

EVA AIR

A STAR ALLIANCE MEMBER 

EVA Air's Sustainability Report



2021



EVA AIR

STAR ALLIANCE MEMBER 

Preface

- 4 A Message from the Executives
- 5 Sustainability Performance and Honor
- 6 Response Strategy to COVID-19

01

Sustainable Value Creation

- 8 1-1 About EVA Air
- 11 1-2 Sustainable Management
- 12 1-3 Sustainable Supply Chain Management
- 20 1-4 Sustainable Value and Performance

02

Intelligent Safety

- 28 2-1 Smart Integration and Action Implementation
- 31 2-2 Technology Applications and System Development
- 33 2-3 Advanced Mindset and Cultural Shaping
- 34 2-4 Aircraft Maintenance
- 35 2-5 Operation Monitoring
- 35 2-6 Crew Member Health Management

03

Service Innovation

- 38 3-1 Innovation with Heart
- 46 3-2 Customer Relationship
- 48 3-3 Cargo Service

04

Happy Workplace

- 52 4-1 Diversity and Tolerance
- 59 4-2 Retention of Talent
- 63 4-3 Employee Development
- 69 4-4 Human Rights and Labor Rights
- 72 4-5 Friendly Work Environment

05

Environmental Leadership

- 78 5-1 Low-carbon Flights
- 82 5-2 Climate Change Adaptation
- 84 5-3 Environmental Sustainability

06

Social Inclusion and Community Engagement

- 93 6-1 Safety Foundation
- 95 6-2 Tourism Innovation
- 97 6-3 Sports and Arts
- 99 6-4 Social Welfare

07

Corporate Governance

- 102 7-1 Ethical Management
- 111 7-2 Information Security and Privacy Protection
- 115 7-3 Operational Highlights

08

Materiality Analysis

- 118 8-1 Compilation of Sustainability Issues
- 119 8-2 Stakeholder Engagement
- 123 8-3 Determine Material Issues
- 127 8-4 Value Chain Boundaries
- 129 8-5 Risk and Opportunity Management of Material Issue

Appendix

- 131 About This Report
- 133 Social Data
- 135 Climate Risks and Opportunities
- 137 GRI Content Index
- 141 SASB Index
- 142 Third Party Assurance Statement

PREFACE





EVA Air
Chairman

Steve Lin



EVA Air
President

Clay Lin

A Message from the Executives

In the face of the COVID-19 pandemic, EVA Air adheres to the contingency strategy of "continuous flight operations and employee safety assurance". EVA Air continues to demonstrate organizational resilience as well as operation flexibility despite the adversity, and actively launched a new business model during the pandemic. When a sharp decline in passenger volume was encountered, we quickly formulated a freight-oriented business strategy and made full use of the cabin seats as well as the floor of passenger aircrafts to carry cargo. Under such operation flexibility, we achieved a new record in cargo revenue in 2021, reaching TWD 85.2 billion. The cargo revenue from utilizing cabin seats and floor accounted for 13% of the total cargo revenue, reaching TWD 11.19 billion. In addition, we have established comprehensive and complete epidemic prevention and health control measures for our aircrew and ground staff. We also actively promoted COVID-19 vaccination which is in line with the policy of the Central Epidemic Command Center (CECC). As of April 2022, 99% of EVA Air's aircrew and ground staff have completed two doses of COVID-19 vaccine, while the vaccination coverage for the third dose of the vaccine has exceeded 90%.

EVA Air actively responds to the United Nations Sustainable Development Goals (SDGs), adheres to the business core values of "Safety, Service, and Sustainability", and takes "Action oriented, Performance targeted, Sustainability focused" measures as the guideline for corporate sustainability. The organizational structure of the Company's Corporate Sustainability Committee was adjusted in 2021 to expand the Committee from six sub-committees to nine, accelerating the promotion of Environmental, Social, and Governance (ESG) corporate sustainability action plans, and shaping a high-quality corporate sustainability culture for the Company. We participated in the S&P Global Corporate Sustainability Assessment for the first time in 2021, and won the third place among the 51 rated airline companies worldwide. Moreover, the Company was awarded the "Silver Class" rating by the Sustainability Yearbook 2022, indicating that our efforts in ESG have been recognized internationally.

With the increasing severity of climate change, EVA Air announced its determination to achieve "Net-Zero Carbon Emissions by 2050" at the 65th annual conference of the Association of Asia Pacific Airlines (AAPA) held in November 2021. In addition to actively implementing various energy-saving measures as well as the four main core elements of the Task Force on Climate-related Financial Disclosures (TCFD), we have also introduced a new generation of aircraft and flight planning systems to optimize the fuel consumption of flight plans based on the analysis of the flights big data, and formulated short, medium, and long-term plans to gradually increase the use of sustainable aviation fuel (SAF) and renewable energy. In February 2022, we took the lead in launching the "EVA e-Library", a digital library, which will fully digitize the in-flight magazines and newspapers. In addition to minimizing the contact between passengers, the EVA e-Library service can also reduce the amount of paper required for printing and the overall weight of the aircraft, which in turn lowers fuel consumption and carbon emissions. EVA Air continues to formulate action plans for energy conservation and carbon reduction, working together with suppliers and stakeholders to mitigate global warming.

As the world enters the post-pandemic era, EVA Air will continue to demonstrate its operational strength based on the principle of "ensuring safety with integrity, providing services with touching care, and achieving sustainability with innovation". This brings organizational effectiveness and team efficiency into full play in preparation for passenger transport to take off again once the pandemic is over. At the same time, we will continue to promote sustainability actions in all aspects of ESG, improve corporate sustainability governance performance, and actively respond to material issues of concern to stakeholders, to create the best interests for investors, employees, the public, and stakeholders, by achieving a trustworthy and sustainable brand value.

Sustainability Performance and Honor

Sustainability

S&P Global Sustainability Yearbook 2022 - Silver Class

EVA Air participated in the S&P Global Corporate Sustainability Assessment for the first time in 2021, and won third place among the rated airlines, achieving the highest score in 11 categories. The Company was also awarded the "Silver Class" rating by the Sustainability Yearbook 2022, gaining recognition from the global airline industry.

Sustainability Award Silver Class 2022

S&P Global

Awarded the 2021 Taiwan Corporate Sustainability Award (TCSA)

EVA Air received the Sustainability Excellent Performance Award in the Corporate Sustainability Overall Performance Category and was recognized by the Corporate Sustainability Report Award for the seventh time.



Environment

CDP questionnaire – B-level rating

EVA Air improved climate change management, continued to respond to the Carbon Disclosure Project (CDP) questionnaire, and received a B-level rating for three consecutive years.

CDP's Supply Engagement Rating - Leadership level

The engagement and management of climate change as well as carbon reduction issues between EVA Air and suppliers were actively promoted, receiving an A-level (leadership) affirmation from the CDP's Supply Engagement Rating for three consecutive years.

Environmental and energy management system standards

Continued to receive ISO 14001 and ISO 50001 certifications, and greatly reduced power consumption under the operation of smart Energy Management System (EMS). Please refer to page 85 of this Report for details.

The new in-flight eco-friendly tableware won the Onboard Hospitality Awards

EVA Air continued to promote the In-flight Plastic Reduction Project; the new tableware made of environmentally friendly materials used in premium economy class has won the Best Onboard Service Equipment for Passengers from the Onboard Hospitality Awards.



Society

Invested TWD 120 million in supporting social welfare projects

EVA Air's four major pillars of public welfare are safety foundation, tourism innovation, sports & arts, and social welfare. In 2021, we continued to invest in different forms of resources, including: cash, donations, volunteers, airfare vouchers, etc.

Donated 2,807 items through the Chang Yung-Fa Foundation

Through the Chang Yung-Fa Foundation, various items such as second-hand computers, in-flight tableware, food, and various supplies were donated, benefiting a total of 7 social welfare groups and schools.



Combining the core values of aviation to organize visits for students from rural areas and professional groups

Through visits and field learning, disadvantaged students from rural areas and professional groups had a better understanding about the knowledge and operation of aviation. In 2021, a total of 107 people participated in the visits.

Governance

Cargo revenue hit record high

Despite the challenge during the pandemic, EVA Air demonstrated corporate resilience and flexible operational strategies, boosting cargo revenue in 2021 to TWD 85.2 billion.



Ethical management

Ranked in the range of 6% to 20% of listed companies in the 8th Corporate Governance Evaluation for Listed and OTC Companies.

Recognized by international awards

EVA Air earned recognition from several domestic/international awards including the "World's Top 20 Safest Airlines – 9th Place" and the "COVID-19 Seven-Star Rating" issued by the AirlineRatings.com, and the "5-Star Airline" ranking for six consecutive years and the "World's Top 10 Airlines – 7th Place" issued by SKYTRAX.

EVA Air's Response Strategy to COVID-19

Facing the challenges of COVID-19, EVA Air has adopted the business policy of "continuing operations and ensuring safety" during the pandemic, and adhered to the epidemic prevention strategy of "Epidemic Preparedness: Comprehensive and Specific, Epidemic Response: Immediately and Precisely". In addition to complying with government policies to carry out various epidemic prevention measures, we also took the lead in the industry to implement various epidemic prevention actions in advance, such as promoting the C+ Travel Program, utilizing passenger aircraft cabin seats and floors for cargo loading, arranging personnel from medical institutions to visit the Company and carry out various inspections for epidemic prevention, and actively encouraging employees to get vaccinated. We strive to achieve the business objectives of maintaining the Company's operation while ensuring the safety of our employees despite the unpredictable and severe pandemic.

Epidemic prevention for all staff

EVA Air strictly adheres to the epidemic prevention stance and formulated strict COVID-19 epidemic prevention guidelines in accordance with various epidemic prevention regulations of the CECC and the Civil Aeronautics Administration (CAA). We initiated the EVA Epidemic Prevention and Response Committee before the COVID-19 outbreak, with the president of the Company as the chairman. During the pandemic, a total of 10 Committee meetings and multiple task group meetings were held to plan epidemic prevention strategies, continuously improving various response measures. Based on the development of the pandemic, we issued announcements from time to time to remind employees to follow the epidemic prevention regulations. Furthermore, we provided complete personal protective equipment for our front-line ground staff to ensure the health of our employees as well as workplace safety. During the layover of our aircrew at outstations, all accommodations, meal arrangements, physical condition monitoring, etc., are carried out in accordance with the regulations of the CAA. In addition, to provide a safe and secure quarantine environment for our aircrew after returning to Taiwan, EVA Air has applied to relevant government units for the use of the First Training Building in the Nankan Park and the Monarch Skyline International Hotel as the aircrew's quarantine dormitory and quarantine hotel. We attach great importance to the impact of long-term quarantine on the physical and mental health of our aircrew. In addition to continuously promoting the Employee Assistance Program (EAP), we also collaborated with the professional consultation center to establish the "EVA iTalk", a dedicated line, to provide aircrew and their families with remote consultation services, relieving their physical and mental stress. In 2021, the EAP provided aircrew members with a total of 152.5 hours of consultation assistance.

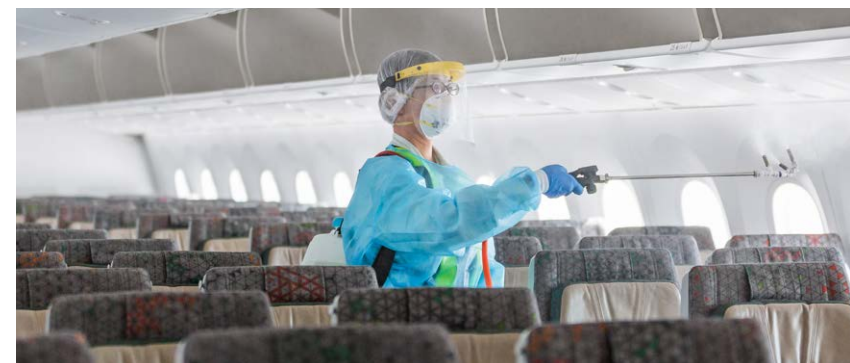
Business strategy

With the easing of border controls and the recovery of economic activities, EVA Air is striving to resume the transfer operations at Taiwan Taoyuan International Airport to gradually increase the passenger capacity. Moreover, we will increase the number of flights on a rolling basis depending on market demand to improve the efficiency of the flight network as well as the competitiveness of the Company after the pandemic. Furthermore, in order to increase cargo revenue and reduce the impact of passenger transport, EVA Air actively launched semi-travel (sightseeing) flights as well as a travel bubble (or travel corridor) charter flights, and utilized passenger cabin seats and floors to carry cargo. In addition, we completed the introduction of three new Boeing 777 freighters in the Q4 of 2021, actively optimizing the fleet to enhance the overall competitiveness of the Company. EVA Air not only maximized the revenue in times of crisis, but also developed space control and inspection capabilities for cold chain cargo, helping to deliver epidemic prevention supplies to countries and regions in need, and demonstrating the core competencies of the aviation industry through the fulfillment of its social responsibilities.

Passenger safety

Ensuring the safety of passengers is a commitment and responsibility of EVA Air during the pandemic. We implemented various epidemic prevention measures through the "C+ Travel Program" and provided passengers with a safe journey through various checks. By adhering to the concept of "Zero Touch, Clean Aircraft", we have successively launched various digital services to reduce contact points for passengers and reduce the risk of infection; for example, offering the passenger health declaration form online, and the use of a QR code for self-ordering of meals in the VIP lounge. In addition, we also launched the EVA e-Library in 2022, allowing passengers to download and read newspapers and magazines on-board with their mobile devices. Based on the development of the pandemic, we continued to improve various epidemic prevention measures in accordance with the policies of the CECC and the CAA and strengthened aircraft cleaning and disinfection procedures to provide passengers with a safe journey. COVID-19-related information, such as the latest travel restrictions, flight changes, ticket refunds and changes, and validity extension of the Infinity MileageLands award miles, are posted on EVA Air's official website for passengers to check.

For more information, please visit the EVA Air website: <https://www.evaair.com/zh-tw/emerg/2019-nCoV.html>





PART

SUSTAINABLE VALUE CREATION

EVA Air's sustainable development framework centers on our core value "Safety, Service and Sustainability". Based on the core value, ESG (Environmental, Social and Governance) and the SDGs (Sustainable Development Goals of United Nations), we have developed short, mid, and long-term strategies. The short-term strategy is to share experiences with our subsidiaries and suppliers, based on which we draw up integrated mid and long-term strategies. In the end, we incorporate all stakeholders that concern the aviation industry to work hand in hand in the promotion of the systematic sustainability action plans. EVA Air will continue to work hard to achieve the goal of becoming an iconic and sustainable airline with global influence and to fulfil our corporate social responsibility toward sustainable future.



Global Networks

1-1 About EVA Air

The Growth of EVA Air

Since its establishment for 32 years, EVA Air has upheld its corporate principles of “Challenge, Innovation and Teamwork”, insisting on rigorous flight safety, service quality and corporate sustainability. Today, EVA Air has a fleet of 90 aircraft ; and through strategic alliance with the world’ s leading airlines, EVA Air has created a globally network. EVA Air has established 111 operating locations in 20 major countries around the world, as well as flight destinations across more than 68 major cities. To become a more internationalized and competitive airline, EVA Air joined Star Alliance on June 18th, 2013. A close-knit global network was formed to provide more than 12,000 flights every day to 1,300 destinations in 197 countries.

The COVID-19 pandemic continued its worldwide spread in 2021. While encountering such severe challenges, EVA Air has shown resilience in the face of adversity, grasped the market trend, dispatched flexibly passenger aircraft and freighter fleets as well as routes, and utilized passenger aircraft cabins to carry cargo, meeting the passenger and cargo market demand. Furthermore, benefiting from the rising popularity of stay-at-home economy and e-commerce shipping, the volume and price of cargo transportation have soared. In 2021, the revenue from cargo transportation reached a record high. As the airline industry continues to face the operational crisis, "cost reduction and efficiency improvement" has become our focus in the near future. In addition to deferring non-essential expenditures and actively seeking reductions or subsidies for airport operating expenses in various countries, we have also included additional service options for our air ticket products, hoping to add more income to tide over the difficult times. Moreover, to seize the post-pandemic business opportunities, we will review the trends and demands of the passenger and cargo market on a rolling basis, increase the number of flights in a timely manner, give full play to the benefits of air network connection, provide convenient services for the passenger and cargo market, and maintain the optimal proportion of passenger and cargo services.

EVA Air has always adhered to the principle of no-compromise on flight safety. During the pandemic, we provided passengers with zero-contact and safe travel. By utilizing digital and biometric technologies, we implemented paperless services as well as operating procedures, and tested the international digital health passport verification platform to meet the travel trend in the post-pandemic era. In the face of climate change and global warming, the Company has actively taken various management measures, including the introduction of an efficient and environmentally friendly fleet, the adoption of a new light-weight unit load device (ULD), the incorporation of a new-generation flight planning system, the improvement of fuel policies and the optimization of flight plan fuel, to mitigate greenhouse gas emissions and achieve the goal of "Net-Zero Carbon Emissions by 2050", creating a sustainable environment and future.

Fleet

In response to the dynamic changes in the market caused by the COVID-19 pandemic, EVA Air introduced 3 new 777F freighters in 2021 to replace the original order of the 787-10 passenger aircraft. With such change, the cargo fleet reached a total of 8 freighters, which can effectively increase the freight capacity to meet the strong demand of the freight market. EVA Air will continuously optimize its fleet composition to timely enhance its competitiveness in the fierce competition market without affecting its long-term growth plan.

Average Age of Passenger Fleet	Average Age of Cargo Fleet	Number of Fleet	Average Age of the Fleet
7.47 years	2.13 years	90	6.99 years

Note: Updated as of December 31st, 2021.

Building a Sustainable Brand

Since the launch of its maiden flights, EVA Air has been actively committed to flight safety and service, with the ultimate goal of becoming a globally influential and iconic airline. In order to operate and improve our sustainable actions, we designed a "brand sustainability" questionnaire, aimed at three major aspects - flight safety, innovative services, and reducing environmental impact. The survey went out to relevant customer groups in order to understand customers' perceptions of EVA Air's brand. Because we wanted to expand the scope of the survey, the questionnaires were designed to be conducted online, and the distribution targets were corporate customers (such as high-tech industries, public institutions and private companies that have signed contracts with EVA) and individual customers. More than 2,500 copies of the survey were sent out, and more than 1,500 valid questionnaires have been received. The results of the questionnaire analysis could be used as a reference for the company's operations, brand and services, allowing EVA to continue to move forward in the direction of building a sustainable brand.

2021 Brand Activity

Service

01 Semi-Travel (Sightseeing) Flights

The pandemic has greatly affected people's plans to travel abroad. In addition to launching the charter flight for witnessing the first dawn of the new year, EVA Air also collaborated with the Ehime and Aomori prefectural governments to launch special semi-travel (sightseeing) flights, satisfying the desire of visiting Japan through strong design elements and maintaining the favorability of the Company's brand image.

02 Pilot/ Flight Attendant Experience Camps | Akita Christmas Dinner Party

Experience Camps - Pilot and flight attendant experience camps were held in mid-April. Due to the sudden increase of COVID-19 cases in May, the camps were all cancelled in complying with the epidemic prevention policy.

Akita Christmas Dinner Party - The culture, attractions and food of Akita Prefecture were promoted, preparing for Japan tourism when the border control is lifted in the future.

Financial Performance

Semi-Travel (Sightseeing) Flights

- Ticket revenue reached nearly TWD 4.7 million

Pilot/ Flight Attendant Experience Camps Akita Christmas Dinner Party

- The revenue of the Akita Christmas Dinner Party reached nearly TWD 200,000

Non-financial Performance

Semi-Travel (Sightseeing) Flights

- 3 flights - 697 passengers
- Event news exposure
- Newspapers: 7 Internet: 112
- Facebook: 4, with a total of 3,286 likes and 478

Pilot/ Flight Attendant Experience Camps Akita Christmas Dinner Party

- The experience camp was held once 59 participants
- The Akita Christmas Dinner Party was held once 80 participants
- Event news exposure
- Newspapers: 5 Internet: 119

Safety

01 Safety Week

Since 1996, events for increasing the cohesiveness and strengthening the team work of employees have been held every year during Safety Week. Moreover, all aircrews and ground staffs are made aware of their personal responsibility toward safety in order to create a proactive safety culture and internalized the safety awareness of all employees.

02 Reward Programs for Outstanding Employees

The Most Valuable Pilot (MVP) and Performance Elite Award (PEA) are given quarterly to commend flight crew and frontline service employees with outstanding safety and service performance.

Note: In 2021, due to the COVID-19 pandemic, the Safety Week Conference, flight safety lectures and Performance Elite Award were suspended.

Non-financial Performance

Safety Week

- A total of 725 people submitted their creative works in the Safety Week competition.
- A total of 33 entries won awards in the competition.

Reward Programs for Outstanding Employees

- 33 MVPs
- 8 PEAs

Sustainability

01 Cooperative Education

Has been signing cooperation agreements with the Civil Aviation University of China (CAUC) since 2006; and jointly opened the Civil Aviation Engineering Program with National Cheng Kung University (NCKU).

Note: With the impact of the COVID-19 pandemic in 2021, no teachers or students from CAUC has come to Taiwan.

02 Brilliance Program

Through the "Brilliance Program" of the China Youth Corps, students of Penghu County Jenhai Junior High School visited the EVA Safety Gallery, the cabin emergency evacuation trainer and the flight simulator.

Non-financial Performance


Cooperative Education

- 188 NCKU students completed training.
- 4 trainees received certificate.

Brilliance Program

- Held on November 22 and December 7, a total of 2 sessions
- 107 children and their parents in rural areas participated in the event

International Engagement

IATA	International Air Transport Association	Member 	<ul style="list-style-type: none"> - IATA is an association that coordinates and manages civil airline activities and issues such as flight operation, air cargo, safety, service and environmental protection. - Joining IATA will help EVA Air keep abreast of the latest developments in the global airline industry, aviation law and regulations.
CCS	Center for Corporate Sustainability	Member of Board 	<ul style="list-style-type: none"> - As one of the board directors, EVA Air actively participates in the board activities; we exchange and share industry experience with various industries through this platform and keep up with the development trend of sustainability. - Established by the Taiwan Institute for Sustainable Energy, the Center is a non-governmental organization oriented towards public welfare. It is responsible for matters such as developing international relations, academic seminars, policy evaluations and analysis, training services promotion, and the compilation of corporate sustainability benchmark cases for annual reports. The Center is also a resource exchange platform for sharing corporate sustainability related resources.
AAPA	Association of Asia Pacific Airlines	Member 	<ul style="list-style-type: none"> - AAPA is a regional international organization composed of airlines in the Asia-Pacific region. The organization consists of various working committees- Security, Aviation Policy, Airline Services and Technical Committees, as well as different project teams. AAPA aims to advocate for the aviation industry in the Asia-Pacific region and influence the industry globally by coordinating stakeholders and governments. - Joining AAPA will help EVA AIR keep abreast of the latest developments in the Asia -Pacific region, the global airline industry and aviation law and regulations.
CSOCA	Chinese Society of Civil Aviation	Member of Board	<ul style="list-style-type: none"> - Conduct civil aviation academic activities; promote civil aviation knowledge and integrate with modern technology to strengthen civil aviation technologies and exchanges of experience. - Communicate and coordinate aviation issues in the industry, government and academia.
CWS	CommonWealth Sustainability Association	Member Note: The Company joined the CommonWealth Sustainability Association in 2022.	<ul style="list-style-type: none"> - The CommonWealth Magazine brings together its resources and energy to establish the "CommonWealth Sustainability Association (CWS)", using the ability to identify trends and issues, as well as the analytical skills in investigation and research, to create a comprehensive platform for corporate communication, sharing and learning, helping companies to grasp trends and promote ESG. - For the four dimensions of corporate governance, corporate commitment, social participation, and environmental sustainability, CWS holds empowerment workshops, model company visits and sustainability forums every year. From the perspective of sustainability, the association also summarizes the analysis of trends based on the five aspects of business prosperity, finance, growth, ESG and talent, and issues a white paper on corporate sustainability survey in December of each year.
FSF	Flight Safety Foundation	Board of Governors International Advisory Committee Member ICARUS (Think Tank) Committee Member 	<ul style="list-style-type: none"> - SF holds various kinds of flight safety seminars and releases the latest flight safety information. - Actively participated in international advisory committees and the ICARUS Think Tank Committee to jointly establish methods for improving aviation safety and assist with drafting the agenda for the International Air Safety Summit.
Star Alliance	Star Alliance	Member 	<ul style="list-style-type: none"> - Star Alliance is the largest global airline alliance. Through member collaboration and co-ordination, Star Alliance takes initiatives such as locating member airlines close together in airports, employing connections teams for smoother transfers, sharing facilities, analyzing flight schedules and introducing innovative technology to make flying experience as comfortable and seamless as possible. - Joining Star Alliance strengthens the cooperation between EVA Air and member airlines through system co-development and joint-sourcing. It also enables the expansion of network services, cooperation of passenger mileage reward programs between member airlines, and provision of innovative products.
TAA	Taipei Airlines Association	Chairman 	<ul style="list-style-type: none"> - The TAA is committed to coordinating matters among stakeholders and speaking out for the common interests of the industry. It serves as a bridge the government and the local civil aviation, and is entrusted by the government to provide relevant services. The TAA also funds the operation of the "Airport Coordination Taipei". EVA Air is currently serving as the Chairman of the TAA 11th Board of Directors. - Participating in the TAA allows EVA Air to discuss and communicate with other industry stakeholders on relevant issues and voice out demands or suggestions to the government.
FSFT	Flight Safety Foundation - Taiwan	Directors of the Board of Directors Committee chair 	<ul style="list-style-type: none"> - Planned and promoted Taiwan's civil aviation safety. Provide various aviation, security and ground handling safety-related courses and publish quarterly flight safety magazines. - Collected international aviation safety information, provided education and training to airline industry, and coordinated the revision of relevant unit regulations or strategy formulation to improve the safety and security of domestic civil and military aviation.

