee is an ex-officio member of the corporate union, they can freely participate in various union affairs or be directly selected as leaders in the union. CAL regularly holds negotiation meetings with the Employees Union to listen to the opinions of the union; employees can also join occupational unions outside the Company according to their own wishes, and CAL maintains an equally open attitude toward employees’ membership in external occupational unions and does not resist substantive negotiations with any union.

CAL has established diversified communication channels, including regular labor management negotiation meetings, an employee care mailbox, a sexual harassment mailbox and associated grievance hotline, the “Speak Your Mind” Employee Portal, and Team+, an internal messaging software so that employees can put forward their opinions or suggestions. In addition, CAL has formulated the Employee Grievance Regulations. When employees’ rights and interests are infringed or handled improperly, they can file a complaint in accordance with the regulations. If they disagree with the results of the complaint, they can also re-file the complaint to protect their rights. In 2024, there were a total of 11 grievances from CAL employees, which were mainly about the use of concessional flight tickets and workplace harassment, and all of the complaints have been answered and closed, and there were no discriminatory incidents.

Employee Grievance Cases from 2022 to 2024

	2022	2023	2024
Performance Review	0	1	2
Concessional Flight Tickets	1	3	0
Leave of Absence	1	0	0
Disciplinary Actions	5	1	2
Occupational Disasters	0	0	0
Salary	0	1	0
Illegal Infringement at the Workplace	1	6	3
Others	2	2	4
Total	10	14	11

CAL is committed to eradicating sexual harassment. We conduct annual training courses on the prevention of sexual harassment for both new and current employees. Information on the definition and types of sexual harassment, as well as the company's complaint channels, is disseminated through posters on our website and in the workplace. Employees can file complaints via a dedicated sexual harassment complaint mailbox or hotline. For cases falling under the Gender Equality in Employment Act, the Human Resources Department will form an investigation team within seven days of receiving a complaint. This team includes an external lawyer. Upon completion of the investigation, a "Sexual Harassment Incident Investigation Report and Handling Recommendations" is prepared, and a complaint committee meeting is convened. The committee is composed of at least 50% female members. If sexual harassment is confirmed, appropriate disciplinary action or other measures will be decided, and psychological counseling may be offered to both parties as needed. If the perpetrator of the incident is not a CAL employee, CAL will assist the victim and provide legal aid. Mandarin Airlines requires all new employees to take the “Mandarin Airlines and Me” course, which includes maintaining a friendly workplace and sexual harassment prevention. Mandarin Airlines also published a statement about the ban on sexual assault and harassment and posted information on sexual harassment prevention on the EIP website. In 2024, CAL had a total of five sexual harassment cases. Depending on the severity of each case, we implemented job transfers or administrative penalties. Starting from March 8, 2024, in accordance with legal regulations, we reported any sexual harassment complaints received from employees to the Ministry of Labor's Workplace Sexual Harassment Reporting System. In 2024, Mandarin Airlines had three sexual harassment incidents. Based on the severity, job transfers or administrative penalties were applied. In accordance with current legal regulations, if the cases fell under the Sexual Harassment Prevention Act, they were also reported to the competent authorities.

Grievances Against Sexual Harassment from 2022-2024

	2022	2023	2024
Number of Grievances	5	6	8
Number of Filing	3	5	5
Category	Improper behavior		
Outcome	Administrative disciplinary actions		



Employee Grievance
✉ wecare@china-airlines.com

Grievances against Sexual Harassment
☎ 03-399-8922
✉ SHC@china-airlines.com



Employee Grievance/ Grievances against Sexual Harassment
☎ 02-2514-2050
✉ SHC@email.mandarin-airlines.com

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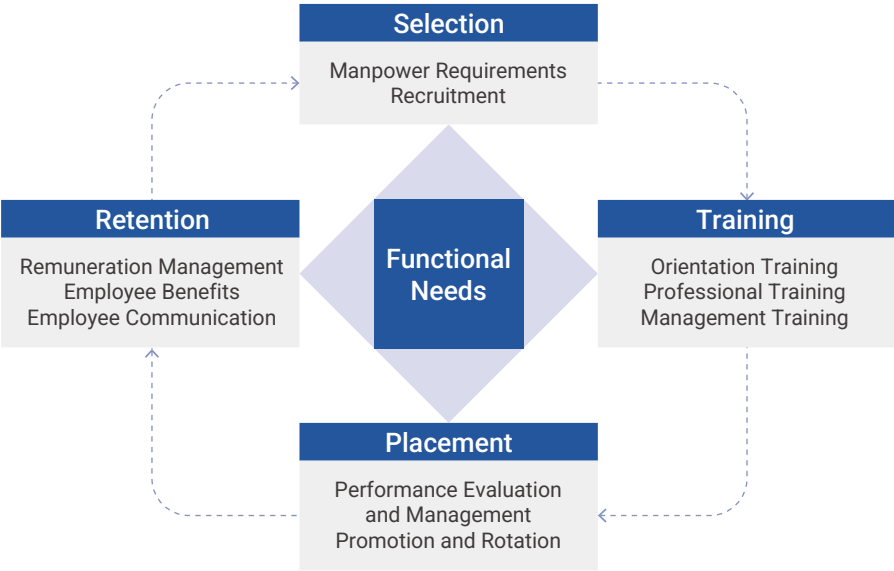
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2.4.2 Recruitment and Retention

GRI 2-7.2-8.
202-2.401-1.405-1

Human Resource Management System

CAL recruits employees based on human resource needs and job requirements. New hires undergo duty-specific orientation training and begin work upon passing, followed by continuous training. Performance is regularly evaluated; outstanding staff may receive rewards, promotions, or job rotations to enhance capabilities. Annual bonuses are issued based on business performance. CAL provides competitive benefits and maintains multiple communication channels. Regular employee satisfaction surveys are conducted, with feedback reviewed and improvements made to boost retention.



Workforce Structure of CAL Group

As of the end of 2024, the total number of employees of CAL and Mandarin Airlines were 11,518 and 954, respectively. Compared to the number of employees in 2023, CAL added 260 employees and Mandarin Airlines added 69. The number of employees employed by the two airlines is in compliance with the regulations. CAL responded to flexible work requirements for basic ground service and employed 141 dispatched workers. [Refer to Detailed Workforce Structure Tables in the Appendix](#)

2024 Overview of CAL Group Employees

Employees	CAL			Mandarin Airlines		
	Total	Male	Female	Total	Male	Female
Full-time Employees	11,392	5,560	5,832	944	446	498
Non-full-time Employees	105	20	85	10	2	8
Temporary Employees	21	15	6	0	0	0
Total	11,518	5,595	5,923	954	448	506
Interns (Not Included in the Number of Employees)	34	8	26	16	7	9

Employs a total of 82 Indigenous individuals (43 males, 39 females) and 101 disabled individuals (63 males, 38 females)

Employs a total of 8 Indigenous individuals (0 males, 8 females) and 7 disabled individuals (4 males, 3 females)

Note 1: Full-time employees are those whose contracted work hours are normal work hours.
Note 2: Non-full-time employees are those whose contracted work hours are lower than normal work hours.

Gender Equality and Diversity

We value gender equality. In 2024, female employees accounted for 51.42% of CAL's total workforce, with 30.33% in managerial positions; at Mandarin Airlines, the figures were 53.04% and 26.97%, respectively. Due to the specialized nature of aviation roles, recruitment often reflects gender imbalances in relevant academic fields, which is a common societal trend. [gender diversity targets are detailed in the appendix](#). CAL is committed to balanced career development, with equal pay for equal work regardless of gender. Female cabin crew may apply for unpaid leave or transfer to ground duties during pregnancy and may request to resume flight duties after maternity leave. Two breastfeeding rooms are available 24/7 at CAL Park. Male employees are entitled to seven days of fully paid paternity leave. To support work-life balance, CAL signed agreements with seven daycare centers and kindergartens in 2024 to offer employee discounts.

In terms of workforce diversity, CAL employed 82 Indigenous employees (0.71%) and 101 employees with disabilities (0.88%) in 2024, exceeding the legal quota since September 2015. Job redesign has been implemented for employees with disabilities, focusing on improving the work environment, conditions, and development opportunities. CAL also provides dedicated shuttle buses and regular health checkups. In addition, visually impaired massage therapists have been employed long-term to offer free on-site massage services, enhancing employee well-being while supporting employment for the visually impaired.

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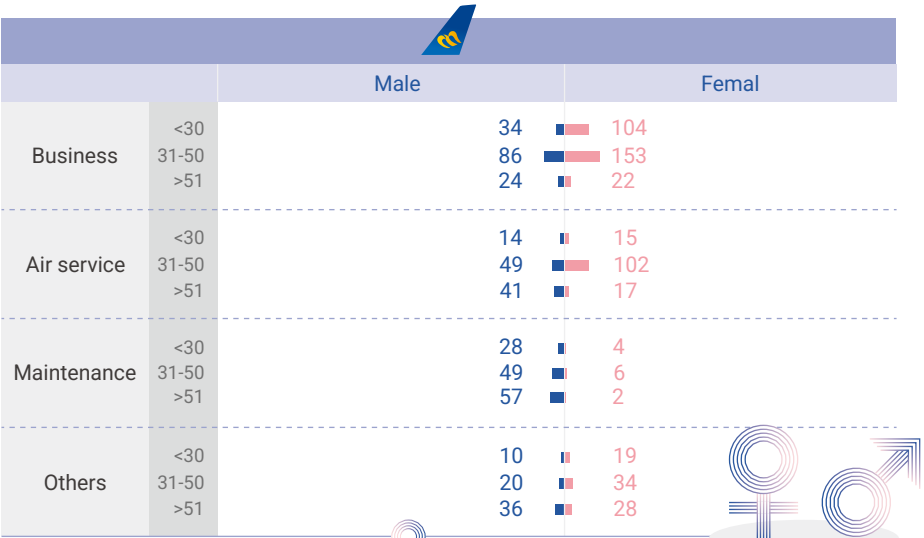
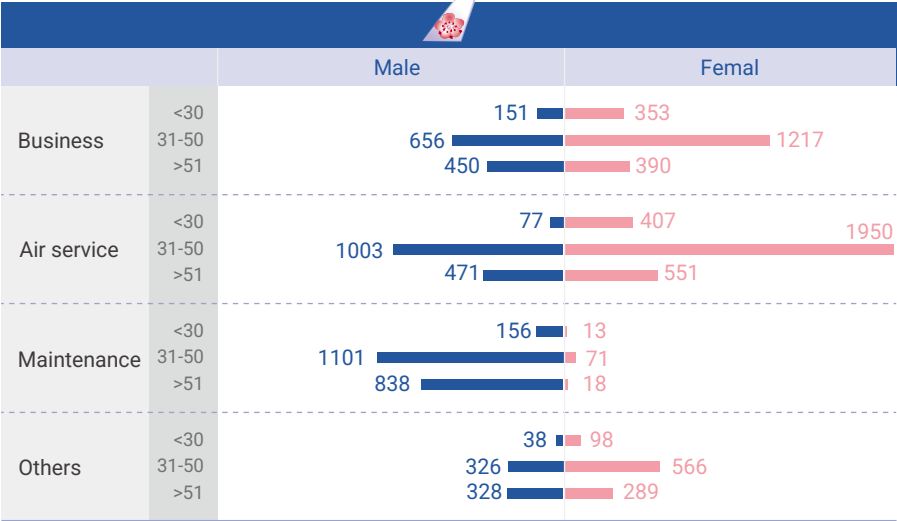
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Workforce Diversity of CAL Group in 2024



Local Employees

The flight network of CAL spans across the globe, and a large number of job opportunities are available. This results in contributions to local employment and economic development. About 85.89% of all CAL employees are based in Taiwan. The composition of CAL's international employees includes foreign pilots from 22 countries, and cabin crew from Vietnam, Japan, and Thailand. We also employ local employees in 25 countries around the world. CAL endeavors to provide a friendly work environment for our international employees, with equal opportunities and benefits to our Taiwanese employees.

Recruitment

Due to CAL Group's business growth and fleet/flight network expansion in recent years, we have recruited in various areas to meet the requirements of our growing business. To fulfill our commitment to social responsibility, we continue to promote industry-academia collaboration programs and employ people with disabilities. In 2024, CAL recruited 864 employees, including 846 full-time employees and 18 contract employees, accounting for 7.5% of the total workforce. Mandarin Airlines recruited 140 full-time employees, accounting for 14.68% of the total workforce.

Local Employment of CAL Group in 2024			
Company	Region	Employees	Management
	Taiwan	98.24%	100.00%
	China	95.36%	42.86%
	Asia	94.53%	42.99%
	Americas	62.81%	24.44%
	Europe	45.74%	18.52%
	Oceania	35.00%	21.43%
	Taiwan	100.00%	100.00%
	China	75.00%	29.17%

Note: Local employees refer to employees of the local nationality.

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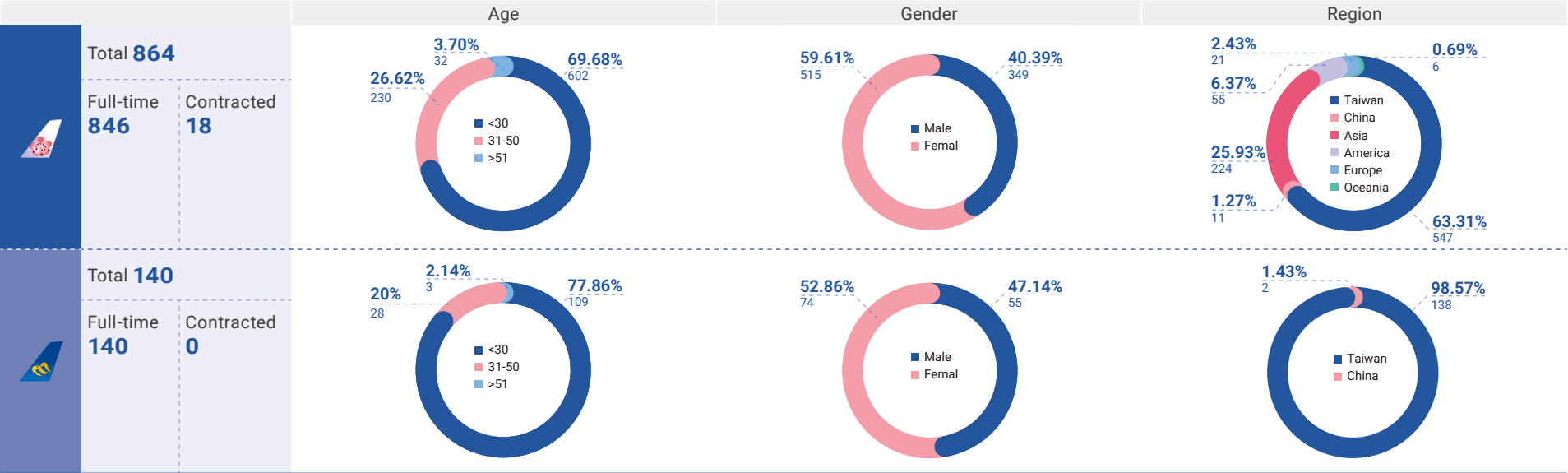
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New Employees of CAL Group in 2024



Employee Turnover

Over the past three years, CAL's average employee turnover rate was 5.36%. All employees are protected by employment contracts that clearly define rewards, disciplinary actions, and termination provisions, in compliance with the Labor Standards Act, including notice periods for resignation. In areas with higher turnover, we assess local labor laws, wage levels, and feedback from departing employees and managers to evaluate potential adjustments in compensation and benefits. Internal systems and incentive programs are also used to reduce turnover.

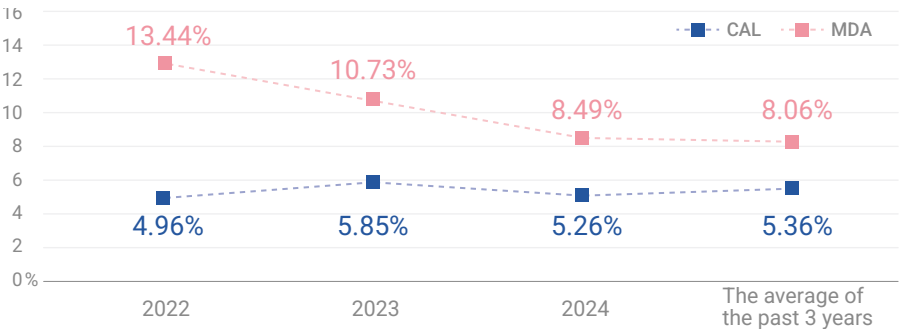
Refer to ESG Data and Appendix Employee Turnover Rate Table

In 2024, the number of employees leaving CAL decreased by approximately 0.59% compared to 2023. The proportion of involuntary departures increased by 0.35%, while the voluntary departure rate decreased by 0.94%. CAL will continuously optimize internal management to maintain low turnover.

At Mandarin Airlines, employee turnover in 2024 decreased by approximately 2.24% compared to 2023, mainly due to personal career plans with applications for retirement or resignation. Despite the decrease in the turnover rate, Mandarin Airlines will continue to provide diversified channels of communication for its employees and gradually enhance its employee benefit system to retain talent.

Employee Turnover Statistics of CAL Group for 2022-2024

Year	CAL Group			Mandarin Airlines	
	Turnover	Voluntary	Non-Voluntary	Turnover	
2022	4.96%	3.66%	1.30%	13.44%	
2023	5.85%	4.57%	1.28%	10.73%	
2024	5.26%	3.63%	1.63%	8.49%	
Average	5.36%	3.95%	1.40%	8.06%	



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Employee Retention

Periodic Performance Evaluations Conducted on a Fair and Objective Basis

CAL conducts performance evaluations three times a year, covering all employees except those with insufficient service periods, with a 100% execution rate. The system includes performance interviews to provide feedback and support. If an employee requires assistance in improving their work performance or needs other consultations, the respective department will arrange agile conversations as needed to enhance communication and connection between supervisors and employees.

To ensure fairness, each employee at CAL is evaluated through multidimensional performance appraisal by several supervisors. Evaluation criteria are tailored by job level and professional function, covering core competencies and role-specific requirements. For managers, evaluations also include annual Management by Objectives (MBO) aligned with company strategy.

Cabin crew receive two-way performance feedback. Those with over one year of service are assessed based on attendance, rewards/disciplinary records, and job performance within standardized guidelines to ensure objectivity and avoid bias.

Sound Remuneration System

CAL offers competitive remuneration, benefits, and insurance based on company policy and overall earnings. Employees with outstanding performance may receive performance-based salary adjustments and promotions, ensuring transparency and fairness. Additional benefits include dividends, training, stock options, concessional airfares, work allowances, and flexible programs such as retirement packages—designed to meet diverse employee needs, strengthen employee-management relations, and enhance satisfaction and retention.

To support long-term retention and performance, CAL provides annual bonuses tied to business results and implements performance-linked increases in work allowances(eligible when achieving a certain performance rating or above). The employee stock ownership trust also features a mechanism for annually increasing company contributions, incentivizing long-term participation, with both components subject to caps after five years.

2.4.3 Employee Development

GRI 404-1

Sound Training System and Framework Training Framework

CAL has established a comprehensive training system to cultivate aviation professionals, combining on-site and online learning with investments in training hardware and software. Emphasizing both fundamental aviation knowledge and practical experience, CAL regularly offers management and general training aligned with its development strategy to strengthen employee expertise, cross-functional understanding, and interdepartmental collaboration.

The Training Advisory Committee oversees annual training plans based on the CAL training framework, aiming to equip all employees with the skills required for their roles. CAL also established the Talent Development Committee, chaired by the President, with senior vice presidents serving as members. The Talent Development Committee is responsible for regularly reviewing and improving training for potential talents. Each department refers potential talents to the Talent Development Committee, which then determines their qualifications and development paths. During training, potential talents are provided with appropriate job rotations and management skill training to build their management capacity and experience. In addition to the annual talent recommendations, CAL also selects talents from different levels and sets up management improvement courses and management training courses. CAL provides two-year courses based on the ranks of the employees to continue to enhance their management skills. CAL has always sought out and successfully trained many potential talents to serve as unit chiefs both at home and abroad. CAL will continue to provide them with opportunities to develop their careers, in hopes of achieving corporate sustainability.

In 2024, CAL invested approximately TWD 433 million in training and development, averaging TWD 37,600 per employee. Total training hours reached around 461,400 (average of 37.18 hours per employee), with a completion rate of 98.08%.

Refer to Training Statistics of CAL Group Table in the ESG Data and Appendix

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Training Framework				
	Skill Type	Orientation Training	On-the-job Training	Advanced Training
Strategic	Abilities required for employees to perform projects according to CAL business strategies	Organized ad hoc based on CAL's business operations and strategic development needs		
Professional	Qualities and skills required to perform specific duties or tasks	Basic Training for Various Professional Roles (divided into four main categories: Flight Crew, Maintenance, Operations, and Others)	- Model/class training - Annual retraining for each professional position	- Instructor training - Advanced job training (pilot in command / purser / supervisor)
Management	Knowledge and skills required for managerial positions	New manager training	Management skill training	Executive training / seminars
General	Knowledge, skills, and conduct required for every employee	"CAL and me" orientation training	Career experience camp	General aviation management training

Note: In addition to the above training programs, CAL encourages employees to participate in work-related trainings organized by the Ministry of Labor's Workforce Development Agency, by offering training allowances to employees who pay tuition at their own expense (20% of the full tuition).

Sound Internal Recruitment and Rotation System

CAL is committed to assigning employees to suitable positions through regular job rotations and internal training. Departments decide on rotations based on labor needs. An internal recruitment system allows employees to participate in selection according to their career plans, enabling flexible human resource use and optimal job placement. The internal hiring rate in 2024 was 56.46%, slightly up from 2023.

To ensure management flexibility and competency, CAL conducts regular management reviews and rotation evaluations. Managers serving three years in domestic departments, outstations, or joint ventures are included in these evaluations per relevant regulations.

Employee Development Programs Supporting CAL's 2024 Business Objectives

To align with CAL's operational growth, talent cultivation, and digital transformation, we have implemented comprehensive training initiatives. Our two-year Management Advancement Program and Management Training Program focus on leadership development, digital transformation trends, communication, team morale, and accountable leadership. These

programs include mentorship, study groups, and internal sharing sessions to foster mutual learning and develop leadership talents.

We also provide diversity, equity, and inclusion (DEI) courses across all employee levels, contributing to a reduction in voluntary turnover from 4.57% in 2023 to 3.63% in 2024 and increased employee engagement.

[see section 2.4.4 on employee rights/communication/engagement](#)

In support of digital transformation, CAL offers ongoing AI and big data training to enhance employees' skills and improve work efficiency.

Human Capital ROI

Through educational training, we can align our employees with the company's strategies and business objectives, fostering mutual growth and continuously enhancing corporate assets, thereby establishing a foundation for sustainable operations. In recent years, CAL has adopted the Human Capital ROI metric to estimate the returns generated from human capital investments and to serve as an indicator of the company's medium- and long-term performance. Although 2024 saw rising operational costs related to inflation and oil prices, employee salaries and benefits also increased. However, due to the continued growth in demand for passenger and cargo services, the company's revenue increased significantly, resulting in an improvement in this metric compared to the previous year.

Human Capital ROI			
	2022	2023	2024
Human Capital ROI	1.29	1.27	1.42

Note: Human Capital ROI = $\frac{\text{Income} - [\text{Operating expenses} - (\text{Salary} + \text{Benefits})]}{(\text{Salary} + \text{Benefits})}$

Training to Promote Awareness of Diversity, Equality, and Inclusion

To create a positive workplace environment and promote a "diverse, equal, and inclusive" work setting, CAL continued to offer relevant courses in 2024. These included "Team Synergy" retraining for domestic managers to further strengthen trust between supervisors and colleagues, and "Team Leadership and Skills" courses for frontline supervisors to enhance on-site leadership and communication skills. We also provided courses on "Intergenerational Communication" and "Cross-Departmental Collaboration" for all employees, regardless of full-time, contractual or part-time status. Additionally, we continued the Expert Sharing Series to raise awareness of different cultures and values across generations and departments, aiming to enhance mutual understanding, respect, inclusion, and promote legacy. We increased offerings of various courses to improve work efficiency and skills for grassroots employees, including work management, business negotiation, and problem-solving, striving to provide self-development resources for employees at all

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levels. Furthermore, starting in 2024, we continued the "Me and CAL" retraining for new employees who have completed one year, to assess learning and development progress and feedback, serving as a channel for care and two-way communication.

Industry-Academia Collaboration

CAL has a wealth of practical experience sound aviation training facilities and courses. We actively support the "Industry-Academia Collaboration for Technical Colleges and Universities and Talent Cultivation" initiative promoted by the Ministry of Education and we have promoted the campus talent development program since 2013. CAL has cooperated with colleges and universities nationwide to offer internship programs that last for six months to one year in a wide variety of fields. CAL also offers interns scholarships and allowances and arranges training courses for them. To start an internship, interns are required to pass the training courses first. CAL will continue to strengthen industry-academia collaboration and provide students with opportunities to gain aviation expertise and make their career plans, and thus help CAL recruit potential talents.

In 2024, operations gradually returned to normal, allowing us to resume various industry-academia collaborations (totaling 40 participants across 20 schools). In 2024, Mandarin Airlines conducted industry-academia collaborations (totaling 16 participants across 6 schools).

Best Practices

Continuous Support for TALENT in Taiwan

Talent development has always been a core focus for CAL. On March 24, 2025, CAL reaffirmed its support for "TALENT, in Taiwan" in partnership with CommonWealth Learning and other enterprises, promoting sustainable talent development in line with ESG trends and global emphasis on human capital. CAL continues to align training programs with its operational strategies, enhancing service quality while preserving corporate culture and values.

In line with the 2025 alliance theme, "Diversity, Equality, and Inclusion 3.0," CAL will offer employees more resources for personal growth, cross-departmental exchange, and professional development. These efforts aim to strengthen

team performance, foster shared success, and support the company's long-term sustainability goals by empowering every employee to build a stronger, brighter future.



CAL announces its continued participation in TALENT in Taiwan

Best Practices

Honored as a mentor for the National Civil Service Academy-Take-Off Program for Senior Civil Service

Since 2022, China Airlines has accepted the invitation of the National Civil Service Academy's "Take-Off Program for Senior Civil Service" every year to help cultivate government talents, planning relevant units to arrange job internship courses for senior civil servants trained in the company, and the chairman will serve as the mentor.

2.4.4 Employee Rights

GRI 2-30.201-3.401-2.401-3.402-1.405-2

CAL values employee well-being and feedback. In addition to regular salary and benefits reviews and labor-management meetings, CAL has established multiple communication channels and activities to strengthen cohesion. We also respect the independence of labor unions and maintain positive communication in accordance with the law.

Employee Care

Salary and Benefits

CAL believes employees are its most valuable assets and is committed to balancing employee welfare with shareholder interests. We offer competitive, non-discriminatory salaries and benefits regardless of gender, race, religion, political affiliation, or marital status. In principle, salary adjustments are planned every year based on the company's operating conditions, changes in the minimum wage, living standards such as prices, and relevant information such as the situation of other airlines, so that colleagues can share the consequent of company operations and be more engaged to work. In 2024, the average salary increase was 5.01%. Employees required to work overtime received fair compensation in accordance with regulations, and no one was forced to work against their will.