1-2 Sustainable Management

Corporate Sustainability Policy

In order to fulfill corporate social responsibility and actively practice its sustainable development, the Board of Directors passed the “Corporate Sustainability Best Practice Principles” and the “Corporate Sustainability Policy” declaring our expectations and commitment to ESG and sustainability related issues. To further keep abreast of the trends, we invite external experts to hold corporate sustainability education and training in an effort to improve the employees’ awareness of sustainable development. We also extend our CSR philosophy to the subsidiaries and suppliers through the influence of EVA Air.



Business Integrity: Protect shareholders’ rights and interests

Create maximum benefits for investors with professional operation, good faith and risk management.



Care and Dedication: Promote social welfare

Help the disadvantaged, sponsor public welfare activities and actively contribute to society.



Harmonious Teamwork: Look after employees’ welfare

Care for employees’ living, assist their career development, protect their rights and interests, and establish a friendly and fair working environment.



Fair Trade: Say no to corruption and bribery

Promote ethical education, abide by the laws and refuse bribery, corruption and illegal trading.



Energy Saving and Carbon Reduction: Protect our Mother Earth

Implement the environmental sustainability development policy in conjunction with environmental regulations to maintain a green earth.



Mutual Benefits: Grow with our partners

Properly manage suppliers, and jointly comply with the environmental, safety and health regulations to create a sustainable business environment.



Service Innovation: Exceed customers’ expectations

Offer innovative services, enhance brand value and touch customers’ hearts with the “attentive, sincere, enthusiastic” service spirit.

Sustainable Development Strategies and Blueprint

EVA Air’s sustainable development strategy centers on our core value “safety, service and sustainability”, and is linked to the economic, social and environmental aspects (ESG) of sustainable development. EVA Air’s vision of sustainability is built upon our commitment to establishing the sustainable management and service to provide safer flight, a greener environment, better customer service and friendlier workplace. EVA Air encourages our partners to work hand in hand with us to create sustainable aviation services and realize the dream of becoming a globally influential and iconic airline.

Organization of Sustainable Governance

Realizing the importance of corporate sustainability development, in 2014, EVA Air established the “Corporate Social Responsibility Committee” in order to ingrain the sustainable operating philosophy and effectively implement sustainability-related actions. In 2020, it was renamed as “Corporate Sustainability Committee”, the CSC, to strengthen the implementation of corporate sustainable operations. The Corporate Sustainability Committee is the highest unit of the Company to promote sustainable development and governance. The chairman of EVA Air attends the Committee meetings quarterly, and the president serves as the chairman of the Committee.

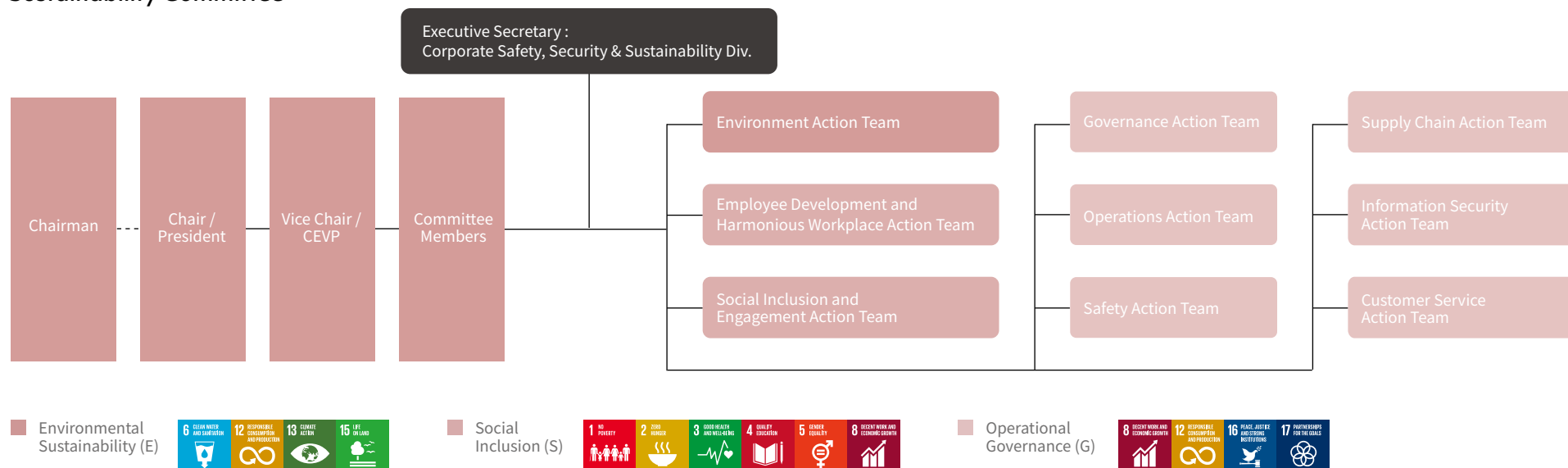
To strengthen the promotion of ESG, our Company has adopted “Action as our orientation, performance as our goal, and sustainability as our focus.” In 2021, we adjusted the organizational structure of our CSC, dividing the Committee into nine subcommittees. The CSC meeting is held once every season. Each subcommittee conducts comprehensive discussions on all aspects of sustainability, and is responsible for the proposal and implementation of corporate sustainability policies, goals, strategies, relevant management guidelines and specific promotion plans.

A variety of issues are passed on to each relevant authorized team, which communicates with the stakeholders, and sets annual goals for the improvement projects. The implementation results of each project are tracked by the CSC and reported to the Board of Directors every year.



Corporate Sustainability Best Practice Principles

Organizational Chart of EVA Corporate Sustainability Committee

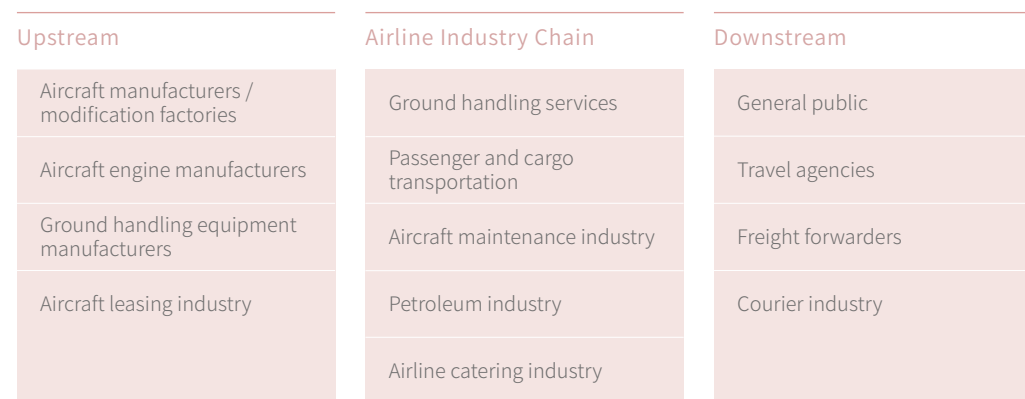


1-3 Sustainable Supply Chain Management

Business Model

EVA Air has always concentrated on its industry, and is committed to its corporate spirit of “Challenge, Innovation, and Teamwork”. The business philosophy is “Safe and Convenient Flight, Welcoming and Thoughtful Service, Efficient and Innovative Operation”, and its mission is to become the best airline in the world. EVA Air put our emphasis on customers’ needs. With a series of service systems from the upstream aircraft parts manufacturing and pilot training, through the ground handling services and airline catering, to passenger and cargo transportation services and products sales, we construct a comprehensive aviation value chain.

EVA Air Value Chain



Supplier Overview

EVA Air strives to provide the best products and services in close collaboration with all the partners of the supply chain. With numerous suppliers from all over the world, we have categorized and graded our suppliers in order to grasp the complex supply chain and carry out effective management. We have gradually grasped the status of the overall supply chain, and as of 2021, EVA Air has 842 suppliers from all over the world.

Overview of Global Supplier

Unit: Number of companies

Area	2019	2020	2021
Asia	854	771	585
America	304	191	179
Europe	158	101	74
Oceania	7	5	4
Total	1,323	1,068	842



As of 2020, EVA Air has divided procurement into five major categories to strengthen supply chain management. These categories are aviation fuel procurement, aircraft maintenance & parts procurement, ground handling procurement, cabin supply and catering procurement, and operation maintenance & general affairs procurement. Given the different nature of the suppliers, procurements from some suppliers are low annual transaction amounts or one-time purchases. Therefore, suppliers that annual purchase amount account for the top 99% of the total procurement amount are consolidated and defined as tier 1 suppliers. Furthermore, suppliers are also distinguished according to the purchase category, and critical suppliers are delineated. In 2021, there is a total of 184 tier 1 suppliers, and a total of 54 critical suppliers. In addition, EVA Air also requires critical suppliers to reply the sustainability management status of their upstream critical suppliers. There are 55 critical non-tier 1 suppliers.

Definition of Supplier

Tier 1 supplier	Annual purchase amount accounts for the top 99% of the total procurement amount
	A. Exclusive / Oligopolistic supplier.
	B. Privileged/ Designated supplier.
Critical tier 1 supplier	C. Irreplaceable suppliers (e.g. with special patents, manufacturing, technology, tools or exclusive agents).
	D. Top 3 suppliers continuously traded with for more than three years.
	E. Major suppliers in various procurement categories
Critical non-tier 1 supplier	Upstream critical suppliers of critical tier 1 suppliers.

Number of Tier 1 Suppliers and Critical Tier 1 Suppliers and Their Proportion of the Purchase Amount

Procurement Category		2019	2020	2021
 Aviation Fuel	Total number of tier 1 suppliers	23	21	18
	Number of critical tier 1 suppliers	23	21	18
	% of purchase amount from critical suppliers	100%	100%	100%
 Aircraft Maintenance & Parts	Total number of tier 1 suppliers	97	66	37
	Number of critical tier 1 suppliers	22	15	10
	% of purchase amount from critical suppliers	69%	62%	78%
 Ground Handling	Total number of tier 1 suppliers	63	50	38
	Number of critical tier 1 suppliers	24	13	10
	% of purchase amount from critical suppliers	30%	28%	40%
 Cabin Supply and Catering	Total number of tier 1 suppliers	201	82	23
	Number of critical tier 1 suppliers	43	11	10
	% of purchase amount from critical suppliers	83%	60%	74%
 Operation Maintenance & General Affairs	Total number of tier 1 suppliers	126	83	68
	Number of critical tier 1 suppliers	12	10	6
	% of purchase amount from critical suppliers	53%	46%	52%
Total	Total number of tier 1 suppliers	510	302	184
	Number of critical tier 1 suppliers	124	70	54
	% of purchase amount from critical suppliers	85%	77%	86%

Overview of Critical Non-tier 1 Suppliers

	2020	2021
Number of critical non-tier 1 suppliers	39	55

Supplier Sustainability Review

As a global corporate citizen, EVA Air has realized that the issue of sustainability is not restricted to corporate operations. An overall drive must be launched to help implement the concept of sustainable development. Therefore, EVA Air revised the internal procurement procedures with "Supplier Partnership Social Responsibility Policy for Sustainable Development" by the President in 2015. The international sustainability criteria such as environment, human rights, labor practices and social impact were incorporated as the main items of consideration for selecting new suppliers. We hope that we can encourage our suppliers to make joint efforts to fulfill corporate social responsibility through our procurement policies and practices, combined with sustainable standards.

Before working with suppliers, EVA Air evaluates their past credit records as well as other aspects, including supplier image and whether there are any records of serious legal (regulation) violations. We have announced the "Supplier Partnership Social Responsibility Policy for Sustainable Development" to the internal main procurement departments, and all the contracts with our major suppliers include termination or cancellation clauses. If any supplier is found to have violated the corporate sustainable development policy, we have the right to demand improvement and reserve the right to terminate the contract if the violation is not improved or there is any major violation.

To fulfill the development policies and commitments of our procurement and supply chain, we have established a five-stage sustainability management process to drive continuous improvement in our partner suppliers so as to enhance their sustainability performance and achieve the core value of mutual benefit.

Supply Chain Sustainability Management Process



Supplier Partnership
Social Responsibility
Policy for Sustainable
Development



Supplier Code of
Conduct

EVA Air has always been committed to the sustainable development of the Company and respond to Sustainable Development Goals (SDGs). Likewise, we also expect the same values in our suppliers. Therefore, in 2019, we formulated the EVA Air Supplier Code of Conduct (SCoC) according to the spirit of human rights, labor standards, environment and anti-corruption regulations of relevant international initiatives and requirements such as the UN Global Compact, the International Labor Organization (ILO), the Organization for Economic Cooperation and Development (OECD), the Social Accountability 8000 International Standard (SA8000), the ISO 26000 Social Responsibility Guidance, the Global Reporting Initiative (GRI), and the UN Guiding Principles on Business and Human Rights. This EVA Air SCoC is replacing the original Letter of Commitment - Supplier Partnership Social Responsibility Policy for Sustainable Development. It is applicable to all suppliers/ contractors/ subcontractors/ service providers who provide products or services to EVA Air. Likewise, EVA Air's subsidiaries and the affiliated companies of its suppliers are encouraged to adhere to the SCoC so that through mutual influence, the sustainability of the overall industrial chain can be enhanced.

Key Items of the EVA Air Supplier Code of Conduct

Human Rights & Working Conditions	Occupational Safety & Health	Environmental Protection	Business Ethics	Sustainable Supply Chain	Duty of Confidentiality & Information Security	Management System
Freely Chosen Employment	Occupational Safety	Permits and Compliance	Principle of Integrity	Communicate the Sustainability of Supply Chain	Duty of Confidentiality	Management Responsibility
Child Labor & Young Worker	Emergency Preparedness	Pollution Prevention & Energy/Resource Conservation	Avoid Conflict of Interest		Information Security	Risk Assessment & Management
Non-discrimination	Occupational Injury	Hazardous and Harmful Substances	Fair Trade & Antitrust	Compliance		Training
Humane Treatment	Training & Communication	Waste and Emission	Intellectual Property Rights	Continuous Operation		Communication
Working Hours			Whistle-blowing System			Documents & Records
Wages & Benefits						Encourage the Establishment of Management System
Freedom of Association						
Preface	Sustainable Value Creation	Intelligent Safety	Service Innovation	Happy Workplace	Environmental Leadership	Social Inclusion and Community Engagement
				Corporate Governance	Materiality Analysis	Appendix

In order to continuously improve the sustainability of its supply chain, EVA Air requires suppliers to sign the Supplier Code of Conduct (SCoC). In 2021, the signing rate of tier 1 suppliers and critical suppliers reached 100%.

EVA Air SCoC Signing Status		2019	2020	2021
Tier 1 suppliers	Number of Suppliers	510	302	184
	Number of suppliers receiving the SCoC	509	302	184
	Number of suppliers signing the SCoC	413	302	184
	% of suppliers signing the SCoC	81%	100%	100%
Critical tier 1 suppliers	Number of Suppliers	124	70	54
	Number of suppliers receiving the SCoC	123	70	54
	Number of suppliers signing the SCoC	100	70	54
	% of suppliers signing the SCoC	81%	100%	100%

Perform Supplier Risk Identification

In addition to requiring suppliers to provide good quality and meet delivery deadlines, EVA Air also works with suppliers to fulfill the responsibility of protecting the environment and providing a good employment environment in order to lead suppliers towards sustainability and thereby enhancing the competitiveness of the industry chain. In order to understand and grasp the sustainability status of the overall supply chain, we have formulated the Sustainability Assessment Questionnaire (SAQ) according to the procurement procedure manual. Through the questionnaire, we evaluate the sustainability risks of suppliers. Then based on the survey results, we conduct on-site audit of high-risk and key suppliers to determine their actual conditions, provide recommendations and request improvements to be completed within a time limit. In 2021, questionnaires were issued to tier 1 suppliers and critical suppliers (tier 1 and non-tier 1), and the response rate was 100%.

Supplier Sustainability Risk Assessment		2019	2020	2021	2022 Target
Tier 1 suppliers	Number of suppliers surveyed	510	302	184	-
	Number of suppliers who responded	510	302	184	-
	Response Rate (%)	100%	100%	100%	100%
Critical tier 1 suppliers	Number of suppliers surveyed	124	70	54	-
	Number of suppliers who responded	124	70	54	-
	Response Rate (%)	100%	100%	100%	100%
Critical non-tier 1 suppliers	Number of suppliers surveyed	-	39	55	-
	Number of suppliers who responded	-	39	55	-
	Response Rate (%)	-	100%	100%	100%

Analysis of Questionnaire Results

In order to implement sustainable supply chain management, EVA Air uses the results of the sustainability risk assessment to identify potential economic, environmental and social risks of the supply chain. Potentially high risk suppliers and key suppliers are audited and counseled to ensure that the risks can be effectively controlled and reduced.

In 2021, EVA Air increased the SAQ score of high-risk suppliers from 60 to 70 to improve the sustainability of its suppliers. However, the overall supply chain sustainability risk survey results still did not contain any high-risk suppliers with a score lower than 70 points. Furthermore, we analyzed the results of the sustainability risk assessment. The bottom of 1% suppliers with the lowest scores, which potentially had the highest risk were selected to be audited, in an effort to further evaluate their potential risk factors, including being punished for violating various laws and regulations, property damage caused by major incidents, and labor working conditions. After communicating with and providing counseling to the suppliers, their performances were greatly improved. We will continue to follow up and provide guidance to the suppliers to put in the necessary efforts that will result in improvements in the relevant aspects.

Results of Supplier Sustainability Assessment Questionnaire

		2019	2020	2021
Tier 1 suppliers	Number of suppliers surveyed	510	302	184
	Number of high-risk suppliers	15	0	3
	% of high risk suppliers	3%	0%	1.6%
Critical tier 1 suppliers	Number of suppliers surveyed	124	70	54
	Number of high-risk suppliers	4	0	1
	% of high risk suppliers	3%	0%	1.9%
Critical non-tier 1 suppliers	Number of suppliers surveyed	-	39	55
	Number of high-risk suppliers	-	0	0
	% of high risk suppliers	-	0%	0%

Follow Up on Supplier Audit and Improvement

In order to implement sustainable risk management for suppliers, EVA Air has formulated supplier auditing measures, which require on-site audits of high-risk and critical suppliers. In 2021, due to the impact of COVID-19, the audit was adjusted to online auditing. Those selected for audit were high-risk and major suppliers of each procurement category, irreplaceable suppliers and major annual transaction amount suppliers who occupy a key position in the stability of the Company's operations. The goal was to audit 32 critical suppliers and 3 high-risk suppliers (one is high-risk critical supplier) and complete online audits. There was no defect found in the audit. EVA Air will continue tracking in order to improve the sustainable performance of the overall supply chain in the future.

	2019	2020	2021	2022 Target
Number of high-risk and critical indicator suppliers	15	19	34	-
Number of audited on high-risk and critical suppliers	7	19	34	-
% of high-risk and critical suppliers audited	47%	100%	100%	100%
Defect found in audit (number of cases)	Slight defects: 19 cases Observation: 9 cases	Slight defects: 5 cases Observation: 1 case	0	-
Defect improvement rate (%)	100%	100%	100%	100%

Growing Together with Suppliers

Strategies for Sustainable Supply Chain Development

EVA Air and its suppliers have developed together, supporting each other and growing together through the partnership. To provide better quality and service while at the same time striving towards sustainability, we have formulated strategies for the development of a sustainable supply chain in accordance with the procurement procedures manual. Safety, quality, price, delivery, service and sustainability are clearly defined, and suppliers are invited to participate and invest, and share in innovation opportunities through mutual cooperation.

Implementing Sustainable Innovation Projects

Objective Development Close to Demand / Substantially Reduce Carbon and Love the Earth

Content Functional Protective Jacket 2.0

EVA Air is actively committed to reducing carbon emissions, promoting environmental sustainability and slowing down global warming. During the pandemic, we saw that protective clothing was insufficient or was used in large quantities, which led EVA Air to think about the long-term impact on the environment. Following the exclusive and popular sale of EVA Air's 1.0 protective clothing, which was a viral topic, EVA Air worked with suppliers to gather feedback from consumers of the version 1.0 protective clothing, and jointly develop the Protective Jacket Version 2.0, which combines reusable features with protective functions. The development process took into account the consumer experience, and used that as the starting point. The process of fabric selection, filming technology and style design adjustment, all the way to mass production, and transportation lasted a total of 9 months. The Protective Jacket Version 2.0 did finally pass the high-level, microbial infection barrier penetration test, according to American standard AATCC and European standard EN141262. Not only does it provide safety but the emphasis is also on its reusability, which helps reduce the environmental burden on the part of the consumers' purchase of disposable protective clothing.

Performance

	Unit	2021
Reduce the amount of disposable protective clothing	Piece	about 160,000
Carbon Reduction (Note)	Ton	about 78.8

Note: Calculated based on about 245g per piece of disposable protective clothing, the carbon footprint of polypropylene PP, the main raw material of protective clothing, is 2.01E0 kgCO₂e, which is registered on the Environmental Protection Agency of the Executive Yuan - Product Carbon Footprint Information Network.

Content Special Loading and Unloading Rollers of Cargo in Cabin

EVA Air adheres to the corporate spirit of "Challenge, Innovation, and Teamwork". During the pandemic, the demand for cargo capacity in the cabin was greatly increased. The existing mode of operation for transporting cargo on the suppliers' side was only achieved manually using manpower. Not only was it time-consuming and labor-intensive, but it was also easy to cause

hidden occupational injuries on the part of the workers. EVA Air invited its suppliers to participate together in order to provide them with relevant experience from foreign airports. EVA Air and its suppliers then jointly developed special-purpose rollers in loading and unloading for cargo in cabin. The roller operation videos were also filmed in order to optimize the operation process, also allowing the staff to save time and effort while using the loading and unloading rollers. Not only did this improve the safety of the personnel handling the cargo, but it also reduced the fuel consumption when the aircraft is parked at the terminal, so as to achieve the objective of carbon reduction. In response to the global carbon reduction goal, EVA Air has spared no effort in promoting this technology to its partner airports. Suppliers in San Francisco, Seattle, Chicago, Los Angeles, Vienna and Dallas all use these specially designed rollers, for loading and unloading cargoes, which was well received by the front-line staff of the suppliers. With both parties collaborating in this process, EVA Air was able to create and share the benefits it brings.

Performance	Unit	2021
Savings (Note 1)	TWD	about 35 million
Fuel Reduction (Note 2)	Ton	about 1,190
Converted Carbon Reduction	Ton	about 3,750

Note 1: Fuel price per minute * time saved * number of flights
Note 2: Tons of fuel per minute * time saved * number of flights

Promotion of the e-Library Project

Objective	Travel with peace of mind and create a new experience of paperless flying	
Content	EVA Air is committed to improving the overall flight service, and it is also making continuous efforts for a sustainable environment, constantly thinking about the possibility of paperless operations in order to reduce the impact on the environment. Therefore, since the pandemic, various paperless projects have been reviewed since November 2020.	
Service Aspect	EVA Air is committed to improving the quality of various services for passengers and maintaining a good flight safety record with the business philosophy of "Safe and Convenient Flight, Welcoming and Thoughtful Service, Efficient and Innovative Operation". During the COVID-19 pandemic, in order to reduce the contact between passengers, ever since 2021, through the technical collaboration of suppliers, EVA Air was able to digitize the company's own magazines, which are "enVoyage", "EVA Sky Shop" and "Star Gallery", allowing passengers to fly more safely.	
	2021	Promote the digitalization of the company's own magazines: "enVoyage", "EVA Sky Shop" and "Star Gallery", and combine them with electronic journals.
	2022	Promote "e-Library", collaborate with well-known e-Library platform providers in the industry, share the company's information on Taiwan and Chinese tourism markets, and combine the advantages of suppliers with a large number of bookstores. In addition, an inventory of our self-operated VIP lounges and in-flight paper newspapers and magazines should be conducted, and discuss with suppliers the content of customized book lists. In the meantime, we should provide differentiated services for passengers, and the number of publications that can be read for free, depending on the passenger's cabin class and membership card status. In the end, we can achieve a win-win-win result for the three parties that are involved. Supplier: Through the collaboration between the two parties, we can better understand Taiwan and the Chinese tourism market, and can optimize the content of the Chinese book library.The original newspaper and magazine industry: Digital transformation has become a trend. By leveraging the collaboration between the airlines and the international electronic journal system providers, airlines can promote their electronic publications to the world, and those in the transportation service industry who might be in demand for this can choose to take advantage of this technology. EVA Air: The reduction of weight, quantity, paper, and printing on board has brought about an overall carbon reduction benefit. The environment is sustainable, and we continue to move towards the goal of a sustainable environment. The purchase of paper newspapers and magazines had been reduced due to the introduction of electronic journals, and it is estimated that an annual savings of up to NT\$430 million can be realized. At the same time, due to the advertising and shopping cart functions of electronic journals, the company can also utilize new business models such as using membership promotions in the future to increase the company revenue.
Performance	2021	2022 Targets
	<div>"EVA Sky Shop" electronic performance:</div> <div>- Paper Saved: 190,337,600 sheets</div> <div>- Carbon Reduction: 3,772.12 tons</div> <div>- Fuel Saving: 109.86 tons</div>	
	<div>In-flight magazine electronic performance:</div> <div>- Paper Saved: 1,584,521,700 sheets</div> <div>- Carbon Reduction: 32,086.81 tons</div> <div>- Fuel Saving: 1,131.88 tons</div>	
Operational Aspect	In the past, the acceptance of refueling was signed in paper, and a large amount of paper was used. Based on the spirit of sustainability, EVA Air cooperates with our suppliers in the E-fueling System to achieve win-win results through technical exchange, continuous discussion and communication. Our suppliers had improved the technology of developing electronic refueling system, and EVA Air continues to move towards the goal of sustainable environment.	
	Performance	Unit
	Paper Saved	Sheets
	Carbon Reduction	Ton
		2021
		40,000
		0.3

Sustainable supply chain development improvement

Convene Supply Chain Conference

In order to enhance the sustainable development of suppliers and understand corporate social responsibility, EVA Air held its online supply chain conference in 2021 and 130 suppliers from all around the world participated. We shared EVA Air's sustainable goals, vision, the current status of our sustainable supply chain, and also took this opportunity to explain our suppliers' cooperation matters. In addition, EVA Air invited the lecturer to share his corporate social responsibility expertise and discuss economic, environmental, and social issues with suppliers. We look forward to helping suppliers understand corporate social responsibility and use the concept when developing future products or formulating policies so as to realize corporate social responsibility with suppliers all together as well.