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Male:Female Salary Ratio of CAL Group in 2024 (Female Salary is 1)				
Company	Category	Base Salary	Bonus	Remuneration
	Business Operations	1.13	1.16	1.14
	Flight and Cabin Crews	1.08	1.09	1.08
	Maintenance Personnel	1.12	1.06	1.09
	Others	1.16	1.13	1.15
	Business Operations	1.04	1.07	1.06
	Flight and Cabin Crews	1.4	2.73	2.27
	Maintenance Personnel	1.16	1.43	1.31
	Others	1.07	1.19	1.14

Note 1: Remuneration = base salary + bonus

Note 2: Female salary is 1 in this Salary Ratio Table.

Note 3: Flight and cabin crews: Flight and cabin crews include pilots and cabin crew, pilots were mostly male, while cabin crew were mostly female. Pilots' salaries are higher than cabin crew', resulting in a large difference in the male / female salary ratios. Others: others include executives higher than the rank of vice president, auditors, accountants, information technology personnel, and other employees that are not within the aforesaid categories.

Note 4: Base salary: Basic pay; bonus: pay outside base pay.

In accordance with the Taiwan Stock Exchange Corporation Rules, CAL reports that in 2024 it employed 9,876 full-time non-managerial staff, an increase of 223 from the previous year. Total salary was TWD 22,149.162 million, with an average of TWD 2.243 million and a median of TWD 1.722 million. Compared to 2023, total salary increased by TWD 2,120.172 million, the average salary by TWD 168,000, and the median by TWD 177,000.

Details of the annual total compensation ratio are provided in the appendix

Full-time Employees not in a Managerial Position	Numerical Value	Difference from the Previous Year
Number of people	9,876	↑ 223
Total Salary (TWD million)	22,149.162	↑ 2,120.172
Average Salary (TWD million)	2.243	↑ 0.168
Median Salary (TWD million)	1.722	↑ 0.177

refer to the Appendix for more information on the gender pay gap analysis

Pension Scheme

CAL places great importance on protecting employee rights. Pension fund management is reported quarterly to the Labor Pension Reserve Supervisory Committee. Each year, contributions are allocated based on actuarial assessments and legal requirements. The contribution rate is 6% under the new pension system and 15% under the old system—the legal maximum—fully allocated in accordance with Paragraph 2, Article 56 of the Labor Standards Act to ensure employees receive their entitled retirement benefits.

(Unit: TWD million)

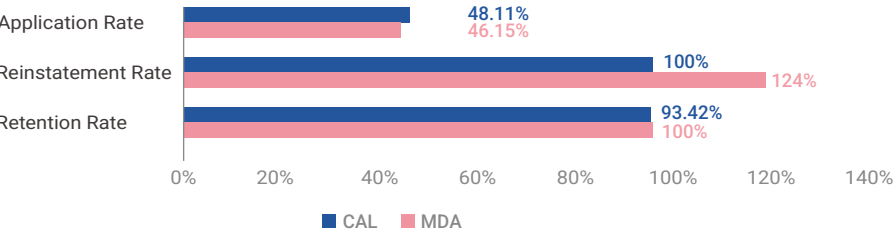
Salary, Benefits and Pension Reserve Fund of CAL Group in 2024				
	Item	2022	2023	2024
	Salary	17,372	17,291	20,756
	Benefits	197	194	197
	Pension Reserve Fund	7,437	7,740	8,469
	Salary	740	800	990
	Benefits	3.6	4.8	5.3
	Pension Reserve Fund	409	437	465

Note: Benefits offered by CAL/Mandarin Airlines included travel allowances, allowances for the elderly, scholarships for employees' children, Labor Day gift money, spring parties, and anniversary expenses.

Unpaid Parental Leave

CAL supports the government's unpaid parental leave policy, enabling employees to balance work and family. In line with the Gender Equality in Employment Act, employees may take up to two years of unpaid leave before their child turns three and may apply for early reinstatement based on family or career needs. In 2024, CAL received 456 applications for unpaid childcare leave.

Employees are also entitled to 8 weeks of paid maternity leave and 7 days of paid paternity leave. If paternity leave overlaps with business trips or holidays, it may be deferred within 15 days. CAL's leave policies are more favorable than statutory requirements. Refer to the Appendix Unpaid Parental Leave of CAL Group Tables



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Benefits for CAL Employees

Item		Explanation	Compliance Level
Unpaid Leave	Care for Family Members	Applicable when an employee’s spouse or direct relative is seriously ill or when necessary	Beyond Compliance
	Illness	Applicable when an employee is seriously ill and has not recovered after taking relevant leave in accordance with regulations	Beyond Compliance
	Joining Family on Overseas Assignment	Dependents of employees assigned overseas may apply for unpaid leave	Beyond Compliance
	Advanced Education	All employees are eligible to apply, regardless of their school or major, provided that the field of study is related to their current position or aligns with company needs and is recognized by the Ministry of Education	Beyond Compliance
Paid Benefits and Compensatory Leave		Ground service personnel receive 7 additional leave days annually in lieu of working national holidays. This leave is paid and is provided for employees to use for various needs (such as temporarily taking care of family members or other personal matters)	Beyond Compliance
Paid Sick Leave		Employees receive full salary for the first 5 days of non-hospitalized sick leave annually; from the 6th to 30th day, half salary is provided. Hospitalized sick leave is fully paid for up to 45 days	Beyond Compliance
Year-end Bonuses / Dividends		Year-end bonuses are distributed based on CAL earnings. Employee dividends are issued in accordance with individual performance and annual business goals	Beyond Compliance
CAL Retiree Association		CAL supports the CAL Retiree Association, which holds quarterly gatherings to promote interaction among retirees. The company provides funding and support	Beyond Compliance
Employee Benefits		Employee benefits include wedding and childbirth cash gifts, disaster relief subsidies, travel subsidies, scholarships, elder allowances, emergency loans, birthday gifts, Labor Day vouchers/cash, and funeral allowances	Beyond Compliance
Paid Annual Leave Scheme		Leave days provided by CAL exceed the requirements under the Labor Standards Act	Beyond Compliance
Childcare		CAL has contracts with 7 daycare centers across Taiwan to support childcare needs	Beyond Compliance

Item	Explanation	Compliance Level
Breastfeeding Environment	Breastfeeding (collection) rooms are provided at the workplace, along with maternity health consultations, job suitability evaluations, and risk control advice for pregnant or postpartum employees	In Compliance
Group Health Insurance	Group insurance includes medical, accident, and critical illness coverage. Dependents may join at preferential rates	Beyond Compliance
Commuting	Shuttle services are available for general commuters, shift workers, cabin crew, and employees with disabilities, covering routes from Keelung, Taipei, and New Taipei City to Taoyuan and Zhongli	Beyond Compliance
Flexible Work Hours	Ground staff in CAL Park who do not use shuttle services may apply for flexible work hours (up to one hour daily) with supervisor approval; each application must cover at least three months	Beyond Compliance
Concessional Flight Tickets	Employees and their dependents enjoy free and concessional flight tickets on CAL flights and code-shared concessional flight tickets from other airlines.	Beyond Compliance
Employee Stock Ownership Trust	Participation in the employee stock ownership trust is voluntary. Contributions are deducted monthly based on salary grade	Beyond Compliance
Resignation Program	Employees are eligible for CAL’s resignation benefits if they apply for resignation after 10 years of service and meet the requirements.	Beyond Compliance
Psychological Counseling	Psychological counseling is available to support employee well-being and stress management	Beyond Compliance
Health Check and Promotion	Health check-up programs exceed regulatory requirements, including advanced cancer and cardiovascular screenings from 2023 onwards. Family members are also eligible. Based on results, health risk classifications, one-on-one consultations, and referral services are provided. Maternity health protection surveys are distributed to pregnant or breastfeeding employees, with results reviewed by contracted physicians. CAL regularly invites doctors, nutritionists, and experts to host diverse health promotion activities	Beyond Compliance
Sport Initiatives	CAL offers sports facilities (basketball courts, badminton courts, fitness rooms) and organizes activities such as softball, basketball, and badminton competitions. Sports club activities are also subsidized	Beyond Compliance
Job Transfer	Offer the opportunity for part-timers for application of transferring to full-timers	Beyond Compliance

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Employee Communication

Each and every employee matters to CAL. We maintain multiple channels of communication with our employees, such as regularly scheduled labor-management meetings, and strive to find solutions to problems. We have established an employee care mailbox, a sexual harassment mailbox with an associated grievance hotline, and also a “Speak Your Mind” employee communication mailbox. In addition, our Team+ internal company messaging software enables employees to express their opinions and make suggestions at any time. When facing significant operational changes that will affect employees, CAL gives notice in compliance with relevant labor regulations and promptly communicates with labor unions and employees. Information on material issues and employee rights is made available on CAL’s website or e-mailed to all employees. When employees express concerns about certain internal regulations or practices, CAL seeks to clarify the issue and communicate with the employees more frequently.

Diverse employee communication channels

- 1. Labor-management Meetings**
The head office holds regular meetings with representatives of the China Airlines Employees Union(CAEU) and all front-line units also convene meetings with the respective branches of the union.
- 2. Supervisor Mailbox**
CAL encourages employees to express opinions and give suggestions through the level 1 manager mailbox.
- 3. “Speak Your Mind” Employee Portal**
CAL encourages employees to express opinions and give suggestions through the “Speak Your Mind” Employee Portal on the Intranet.
- 4. wecare@china-airlines.com e-mail**
The Human Resources Division has set up a dedicated mailbox to provide employees with grievance channels and protect employee rights and interests.
- 5. Sexual Harassment Mailbox and Hotline**
CAL’s Human Resources Department has established a confidential mailbox (SHC@china-airlines.com) and hotline (03-399-8922), with dedicated personnel handling cases.
- 6. Team+**
This internal company messaging system is offered to employees for free, to facilitate two-way communication and instant reporting to supervisors.

Note: In the event of a mass redundancy due to a major change in operations, CAL shall process related matters in accordance with the Act for Worker Protection of Mass Redundancy. Under general conditions, CAL shall, at least 60 days prior to the occurrence of the mass redundancy, inform the competent authority and other relevant agencies or personnel of its redundancy plan and announce it by publishing an announcement.

Labor Unions

GRI 102-41

CAL maintains open communication and cooperation with all labor unions, treating each with equal respect in accordance with the law. In 2024, there were no major labor disputes or strikes. The China Airlines Employees Union (CAEU), which has the highest employee participation rate at CAL, is a member of the National Federation of Aviation Industry Employees’ Unions and the Taiwan Confederation of Trade Unions. CAEU has six subordinate branches, classified according to the members’ or operations’ locations:

Branch 1	Divisions in Head Office
Branch 2	Flight Operations Division
Branch 3	Cabin Crew Division and In-flight Supply Chain & Marketing Division
Branch 4	Maintenance Division, Engineering Division, and Quality Assurance Division
Branch 5	Taipei Branch, Ground Service Division, and Cargo Sales, Marketing & Service Division
Branch 6	Kaohsiung Branch, Kaohsiung Cargo Department, Kaohsiung Maintenance Group

The Mandarin Airlines Employees Union (MDAEU) comprises six subordinate branches:

Branch 1	Divisions in Taipei Head Office
Branch 2	Flight Operations Division and Operation Control Center
Branch 3	Inflight Services Department
Branch 4	Customer Service Division (Taipei, Kinmen, Taitung, and Nangan)
Branch 5	Engineering & Maintenance Division
Branch 6	Customer Service Division (Taichung, Magong, Hualien, and Kaohsiung)

All CAL employees, except senior managers as defined by the union constitution, are members of the China Airlines Employees Union and are covered by a collective agreement first signed in 2002—the first of its kind in Taiwan’s aviation industry. The agreement was renewed for the seventh time on January 14, 2025. CAL also signed a collective agreement with the Pilots Union Taoyuan on December 29, 2021. Mandarin Airlines signed its collective agreement with the Employees Union in January 2017. These agreements cover union support, labor-management cooperation, dispute resolution, employment and termination, working hours, leave, salary, allowances and bonuses, transfers, rewards and disciplinary actions, benefits, training, and occupational safety and health. Each agreement is reviewed and renegotiated every three years. During the renewal process, the existing terms regarding working conditions remain in effect by law.

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CAL and Mandarin Airlines maintain cooperative and communicative relationships with CAEU and MDAEU, respectively, based on mutual dependence and partnership. Over the years, both parties have established diverse communication channels, and all resolutions are addressed upon reporting. Minutes from labor-management meetings held at the Head Office are made available to all employees via the CAL and Mandarin Airlines websites. In 2024, CAL and CAEU held six labor-management meetings, while Mandarin Airlines held three quarterly meetings with MDAEU in accordance with legal requirements. Both companies remain committed to fostering harmonious labor relations through open and efficient communication.

Union Participation Rate of CAL and Mandarin Airlines

Company	Item	2022	2023	2024
	Number of Participants	9,382	9,621	9,794
	Participation Rate	98.41%	99.17%	99.14%
	Number of Participants	747	829	902
	Participation Rate	99.34%	98.57%	97.72%

Note 1: The number of CAL participants refers to the number of people being members of CAEU in the year (including employees in Taiwan and expatriates); part-time and contracted employees are not included.

Note 2: The number of Mandarin Airlines participants refers to the number of people being members of MDAEU in the year (including employees in Taiwan below the rank of vice president (inclusive) and expatriate executives in mainland China); temporary employees (interns), hourly-paid work-study students, executives transferred from CAL, and employees in mainland China are not included.

Note 3: The collective bargaining coverage rate of CAL/Mandarin Airlines is equal to the labor union participation rate.

Employee Engagement

CAL has established diverse and accessible communication channels to reflect its belief that employees are the Company’s most valuable asset. To understand employee perspectives and needs, CAL conducted an employee engagement survey from December 9 to 27, 2024. Administered anonymously via online questionnaire by an external consulting firm, the survey covered six major dimensions: Corporate Culture, Leadership Culture, Work and Development, Employee Engagement, Work Environment, and Compensation and Benefits. The questionnaire also included items related to job satisfaction, purpose, happiness, stress, psychological resilience, and multiculturalism. Sample statements included: "I am proud to serve at CAL," "Overall, I am satisfied with my compensation," "My supervisor effectively communicates company policies and goals to colleagues," "My team's work atmosphere values diverse perspectives," "I am able to maintain a balance between work and personal life," and "I will not let personal emotions affect my work performance".

A total of 6,161 valid responses were received (response rate: 61.6%; male: 3,126 [50.74%], female: 3,035 [49.26%]), marking the highest participation rate in the survey’s history. This reflects growing employee confidence in the survey and CAL’s

follow-up actions. Survey results indicated the highest approval for compensation and benefits, followed by employee engagement, corporate culture and career development, leadership culture, and work environment. The overall satisfaction score rose to 7.9, up from 7.8 in 2022. Notably, career development and leadership culture saw the greatest improvements.

Following the previous survey, CAL launched improvement programs focused on accountability, cross-generational communication, and workplace friendliness. The latest survey results not only helped assess the effectiveness of these initiatives but will also be reviewed internally to design a new round of actions aimed at continuously enhancing the employee experience.

In 2024, CAL organized a variety of employee engagement activities, including six corporate visits—two of which were themed around the Double Ninth Festival to honor parents—allowing employees’ families to better understand the workplace and strengthen shared connection with the Company. CAL also hosted retirement planning seminars, health and stress-relief days, and holiday care events, reinforcing employee well-being and aligning with corporate sustainability goals. We promote a positive and supportive work environment through three pillars: the "Work Side" (pleasant workplace), "Family Side" (family-friendly measures), and "Health Side" (physical and mental wellness). Additionally, CAL conducts the “Me and CAL” retraining program for employees after one year of service to assess development, provide continued support, and gather suggestions for future improvements.

To further enhance workplace comfort and inclusiveness, CAL will allow front-line employees to choose women’s trouser uniforms starting in 2025, aligning with trends in diversity, equality, and inclusion.

Best Practices

Recognition as One of the “Best Companies to Work for in Asia” in 2024

The Best Companies to Work For in Asia Award, organized by the renowned HR publication HR Asia, is one of the most prestigious honors in the field of human resources management across Asia. CAL has been recognized for two consecutive years, standing out among 368 outstanding companies.

This achievement reflects our ongoing efforts to cultivate aviation professionals through comprehensive training programs, diverse career development opportunities, effective communication channels, and a healthy, safe, and inclusive workplace. In addition to providing competitive compensation and benefits, CAL was once again honored with the “Asia’s Best Employer Award” this year, underscoring our dedication to sustainable talent development and reinforcing our reputation as Taiwan’s airline of choice. Together with our employees, we continue to achieve shared success and reach new milestones.

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2.4.5 Healthy and Safe Workplace

GRI 403

International Safety and Health Management System Dual Certification

GRI403-1.403-8

In response to the trend of globalization and international labor development, we comply with domestic and international safety and health standards, as well as enhance the efficiency of safety and health management and promote systematic management measures. Since 2016, we have established an independent safety and health management system, and are committed to aligning our risk management capabilities with those of the rest of the world.

Headquarter's Taoyuan area has been qualified by OHSAS18001 and TOSHMS since 2016~2018; in 2019, it was converted to ISO45001:2018, CNS45001:2018, and TOSHMS. In accordance with the "Safety and Health Internal Audit Management Procedures", we will perform internal audits of each unit once a year. We continue to accept external audits and commission SGS to conduct regular tracking audits once a year. Through the risk management mechanism, risk classification is carried out according to each type of operation and job category. The scope of application includes 10,016 employees (95.1%) and 381 non-employees (4.9%), accounting for 100% of the total number of employees and non-employees of CAL, except for overseas employees and non-employees who are not included in the consolidated statistics, e.g., overseas locations are not included in the consolidated statistics because the occupational safety and health management system is established in accordance with the laws and regulations of the respective countries.

Category	Hazard Risk Classification	Job Type (Examples)
Category 1	Significant Occupational Risk	Maintenance staff, flight crew, cabin crew, transportation staff, cargo loading personnel
Category 2	Moderate Occupational Risk	Information equipment, plant electrical and mechanical air conditioning equipment maintenance personnel
Category 3	Low Occupational Risk	Office administrators

Taipei Branch and Kaohsiung Branch operate under the Occupational Safety and Health Management System of the head office in Taoyuan, Taiwan, and the Engineering & Maintenance Organization has been certified as ISO45001:2018 compliant from 2022 onwards. The scope of verification covers aircraft maintenance operations.

The Occupational Safety and Health Policy of CAL is committed to the goal of "complying with legal regulations and building a healthy workplace." by establishing a robust occupational safety and health management system. We actively allocate

necessary resources, provide training, implement risk management, eliminate potential hazards, and pursue continuous improvement to support sustainable corporate development. In 2024, we continued to monitor and improve our performance through safety and health indicators—both proactive (e.g., safety program proposals) and reactive (e.g., occupational accidents, penalties, audit findings). Performance metrics for each unit were regularly reviewed during Occupational Safety and Health Committee meetings to enhance workplace safety and promote employee well-being.

Unfortunately, a fatal workplace accident occurred at a maintenance facility in 2024, resulting in 6,000 lost days and preventing us from meeting our FSI (Frequency-Severity Index) target of 0.42. In response, CAL has implemented daily inspections of high-risk operations at all maintenance production units to prevent recurrence. Despite the incident, CAL's disabling injury frequency rate (FR) stood at 2.29—remaining below the pre-pandemic 2019 average (FR 2.97) and the post-pandemic 2022–2024 air transportation industry average (FR 2.46). Additionally, one minor contractor injury occurred in 2024, resulting in a 3-day loss. A total of 1,565 occupational safety inspections were conducted across CAL workplaces, identifying 146 deficiencies. All issues were promptly addressed and rectified, with a 100% completion rate under the supervision of the occupational safety management unit.

Establishing an Occupational Safety and Health Policy

GRI 403-4

CAL has established an occupational safety and health policy with the following targets: a total injury index (FSI) below 0.42, an employee annual health check-up participation rate of over 70%, and an achievement rate of over 80% for health education among those with significant abnormalities. Upholding the principle of "Safety First," we are committed to "providing a safe working environment" and "safeguarding the rights and interests of stakeholders" to achieve the five major goals of our safety and health policy. Additionally, we have implemented an occupational safety and health management system, actively providing necessary resources and training, enforcing risk management, eliminating potential hazards, and continuously conducting hazard identification, assessment, and improvement to pursue sustainable corporate development. After discussing with labor representatives and signed by the chairman of the board of directors and the president, the Occupational Safety and Health Policy was formulated and published on December 1, 2016 in accordance with the ISO45001 standard, and is regularly reviewed annually. The Occupational Safety and Health Policy applies to all employees in our own operations, contracted employees, outsourced manpower, and contractors, and we provide a variety of channels, such as questionnaires, committees, and occupational safety and health zones, to promote consultation and participation of workers in the field of occupational safety and health.

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The Occupational Safety and Health Committee is established by law to oversee workplace safety and health. It is chaired by the president, with one deputy chairperson and one executive secretary appointed. The committee members include supervisors from designated units, occupational safety and health personnel, engineering and technical staff, medical personnel, and labor representatives who make up over one-third of the members, designated by the labor union. The committee meets quarterly to review occupational accident statistics, analyze cases, and monitor the implementation of safety and health management plans. In 2024, the committee reviewed and completed 15 safety and health proposals.



Five Major Goals of CAL's Occupational Safety and Health

- 1 Establish and implement a comprehensive Occupational Safety and Health Management System

2 Encourage employee participation in occupational safety and health matters

3 Provide a safe and comfortable working environment to protect employees' physical and mental well-being
- 4 Effectively identify and assess risks to reduce the occurrence of occupational accidents

5 Regularly review and optimize the performance of occupational safety and health management

Proportion of Labor Representatives in Occupational Health and Safety					
Company	2022	2022	2024	2024 Number of Labor Representatives	2024 Total Number of Committee Members
Taipei Branch	36.36	36.36	33.33	3	9
Taoyuan (%)	37.73	37.74	38.46	20	52
Kaohsiung Branch (%)	35.29	35.29	37.50	6	16
EMO Park (%)	34.78	34.78	34.29	12	35
	33.33	33.33	33.33	5	15

Note: Labor representative proportion = (Occupational Health and Safety Committee labor representatives / Occupational Health and Safety Committee total members) × 100%

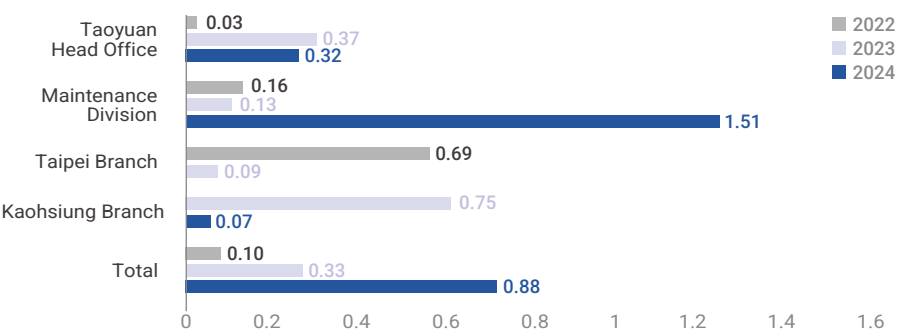
Enhancing Operational Safety and Implementing Hazard Identification, Risk Assessment, and Accident Investigation

GRI 403-2,403-9

CAL has established an "Occupational Safety and Health Management Manual" and follows procedures for emergency response, accident notification, investigation, and assistance. Employees can stop work or leave immediately if they encounter immediate hazards without fear of punishment.

In 2024, CAL's occupational injury frequency rate (FR) was 2.29, severity rate (SR) 339, total injury index (FSI) 0.88, and absenteeism rate (AR) 1.42%. The main cause was unsafe employee behavior causing falls and injuries. A fatal work accident at the maintenance facility led to 6,000 lost workdays, increasing the SR and FSI. Despite this, the FR remained below the 2019 pre-pandemic rate (2.97) and the 2022–2024 industry average (2.46). CAL had 141 outsourced personnel and 381 contractors; one minor contractor injury caused 3 lost days. CAL continues to promote injury prevention and training. [Refer to the appendix for injury statistics and trends](#)

Comparing the Frequency-Severity Indicator (FSI) Over the Past 3 Years



In 2024, following the "Health Risk and Opportunity Management Procedure," "Safety and Health Performance Monitoring and Measurement Procedures," and "Corrective and Preventive Measures for Safety and Health Non-conformities," CAL received 212 safety reports from staff, all of which were addressed and closed. An additional 91 cases were handled, achieving a 100% completion rate. The false alarm report rate improved by 75% compared to 2023.

The Occupational Safety and Health units conducted risk assessments on occupational hazards and sensitive groups, implemented hazard identification, and applied hierarchical controls to eliminate or reduce risks. They also established performance evaluation systems for continuous improvement. In 2024, these units developed 58 occupational safety and health management programs, achieving over 100% of the target.

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Identification of Major Hazards

China Airlines achieved 100% completion in hazard identification and risk assessments for common safety risks (e.g., slips, falls, collisions). Slip injuries from unsafe behavior were most common, with corrective actions completed. All departments also completed assessments for physical, ergonomic, chemical, biological, and psychosocial hazards. Key measures as below:

 Ergonomic Hazards

Under the "Ergonomic Hazard Prevention Program" a proactive health status survey was conducted for 230 employees. Among them, 23 were identified as potential cases of ergonomic hazard exposure. Workplace assessments were completed for these individuals to understand their work patterns and provide appropriate occupational safety and health recommendations. Additionally, one seminar on ergonomic hazard prevention was held, with a total of 115 participants, to enhance employees awareness of related risks.

 Noise Hazards

According to the "Hearing Conservation Program" employees are provided with hearing protection equipment and receive enhanced education and training. Regular risk monitoring and health examinations are also conducted. Noise monitoring is carried out on the apron for 7 person-times every six months, and special health examinations are conducted annually to ensure the hearing health of employees.

 Maternity Health Protection

In 2024, hazard identification and risk assessment of the work environment were conducted for 202 employees potentially exposed to maternity health risks. All assessment results were classified as Level 1 (lowest level of risk management).

 Prevention of Workplace Violence

To foster a safe and friendly workplace, a total of 226 managerial and newly appointed supervisors completed a self-assessment on unlawful conduct in 2024. Each department also carried out hazard identification and risk assessment based on the nature of their work, achieving a 100% completion rate.

Main Hazard Mitigation Action Plan

1. CAL implemented and completed investigation reports on 80 cases of occupational accidents (including 34 cases of commuting), with a 100% correction rate.
2. The construction of chemical management mechanism has been completed. Hazardous chemicals are posted with hazard labels, preparation lists, and disclosure safety data sheets, and necessary hazard prevention measures have been taken, with a completion rate of 100%.
3. Operational environmental monitoring was conducted twice a year. Carbon dioxide monitoring was conducted at 128 locations, and the monitoring results all met the legal value of 5,000 PPM or less. Noise environmental monitoring was conducted by a total of 14 sampling trips, and an on-site visit by occupational medicine physicians to the workplace was conducted to assess the units and personnel whose average sound pressure levels exceeded the legal limit of 85 decibels or more over an eight-hour day during the workday of noise exposure, and to provide protective gears and education and training to enhance hearing protection for the employees.

Education and Training on Occupational Safety and Health GRI 403-5

In accordance with CAL's "Safety and Health Education and Training Management Procedures," we have completed the establishment of safety and health officers and on-the-job training for each unit, with a total of 12,386 participants completing the training. The report includes guidance on identifying workplace hazards, classifying risks, drafting management plans, and the process for determining occupational accidents. We assist various units in risk assessment and implementing preventive improvements. Based on the five key elements of the occupational safety and health management system and related execution items, we conduct regular internal and external audits annually. This effectively controls occupational accident risks, strengthens occupational disease prevention management, enhances occupational safety and health management performance, and enforces occupational safety policies to ensure employees work in a safe, healthy, and comfortable environment.

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No.	Key Projects	Content
1	Safety and Health Training for Newcomers	In 2024, in cooperation with the "CAL and Me" program of the Human Resources Division, the 19th tier of general safety and health education training for new recruits was implemented for 3 hours, with a total of 482 people completing the training. Training completion rate: 100%; training satisfaction rate: 94.3%.
2	Safety and Health Training for In-service Personnel	In 2024, the following safety and health education and training for in-service personnel was organized: - On March 12 and March 13, we conducted two sessions of a 3-hour internal training course titled "Occupational Accident Prevention and Management Education and Training for the Taoyuan Area Head Office." A total of 51 employees completed the training. Training completion rate: 100%; training satisfaction rate: 95%. - On July 3, we conducted a one-hour 2024 Human Factors Hazard Prevention Seminar at the CAL campus, with a total of 115 participants. Training completion rate: 100%; training satisfaction rate: 97%. - On October 7 and October 16, we conducted two sessions of occupational safety and health education and training for safety and health officers, with a total of 55 participants. The completion rate was 100%, and the training satisfaction rate was 98%. - In December, CAL conducted a company-wide e-Learning safety and health training on "Unlawful Acts Encountered While Performing Duties." 1 hour, with a total of 10,203 trainees completing the program. Training completion rate: 100%; training satisfaction rate: 89%. - In December, we conducted a one-hour occupational safety and health committee member training session, with a total of 57 participants. Training completion rate: 100%; training satisfaction rate: 91%.
3	Safety and Health Training for Supervisors	- On September 23, we organized a 6-hour training on occupational safety and health for new supervisors, with a total of 34 people completing the training. Training completion rate: 100%; training satisfaction rate: 94%. - In 2024, we cooperated with the Human Resources Division to organize the 9th tier of occupational safety and health education training for new outstation supervisors for 0.5 hours, with a total of 19 people completing the training, and the satisfaction rate of the training: 97.1%
4	Other Related Safety and Health Education and Training	In 2024, the Occupational Safety and Health Department participated in a total of 11 times in occupational safety and health external training and seminars, totaling 15 attendances.
5	Safety and Health Promotion	In 2024, a total of 25 safety and health advisories were issued.

Preventing and Minimizing Occupational Health and Safety Impacts on Those Directly Associated with the Business

GRI 403-7

In accordance with the "Procurement Safety and Health Management Procedures" and "Contractor Safety and Health Management Procedures", to ensure the safety of contractors' workers, the eight existing regular contractors have included CAL's "Safety and Health Code for Contractors" in the "Notice to Bidders" and the "Contracts" at the time of the delivery of the contract to each delivery organizer to be used as the basis for the subsequent implementation of the contract by the two parties.

For those who have not signed a contract or whose contract does not include safety and health regulations, the organizer of the contract should provide the "Safety and Health Code for Contractors" to the contractors for their signature and keep the record of the signature for reference.

Before, during, and after the actual operation of the contractors, each delivery contractor organizer, in accordance with occupational safety and health related laws and regulations and the "Contractor Safety and Health Management Procedures", convenes a safety coordination meeting for the contractor's operation, notifies the contractor of hazards, and carries out coordination, command, supervision, and inspection to enhance the quality of the contractor's construction and to prevent occupational accidents. Upon completion of the project, a contractor evaluation is conducted to identify manufacturers with high occupational health and safety risks, and periodic audits are conducted to serve as a reference for the next solicitation.

Occupational Health Services, Worker Health and Promotion of Work-related Disease Prevention

GRI403-3.
403-6.403-10



Implementation of the Health Management Grading System

1. CAL has an established medical department with a professional healthcare team that exceeds regulatory standards. We have occupational health nurses and provide on-site physician services in accordance with the law. In addition to offering employee health consultation services, we assist employers in assigning work based on the physical examination results of new employees, as well as in implementing return-to-work and workplace maternal health protection programs, among other services. We implemented the Employee Health Protection Plan to assist in executing the Abnormal Workload-Induced Disease Prevention Program. This involves assessing related hazards and high-risk groups, formulating improvement methods, and ensuring the safety and health of our employees. In 2024, we reviewed a total of 904 medical consultation cases.

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- 2. To care for our employees, CAL offers several health check items and frequencies that exceed regulatory requirements. As the average age of our workforce increases, with 48% being middle-aged or older, we have added advanced screening items related to common cancers and cerebrovascular and cardiovascular diseases (such as endoscopy, lung CT scans, and cardiac ultrasounds) since 2023. This ensures more comprehensive care for our employees. Additionally, employees' family members receive discounted health check prices. In 2024, the health check participation rate was 93.08%. For the 150 employees with significant abnormalities in their health check results, we provided health guidance and follow-up management, achieving a 100% follow-up rate.
- 3. Based on the results of employee health examinations, CAL implements a graded health risk management system. We provide one-on-one health guidance conducted by medical professionals, offering personalized health advice and outpatient referral information. If a flight crew member experiences any health abnormalities, they must temporarily suspend their duties and report to the Aviation Medical Center in accordance with the Civil Aviation Act and the standards for the physical examination of aviation personnel. An assessment and related procedures for grounding and resuming flights will be conducted.
- 4. In 2024, a total of 464 maternal health protection employees underwent health risk classification and management, with the Occupational Safety and Health Department and each subordinate unit carrying out risk assessments of environmental hazards in the workplace and identifying obvious and hidden hazards in the workplace and related operations, all of which were classified as level 1 management; pregnant employees were adjusted to work in units with low risk of hazards, and a total of 388 were interviewed by a doctor, with an achievement rate of 91.45%, informing them of safety and related health education during pregnancy and after giving birth. The Company has also equipped four breastfeeding rooms with bottle sterilizers and breastmilk refrigerators, as well as an access-control system and dedicated personnel to maintain them for increased safety.
- 5. In order to encourage employees to actively and conveniently manage their own health and disease prevention, in addition to installing "tunnel-type" blood pressure monitors in each office to provide employees with the opportunity to measure their blood pressure and pulse at any time, and to develop the habit of self-health management, the Company has also established the "E-Employee Health Management System", which allows employees to check their health examination reports from previous years, make appointments for physician consulting services, and record their self-monitoring indexes at any time.



Creating a Secure and Healthy Work Environment

- 1. With the increase in international exchanges, to prevent infectious diseases from posing a threat to frontline employees and passengers and causing public health incidents, CAL continues to offer free MMR (measles, mumps, and rubella) vaccinations to frontline employees. In 2024, the measles immunity rate reached 80.4% for cabin crew, 68.4% for flight crew, and 73.1% for ground staff. Each year, CAL implements on-site influenza vaccination services at various workplaces. Considering the nature of shift work, we offer employees diverse vaccination options, such as fixed-site vaccinations at airports and subsidies for external clinics. In 2024, the influenza vaccination rate among all domestic employees was 27.3%, with a total of 2,711 employees vaccinated.
- 2. To provide a safe working environment for our employees, CAL has installed AEDs on passenger aircraft in compliance with legal requirements and has exceeded regulatory standards by installing AEDs at all office locations. We also regularly conduct CPR and AED training courses for all employees, ensuring that in emergencies, our staff can quickly locate and proficiently use AEDs to save time in rescue efforts. A total of 277 of our first aid personnel are registered on the company website for departmental reference, and the ratio of first aid personnel to employees surpasses the legal requirements for "workplace first aid personnel."
- 3. CAL "tunnel-type" blood pressure monitors in each office to provide employees with the opportunity to measure their blood pressure and pulse at any time, and to develop the habit of self-health management, as well as establishing the "E-Employee Health Management System", which allows employees to check their health examination reports from previous years, make appointments for physician consulting services, and record their self-monitoring indexes at any time.



Diverse Health Promotion Initiatives

- 1. Based on health check results, employee needs, and seasonal changes, CAL organized a variety of health promotion activities, such as weight loss and fat-burning super slow jogging, cancer prevention and healthy eating, and traditional Chinese medicine guidance on musculoskeletal health.
- 2. CAL held a "Health and Stress Relief Day" at the CAL campus, offering various health promotion activities and incorporating food trucks to create a fair-like atmosphere. This event encouraged our colleagues to step outside, enjoy delicious food, and participate in activities. The health promotion activities include 3D AI body analysis and InBody testing services, eye care to prevent poor vision, and advocacy for the prevention of e-cigarette and drug abuse.
- 3. We called on our employees to actively participate in a blood donation drive, collaborating with the Taiwan Blood Services Foundation - Hsinchu Blood Donation Center, and successfully collected over 70 bags, totaling 17,500 cc of blood.

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Future Plans



1 Recruitment

In 2025, CAL will continue to recruit flight crew members, maintenance staff, and other relevant professionals in accordance with the recovery of operations, resume industry-academia collaboration, and continue to hire people with disabilities to fulfill our commitment to corporate social responsibility



2 Diversification

Over the past three years, CAL's female employees have accounted for 48.00% of the total workforce. The 2025 target is also set at 48.00%. In terms of CAL's female managers, the proportion has increased year by year over the past three years. In 2025, the target is set at 26%



3 Employee Training

In 2025, CAL will celebrate its 65th anniversary by enhancing service quality and professional training under the theme "Innovation, Breakthrough, and Immediate Combat Readiness." The focus includes expanding courses on management and general competencies, embedding corporate culture, and fostering innovation. Key offerings include management seminars, leadership readiness, training for instructors and HR, and courses on aviation management, market awareness, communication, and emerging technologies. CAL will also optimize its talent development system to support future growth

Mandarin Airlines implements comprehensive training aligned with strategic goals and regulatory requirements to develop aviation professionals. By combining online learning with hands-on training, it enhances employee expertise and interdepartmental collaboration. Management and aviation training are regularly held to improve skills and foster teamwork across functions



4 OHS System Implementation & Cultural Integration

We will continue strengthening CAL's occupational safety and health management system by deepening audits and driving continuous improvements. Through fostering safety awareness, values, and commitment, we aim to minimize occupational accidents, prevent major incidents, and provide a safe, healthy, and secure workplace—laying a solid foundation for CAL's sustainable development

2.5 Society



Highlights



Over TWD 62.38 million in charity activities

In 2024, CAL allocated a total of TWD 62,384,660 for charitable contributions



Benefitting 1.46 million people

In 2024, a total of 1,460,687 individuals benefited from China Airlines' commercial activities, charitable initiatives, and community investments



Benefitting nearly 3,000 rural students

In 2024, CAL Volunteers Club, Rural Development Team, and Love Walking Club took it upon themselves to share aviation knowledge in remote rural areas, benefiting nearly 3,000 students



Caring for 420 senior citizens

In 2024, a total of 3 events were held to care for vulnerable elderly individuals, with 420 people receiving assistance



7th Social Inclusion Leadership Award from TCSA

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

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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 and Long-term Goals	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 2025 - Supporting international initiatives and organizing at least one long-term charity project. - Organizing at least one educational event in rural areas to promote international educational opportunities for young students. - Organizing 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. - Integrating central and local resources to host at least one rural education event, ensuring equal access to education for all. - Boosting 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. - Partnering with international education organizations to coordinate a minimum of one rural education event, thereby improving the quality of national education. - Organizing at least one project to support economic development in underdeveloped regions or developing countries, enhancing employment opportunities in those areas.

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**Grievance Mechanism**

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

Stakeholder Contact

Investor Services Website

Objectives and Plans

Direction	KPI	2024			2025
		Objectives	Performance	Level of Compliance (Note 4)	Objectives
Enhance the overall quality of national education	Organize long-term education charity projects	CAL has long been committed to volunteer teaching activities and public sports camps. Each year, we hold at least one educational charity event in rural areas outside of Taoyuan to expand the reach of our beneficiaries	1. Volunteer Teaching Activities: In 2024, in addition to continuing to visit six nearby elementary schools, we expanded volunteer teaching (Note 1) to four rural elementary schools in Orchid Island, Miaoli, and Taitung, delivering essential aviation knowledge and enhancing the quality of education in Taiwan 2. Public Sports Camps: CAL hosted four charity sports camps—basketball (with P.League+ Taoyuan Pilots), baseball (with stars Chen Wei-Yin, Chen Yung-Chi, and Chen Po-Yu), table tennis (with Chuan Chih-Yuan), and badminton (with gold medalists Lee Yang and Lin Chun-Yi)—all inspired by athletes’ personal stories to motivate youth to pursue their dreams	100%	Organizing at least one educational event in rural areas to promote international educational opportunities for young students
Increasing Taiwan’s international visibility	Increase international sponsorships	We aim to boost Taiwan’s global presence through sponsorships and corporate support for humanitarian rescue efforts	This year, we continued to support international relief by assisting Tzu Chi Foundation in delivering supplies after Japan’s New Year earthquake and backing two cross-border medical missions (Note 3), reflecting our commitment to shared growth and social good	100%	Supporting international initiatives and organizing at least one long- term charity project
Empowering the disad- vantaged for equal opportunity	Increase sponsorship in charity events	To fulfill our corporate social respon- sibility, we will collaborate with indigenous peoples or local farmers in Taiwan to provide PR gifts, while supporting other vulnerable groups to create shared value and enhance our sponsorship impact	CAL purchased 326 cans of cookies produced by non-profit organizations and Indigenous communities this year to include in care packages, in collaboration with the Huashan Foundation, for elderly residents in Taoyuan who are disabled, dependent, or suffering from cognitive impairment. This mutually beneficial partnership aims to fulfill the commitment to achieving social equality and welfare	100%	Organizing an event aimed at promoting economic growth and providing employment assistance in rural areas, thereby enhancing social wellbeing

Note 1: In 2024, volunteers from the CAL Volunteers Club and Rural Development Team visited six elementary schools near Taoyuan and four rural elementary schools in Taitung, Miaoli, and Orchid Island to provide volunteer teaching. Through aviation expertise, the aim was to enrich the learning experience for children.

Note 2: In collaboration with local sports brands, we held charity camps in basketball, baseball, table tennis, and badminton, using integrated marketing to boost sponsorship value and community ties.

Note 3: We supported the "2nd Love Without Boundaries International Medical Mission" and the "31st Sprout of Hope Love Without Borders Medical Mission" through sponsored baggage services in 2024.

Note 4: The degree of compliance is expressed as a percentage of the achievement rate.

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2.5.1 Charity Strategy Blueprint

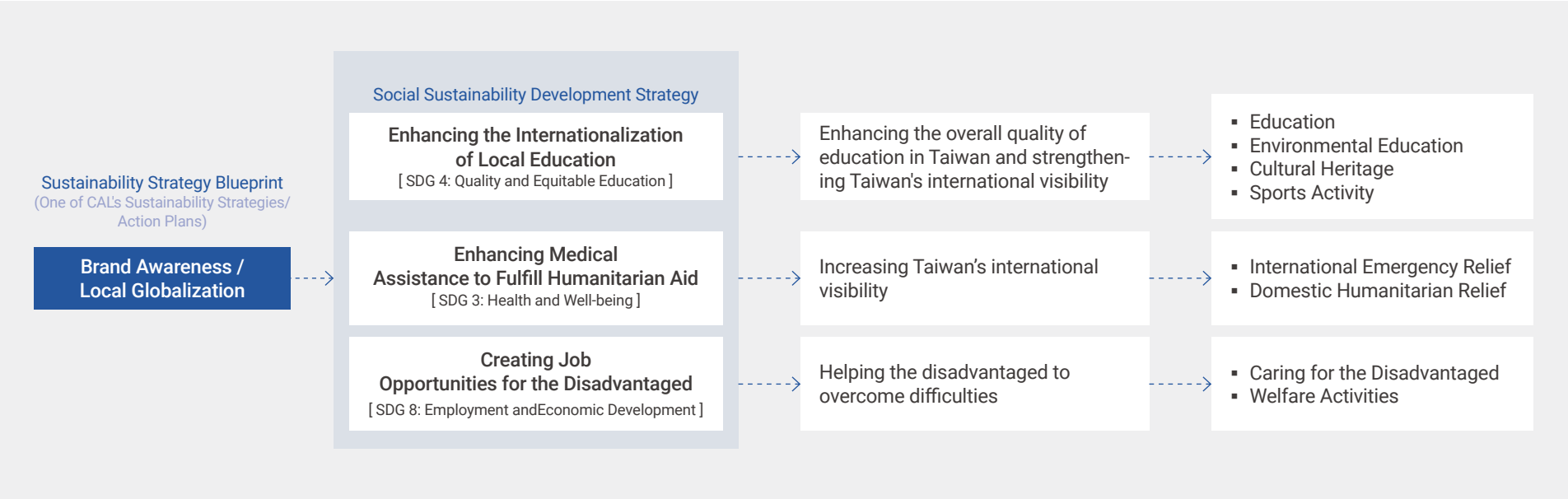
As a leader in Taiwan's aviation industry and a responsible member of society, China Airlines is committed to sustainable development with the core values of "giving back to society and continuously creating social value." In 2023, CAL continued to advance its sustainability strategy with the core focus on "brand perception," 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.

Create a sustainable society

In 2024, 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. Furthermore, by quantitatively evaluating the contribution of social investments and combining financial information, we analyze and understand the impact of social investments on CAL's operations. Adjustments are made in a timely manner to enable CAL to create higher value in collaboration with society.

In 2024, CAL's total corporate social responsibility investment amounted to NT\$62,384,660. The allocation breakdown by type of activities was 88% for commercial activities, 6% for charitable activities, and 6% for community investments. The distribution by donation type was 70.8% for material donations, 23.1% for monetary donations, 1% for volunteer labor, and 5% for management costs.

China Airlines' Sustainable Development Strategy



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Types of Social Involvement

Item	Amount (TWD)			2024	
	2022	2023	2,024	Content	Percentage
 Commercial Activities	16,763,394	36,594,093	54,932,735	- Support for international sporting events, public welfare forums, and cultural activities. - Sponsoring Taiwan-based athletes for international competitions	88%
 Charitable Events	14,687,100	3,822,991	3,602,190	- 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	6%
 Community Investments	7,950,552	6,049,436	3,849,735	- Organizing care activities and providing resources for vulnerable groups - Teaching aviation knowledge to elementary schools in remote communities - Beach cleanup - Charity basketball, baseball, table tennis, and badminton camps	6%
Total	39,401,046	46,466,520	62,384,660	All activities including business activities, charitable events, and community investment	100%

Input of Social Investment

Item	Amount (TWD)			2024	
	2022	2023	2,024	Content	Percentage
 Material Donations	5,602,870	19,119,980	44,154,350	Donation of airline tickets	71%
 Monetary Donations	30,697,624	21,622,104	14,380,575	Cash amounts and freight discount offers for different activity investments	23%
 Employee Volunteers	149,376	226,336	286,578	Volunteer manpower invested in activities such as volunteer teaching, beach cleaning, and public welfare sports camps.	1%
 Management Overhead	2,951,176	5,498,100	3,563,157	Costs related to volunteer teaching, beach cleaning activities, and public welfare sports camp activities	5%

Effectiveness of Social Investment

Item	2022	2023	2024	Item	2022	2023	2024
Amount of Social Investments (TWD)	63,496,247	41,145,948	53,810,231	Number of News Exposures / Facebook Page Likes	123 /1,106,652	148/1,141,233	124/1,254,622
Number of Beneficiaries (Persons)	4,913,310	1,285,784	1,460,687	Number of Flight Tickets Sponsored	75	1,095	251

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Environmental/Social Effectiveness		
Sponsorship Project Name	Beneficiaries / participants	Amount (TWD)
Other Donations for Art and Charitable Events	12 events (Note 2)	10,728,100
Annual Donations (Note 1)	300	566,750
65th Anniversary Donation	252	1,400,000
Coastal Cleanup	450	463,146 (Note 3)
Charity Basketball Camp	150	345,312 (Note 3)
Charity Baseball Camp	102	1,445,444 (Note 3)
Charity Table Tennis Camp	60	515,372 (Note 3)
Charity Badminton Camp	56	420,247 (Note 3)
Chi Mei Museum Charity Visit	100	65,856 (Note 3)
Zoo Charity Visit	50	55,490 (Note 3)
Charity Concert	150	31,842 (Note 3)
Aviation Knowledge Lecture for Remote Rural Areas	2,661 students	3,725,400 (Note 4)
Benefits to Business Operations		
Sponsorship Project Name	Beneficiaries / participants	Amount (TWD)
Media Exposure	100 beneficiaries	12,400,000 (Note 5)
Airfare Sales/Transportation Fees from Sponsored Events	▪ Media Reports: 124 ▪ Facebook Page Likes 1,246,611	51,141,278 (Note 6)
Flight Tickets Sponsored	Total of 251 flight tickets sponsored	21,647,272

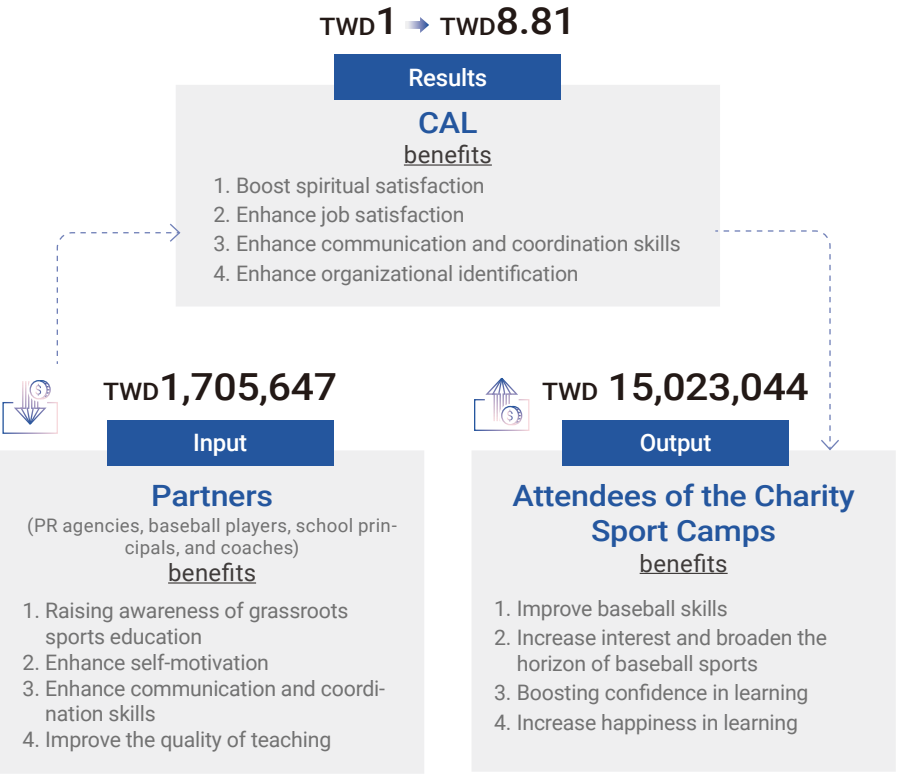
Explanation of the Monetary Benefits of Social Involvement

- Note 1: Annual donations include proceeds from employee charity sales, donations of worship materials, and retired seats from the Flight Attendant Department to schools.
- Note 2: 2024-2025 Taiwan Lantern Festival, 2024 Taoyuan Lantern Festival, Taipei International Tourism Expo, Taiwan Festival 2024, National Youth Symphony Orchestra tour ticket promotion, Chi Mei Museum's "Treasures from the National Gallery, London World Tour Exhibition" sponsorship, "National Taiwan University Racing Team 2024 Formula SAE Japan (FSAEJ)" ticket promotion, Hsinchu City Philharmonic Orchestra's "Building a City with Heart, Praying for Love" concert sponsorship, sponsorship for the European tour tickets of the movie "BIG," 2024 Pingtung Puzangalan Hope Chorus group ticket promotion, "Nebun Chorus" ticket promotion, Okinawa Nishizono High School Wind Ensemble ticket promotion, and Huashan Foundation, etc.
- Note 3: Calculated based on expenses for meals, activities, transportation, and miscellaneous fees and volunteer compensation.

- Note 4: ICalculated based on participant count and teaching fees (incl. materials) at NT\$350/hour.
- Note 5: 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 × 124 pieces = NT\$12,400,000.
- Note 6: Sponsorship provided in the form of discounted airfare/shipping fees, the effectiveness is calculated as the actual airfare revenue after deducting the sponsored discount from the total airfare/shipping fees.
- Note 7: As the aforementioned effectiveness of social involvement is hard to quantify, the environmental/social effectiveness is represented by cost.

Social Investment Evaluation

Since 2015, CAL has adopted the London Benchmarking Group (LBG) model to analyze the effectiveness of social investment and quantify the influences of various resources invested in society and the business itself. CAL adopted the Social Return on Investment (SROI) model in 2019 to analyze the benefits of individual charity programs. In 2024, CAL continued to use the China Airlines Public Welfare Sports Camp as the calculation target. According to the SROI evaluation method, the calculated result of this activity was 8.81, meaning that for every TWD 1 invested, it generated TWD 8.81 in social benefits.



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2.5.2 Enhancing the Internationalization of Local Education

CAL Group has long been committed to education, environmental coexistence, 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.

Topics	Item	2024 Performance	
		Number of Participants/ Beneficiaries (persons)	Investment Amount (TWD)
Education	Corporate visits, volunteer teaching, public sports camps, sports promotion, and the creation of a shared knowledge platform for elementary schools	30,701	52,862,485
Environmental Coexistence	Beach cleaning activity, animal conservation charity event	500	518,636
Cultural Heritage	Advancing Taiwanese culture globally	425,385	4,080,530

Education

CAL firmly believes that only through education can more future talents be nurtured. Therefore, since 2010, we have upheld the spirit of deep community engagement, giving back to our hometowns, caring for the underprivileged and society. We have been cultivating children's international perspectives and reading habits through educational volunteers. Since 2013, we have established long-term partnerships with major universities in Taiwan, providing opportunities for learning professional knowledge and practical skills, strengthening industry-academia collaboration, with the ultimate goal of talent development. At the same time, we have long supported sports culture by organizing charitable sports camps. Through the sponsorship of CAL, star athletes teach young players various sports skills. This initiative not only facilitates the transfer of experience but also strengthens our commitment to educational foundations. Additionally, we actively promote environmental awareness, aiming to implement positive and sustainable social development.

Company Visit

CAL welcomes university students to visit its corporate campus.

In 2024, we hosted 15 campus visits for 575 students, offering guided tours of our facilities, including cabin crew and emergency training centers. These visits aim to deepen students' understanding of the aviation industry and foster sustainable talent development through academic-industry collaboration.

College students happily take a group photo after visiting the company



Lectures by Volunteers

CAL Volunteers Bringing Classrooms Closer to the Skies

Since 2011, the CAL Volunteers Club has supported underserved communities through educational outreach, sharing aviation knowledge and teaching English to foster global awareness. In 2024, volunteers held 12 sessions at 8 schools (Taoyuan Xihai, Zhuwei, Shanfeng, Guolin, Zhongfu, Qingxi, Daxi, and Baji Elementary Schools), benefiting 1,350 students. Aligned with UN SDG 4 on quality education, the club continues its mission with compassion and aims to reach more schools, inspiring the next generation through action.