Continuing Education and Training Courses on Sustainability

One of the ways for companies to survive and achieve corporate social responsibility is to grow sustainably with suppliers, and the education and training of procurement personnel plays a key role in supply chain management. For that reason, we held two training courses for our procurement personnel in 2021, ranging from the 17 sustainable development goals issued by the United Nations to the global sustainable procurement guidelines issued by the International Organization for Standardization, to deepen the understanding of sustainable procurement and green supply chains among our procurement staff. Supplier sustainability education training courses were conducted in 2021 to strengthen suppliers' understanding of sustainable development and related issues. These courses were formulated to promote corporate social responsibility, policies on human rights commitments, and management mechanisms. 100% of the suppliers completed the courses.



Conduct Supplier Evaluations and Awards

Before the COVID-19, EVA Air conducted a catering competition every year to improve the meal and service quality of our global catering. Catering with excellent performance are awarded trophies in their local area. This event also helped to reiterate to our global catering the importance of maintaining excellent meal quality. However, due to the impact of the COVID-19, this event has still been suspended in 2021, but will resume depending on the assessment of the pandemic.

Local Procurement

Based on the Taiwan region where EVA Air's main operations are located, local employment opportunities are created through active partnership with local suppliers. In 2021, EVA Air's local procurement in Taiwan accounted for approximately 41.8% of its procurements.

Percentage of Local Procurement

Procurement Area	2019	2020	2021
Domestic	41.1%	38.9%	41.8%
Foreign	58.9%	61.1%	58.2%

Note 1: Aircraft and the peripheral products/ services have their unique characteristics and the main suppliers are from abroad, so we prioritize flight safety quality in our procurement policies and practices.

Note 2: With the consolidation and definition of tier 1 suppliers in 2020, the proportion of local procurement in 2019 are affected.

Supply Chain Management KPI


Annual Target	2019	2020	2021	2022 Target
100% of tier 1 suppliers signed the Supplier Code of Conduct	81%	100%	100%	100%
100% of tier 1 suppliers completed the Sustainability Assessment Questionnaire	100%	100%	100%	100%
Sustainability management audit performed on 100% of high-risk suppliers	47%	100%	100%	100%
Conducted annual supplier education and training	-	100%	100%	100%
Implement two procurement staff education and training	-	-	100%	100%
Convene supply chain conference every year	-	-	100%	100%

1-4 Sustainable Value and Performance

EVA Air 6 Values and Management Approach

EVA Air has formulated a comprehensive management approach, including input resources, policies, commitments, and actions. By investing resources in internal sustainable management and service models, it creates maximum value for all major stakeholders. The resources invested are divided into manpower, material, financial and system aspects. In our business model, we have incorporated the policies and commitments in the management guidelines, and confirmed the complete action plan, which not only produces sustainable value for our seven major stakeholders (customers, employees, government, travel agencies or distributors, media, shareholders, suppliers or contractors), but also conforms to the UN's SDGs.

01
Flight Safety



Management Approach

Input Resources

- Aviation Safety Training: 210 trainees
- SMS action team: 146 members
- Safety Promotion Committee: 19 members
- Develop FORAC App: approx. TWD 1.86 million
- The Applications of AI to Flight Data Analysis: approx. TWD 2.35 million

Business Model

Policy-

We aim to assure your safety whenever you are airborne. We never compromise safety in the air or on the ground.

Commitment-

Regularly examine the effectiveness of various operations, and establish a positive safety culture.

Action-

1.Execute annual safety internal audit


2.Strengthen various operations of safety risk management.

3.Integrate safety databases, use big data analysis and import AI technology.

Output Values

- “Zero Accidents” is the ultimate safety goal of EVA Air
- Flight safety performance (no. of incident/total flight hours): 1.63 times/10⁶ flight hours

Material Aspects	KPI	Short-term Objectives	2021 Achievement	Mid-term Objective	Long-term Objectives	Chapter
Flight Safety	Flight safety performance (times/10 ⁶ flight hours)	Performance ≤ 4	Actual value: 1.63, achievement rate: 159%	Performance ≤ 4	Performance ≤ 4	2. Intelligent Safety

<div>02</div> <div>Customer Service</div> <div>  </div>	Management Approach					
	Input Resources					
	<ul style="list-style-type: none"> - 111 operating locations in 20 countries on 4 continents and flight destinations across 68 cities - Number of fleet: 90 - In-flight service product: approx. TWD 8.64 million - Biometric facial recognition self-boarding: approx. EUR 41,000(including the construction cost of LAX/ SFO station) - Automatic Check-in System: IT resource over system development is 277 man-day. - New functions for EVA website and Mobile App (Note), and implement travel agent reporting systems for NDC: approx. EUR 58,000 and 2,074 man-day of IT resource. <p>Note: new functions for EVA website and EVA Mobile App include ticket booking flow enhancement, expanding ticket change service for all channels, Pre-paid Meal service, Automated Check-in, Passenger Health Declaration, increase language markets (Italian, Philippine English, Malaysia English, Singapore English), self-print boarding passes service for US-bound flights, and saving the e-boarding pass from the website into the Google Pay/Apple Wallet.</p>					

Business Model

Policy-	Constantly pursue better services.
Commitment-	Implement our "Service Declaration".
Action-	Regularly hold Service Quality Committee to examine service status during the pandemic, customer's feedback, causes of operation abnormalities, and draw up response measures.

Output Values

- Number of passengers: 292,690	- Net Promoter Score (NPS): 74.76
- Cargo volume: 857,412 tons	- Cargo satisfaction: 4.38
- Number of departures: 33,085	- Growth rate of membership: 1%
- Departure on-time performance rate: 96.5%	- Booking fee per flight segment: NDC distribution saves USD 3~5 when compared with traditional GDS.

Material Aspects	KPI	Short-term Objectives	2021 Achievement	Mid-term Objectives	Long-term Objectives	Chapter
Fleet Planning	Introduce Boeing 787	Up to 15 aircraft in 2021	10 aircraft, achievement rate: 66.7%	Up to 15 aircraft in 2022	Up to 21 aircraft in 2024	1-1 About EVA Air
In-flight Catering Management	a. Meal defect-free rate of business class b. Meal defect-free rate of premium economy & economy class c. Airline catering hygiene inspection rate	a. Target value: 99.992% b. Target value: 99.997% c. Target value: 100%	a. Actual value: 99.995%, achievement rate: 100% b. Actual value: 99.998%, achievement rate: 100% c. Actual value: 100%, achievement rate: 100%	a. Reach 99.992% b. Reach 99.997% c. Reach 100%	a. Reach 99.992% b. Reach 99.997% c. Reach 100%	3-1 Innovation with Heart
Service Innovation & Digitization	Automated check-in	Self Check-in (including WEB/APP/ACI) Target value \geq 35%	Since Aug 2021	Target value \geq 50%	Target value \geq 70%	3-1 Innovation with Heart
Customer Relationship	Passenger / Cargo service quality	Net Promoter Score(NPS) \geq 40	Net Promoter Score(NPS):74.76 achievement rate: 187%	Net Promoter Score (NPS) \geq 66	Net Promoter Score(NPS) \geq 66	3-2 Customer Relationship

03

Human Resources



Management Approach

Input Resources

- Salary: TWD 11.9 billion
- Labor and health insurances: TWD 770 million
- Benefits: TWD 1.64 billion
- Pension: TWD 680 million
- Annual training expense: TWD 75.53 million

Business Model

- Policy- Equal employment opportunity.
Commitment- Comply with the "Employment Service Act" and "Personal Data Protection Act" for personnel recruitment.
Action- 1. Ground staff are recruited at least once a year according to the needs, including the disabilities.
2. Cabin crews are recruited 1 to 3 times per year according to the needs.
3. Continue to recruit experienced flight crew every month, and recruit 4 batches of cadets every year.

Output Values

- 10,336 employees worldwide
- 117 new employees
- The retention rate of unpaid parental Leave: 99.6%
- Employee turnover rate: 4.8%
- The average training hours per permanent employee: 28.3 hours
- The average cadet training hours per flight crew: 317 hours

Material Aspects	KPI	Short-term Objectives	2021 Achievement	Mid-term Objectives	Long-term Objectives	Chapter
Workplace Diversity and Inclusion	Prevention of sexual harassment and discrimination, unlawful workplace violations, and maternal health protection	Hold at least one internal lecturer training course or gender equality related course every year	Held one courses achievement rate: 100%	The internal lecturer conducts internal training courses in batches	All employees complete the training and have considerable knowledge	4-1 Diversity and Tolerance
Human Resources Development (Ground Staff)	Job competency conformity	100%	100%	100%	100%	4-3 Employee Development
Human Resources Development (Flight Crew)	a. On-the-job training b. Position upgrading c. Promotion evaluation	a. 100% completion rate of recurrent training b. 5% of SFO upgrade to PIC annually c. 5% flight crew is trained for aircraft transition annually	a. A total of 2,429 completed EBT training, achievement rate: 100% b. Over 19 SFOs received upgrade training, achievement rate: 100% c. Over 71 flight crews received transition training, achievement rate: 100%	a. 100% completion rate of recurrent training b. Establish survey system to understand the willingness of the flight crew and establish rotation mechanism based on the manpower needs of the fleet	a. 100% completion rate of recurrent training b. Periodically conduct promotion evaluation (SFO to PIC) and promote accordingly c. Aircraft transition based on the manpower needs of the fleet and the willingness of the flight crew	4-3 Employee Development
Human Resources Development (Cabin Crew)	a. On-the-job training b. Promotion evaluation	a. Completion rate: 100% b. Reach 100%	a. Achievement rate: 100% b. (Note)	a. Completion rate: 100% b. Conduct promotion evaluation based on the manpower needs	a. Completion rate: 100% b. Reach 100%	4-3 Employee Development
Occupational Safety and Health Management	Injury Frequency Rate (FR)	FR<7.4	FR=2.34, achievement rate: 168%	FR<6.0	FR<5.0	4-5 Friendly Work Environment
Labor Relations and Human Rights Protection	Promote "Employee Assistance Programs" and maintain labor-management communication	a. Hold the communication and negotiation meeting with the union every six months b. Conduct one annual retraining for "care taker"	a. Held 2 meeting, achievement rate: 100% b. Held one course, achievement rate: 100%	a. Hold the communication and negotiation meeting with the union quarterly b. Combine with the club subsidies of the "Employee Assistance Programs" and hold EVA Air Parent-Child/ Charity/ Environmental Protection/ Public Welfare Day once every 3 years	a. Hold the communication and negotiation meeting with the union monthly b. Combine "Employee Assistance Programs" with Work-Life Balance Program to increase employees' willingness to stay employed	4-2 Retention of Talent

Note: The flight operation had been severely reduced due to COVID-19 in 2021, which leads to manpower reduction and the cancellation of promotion courses.

04 Environment



Management Approach

Input Resources

- Environmental capital expenditure: approx. TWD 100 million
- Environmental operating expenses: approx. TWD 1.97 million
- Green procurement: approx. TWD 30.78 million

Business Model

- Policy-Commitment-Action-
- Formulate and implement "Environment and Energy Policy".
Comply with environmental regulations and respond to Green Purchase.
Operate ISO 14001 and ISO 50001, continuously improve and effectively implement the management of energy, resources, air pollutants and waste; control and reduce the impact on the environment.

Output Values

- Electricity consumption at operating locations in Taiwan decreased by 700,178 kWh compared with the previous year.
- Implementation of fuel conservation measures saved 28,160 tons of fuel.

Material Aspects	KPI	Short-term Objectives	2021 Achievement	Mid-term Objectives	Long-term Objectives	Chapter
Environmental Impact Mitigation	a. Implement Environment and Energy Management System b. Water consumption (m³) c. Daily waste generation per capita (kg)	a. EVA Air Nankan Park and Taipei Building obtain certification to ISO 14001 and ISO 50001 b. 2.25% reduction in 2021 compared to 2018 c. 3% reduction in 2021 compared to 2018	Achievement rate: a. 100% b. 109% c. Missed target	a. Implement environmental risk investigation for outstations b. 5.25% reduction in 2025 compared to 2018 c. 7% reduction in 2025 compared to 2018	a. Increase ISO 14001 coverage to 100% b. 9% reduction in 2030 compared to 2018 c. 12% reduction in 2030 compared to 2018	5-3 Environmental Sustainability
	Fuel efficiency	a. 13.0283(L/100 RPK) for passenger aircraft b. 0.0720 (L/FTK) for cargo aircraft	Missed target	Achieve carbon-neutral growth form 2020	Achieve net zero carbon emission by 2050	5-1 Low-carbon flights
Climate Change Management	Power consumption (kWh)	3% reduction in 2021 compared to 2018	Missed target	7% reduction in 2025 compared to 2018	12% reduction in 2030 compared to 2018	5-3 Environmental Sustainability

Note 1: RPK = Revenue Passenger Kilometer

Note 2: FTK = Freight Tonne Kilometer

Note 3: The power consumption excludes the power consumption of Nankan Park's outsourced vendors.

05 Society



Management Approach

Input Resources

- Cash: approx. TWD 60.93 million
- Barter tickets: approx. TWD 9.85 million
- Ticket: approx. 271, valued TWD 48.57 million
- Others (donations, devoted manpower and time): approx. TWD 1.15 million

Business Model

- Policy-Commitment-Action-
- In response to public welfare needs, we are committed to implementing corporate social responsibility.
EVA Air upholds the spirit of giving back to society by constantly contribute to public welfare with joint efforts by various sectors.
1. Donate goods and materials to the disadvantaged through the Chang Yung-Fa Foundation.
 2. Sponsor tickets for organizers to introduce well-known overseas arts; organize international competitions and support potential athletes in their overseas competitions to actively promote Taiwan's art and culture and attention to sports development.
 3. Assist official and local associations in organizing events.

Preface

Sustainable Value Creation

Intelligent Safety

Service Innovation

Happy Workplace

Environmental Leadership

Social Inclusion and Community Engagement

Corporate Governance

Materiality Analysis

Appendix

Output Values

- arts and cultural activities, which benefited nearly 90,000 people
- 8 public welfare activities
- Donated materials: benefit 7 social welfare groups and schools
- 5 projects of giving back to local community

- Sponsored 1 sports events
- Sponsored 11 sports players
- Sponsored 6 sports teams

Material Aspects	KPI	Short-term Objectives	2021 Achievement	Mid-term Objectives	Long-term Objectives	Chapter
Community Engagement and Social Welfare	a. Sponsor arts and culture activities b. Hold and sponsor sports events c. Sponsor local sports players to participate in international competitions d. Collaborate with local tourism authorities to hold tourist events	a. 3 activities b. 4 activities c. 4 players d. 2 local tourism events	Achievement rate: 100%	Continue to evaluate and implement welfare donations, sports event sponsorship, arts and cultural activities, giving back to local community projects and education promotion events. Look for various matching channels to give the most substantial help to society.	Implement corporate social responsibility and shape the Company's good public welfare image	6. Social Inclusion and Community Engagement

06

Economy



Management Approach

Input Resources

- The Company's total assets: TWD 298.2 billion
- The Company's amount of capital: TWD 51.9 billion

Business Model

Policy-
Commitment-
Action-

Business integrity, protect shareholders' rights and interests.
Create maximum benefits for investors with professional operation, good faith and risk management.
The Company protects the interests of all stakeholders through periodically updating overview of the company and uploading financial statements, holding annual shareholders' meeting or investor conference, replying investors' questions by email or telephone, and announcing important financial and business information on MOPS.

Output Values

- The Company's total revenue: TWD 95.3 billion

Material Aspects	KPI	Short-term Objectives	2021 Achievement	Mid-term Objectives	Long-term Objectives	Chapter
Corporate Sustainability Strategy and Goals	a. Actively participate in domestic or international corporate sustainability assessment b. Regularly report the implementation of corporate sustainability to the board of directors each year.	a. Achievement rate: 100% b. Once a year	Achievement rate: 100%	Participate in the Corporate Sustainability Assessment (CSA), and increase S&P Global ESG Score	Improve CSR awareness in all employees, and implement ESG action plans.	1-2 Sustainable Management

Material Aspects	KPI	Short-term Objectives	2021 Achievement	Mid-term Objectives	Long-term Objectives	Chapter
Business Integrity and Ethics	a. Hold training courses for the directors b. Carry out the internal board performance evaluation c. Hold employee integrity management training courses	a. Two training courses every year, 3 hours each time. b. Once a year c. Once a year	a. Achievement rate: 100% b. Achievement rate: 100% c. Achievement rate: 100%	a. Continue to hold training courses for the directors b. Carry out the board performance external evaluation c. Continue to hold employee integrity management training courses	Raise the standards of corporate governance and ensure investors rights and interests	7-1 Ethical Management
Risk and Opportunity Management	Set up effective risk management, improve and maintain it; ensure the company's profit growing continuously	Regularly report risks and response measures at the CSC each year.	Achievement rate: 100%	Continue to operate risk management and effectively implement risk management policies.	Implement risk management and improve the task division effectiveness of risk management to ensure that the Company's operational goals are reached.	7-1 Ethical Management
Brand Strategy and Value	Focus on brand positioning and commitment, continuing to enhance the Company's positive image and gain consumer trust and recognition.	a. Publish a total of 2000 posts on the Company's social media platforms. b. Issue 35 Chinese and English press releases, which exposure on Internet and print media. c. A total of 80 global advertising exposures, including 50 in both Company's and Evergreen Group's premises, and outdoor advertising spaces, and 30 in stations in Europe, America, Asia and Australia.	Achievement rate: 100%	Create different topics, continue to strengthen the promotion of the Company's positive image to enhance global brand recognition, and increase consumer stickiness to create Company revenue.	Build EVA Air as a world-renowned brand and achieve the Company's sustainable business goals.	1-1 About EVA Air
Operational Performance	Continue to improve the Company's ASK	ASK reaches 10% of 2019	Achievement rate: 138%	ASK reaches 50% of 2019	ASK reaches 100% of 2019	7-3 Operational Highlights
Supply Chain Management	a. Improve response rate of "Supplier Code of Conduct" (SCoC) b. Improve response rate of "Sustainability Assessment Questionnaire" (SAQ)	a. Achieved response rate: 80% for tier 1 suppliers; 90% for critical suppliers b. Response rate: 90%	a. Response rate: 100% for tier 1 suppliers, accounting for 125% of achievement rate; 100% for critical suppliers, accounting for 111% of achievement rate. b. Response rate: 100%, achievement rate: 111%	a. Achieve a 100% response rate of SCoC for tier 1 suppliers. b. Achieve a 100% response rate for tier 1 supplier SAQ. c. Complete audit for 70% of the critical tier 1 suppliers. d. Conduct one supplier education training and supplier conference every year.	a. 100% of Supply Chain Management performance. b. Reduce carbon production among key suppliers by 20% in 2030.	1-3 Sustainable Supply Chain Management

Personal Information Protection and Cyber Security

Construct and maintain an effective information security management system and follow personal information protection laws and regulations to ensure that the Company's information security and personal information protection comply with international standards and legal norms

Pass the ISO 27001 surveillance and recertification audits to maintain the validity of the certificate

Achievement rate: 100%

Continue to operate and implement the management mechanism and expand the scope of implementation

Strengthen the Company's information security governance to ensure the safety of the Company's information assets

7-2 Information Security and Privacy Protection

Note: The Company's ASK in 2019 was 59.67 billion kilometers and in 2021 was 8.21 billion kilometers

Sustainability Impact Valuation

On the path of sustainable development, EVA Air always aims to become one of the world's best airlines. Only by taking into account the triple bottom line (TBL) management thinking of economy, environment and society we can bring about more effective management decisions and demonstrate the substantial value created by business operations for stakeholders. Since 2018, EVA Air has joined hands with the Center for Corporate Sustainability Impact in Tunghai University and adopted the thinking of Profit & Loss, as well as the Outside In perspective to evaluate the social impact derived from the Company's value chain activities.

In 2021, despite the continued impact of the COVID-19 pandemic, EVA Air created a net positive impact of TWD 135.5 billion for stakeholders, a 20% increase from the previous year. Among them, the supply chain output value of TWD 101 billion driven by procurement demand is the most significant. At the same time, the external environment cost of TWD 8.6 billion was also derived. In terms of the Company's operations and air

transport services, in addition to creating operating income, employee compensation, tax payment, distribution of dividends, depreciation and amortization not only increase employment opportunities, and support the government to boost construction and welfare, but also bring profit to investors. Base on the above, a total of TWD 49.3 billion in social and economic contributions were created, while the improvement of employee competencies will bring about TWD 3.9 billion in future expected benefits each year. However, the environmental footprint and resource consumption derived from the operation and services of the Company has resulted in an environmental cost of TWD 6.6 billion, while occupational accidents have brought about a social cost of TWD 3.25 million. EVA Air will continue to promote the influence of our sustainable management structure and drive the improvement of supply chain sustainability to achieve the goal of creating long-term sustainable value for the Company.

Note: Net Positive Impact = Positive Impact–Negative Impact

2.6 times

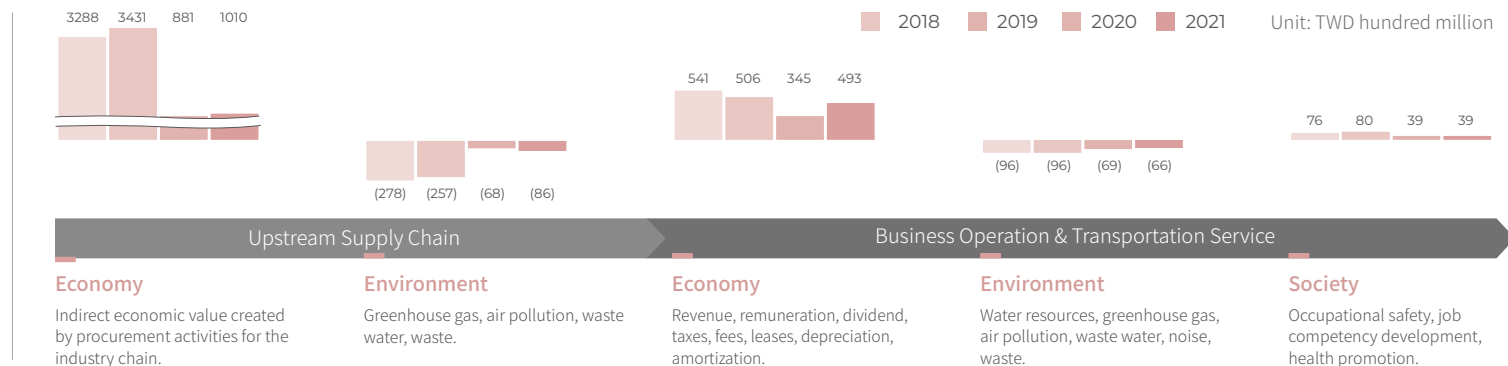
Supply chain output value boost

23 %

Economic contribution growth compared with the previous year

10 %

Increase in environmental cost compared with the previous year



Note 1: The economic contribution of the supply chain was estimated with the input-output analysis method by referring to the Preparation Report on 2011 Input-Output Tables issued by the Directorate-General of Budget, Accounting and Statistics, Executive Yuan, Republic of China. From 2020, the most recently announced 2016 Input-Output Tables is used for report compilation and calculation.

Note 2: The environmental externality of supply chain was estimated by referring to annual Preparation Report on Green National Income Account issued by the Directorate-General of Budget, Accounting and Statistics, Executive Yuan, Republic of China.

Note 3: The social methodology of supply chain is under development.

Note 4: The economic contribution of business operation and air transportation services was calculated based on the revenue and expenditures put to the stakeholders, and its data came from the annual report of the Company.

Note 5: The environmental externality of business operation and air transportation services was estimated by referring to the research reports and databases of US EPA (2016), ReCiPe (2016), LC-Impact (2016), IPCC (2006), UNEP & SETAC (2017), USEtox (2017), PWC UK (2015), and OECD (2012).