CAL Volunteers recognized with school appreciation certificates



CAL volunteers and students celebrate together

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Rural Development Team Fostering Growth in Rural Education

In 2024, our Rural Development Team conducted six aviation education sessions at remote schools, including Dongqing Elementary (Orchid Island), Penglai Elementary (Miaoli), and three schools (Baosang, Taoyuan Junior High School, and Taoyuan Elementary School) in Taitung, reaching 1,311 students.



Children from Dongqing Elementary School in Orchid Island happily put on mini flight attendant uniforms for a group photo



Students at Taoyuan Elementary School in Taitung actively participate in discussions during class

Love Walking Club Cares for Vulnerable Groups

The Love Walking Club, formed by cabin crew, maintenance, flight service, and operations units, has been supporting vulnerable groups since 2011. Over the years, the team has organized numerous charity events, gaining support and recognition from society. In 2024, they visited the Taoyuan-based non-profit Happy Work to share aviation knowledge with special children, helping fulfill their dreams and bring hope. Through these actions, the team continues to promote local education and international development.



Happy Work welcomes CAL's Love Walking Club to help fulfill children's dreams

Partner with community resources to organize a children's art exhibition.

To encourage students to develop artistic talents and promote community Mandarin Airlines invited the Minquan Elementary School Orchestra to present a "Sparkling Christmas, Orchestra Flash Mob" at Songshan Airport on December 24, 2024, near counter 2A. Co-organized with Taipei Songshan Airport, 7-Eleven, and the orchestra, the event featured 100 student performers. The Recorder Ensemble, Choir, String Orchestra, Chinese Orchestra, and Wind Band delivered vibrant performances that brought festive cheer to travelers. In appreciation of Mandarin Airlines' support for grassroots arts and cultural education, the principal of Minquan Elementary School presented a certificate of gratitude.



A group photo of all participating students in front of the Mandarin Airlines counter



Mandarin Airlines presents gifts to honor outstanding students

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 2024, a total of 90 schools were served, benefiting approximately 41,400 students.

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.



Students from Dacheng Elementary School diligently read the magazine "Future Children"



Students who received the donation happily take a photo with the magazine and thank China Airlines for the donation

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Charity Sports Camps / Sports Promoter

CAL has long supported the development of national sports by sponsoring various athletic events, working to strengthen Taiwan's sports environment and enhance its international visibility. In 2024, China Airlines sponsored multiple domestic athletes to compete, leveraging its expertise in aviation transportation to support Chinese athletes participating in international sporting events. Additionally, we organized a charity baseball camp with professional baseball players Chen Wei-Yin, Chen Yung-Chi, and Chen Po-Yu; a charity basketball camp with the Taoyuan Pauian Pilots basketball team; a charity table tennis camp with the table tennis master Chuan Chih-Yuan; and a charity badminton camp with gold medalists Lee Yang and Lin Chun-Yi. CAL has a long-standing tradition of inviting well-known athletes from various fields to personally mentor young athletes at charitable sports 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 368 children have benefited from this program.

Supported Projects	Events and Athletes	Amount (TWD)
Sports Events	The League of Legends Pacific Championship Series (PCS) Professional League, the National Youth Table Tennis Elite Tournament, the Taipei and New Taipei City World Games, the CTC Ballroom Dance Championships, and the Taiwan Ladies Professional Golf Association Party Golfers' Open.	30,841,978
Athletes and Teams	P.LEAGUE+ Taoyuan Pauian Pilots, Republic of China (Taiwan) Rhythmic Gymnastics Association, visually impaired runner Chang Ya-Hui "Flying to Boston 2024 - Boston Marathon" sponsorship proposal, visually impaired runner Hung Kuo-Chan "San Francisco Marathon Diplomatic Mission" sponsorship proposal, ultra-marathon athlete Tommy Chen, table tennis coach Chuang Chih-Yuan, fencer Chen Yi-Tung, tennis player Yang Ya-Yi, Taiwanese short track speed skater Huang Chien-Hua, tennis player Tseng Chun-Hsin, golfer Tsai Pei-Ying, table tennis player Lin Chin-Ting, badminton player Lin Chun-Yi.	15,234,732



China Airlines partners with esteemed badminton athletes Lee Yang and Lin Chun-Yi to organize a charity badminton camp.



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



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



Baseball players Chen Wei-Yin, Chen Yung-Chi, and Chen Bo-Yu share their experiences with students at a charity baseball camp.

Environmental Coexistence

While pursuing corporate growth, the CAL Group recognizes the value and fragility of the environment. Committed to environmental protection and resource responsibility, the Group actively promotes sustainability by integrating social welfare and environmental education, passing on the mission of sustainable development across generations.

Coastal Cleanup

CAL has actively supported international beach cleanups and has organized regular events at Zhubei Fishing Port since 2011. In May 2024, we held our first simultaneous beach cleanups in both northern and southern Taiwan. Employees from various CAL units, along with their families, friends, and members of the CAL Volunteer Club, took part. A total of 450 participants joined this global effort, demonstrating our commitment to protecting the planet.

CAL supports international beach clean-up activities, collecting a total of 300 kilograms of garbage in 2024



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Animal conservation



China Airlines collaborated with Taipei Zoo to adopt a pangolin, enhancing advocacy for animal conservation issues

CAL actively promotes biodiversity conservation by partnering with the Taipei Zoo for the first time to adopt and protect pangolins. Pangolins live in low-altitude mountain areas, are low-key, gentle, and timid. However, due to people mistakenly believing in the healing properties of their scales, they have become the most commonly trafficked mammal globally. As a result, their population

has rapidly declined, leading the International Union for Conservation of Nature to classify them as "critically endangered" facing imminent extinction. China Airlines hopes to raise awareness of endangered species through its adoption initiative, encouraging the public to care for these animals. The airline has invited students and teachers from Baiji Elementary School in Taoyuan to visit the zoo for free, where they will receive professional guidance on animal conservation issues, fostering a collaborative effort towards sustainability in society.

Tree Planting



In support of the government's biodiversity initiative, China Airlines partnered with the Hsinchu Branch of the Forestry and Nature Conservation Agency in 2024 to expand its forest adoption in Nanzhuang, covering 5.25 hectares with 15,000 Taiwania and Zelkova trees. The initiative also introduced Satoyama trail maintenance and volunteer collaboration, reinforcing the principles of forest coexistence and mutual prosperity with Indigenous communities. This effort aligns with global carbon sink goals and the spirit of the Satoyama Initiative.

CAL Group expands its adoption of Nanzhuang Forest to protect the environment together

Cultural Heritage



China Airlines recognizes that cultural construction involves both learning and inheritance. In 2024, China Airlines leveraged its aviation strengths to promote Taiwanese culture globally. This included offering ticket discounts for the National Symphony Youth Orchestra of Taiwan (NSYO) tour, the Okinawa Seion High School Wind Ensemble ticket discounts, the Chi Mei Museum's "Treasures from the National Gallery, London World Tour Exhibition," the UK's "Taiwan Festival 2024," and the European tour of the movie "BIG." Additionally, ticket discounts were provided for the "Puzangalan Hope Choir" from Pingtung and the "Nebun Choir," assisting indigenous youth in participating in international events and expanding the diverse capabilities of indigenous youth.

China Airlines collaborated with Taipei Zoo to adopt a pangolin, enhancing advocacy for animal conservation issues



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2.5.3 Enhancing Medical Assistance for Vulnerable Groups and Humanitarian Aid

Social responsibility forms the foundation of CAL's social sustainability strategy. By leveraging our core strengths, we actively engage in domestic and international humanitarian efforts, demonstrating our long-term commitment to creating social value.

Topics	Item	2024 Performance
		Investment Amount (TWD)
International Emergency Relief	▪ Support for Japan Earthquake Relief	191,797
	▪ Sponsorship of Two Medical Missions	
Domestic Humanitarian Relief	Corporate blood drive and care for the elderly	212,796

International Emergency Relief

As a global citizen, CAL upholds the spirit of "Taiwan Can Help" and actively fulfills its social responsibility by participating in international relief efforts each year. In 2024, we continued to engage in humanitarian missions regardless of nationality, utilizing its resources to assist in transporting relief supplies for the Tzu Chi Foundation following the New Year earthquake in Japan. Additionally, China Airlines supported the "Second Love Without Borders International Medical Mission" and sponsored luggage for the "31st Formosa Budding Hope Association Love Without Borders Medical Mission," demonstrating its commitment to international humanitarian aid and collaboration for the betterment of society.



The second "Love Without Boundaries International Medical Mission" doctor and volunteer team take a group photo in Cambodia



Tzu Chi Foundation shows its appreciation to CAL for assisting in transporting disaster relief supplies following the New Year's earthquake in Japan.

Domestic Humanitarian Relief

Blood Drive

In 2024, China Airlines organized a corporate blood drive, receiving enthusiastic support from employees across departments, collecting over 70 bags (17,500 cc) of blood.

CAL colleagues participated in the blood donation activities



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). This year, a total of three charity events were held under the themes of "Love the Elderly and Love Team Members," "Love the Elderly by Exercising," and "Love the Elderly by Lighting up Mid-Autumn Festival." These events provided care packages to the elderly, including rice, nutritious cereal, and on-site blood pressure measurements, comprehensively addressing the physical and mental well-being of the elderly. Through the integration of the association's services with the social enterprise "Elderly Support in the Pandemic," a total of 509 elderly individuals were cared for.



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.

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2.5.4 Empowering the Disadvantaged to Gain Equal Social Opportunities

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.

Using Aviation Strengths to Advance Social Equity

In 2024, CAL continued to leverage its core strengths to provide more development opportunities for vulnerable groups. We sponsored events such as the "Bitter-Sweet Life Festival" and "Parent-Child Love Fair" organized by the Home of Love Foundation, the "2024 Happy Children's Festival" by the Eden Social Welfare Foundation, the "2024 Dream Fulfillment Program for Make-a-Wish Families" by the Republic of China Make-a-Wish Foundation, and subscribed to the Hualien Children and Families Center's "Study Aid Red Packets" for under-privileged students. Through tangible actions, China Airlines aims to actively engage in caring and assisting the community, helping vulnerable groups access social equality opportunities.



CAL actively supports the "Bitter-Sweet Life Festival" organized by the Taiwan Fund for Children and Families.



The Taiwan Fund for Children and Families expresses its gratitude to CAL.

Topics	Item	2024 Performance	
		Number of Beneficiaries (Persons)	Investment Amount (TWD)
Caring for the Disadvantaged	Disadvantaged students and members of the public	655,458	1,123,360
	In-flight meals support local small farmers	316,800	11,518,500
	Charitable Donations	252	1,400,000

Little Pilot Experience Camp Helps Make Dreams Come True for Sick Children



In 2024, CAL partnered with the Make-A-Wish Foundation of the Republic of China to host the "Little Pilot Experience Camp," bringing joy to around 10 seriously ill children and their families through aviation and cabin crew activities. The event aimed to fulfill their dreams, inspire hope, and encourage strength in their treatment journey.

"Make-a-Wish Dream Fulfillment Project" helps children fulfill their dreams in a simulated cabin.

Year-End Charity Concert - Charity Starry Night Gala



"Year-end Charity Concert Charity Starry Night Gala" brings hope to life through beautiful singing voices.

On December 7, 2024, CAL's "Love in Action" team held a Year-End Charity Concert, inviting children and parents from the Make-A-Wish Foundation and the Down Syndrome Foundation ROC. Through music, the event offered encouragement to caregiving families, raised public awareness of children with special needs, and demonstrated CAL's influence in fulfilling its social responsibility.

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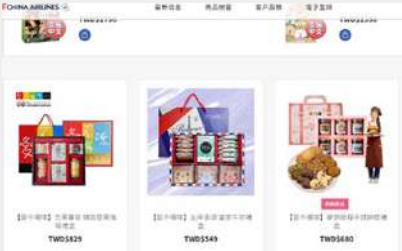
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Supporting Local Farmers and Charities

To support Taiwanese agriculture and fulfill corporate social responsibility, CAL has long partnered with The Wonderful Food to offer local snacks in its Sky Lounge. In response to the April 2024 Hualien earthquake, CAL introduced new Hualien specialties—"Forget Your Worries Five Elements Pastry" and "Vanilla Red Quinoa Bar"—onboard to boost local farmers' income and aid regional recovery. Additionally, CAL promotes gift boxes from charitable groups like the Down Syndrome Foundation, Sunshine Foundation, and Taipei



Association of Parents of Visually Impaired People on its eMall without charging shelf fees, helping create jobs and support vulnerable communities.

"The 'Abrazo' section of CAL's eMall is actively promoting employment opportunities for vulnerable groups.

Supporting Nonprofits and Indigenous Foods to Boost Employment

To help more individuals access employment opportunities, China Airlines this year purchased 143 handmade cookie gift boxes produced by the Youth with Disabilities Turnaround Project, and 183 entrepreneurial handmade cookies from Taoyuan Indigenous communities. These items were included



in three holiday care packages provided to the elderly individuals with disabilities, dependence, or cognitive impairment in Taoyuan by the Huashan Foundation. A total of 326 individuals/households benefited from this initiative, aiming to fulfill the commitment to achieving social welfare equality through mutual benefit.

China Airlines increases procurement of Indigenous hand-made cookies to promote social equality.

Sponsorship of Offshore Medical Team

Mandarin Airlines assisted and provided discounted air tickets to sponsor the Taipei Medical University Maple Medical Team to travel to Penghu for a charitable medical mission, injecting warmth into rural healthcare. To enable local students in Kinmen and Matsu to learn about the medical field, medical camps were held in both areas, allowing students to gain a better understanding of the healthcare resources available in their communities. The aim is to inspire students' interest in the medical field, with the hope that they will return to their



hometowns in the future through healthcare personnel programs to work in medical-related industries, bringing health and happiness to the island residents.

Taipei Medical University awards a Certificate of Appreciation to Mandarin Airlines.

Refurbished Computer Donation for Digital Learning

In celebration of the 33rd anniversary of AE, and in line with the Company's initiative to update information equipment and implement the environmental concept of resource recycling, a special donation was made to Hualien's Taibalang Elementary School and Ruibei Elementary School. Forty refurbished computers were provided to support students' information technology learning. The entire faculty and students of Taibalang Elementary School expressed deep gratitude to AE for the generous donation of refurbished computers.



These devices, which support teaching, can be used to promote diverse digital learning education at the school, making students more eager to learn.

Representatives from Hualien's Taibalang and Ruibei Elementary Schools received refurbished computers and, in return, presented letters of appreciation.

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Charitable Donations

As part of its 65th-anniversary celebration, CAL continues to support underprivileged groups and rural children, with a second round of cash or in-kind donations planned to amplify the impact of existing sponsorship initiatives, fulfill corporate social responsibilities, and advance sustainability. In alignment with the UN SDGs, the Corporate Communications Office donates supplies to rural schools during the annual charity sports camp. At year-end, a Limited Edition Merchandise Charity Sale—featuring outdated PR gifts—is held, with all proceeds donated to the Muhsiang Sweet Home Childcare Center and the Taoyuan Branch of the Taiwan Fund for Children and Families.



The Taoyuan Branch of the Taiwan Fund for Children and Families expresses its gratitude to CAL.

These efforts reflect CAL’s long-term commitment to supporting disadvantaged communities, promoting social equality, and enhancing quality of life. In 2024, offerings and donations were also made to the Muhsiang Sweet Home Childcare Center and the Ministry of Health and Welfare’s Northern Children’s Home, demonstrating the aviation industry’s leadership and CAL’s role in Taiwan’s sustainable development.

Virtual Cabin Tour in Rural Areas

Mandarin Airlines (AE) once again partnered with the Kernel of Wheat Foundation to host a virtual cabin event, “Sending Love to Taitung,” bringing early Christmas cheer to nearly 50 elderly residents from Jianan Nursing Home, Jinfeng, and Guanfu Day Care Center. Pilots, flight attendants, and volunteers from the Love Society transformed the first floor of the Jianan Senior Living Welfare Center into a simulated aircraft cabin. The full flight experience was recreated—from boarding announcements and pilot broadcasts to in-flight safety demonstrations and meal service—offering the elderly a chance to relive the joy of flying.



The Mandarin Airlines Charity Club and Foundation joyfully pose for a photo with the elderly participants.

During the event, AE made a charitable donation in support of the Kernel of Wheat Foundation’s “Not Just Sunshine” project, aiding rural communities in eastern Taiwan. The donation was accepted by Lu Hsin-hsiung, CEO of Tungchi Charity. As Christmas gifts, participants received multifunctional neck pillows and food boxes made by individuals with disabilities at the Eden Foundation’s Taitung Mana Sheltered Workshop. Engaging with the elderly through games and the immersive cabin experience made the event especially heartwarming and meaningful.

 Future Plans

 1 Enhancing the Internationalization of Local Education

To deepen our commitment to education and promote the China Airlines brand, we will expand educational activities across Taiwan to boost participation and sponsorship benefits, improving education quality for more rural students. We will also monitor international aviation trends to create opportunities for young students to pursue global education. By leveraging our industry expertise, we aim to support academic exchange and enhance education quality in underdeveloped regions and developing countries, nurturing future aviation professionals.

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

CAL remains committed to international relief efforts, providing steadfast support for government-led projects and responding to global crises through long-term charitable initiatives. These efforts help to strengthen Taiwan’s positive image on the international stage. Looking ahead, we plan to collaborate with local organizations, enterprises, and athletes to launch joint CSR initiatives or co-develop branded products. By leveraging our corporate resources and the unique strengths of the aviation industry, we aim to elevate the global presence of Taiwanese brands and make meaningful contributions to society.

 3 Creating Job Opportunities for the Disadvantaged

CAL Group understands that corporate social responsibility means leveraging its resources and aviation expertise to actively support vulnerable groups, improving their quality of life and education. Whether caring for the elderly, disadvantaged children, the public, or charitable organizations, we are committed to promoting social welfare equality and creating more employment and development opportunities. We plan to invite local nonprofits, businesses, and athletes to join charity projects, fostering two-way communication and helping small farmers and indigenous cultures expand their international visibility. Through partnerships, we aim to increase resources and beneficiaries, enhance rural and disadvantaged communities’ welfare, and support a positive social cycle.

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★ Highlights



9th time selected for FTSE4Good Index Series

Selected in the FTSE4Good Index Series for ninth consecutive year



3rd time to be selected for the MSCI Index

Has been selected as a constituent stock of the MSCI Global Standard Indexes since 2022



6th time in GCSA Award

CAL is awarded the GCSA Award for Sustainability Reporting for a 6th time, receiving the Gold Class Award in 2024



11th received TCSA Award

Honored with the Taiwan Corporate Sustainability Award for 11 consecutive years, and has also won the Best Annual Report (Service Industry) in the Sustainability Reporting category for three years in a row



6th time selected for FTSE4Good TIP Taiwan ESG Index

Selected in the FTSE4Good TIP Taiwan ESG Index for the 6th time



8th time selected for the Sustainability Yearbook

CAL achieved the second highest score in ESG among global airlines in 2024, making it the only Taiwanese airline to be selected eight times in the Sustainability Yearbook. In 2025, it was honored as a top 5% airline in the Sustainability Yearbook



twA- long-term credit rating upgraded by Taiwan Ratings

CAL has demonstrated stable operational performance post-pandemic. Given the continued strong demand for passenger services and the growth in the air cargo market driven by global e-commerce and electronic product demand, it is expected to sustain overall operational cash flow and enhance the company's profitability. In October 2024, Taiwan Ratings Corp. announced an upgrade of CAL's long-term credit rating to "twA-" and maintained the short-term credit rating at "twA-2," with a "stable" outlook



Top 21%-35% of TWSE/TPEX listed companies

Selected as the top 21%-35% of the excellent corporation award in the 10th Corporate Governance Review



8th time selected for Taiwan EMP 99 Index and Taiwan HC100 Index

Selected in the Taiwan Employment Creation 99 Index and the Taiwan High Compensation 100 Index for eighth consecutive year

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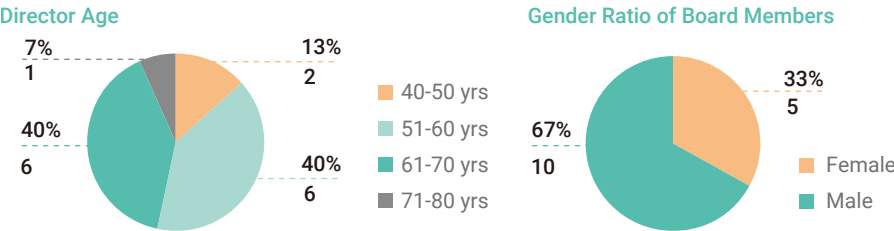
Board of Directors

GRI 2-9.2-10.2-11.
2-15.2-17.2-19.2-20

As the highest governing organization at CAL, the Board of Directors is responsible for supervising and resolving crucial issues, guiding management, and formulating and complying with policies and rules in accordance with laws and regulations and with the powers granted by the shareholders’ meetings.

1. Director Nomination and Selection

The composition of the Board of Directors is diverse. According to Article 198-1 of CAL Act, candidates for directors are nominated by the shareholders. The selection is merit-based and does not discriminate based on gender, nationality, or race, and directors have good qualities and expertise or experience in the management of international companies. CAL also considers the views of the China Aviation Development Foundation and the government. A total of 15 directors have been elected to the 23rd Board of Directors, including five independent directors. The term of office for directors is three years (from May 30, 2024, to May 29, 2027). There are five female directors, comprising 33% of the board. The list for reappointment is based on performance evaluations and the directors’ specific expertise. The board of directors meets at least five times a year and may convene additional meetings as needed for important or urgent business.



Shareholders with at least 5% of CAL’s shares as of March 2025 are listed below:

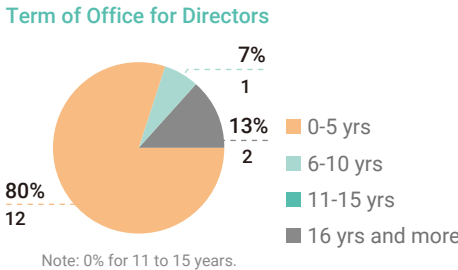
Major Shareholders	Contributions to Taiwan	Percentage of Shares Held
China Aviation Development Foundation	Striving for the development of Taiwan’s aviation business, national traffic construction, research, and event promotion	30.69%
National Development Fund, Executive Yuan	Accelerating industrial innovation, economic transformation, and national development	8.54%

Note: The China Aviation Development Foundation and National Development Fund of the Executive Yuan are also institutional directors of CAL.

2. Board Composition and Operation

CAL values the independence of directors. The Chairman and President are not the same individual or have relations such as spouses or relatives within the first degree of kinship. Directors also do not have relations within the second degree of kinship. To facilitate the objective performance of independent directors, CAL’s Articles of Incorporation stipulate that independent director may not serve more than three consecutive terms to ensure that independence is not reduced by extended association. There were no cases where the independent directors served for more than nine years. The average term of office of the directors is 4.6 years.

The independent directors possess the independence as stipulated by the competent authorities. In accordance with the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies," they do not concurrently serve as independent directors for more than three other companies. Additionally, all directors do not concurrently serve as directors for more than two other listed companies. For detailed information on concurrent positions, please refer to CAL’s 2024 Annual Report, page 22-25. To ensure the effective implementation of board independence, CAL also evaluates the independence of external directors, setting its board independence target to be 80% of the total seats. The current independence ratio stands at 86.67%, which exceeds the target.



CAL reports deficiencies identified by domestic and international regulators, as well as internal and external audits, along with related improvements and major business issues, to the Board of Directors for timely responses. CAL has also established clear rules to prevent conflicts of interest, requiring directors to uphold discipline. Directors must disclose relevant interests during meetings and recuse themselves from related discussions and voting, and may not vote on behalf of others. The Board meets as needed, with at least one meeting held each quarter. According to CAL’s "Rules of Procedure for Board of Directors Meetings" a quorum of over half the directors is required to open a meeting.

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3. Board Diversity

For experience/education, concurrent posts, expertise, field of experience, compliance of independence, and the operations of the Board of Directors, please refer page 26-28 of the 2024 CAL Annual Report. Each year, CAL organizes an annual training program for its directors based on CAL's characteristics and industry needs. The topics include corporate governance, ethical business practices and corporate social responsibility, risk management, corporate sustainability, and information security. In 2024, each

director completed a total of 6 hours of training in accordance with the "Guidelines for the Implementation of Director Training for Listed Companies." This included a 3-hour course on "Establishing a Friendly Workplace under the Labor Standards Act - Latest and Unlawful Infringement Cases" and a 3-hour course on "Corporate Information Security Posture under Digital Resilience."

✓ indicates the director has the capability ○ indicates the director has some capability ♂ Male ♀ Female

Name	Title	Independence (Note 1)	Employee Status	Nationality	Gender	Age				Industrial Experience (Note 2)	Professional Background								Professional Competence			
						40-50	51-60	61-70	71-80		Airlines	Transport	Professional Services and Marketing	Financial and Finance	Construction and Engineering	Banking, Insurance and Real Estate	Business and Supply	Information Technology	Metal and Machinery	Law	Accounting	Risk Management
Kao, Shing-Hwang	Chairman	Other Non-Executive Director	-	R.O.C.	♂	-	-	✓	-	Industry	✓	✓	✓	○	-	-	✓	○	○	-	○	✓
Chen, Chih-Yuan	Director	Independent Director	-	R.O.C.	♂	-	-	✓	-	Industry	-	✓	✓	○	-	✓	✓	○	-	-	-	✓
Ting, Kwang-Hung	Director		-	R.O.C.	♂	-	✓	-	-	Industry	-	-	✓	✓	✓	✓	-	-	-	-	○	✓
Chen, Ta-Chun	Director		-	R.O.C.	♂	-	-	✓	-	Industry	-	-	✓	○	-	-	✓	-	-	○	-	-
Chen, Maun-Jen	Director		-	R.O.C.	♂	-	-	-	✓	Industry	-	-	✓	-	○	-	✓	✓	✓	-	-	✓
Su, Pei-Hsien	Director		✓	R.O.C.	♀	✓	-	-	-	Industry	✓	✓	-	-	-	-	-	-	-	-	-	○
Huang, Huei-Jen	Director		✓	R.O.C.	♀	✓	-	-	-	Industry	✓	✓	-	-	-	-	-	-	-	✓	-	○
Huang, Shih-Hui	Director	Other Non-Executive Director	✓	R.O.C.	♀	-	✓	-	-	Industry	✓	✓	✓	○	-	-	✓	○	-	-	○	○
Wei,Chien-Hung	Director	Independent Director	-	R.O.C.	♂	-	-	✓	-	Industry	-	✓	✓	-	✓	○	-	✓	-	-	-	✓
Shon, Zheng-Yi	Director		-	R.O.C.	♂	-	✓	-	-	Industry	✓	✓	○	○	-	-	○	○	-	-	○	✓
Lin, Kuo-Chang	Independent Director		-	R.O.C.	♂	-	✓	-	-	Industry	-	-	✓	-	-	-	-	-	-	✓	-	-
Huang, Hsieh-Hsing	Independent Director		-	R.O.C.	♂	-	-	✓	-	Finance	-	-	✓	✓	-	○	-	-	-	-	✓	✓
Chang, Hsieh Gen-Sen	Independent Director		-	R.O.C.	♀	-	-	✓	-	Finance	-	-	✓	✓	-	-	-	-	-	-	✓	✓
Hwang, Yih-Ray	Independent Director		-	R.O.C.	♂	-	✓	-	-	Finance	-	-	✓	✓	-	✓	-	-	-	-	✓	✓
Lin, Yu-Fen	Independent Director		-	R.O.C.	♀	-	✓	-	-	Industry	-	-	✓	-	-	-	-	✓	-	✓	-	✓

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Note 1: The Board of Directors of CAL adopts the one-track system. The independent status of external directors adopts the following criteria. It must satisfy at least 4 items in following 9 items, and at least 2 items in the first 3 items:

- ① The director must not have been employed by the company in an executive capacity within the last year.
- ② The director must not accept or have a “Family Member who accepts any payments from the company or any parent or subsidiary of the company in excess of \$60,000 during the current fiscal year”, other than those permitted by SEC Rule 4200 Definitions.
- ③ The director must not be a “Family Member of an individual who is employed by the company or by any parent or subsidiary of the company as an executive officer”.
- ④ The director must not be (and must not be affiliated with a company that is) an adviser or consultant to the company or a member of the company’s senior management.