Note 6: The social externality of business operation and air transportation services was estimated by referring to the research reports of HSE (2017), Ecomatters (2016), WHO (2008), Jiune-Jye Ho (2005), and Chieh-Hsien Lee (2009).

Note 7: Currency value conversion takes into account the inflation coefficient based on 2018 and the exchange rate of the TWD to the foreign currency.



PART

INTELLIGENT SAFETY

Safety Guidelines: Hazard identification and risk management as the guide for actions, SOP compliance and operation accuracy as the performance goal, professional and systematic improvements as the foundation of sustainability.

Safety, Service and Sustainability are not only our core value, but also the foremost goal of the entire staff. EVA Air’s corporate sustainability is based on an “Action oriented, Performance targeted, Sustainability focused” action plan. Under the guidance of this action plan, in the execution of safety-related work, we take “hazard identification and risk management as the action orientation, and SOP compliance and operation accuracy as performance goals, as well as professional and systematic improvements as the main axis of sustainability”, in order to ensure that every flight of EVA Air reaches its destination safely. EVA Air’s safety vision is, “We aim to assure your safety whenever you are airborne. We never compromise safety in the air or on the ground.”, and we instill the safety goal of “zero accidents” into every employee’s mindset and action. With our persistent efforts in the past, EVA Air has been recognized as one of the world’s safest airlines.




There is no perfect safety, only better safety. EVA Air takes "Zero Occurrences, Zero Violations, Zero Errors" as all employee’s responsibility. Adopting “Intelligent Safety” as EVA’s Safety Roadmap, EVA Air has advanced its safety management system that based on Data Driven, Evidence Base, and Systematic Approach by integrating the wisdom of humans and technology to ensure a safe operation. Our execution strategies are:

- 01 Smart integration and action implementation.
- 02 Technology applications and system research and development.
- 03 Advanced mindset and cultural shaping.

2-1 Smart Integration and Action Implementation



The EVA safety management manual has been prepared and verified by Taiwan's civil aviation authority. It meets the requirements of Article 9 of 07-02A of the "Aircraft Flight Operations Regulations", and it also complies with the implementation of Annex No. 19 of the International Civil Aviation Organization (ICAO), which integrates the safety concept into the management system. Through the evaluation of operational safety assurance, by implementing regular monitoring, feedback and continuous corrective actions, Eva is able to maintain the effectiveness of safety risk controls. In addition, EVA Air has formulated the “EVA Corporate Safety Policy” to concretely demonstrate our commitment to promote our safety management system and make safety a part of the corporate culture. We incorporate the SMS’s core element – “hazard identification and risk management” into the employees’ thinking logic and daily operation, and allow it to work with strategic planning, procedure formulation and operation execution. Through the establishment of a complete safety management organization, each department can use it to identify the various hazards present in operating environment, and appropriately conduct risk management in a systematic manner for the impacts that may result from such hazards.



EVA Corporate Safety Policy

Practices of Safety Risk Management

EVA Air applies risk management to flight operation by means of Safety & Security Reporting System to cultivate employees' keen observations and enhance information collection and application capabilities, thereby identifying existing hazards or potential risks. We manage potential risks in the operating system with a proactive and predictive attitude, preventing the occurrence of possible hazards and reducing hazards to an acceptable level.

In the practice of our Safety Management System (SMS), we promoted the "Seven Processes Campaign" as the process logic for all employees in their practice of SMS. In other words, this is to ensure that relevant laws and regulations are integrated into the Company's policies and implemented in the standard operating procedures. Most important of all, it is to ensure that the implementation outcomes are consistent with the expectations of the Company and that the safety goals of the organization are achieved.

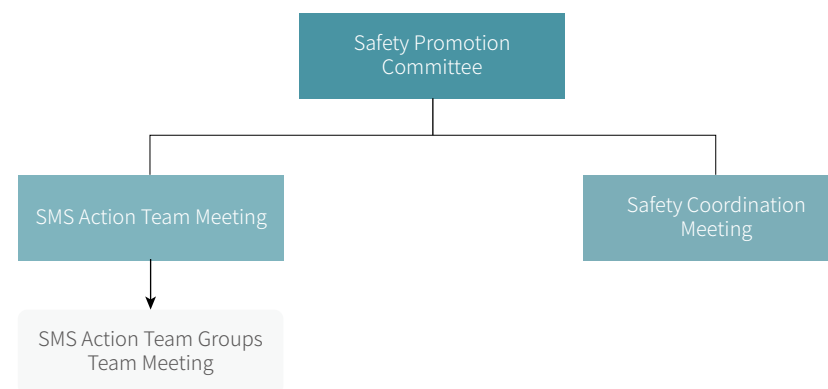


Safety Management System – Hazard Identification and Risk Management

To ensure the safety of various operations and effectively prevent incidents, the "SMS Action Team" is set up under the Safety Promotion Committee. Based on the operational characteristics, the SMS Action Team is divided into eight groups, which are organization and management system, flight operations, operational control and flight dispatch, aircraft engineering and maintenance, cabin operations, ground handling operations, cargo operations and security management. The groups conduct real time monitoring of risk items in their various domains, establish risk management and control measures, and report regularly to the senior executives of the Safety Promotion Committee.

In the 2021 quarterly meeting of the "SMS Action Team", a total of 4 risk control cases were identified, including aircraft malfunctions, the ground handling agents not comply SOP, etc. In response to these cases, 19 improvement measures were formulated and managed, improvements such as procedure amended, training enhancement, parts replacement and case study have been implemented and the risk level effectively reduced, thus obtaining a measure achievement rate of 100%. Under effective risk control, EVA Air's safety ranking continues to rank among the top in global aviation. Under the premise of legal compliance, it meets the expectations of the stakeholders. Under the supervision of the competent civil aviation authority, we continue to work hard to ensure flight safety, and there is no mandatory penalty related to flight safety. For more information: <https://www.caa.gov.tw/>

Safety Management Meetings

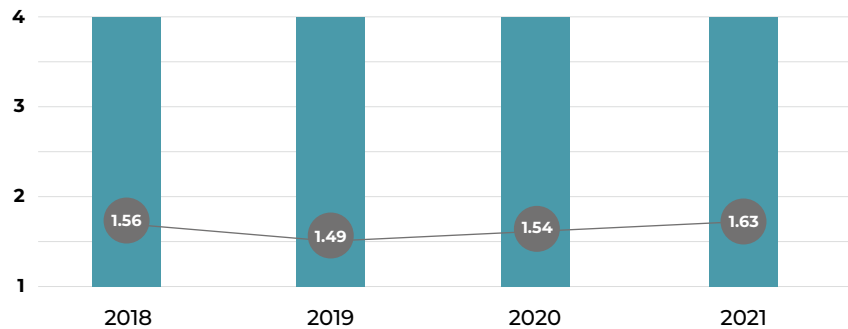


Flight Safety Objectives

According to the instruction of civil aviation authority and the 2020-2022 Global Aviation Safety Plan (GASP) issued by International Civil Aviation Organization (ICAO), the five High-risk Categories of Occurrence (HRCs) are major safety items of EVA Air's SMS. The five major risks include Controlled flight into terrain (CFIT), Loss of control in-flight (LOC-I), Runway excursion (RE), Runway incursion (RI), and Mid-air collision (MAC). Flight serious incident is one of the safety performance indicators of State Safety Plan, and these five high-risk items are the precursors for flight serious incidents. In response to the above operational priorities, EVA Air implements various risk management and control measures, sets annual safety performance indicators, and regularly reviews the effectiveness of its SMS implementation through the Safety Promotion Committee. In response to the above five risks, EVA Air has made efforts in SOP formulation, personnel training, and operation monitoring, with a view to the occurrence of any incidents.

EVA Air compiles the achievement status of the previous year's safety performance target (SPT) every January, sets the current year's SPT, and has them reviewed quarterly, so as to fulfill and reinforce the Company's internal safety management. The current year's safety quality objectives are set and reviewed by referring to actual values occurring over the years and other objective reference data, including the requirements of the competent authority and information from relevant overseas civil aviation institutions or organizations, so as to reinforce its reasonableness.

Safety Performance Target



Formula for annual flight safety performance

$$= \frac{\text{No. of flight incident (accumulated over last 5 years)}}{\text{Total flight hours (accumulated over last 5 years)}}$$

■ Actual Value ■ Target ≤ 4 times / one million flight hour

Note: The formula of annual flight safety performance is the number of accidents and serious incidents defined in ICAO Annex 13 (accumulated in the past 5 years) / sum of flight hours (accumulated in the past 5 years). The safety performance values in the above diagram were caused by 2 events in 2017, and there were no accidents or serious incidents in 2018-2021.



International Certification

The IATA Operational Safety Audit (IOSA) is a safety audit standard for airlines, which is an internationally recognized airline safety inspection mechanisms used to assess whether various operational of an airline meet the operation safety standards of the International Civil Aviation Organization (ICAO). The certification and audit are conducted by the auditing accreditation organizations authorized by the IATA.

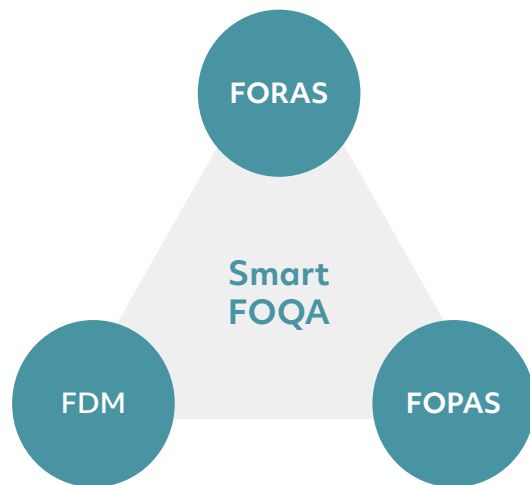
EVA Air has passed various certifications since 2005, and it is also the first airline in my country to pass the certification. This certification not only ensures that EVA Air's operating system has met international safety standards, but also affirms EVA Air's efforts in flight safety.

In the January 2022 audit results, there were two document-related findings, both of which have been closed and the certification has been successfully completed.

2-2 Technology Applications and System Development – Smart FOQA

To achieve “accurate and effective flight safety management, proactive flight safety monitoring, and forward-looking prevention in flight safety”, we have selected advanced aviation equipment and transmission technology and adopted artificial intelligence/ big data technology to develop a safety risk management system suitable for the Company’s operations.

Manage and quantify flight risk factors and provide safety reminders to flight crew to enhance their risk awareness.



Comprehensive flight data analysis to understand SOP compliance and flight discipline implementation.

Quantify flight operation performance to grasp the overall trend of flight operation performance.

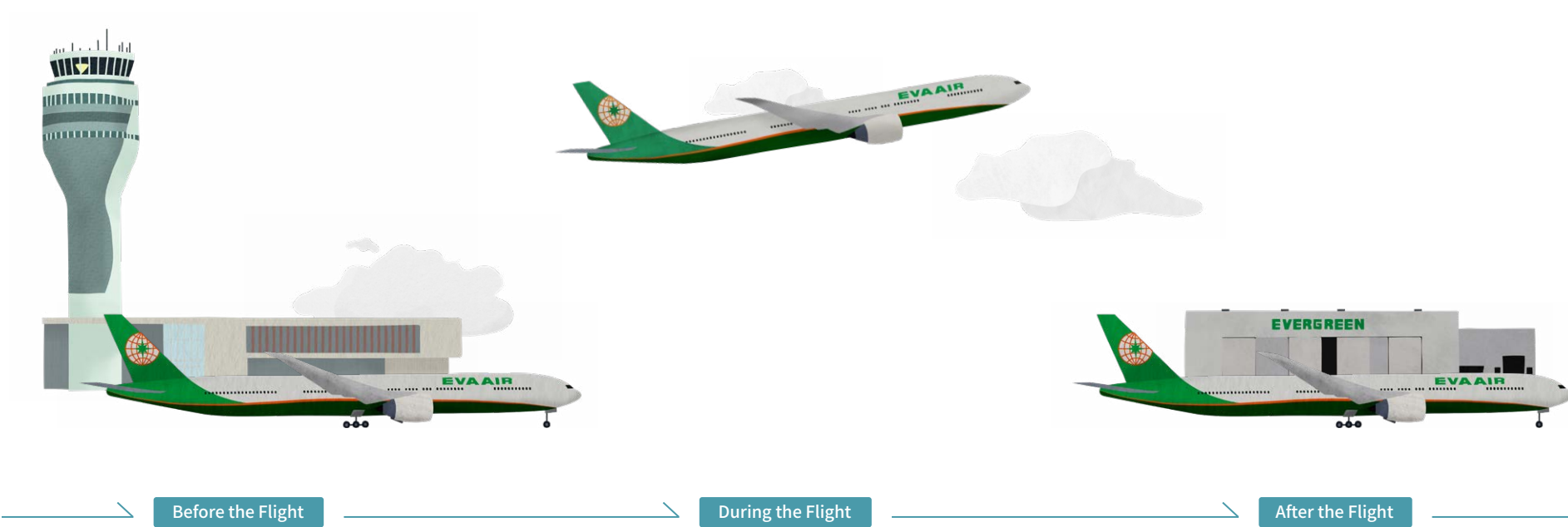
Note: FOQA - Flight Operations Quality Assurance



Artificial intelligence and big data application

Through industry-academia collaboration, EVA Air successively collaborated with Tamkang University, Chung Yuan Christian University and National Taiwan University to apply artificial intelligence to flight data analysis. In 2021, the research team of National Taiwan University used FORAS, FDM and FOPAS data to analyze the specific operational behavior and potential key factors of flights, in order to improve the ability to identify "flight risks". The artificial intelligence method was also used to study the high G landing flights. A human-machine collaborative assessment system for the probable cause of the high G landing flights was developed, which could quickly mark the key data of the flight and allow for the determination of the probable cause to be even more accurate. In the future, information related to flight safety and maintenance safety will continue to be imported for integrated analysis, so as to effectively grasp the overall risk of the company's flight operations.

Control Flight Risks and Operational Quality



Flight Operations Risk Assessment System, FORAS

EVA Air uses the FORAS as a decision support tool and adopts appropriate preventive measures. The FORAS system then provides departure and landing risk information and appropriate safety reminders to the flight crews through iPad, 2.5 hours before take-off. Additionally, the FORAS re-analyze the latest weather information 45 minutes before landing, to identify the changes in external environmental risks, so as to control the accuracy of the analysis.

Real Time Aircraft Condition Monitoring

The Aircraft Condition Monitoring System (ACMS) and the Aircraft Communications Addressing and Reporting System (ACARS) are used to control in-time aircraft status. At the same time, we download data such as turbulence, mechanical failure, air craft approach warning and engine failure. The FORAS calculates the real-time en-route risk monitoring (ERM) and provides the information as a risk warning and for monitoring purposes.

Comprehensive Flight Data Analysis

EVA Air has established the Flight Data Analysis System since 1992 to perform comprehensive flight data analysis for controlling the quality of flight operations. In addition, it has established the Flight Operation Performance Assessment System (FOPAS). Applying linear functions and safety margin methodology, the FOPAS uses 56 criteria to quantify the operational performance of each flight.

2-3 Advanced Mindset and Cultural Shaping

Safety work has no room for the slightest negligence. It requires careful exploration, careful thinking and determination to solve problems and achieve every operational detail. From flight, maintenance to ground handling, all EVA Air employees understand the great responsibilities they shoulder, and deeply realize that their work is a great ethical mission. With a little more caution and attention and by taking the initiative to pay attention to the details of each operation, possible human errors can be avoided to ensure a safe flight environment for passengers. The safety mindset of employees is enhanced through cultural shaping. We actively elevate safety awareness from "required to be safe" to "I want to be safe." The culture of "Use morals as the compass for developing teamwork in accuracy, diligence, consistency and creativity. We do things right the first time and aim for the greatest safety margin to secure passenger, crew and aircraft safety." is indeed the key to EVA Air's success!

Shaping the SMS mindset: Through the transformation of ideas, a behavioral pattern of safety has been shaped and has become the safety climate of the organization, thereby achieving the safety goals of the organization.

Safety training

Striving to be one of the safest airline in the world, EVA Air requires every employee to bear the responsibility of "flight safety" and participate in safety training. Since 1993, we have been promoting safety training, thereby eliminating the occurrence of human errors. Flight-related operators are requested to attend Safety Management System (SMS) training.

Safety promotion

Since 1996, EVA Air has conducted Safety Week activities every year to promote safety awareness among all employees; the activities include propaganda competition, safety promotional video, holding seminars, outstation safety workshop, Safety Week conference, etc. The objective is to enhance the team's cohesiveness, improve teamwork, and increase the safety responsibilities awareness of every member of EVA Air to shape a positive and active safety culture. Affected by the COVID-19 pandemic in 2021, the safety week was still held on a small scale with the theme of "Thirty years in, united to fly. Consistent safety, on which to rely". A cultural publicity competition was held and an instructional video was produced to promote safety education to all of our colleagues around the world.

Thoughts influence behavior

Behavior becomes habit

Habits shape attitudes

Attitudes nurture character

Character decides destiny

The theme of 2021 Safety Week "Thirty years in, united to fly. Consistent safety, on which to rely."

Since the outbreak of the pandemic, in the face of an uncertain and ever-changing external environment, all departments have made active efforts to coordinate and execute. Breakthroughs in operation, technical efforts, and lateral communication support have brought about a positive impact on the company's overall performance. "Safety, service, sustainability" are the core values of Evergreen, and "continuous flight operation and employee safety assurance" are our goals for pandemic prevention and response operation. 2021 was the 30th anniversary of EVA Air. We must continue to uphold the spirit of "Thirty years in, united to fly. Consistent safety, on which to rely." In the context of your job, that means how to make safety better and do things right the first time. The pandemic is gradually seeing the light of day, but there are still many uncertain factors. Everyone should remain vigilant and not let your guard down. We must continue to maintain the pace and attitude, step by step, and be team players. Use a positive attitude to prudently respond to problems, find the problems, and solve the problems. Every unit and every colleague is very important, and we must fight on all fronts and support each other.



2-4 Aircraft Maintenance

Aircraft Maintenance Management

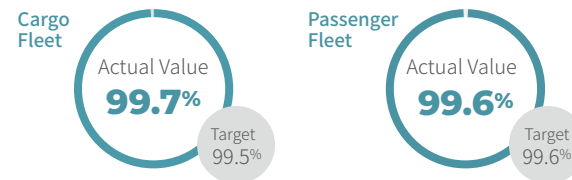


Maintenance management focuses on doing a good job in aircraft inspection and maintenance to ensure the reliability of the aircraft systems. Maintenance quality is an important foundation of flight safety. Every detail of maintenance must be completed in accordance with the manufacture technical specifications and in compliance with laws and regulations. Therefore, the cultivation of maintenance culture and disciplined implementation are the foundation of maintenance. Moreover, the spirit of “Safety First and Quality is everything” is also our primary criterion for aircraft maintenance.

In order to ensure the quality of maintenance, the Precision Measurement Equipment used in aircraft maintenance operations is based on the manufacture technical specifications of the equipment. Equipment is regularly sent for factory inspection and checked against national calibration standards such as the US National Institute of Standards and Technology (NIST) or equivalent to ensure compliance with the specifications of the manufacturer. Regardless of maintenance operations on the apron or in the hangar, relevant specific operation items require re-checking through the quality control inspection process or through flight verification to confirm the safety of the aircraft. These repeated inspections and protective layers of rigorous maintenance operations reflect and ensure the standards of continuous airworthiness.

Our safety guarantee is in truly grasping every detail of maintenance. From the safe use period of each component to the precise requirements of all maintenance procedures, the purpose is to reduce all possible risks and fulfill the requirements of flight safety. EVA Air not only insists on maintenance quality, but also sets dispatch rate target for each fleet. Dispatch rates and the reasons for aircraft delays are monitored and analyzed during monthly Quality Review Board. Aircraft maintenance plans are adjusted or engineering commands are executed to prevent delays and maintain the fleet dispatch target to provide safe and punctual flights.

2021 Passenger and Cargo Fleet Dispatch Rate



During the COVID-19 epidemic, in addition to the routine inspection items, we continued to strengthen the maintenance works such as increasing the inspection of the major operating systems and adjusting the inspection cycle of corrosion-prone zone to ensure the airworthiness of the fleet. In response to the increasing demand on freight cargo, EMD has completed the cargo in cabin (CIC) modification program referring to the manufacturer instruction and CAA instruction to expand the cargo capability. For the passenger aircraft carrying on CIC assignments, EMD also increase the inspection cycle to ensure the aircraft operate normally.

Reliability Control Program

To ensure aircraft reliability and flights safety, technical information and problems generated during daily operations are collected and analyzed according to the Reliability Control Program to formulate maintenance methods for providing various warning standards for aircraft abnormalities. In the event that aircraft abnormality rate exceeds the standard, engineers from various professional domains are assigned to analyze and formulate improvement projects. The projects are incorporated into the aircraft maintenance plan in order to maintain the reliability of the aircraft system, improve maintenance quality and ensure flight safety.

The technical information and problem characteristics generated during the daily operation of the aircraft are divided by the Reliability Control Program into (1) System, (2) Components, (3) Powerplant, and (4) Structure for monitoring. The “Reliability Meeting” and the “Quality Review Board” convene regularly each month to monitor, discuss and formulate improvement for issues such as aircraft maintenance reliability, technical corrective and preventive measures, and human errors.



2-5 Operation Monitoring

Operation Monitoring Management

Flight Control Department works around the clock for flight dispatch and control. The Flight Information System (FIS) and Flight Trace System provide access to flight-related status, and tracks changes in the external environment (e.g. airport and weather). For flight dispatch operation, the personnel responsible for drawing up flight plans are all qualified dispatchers with licenses issued by the CAA. With their expertise and assistance of the system, a safe, fuel-saving and comfortable journey is made possible on every EVA Air flight.

EVA Air participates in European Free Route Airspace Work Group, FAA Cross Polar Work Group (CPWG) and Informal Pacific ATC Coordinating Group (IPACG) to improve the European, North America, Russian Far East, North Pacific and Japan region Air Traffic Service (ATS) efficiency of transit flights. In addition, it discuss and develop a fuel-saving and time-saving route to reduce CO2 emissions with the air traffic controllers of various countries.

2-6 Crew Member Health Management

Physiological and Psychological Management for Flight Crew

To realize the Safety Vision of "Pursue safety, never compromise", EVA Air has established a flight risk management system; it not only adopts the highest standards for the aircraft maintenance, but also focuses on the physiological and psychological state of the flight crews. When conducting flight duties, the flight crew must always pay attention to flight safety. They also have to adjust fatigue and pressure to ensure that each duty is successfully completed in an appropriate physical and mental state. Therefore, EVA Air, besides introducing the world's best Crew Management System (CMS), has been continuously optimizing the flight crew's schedule, taking into account factors such as crossing time zones, working night shift, duty hours and vacation length to establish quantitative indicators, in the hope of reducing the impact of fatigue on flight safety. EVA Air also provides flight crews with professional management and counseling on stress, health, alcohol and medication. It is expected that EVA Air flight crew can perform their duties under the optimal physical and psychological conditions.

As a result of the COVID-19 pandemic, crew members are subject to quarantine and isolation regulations. To reduce the negative psychological and physical impact of long-term quarantine and isolation on its crew, EVA Air continues to promote Employee Assistance Programs (EAP). In addition, for crew members on home quarantine, it has established a remote counseling service to provide them with timely assistance and counseling.



Schedule Management

- Advance preparation for sufficient flight crew manpower is made according to the established operation plan and the seasonal operation requirements to allow the crew members to make reasonable arrangements for rest days.
- In order to establish the crew schedule for a greater safety margin, efficiency and friendly crew member participation (Bidding) and Real Time Tracking, EVA Air utilized the CMS, complementing the Flight Information System (FIS) and Crew Record Management.



Stress and Health Management

- To perform flight duties with healthy body and mind, besides providing a friendly CMS/Bidding module for the flight crew to arrange schedule and leave with greater ease, EVA Air offer our flight crew a maximum of 42 days of paid annual leave and 30 days of paid annual sick leave, a benefit package that is better than the Labor Standards Act.
- EVA Air has an infirmary that offers the flight crew advice on health and stress management at all times.
- Whenever the flight crew suffers from any stress in their work or private life, they can seek the solution through the Company's employee consultation program.



Fatigue Management

- EVA Air is the first in Taiwan's aviation industry to implement the Fatigue & Risk Management System (FRMS), which refers to the scientific and quantitative sobriety values during the crew's period of duty. The FRMS meetings are held monthly, where dispatch methods are reviewed and feasible improvement measures are proposed to the lowest 5% sobriety index to improve flight safety.



Alcohol, Drugs and Others

- EVA Air has strict stipulations concerning flight crews' consumption of alcohol or drugs and activities which may affect flight safety prior to flight missions. For instance, flight crews are strictly forbidden to ingest any alcoholic drink or engage in scuba diving within 12 hours prior to their flight. The full-time physician at the Company's infirmary must be consulted before any drugs can be taken.



PART

SERVICE INNOVATION

Being the best airline in the world has always been EVA Air's goal. We have earnestly carried out our Service Declaration: Be attentive to customers' needs, respond proactively, and provide seamless service; Be sincere in caring limited resources and environment, sharing no-boundary service with our neighbors; Be enthusiastic in offering hospitality, treat customers as family, and establish a warm, friendly relationship. EVA Air care for passengers' needs and always strive to provide better customer service experiences. In 2021, the aviation industry still encountered daunting challenges of COVID-19. EVA Air put passenger safety and convenience of travel before all else. We launched the "C+ Travel - Safe Travel" plan, ensuring passenger safety at each stage of your journey, from pre-flight preparation, flight departure and the on-board experience, to arrival at your destination. We remain committed to services of attentiveness, sincerity, and enthusiasm, ensuring safety travel throughout each stage of our passengers' journey.

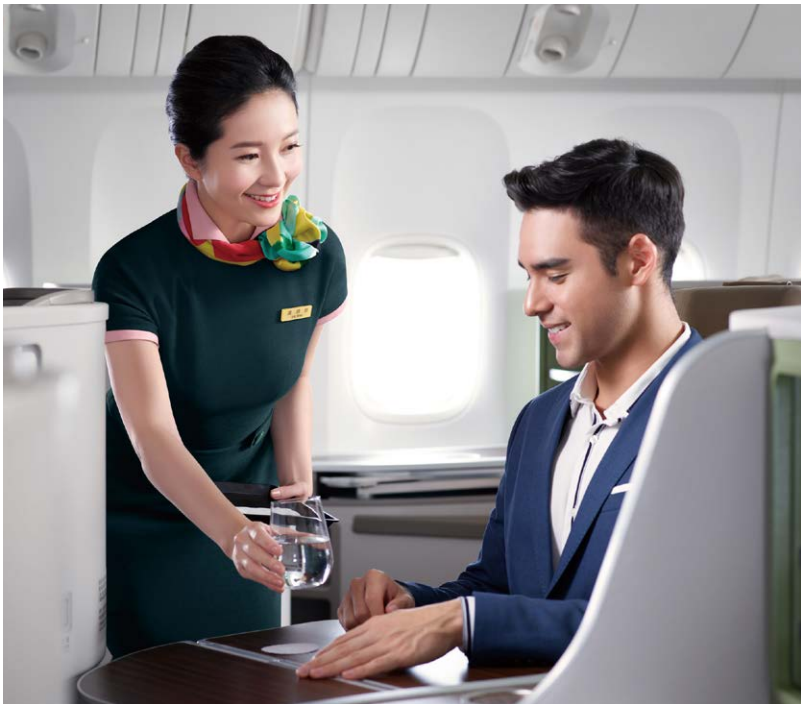
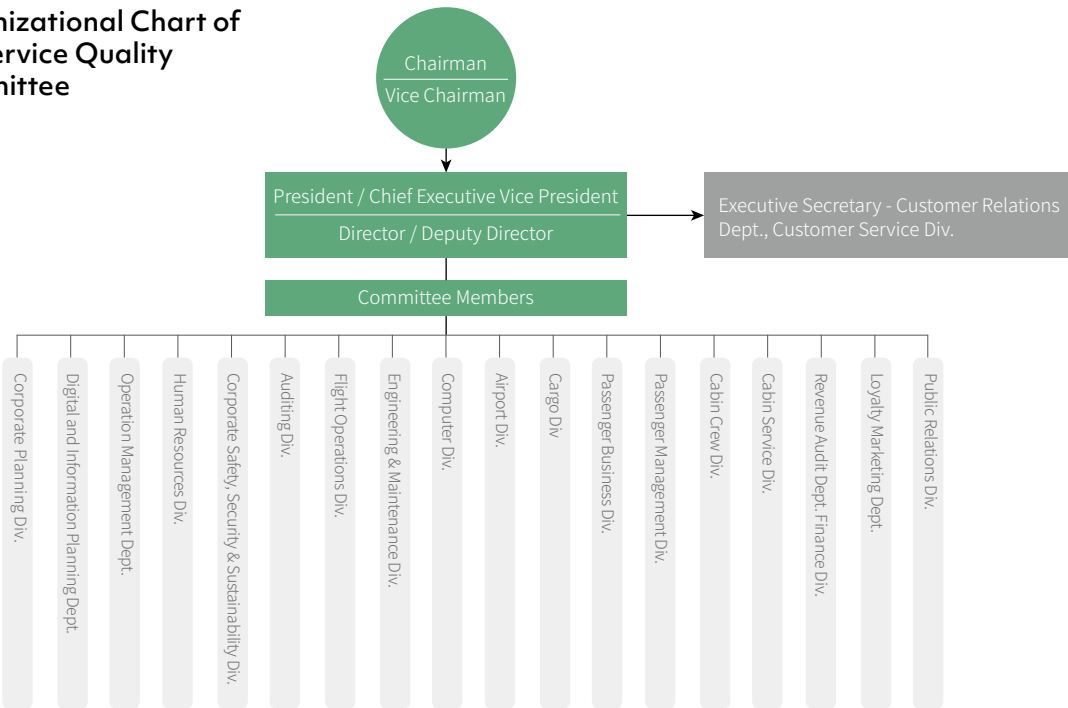
3-1 Innovation with Heart

Since its establishment in 1989, EVA Air has been working hard to improve its services. We see flight safety as the core of management and provide passengers with diversified services as its duty. EVA Air has been ranked as one of the top 5-star airlines, the honor is also the beginning for us to face the challenge of protecting it. In the future, we will work incessantly to pursue better safety records and pay more attention to every detail of our services, thereby offering the perfect flight experience for passengers around the world.

Service Quality Committee

The President acts as the Chairperson of the Service Quality Committee, and the Chief Executive Vice President as the Vice Chairperson. The heads of various service business departments serve as the ex officio members of the Committee. The Committee meeting is held every quarter to conduct internal analysis to improve the Company's service quality through grasping customer satisfaction and opinions, and jointly examining the progress of the goals in each service area. Each member has to report the implementation progress in the meeting, and the Chairperson/Vice Chairperson supervises the results of the resolutions to execute improvement plans and provide better services for the passengers, in order to keep carrying out service improvement plans. In 2021, the number of passengers continued to reduce drastically due to global entry and exit restrictions in response to COVID-19 pandemic, and air travel was still limited by various uncontrollable factors. However, in order to examine the implementation and performance of each service adjustment during the epidemic, Service Quality Committee meeting was held semiannually, as a way to review as well as to analyze goal-achievement and customer feedback on each service field, and to keep carrying out further service improvement plans.

Organizational Chart of the Service Quality Committee



Trustworthy Services

In order to constantly improve service quality and provide the best services for our customers, EVA Air holds an evaluation meeting on service quality with the responsible department every quarter to evaluate the progress of the services. EVA Air listens to the customers' advice and identify the reasons behind each customer complaint and the subsequent response measures, implement plans, and take preventive measures. At the same time, the Company continues to track the customer satisfaction and requires relevant departments to make improvements to meet the target, ensuring the accomplishment of the highest service quality. Considering epidemic prevention plans in 2021, service evaluation meetings were temporarily replaced by internal announcements.

Reliable and Trustworthy

To provide passengers with reliable service quality, EVA Air has set up the on-time performance target of 15 minutes in accordance with AAPA (Association of Asia Pacific Airlines) regulations. In 2021, the rate of departure on-time performance for all routes was 96.5%. The rate of arrival on-time performance for short-haul routes was 98.7% and the long-haul was 96.1%. From 2017, the long-term renovation of airside, run way and T3 terminal for Taiwan Taoyuan International Airport is expected to influence flight departures, arrival and the ground operations. Therefore, the 2022 on-time performance target of 15 minutes for all routes is set at 95.0%.

		2018	2019	2020	2021	2022 Target
Departure On-time Performance Rate		96.9%	97.9%	97.2%	96.5%	95.0%
Arrival On-time Performance Rate	Short-haul flight	99.2%	98.7%	98.0%	98.7%	95.0%
	Long-haul flight	98.6%	97.7%	97.9%	96.1%	95.0%

Note 1: The definition of short-haul flight - Voyage is less than 3 hours

The definition of long-haul flight - Voyage is equal or more than 3 hours.

Note 2: Above target rate excluding uncontrollable factors such as weather and air traffic control.

Care for Passengers' Rights and Health

All products and services provided by EVA Air comply with the statutory laws and regulations. There was no case of large fines resulting from the violation of laws and regulations concerning the provision and use of the products and services. The reporting procedures in relation to EVA Air's flight ticket sales are made in accordance with the regulations and approved by the CAA, so our passengers' interests are protected by an excellent governance system. No significant law or relevant voluntary codes violation has been observed during the marketing and advertising, promotion and sponsorship processes of the passenger products and services. In response to the various travel restriction and schedule change/cancellation during COVID-19 pandemic period, EVA Air provides guideline to passenger for ticket change/refund arrangement. The tender invitation of in-flight products clearly states the relevant laws and regulations that must be met. All suppliers must provide the relevant certificates of inspection at the point of tender submission for evaluation. In 2021, there were no cases of non-compliance with the laws and regulations concerning product and service information labeling or other relevant voluntary standards for the in-flight products used for cabin service. Prohibited and controversial products were not sold.

In-flight Products for Cabin Service Comply with Laws and Procurement Standards

Product category/Procurement standards	Total Number of Items				
	% of Compliance	2018	2019	2020	2021
Children's toys (Safety Toy inspection mark is required)	100%	11	12	17	17
Plastic tableware (Certificate of inspection is required, e.g. test of plasticizer or heavy metal, etc.)	100%	47	45	45	45
Food (Certificate of inspection is required, e.g. test of Escherichia coli, etc.)	100%	45	41	33	34

AI-powered Chatbot and Live Chat Service

In addition to the traditional telephone line, EVA Air has established customer service robots and live chat services. The AI-powered Chatbot "EVA" can answer nearly 500 questions including reservation and ticketing, membership, flight schedule, airport service and more. If "EVA" is unable to answer, log in as a member and passenger can choose to the live chat service which is provided during office hours. With these help, it will effectively improve the service quality and provide multiple service channels for passengers.

Innovative, Friendly Customer Service

Mobile service



EVA Mobile App

EVA Mobile App currently supports language setting for 30 markets and provides services such as flight booking & changing, special offers, flight status, itinerary management, and frequent flyer program (Infinity MileageLands). To better provide a user experience, mobile check-in has developed some new features such as passport scanning, and electronic boarding passes, which is saveable to Google Pay and Apple Wallet. Meanwhile, passengers can now log into Infinity MileageLands or EVA Fans by FACE ID or TOUCH ID, which is an even more convenient way to manage their booking records. We have also optimized the push notification service on our App. Once logged in, boarding pass notification and flight time information will be sent based on flight departure time, and the passenger will also receive checked baggage onboard/arrival notice. In addition, we have also provided a one-clicked flight tracking service in Flight Status. Push notifications for valid flights will be registered and sent before departure and arrival.



EVA Sky Shop App

EVA Sky Shop App is a convenient option for passengers to purchase in-flight duty free goods. Passengers may preorder duty free goods before their flight and pick up the goods on board.



EVA Home Delivery Shopping App

EVA Air launched an online shopping mall, which customers can purchase EVA Air exclusive goods and other premium products online, then experienced the free delivery to the doorstep (home delivery service is limited to the Taiwan region only).

Self-boarding by Facial Recognition

In order to provide safe travel to passengers, EVA Air does integrate boarding system to offer biometric identification boarding service by 2020 Q4. The pilot airport was launched at San Francisco on 01st December, 2020, and passengers can have biometric identification boarding at boarding gate on which passenger can exempt from the contact with airport agent to handover boarding pass to agent for boarding. Be noted those of infant and passenger requiring special assistance are excluded from biometric identification boarding service and will keep the current boarding procedure assisted by agent. EVA Air does keep expending biometric identification boarding service to Chicago on April 1st, Los Angeles on June 3rd, and join the pilot test cooperated with Taoyuan Airport Authority. EVA Air is closely watching the progress of worldwide airports on the deployment of biometric identification boarding system to include more airports and enhance the service scope of safe travel to passengers.

Automatic Check-In Service

“The City is an Airport” is a new concept that EVA Air is introducing to passengers. In order to provide a more convenient service and to enhance off-airport check-in experience, EVA Air has implemented a brand-new check-in service called “Automatic Check-in” on August 11th, 2021 on which allows passengers to register the service of automatic check-in for the applicable flights upon ticket issuance with booking made. Automatic check-in system will systematically process check-in for those with automatic-check-in registration by STD - 48 hours then automatically send boarding mail notice to the email address passenger required to receive upon making registration. This new service not only strengthens the convenience for flight check-in but also minimizes the time staying at airport terminal to reduce the contact risk and offer safer and more seamless travel experience.

EVA's Official Website, delivers service consistency, mobility on range of devices

Designed to meet consumer demand for easily accessible information whenever and wherever they want it, EVA is using Responsive Web Design (RWD) technology to deliver consistent information services on different devices from office or home to mobility or tablet on the go. It also provides user interface (UI) for easier and more convenient operating functions.

RWD technology gives EVA's website the enhanced accessibility and flexibility it needs to be responsive on a variety of platforms. Synchronizing dynamic changes with compatible solutions, the website automatically accommodates image sizes on different devices. EVA also enabled the website to serve its global customer base with 12 language selections, including English, Chinese, Japanese, Korean, Vietnamese and more. Users can easily switch to their language of choice and enjoy the friendly, efficient services they are most comfortable with.

EVA adopted the "User Experience Design" (UX Design) to its website needs. The design team interviewed internal and external users to gain insights into needs and usage habits. The team then analyzed results and applied what they had learned to the designs of EVA's operating systems and user interface functions. They tested the website systems and features to make sure they are user-friendly and meet passengers' service demands by inviting one group of business travelers and another of tourists to try them.

Web Accessibility Design

The U.S. Department of Transportation (DOT) requires all airline companies with U.S.-bound flight to have their websites that are targeted at the U.S. market meet the "Web Content Accessibility Guidelines (WCAG) 2.0 Level AA" established by the World Wide Web Consortium (W3C). Therefore, the American English version of EVA Air's official website has been set up with reference to the U.S. laws and regulations in 2015, to provide users with hearing or visual impairment, physical disabilities or learning disabilities with a user-friendly interface.

Specializing Automation Services

Implement Automatic Refund for online channel

This service can automatically calculate residual amount during refund application, and display the result directly to user. Not only making the flow more convenient, but also decreasing the workload of ticketing center.

Ticket issued at EVA Air office can be changed online

This service can ease the workload of call center, and lessen the contact between customer and staff of ticketing counter.

Enhance 3D Secure verification for multiple online channels

To enhance online transaction security and reduce the risk of fraudulent, we have implemented 3DS 2.0 verification service for online user (web, app, ancillary service and mileage redemption flow, etc.). 3DS 2.0 enables merchant to collect more comprehensive data from the transaction, and send the data to card issuer for verification.

Rebuild the new Group B2B website for Taiwan Travel Agencies

This new website adds several automated function, which automates the maintenance of flight information and the work of group handling, including automatic establishment and distribution of group allocations, creation of request form, ticket issuing, seat selection, automated check-in, and producing of statistic reports. The new website reinforces system safety to conform to ISO27001 compliance, and improves work efficiency for travel agent's daily operation.

COVID-19 conditional regulations

To provide a more secure environment for all passengers, EVA Lounges have adapted our service to prevent the spread of COVID-19. We have taken the following measures to ensure all passengers safety during their stay.



Hand sanitizers are in multiple locations in the lounge.



Seating are arranged to maintain an adequate distance to ensure a safe and relaxing space for passengers.



To avoid extra contact, simply scanning QR Code to order and access digital magazines.



All seats will be sterilized after use. Disinfection for whole area will take place periodically

Innovative VIP Lounge in Style

To make our passengers unwind before departure, EVA Air provides four different unique lounges at Taoyuan International Airport Terminal 2. Equipped with modern and thoughtful facilities including breastfeeding rooms, business center, shower rooms, digital magazines, accessible seating and toilet, allow our passengers to experience the hospitality with a wide range of services. We've selected not only delicious but certificated cuisines to provide our passengers relaxing and privileged services before boarding. The unique interactive 360 degree panorama tour available in Traditional Chinese, Simplified Chinese, English and Japanese allows passengers to browse all the facilities of the lounges before they arrive. Being a part of sustainable development, Eva Air Lounge has been pursuing plastic reduction to help saving the planet, gives every journey an eco-friendly starts.

EVA Air VIP lounges has four different area, highlighting the concept of diversity and top-quality designs:

The Garden

Elegant and unique, with a high ceiling, bright skylights, and lush foliage, offering a relaxing getaway from the grind of business.

The Star

Surrounded by warm and bright starry sky, a perfect place with a great view to relax before boarding.

The Infinity

Modern and futuristic, and was proudly awarded as the "Top 10 Best Business Class Lounges" by SKYTRAX in 2016.

The Club

Spacious and was designed as beautiful urban skyline representing a modern and simple style.

Cabin Cleanliness

In response to continuous COVID-19 pandemic in 2021, hygiene and safety of passengers during the flight is still our primary goal, and cabin cleaning and disinfection will be more rigorous than before. In addition to implementation of personal protection measures regulated by CECC for personnel to work in the cabin and self-health monitoring by weekly antigen rapid test kit, cleaning and disinfection in cabin is strictly carried out in accordance with the "Guidelines for Enhanced Disinfection and Cleaning of Aircraft in Response to COVID-19 Variant Virus" published by CAA.

In order to build a safer and cleaner cabin environment, once if a seat was ever occupied by a "suspected" or "confirmed" COVID-19 infected passenger, the seat cover, seat back and the headrest will be replaced. Moreover, the entire seat row and within its 3 rows before and after, as well as lavatories near the area, will be given an enhanced disinfection.



Eat Safe: In-flight Meal and Airline Catering Management

EVA Air's airline catering food safety management complies with the hygiene standards assessment form for airline catering set by IFSA, as well as HACCP regulations. We ask our caterers to comply with related regulations, such as supplier management, personnel hygiene, staff training, pest control, cleanliness and environmental hygiene. In addition, EVA Air attaches great importance to biodiversity. In order to prevent the reduction and loss of natural species around the world, and thus avoid threats to human health and the earth, the selection of ingredients for in-flight meals avoids the use of species that need to be protected and are concerned by the International Union for Conservation of Nature and Natural Resources (IUCN). From food source through delivery, storage, cooking to loading on board, all steps are under strict control to ensure food safety and quality.

In addition, the quarterly defect-free meal rate was calculated based on meal irregularity cases reflected by our passengers. The defect-free meal rate for Royal Laurel Class, Premium Laurel Class and Business Class in 2021 was 99.995% (the target rate is 99.992%) , and that of Premium Economy Class and Economy Class in 2021 was 99.998%. (the target rate is 99.997%)

Optimized Food Safety Control Process

Evergreen Sky Catering Corporation, the major in-flight meal supplier for EVA Air, has a very strict standard procedures of food safety control. There are 7 steps: raw material testing, delivery truck control, low temperature preservation, food and tableware cleaning, cooking control, meal quality control, temperature control of aircraft loading. With the insistence on quality control and service enthusiasm, Evergreen Sky Catering Corporation provides various airlines with tasty in-flight meals that are hygienic, safe, and convenient.

In addition, EVA Air also conducted a survey on the food waste generated by the Evergreen Sky Catering Corporation during the meal preparation process in 2021. The statistical results are as follows:

Category	Total weight of food waste	Destination of food waste
Preparation division	About 166.4 tons	94% converted to animal feed 6% to compost
Hot meal division	About 56.8 tons	
Cold meal division	About 29.6 tons	
Pastry division	About 2.4 tons	

Airline Catering Hygiene Inspection

In order to provide hygiene in-flight meals, EVA Air formulates the hygiene standards assessment form for airline catering set by IFSA. Every year, airline caterers which offer in-flight meals for the whole year are inspected for hygiene, and the inspection rate in 2021 was 100%. Before COVID-19, there were 36 airline caterers providing in-flight meals for EVA Air. However, due to the impact of COVID-19, there were only 16 airline caterers still providing in-flight meals for EVA Air in 2021. Inspections are done on airline caterers in line with local regulations. EVA Air encourages caterers to continue rolling out environmental & occupational safety & health and energy management systems, such as those specified in ISO 14001, ISO 45001, and ISO 50001, in order to enhance sustainability results. Also, in 2021, there was no violation of laws by EVA Air which was related to food safety or health concerns.

Food Loss Management and Strategy

In terms of food loss management strategy, through the big data analysis of the number of people and the number of meals based on the time axis, and the calculation method of empirical value and moving average, the check-in rate of passenger is predicted on a rolling basis, so as to adjust the ratio of reduced meal ordering on each route, continuing to reduce food loss. Furthermore, the meal ordering system will be improved by including the calculation function to make meal preparation, meal ordering, meal adjustment, and meal control more accurate. In addition, to continuously improve the system as well as the calculation function, the global meal ordering staff regularly receives annual training to share meal control experience and strengthen meal control skills.

The Company implements online check-in, which enables the meal control staff to know in advance the number of passengers checking in, avoiding waste of meals. Moreover, through the food loss monitoring feature of the Global Catering System (GCS), the food loss status of each station is monitored. The system will automatically inform the station with higher food loss percentages to conduct an investigation, continuously reduce food loss, implement food loss control, and achieve the strategic goal of global meal loss management.

The following table shows a summary of food loss rate and food loss target for EVA Air's global stations from 2018 to 2021. In February 2020, the Covid-19 pandemic broke out. Owing to the strict border controls implemented by various countries and the fluctuation of the pandemic situation worldwide, the check-in rate of passenger was greatly reduced. Through the above-mentioned food loss management and strategies, the food loss rate has gradually approached the target.

	Unit	2018	2019	2020	2021
Food loss rate of global stations	%	0.83	0.74	2.32	2.03
Food loss rate target for global stations	%	2.00	2.00	1.90	1.90

Note: The calculation of this table is based on Premium Economy Class and Economy Class.

Catering Collaboration Mechanism

In terms of our collaboration mechanism, we implement an operations process with our upstream catering suppliers. 72, 48, and 24 hours before a flight takes off, the system provides updated reservation numbers, which serves as a reference for caterers as they prepare ingredients. 24 hours prior to the flight, based on the estimated passenger check-in rate, we implement a meal order reduction. This reduces both waste of the caterers' meal ingredients and food losses for the airline. Many countries have passed strict limits on the amount of food waste that can be produced on international flights, in order to protect their agriculture and to fight the pandemic. As a result, uneaten meals must all be incinerated, and cannot be used for other purposes or recycled. Currently, all food waste collected from round-trip Taoyuan and Songshan flights as well as from the flights to Vienna, Paris and London is incinerated in dedicated incinerators. Through the incineration process, the heat produced is converted via cogeneration into reusable energy.

Measure	Unit	2018	2019	2020	2021	2021 Target
Total weight of all food loss & waste (A)	Tonnes	75.0	67.1	29.8	4.44	57.34
Total weight of food loss & waste volumes used for alternative purposes (B)	Tonnes	47.0	43.2	24.0	3.68	38.11
Total discarded (A-B)	Tonnes	28.0	23.9	5.8	0.76	19.23
Food loss & waste intensity (grams/grams * 100%)	%	0.98	0.87	2.35	1.77	1.40

Note 1: Weight of global food loss is calculated as the number of global airline meals lost × the average weight of meals in all seating classes.

Note 2: The sudden impact of the pandemic beginning in February 2020, and restrictions caused by uncontrollable factors such as various countries' border controls and transfer flights being disallowed in Taiwan, caused passenger check-in rates to drop. In 2021, the pandemic did not ease as expected. Nevertheless, EVA Air still continued to implement various food loss management strategies to track and manage food loss fluctuations; the total weight of food loss dropped significantly from 29.8 tons in 2020 to 4.44 tons in 2021, a decrease of up to 85.10%. Moreover, the average waste rate per gram of meals also dropped from 2.35% to 1.77%, a decrease of about 24.68%, which is better than the performance in 2020.

Creative and Thoughtful In-flight Experiences

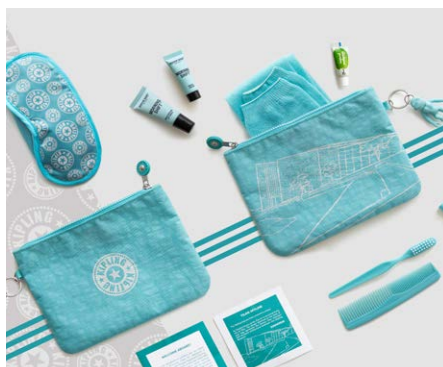
EVA Air cooperates with world-renowned brands. The intention of every design and plan is to innovate and to strive for perfection through the characteristics of both parties, bringing passengers a better flight experience. EVA Air regularly updates in-flight meals with fresh seasonal ingredients and collaborate with world-renowned chefs. In combination with all types of alcohol and beverages, our in-flight meals will make passengers feel at home during their journey. New generation of inflight entertainment is developed with the introduction of the 787 Dreamliner, and is equipped with a newly designed user interface.

In-flight Products



2021 New Premium Economy Class Tableware

EVA Air and Guzzini, a century-old Italian tableware brand, jointly developed the premium economy class tableware set. The design not only retains the signature element of transparent material of the brand, but also infuses Taiwanese culture, such as adding tea patterns and designing pepper shakers based on the inspiration of Taipei 101. The overall color tone is gray, representing calm and elegance. In addition to the asymmetrical design of the tableware, the quality of the cutlery set has been improved and the concept of environmental protection is added. Different from the traditional cutlery set that uses plastic bags as the outer packaging material, the new design adopts bamboo fiber as the packaging material, which feels soft and comfortable, and is biodegradable, without causing pollution to the environment.