- ⑤ The director must not be affiliated with a significant customer or supplier of the company.
- ⑥ The director must have no personal services contract(s) with the company or a member of the company’s senior management.
- ⑦ The director must not be affiliated with a not-for-profit entity that receives significant contributions from the company.
- ⑧ The director must not have been a partner or employee of the company’s outside auditor during the past year.
- ⑨ The director must not have any other conflict of interest that the board itself determines to mean they cannot be considered independent.
- ⑩ In addition, pursuant to Article 4 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, the Company’s independent director may not concurrently serve as an independent director of more than three other public companies.

Note 2: Categorized according to the Global Industry Classification Standard (GICS) Level 1.

Functional Committees of the Board

The Board of Directors has three functional committees including the Audit Committee, Remuneration Committee, and Sustainability & Risk Management Committee. They help the Board of Directors with its supervision and guidance and convene meetings in accordance with the respective organizational regulations adopted by the Board of Directors. These committees exercise the powers granted

them by law to review and discuss relevant issues, then regularly submit their conclusions and recommendations to the Board of Directors for resolution. Based on the powers specified in the CAL’s Remuneration Committee Charter, the Remuneration Committee periodically reviews performance evaluations and remuneration policies, systems, standards, and structures for directors and managerial officers.

Functional Committees

	Audit Committee		Remuneration Committee	Sustainability & Risk Management Committee	
Members	Huang,Hsieh-Hsing Lin, Kuo-Chang Chang Hsieh, Gen-Sen Huang, Yi-Jui Lin, Yu-Fen	Independent Director Independent Director Independent Director Independent Director Independent Director	Hsieh-Hsing Huang, Convener (Independent Director) Chang Hsieh, Gen-Sen, Independent Director Chun-Hui Ho, Committee Member (new appointment on January 10, 2024)	Huang, Yi-Jui Huang,Hsieh-Hsing Lin, Yu-Fen Kwang-Hung Ting Chih-Yuan Chen Kuo-Yuan Liang	Independent Director Independent Director Independent Director Director Director Consultant
Meeting Frequency	At least once per quarter		At least twice per year	Once per quarter	
Functions	The Committee is composed of all independent directors and is responsible for helping the Board of Directors perform its duties, including supervision of fair presentation of CAL’s financial statements, selection (dismissal), independence and performance of CPAs, implementation of internal controls, and compliance with corporate laws and regulations, as well as other statutory tasks.		The Committee regularly reviews the overall benefit and compensation policy for directors and executives. It also conducts board performance evaluation once a year. In addition, it appoints a qualified external independent institution or external expert team conduct the evaluation once every three years (last time being in 2023). CAL increases the long-term value of the management team to the company through performance evaluation and remuneration systems. The approach creates a sound corporate governance system, and helps CAL achieve sustainability goals. Note: Refer to the CAL Annual Report and the Remuneration Committee Charter for information on director and executive remuneration.	This committee assists the Board of Directors in reviewing CAL’s overall risk management strategies in finance, economics, flight safety, personal data, and information security, as well as the formulation, execution results, and response measures. It also reviews the formulation and execution outcomes of sustainable development policies, systems, or related management guidelines and specific implementation plans.	

Note: The Company has not yet appointed a remuneration consultant independent of the Board of Directors and executives.

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The performance evaluations and remuneration of directors and managerial officers shall be based on prevailing rates of the industry, as well as their individual achievements, the Company's overall performance, and the reasonableness of future risks. The Company's business performance and future risks also encompass the economic, environmental, and human rights impact on topics of concern to different stakeholders. Directors are paid transportation allowances but not director remuneration. The remuneration system for the Chairman, President, and executives (senior vice presidents) is based on the Company's current systems, including the hiring and salary standards, salary adjustments for promotions, performance evaluation (including ESG sustainable development and cost control items), and accounting standards for severance pay. According to Article 18 of the Company's Articles of Incorporation, the Board of Directors is authorized to determine the remuneration of the Chairman in accordance with the Company's regulations for the remuneration for managerial officers based on the Chairman's participation in the operations of

General Audit Office

To enforce corporate sustainability, the General Audit Office is responsible for auditing the corporate governance system to prevent fraudulent activities and corruption. The results of audits are continually followed and required to be corrected by the given time limit. The audited cases in 2024 are summarized below by category. All of the cases have been reported to the General Audit Office.

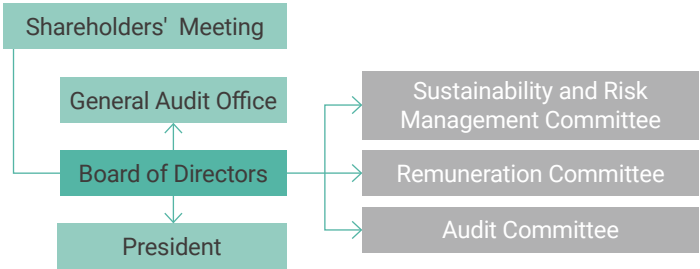
Functional Committees

Type of Cases	Number of Cases Audited	Number of Comments	Number of Corrections
Head Office	12	76	76
Branch	22	133	133
Subsidiary	9	51	51
Transaction in Derivative Products	12	None, full compliance with regulations	-
Procedures for Lending Funds and Making Endorsements/Guarantees	4	None, full compliance with regulations	-
Subsidiary Supervision and Management Operations	1	1	1
Management of the Financial Statement Preparation Process	1	None, full compliance with regulations	-
Management Operations of the Board of Directors and Audit Committee Meetings	1	None, full compliance with regulations	-
Acquisition or Disposal of Assets Operations	1	None, full compliance with regulations	-
Information Security Inspection Operations	1	5	5
Regulatory Compliance Procedures	1	None, full compliance with regulations	-
Management Operations of the Compensation Committee	1	None, full compliance with regulations	-
Management of Related Party Transactions	1	None, full compliance with regulations	-

the Company. The President's remuneration is based on the Company's remuneration standards for the President. The bonus and employee's remuneration are determined by the Company's overall performance and the existing operation regulations. The remuneration paid to managerial officers is determined based on factors such as their responsibility, position, number of years of service, personal abilities, and experience as well as the Company's remuneration standards for the position, and prevailing rates in the market. The Company has not yet set clawback mechanisms in the remuneration system of the Chairman, President, and executives.

Every year, the General Audit Office compiles an "overall evaluation" based on self assessments performed by individual departments and improvement of errors and irregularities identified in the annual audits. The overall evaluation is used to verify the effectiveness of the internal control system, and provides the basis for the "Internal Control Statement", which will be submitted to the board of directors for review. The General Audit Office has also established a whistle-blowing mechanism to report fraudulent activities and unethical conduct. If it is found that an employee of CAL or its affiliates is misusing his/her position to take bribes or behave in violation of his/her duties for the purpose of obtaining unlawful benefits for himself/herself or others, thereby causing losses to CAL's property or reputation, an employee or an external partner (e.g., a supplier) is encouraged to report this matter through the management mechanism or through the independent mailbox (auditor@china-airlines.com) published on the website (Stakeholder Contact- Business Conduct) and in the Annual Report (Corporate Governance Report- Corporate Governance).

Corporate Governance Framework Diagram



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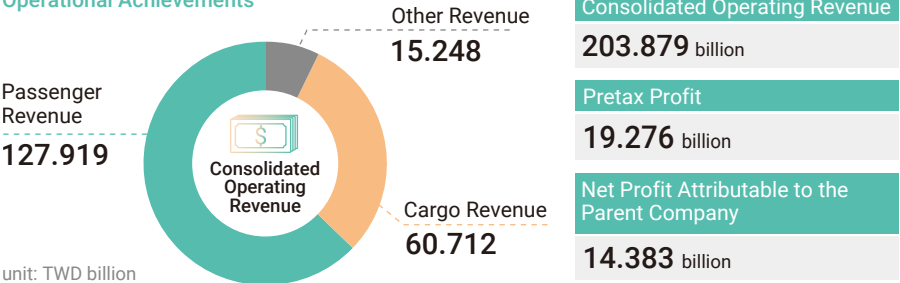
3.2 Operational Achievements

GRI 201-1

3.2.1 CAL Group Operational Achievement

In 2024, the global aviation industry experienced an environment of both recovery and challenges. CAL demonstrated robust operational resilience despite the industry facing multiple influencing factors, such as geopolitical conflicts (the Russia-Ukraine war, the Israel-Palestine conflict), oil price fluctuations, supply chain bottlenecks, and rising labor costs. CAL actively responded to market changes, striving to enhance operational efficiency and profitability, achieving significant progress in both passenger and cargo markets. Global air passenger traffic rebounded strongly in 2024, providing growth momentum for CAL. In terms of cargo, driven by the booming development of cross-border e-commerce and limited sea freight capacity, CAL fully seized market opportunities by actively expanding passenger and cargo route networks and optimizing belly cargo capacity in passenger aircraft, achieving significant growth in both passenger and cargo revenue. Additionally, CAL continues its fleet renewal program by introducing new aircraft such as the A321neo and 777F, and has ordered 18 Boeing 787-9 and 6 Boeing 787-10 aircraft. The plan includes gradually phasing out the 737-800, A330-300 passenger aircraft, and 747-400F freighters. In 2024, CAL announced the procurement of 10 Airbus A350-1000 aircraft, 10 Boeing 777-9 aircraft, and 4 Boeing 777-8F freighters, with deliveries expected to begin in 2029. These aircraft will be deployed on long-haul passenger and cargo routes to North America and Europe. Through fleet optimization and renewal, flexible adjustment of passenger and cargo flights, and strategic planning of the overall operational network, CAL provides more competitive products and services to meet passenger needs, actively seizing passenger and cargo business opportunities. In 2024, the consolidated operating revenue was TWD 203.879 billion (with passenger revenue of TWD 127.919 billion, cargo revenue of TWD 60.712 billion, and other revenue of TWD 15.248 billion). The consolidated operating profit was TWD 18.202 billion, the consolidated profit before tax was TWD 19.276 billion, and the net profit attributable to the parent company after tax was TWD 14.383 billion. For detailed information, [refer to the appendix on financial performance](#)

Operational Achievements



Consolidated Financial Statement

(Unit: TWD billion)

Item	2021	2022	2023	2024
Passenger Revenue	6.06	25.48	115.72	127.92
Cargo Revenue	124.54	116.25	57.15	60.71
Other Revenue	8.24	8.99	11.95	15.25
Consolidated Operating Revenue	138.84	150.72	184.82	203.88
Consolidated Pretax Profit	11.13	2.66	9.31	19.28

Individual Financial Statement

(Unit: TWD billion)

Item	2021	2022	2023	2024
Operating Revenue	132.14	141.07	161.68	175.18
Operating Cost	106.23	128.09	144.04	149.90
Operating Expense	6.59	7.06	11.04	12.50
Income Tax Expense (Benefit)	2.59	1.03	1.24	2.70
Total Salary Expenses	16.19	14.49	16.84	21.37
Total Employee Benefits	22.60	20.47	24.46	30.50
Total Pension	1.53	1.47	1.48	1.54

2024 Performance of International Passenger and Cargo Transport

Routes	Company	Number of Departures (Flights)	Passenger Transport					Cargo Transport				
			Passengers (Persons)	Market Share (%)	Revenue Passenger Kilometers (RPK)	Available Seat Kilometer (ASK)	Passenger Load Factor (%)	Tonnage (Metric Ton)	Market Share (%)	Freight Revenue Ton Kilometers (FRTK)	Freight Available Tonne Kilometers (FATK)	Freight Load Factor (%)
International		66,593	11,155,236	35.1	36,985,273,931	47,007,257,822	78.7	1,180,786	55.3	5,282,850,350	7,728,177,711	68.4
		2,292	313,219	1.0	287,528,684	371,675,970	77.4	10,950	0.5	2,831,793	8,581,191	33.0
		18,716	2,903,383	9.1	5,563,418,339	6,430,274,190	86.5	30,380	1.4	59,360,124	125,033,109	47.5
	CAL Group	87,601	14,371,838	45.2	42,836,220,954	53,809,207,982	79.6	1,222,116	57.2	5,345,042,267	7,861,792,011	68.0
Domestic		32,169	2,044,143	39.3	868,397,598	1,072,380,934	81.0	17,692	36.8	1,858,383	11,929,527	15.6
Global	CAL Group	119,770	16,415,981	44.4	43,704,618,552	54,881,588,916	79.6	1,239,808	56.8	5,346,900,650	7,873,721,538	67.9

Source: "Civil Air Transport Statistics (Table 18 Overview of Global Passenger and Cargo Transport on Global Routes by Domestic Airlines)" by CAA of MOTC.

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3.2.2 Analysis of Operational Environment Risks and Opportunities

The aviation industry connects the global flow of both people and logistics, and its development is closely linked to global economic growth and prosperity. According to a report released by the International Air Transport Association (IATA) in December 2024, the global aviation market in 2024 is estimated to have reached 4.893 billion passengers, with industry revenue rebounding to nearly US\$1.19 trillion. Passenger volume is expected to surpass pre-pandemic levels, indicating strong recovery momentum in the aviation industry. However, the report also highlights that while the industry is experiencing recovery, it faces multiple challenges and risks, including aircraft delivery delays due to supply chain issues, an aging global fleet leading to increased maintenance costs, wage increases due to labor shortages, and rising costs in all non-fuel areas. CAL has continued to review the risks and opportunities in the business environment and regularly reviews medium and long-term business opportunities and risks. We also focus on material topics of concern to stakeholders and implement the Sustainable Development Strategy to fulfill the Sustainable Development Goals (SDGs) through real actions.

Item	2023	2024 Forecast	2024 Compared to 2023	
Production Value (US\$ trillion)	1.13	1.19	+0.067	+5.96%
Contribution to Global GDP (%)	1.1%	1.1%	+0 ppt	
Passengers (100 million persons)	44.39	48.93	+4.54	+10.23%
RPK (trillion km)	8.172	9.091	+0.919	+11.25%
Passenger Revenue (US\$100mn)	6,460	6,780	+320	+4.95%
CTK (100mn km)	2,460	2,750	+290	+11.79%
Cargo Revenue (US\$100mn)	1,390	1,490	+100	+7.19%
Fuel Expense (US\$100mn)	-2,690	-2,610	+80	-2.97%
Non-fuel Expenses (US\$100mn)	-5,780	-6,430	-650	+11.25%
Net Profit (US\$100mn)	352	315	-37	-10.51%

Source: International Air Transport Association (IATA)

 Business Opportunities

Demand for International Travel Remains Robust

Global economic activity has continued to heat up post-pandemic, with a significant increase in the desire of travelers to go abroad, leading to a marked rise in demand for air passenger services. Airlines are actively responding to market demand by not only restoring existing route services but also actively opening new routes to expand their market presence. According to a report released by IATA in December 2024, the global passenger market is expected to experience strong growth in 2025, with the most significant growth occurring in the Asia-Pacific region. This region will become a key driver of global aviation industry development. The main reasons for this growth include economic development, improved living standards, and favorable demographic trends. In 2023, over one-third of trips had the Asia-Pacific as their origin or destination. It is estimated that by 2043, nearly half (46%) of trips will be to and from the Asia-Pacific. Taiwan is in a more favorable position in terms of air passenger transportation recovery, as the demand for Southeast Asia-North America transshipment has increased significantly after the pandemic, but the recovery of long-haul routes from China and Hong Kong airports has been slow, which has resulted in a spillover of connecting flights from neighboring Taoyuan Airport. As a national airline operator, CAL continues to actively plan for future market changes by expanding its passenger services. This includes a fleet renewal program to replace older aircraft with new-generation passenger planes, enhancing overall operational efficiency and aggressively seizing business opportunities.

Taking Advantage of Geographic Location as a Hub

Taiwan is strategically located as a key hub in the Asia-Pacific region, which is advantageous for developing passenger and cargo transit services. According to Taoyuan International Airport statistics, the number of transit passengers in 2024 exceeded 6.91 million. Among these, nearly 80% were passengers transiting between North America and Southeast Asia, indicating that airlines have successfully positioned themselves in the transit market. Taoyuan International Airport is gradually transforming into a major hub in East Asia. To provide enhanced services, Taoyuan Airport continues to invest resources in upgrading its software and hardware facilities to meet the needs of passengers and cargo. According to the second edition of the Taiwan Taoyuan International Airport Area Master Plan (the third edition will be approved in 2025), Taoyuan Airport is aligning with the government's "Asia-Pacific Operations Center - Air Transport Hub Plan" by planning the construction of the third terminal (2015-2026), the third runway (2025-2030), and the west satellite concourse (2028-2035). Additionally, a new aircraft maintenance area (2028-2029) and a new cargo area (2025-2034) are planned to meet future aviation traffic demands, continuously improve operational efficiency and international competitiveness, attract transit passengers, and create transshipment cargo opportunities, moving towards the goal of becoming an East Asian aviation hub airport. (Taoyuan International Airport aims to increase passenger traffic to 82 million passengers and increase cargo volume to 4.02 million tons by 2040)

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New Generation of Fleet in Place to Enhance Operational Efficiency

CAL continues the fleet renewal programs to ensure sustainable development. The next-generation aircrafts offer advantages in terms of aircraft design, fuel economy, operating performance, and product acceptability, which significantly reduces the cost and support CAL's plans to attain net zero carbon emissions by 2050. By 2025, the Company plans to have a fleet of 10 Boeing 777F aircraft, gradually replacing the 747-400F freighters. The passenger aircraft replacement plan began at the end of 2021 with the introduction of the new-generation Airbus A321neo to replace the Boeing 737-800 aircraft. The Company has also ordered 18 Boeing 787-9 and 6 Boeing 787-10 aircraft to replace the A330-300 fleet. Additionally, in 2024, the Company announced the procurement of 10 Airbus A350-1000 aircraft, 10 Boeing 777-9 aircraft, and 4 Boeing 777-8F freighters. The new fleet is expected to be delivered starting in 2029, positioning the Company to embrace the new era with fuel-efficient, high-performance, and environmentally friendly aircraft.

In an effort to capture passenger business opportunities, the Company introduced a new fleet of A321neo aircraft in 2021, which featured a wide range of new hardware and software equipment, an upgraded fully lie-flat deluxe business class, the latest personal video system with the largest screen, high-speed in-flight Wi-Fi and free text messaging, among other services. The 787 aircraft to be introduced in the future are flagship new-generation products. The new fleet will feature the latest cabin seating equipment, equipped with high-definition personal in-flight entertainment systems and onboard internet, aiming to provide passengers with a superior and comfortable journey. The existing A350 fleet is already planned for cabin upgrades, expected to be operational starting in 2027, offering a consistent flight experience across the fleet with up-to-date cabin facilities. CAL won the APEX Five Star Global Airline in 2024 from the Airline Passenger Experience Association (APEX) for the 9th consecutive year. Through its global network, CAL promotes Taiwan's cultural and creative strength and lifestyle aesthetics on the international stage, and continues to optimize its services to make every flight a home away from home, and to make every journey a wonderful, reassuring, comfortable, and enjoyable experience.

Operational Challenges

Variability in the Global Economy

Challenges such as slowing economic growth, labor shortages, and geopolitical conflicts continue to affect the strength of global economic and trade growth and the performance of air transportation, and the global aviation industry needs to cope with multiple changes.

IATA estimates that in 2024, the overall passenger volume will increase by 11.2% year-on-year, reaching 4.893 billion passengers (107% of pre-pandemic levels), with passenger revenue increasing by 5.0% year-on-year to US\$678 billion. Cargo revenue is expected to increase by 7% year-on-year, reaching US\$149 billion. Looking ahead to 2025, the aviation industry will need to remain flexible in a dynamic and changing environment. In line with policy adjustments and economic trends in various countries, the aviation industry will need to proactively adjust its capacity, expand its scale of operations, refine its business and revenue management, and enhance its service quality, in order to ensure that the industry can continue to develop in a stable manner.

Labor Shortage and Delivery Delays in the Aviation Industry

Since 2023, the airline industry has continued to face the twin dilemmas of labor shortages and delays in aircraft delivery, which have had a significant impact on the overall industry. According to statistics from Oxford Economics, since the outbreak of the pandemic in 2019, the global aviation industry has lost over 23 million jobs, a 21% decrease compared to pre-pandemic levels. This highlights the severe extent of the labor shortage, which limits airlines' ability to meet travel demand. The shortage of key positions such as airport service personnel, pilots, and flight attendants has hindered operational efficiency, thereby affecting passengers' flight experience. In 2024, CAL actively recruited nearly one hundred aviation professionals and flexibly planned manpower allocation based on flight conditions and operational needs to effectively respond to changes in the travel market and lay a solid foundation for the new aircraft introduction plan. At the same time, aircraft delivery delays have further exacerbated the difficulties faced by airlines. These delays, caused by a weakened supply chain during the industry's freeze due to the pandemic or other technical challenges, have made it difficult for airlines to realize their original expansion plans. In response, CAL adopted a series of measures, including lease increases, lease extensions and deferred retirement of old aircraft, to maintain stable operations.

SAF Supply Scarce and Expensive

The IATA report indicates that to achieve the 2050 net-zero commitment, the global aviation industry in 2024 used Sustainable Aviation Fuels (SAF) at a price 3.1 times that of conventional fuel, increasing fuel costs by US\$1.7 billion. Additionally, the Carbon Offset and Reduction Scheme for International Aviation (CORSIA) estimates that in 2025, the proportion of SAF usage will rise to 0.6%, increasing fuel costs by US\$3.8 billion, with CORSIA projecting an additional cost increase of US\$1 billion. This demonstrates the growing cost pressures on the aviation industry in terms of carbon reduction. In response to this challenge, CAL follows the carbon reduction strategy goals of the International Air Transport Association (IATA) and is actively formulating a 2050 net-zero strategy and a concrete roadmap, demonstrating our proactive efforts in addressing climate change.

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3.3.1 Risk Management Mechanisms

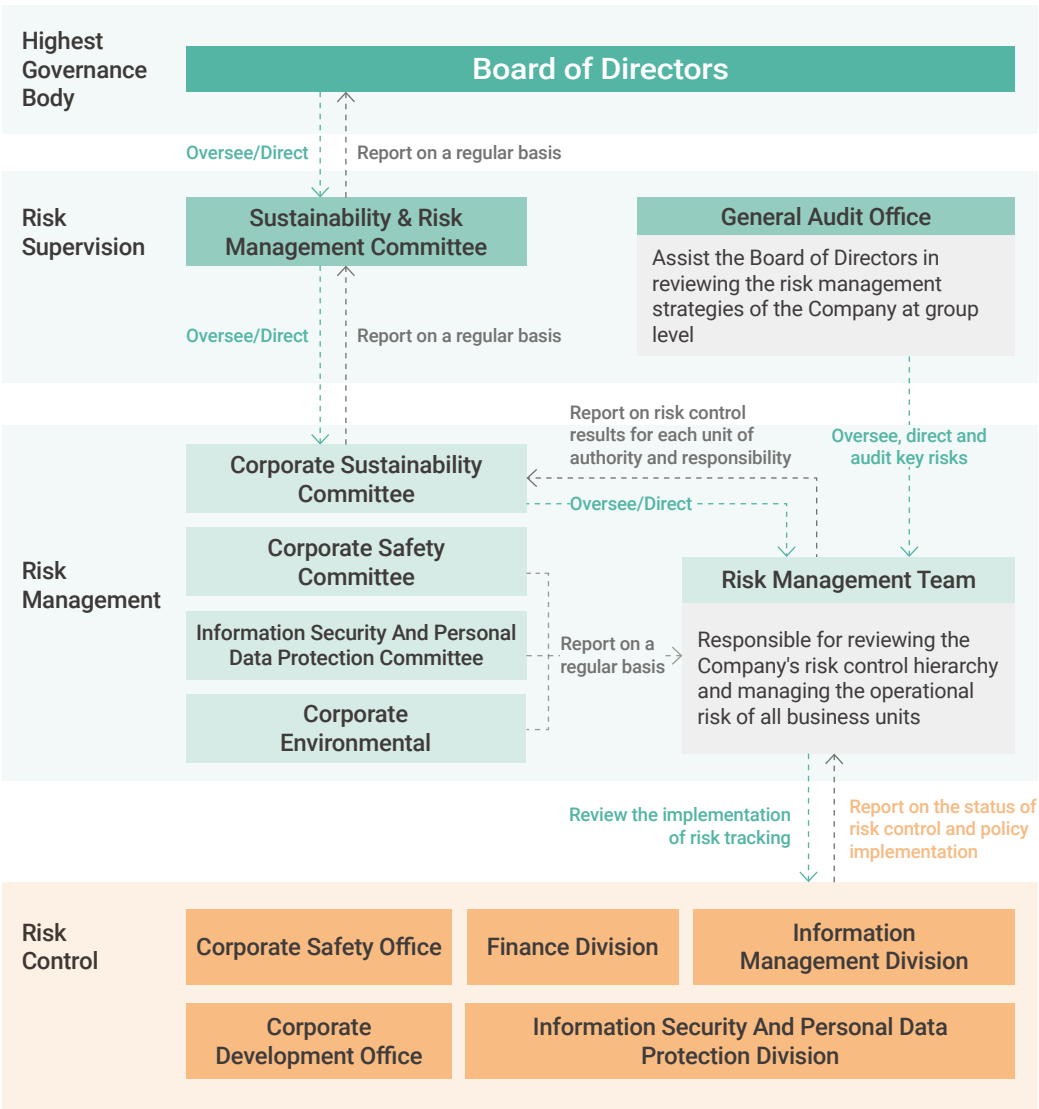
Risk Governance and Organizational Structure

CAL regularly reviews its risk management governance, structure, and processes, adopting a three lines of defense model: the first line (Operational risk ownership) manages day-to-day risks; the second line (Risk management and compliance oversight) sets standards and monitors compliance; and the third line (independent audit unit) audits and provides recommendations to ensure alignment with the Company's risk appetite and objectives. This structure clearly defines responsibilities and ensures systematic and structured risk management.