2021 Premium Economy Amenity Kit

From September 2021, Kipling's second model - Yilan image bag is provided to passengers in the premium economy class of long-haul flights. This bag adopts the brand's characteristic shape, as well as the signature monkey key chain, and incorporates the "Lanyang Museum", one of Taiwan's famous landmarks, into its design, making a contribution to the promotion of Taiwan's tourism.

Chishang Rice

Upholding the corporate social responsibility, EVA Air provides meals with the award-winning "Premium Grade Rice" for Royal Laurel, Premium Laurel and Business Class of the flights departing from Taipei. We hope passengers from around the world can explore the beauty of Taiwan and the dedication of the farmers in Chishang through a grain of rice and make a favorable impression on each traveler we encounter.



PAYOT Hand Sanitizing Gel

After collaborating with PAYOT to launch the Wellness Kit in 2020, EVA Air partnered with PAYOT again to launch bottled hand sanitizing gel in 2021, providing bottled hand sanitizing gel in the restrooms of all cabins on the flight, allowing passengers to feel safer while using the restrooms.

3-2 Customer Relationship

Passenger Satisfaction Survey

In response to the continuing spread of COVID-19 pandemic in 2021, worldwide travel restrictions and quarantine regulations were tightly enforced and the aviation industry was still facing daunting challenges. Given that related service contents and procedures were subject to various uncontrollable factors, and passengers have altered focus to epidemic prevention, health and safety measures instead of inflight services, 2021 EVA Air Online Customer Satisfaction Survey was adjusted to “EVA Net Promoter Survey”, with NPS (Net Promoter Score) ≥ 40.00 as target value. From 1st January to 31st December 2021, total 29,029 questionnaires were sent to traveled members who were willing to receive the survey; 3,659 responses were collected, with 12.60% response rate, indicating that Net Promoter Score (NPS) for 2021 was 74.76, exceeding 2021 target value of 40.00.

Considering passenger capacity may continue to be impacted by COVID-19 pandemic, EVA Air remains to carry out “EVA Net Promoter Survey” in 2022, with NPS (Net Promoter Score) ≥ 66.00 as target value, in order to understand members' willingness to recommend EVA branding during the pandemic.

	2019	2020	2021	2021 Target
Net Promoter Score	63.72	73.27	74.76	40.00

Listen and Communicate

EVA Air values customer's voice and offers various feedback channels such as online Traveling Experience Feedback, local call centers or mailing addresses, and local branch office service counters. Our customer service representatives focus on customer needs and respond attentively, treat customer comments with expertise and stringent attitude, and utilize systematic procedures to monitor, investigate, trace, and respond each feedback, in order to fix the problems immediately. We regularly analyze customer feedback, review service performances and indicate root causes of each service failure case with concerned departments, and plan corresponding prevention actions for service enhancement. In addition, through conducting internal service quality audits, executing plans, examining the results of operations and taking preventive measures with relevant departments, we can effectively manage our service quality.



Membership Services

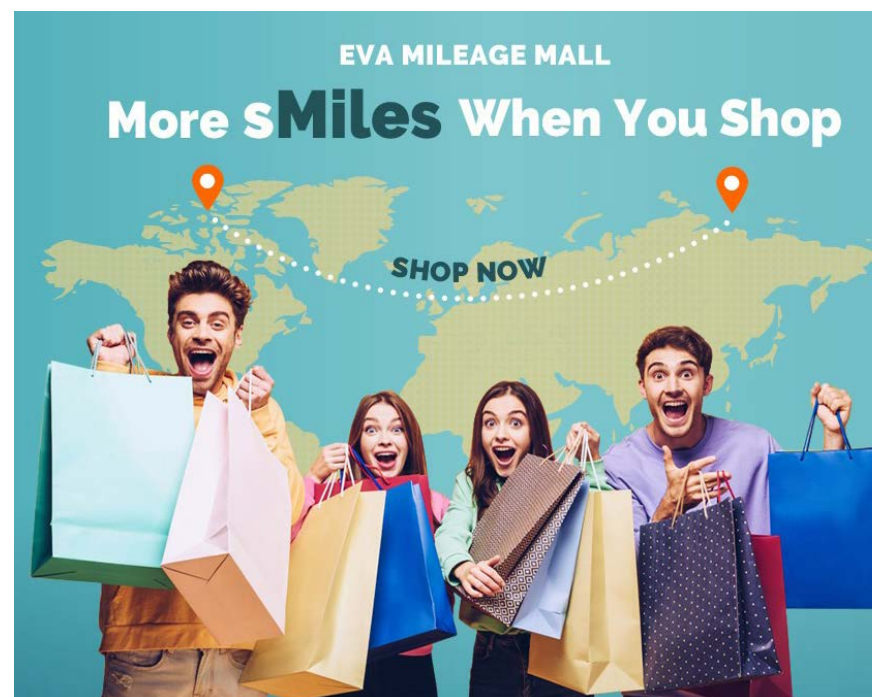
It is our long-term goal to provide members with diversified channels for mileage earning and redemption.

In terms of mile earning, the Company launched the EVA Mileage Mall, an exclusive mile-earning shopping platform for Infinity MileageLands members of EVA Air. Through the EVA Mileage Mall, members can make purchases from as many as 2,900 merchants around the world and earn miles from shopping. In addition, we also collaborated with KKDAY to launch the shopping-to-earn-mile activity. As for credit card, we collaborated with HSBC Hong Kong, HSBC Mexico and CIMB Malaysia to turn mile earning borderless, making it easier for Infinity MileageLands members around the world to earn miles!

For mile redemption, in addition to the diversified products and publications that are originally available, we also collaborated with the three major sports and fitness brands in Taiwan, namely the Fitness Factory, World Gym and TRUE YOGA Fitness, for the first time. Members can use their miles to redeem different experience courses. In addition, we collaborated with Far EasTone Telecom to provide the original-number roaming and the FET travel card discount serial numbers, so that members can use their miles to redeem the desired networking products when they go abroad.

To increase the value of the membership card, in collaboration with MITSUI OUTLET PARK, Infinity MileageLands (Silver Card) members or above can redeem exclusive coupons by presenting their membership cards. We also collaborate with Pizza Hut/KFC that members can show their membership cards to enjoy great discounts.

During the pandemic, the epidemic prevention measures and policies of EVA Air were promoted through the mileage statement and e-newsletter for members. We also held a variety of activities to interact with members, and launched a mileage purchase discount plan. The more you buy, the more discount you can get, with a total of up to 65% extra miles. We also launched the "Earn Extra Miles as You Fly! Join Now and Get Even More Miles!" When purchase tickets through the official website and fly during the designated period, receive an additional 500 Award/Status miles per flight; in addition to the extra miles mentioned above, apply for membership within the designated period to enjoy an extra 500 Award/Status miles per flight. We also launched the low-mile redemption activity, allowing members to use as low as 1,050 miles to redeem products from various industries, with more than 30 products for the members to choose from.



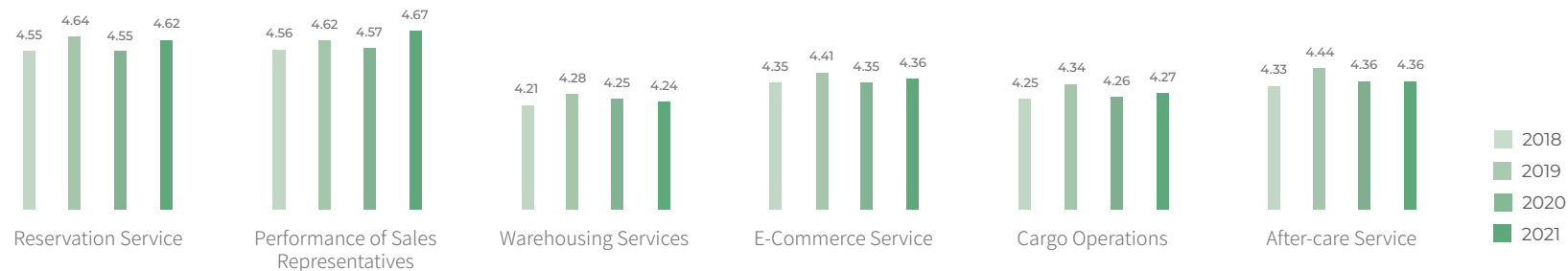
3-3 Cargo Service

EVA Air enjoys a reputation for outstanding flight safety records and professional cargo transport capacity in the cargo industry, and therefore has repeatedly won the “Air Cargo Excellence Award.” Over the past few years, EVA Air launched the cold chain cargo service and expanded its network, while reinforcing staff training and optimizing the process control and emergency response in response to the demands of market growth. In consideration of both mid- and long-term development strategies, EVA Air cargo service continuously boosts its market competitiveness and operating efficiency.

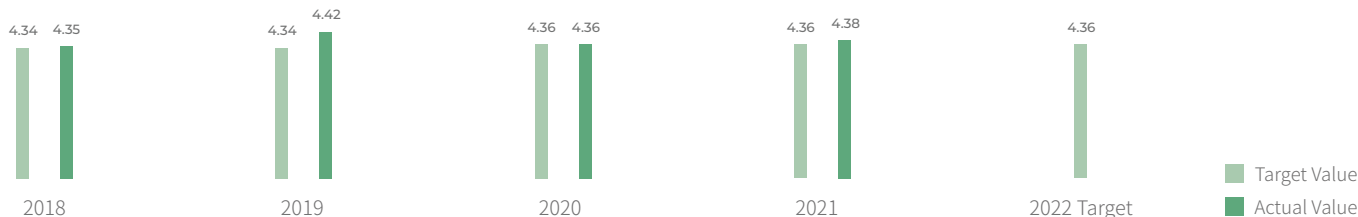
Cargo Satisfaction Survey

EVA Air attaches equal importance to customers using our cargo services and insists on providing excellent service quality. We constantly track the customer satisfaction, service requirements and other suggestions for improvements. Every year, we conduct a customer satisfaction survey on our main freight forwarders, which comprises 6 major categories.

Customer Satisfaction with Cargo Services



Overall Customer Satisfaction with Cargo Services



The overall customer satisfaction of cargo services was 4.38 in 2021, exceeding the target value by 0.02. Most of the six main service items have been recognized and affirmed by customers, only the “Warehousing Services” fell by 0.01 compared with last year. The highest satisfaction score is “Performance of Sales Representatives”, with a score of 4.67, an increase of 0.10 compared with last year. The main item with the lowest satisfaction score was “Warehousing Services”, whose satisfaction was 4.24, down 0.01 from last year, mainly due to the global COVID-19 epidemic resulting in a shortage of warehouse manpower. As a result, the sub-items “Efficiency of Inbound Cargo Break-Down”, “Precision of Inbound Cargo Total Pieces Counting” and “Quality of Inland Truck Transport” have low satisfaction scores.

In 2021, for freight customer complaints and suggestions, in terms of “Warehousing Service”, “E-Commerce Service”, “Cargo Operation”, and “After-care Service” those scores lower than the overall average satisfaction, we will cooperate with relevant departments such as “Operation Management Department” and “Digital & Information Planning Department” to understand the real needs and main concerns of customers. The company will manage each station and GHA (Ground Handling Agent) to improve and follow up those lower score items to ensure effective improvement.



Cargo E-Commerce

In response to the trend of automation, EVA Air provides the Cargo e-Commerce and Cargo App, allowing customers search flight schedule and keep track of the shipment status anywhere and anytime. We also actively devote ourselves to the “e-freight” project initiated by IATA, in striving to promote the e-AWB for our global cargo agents and advance towards a more convenient paperless operating environment to facilitate energy saving and carbon reduction. At the end of 2020, the company's electronic air waybill (e-AWB) of lading coverage rate announced by IATA is 75.5%, which has reached the industry standard. Since e-AWB has become mature and stable, IATA announced this information will not be provided from 2021. EVA will continue to promote and expand the scope of freight electronic services.

Cold Chain Service

Since the launch in 2015, for high-value goods such as biotechnology products, drugs, vaccines, high-end foods and semiconductor wafers, EVA Air offers cold chain service that uses temperature-controlled containers to keep specific temperature during the transportation. Currently, there are 28 stations offering cold chain service around the world, and all related staffs must complete the training for the operation of temperature-control every year and obtain a certificate in order to provide complete and proper cold chain transport services. In addition, EVA Air and Evergreen Airline Services Corp. has separately received the CEIV Pharma certification issued by the International Air Transport Association (IATA) in March 2021. This certification covers EVA Air's ground service and air transportation business at Taoyuan International Airport. EVA Air is the only airline company in Taiwan and one of the few airline companies in the world that has received this certification for both air transport and ground services, making the Company to become one of the main leaders of one-stop service in the global pharmaceutical cold chain transportation business.



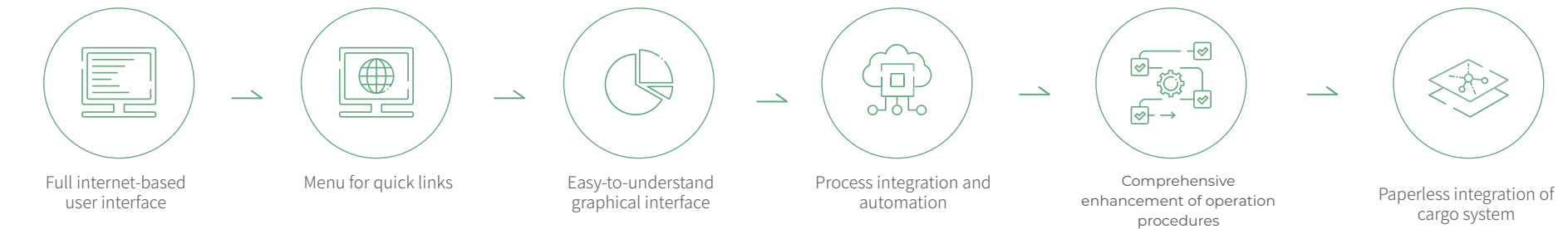
Locations of Cold chain Service in 2021

	2018	2019	2020	2021
Number of Visits Cargo e-Commerce	3,086,788	3,264,141	3,843,625	4,506,113
Number of Using Cargo App	105,129	111,438	120,055	154,631

Note: EVA Cargo e-Commerce has been redesigned and upgraded in April 2021. It adopts the Responsive Web Design (RWD) design with wide screen and automatic adjustment of the most suitable layout across devices, which comprehensively improves the friendliness and performance of the operation interface, and converts different tracking tools collect traffic to provide customers with more efficient and convenient services.

Establishment of New Cargo System: New CargoWing

Ever since the self-developed CargoWing was launched in 2001, EVA Air has been comprehensively expanding automation and digitalization of many cargo operations, including import/export operations and booking, cargo capacity monitoring and control, instant pricing management, transportation cost management, digitalized customs clearance, etc. Yet, the continuous development of advanced functions has encountered bottlenecks due to the limitations of the existing development tool (Goolgen). In addition, the process of downloading and installing is interfered by inevitable shut down when there is a new feature going online. Therefore, we have planned to develop a new web-based core cargo system by introducing the latest online technology, gathered the required information and integrated the system in stages. Also, through the new development tools and construction optimization, the overall operations of the system have been sped up to provide our customers with more quality services. Functional features include Web-based operating environment interface, quick links to customized menus, easy-to-understand graphical interface design, comprehensive optimization of operation methods, and paperless integration of information related to the operation process.



Multimodal Transportation: Air & Ground Shipping Services

EVA Air provides diversified intermodal transportation services, combining land and air transportation through cooperation with contracted truck companies to provide customers with sufficient air transportation space and efficient truck transfer services. For example, EVA can deliver the air cargo to all major destinations in the United States through EVA direct flight points (such as: Los Angeles, San Francisco, Seattle, Chicago, Atlanta, Dallas, Houston, and New York) combining with the dense network truck services. In the same way; it is also convenient to transport the air cargo from USA inland cities to major destinations in Asia (such as Taipei, Shanghai, Tokyo, Singapore... etc.,) by land transportation connecting EVA direct flights.

	Unit	2018	2019	2020	2021
Total Cargo Weight	Ton	500,721	479,206	545,248	665,118
Truck Weight	Ton	61,023	54,548	53,163	73,757
Truck Weight Percentage	%	12.2%	11.4%	9.8%	11.1%

Customs AEO Certification

EVA Air worked with the Customs Administration, MOF to extend the AEO (Authorized Economic Operator) certification, and has established secure and convenient supply chain for trade. The Company obtained the certification of Customs AEO Certification on November 18th, 2011. As the certification must be renewed every three years, we had obtained the certification again in December 2021. The certification is subject to self-inspection and approval by the customs every year, and on-site verification every three years depending on the situation. The Company completed the self-inspection in December 2021 and received the approval from the customs, which indicates that EVA Air has gained the trust of the customs and is qualified for providing a safe air cargo supply chain environment to ensure the safe delivery of goods.

Affected by the COVID-19 epidemic in 2020, the global truck industry has caused a shortage of drivers due to the epidemic, and some countries have even blocked borders to prevent the epidemic, especially in Europe and the United States. As a result, the proportion of overall transfer shipment by trucks in 2020 fell by 1.6% compared with the previous year. In order to expand air transportation services during the epidemic, EVA Air added three new 777 freighters in 2021, and the overall total cargo weight increased by 22% compared with the previous year. At the same time, the proportion of truck weight percentage reach 11.1%, gradually returning to the level before the epidemic in 2019.



PART

HAPPY WORKPLACE

EVA Air values every employee and aims to create a safe and inspiring environment. In the aviation industry, each category is like a different industry. We provide our employees with opportunities to switch their job fields. During the impact of the COVID-19 epidemic, we actively handle cross-departmental rotation or trainee support according to business needs to assist employees develop potential, increase opportunities for experience, and become a full range of international talents. In addition, due to the sharp drop in passenger flights and business, the income of some employees has decreased. In order to maintain the company operation and stabilize the employment, employees who are willing to reduce working hours could negotiate with the company to apply for government bailouts and go out for part-time job without affecting their original affairs. Meanwhile, EVA Air has been constantly investing resources in creating a well-rounded work environment. In so doing, employees will continue to work hand in hand with EVA Air to advance towards a better future.

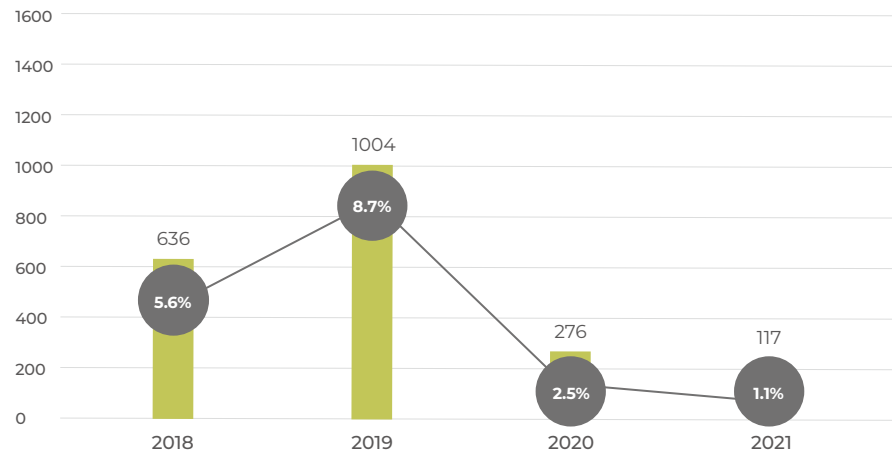


4-1 Diversity and Tolerance

Recruitment Policy

Because of COVID-19, the amount of passenger traffic and the amount of work had been reduced. In 2021, we had not recruited general ground staff, trainees of cabin crew, and interns. We only opened positions for pilots or some positions for ground staff which needed professional skills. At the same time, through long-term career planning and professional training, we have increased the proportion of job vacancies being internally filled or promoted. In 2021, a total of 50 job vacancies were 100% filled internally by employees.

Our employees are divided into two categories: “Inflight Service” and “Ground Service”. Inflight service personnel include flight crew and cabin crew, while ground service personnel include the staff of airport transportation, passenger and cargo sales/reservation/ticketing, aircraft maintenance and flight dispatch, as well as other administrative personnel. In 2021, there were 117 new recruits, whereas 496 employees resigned. The main reason for employee resignation in 2021 was personal career planning, and 18.1% of employees were severed because of suspended operations or workload decrease in overseas stations due to the COVID-19 pandemic. All those whose employment was severed were handled in accordance with relevant local laws and regulations, and were provided with relevant local government information for follow-up enquiries. Based on the premise of sustainable management, we will continue to examine the policies of remuneration, benefits, and training to improve the work environment.

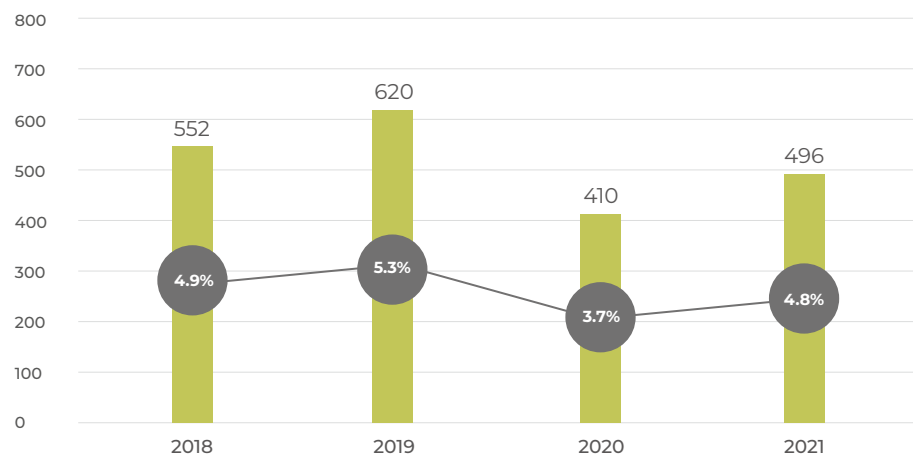


Statistics on New Recruits

- Number of new recruits
- Percentage of new recruits

Note: $\text{The percentage of new recruit} = \frac{\text{The number of new recruits in the particular year}}{\text{Total employees at the end of the particular year.}}$

		2018		2019		2020		2021	
		Employees	%	Employees	%	Employees	%	Employees	%
Gender	Male	378	59.4%	448	44.6%	147	53.3%	99	84.6%
	Female	258	40.6%	556	55.4%	129	46.7%	18	15.4%
Age	< 30	495	77.8%	879	87.5%	184	66.7%	47	40.2%
	30 - 50	110	17.3%	111	11.1%	69	25.0%	58	49.6%
	> 50	31	4.9%	14	1.4%	23	8.3%	12	10.2%
Region	Taiwan	456	71.7%	700	69.7%	179	64.9%	80	68.4%
	Asia	112	17.6%	223	22.2%	77	27.9%	7	6.0%
	Americas	45	7.1%	51	5.1%	6	2.2%	25	21.4%
	Europe	22	3.5%	26	2.6%	13	4.7%	5	4.2%
	Oceania	1	0.1%	4	0.3%	1	0.3%	0	0%
	Non-management	632	99.4%	1,003	99.9%	275	99.6%	117	100%
Position	Top mgmt.	0	0%	0	0%	0	0%	0	0%
	Senior mgmt.	0	0%	1	0.1%	1	0.4%	0	0%
	Junior mgmt.	4	0.6%	0	0%	0	0%	0	0%
	Non-management	632	99.4%	1,003	99.9%	275	99.6%	117	100%



Statistics on Resigned Employees

- Number of resigned employees
- Percentage of resigned employees

Note: $\text{The percentage of resigned employees} = \frac{\text{The number of resigned employees in the particular year}}{\text{Total employees at the end of the particular year.}}$

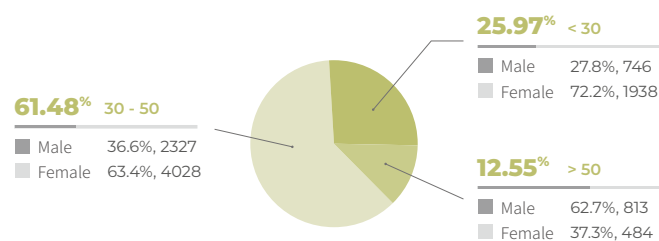
		2018		2019		2020		2021	
		Employees	%	Employees	%	Employees	%	Employees	%
Gender	Male	242	43.8%	271	43.7%	171	41.7%	223	45.0%
	Female	310	56.2%	349	56.3%	239	58.3%	273	55.0%
Age	< 30	292	52.9%	336	54.2%	165	40.2%	202	40.7%
	30 - 50	210	38%	232	37.4%	180	43.9%	204	41.1%
	> 50	50	9.1%	52	8.4%	65	15.9%	90	18.2%
Region	Taiwan	355	64.3%	393	63.4%	252	61.5%	244	49.2%
	Asia	127	23%	163	26.3%	109	26.6%	152	30.6%
	Americas	51	9.2%	42	6.8%	36	8.8%	78	15.8%
	Europe	18	3.3%	21	3.4%	13	3.1%	20	4.0%
	Oceania	1	0.2%	1	0.1%	0	0%	2	0.4%
Position	Top mgmt.	1	0.2%	1	0.2%	2	0.5%	2	0.4%
	Senior mgmt.	5	0.9%	3	0.5%	10	2.4%	3	0.6%
	Junior mgmt.	21	3.8%	26	4.2%	20	4.9%	28	5.6%
	Non-management	525	95.1%	590	95.1%	378	92.2%	463	93.4%

Employee Structure and Distribution

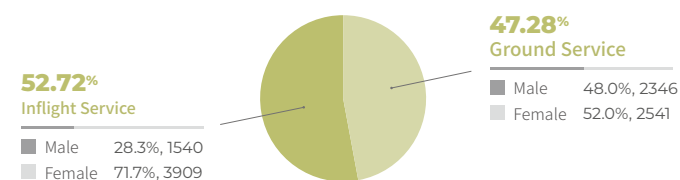
In 2021, there were 10,336 employees worldwide, of which 6,450 were female (62.40%) and 3,886 were male (37.60%). The number of permanent employees was 10,242, including 22 with fixed-term contracts. The number of contingent employees was 94, they all were inflight trainees. Meanwhile, a majority of employees were between 30 to 50 years old (61.48%). The hiring of employees at all operating locations worldwide complies with the local regulation of labor. No child labor was hired and no employees were forced or ordered to work.