CAL has established a Sustainability & Risk Management Committee under the Board of Directors, which meets regularly. On November 8, 2024, the Board approved updated risk management policies and procedures. The Committee assists the Board in quarterly reviews of risk strategies, implementation outcomes, and response measures, and ensures responsible units manage major risks accordingly. The Auditor General, as the highest risk audit authority, supports the Board in reviewing the formulation and implementation of risk strategies, and ensures responsible units manage their assigned risks. The independent audit unit (third line of defense) closely monitors all aspects of risk management and provides advice. Major risks are audited annually based on their materiality and the effectiveness of response measures. Established in 2023, the Risk Management Team operates independently from business units. It promotes the risk management framework and conducts quarterly reviews of risk tracking progress. Designated supervisors are responsible for formulating and implementing risk response plans. The Senior Vice President of Flight Operations, as head of the Risk Management Team, serves as the chief risk officer (second line of defense), overseeing the implementation of risk management policies across all business units. Results from each operational risk owner (first line of defense) are regularly reported to the Corporate Sustainability Committee, chaired by the President.

The Board of Directors serves as the highest governing body for risk management. The Sustainability & Risk Management Committee, composed of independent and non-executive directors, directly oversees both traditional risks (e.g., safety, business, financial, information security, and personal data) and mid- to long-term strategic risks. Environmental and emerging risks are managed through the Corporate Sustainability Committee and its Risk Management Team.

CAL Risk Governance and Management Chart



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Enterprise Risk Management Framework and Procedures

CAL's risk management framework is primarily based on Enterprise Risk Management (ERM) principles, with reference to ISO 31000 guidelines, to ensure the accurate identification, measurement, supervision, and control of risks. CAL adopts a multi-level structure to manage overall risks while emphasizing inter-risk correlations to reduce potential impacts and support sustainable operations. Risk management follows the principle of materiality, identifying both traditional and mid- to long-term strategic risks. CAL assesses the potential impact of risk events and formulates contingency plans through four key steps: event identification, risk analysis, risk assessment, and risk control. These are regularly reviewed at quarterly meetings of the Board's Sustainability & Risk Management Committee and the Corporate Sustainability Committee. Materiality analysis results are integrated into the risk management mechanism, ensuring that the interconnections between traditional risks, strategic risks, and sustainability issues are addressed. This process helps incorporate potential impacts on the economy, environment, and people (including human rights) into enterprise risk identification and control. In 2024, CAL identified two key sustainability risks: the aging of fleet aircraft and the leakage of confidential information. These issues are being closely monitored through defined management objectives, action plans, and mitigation measures.

Refer to Section 2.1.2 on Passenger Service / Refer to Section 2.1.6 on Privacy Management

CAL has established an effective internal control system and audit mechanism in accordance with the Regulations Governing the Establishment of Internal Control Systems by Public Companies. After each unit drafts its internal control framework, the Information Security & Personal Data Protection Division consolidates and submits it to the Board of Directors for approval and implementation. The General Audit Office then prepares detailed internal audit procedures, which are also approved by the Board and serve as the basis for conducting audits.

Internal audits are designed to assist the Board and management in identifying deficiencies, evaluating operational effectiveness and efficiency, and recommending timely improvements to ensure the continuous effectiveness of internal controls. The internal control system is structured around five components: control environment, risk assessment, control activities, information and communication, and monitoring.

To assess system effectiveness, an annual audit plan is developed, covering routine audits, annual audits, audits required by the Financial Supervisory Commission, special audits, Board reports, subsidiary oversight, supervisory tasks, inventory checks, internal control declarations, and the management of the official website's Auditor mailbox. All evaluations follow the Internal Audit Implementation Rules and are reported to management and the Board to drive timely improvements. This process upholds integrity management, mitigates risks to acceptable levels, and helps prevent fraud and corruption.

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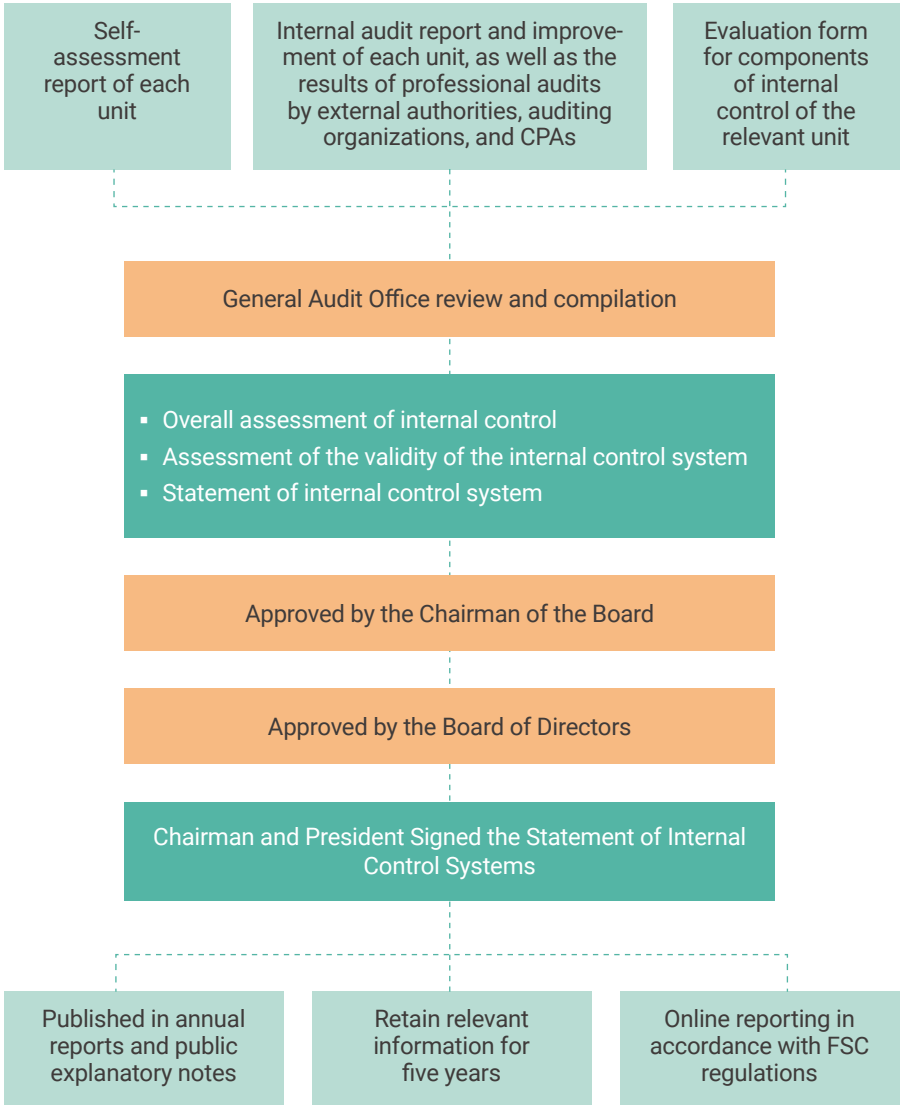
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Internal Control System and Internal Audit Flowchart



3.3.2 Risk Identification and Countermeasures

Based on the characteristics of the aviation industry and considering the operating environment and daily operation characteristics, the impact of risk events on the Company's operation is not uniform in terms of area, degree and timing, which is both extensive and time-consuming. CAL conducts quarterly Sustainability & Risk Management Committee meetings to supervise the departments in charge of risk management policies, risk appetite level, and the progress of implementation and improvement of risk control, and conducts semi-annual risk health checks to evaluate and control the various financial risks by means of standardized methods. Financial risks are assessed in a standardized manner and introduced into the sensitivity analysis and stress testing mechanism. Every three to five years, we regularly collect industry information such as "internal and external forecasts on market trends and competitor dynamics" and conduct SWOT analyses to identify the sources of risks faced by the enterprise's operations, which are categorized into mid-term/long-term strategic risks and short-term traditional risks, and are monitored and controlled through the existing "Business Strategy Management" and the "Annual Business Plan/Operational Risk Management" mechanisms.

2024 Financial Risk Assessment, Sensitivity Analysis, and Stress Test Operations

CAL has established the "AC-031 Financial Risk Management Procedures" and conducts a review and assessment of financial risk levels and stress tests every six months to effectively manage risks. The key highlights of the related operations for 2024 are as follows:

- Financial risks were identified and categorized in accordance with "AC-031 Financial Risk Control Practice", and corresponding measures were formulated.
- The primary and secondary indicators of financial risk were assessed to be "very low."
- Sensitivity analysis and stress testing: Financial risk could be effectively managed in a conservative scenario.
- The Company's financial risks are all at the very low-risk level. In the future, CAL will dynamically adjust its short-, medium-, and long-term financial planning and hedging positions in response to the needs of its operational development and changes in the fund-raising market environment in order to continue to manage its financial risks.

CAL's Risk Management Operations in 2024

The Sustainability & Risk Management Committee reports quarterly to the Board of Directors on risk management operations. The following summarizes the Company's key risk exposures identified in 2024—based on likelihood and impact—and the corresponding mitigation measures taken.

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- Risks were identified and categorized in accordance with the "Risk Management Procedures" and corresponding measures were formulated.
- In 2024, no items remained classified as high risk. Although aviation and aerospace supply chain challenges were initially assessed as high risk, the implementation of mitigation measures—including aircraft lease extensions, additional leases, and the introduction of new aircraft—effectively reduced the risk level to medium.
- Four Emerging Risks and Countermeasures
 - ① **Economic slowdown:** In accordance with market and industry trends, we reviewed and adjusted our passenger and cargo pricing strategies on a rolling basis.
 - ② **Geopolitical disputes:** Shipping routes were adjusted prudently based on developments in global conflicts and the geopolitical landscape.
 - ③ **Stabilization of passenger and cargo markets:** CAL resumed and increased flight frequencies in line with demand, maintained a high-fare strategy to optimize revenue, and closely monitored trans-Pacific cargo market dynamics to adjust capacity flexibly.
 - ④ **Aviation and Aerospace Supply Chain Challenges:** In light of continued delivery delays, CAL maintains passenger aircraft capacity through lease extensions, additional leases, and new introductions, while simultaneously integrating passenger and cargo aircraft capacity and optimizing capacity utilization.

CAL has established an emerging risk identification process, completed a risk matrix for emerging risks, regularly conducted risk assessment and develop countermeasures to mitigate the impact of emerging risks in the aviation industry.

Risk Management Analysis



Traditional Risks

Traditional risks refer to short-term risk incidents that have an impact on business operations for less than one year and can be solved in a short period of time. Traditional risks are divided into safety, operational, financial, personal information, and information security, and are managed with the goals of mitigating risks, strengthening resilience to crises, protecting stakeholders' interests, and enhancing corporate sustainability.

1. Safety and Security Risk Management

Safety is the cornerstone of aviation. CAL upholds rigorous flight safety standards through its Safety Management System (SMS) and risk management procedures. The Corporate Safety Office regularly assesses internal and external risks across flight operations, maintenance, cabin services, and ground handling, implementing corrective actions as needed. [Refer to 2.1 Trust](#)

2. Business Operational Risk Management

The aviation industry operates in a rapidly changing environment, with significant political, economic, and other internal and external events greatly impacting CAL's operations. The Corporate Development Office analyzes potential events that may affect the Company's operations and proposes specific response plans to mitigate the impact on our strategic execution direction and annual business plan. For instance, when CAL undertakes the preparation for deploying a new terminal, relevant departments must adhere to operational procedures, conduct risk assessments, and incorporate risk standards into the development of products and services to ensure that new terminal operations comply with civil aviation regulations and Company standards. [Refer to 3.2.2 Analysis of Risks and Opportunities in the Business Environment](#)

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3. Financial Risk Management

An unexpected turn of events in the economic and financial world, both at home and abroad, can affect a company’s operating results. In particular, interest rates, exchange rates, inflation, and fuel represent the principal costs for airlines; these costs are very sensitive to trends in the international economy and can become quite volatile. Therefore, the Finance Division employs financial hedging instruments to confine the major costs listed above to preset limits and to monitor financial risks on a regular basis. The Division is also responsible for developing relevant strategies and measures to fulfill the objectives of finance-related risk management.

Refer to 3.2.2 Analysis of Risks and Opportunities in the Business Environment

4. Information Security and Personal Data Risk Management

CAL’s Information Security & Personal Data Protection Division is a dedicated management unit for information security and personal information protection. It is headed by the Data Protection Officer (DPO) and the Chief Information Security Officer (CISO), who are in charge of the promotion of information security policies and resource allocation, and who lead the independent information security and personal information teams to adopt management measures that meet the international standards in order to implement information security and personal information protection. In order to strengthen the information security framework planning and management system, we continue to improve the multi-level defense depth, staff education and training, social engineering drills, and emergency response drills, to enhance the awareness of employees on information security, and to establish compliance with laws, regulations, and international information security standards to reduce the overall risk of information security.

Refer to 2.1.5 Information Security Management

In order to identify the risks associated with the handling of personal information, CAL has established operating procedures to appropriately categorize and regularly review various personal information files as the basis for planning a risk control mechanism. In addition, CAL has established the "Personal Data Breach Response Management Procedures" for personal information incidents, which provides a contingency plan for incidents in which the rights of the subject are damaged due to the inappropriate access to, or disclosure of, or unauthorized use of, personal information. Contingency drills are held annually to ensure the validity of the contingency mechanism and to familiarize all personnel with the contingency procedures.

Refer to 2.1.6 Privacy Management

Mid-term/Long-term Strategic Risks

Mid-term/long-term strategic risks refer to risk incidents that have a strategic or structural impact on business operations for more than one year, and which cannot be solved in a short period of time. CAL reviews and analyzes its market position and collects industry information, such as internal and external forecasts on market trends and competitor dynamics, every three to five years, then conducts SWOT analysis, and accordingly develops the company vision, mission, and mid-term/long-term strategies.

1. Environmental Risk Management

CAL recognizes the critical impact of climate issues on aviation. Beyond supporting ICAO, IATA, and Civil Aviation Administration initiatives for voluntary carbon reduction with three major milestones, we established a TCFD inter-unit working group in 2019 and manage climate risks and opportunities through our Corporate Sustainability and Environmental Committees. In 2022, we published the "Forest and Biodiversity Conservation Commitment," signed by leadership. In 2023, we adopted tools like the Biodiversity Risk Analysis Tool, TNFD, Natural Capital Protocol, and Science-Based Targets to assess and manage biodiversity impacts and risks across our operations and supply chain, setting additional biodiversity conservation goals. In 2024, we further integrated natural and climate issues into TCFD reporting, submitting key results annually to the Board for proactive risk management, carbon practices, and climate resilience.

Refer to 2.3.2 Climate Change Mitigation and Adaptation

2. Emerging Risk Management

Emerging risks are those not yet fully realized or widely recognized, characterized by high uncertainty and evolving due to technological, regulatory, social, or environmental changes. These risks can significantly impact CAL’s operations, finances, or reputation. Although not fully manifested, their potential effects may already be present and long-term. Therefore, CAL must regularly assess, monitor, and address emerging risks to avoid threats to operations and safety. Key characteristics of emerging risks are: (1) the risk is new, emerging, (2) The potential impact of the risk is long-term and may be unknown, possibly already affecting CAL, (3) potential to cause significant impact that could severely disrupt operations, (4) external origin, arising from outside the Company, (5) specific to CAL, not uniformly affecting the entire industry, (6) require public disclosure.

The World Economic Forum (WEF) publishes the Global Risks Report every January, outlining key global risks across five categories: economic, environmental, geopolitical, societal, and technological. In response to the rapid advancement of emerging technologies—such as misleading results caused by AI hallucinations—and growing protectionism and trade tensions driven by new government policies (including sanctions, tariffs, and investment reviews), the potential impact on businesses is rising. CAL has incorporated these identified emerging risks into its group-wide risk management framework, conducting regular reviews and establishing appropriate countermeasures.

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Emerging Risk Management Mechanisms

Risk Identification	Analysis and Evaluation	Risk Management	Risk Report
Identify potential risks that may impact the organization's objectives, which are the responsibility of the operational risk ownership (first line of defense). Identify emerging or previously unaddressed risks that are growing in significance but lack sufficient knowledge or preparedness.	Assess the likelihood and impact of risks, and determine their priority, to be monitored and evaluated by Risk Management and Compliance Oversight (the second line of defense). The potential impact of risk analysis is significant and could severely affect the operations of CAL. The risk is classified as external, caused by events outside the Company. The assessment of the risk's impact is specific to CAL, rather than applicable to the entire industry.	Develop and implement strategies to reduce or eliminate the impact of risks. This process is executed by the operational risk ownership (first line of defense) and supervised by risk management and compliance oversight (second line of defense).	Regularly report on risk management activities and results, and disclose them publicly to ensure transparency and continuous improvement. This process is overseen by an independent audit unit (the third line of defense) and is supervised by the Corporate Sustainability Committee - Risk Management Group for medium- and long-term strategic risks.

Emerging Risk Management Mechanisms

	Name of the emerging risk	Description	Impact	Mitigating actions
Economic	Geoeconomic Confrontation (Sanctions, Tariffs, Investment Reviews)	▪ The escalation of protectionism due to tariffs may lead to a decline in global trade, accelerating a broader decoupling between the United States and China and their respective allies. The expansion of global geo-economic fragmentation will impact all economies. The risks began to gradually manifest after Trump took office, and their significance is notably increasing. Ultimately, emerging markets may be the most severely affected. ▪ While signs of risks have already emerged since Donald Trump's second inauguration, the overall impact has not yet truly materialized, leaving us facing unprecedented potential threats. As such risks have not been effectively addressed in the past, many countries are still exhibiting inadequacies in their response and management, particularly in emerging markets. If faced with such impacts in the future, the consequences may be even more profound and harder to predict.	▪ Taiwan is an export-oriented economy and is highly sensitive to changes in the global economy. High inflation, tightened monetary policies, decline in end-user demand, inventory adjustments in the industry chain, reduced demand, and an influx of belly capacity in passenger aircrafts on the market may result in a decline in cargo volume and prices. ▪ If geoeconomic confrontation leads to an economic slowdown, both business and leisure travel demand may decrease, potentially impacting air passenger transport demand.	▪ Monitor changes in the supply chain and seize opportunities for overseas factory setups, personnel, and logistics. ▪ CAL added cargo flights to Europe and the Americas and pursued business opportunities for high-price charter flights and medium to long-term customized services to expand competitive advantages and consolidate Taiwan's position as a hub. ▪ CAL expanded potential destinations in Southeast Asia for passenger services and added routes to Southeast Asia that connect to Europe and the Americas to target passengers on transfer flights. ▪ Maintain operational flexibility and continue strategic planning in line with the next phase of supply chain shifts. ▪ Utilize existing freighters in conjunction with passenger aircraft belly capacity to build an efficient cargo and passenger network as supply chains become increasingly fragmented.
Technology	AI Hallucinations Generate Misleading Results	As artificial intelligence has continued to develop rapidly, it has been accompanied by the rise of the phenomenon of "AI hallucination." AI systems, in the absence of real data support, may generate fictitious or erroneous information on their own, potentially providing responses that seem reasonable, but are actually incorrect. This has profound implications for digital data management and decision-making processes, impacting the online ecosystem. For example, the generation of false information or	▪ Airline Website or Mobile App Vulnerability: As AI technology continues to develop, airline websites and mobile apps are an increasingly important way for customers to book tickets and manage flights. If these systems have vulnerabilities or security weaknesses, it could lead to customers receiving incorrect flight information or cause panic and disrupt normal operations due to false emergency notifications, resulting in a crisis of confidence for CAL.	▪ CAL focuses on the advanced strengthening of information security framework planning and management system, and continue to refine the multi-level defense depth, staff education and training, social engineering drills and emergency response drills to enhance the information security awareness of our employees. ▪ Combine AI technology with human oversight to ensure the system's safety and reliability.

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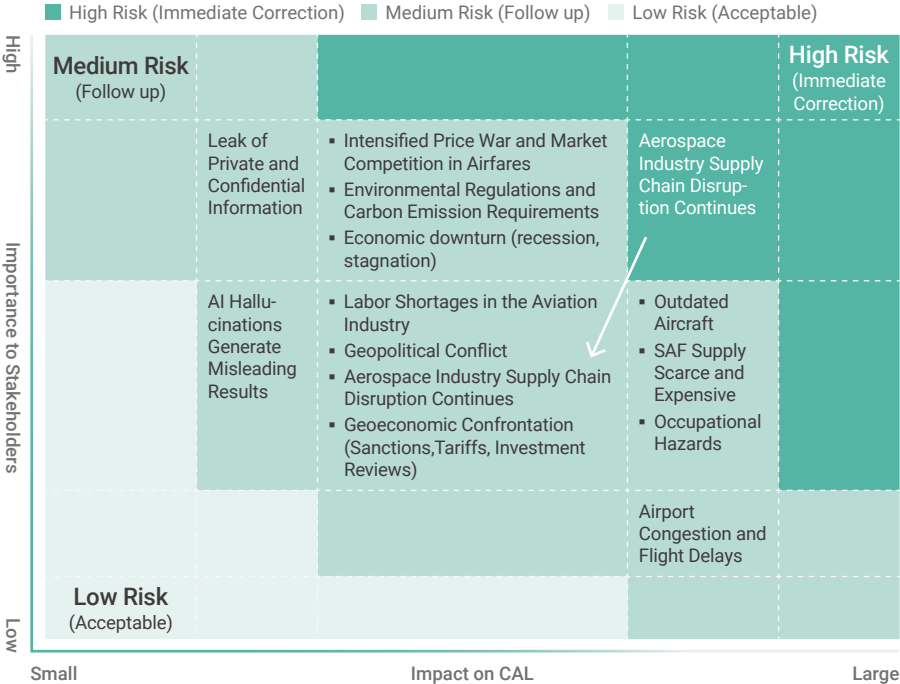
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Technology	AI Hallucinations Generate Misleading Results	misleading content through automation may impact social stability and public trust. Furthermore, while the application of AI to the Internet of Things (IoT) has made data processing and transmission more efficient, it has also introduced new challenges in digital management. Balancing innovative development with data privacy protection has become an even more vital issue. As technology continues to evolve, the significance of these challenges will only grow.	▪ Generation of misleading information by AI customer service: Directly impacts customer experience and brand trust. For example, during itinerary changes, ticket inquiries, or delay notifications, incorrect information may prevent passengers from receiving timely and accurate guidance, leading to unnecessary inconvenience and customer complaints. Furthermore, if the smart customer service system is unable to accurately identify complex customer needs, it may trigger a chain reaction of information errors, further increasing the costs and risks associated with subsequent manual handling.	▪ Establish an effective information verification mechanism to quickly verify information on the internet and media, promptly clarifying any false information to prevent damage to CAL's brand image and impact on business operations. ▪ Disseminate accurate information through official channels to remind stakeholders to be cautious of phishing websites and phishing emails, and to avoid clicking on links or opening attachments from unknown sources.

Risk Identification Results

Following the risk management process and conducting a risk assessment, CAL has identified "protectionism and trade risks (sanctions, tariffs, investment reviews) sparked by new leadership policy" and "continued aerospace industry supply chain disruptions" as high-risk items for 2024. The responsible departments have implemented corresponding countermeasures, reducing the risk level to a tolerable moderate risk. The Corporate Sustainability Committee will continue to monitor these risks.

➤ see 3.3.2 Risk Identification and Countermeasures



3.4 Compliance with Laws and Regulations

GRI 2-23.2-24.2-25.2-27.205-2.206-1

Internal Regulations and Code of Conduct

Regulatory compliance and integrity are the foundation of CAL's business. CAL builds its integrity culture and values through internal codes and conduct guidelines. The Board, all employees, and business partners follow these codes and complete related training. CAL has established comprehensive governance policies, which has been approved by the Board of Directors, including the Code of Corporate Governance, the Board Directors Code of Ethical Conduct, Executive Code of Ethical Conduct, the Procedure for Handling Material Inside Information, the Ethical Corporate Management Best Practice Principles, and the Procedures for Ethical Management and Guidelines for Conduct.

CAL strictly complies with laws and adheres to six key principles: protecting shareholder rights, strengthening Board functions, following Board procedures (including conflict of interest avoidance), respecting stakeholder rights, and enhancing transparency. In accordance with Article 9 of CAL's internal "Procedures and Guidelines for Ethical Management," CAL upholds political neutrality and has never made political donations.

To ensure directors and employees uphold integrity and anti-corruption standards, CAL implemented the Board's Code of Ethical Conduct along with anti-corruption and anti-bribery training starting in 2021 (see 2021 sustainability report 3.3 regulatory compliance) and promoted it to new directors. Since 2017, CAL launched a three-year employee awareness program, updated the Group Code of Conduct (including anti-bribery, anti-corruption, and the use of reporting channels, etc.), and completed related training by 2020, with ongoing training for new hires. Training details since 2017 are disclosed in the Legal Compliance section of each year's Sustainability Report. In 2024, 685 new employees completed training with a 100% completion rate (Notes 1, 2). Employees who violate the China Airlines Group Code of Conduct will be subject to disciplinary action in accordance with relevant regulations, with impacts on performance evaluation, bonuses, and salary adjustments as applicable. In 2024, no

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incidents of corruption, bribery, privacy breaches, conflicts of interest, money laundering, or insider trading were reported.

Since 2018, CAL has promoted the Code of Conduct to affiliates, conducting ESG and sustainability training in 2020 and 2023 with 5,140 and 7,829 participants respectively, meeting its 2025 goal of providing over two ESG trainings to affiliates. In 2023, CAL shared updates on AI applications in information security and personal data regulations, and in 2024, CAL provided IPO compliance guidance to support affiliates' business operations, with ongoing promotion and training. Supplier compliance is also a priority, with 100% of contracted suppliers in 2024 required to sign and implement the Supplier Code of Conduct, which includes legal compliance and anti-corruption measures.

Note 1: Trainees include separated employees.
Note 2: Only applicable to CAL.

Antitrust

In recent years, CAL has continuously strengthened the promotion of compliance with the Fair Trade Act and antitrust regulations. By using major international antitrust cases as examples, CAL reminds management and all sales personnel to remain vigilant. Since 2013, frontline sales unit supervisors have been required to complete an Antitrust Audit Checklist, which is included as an item for random checks by the audit department. In 2020, CAL held an in-person educational training on "Compliance with the Fair Trade Act," inviting officials from the Fair Trade Commission to present the concepts of compliance with the Fair Trade Act to colleagues at the headquarters, branches, and affiliated companies. Additionally, since 2021, we have conducted E-learning on antitrust compliance for personnel of the passenger units; for personnel of the cargo units, the Cargo Division instructed all stations across all lines to promote the idea of not negotiating with or inappropriately collaborating with competitors to avoid the risk of breaking the law. In 2022, Stellex Law Firm was appointed to produce antitrust compliance training materials and organized in-person and online training for all passenger and cargo service employees of the Company (including outstations). We uploaded the Antitrust Audit Checklist for trainees to fill out for future reference. In 2023, during the business conference in the Americas, CAL conducted an antitrust compliance course, taught in person by local professional lawyers to station managers. Similarly, at the beginning of 2024, a course was held during the business conference in Europe, completing antitrust compliance education and training for station managers in the two major operational regions.

In accordance with quality documentation standards, CAL's Passenger Sales & Marketing Division is required to conduct an annual Antitrust Compliance Training course. This mandatory course must be completed by relevant personnel from all branch offices and the headquarters' business units. The training aims to regularly establish and reinforce antitrust compliance awareness among business colleagues. From 2021 to 2024, CAL had no antitrust violations or penalties.

List of Standards Documents

Item	Regulating Object(s)	Purpose
Code of Corporate Governance	CAL and its subsidiaries	To establish a sound corporate governance system and an effective corporate governance framework
Ethical Corporate Management Best Practice Principles	Directors, managers, employees, and appointees of CAL and those having substantial control	To strengthen CAL's corporate culture that values business integrity and to improve the business environment for sustainable development
Procedures for Ethical Management and Guidelines for Conduct	Directors, managers, employees, and appointees of CAL and its subsidiary companies and organizations and those having substantial control	To implement the policy of business integrity, to actively prevent fraudulent conduct, and to regulate matters that should be taken care of by employees when performing business
China Airlines Ltd. Procedure for Handling Material Inside Information	Directors, managers, and employees of CAL and those knowing CAL's material inside information due to their identity, occupation or control	To avoid improper disclosure of information and to ensure the consistency and correctness of information published by CAL
Board Directors Code of Ethical Conduct	All directors	To regulate the ethics and conduct of directors when performing their duties in pursuit of CAL's maximum benefits and sustainable development
Executive Code of Ethical Conduct	CAL's representative (Chairman) and managers (including President, Senior Vice President and equivalents, head of Finance Division, head of Accounting Division, and officers managing affairs and having the right to sign on behalf of the Company)	To guide executives to follow the ethics and conduct and to help stakeholders better understand the Company's code of ethics
Employee Code of Conduct	All employees	To guide employees to follow the codes of conduct covering anti-corruption in the workplace
CAL Code of Conduct	Employees and suppliers of the Company and its subsidiaries, any foundation to which the Company's direct or indirect contribution of funds exceeds 50 percent of the total funds received, and other institutions or juridical persons which are substantially controlled by the Company	To guide the CAL Group to follow related laws and regulations and shape a corporate culture that creates sustainable value for stakeholders
Supplier Code of Conduct	All suppliers and contractors	To achieve the goal of sustainable supply chain management, so as to increase the sustainability of a large number of suppliers

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▪ Independent Limited Assurance Report

Financial Performance

I. Five-Year Financial Summary

i. Consolidated Condensed Balance Sheet – Based on IFRS (CAL Group)

Unit: TWD thousands

Item\Years		2020	2021	2022	2023	2024
Current assets		61,872,468	85,849,590	69,822,343	69,693,315	97,806,882
Property, Plant and Equipment		141,481,694	129,632,046	128,207,404	123,342,731	125,987,963
Intangible assets		1,076,351	1,008,992	883,420	791,567	784,799
Other assets		79,763,571	78,230,453	95,499,026	97,414,818	102,803,894
Total assets		284,194,084	294,721,081	294,412,193	291,242,431	327,383,538
Current liabilities	Before distribution	62,649,715	53,239,105	71,255,078	90,045,667	89,484,009
	After distribution	62,649,715	58,239,105	74,027,285	94,222,247	-
Non-current liabilities		160,832,796	164,276,958	150,703,673	123,717,894	147,350,672
Total liabilities	Before distribution	223,482,511	217,516,063	221,958,751	213,763,561	236,834,681
	After distribution	223,482,511	222,516,063	224,730,958	217,940,141	-
Equity attributable to shareholders of the parent		57,559,483	74,043,573	70,000,201	74,591,115	86,000,631
Capital stock		54,209,846	59,412,243	60,135,374	60,513,407	60,769,350
Capital surplus	Before distribution	1,187,327	2,694,529	3,120,311	3,887,046	5,829,477
	After distribution	836,746	2,694,529	3,120,311	3,887,046	-
Retained earnings	Before distribution	-350,581	9,253,848	7,309,766	10,911,551	20,977,498
	After distribution	-	4,253,848	4,537,559	6,734,971	-
Other equity interest		2,543,766	2,713,828	-534,375	-690,014	-1,544,819
Treasury shares		-30,875	-30,875	-30,875	-30,875	-30,875
Non-controlling interest		3,152,090	3,161,445	2,453,241	2,887,755	4,548,226
Total equity	Before distribution	60,711,573	77,205,018	72,453,442	77,478,870	90,548,857
	After distribution	60,711,573	72,205,018	69,681,235	73,302,290	-

ii. Consolidated Condensed Statement of Comprehensive Income—Based on IFRS (CAL Group)

Unit: TWD thousands; EPS (net) = TWD

Item\Years		2020	2021	2022	2023	2024
Revenue		115,250,550	138,841,403	150,722,471	184,816,790	203,879,338
Gross profit		10,219,201	23,354,457	11,370,213	23,830,774	34,160,304
Operating Profit(Loss)		2,184,416	14,968,035	2,584,734	10,157,421	18,202,347
Non-operating Income and Expenses		-2,838,213	-3,841,430	76,026	-851,949	1,073,715
Pretax Profit (Loss)		-653,797	11,126,605	2,660,760	9,305,472	19,276,062
Income from operations of continued segments - after tax		-279,814	8,956,664	2,245,401	7,471,201	15,495,188
Income from discontinued operations		-	-	-	-	-
Net Income (Loss)		-279,814	8,956,664	2,245,401	7,471,201	15,495,188
Other comprehensive income (Income/Loss after taxes)		864,072	30,581	-3,043,929	-902,960	-851,753
Total Comprehensive Gain (Loss) for the Year		584,258	8,987,245	-798,528	6,568,241	14,643,435
Net income attributable to shareholders of the parent		140,000	9,379,905	2,859,503	6,818,552	14,383,345
Net income attributable to non-controlling interest		-419,814	-423,241	-614,102	652,649	1,111,843
Comprehensive income attributable to Shareholders of the parent		966,968	9,429,042	-292,972	6,049,509	13,680,658
Comprehensive income attributable to non-controlling interest		-382,710	-441,797	-505,556	518,732	962,777
Earnings (Loss) per share		0.03	1.67	0.48	1.13	2.38

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iii. Condensed Balance Sheet – Based on IFRS (CAL Only)

Unit: TWD thousands

Item\Years		2020	2021	2022	2023	2024
Current assets		51,858,785	73,846,790	59,536,245	56,588,780	77,250,911
Property, Plant and Equipment		126,414,462	115,174,548	114,770,352	110,932,284	112,582,072
Intangible assets		867,453	754,349	654,596	584,756	607,904
Other assets		81,769,065	80,875,029	93,131,005	96,860,586	106,944,671
Total assets		260,909,765	270,650,716	268,092,198	264,966,406	297,385,558
Current liabilities	Before distribution	56,740,010	45,666,704	62,280,883	79,671,963	76,661,191
	After distribution	56,740,010	50,666,704	65,053,090	0	0
Non-current liabilities		146,610,272	150,940,439	135,811,114	110,703,328	134,723,736
Total liabilities	Before distribution	203,350,282	196,607,143	198,091,997	190,375,291	211,384,927
	After distribution	203,350,282	201,607,143	200,864,204	0	0
Equity attributable to shareholders of the parent		57,559,483	74,043,573	70,000,201	74,591,115	86,000,631
Capital stock		54,209,846	59,412,243	60,135,374	60,513,407	60,769,350
Capital surplus	Before distribution	1,187,327	2,694,529	3,120,311	3,887,046	5,829,477
	After distribution	836,746	2,694,529	3,120,311	0	0
Retained earnings	Before distribution	-350,581	9,253,848	7,309,766	10,911,551	20,977,498
	After distribution	0	4,253,848	4,537,559	0	0
Other equity interest		2,543,766	2,713,828	-534,375	-690,014	-1,544,819
Treasury shares		-30,875	-30,875	-30,875	-30,875	-30,875
Non-controlling interest		0	0	0	0	0
Total equity	Before distribution	57,559,483	74,043,573	70,000,201	74,591,115	86,000,631
	After distribution	57,559,483	69,043,573	67,227,994	0	0

iv. Condensed Statement of Comprehensive Income – Based on IFRS (CAL Only)

Unit: TWD thousands; EPS (net) = TWD

Item\Years		2020	2021	2022	2023	2024
Revenue		106,327,123	132,140,248	141,069,849	161,675,533	175,182,455
Gross profit		11,136,944	25,910,694	12,980,501	17,635,529	25,283,107
Operating Profit		4,884,855	19,320,396	5,917,040	6,594,363	12,780,110
Non-operating Income and Expenses		-4,713,760	-7,346,456	-2,028,138	1,461,091	4,306,790
Pretax Profit (Loss)		171,095	11,973,940	3,888,902	8,055,454	17,086,900
Income from operations of continued segments - after tax		140,000	9,379,905	2,859,503	6,818,552	14,383,345
Income from discontinued operations		-	-	-	-	-
Net Income (Loss)		140,000	9,379,905	2,859,503	6,818,552	14,383,345
Other comprehensive income (Income/Loss after taxes)		826,968	49,137	-3,152,475	-769,043	-702,687
Total Comprehensive Gain (Loss) For The Year		966,968	9,429,042	-292,972	6,049,509	13,680,658
Net income attributable to shareholders of the parent		0.03	1.67	0.48	1.13	2.38

v. Sustainable Revenues

Unit:TWD

Revenues from	2021	2022	2023	2024
Sustainable Revenues	0	2,178,132	8,948,496	5,015,963
Total Revenues	132,140,000,000	141,069,850,000	161,675,533,000	175,182,455,000
Percentage of Sustainable Revenues	0	0	0.0055348%	0.0028633%

Product / Service Description:

The main revenue of CAL is passenger and freight air transport, so refer to the EU taxonomy's criteria 6.19 "Passenger and Freight Air Transport", Starting from 2022: Aircraft operated with SAF will also be considered as meeting the requirements of sustainable economic activities.

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II. Five-Year Financial Analysis

i. Consolidated Financial Analysis – Based on IFRS (CAL Group)

Unit: TWD thousands

	Item\Years	2020	2021	2022	2023	2024
Financial structure (%)	Debt Ratio	78.64	73.80	75.39	73.40	72.34
	Ratio of long-term capital to property, plant and equipment	156.59	186.28	174.06	163.12	188.83
Solvency (%)	Current ratio	98.76	161.25	97.99	77.40	109.30
	Quick ratio	84.18	144.08	81.48	64.73	94.62
	Interest earned ratio	74.92	566.29	194.07	406.82	666.48
Operating performance	Accounts receivable turnover(times)	12.64	11.98	12.25	17.48	19.32
	Average collection period	28.87	30.46	29.80	20.88	18.90
	Inventory turnover (times)	-	-	-	-	-
	Accounts payable turnover(times)	-	-	-	-	-
	Average days in sales	-	-	-	-	-
	Property, plant and equipment turnover (times)	0.80	1.02	1.17	1.47	1.64
	Total assets turnover (times)	0.40	0.48	0.51	0.63	0.66
Profitability	Return on total assets (%)	0.75	3.76	1.45	3.26	5.72
	Return on stockholders' equity (%)	-0.46	12.99	3.00	9.97	18.44
	Pre-tax income to paid-in capital (%)	-1.21	18.73	4.42	15.38	31.72
	Profit ratio (%)	-0.24	6.45	1.49	4.04	7.60
	Earnings per share (NT\$)	0.03	1.67	0.48	1.13	2.38
Cash flow (%)	Cash flow ratio	15.52	93.70	65.75	62.02	60.66
	Cash flow adequacy ratio	579.28	825.91	678.90	764.39	639.17
	Cash reinvestment ratio	2.98	15.20	13.23	19.12	16.89
Leverage	Operating leverage	16.28	3.11	13.40	4.20	2.74
	Financial leverage	-2.50	1.19	58.82	1.35	1.18

ii. Financial Analysis - Based on IFRS (CAL Only)

Unit: TWD thousands; EPS (net) = TWD

	Item\Years	2020	2021	2022	2023	2024
Financial structure (%)	Debt Ratio	77.94	72.64	73.89	71.85	71.08
	Ratio of long-term capital to property, plant and equipment	161.51	195.34	179.32	167.03	196.06
Solvency (%)	Current ratio	91.40	161.71	95.59	71.03	100.77
	Quick ratio	76.90	142.97	77.14	57.27	84.27
	Interest earned ratio	99.48	660.63	258.73	401.44	675.64
Operating performance	Accounts receivable turnover(times)	12.34	11.83	11.90	16.28	18.17
	Average collection period	29.57	30.86	30.67	22.41	20.08
	Inventory turnover (times)	-	-	-	-	-
	Accounts payable turnover(times)	-	-	-	-	-
	Average days in sales	-	-	-	-	-
	Property, plant and equipment turnover (times)	0.83	1.09	1.23	1.43	1.57
	Total assets turnover (times)	0.40	0.50	0.52	0.61	0.62
Profitability	Return on total assets (%)	0.89	4.18	1.72	3.23	5.78
	Return on stockholders' equity (%)	0.25	14.25	3.97	9.43	17.91
	Pre-tax income to paid-in capital (%)	0.32	20.15	6.47	13.31	28.12
	Profit ratio (%)	0.13	7.10	2.03	4.22	8.21
	Earnings per share (NT\$)	0.03	1.67	0.48	1.13	2.38
Cash flow (%)	Cash flow ratio	24.19	109.78	73.20	60.11	57.18
	Cash flow adequacy ratio	610.31	708.23	600.13	617.51	516.10
	Cash reinvestment ratio	4.50	16.38	13.80	17.64	14.65
Leverage	Operating leverage	7.15	2.46	5.82	5.38	3.17
	Financial leverage	2.32	1.13	1.60	1.52	1.22

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III. Organizations, Initiatives, Policies, Contributions and Other Expenses

(Unit: TWD thousand)

Item	2021	2022	2023	2024
Lobbying, interest representation or similar	0	0	0	0
Local, regional or national political campaigns/organizations/candidates	0	0	0	0
Trade associations or tax-exempt groups (e.g. think tanks)	30,734,332	36,942,418	56,564,101	50,334,643
Other (e.g. spending related to ballot measures or referendums)	0	0	0	0
Total contributions and other spending	30,734,332	36,942,418	56,564,101	50,334,643
Data coverage (as % of denominator, indicating the organizational scope of the reported data)	100%	100%	100%	100%

Note: This includes the total contributions and expenditures towards political activities, political organizations, lobbying or lobbying organizations, trade associations, and other tax-exempt groups in past years.

Trust Value Related Data

I. Flight Safety

China Airlines successfully passed the IATA Operational Safety Audit (IOSA) certification for the 12th consecutive time in 2024. The most recent certification is as follows:

China Airlines has not experienced any personnel fatalities or hull loss accidents incidents from 2021 to 2024.

Passenger Fatalities	2021	2022	2023	2024
Number	0	0	0	0



II. Online Sales Channels and Sales Amount for China Airlines

	2021	2,022	2,023	2024	2024 Objectives
Percentage of Ticket Buyers (%)	20.3	25.3	28.2	35.3	32
Percentage of Sales Amount (%)	26.5	28.5	30.5	37.4	36

III. Fleet Age

	2021	2022	2023	2024
Average fleet age	10.1	9.9	9.9	9.6

Environmental Performance

Greenhouse Gas Emissions

Primary Item	Secondary Item	Unit	2021	2022	2023	2024	2024 Objectives	Achievement Rate
Category 1 GHG Emissions	Flight Operations	Tons CO ₂ e	5,875,531	5,878,428	5,435,050	6,048,568	6,224,228	105%
	Ground Operations	Tons CO ₂ e	2,897		4,041	4,270	4,135	
Category 2 GHG Emissions	Ground Operations	Tons CO ₂ e	16,697	16,468	16,839	16,124	16,449	102%
Category 3-6 GHG Emissions	Ground Operations	Tons CO ₂ e	1,364,016	1,240,935	1,389,211	1,432,790	1,504,149	105%

Note: Starting in 2023, emission figures include global site data and have been externally verified.

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Energy Usage

Primary Item	Secondary Item	Unit	2021	2022	2023	2024	2024 Objectives	Achievement Rate
Aviation Fuel Usage	All Aircraft (non-renewable nergy)	Tons	1,857,073	1,717,758	1,911,645	1,967,162	Overall Fleet Fuel Efficiency 0.2338 tons/1000 RTK	102%
	Sustainable Aviation/Alternative Fuel	Tons (%)	7.7 (4.15E-4)	23.1 (8.6E-4)	24.05 (0.0013)	21.31 (0.0011)	0.001%	100%
Aviation Fuel Efficiency	Passenger Aircraft	L/RPK*100	18.9433	7.2469	4.3343	4.2825	4.3343	101%
	Cargo Aircraft	L/FRTK	0.183	0.2060	0.2099	0.2039	0.2099	103%
	All Aircraft (Note)	Tons/1000 RTK	0.2442	0.2472	0.2287	0.2284	0.2338	102%
Aviation Carbon Intensity	Passenger Aircraft	Tons CO ₂ e / 1000 RPK	0.4795	0.1834	0.1097	0.1084	0.1097	101%
	Cargo Aircraft	Tons CO ₂ e / 1000 RTK	0.5334	0.5213	0.5313	0.5162	0.5313	103%
	All Aircraft (Note)	Tons CO ₂ e / 1000 RTK	0.7726	0.7821	0.7236	0.7228	0.7396	102%
Energy Consumption	Aviation Fuel	MWh (GJ)	22,750,962 (81,896,910)	21,044,032 (75,752,456)	23,419,521 (84,303,532)	24,099,663 (86,751,847)	Energy Consumption 25,402,833 MWh	105%
	Gasoline	MWh (GJ)	2,229 (8,024)	2,248 (8,091)	2,443 (8,795)	2,296(8,266)		
	Diesel	MWh (GJ)	8,032 (28,914)	6,871 (24,733)	7,610 (27,394)	7,545(27,159)		
	Natural Gas	MWh (GJ)	286 (1,030)	291 (1,049)	272 (978)	243 (875)		
	Electricity Purchased	MWh (GJ)	33,260 (119,728)	32,354 (116,465)	31,853 (114,662)	31,813 (114,518)	Full Operation	100%
	Elevator Power Regeneration	kWh (GJ)	889 (3.2)	11,213 (40.36)	12,111 (43,6)	11,304 (40.69)		
	Renewable Energy (Solar)	MWh (GJ)	127 (457)	110 (296)	119 (428)	108 (389)	110	98%

Note: The fuel efficiency of all aircraft includes training and maintenance fuel; the fuel efficiency of passenger/cargo aircraft only accounts for aviation fuel used in operational flights.

Pollution and Emissions

Primary Item	Secondary Item	Unit	2021	2022	2023	2024	2024 Objectives	Achievement Rate
NOx Emissions	Passenger Aircraft	g/RPK	0.0538	0.0183	0.0119	0.0130	0.0183	141%
	Cargo Aircraft	g/RTK	0.029	0.0291	0.0278	0.0276	0.0291	105%
Waste Management (Note 1)	Total waste recycling and reuse	Tons	607	769	1,166	1,304	1,400	107%
	Total Waste Disposal	Tons	581	803	1,247	1,187	1,497	126%
	Incineration (energy recovery)	Tons	94	113	122	118	146	124%
	Incineration (without energy recovery)	Tons	410	629	986	948	1,183	125%
	Alternative waste disposal methods, including chemical treatment and stabilization	Tons	77	61	139	121	168	138%
Food Waste Management (Note 2)	Food Waste Produced	Tons	245	774	2,151	2,324	2,582	111%
	Percentage of Alternative Disposal	%	100%	100%	100%	100%	100%	100%
	Global Average Waste meal (Note 3)	grams per capita	28.95	1.84	1.15	0.93	1.15	124%
	Food Waste Generation Rate for Return Flights to Taiwan	kg/meal	1.73	0.65	0.33	0.31	0.33	107%

Note 1: The data covers waste generated from air/ground services and ground handling operations within 100% of China Airlines' operational scope.

Note 2: The data includes the entirety of China Airlines' operational scope concerning leftover food from in-flight

services, VIP Lounge services, and employee canteen.

Note 3: The data includes in-flight meals supplied in excess of actual demand at global airports,, representing 100% of the operational scope of China Airlines.

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Resource Management

Primary Item	Secondary Item	Unit	2021	2022	2023	2024	2024 Objectives	Achievement Rate
Water Resources	Water Withdrawal	Million tons	0.118422	0.108553	0.124226	0.124017	0.139323	112%
	Water Consumption	Million tons	0.06665	0.05384	0.06302	0.057971	0.064928	112%
	Water Discharge	Million tons	0.05178	0.05471	0.06121	0.066046		
Plastic Packaging (related to passenger/ cargo transport service)	Weight of Plastic Packaging	Tons	1,421	1,695	1,900	1,750	1,919	110%
	Percentage of Purchase of Plastic Packaging (Note 1)	%	100%	100%	100%	100%	100%	100%
	Percentage of Recyclable Plastic Packaging	%	97.60%	94.90%	87.70%	82.10%	78%	105%
	Percentage of Recycled Plastic Packaging (Note 2)	%	42.69%	39.46%	40.20%	45.05%	40%	113%
Wood or Paper Packaging	Weight of Packaging	Tons	40	84	242	341		
	Percentage of Purchase	%	100%	100%	100%	100%		
	Percentage of Materials Recycled and Certified (Note 3)	%	82.55%	72.12%	78.35%	74.65%	72%	104%
Metal Packaging	Weight of Packaging	Tons	55	289	127	134		
	Percentage of Purchase	%	100%	100%	100%	100%		
	Percentage of Materials Recycled and Certified (Note 3)	%	100%	100%	100%	100%	100%	100%
Glass Packaging	Weight of Packaging	Tons	0.14	45	169	200		
	Percentage of Purchase	%	100%	100%	100%	100%		
	Percentage of Materials Recycled and Certified (Note 3)	%	100%	100%	100%	100%	100%	100%
Environmental Investment (Note 4)	Total Investment Amount	TWD thousand	177,100	170,852	229,570	266,503		
	Saving and Cost Avoidance	TWD thousand	411,413	360,552	386,467	331,085		

Note 1: The percentage of purchase is calculated as Purchase Amount/Cost of Goods Sold.

Note 2: The percentage of recycled materials and certified materials is calculated as follows: Weight of Recycled Packaging (including certified materials)/Total Weight of Packaging.

Note 3: Weight of Recyclable Packaging refers to the weight of packaging that has been verified by CAL as recycled.

Note 4: Annual special investments and promotional projects are not included in this table. (Please refer to the financial yearbook for more detailed information.)

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Relevant Data Statistics of Human Resources GRI 2-21

Workforce Structure of CAL Group in 2024

Category		Groups	Total	Male	Female	Total	Male	Female
		Full-time Employees	11,392	5,560	5,832	944	446	498
		Non-full-time Employees	105	20	85	10	2	8
		Temporary Employees	21	15	6	0	0	0
Age	Under 30		1,293	422	871	228	86	142
	31-50		6,890	3,086	3,804	499	204	295
	Above 51		3,335	2,087	1,248	227	158	69
Job Category	Business		3,217	1,257	1,960	423	144	279
	Air service		4,459	1,551	2,908	238	104	134
	Maintenance		2,197	2,095	102	146	134	12
	Other (Note 1)		1,645	692	953	147	66	81
Ranking	Senior Management (Note 2)		132	96	36	20	17	3
	Mid-level Management		355	239	116	36	25	11
	Junior Management		179	129	50	33	23	10
	Non-executive Employees		10,852	5,131	5,721	865	383	482
Region	Taiwan		9,893	4,987	4,906	930	436	494
	China		179	96	83	24	12	12
	Asia		984	310	674	-	-	-
	Americas		287	122	165	-	-	-
	Europe		121	56	65	-	-	-
	Oceania		54	24	30	-	-	-
Education	Master/PhD		1,472	827	645	73	45	28
	Bachelor/Associate		9,510	4,383	5,127	824	360	464
	Senior High		493	359	134	56	42	14
	Others		43	26	17	1	1	-
		Indigenous Employees	82	43	39	8	-	8
		Disabled Employees	101	63	38	7	4	3
		Total	11,518	5,595	5,923	954	448	506
		Interns	34	8	26	16	7	9

Note 1: Job duties - others: including senior executives at the level of vice president and above, auditing and accounting, information technology staff, and all other personnel not categorized above.

Note 2: Senior executives: Level 1 managers and deputies or above; Mid-level managers: Level 2 managers and deputies; Junior-level supervisors: Level 3 managers and deputies.

Note 3: Interns are not included in the total number of employees.

Workforce Structure of CAL Group in 2024

Category	Taiwan	China	Asia	Americas	Europe	Oceania
Full-time Employees	9,792	179	967	283	119	52
Non-full-time Employees	80	-	17	4	2	2
Temporary Employees	21	-	-	-	-	-
Number of People	9,893	179	984	287	121	54
Full-time Employees	920	24	-	-	-	-
Non-full-time Employees	10	-	-	-	-	-
Temporary Employees	930	24	-	-	-	-
Number of People	9,893	179	984	287	121	54

Note 1: Full-time Employees are those whose contracted work hours are normal work hours.
Note 2: Non-full-time employees are those whose contracted work hours are lower than normal work hours.

CAL Contracted Employees (Workers who are not Employees)

Distribution of Dispatched Workers			
Job Type	Male	Female	Total
Maintenance, Cleaning, Marshaling, and Other General Ground Services	71	20	91
Paperwork Processing	5	45	50
Number of People	76	65	141

Workforce Breakdown by Nationality

Countries	Share of Total Workforce (%)	Share of Management Positions (%)
R.O.C.	86.66%	87.39%
Thailand	2.61%	0.60%
Japan	2.08%	3.00%
China	1.62%	1.80%
United States	1.41%	1.65%
Others	5.62%	5.56%

Note 1: Calculations are based on the number of personnel as of December 31, 2024.
Note 2: AE has no contracted employees.

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Workplace Gender Diversity of CAL in 2024 and Targets

Indicator	Current Conditions(0-100%)	Objective
Share of women in total workforce	51.42%	48%/Target year: 2025
Share of women in all management positions	30.33%	27%/Target year: 2030
Share of women in junior management positions	27.93%	27%/Target year: 2025
Share of women in top management positions	27.27%	25%/Target year: 2025
Share of women in management positions in revenue-generating functions	33.10%	29%/Target year: 2025
Share of women in STEM-related positions	11.37%	8%/Target year: 2025

Note:According to DJSI definition, STEM refers to positions related to science, technology, engineering, and math.

Unpaid Parental Leave Statistics of CAL Group in 2024

Parental Leave Statistics	Female			Male			Total		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Eligible Employees for Parental Leave in 2024 (A)	578	372	950	45	20	65			
Parental Leave Applications in 2024 (B)	417	40	457	28	2	30			
2024 Application Rate (B/A×100%)	72.15%	10.75%	48.11%	62.22%	10%	46.15%			
Scheduled to Return from Leave in 2024 (C)	216	16	232	22	3	25			
Reapplying for Reinstatement in 2024 (D)	208	24	232	28	3	31			
2024 Return Rate (D/C×100%)	96.30%	150.00%	100.00%	127.27%	100.00%	124.00%			
Returned from Leave in 2023 (E)	284	35	319	14	3	17			
Returned and Served One Year (F)	266	32	298	14	3	17			
2024 Return & Retention Rate (F/E×100%)	93.66%	91.43%	93.42%	100.00%	0.00%	100%			

Note: (A): Number of employees with children born between January 1, 2021, and December 31, 2024.