Employee Composition of 2021

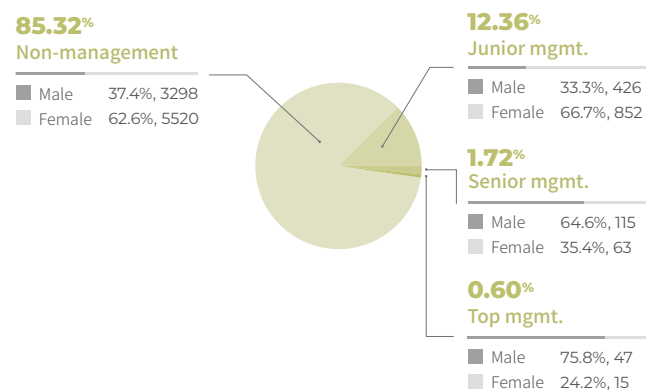
Age



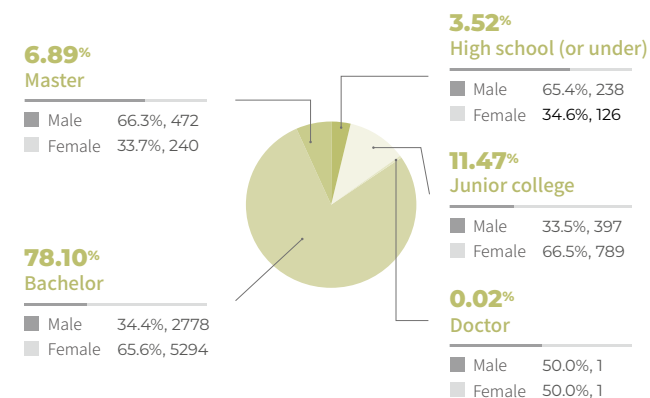
Category



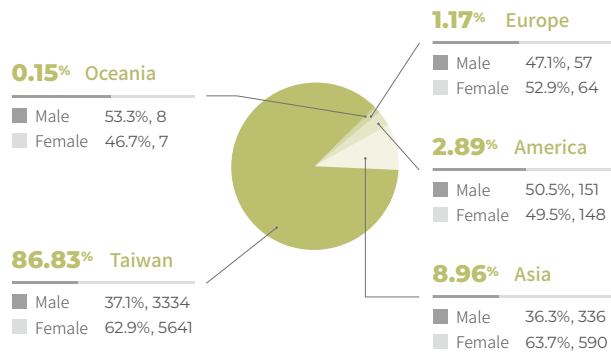
Position



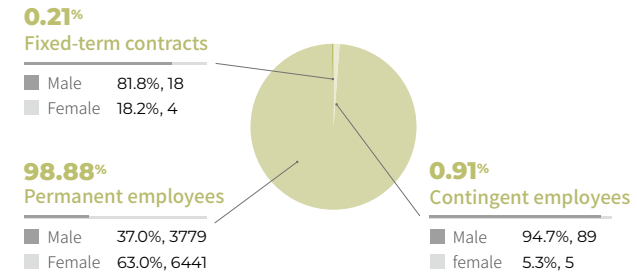
Education



Region



Contract



Note 1: The position refers to ground service supervisory employees, including top mgmt. (rank of deputy senior vice president and above), senior mgmt. (rank of deputy junior vice president and junior vice president) and junior mgmt. (rank of deputy manager and manager); non-management comprises ground service non-supervisory employees. The position refers to flight supervisory employees, including Top mgmt.: Executive Chief Pilot, Deputy Executive Chief Pilot (Deputy Senior Vice President); Senior mgmt.: Deputy Executive Chief Pilot (Junior Vice President), Chief Pilot Junior mgmt.: Other management pilots (except for the managers mentioned above); The rest are non-management positions. The position refers to Cabin Crew supervisory employees, including senior mgmt. (rank of Executive Chief Purser) and junior mgmt. (rank of Deputy Executive Chief Purser, Cabin Crew Instructor Supervisor, Deputy Cabin Crew Instructor Supervisor, Lead Chief Purser, Cabin Crew Instructor and Chief Purser); non-management comprises cabin crew non-supervisory employee

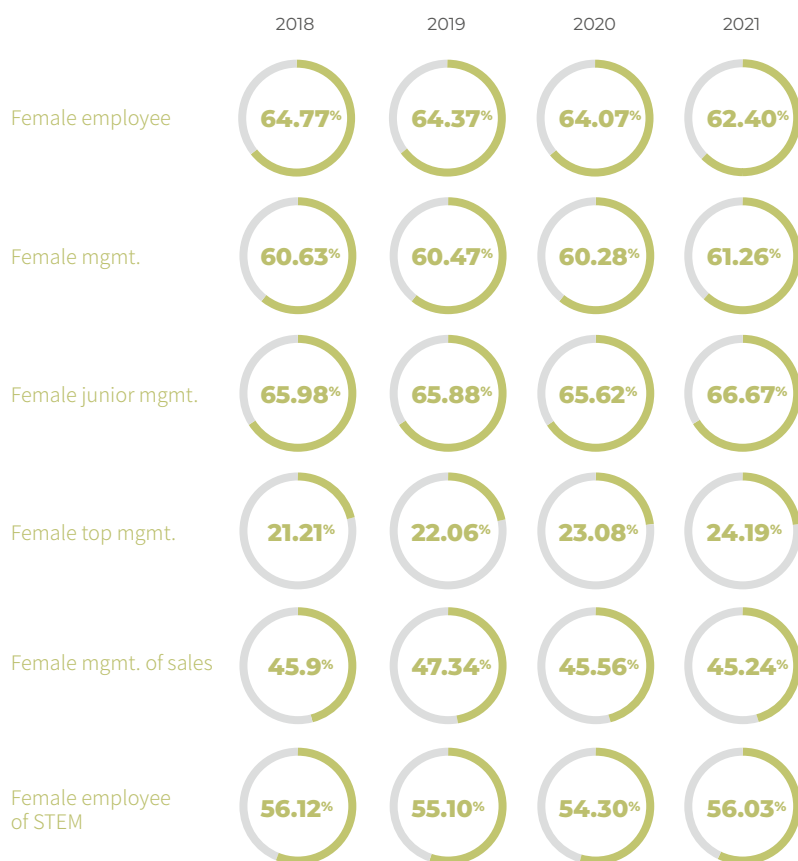
Note 2: Fixed-term employees include doctors, flight training consultants, senior specialists and massagist. Contingent employees are all Taiwanese trainees.

Diverse and Equal Work Environment

EVA Air's operating locations are distributed throughout the world. The Company's constant operations rely on the efforts and devotion of employees worldwide. We do not discriminate on the basis of gender, race, nationality, health, religion, political stance or marital status. Either in Taiwan or other countries, we provide a friendly and equal work environment for all employees and many job opportunities for the local residents, benefiting local employment and economic growth.

Although up to 80% of the employees are local residents, a large number of flight crew and cabin crew members are nationals from other countries around the world, mainly Japan, U.S.A. China, Thailand, Malaysia and Vietnam. The aforementioned nationalities account for 95.8% of the total number of employees. In order to create a diverse and inclusive workplace and assist foreign employees with integrating into work and life, we provide pre-employment business consultation, arrange for counselors of the same nationality as the employees, provide accommodation and arrange for counseling interviews. EVA Air values gender equality and the value of women in the workplace. In 2021, female employees accounted for 62.40% of total employees, and females accounted for 61.26% of managerial positions; and the percentage of female top managers has risen to 24.19%. In 2025, the percentage of female top managers' target is set at 25%. The diversified culture brought about by gender equality helped enhance the competitiveness of the Company.

Distribution of Female Employees and Management

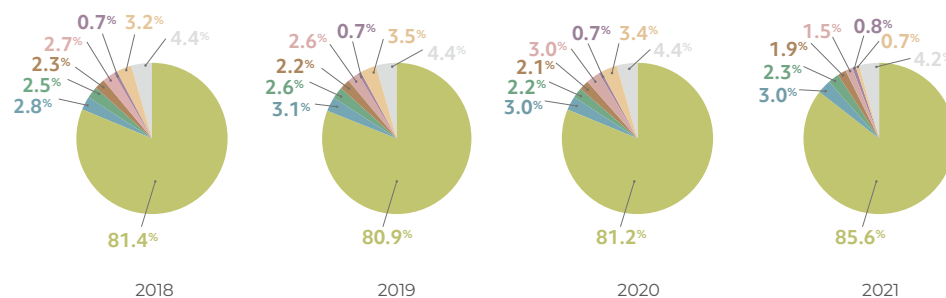


Note: Employees in STEM positions are information technology personnel.

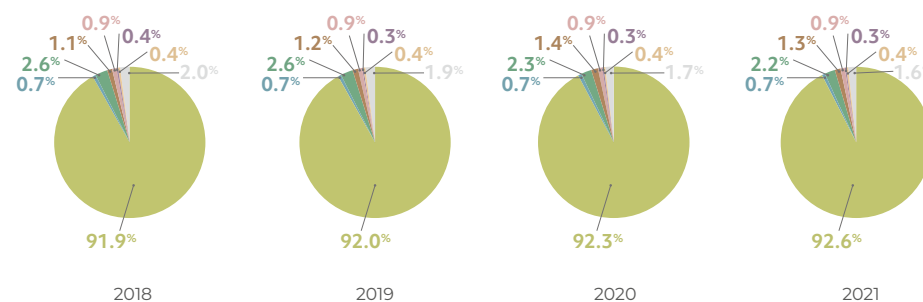
Distribution of Nationality

Taiwan Japan U.S.A. China Thailand Malaysia Vietnam Others

Percentage of total employees



Percentage with managerial position



EVA Air advocates the employment rights of people with disabilities by periodically publishing vacancies at the Employment Service Center of Workforce Development Agency, Ministry of Labor. In the meantime, we have evaluated the content of some administrative positions and redesigned the roles. With the assistance of other employees, we create a friendly work environment for our partners with disabilities. In recent years, since there has been more hiring, the weighted number of disabled employees reached 93 at the end of 2021, which was in compliance with the number required by law, creating employment opportunities for the disabled and building a diverse workplace.

Employees with Disabilities and Indigenous Employees

	2018	2019	2020	2021
Number of indigenous employees	43	53	57	53
Number of employees with disabilities	66	68	65	63
Weighted number of employees	96	101	95	93
% of employees with disabilities	1.00	1.04	1.00	1.00

Note 1: Total number of employees: The employees who has joined labor insurance scheme on December 1st in the particular year.

Note 2: Percentage (%) = Weighted number of employees / Total no. of employees; statutory percentage is 1%.

Note 3: The number of indigenous people in 2021 is an estimate. The actual number must be adjusted based on the payment slip for the indigenous people. The number of indigenous people in 2020 will be corrected based on the actual payment slips of employees compiled by the Council of Indigenous Peoples in December 2020.

Percentage of Hiring Local Employees Worldwide and at Major Operating Locations in 2021

	Worldwide	Taiwan	U.S.A	Canada
Percentage of local employees	94.59%	96.78%	79.85%	44.44%
Percentage of local employees in management positions	91.96%	99.77%	50%	25%
Percentage of local employees in top mgmt. positions	95.16%	100%	66.67%	0%

Note 1: The percentage of local employees = The no. of local employees / Total no. of employees in the region.

Note 2: The percentage of local employees holding management positions = The no. of local employees holding management positions / Total no. of management employees in the region

Note 3: The percentage of local employees holding top mgmt. positions = The no. of local employees holding top mgmt. positions / Total no. of top mgmt. employees in the region.

Note 4: The major operating locations include U.S.A and Canada.

Note 5: The position refers to ground service supervisory employees, including top mgmt. (rank of deputy senior vice president and above), senior mgmt. (rank of deputy junior vice president and junior vice president) and junior mgmt. (rank of deputy manager and manager). The position refers to flight supervisory employees, including Top mgmt.: Executive Chief Pilot, Deputy Executive Chief Pilot (Deputy Senior Vice President); Senior mgmt.: Deputy Executive Chief Pilot (Junior Vice President), Chief Pilot; Junior mgmt.: OTHER management pilots (except for the managers mentioned above); The position refers to Cabin Crew supervisory employees, including senior mgmt. (rank of Executive Chief Purser) and junior mgmt. (rank of Deputy Executive Chief Purser, Cabin Crew Instructor Supervisor, Deputy Cabin Crew Instructor Supervisor, Lead Chief Purser, Cabin Crew Instructor and Chief Purser).

4-2 Retention of Talent

Salary and Benefits

In the labor-intensive aviation industry, EVA Air has established a well-rounded performance evaluation system. Pay raises are given according to the evaluation results together with the overall wage system. Year-end bonuses are given based on the operation performance and the extent of contribution of the employees to boost employee morale and motivate them. In this way, hard work is associated with higher salaries, which will motivate the talents of the industry to stay. EVA Air adheres to the local labor laws of each country regardless of gender. We provide competitive salaries in an effort to attract passionate talents from around the world.

The Salary of Permanent Employees in Non-management Position

	2019	2020	2021	Differentials (%)
The number of permanent employees in non-management position	8,332	8,436	8,464	0.3%
Average salary of permanent employees in non-management position	1,522,229	1,177,651	1,243,196	5.6%
Median salary of permanent employees in non-management position	1,022,248	680,910	726,964	6.8%

Note 1: Full-time employee are the average amount of hires in Taiwan exclude managers, part-time employees and employments under 6 months.

Note 2: The gross salaries include basic salary, overtime pay, employee reward and bonus, but exclude the expense of Share-based payment.

Note 3: Average Salary = Total salary of permanent employees in non-management position / Total no. of permanent employees

Note 4: Median salary refers to the middle of the list which in numerical order all the salaries for every permanent employee.

Note 5: Differentials (%) = (2021 data – 2020 data) / 2020 data

Note 6: In 2020, due to the impact of the COVID-19 pandemic, the number of flights has plummeted. In order to save on the Company's operating costs, a "special unpaid leave" was added and air and ground crew members were encouraged to apply. As a result, the salary in 2020 was quite different from previous years.

Ratio of Standard Salary of Entry-level Employee at Major Operating Locations to Local Minimum Wages

	2018	2019	2020	2021
Taiwan	1.682	1.645	1.597	1.583
U.S.A.	1.051	1.303	1.086	1.052
Canada	1.032	1.118	1.148	1.101

Note 1: The starting salary of entry-level employee / Local statutory minimum wage.

Note 2: Local statutory minimum wage: Monthly salary in the Taiwan region; hourly wage multiplied by the statutory standard working hours in America.

Note 3: The number of EVA Air's employees in Los Angeles is more than one-third of total employees in the U.S.A.. Hence, the statutory minimum wage in the U.S.A. takes Los Angeles as calculation basis.

Note 4: In Canada, as the number of employees does not vary much among locations; the highest statutory hourly wage, Vancouver, is used as the calculation basis.

Note 5: The standard salary for grassroots staff does not vary by gender.

2021 Female/ Male Salary and Compensation Ratio

		Overall	Flight crew	Cabin crew	Domestic Ground staff	Foreign Ground staff
Salary	Top mgmt.	0.995	-	-	0.92	1.07
	Management position	0.958	0.98	1.13	0.97	0.75
	Non-management	0.95	0.92	0.97	0.97	0.94
Compensation	Top mgmt.	0.955	-	-	0.92	0.99
	Management position	0.948	0.98	1.12	0.95	0.74
	Non-management	0.953	0.92	0.98	0.97	0.94

Note: In 2021, there was no female top management in the flight crew, and no top management in the cabin crew.

2021 Female/ Male Salary and Compensation Ratio at Major Operating Locations

		Flight crew	Cabin crew	Ground staff			Flight crew	Cabin crew	Ground staff
Salary	Taiwan	0.93	1.04	0.93	Compensation	Taiwan	0.93	1.05	0.93
	U.S.A	-	-	0.87		U.S.A	-	-	0.84
	Canada	-	-	0.96		Canada	-	-	0.95

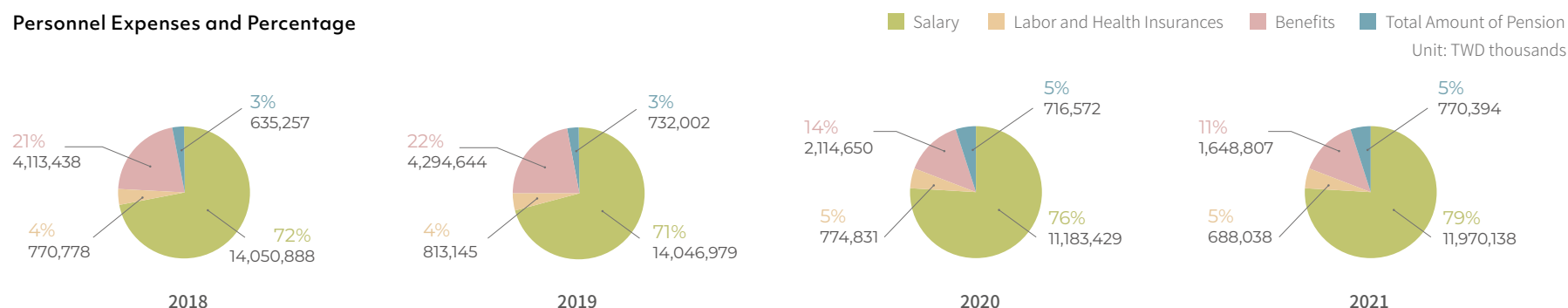
Note 1: The important operating bases in the Americas are divided into the United States and Canada.

Note 2: Flight crew and cabin crew are not employed locally in the United States and Canada.

Sufficient Workers' Retirement Reserve Funds

With respect to employee retirement, EVA Air engages external accountants annually to calculate retirement reserve funds. The money contributed to the retirement reserve funds now accounts for 15.0%, higher than the statutory rate 2.0%; the new system requires 6.0%. The employees in both the old and new systems are 100% included in the pension system. As of December 31st, 2021, the balance of EVA Air's Labor Retirement Reserve Fund Account with the Bank of Taiwan was TWD 5,917,155,573. As the balance increases every year, it is sufficient to meet the requirements of the employees eligible for retirement.

Personnel Expenses and Percentage



Balance of Labor Retirement Reserve Fund Account

Unit: TWD thousands

Item	2018	2019	2020	2021
The Account Balance	4,339,393	4,977,472	5,640,060	5,917,155

Employee Benefits

EVA is a 100% privately owned enterprise, fully responsible for sustaining our operations, safeguarding the rights and interests of shareholders and employees. "Flight safety" has always been the core value of EVA Air. The Company views its employees as the most important assets, remains in absolute compliance with all the relevant regulations of this country, fully realizes the labor rights of its employees, taking actively reviews and improving the labor conditions and benefits of its employees. During the period of COVID-19 pandemic, the company implements vaccination leave with pay and incentive for taking personal leave, and implements the policy of work from home according to the needs of employees for epidemic prevention and departmental business needs. Under the premise of sustainable operation, the company will continue to improve labor conditions.

With the same spirit of serving our customers, EVA Air provides employees with a 5-star work environment and wholehearted care. In addition to an employee leave system in accordance with the law, we also provide many benefits, such as a marriage subsidies, funeral subsidies, injury or sickness benefits, corporate child care service, and employee sport club activity subsidy, and group insurance. We also provide recreational facilities such as staff cafeteria, swimming pool, gym, badminton court, library and breastfeeding room, so that create a friendly workplace environment.

Employee Benefits

Taiwan		America (Note 1)
Permanent Employees with Indefinite-term Contract	Permanent Employees with Fixed-term Contracts	Permanent Employees
Marriage subsidy	Marriage subsidy	Marriage subsidy
Funeral subsidy	Funeral subsidy	Funeral subsidy
Annual leave	Annual leave	Annual leave
Parental leave	Parental leave	Year-end bonus
Year-end bonus	Year-end bonus	Employee discount tickets
Health check	Health check	Parental leave (Note 2)
Employee discount tickets	Employee discount tickets	Insurance (health/dental/vision/life insurance)
Sports club subsidy	Sports club subsidy	Retirement benefits (401(k), discounted tickets for retired employees)
Retirement system in compliance with the Labor Standards Act	Retirement system in compliance with the Labor Standards Act	
Overseas medical insurance for crew members / expatriate staff	Group term life insurance preferential premium rate	
Group term life insurance preferential premium rate	Injury and sickness consolation benefit	
Injury and sickness consolation benefit	Group accident insurance, hospitalization and injury medical insurance for employees on overseas business trips	
Group accident insurance, hospitalization and injury medical insurance for employees on overseas business trips		

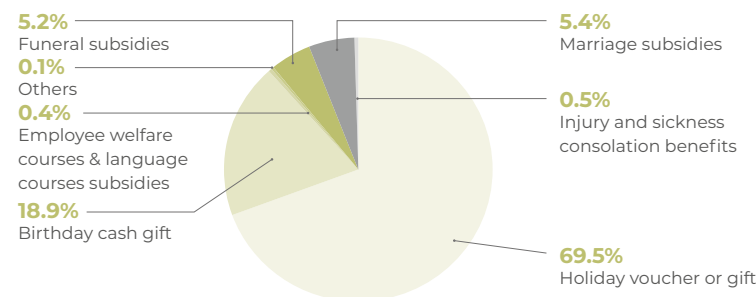
Note 1: America comprises the U.S.A. and Canada.

Note 2: Parental leave: The U.S.A. provides Family and Medical Leave (FMLA) in accordance with the law, while Canada provides Parental Leave. Those who require parental care and meet the eligibility requirements may apply.

Employee Welfare Committee

To enhance employee welfare, the “Employee Welfare Committee” was established for organizing employee benefits-related matters, including various subsidies and allowances. We also support our employees in attending language courses, and provide them with free language courses and/or subsidies. To help relieve stress from work, we arrange employee welfare courses every year, including cooking, baking, aerobics yoga, pop music, etc. In so doing, employees can maintain an exercise routine and stay healthy.

Expenditure of Welfare Committee Benefits Ratio (%)



Note: Due to COVID-19, in order to avoid clusters and reduce the cash expenditure rate of the welfare benefits (the principle of the law is not to exceed 40% of the total income of the welfare benefits in the current year), the welfare courses and language courses subsidies will be suspended from March 2020.

Employee Care

EVA Air promotes its “Employee Assistance Programs” by organizing the staff in various units of the Company, playing the role of “care taker”. This program creates a caring network with Human Resource Division to timely discover, prevent and help employees to solve organizational or personal issues, in order to maintain the physical and mental health, and devote more energies to their jobs. The items in this service program include providing information beneficial to all aspects of the Company’s internal website, holding health and stress management workshops, tracking and managing the employees’ health examinations, advocating prohibition and prevention of sexual harassment, caring for employees’ working hours and working overtime, meals, legal and psychological counseling, medical consulting, stress relief massages, breastfeeding rooms, contracted kindergartens, subsidies for sports clubs and so on.

Female crew members may apply for administrative work on the ground during pregnancy. Both Male and female employees can apply for unpaid parental leave, and will be given priority to be reinstated to their former department when they return to work. Besides, employees can apply for reducing working hours or flexible working hours during childcare. EVA Air is equipped with breastfeeding rooms and also signed agreements with excellent childcare facilities nearby to offer discounted services. Based on the spirit of maternity protection, female employees are given paid maternity leave in accordance with the law, in case of a miscarriage, the company will give paid miscarriage leave, which

is superior to legal provisions. In 2021, there are 200 female crew members applied for ground duties; moreover, there are 298 employees applying for unpaid paternal leave, which males is accounted for 2.68% and female is 97.32%. There are 35.48% of employees who were eligible applied for unpaid parental leave, and all applications were approved; 99.6% of these applicants returned to their workplace after their leaves. We provide an excellent work environment which motivates our employees to return to work.

Statistics of Employee Unpaid Parental Leave in Taiwan

	Female	Male	Total
2021 Number of people eligible for unpaid parental leave	637	203	840
2021 Number of people applying for unpaid parental Leave	290	8	298
2021 Percentage of people applying for unpaid parental leave	45.53%	3.94%	35.48%
2021 Number of people who should be reinstated after unpaid parental leave	256	4	260
2021 Number of people applying to be reinstated	249	4	253
Reinstatement rate	97.27%	100%	97.31%
2020 Number of people reinstated	244	7	251
2020 Number of people applying to be reinstated and serving for more than 1 year	243	7	250
Retention rate	99.59%	100%	99.6%

Note 1: Formula of reinstatement rate: No. of people applying to be reinstated / No. of people who should be reinstated
 Note 2: Formula of retention rate: No. of people applying to be reinstated in the previous year and serving for more than 1 year / No. of people reinstated in the previous year

Evaluation

EVA Air carries out performance evaluations for ground staff, flight crew and cabin crew every year, in which the supervisors of respective departments conduct the evaluation and analysis to serve as the basis for promotion, year-end bonus, pay raise, transfer, and personnel training. In 2021, the implementation rate of performance evaluations was 100%. For those who score lower in the evaluation, we provide all kinds of guidance, interviews, and examinations to encourage them to voice the problems they encounter at work. Our sound promotion channels are the key to attract professional talents. Starting from training for new recruits, the direct supervisor of each department will rotate employees according to the performance evaluation, employees’ career plan, and the organization’s needs in an effort to find the perfect role for each person so that they can give full scope to their expertise. In so doing, we are able to keep our professional talents, creating a win-win situation for the Company and our employees.