Employee Turnover Statistics of CAL Group in 2024

Category	Groups	2022		2023		2024	
		Number of people	Percentage	Number of people	Percentage	Number of people	Percentage
Age	Under 30	106	20.11%	100	15.17%	134	22.11%
	31-50	227	42.67%	297	45.07%	205	33.83%
	Above 51	198	37.22%	262	39.76%	267	44.06%
Gender	Male	302	56.77%	308	46.74%	295	48.68%
	Female	230	43.23%	351	53.26%	311	51.32%
Region	Taiwan	310	58.27%	410	62.22%	355	58.58%
	China	58	10.90%	14	2.12%	21	3.47%
	Asia	98	18.42%	155	23.52%	171	28.22%
	Americas	40	7.52%	51	7.74%	41	6.77%
	Europe	10	1.88%	16	2.73%	16	2.64%
	Oceania	16	3.01%	8	1.67%	2	0.33%
Voluntary	-	393	3.66%	515	4.57%	418	3.63%
Involuntary	-	139	1.30%	144	1.28%	188	1.63%
Total		532	4.96%	659	5.85%	606	5.26%
Age	Under 30	25	23.36%	23	24.21%	32	39.51%
	31-50	58	54.21%	52	54.74%	37	45.68%
	Above 51	24	22.43%	20	21.05%	12	14.81%
Gender	Male	67	62.62%	53	55.79%	42	51.85%
	Female	40	37.38%	42	44.21%	39	48.15%
Region	Taiwan	75	70.09%	86	90.53%	68	83.95%
	China	32	29.91%	9	9.47%	13	16.05%
	Asia	0	0.00%	0	0.00%	0	0.00%
	Americas	0	0.00%	0	0.00%	0	0.00%
	Europe	0	0.00%	0	0.00%	0	0.00%
	Oceania	0	0.00%	0	0.00%	0	0.00%
Voluntary			0.00%		0.00%		0.00%
Involuntary			0.00%		0.00%		0.00%
Total		107	13.44%	95	10.73%	81	8.49%

Note:Voluntary termination includes resignation, retirement prior to retirement age, application for dismissal, and other factors; involuntary termination includes reaching retirement age and layoffs.

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Human Rights Assessment GRI 412-2

Category	A.% of total assessed in last three years	B.% of total assessed where risks have been identified	C.% of risk with mitigation action taken
Own operations	100	28.41	100
Contractors and Tier 1 suppliers	100	45.95	100
Joint ventures	100	6.25	100

Annual Total Compensation Ratio in 2024
(Other Employees as 1) GRI 2-21

Indicator		
Pay Ratio (Highest vs. Median Employee Pay)	2.32	2.15
Pay Increase Ratio (Highest vs. Median Employee Increase)	0.93	3.84

Note: Exclude the highest-paid individual

Gender Pay Gap Analysis of China Airlines in 2024

Indicator	Gender Pay Difference (Male vs. Female, %)
Gender pay gap (mean)	18%
Gender pay gap (median)	20%
Gender bonus gap (mean)	12%
Gender bonus gap (median)	11%

Note 1: Due to the differences in salary structure, pilots and managers are not included in the scope of calculation of the table

Note 2: The formula for calculating the gender pay gap is as follows: (male salary/ female salary) - 1

Note 3: We routinely monitor and disclosed the gender pay gap every year

Explanation Regarding the Dispute on cabin Crew Transfers and Unpaid Leave in 2020

Since March 2020, operations at the Kaohsiung branch were nearly suspended due to the pandemic. To maintain operations and ease financial pressure, CAL implemented several measures starting May 2020 after consultation with union (CAEU, China Airlines Employees Union). These included supervisor salary reductions, shift adjustments, relaxed leave policies, special pandemic leave, and encouraged paid leave. Employees understood the severity and cooperated accordingly.

Previously, pregnant flight crew members could apply for unpaid maternity leave or transfer to ground duties. However, due to the near suspension of operations in Kaohsiung during the pandemic, no transfer positions were available. To protect employment rights, pregnant employees were advised to apply for unpaid maternity leave as a temporary solution. Flight/cabin crew members complied with company policies and applied for various types of unpaid leave during this period. This case is considered a special instance.

The company respects the court ruling and completed compensation after confirmation. When pregnant flight crew members request a transfer; the company assists in arranging general ground support duties. The company's welfare policies exceed industry standards, with established guidelines for pregnant crew members. All related procedures have returned to normal after the pandemic was resolved.

Employee Training Statistics of CAL Group from 2022 to 2024

Company	Category		2022			2023			2024			Total Budget	Number of Classes Offered	Completion Rate
			Hours	Number of people	Training Hours per Person	Hours	Number of people	Training Hours per Person	Hours	Number of people	Training Hours per Person			
	Job Category	Business	90,321	3,282	27.52	84,908	3,506	24.22	34,712	1,809	19.19	432,570,126	4,443	98.08%
		Airservice	240,993	4,360	55.27	325,751	4,694	69.40	260,949	4,783	54.56			
		Maintenance	85,491	2,236	38.23	81,264	2,228	36.47	90,258	2,303	39.19			
		Others	34,504	1,767	19.53	35,602	1,843	19.32	75,576	3,515	21.50			
	Gender	Male	243,212	5,772	42.14	195,168	5,912	33.01	193,378	5,973	32.38			
		Female	208,097	5,873	35.43	332,357	6,359	52.27	268,117	6,437	41.65			
	Job Category	Business	3,307	239	13.83	6,177.00	331.00	18.66	4,444.34	419.00	10.61	38,359,965	13,197	100.00%
		Airservice	10,857	223	48.69	17,945.30	246.00	72.95	17,675.00	257.00	68.77			
		Maintenance	7,424	134	55.40	12,557.00	139.00	90.34	14,283.10	152.00	93.97			
		Others	1,796	65	27.63	1,920.00	56.00	34.29	1,869.62	148.00	12.63			
	Gender	Male	17,187	349	49.25	10,865.50	379.00	28.67	26,703.73	462.00	57.80			
		Female	6,196	312	19.86	27,733.80	393.00	70.57	11,568.33	514.00	22.51			

Note 1: Others" include executives higher than the rank of vice president, auditors, accountants, information technology personnel, and other employees that are not within the aforesaid categories.

Note 2: Training hours exclude those at outstations.

Note 3: Average training hours = Total training hours total number of employees in the category. For CAL, completion rate of training = average completion rate of training. For Mandarin Airlines, completion rate of training = completion rate of training in each unit number of units.

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Comparing the Frequency-Severity Indicator (FSI) in the Past 3 Years

Years	Unit	Taoyuan Head Office	Maintenance Division	Taipei Branch	Kaohsiung Branch	Total
2022	Annual Disabling Injuries	7	5	2	0	14
	Lost Days from Disabling Injuries	44	119	132	0	295
	FR	0.53	1.11	2.72	0	0.72
	SR	3	26	180	0	15
	FSI	0.03	0.16	0.69	0	0.10
2023	Annual Disabling Injuries	45	4	1	5	55
	Lost Days from Disabling Injuries	588	101	5	84	778
	FR	3.33	0.88	1.39	5.84	2.80
	SR	43	22	6	98	39
	FSI	0.37	0.13	0.09	0.75	0.33
2024	Annual Disabling Injuries	37	8	0	1	46
	Lost Days from Disabling Injuries	583	6,206	0	3	6,792
	FR	2.62	1.72	0.00	1.43	2.29
	SR	41	1335	0	4	339
	FSI	0.32	1.51	0.00	0.07	0.88

- Note 1: Calculated at 8 hours per day per person.
- Note 2: Disabling injury frequency rate (FR) refers to the number of disabling injuries per million working hours. The calculation of the FR is as follows: (Number of annual disabling injuries ÷ annual working hours) × 1,000,000. The number of annual disabling injuries includes the number of annual fatalities, permanent total disabilities, permanent partial disabilities, and temporary total disabilities. Numerical approximation of calculation results: The calculation is rounded to two decimal places.
- Note 3: Disabling injury severity rate (SR) refers to the total number of days of losses due to disability and injury per million working hours. The calculation of the SR is as follows: (Absence days of annual disabling injuries ÷ Annual working hours) × 1,000,000. The absence days of different types of disabling injuries are calculated based on the online Occupational Hazard System. Numerical approximation of calculation results: The calculation is rounded to the nearest integer.
- Note 4: Frequency-Severity Indicator (FSI) is calculated as the square root of (FR multiplied by (SR) and divided by one thousand. $FSI=\sqrt{(FR\times SR)/1000}$. Numerical approximation of calculation results: The calculation is rounded to two decimal places.
- Note 5: 2022-2024 averages in the air transport industry published by the Ministry of Labor: FR=2.46, SR=36, FSI=0.29.
- Note 6: We continue to review the FSI to understand the operational performance of each unit's occupational disaster prevention and implement improvements.
- Note 7: TPE established an Occupational Safety Unit in 2013.
- Note 8: This statistic does not include commuting accidents caused by transportation that is not arranged by the company.

Occupational Hazards Statistics of CAL Group in 2024

	Item	Male	Female	Total	Taoyuan Head Office	EMO Park	Taipei Branch	Kaohsiung Branch		Male	Female	Total
	Number of Recordable Occupational Injuries	12	34	46	37	8	0	1		4	2	6
	Disabling Injury Frequency Rate	1.18	3.43	2.29	2.62	1.72	0.00	1.43		4.65	2.02	3.24
	Disabling Injury Severity Rate	638	32	339	41	1335	0	4		153	26	85
	Incidents Resulting in Work-Related Fatalities	1	0	1	0	1	0	0		0	0	0
	Rate of Fatalities as a Result of Occupational Injury	0.10	0.00	0.05	0.00	0.22	0.00	0.00		0.00	0.00	0.00
	Occupational Disease Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
	Number of High-consequence Occupational Injuries	2	1	3	1	2	0	0		0	0	0
	Rate of High-consequence Occupational Injuries	0.20	0.10	0.15	0.07	0.43	0.00	0.00		0.00	0.00	0.00
	Absence Rate	0.56%	2.30%	1.42%	1.61%	0.74%	2.03%	1.70%		0.73%	0.66%	0.69%
	Total Working Hours	10,134,000	9,898,000	20,032,000	14,092,000	4,646,000	598,000	696,000		859,176	987,296	1,846,472

- Note 1: Frequency of recordable occupational injuries (i.e., disabling injury frequency rate): (Number of annual disabling injuries ÷ Annual working hours) × 1,000,000.
- Note 2: Disabling Injury Severity Rate: (Absence days of annual disabling injuries ÷ Annual working hours) × 1,000,000.
- Note 3: Absence Rate: (Absence days ÷ Annual working days) × 100%. The absence rate target in 2024 is 1.8%. Due to the different labor laws and regulations across countries, the data coverage is based on all employees of China Airlines in Taiwan.
- Note 4: Mandarin Airlines has only one business location in Taiwan.

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Note 5:Disabling Injury Frequency Rate is equivalent to the definition of Recordable Occupational Injuries Rate in the GRI Standards.

Note 6:Rate of High-consequence Work-Related Injuries: Occupational injuries that lead to fatalities or that are barely possible/difficult to completely recover within six months. Rate of high-consequence occupational injuries (excluding fatalities)=[Number of high-consequence occupational injuries (excluding fatalities) / Number of hours worked]x1,000,000.

Note 7:The primary type of occupational injury is incidents of falls caused by unsafe behavior by staff.

Note 8:In 2024, the frequency rate (FR) of all occupational disability injuries was 2.29, the severity rate (SR) was 339, and the total injury index (FSI) was 0.88. These figures are higher than the average values announced by the Ministry of Labor for the airline industry during the pandemic period from 2021 to 2023, which were FR (1.37), SR (28), and FSI (0.19). In 2024, CAL's maintenance facility experienced one work-related fatality, resulting in a loss of 6,000 days. This incident increased the Severity Rate (SR) to 339 and the Frequency-Severity Index (FSI) to 0.88. However, overall, the company's disabling injury frequency rate (FR) in 2024 was (2.29), which remains lower than the pre-pandemic 2019 FR of (2.97) and the post-pandemic 2022-2024 air transportation industry average FR (2.46)

Note 9: This statistic does not include commuting accidents caused by transportation that is not arranged by the company.

Note 10: Work-related fatality rate: (Number of occupational fatalities ÷ Total work hours) x 1,000,000.

Non-Employee Occupational Hazards Statistics of CAL Group in 2024

Company	Item	Contracted employees	Contractors
Non-employees of CAL	Number of Recordable Occupational Injuries	0	1
	Disabling Injury Frequency Rate	0	1.31
	Incidents Resulting in Work-Related Fatalities	0	0
	Rate of Fatalities as a Result of Occupational Injury	0	0
	Number of High-consequence Occupational Injuries	0	0
	Rate of High-consequence Occupational Injuries	0	0
	Total Working Hours	282,000	762,000

Note: There were no non-employee occupational hazards in Mandarin Airlines.

Progress Report on the Implementation of IFRS S1/S2

The International Sustainability Standards Board (ISSB) has released the Sustainability Disclosure Standards S1, titled "General Requirements for Sustainability-related Financial Information Disclosure," and S2, titled "Climate-related Disclosures." In light of these standards, our country's Financial Supervisory Commission (FSC) believes that alignment with them can enhance international visibility, guide sustainable investment, and accelerate corporate transformation. Consequently, starting from the 2026 fiscal year, the application of the IFRS Sustainability Disclosure Standards will be implemented in three phases. China Airlines, in accordance with the Taiwan Stock Exchange's "International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards Implementation Plan," will provide quarterly reports to the Board of Directors on the progress of this implementation plan.

GRI Content Index

GRI 2-4.2-6

GRI 1, GRI 2, and GRI 3 are based on the GRI Universal Standards 2021, GRI 306 updated to the 2020 version, and GRI 303 and GRI 403 updated to the 2018 version. Others remain as the 2016 versions.

Usage Statement	CAL discloses information from January 1, 2024 to December 31, 2024 in accordance with the GRI Standards	
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	2-24	Embedding policy commitments	P.168
	2-25	Processes to remediate negative impacts	P.119, 169
	2-26	Mechanisms for seeking advice and raising concerns	P.22
	2-27	Compliance with Laws and Regulations	P.168
	2-28	Membership associations	P.26
	2-29	Approach to stakeholder engagement	P.22
	2-30	Collective bargaining agreements	P.129
Material Topics			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	P.30
	3-2	List of material topics	P.30
	3-3	Management of material topics	P.30
Material Topics			
Economy			
GRI 201: Economic Performance	201-1	Direct economic value generated and distributed	P.159
	201-2	Financial implications and other risks and opportunities due to climate change	P.90
	201-3	Defined benefit plan obligations and other retirement plans	P.129
	201-4	Financial assistance received from government (Note 6)	-
GRI 202: Market Presence	202-2	Proportion of senior management hired from the local community	P.124
GRI 204: Procurement Practice	204-1	Proportion of spending on local suppliers	P.76
GRI 205: Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	P.168
	205-3	Confirmed incidents of corruption and actions taken (Note 7)	-
GRI 206: An- ti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	P.168

GRI Guidelines/ Other Sources		Disclosure Item	Location (Page No.)
Environment			
GRI 301:Materials	301-1	Materials used by weight or volume	P.79
GRI 302: Energy	302-1	Energy consumption within the organization	P.104
	302-2	Energy consumption outside of the organization	P.104
	302-3	Energy intensity	P.104
	302-4	Reduction of energy consumption	P.104
	302-5	Reductions in the energy requirements of products and services	P.104
GRI 303: Water and Effluents -2018	303-1	Interactions with water as a shared resource	P.104, 108
	303-2	Management of water discharge-related impacts	P.104, 108
	303-3	Water withdrawal	P.104, 108
	303-4	Water discharge	P.104, 108
	303-5	Water consumption	P.104, 108
GRI 304: Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	P.92
	304-2	Significant impacts of activities, products, and services on biodiversity	P.92
	304-3	Habitats protected or restored	P.92
	304-4	IUCN Red List species and national conservation list species with habits in areas affected by operations	P.92
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	P.104, 105
	305-2	Energy indirect (Scope 2) GHG emissions	P.104, 105
	305-3	Other indirect (Scope 3) GHG emissions	P.104, 105
	305-4	GHG emissions intensity	P.104,107
	305-5	Reduction of GHG emissions	P.104, 105
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	P.104, 110
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	P.104
	306-2	Management of significant waste-related impacts	P.104, 110
	306-3	Waste generated	P.104, 110
	306-4	Waste diverted from disposal	P.104
	306-5	Waste directed to disposal	P.104
GRI 307: Environmental Compliance	307-1	Non-compliance with environmental laws and regulations (Note 8)	-

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GRI Guidelines/Other Sources		Disclosure Item	Location (Page No.)
GRI 308: Supplier Environment Assessment	308-2	Negative environmental impacts in the supply chain and actions taken	P.76
Society			
GRI 401: Employment	401-1	New employee hires and employee turnover	P.124
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	P.129
	401-3	Parental leave	P.129
GRI 402: Labor/Management Relations	402-1	Minimum notice periods regarding operational changes	P.129
GRI 403: Occupational Health and Safety -2018	403-1	Occupational health and safety management system	P.134
	403-2	Hazard identification, risk assessment, and incident investigation	P.135
	403-3	Occupational health services	P.137
	403-4	Worker participation, consultation, and communication on occupational health and safety	P.134
	403-5	Worker training on occupational health and safety	P.136
	403-8	Workers covered by an occupational health and safety management system	P.134
	403-9	Work-related injuries	P.135
	403-10	Work-related ill health	P.137
GRI 404: Training and Education	404-1	Average hours of training per year per employee	P.127
	404-2	Programs for upgrading employee skills and transition assistance programs	P.52
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	P.124
	405-2	Ratio of basic salary and remuneration of women to men	P.129

United Nations Global Compact Comparison Table

Category	The Ten Principles	Corresponding Section	Page No.
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	2.4.1: Human Rights Due Diligence	119-123
	Principle 2: Make sure that they are not complicit in human rights abuses	3.4: Compliance with Laws and Regulations 2.2.2: Sustainable Supply Chain Management	168-169 76
Labor	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	2.4.1: Human Rights Due Diligence	119-123
	Principle 4: The elimination of all forms of forced and compulsory labor		
	Principle 5: The effective abolition of child labor		

GRI Guidelines/Other Sources		Disclosure Item	Location (Page No.)
GRI 406: Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	P.119
GRI 407: Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	P.76
GRI 408: Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor (Note 7)	-
GRI 409: Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor (Note 8)	-
GRI 412: Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	P.119
GRI 412: Human Rights Assessment	412-2	Employee training on human rights policies or procedures	P.180
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening (Note 7)	-
GRI 414: Supplier Social Assessment	414-2	Negative social impacts in the supply chain and actions taken	P.76
GRI 415: Public Policy	415-1	Political contributions (Note 7)	-
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	P.66

Note 1: Corrected data entry for food waste management in 2023.
Note 2: See the Board of Directors section in the annual report.
Note 3: See the section on independence status in the annual report.
Note 4: Please refer to Article 5 of the Organizational Regulations of the Remuneration Committee of China Airlines Limited.
Note 5: Please refer to Article 4 of the Organizational Regulations of the Remuneration Committee of China Airlines Limited.
Note 6: No significant assistance.
Note 7: There were no relevant incidents.
Note 8: No relevant incidents that resulted in fines.

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Category	The Ten Principles	Corresponding Section	Page No.
Labor	Principle 6: The elimination of discrimination in respect of employment and occupation	2.4.1 Human Rights Due Diligence	119-123
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges	2.3.2 Nature and Climate Change Mitigation and Adaptation	92-102
		2.3.3 Net Zero Carbon Emissions	102-103
	Principle 8: Undertake initiatives to promote greater environmental responsibility	2.3.1 Governance of Environmental Sustainability	88-92
	Principle 9: Encourage the development and diffusion of environmentally friendly technologies	2.3.4 Achievements in Environmental Sustainability	104-116
Anti-corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	3.4 Compliance with Laws and Regulations	168-169

Sustainability Accounting Standards Board (SASB) Table Airlines Sustainability Accounting Standard

Topic	Accounting Metric	Unit of Measure	Category	Code	Numerical Value	Corresponding Section	Page
Greenhouse Gas Emissions	Total Emissions in Scope 1	Tons (t) of CO ₂ e	Quantitative	TR-AL-110a.1	6,228,363	2.3 Environment	174
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	NA	Qualitative	TR-AL-110a.2	NA		85-103
	Total fuel consumed Percentage alternative Percentage sustainable	Gigajoules Percentage (%)	Quantitative	TR-AL-110a.3	86,751,847 0 (%) 0.0011 (%)		175
Labor Practices	Percentage of active workforce covered under collective bargaining agreements	Percentage (%)	Quantitative	TR-AL-310a.1	99.14%	2.4.4 Employee Benefits	133
	Number of work stoppages Total days idle	Number of people Number of days	Quantitative	TR-AL-310a.2	0		132
Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Currency	Quantitative	TR-AL-520a.1	0	3.4 Regulatory Compliance	169
Accident & Safety Management	Description of implementation and outcomes of a Safety Management System	NA	Qualitative	TR-AL-540a.1	NA	2.1.1 Flight Safety	49-52
	Number of aviation accidents	Frequency	Quantitative	TR-AL-540a.2	0	2.1 Trust	48
	Number of governmental enforcement actions of aviation safety regulations	Frequency	Quantitative	TR-AL-540a.3	1	2.1 Trust	50
Activity Metrics	Available seat kilometers (ASK)	ASK	Quantitative	TR-AL-000.A	54,881,588,916	3.2 Operational Achievements	159
	Passenger Load Factor	Percentage	Quantitative	TR-AL-000.B	79.60%		
	Revenue passenger kilometers (RPK)	RPK	Quantitative	TR-AL-000.C	43,704,618,552		
	Freight revenue ton-kilometers (FRTK)	RTK	Quantitative	TR-AL-000.D	5,346,900,650		
	Number of departures	Number	Quantitative	TR-AL-000.E	119,770		
	Average age of fleet	Years	Quantitative	TR-AL-000.F	Average age of aircraft: 9.6 years Passenger aircraft: 9.3 years Cargo aircraft: 10.7 years	Preface, Business Overview	8

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Independent Limited Assurance Report



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Independent Limited Assurance Report

To China Airlines Ltd.:

We were engaged by China Airlines Ltd. ("CAL") to provide limited assurance over the selected information ("the Subject Matter Information") on the 2024 Sustainability Report of CAL ("the Report") for the year ended December 31, 2024.

Applicable Criteria of the Subject Matter Information

CAL shall prepare the Subject Matter Information in accordance with applicable criteria required by Global Reporting Initiative Standards ("GRI Standards") issued by Global Sustainability Standards Board as set forth in Appendix I.

Management's Responsibilities

CAL is responsible for determining its objectives with respect to sustainable development performance and reporting, including the identification of stakeholders and material aspects, and using the applicable criteria to fairly prepare and present the Subject Matter Information. CAL is also responsible for establishing and maintaining internal controls relevant to the preparation and presentation of the Subject Matter Information that is free from material misstatement, whether due to fraud or error.

Our Responsibilities

We performed our work in accordance with International Standard on Assurance Engagements (ISAE) 3000 "Assurance Engagements other than Audits or Reviews of Historical Financial Information" issued by the International Auditing and Assurance Standards Board and to issue a limited assurance conclusion on whether the Subject Matter Information is free from material misstatement. Also, we have considered appropriate limited assurance procedures according to the understanding of relevant internal controls in the circumstances, but not for the purposes of expressing a conclusion as to the effectiveness of the internal control over the design or implementation of the Report.

Independence and Standards on Quality Management

We have complied with the independence and other ethical requirements of the Code of Professional Ethics for Certified Public Accountant in the Republic of China, which is founded on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior. In addition, we applied Standards on Quality Management. Accordingly, we maintained a comprehensive system of quality management, including documented policies and procedures regarding compliance with ethical requirements and professional standards as well as applicable legal and regulatory requirements.



Summary of Work Performed

As stated in applicable criteria of the Subject Matter Information paragraph, our main work on the selected information included:

- Reading the Report of CAL;
- Inquiries with responsible management level and non-management level personnel to understand the operational processes and information systems used to collect and process the Subject Matter Information.
- On the basis of the understanding obtained mentioned above, perform analytical procedures on the Subject Matter Information and if necessary, inspect related documents to gather sufficient and appropriate evidence in a limited assurance engagement.

The work described above is based on professional judgment and consideration of the level of assurance and our assessment of the risk of material misstatement of the Subject Matter Information, whether due to fraud or error. We believe that the work performed and evidence we have obtained are sufficient and appropriate to provide a basis of our conclusion. However, the work performed in a limited assurance engagement varies in nature and timing from, and is less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Inherent limitations

The Report for the year ended December 31, 2024 includes the disclosures of non-financial information that involved significant judgments, assumptions and interpretations by the management of CAL. Therefore, the different stakeholders may have different interpretations of such information.

Conclusion

Based on the work we have performed and the evidence we have obtained, as described above, nothing has come to our attention that causes us to believe that the Subject Matter Information has not been properly prepared, in all material aspects, in accordance with the applicable criteria.

Other Matters

We shall not be responsible for conducting any further assurance work for any change of the subject matter information or the criteria applied after the issuance date of this report.

The engagement partners on the assurance resulting in this independent auditors' report are Wu, Cheng-Yen and Chuang, Chun-Wei.

KPMG
Taipei, Taiwan (Republic of China)
August 8, 2025

Notes to readers

The limited assurance report and the accompanying selected information are the English translation of the Chinese version prepared and used in the Republic of China. If there is any conflict between, or any difference in the interpretation of, the English and Chinese language limited assurance report and the selected information, the Chinese version shall prevail.



Table 1: Summary of Work Performed

No.	Item	Assessment
1	Reading the Report of CAL	Assessment: Satisfactory
2	Inquiries with responsible management level and non-management level personnel	Assessment: Satisfactory
3	Analytical procedures on the Subject Matter Information	Assessment: Satisfactory



Table 2: Inherent limitations

No.	Item	Assessment
1	Significant judgments, assumptions and interpretations	Assessment: Satisfactory



Table 3: Conclusion

No.	Item	Assessment
1	Nothing has come to our attention that causes us to believe that the Subject Matter Information has not been properly prepared	Assessment: Satisfactory



Table 4: Other Matters

No.	Item	Assessment
1	Change of subject matter information or criteria	Assessment: Satisfactory



Table 5: Notes to readers

No.	Item	Assessment
1	English and Chinese language versions	Assessment: Satisfactory



Table 6: Summary of Work Performed

No.	Item	Assessment
1	Reading the Report of CAL	Assessment: Satisfactory
2	Inquiries with responsible management level and non-management level personnel	Assessment: Satisfactory
3	Analytical procedures on the Subject Matter Information	Assessment: Satisfactory



Table 7: Inherent limitations

No.	Item	Assessment
1	Significant judgments, assumptions and interpretations	Assessment: Satisfactory



Table 8: Conclusion

No.	Item	Assessment
1	Nothing has come to our attention that causes us to believe that the Subject Matter Information has not been properly prepared	Assessment: Satisfactory



Table 9: Other Matters

No.	Item	Assessment
1	Change of subject matter information or criteria	Assessment: Satisfactory



Table 10: Notes to readers

No.	Item	Assessment
1	English and Chinese language versions	Assessment: Satisfactory



Table 11: Summary of Work Performed

No.	Item	Assessment
1	Reading the Report of CAL	Assessment: Satisfactory
2	Inquiries with responsible management level and non-management level personnel	Assessment: Satisfactory
3	Analytical procedures on the Subject Matter Information	Assessment: Satisfactory

ISAE 3000

CHINA AIRLINES

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