Performance Evaluation and Interview

All EVA Air employees are evaluated by their supervisor, and the evaluation results are be used as reference for promotion, year-end bonus, salary adjustment, transfer and human resource training. The evaluation method is a vertical supervisory assessment of subordinates, and communication about work performance is incorporated into daily work assignment and performance feedback. In addition, for personnel evaluation in inter-departmental support and inter-departmental business management, a multi-dimension assessment concept is adopted. Those with direct management responsibilities in the evaluation intersection are authorized to conduct independent evaluation and formulate a final assessment of individual performance.

Ground staff

We conduct performance evaluations twice a year. For those who score lower in the evaluation, the departmental executive and the employee will have an interview, followed by assessing the progress of the employee’s improvement.

Flight crew

Each year, there is an annual certification and two evaluations of administrative management. For those who score lower in the evaluation, the fleet management will have an evaluation interview to inform the employee what should be improved and to listen to employee’s ideas.

Cabin crew

We conduct performance evaluations twice a year. For those who score lower in the evaluation, the departmental executive and the crew will have an interview to encourage and remind crew to improve. And set an “Enhancement project” for crew to follow and reach the goal accordingly.

4-3 Employee Development

Cultivating talents is the foundation of the corporate sustainable development and an essential task to enhance service quality. EVA Air has established a training center, in which resources have been invested with latest training to keep up with the needs of diverse job function and the requirements of aviation regulations; three main training systems have been established for ground staff, flight crew and cabin crew respectively. These standardized training effectively increase the employee's professional capacity and work efficiency. In 2021, every employee received an average of 28.3 training hours, 23.3 hours for female and 36.8 hours for male.

Average Training Hours and Expense of All Job Categories

		Average training hours (hours)				Average training cost (TWD)			
		2018	2019	2020	2021	2018	2019	2020	2021
Overall	Each employee	34.3	36.1	29.2	28.3	61,091	61,953	52,347	54,707
Gender	Each female employee	31.3	33.1	25.4	23.3	55,802	56,774	45,630	45,007
	Each male employee	39.9	41.6	36.0	36.8	71,141	71,483	64,716	71,171
Age Group	< 30	32.1	34.1	26.9	25.1	57,200	58,589	48,219	48,601
	30-50	35.3	37.0	30.0	28.8	63,015	63,477	53,812	55,766
	> 50	40.5	39.9	32.4	31.9	72,244	68,572	58,228	61,769
Management Level	Top mgmt.	26.0	26.3	20.7	22.0	11,909	11,706	7,313	7,022
	Senior mgmt.	28.6	28.9	23.2	24.5	42,897	40,585	32,357	31,496
	Junior mgmt.	31.1	32.4	25.5	24.4	25,156	23,381	19,265	17,245
	Non-management	34.8	36.8	29.8	29.0	66,472	67,808	57,544	61,007
Type of training	Flight professionals	66.0	68.4	60.6	62.2	482,519	469,049	405,166	392,084
	Cabin service	35.6	38.9	29.9	24.9	3,493	3,862	2,309	1,509
	Ground support professionals	25.4	25.7	20.1	21.3	4,669	4,880	1,096	709

Training

Flight Crew	Cabin Crew	Ground Staff
<ul style="list-style-type: none"> - Cadet training - New hired pilot training - Aircraft transition training - Upgrade training - Requalification training - Recurrent training 	<ul style="list-style-type: none"> - Aircraft transition training - Upgrade training - Recurrent training 	<ul style="list-style-type: none"> - Competency training - Annual training - International civil aviation organization training

Note 1: The table above shows the average hours of training for permanent employees, and excludes those of contingent employees. The cadet training for flight crew is about 23 months (In 2021 average training hours for each were 317 hours).

Note 2: The average training hours of employees = The total training hours that year / The total permanent employees at the end of that year.

Note 3: In 2021, the total training hours of management-level employees were 388, and the total number of trainees is 64.

Note 4: The training resources invested into flight crews were higher than that of cabin crew and ground crews mainly because of the nature of the tuition fees for the training courses.

Note 5: Affected by the pandemic, most in-person courses have been cancelled; as a result, the average training hours and costs have decreased year by year.

Note 6: The total training cost of male and female employees is similar. The average training cost of males in the table is higher than that of females, mainly because the total number of males is less than that of females and most flight crews are male. The average training hours of males is higher than that of females, mainly because the average training hours of flight crew is more than that of the cabin crew.

Flight Crew

Flight safety and flight crew performance are closely related. Thus, in addition to continual purchase the highest certified level Flight Simulators to conduct aircraft transition training, upgrade training and annual recurrent training for our flight crews, our flight crew members are required to pass two recurrent trainings and checks every year. Additional training may be arranged based on their evaluation to ensure that their performance complies with the Company’s standards. In 2021, the average rate for additional training of our fleets was between 2% to 5%. To fulfill EVA Air’s safety mission statement, we have implemented a new training program and have become the first airline in Taiwan approved to host regular recurrent training for flight crews with Evidenced-Based Training.

In May 2013, EVA Airways founded its subsidiary company, EVA Flight Training Academy, in California, the only flight school owned by an Asian Airline in the U.S. The flight school aims at providing high training quality and ensuring flight safety

with its brand new 8 single-engine and 1 twin-engine training aircraft. It has also been certified by FAA to provide training programs of Private Pilot License, Instrument Rating, Commercial Pilot License, Multi-crew Pilot License, Certified Flight Instructor, Certified Flight Instructor-Instrument, Certified Flight Instructor-Multi Engine, and Upset Prevention and Recovery Training. EVA Flight Training Academy has been continuously putting effort into its training facilities, including the office building and shade hangar completed in 2017, maintenance hangar opened in 2019 and student dormitory and café in the near future. With all these facilities in place, the flight school expects to provide training to 80 students per year, not only to their own airline student pilots but to those who would like to pursue their careers in aviation. As of 2021, EVA Flight Training Academy has trained 311 pilot students for its parent company. Through its own training system, EVA Airways believes that the quality of the basic flight training has been enhanced which ensures that every airline pilot is well-qualified and meets the highest safety standards required by the company.

Course Category for Flight Crew



Upgrade training (FO to SFO)

Completion rate (%)
(Note)



Number of
trainees **57**

Contents

- Command Training and Assessment
- Upgrade Simulator Training

Requalification training

Completion rate (%)
(Note)



Number of
trainees **69**

Contents

- Ground School Training
- Requalification Simulator Training
- Initial Operating Experience

Recurrent simulator training

Completion rate (%)
(Note)



Number of
trainees **2,429**

Contents

- Simulator training and assessment

Recurrent ground school

Completion rate (%)
(Note)



Number of
trainees **1,297**

Contents

- Annual Ground School
- CRM-Joint Emergency Training

Note: The training completion rate represents the final exam pass rate of the trainees.

Cabin Crew

To maintain cabin safety and service quality, EVA Air's training courses make use of simulated real facilities on board and SOPs to conduct simulation training. The courses mainly focus on the operation of all sorts of emergency equipment on an aircraft, countermeasures during emergency situation, as well as learning the techniques and professional knowledge of all service procedures. At the same time, to improve the response operations and service competency of the cabin crew, we hire external teachers to help the crew understand customer attributes in order to provide the best service; the crew can naturally show their confidence and professional demeanor to satisfy the needs and expectations of our customers, making our customers feel well cared for and safe during their flights.

Course Category for Cabin Crew

Recurrent Training

Completion rate
(%)



Number of
trainees **3,812**

Contents

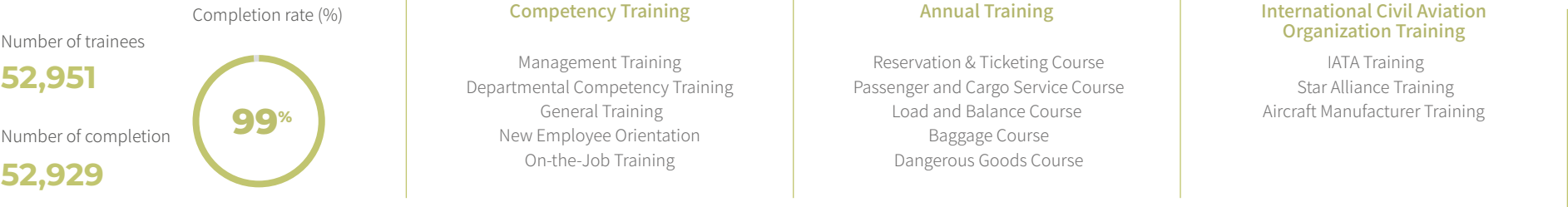
- Safety and Security Training
- Crew Resource Management
- Emergency Simulation Training
- Door and Emergency Equipment Operation Training
- Job Task Skill Performance Review and Case Studies
- E-Learning Course

Note: Promotion Training, Transition Training and Initial New Hire Training were not offered in 2021, so these training are not listed in above table.

Ground Staff

There are three parts of ground staff training: competency training, annual training and international civil aviation organization training. The courses are instructed by either internal or external professional lecturers. Evaluation is conducted at the end of the courses to serve as the basis for future course adjustments, which will ensure the quality of the courses and achieve training goals.

Course Category for Ground Staff



Key Training Courses

Cargo in cabin training course

The airline industry has been greatly affected by COVID-19. During the pandemic, passenger flights have been greatly reduced, while the market demand for cargo volume has increased, making flights with cargo in cabin has become one of the focuses of the Company's operations. To fully support the Company's cargo operation, related training and operation procedures were organized for cargo in cabin, including the in-flight operation training for the pilot and cabin crew, loading training and ramp operation for ground staff.

It is hoped that through such training, the market competitiveness of the airline industry during the epidemic can be improved, and the Company's profitability can be maintained to achieve the goal of sustainable operation. The number of staff attending the training reached 6,150; the cumulative training hours for the aircrew exceeded 541.6 hours, and the cumulative training hours for the ground staff exceeded 3,524.5 hours.

Flight operation data analysis course

With the help of the data analysis course, we can empower engineers' analyzing skills to see the insights from the data quickly and accurately. Thereafter, to improve the flight operations efficiency and achieve the benefits of fuel efficiency, especially in the current environment that is completely different from normal under the impact of the epidemic. Through the flight data visualization platform, engineers can easily review multi-dimensional data at once to analyze rationale behind the difference in fuel consumption and route trajectory of the different flights. The scope of application of flight data includes optimization of flight plan routes, tuning fuel policy accurately, recommendation of engine thrust setting for fuel saving, and improving the efficiency in monitoring the fuel-saving project. With the recovery of the airline market, the fuel-efficiency and safety indicator development are imperative definitely in the future.

Communication and Freedom of Association

To build up harmonious labor relationships is an important foundation for operation an enterprise. EVA maintains all employees' rights equally, and respects all kind of suggestions not only from employees but also from every trade union. Convening regular communication meeting with every trade union every month (or two), and hoped that every trade union can express their demands through various communication channels in a rational manner. As long as its suggestions contributes to positive growth, the company will actively listen and communicate to create a win-win situation for labor and management. The percentage of employees covered under collective bargaining agreements in the Company is 43.5% (based on the number of people covered under collective bargaining agreements/number of employees as of December 31, 2021).

In addition, there are various channels such as interviews, interactive meetings, and employee welfare meetings to communicate and interact with employees on different topics. Employees can use multiple communication channels to reflect various work problems.

Labor-management Channels/ Frequency and Main Content

Communication Channel	Frequency	Main Content
Labor-management Communication Meeting	3 times/year	Complaints, coordination and communication regarding labor-management issues.
Departmental Meeting	Monthly	Convey the Company's future development, operation strategy, and significant information and measures so that employees can better understand and give their opinions.
Union Regular Communication Meeting	Every 1-2 months	The union puts forward labor-management issues for coordination and communication.
Cabin Crew Seminar	1-2 times/month	Convey the Company's internal and external information, exchange ideas and conduct mutual communication with related departments. Improve teamwork in the workplace.
Employee Welfare Committee	Quarterly	Planning, coordination, and application of employee benefits.
Occupational Safety and Health Committee	Quarterly	Review, coordinate, and provide suggestions on issues regarding safety and health.
Performance Evaluation and Interview	2 times/year	Through performance interviews, employees can voice their problems at work. The Company can convey our requirements and expectations clearly and provide timely guidance and assistance.

Note 1: Due to the epidemic, no Flight Crew Seminars/ Chief Purser Seminar have been held this year. Pilots/ cabin crew can still communicate smoothly with the fleet or Pilot/ cabin crew Administration Department at any time via voyage reports/ CP Flight Report, e-mails or telephones.

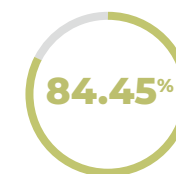
Note 2: Labor-management communication forums, departmental meetings, employee welfare committees, occupational safety and health committees, performance evaluations, and face-to-face interviews provide multiple channels for employees to express their opinions and communicate. The opinions are integrated and discussed to formulate decisions that are relevant to all employees.

Employee Opinion Survey

EVA Air conducts a questionnaire survey once every two years. In 2021, we commissioned the Tunghai University Center for Corporate Sustainability to conduct an external survey of our workplace climate. We sought to understand our employees' feelings of commitment and identification with the workplace on nine dimensions, namely their job expectation, contribution, sense of belonging, growth, cognition, emotion, action, job competency and job satisfaction. A total of 5,100 employees around the world participated in the questionnaire survey, and the recovery rate was 51.2%. The results of this survey will serve as an important reference for the internal improvement of the organization. EVA Air will conduct a questionnaire survey once every two years to keep updated on the opinions and needs of our employees, and to create an attractive workplace and become the best employer.



employees will be proud to tell others that they work for EVA Air.



employees will recommend EVA Air to their friends as an excellent company.

	Overall	Gender		Age					Position			
		Female	Male	21-30	31-40	41-50	51-60	> 61	Non-management	Junior mgmt.	Senior mgmt.	Top mgmt.
Job Expectation	89.94%	90.75%	88.91%	90.81%	88.34%	89.76%	92.07%	96.67%	89.45%	91.72%	97.08%	95.59%
Contribution	66.93%	64.02%	71.67%	66.91%	62.04%	64.11%	67.93%	61.11%	65.15%	75.00%	84.58%	85.29%
Sense of Belonging	77.17%	76.01%	79.05%	77.11%	73.99%	78.76%	82.89%	83.89%	80.81%	86.07%	93.81%	93.25%
Growth	72.13%	67.35%	79.91%	70.70%	67.97%	75.79%	80.52%	76.67%	74.23%	87.64%	93.90%	90.96%
Cognition	79.85%	79.04%	81.18%	80.22%	76.14%	80.62%	87.11%	90.00%	78.30%	86.44%	97.08%	97.06%
Emotion	85.13%	85.92%	83.83%	85.22%	80.54%	87.89%	92.00%	98.89%	83.79%	91.07%	99.17%	98.53%
Action	81.20%	80.50%	82.34%	75.54%	76.41%	88.95%	93.78%	96.67%	79.17%	91.31%	97.92%	97.06%
Job Competency	83.63%	82.61%	85.31%	81.04%	82.02%	85.26%	90.81%	90.74%	82.49%	88.91%	94.17%	96.08%
Job Satisfaction	84.10%	84.94%	82.72%	82.86%	81.73%	86.51%	88.89%	93.33%	83.23%	87.66%	95.83%	88.24%
Total	80.01%	79.02%	81.66%	78.93%	76.58%	81.96%	86.22%	87.55%	79.62%	87.31%	94.84%	93.56%

Note1: Survey scale - 1 is strongly disagree, 2 is disagree, 3 is neither agree or disagree, 4 is agree, and 5 is strongly agree.

Note 2: The percentage is the ratio of 4 points and 5 points checked by the surveyed employees.

4-4 Human Rights and Labor Rights

Human rights management

EVA Air believes that respect for human rights is the core value of corporate sustainable development. To safeguard the basic human rights of employees, suppliers and partners, in addition to abiding by local laws and regulations, EVA Air also followed the United Nations Universal Declaration of Human Rights and the two covenants (ICCPR and ICESCR), the International Labour Organization- The Declaration of Fundamental Principles and Rights at Work, the United Nations Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and the Ten Principles of the United Nations Global Compact to establish the "EVA Air Human Rights Policy Statement", creating a human rights protection environment based on protection, respect and compensation that prohibits any violations of human rights, and allows people to be treated fairly and with dignity. In 2021, risk analysis was conducted on several material human rights issues, and mitigation as well as remediation measures for those issues with intermediate risks were formulated. The Company plans to regularly perform human rights due diligence in accordance with the "EVA Air Human Rights Policy Statement" from 2022.



EVA Air Human
Rights Policy
Statement



EVA Air Human Rights Management

● Middle ○ low

Role of Eva Air	Salient Issue	Affected Target	Risk Investigation Method	Risk Level in 2021
Employees and service process	Overtime work	All employees	Number of overtime persons	●
	Sexual harassment	All employees	Number of valid cases of sexual harassment	●
	Discrimination	All employees	Investigation of workplace violations reported through various channels	●
	Workplace safety	All employees and contractors	Occupational accident statistics	●
	Workplace health	Employees on shifts/ night shift and long working hours	Exceptional workload risks identification and investigation	○
	Female protection	Female employees who are pregnant, within one year after parturition, or breastfeeding	Pregnancy and post-partum health hazard assessment	○
	Child labor	New employee	Employees selection process	○
	Forced labor	All employees	Employee complaints, forced overtime	○
	Freedom of assembly and negotiation	All employees	Labor-management negotiation	○
Supplier	Labor human rights	Employees of all suppliers	Sustainability Assessment Questionnaire	○
	Safety and health	Employees of all suppliers	Sustainability Assessment Questionnaire	○
	Environmental protection	Communities of all suppliers	Sustainability Assessment Questionnaire	○
	Information security	Customers of all suppliers	Sustainability Assessment Questionnaire	○
Customer	Privacy rights and personal data protection	All customers	Complaint channels	○
Community	Noise	Community residents	Complaint channels	○

Mitigation and Remedial Measures for Salient Human Right Issue with Middle Level and Above

Salient Issue	Mitigation Measures	Remedial Measures
Overtime working	<ul style="list-style-type: none"> - Implement the overtime work must be applied in advance. - Require supervisors to properly plan business and arrange manpower in advance to avoid business urgency, and to carefully evaluate the necessity of overtime. - Disseminate to all supervisor should concern about employees initiatives and understand their daily work situation. 	<ul style="list-style-type: none"> - Provide overtime pay or compensatory leave in accordance with the law. - Investigate, analyze and assist the working situation of employees with high working hours - Investigate employees with long-term exceptional workload.
Sexual harassment	<ul style="list-style-type: none"> - Conduct sexual harassment education and training to strengthen case prevention. - Invite external lecturers to speak on sexual harassment prevention. 	<ul style="list-style-type: none"> - Adjust the working areas of both parties. - Punish the perpetrators of sexual harassment. - Adjust the Company's system and measures (such as strengthening or adjusting the equipment in public areas) according to case attributes. - Provide psychological counseling & referral service. And the job transferring according to the will of the victim.
Discrimination (Workplace violations)	<ul style="list-style-type: none"> - Implement "Hazard Identification and Risk Assessment for the Prevention of workplace violations", the "Workplace Environment Inspection for the Prevention of workplace violations", and the "Workplace Task Allocation and Design Inspection for the Prevention of workplace violations". - Conduct education and training for all employees. 	<ul style="list-style-type: none"> - Promote education on workplace violations from time to time. - Provide psychological counseling and referral services. - In case of an external incident, assist with follow-up legal matters.
Workplace safety	<ul style="list-style-type: none"> - Identify workplace hazard and conduct risk assessment. - Formulate management plans for moderate-risk operations. - Conduct safety and health training for employees and contractors. 	<ul style="list-style-type: none"> - Analyze and develop improvement measures for occupational accidents. - When signing contracts, contractors must also sign the "Contractor Safety and Health Contract". - Include case examples of occupational accident into the education training. - Provide medical and insurance applications.

Labor Rights

Employee Complaints

To protect the rights and interests of employees, EVA Air has established guidelines for handling employees' complaints. Employees can file their complaints via official channels. We will then communicate and negotiate with the employees properly to achieve a mutual agreement between the labor and management sides. From 2018 to 2021, there were 63 cases of complaints about practical labor issues submitted officially. The new cases of complaints were about the controversies over Annual Leave arranging rights and salary distribution. In the future, we will strengthen communication regarding the terms of employment to prevent such controversies from happening again. As for the current complaints, we will try to resolve peacefully.

Statistics of Employee Complaints

	2018	2019	2020	2021
Total case of complaints regarding labor practice issues submitted through the official complaint mechanism (for the current year)	17	19	20	7
Cases of complaints handled (incl. the previous year)	19	19	21	9
Cases of complaints resolved (incl. the previous year)	17	18	19	9
Cases of complaints in process (unresolved)	0	1	2	0

Note 1: The statistics above refer to the cases which employees filed with an external mediation unit or the court. Those cases were handled through an impartial third party unit, which effectively protects the rights of both labor and management. EVA Air took appropriate actions according to the handling results.

Note 2: The calculation of the case of complaints handled and resolved is "the case of complaints handled and resolved during the reporting period, including complaints filed during the current year and previous year".

Note 3: The case of complaints in progress (unresolved) refers to the case filed formally during the current year which have not been resolved.

Note 4: The settlement rate for all of the list complaints filed by employees within a year was 100%.

Because of inevitable weather and air traffic factors, the employees' working hours are often not in keeping with the schedule. EVA Air has been monitoring and managing the occasional overwork situations. However, working extra hours due to abnormal conditions such as natural disasters is unavoidable. In the event of working extra hours, regulations of the Civil Aviation Act and Article 32 of the Labor Standards Act were complied with.

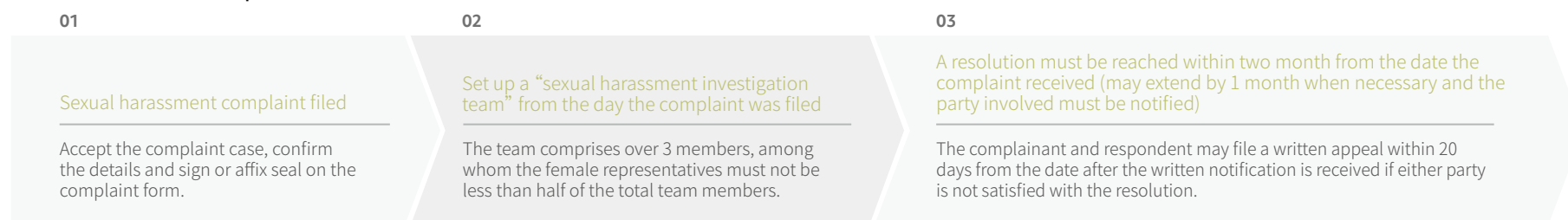
Sexual Harassment Prevention and Gender Equality

To ensure gender equality in employment, eliminate sexual discrimination, and prevent sexual harassment, EVA Air published the "Advocacy of Sexual Harassment Prevention in the Workplace" on the Company's internal website. We continued to provide courses on Act of Gender Equality in Employment and sexual harassment prevention, and added lessons on the Maternity Health Protection for our female employees. If employees encounter sexual discrimination or sexual harassment, they may file a complaint by filling out the "Complaint Form for EVA Air Employees" in accordance with the "Measures of Prevention, Correction, Complaint and Punishment of Sexual Harassment in the Workplace" and inform the head of the Human Resource Division. Cases shall reach resolution within two month from the day a complaint received, and one month extension if necessary. In 2021 there were a total of 2 complaint cases of complaint filed via the formal complaint channel. After investigations, only 1 of the cases was constituted. The Company has disseminated information to all staff, as well as planning to invite external lecturers to give a speech on the courses of sexual harassment preventions, and to promote awareness of gender equality.

Management of Sexual Harassment and Gender Discrimination Cases

No. of Cases	Content of Violation	Result
1	Improper physical contact	Punishment: Verbal admonishment, administrative punishment and arranged for the perpetrator to attend gender equality courses. System: Republished the equality rights announcement, reiterate the Company's zero-tolerance policy, and handle in accordance with the law.

Sexual Harassment Complaint Procedure



Gender Discrimination/ Sexual Harassment Complaint Channel

	Phone Number	E-mail
Ground Staff	03-351-5113	
Pilot	03-351-5916 03-351-5886	134@evaair.com
Flight Attendant	03-351-8805 03-351-8806	

Course Implementation on Gender Equality and Human Rights Education

	2018	2019	2020	2021
Expected Number of Trainees	5,648	4,715	5,390	3,802
Actual Number of Trainees	5,648	4,715	5,390	3,802
Implementation Rate	100%	100%	100%	100%

Note 1: Depending on the participants, the gender equality training hours range from half an hour to 7 hours. In 2021, the total training time was 2,333 hours.

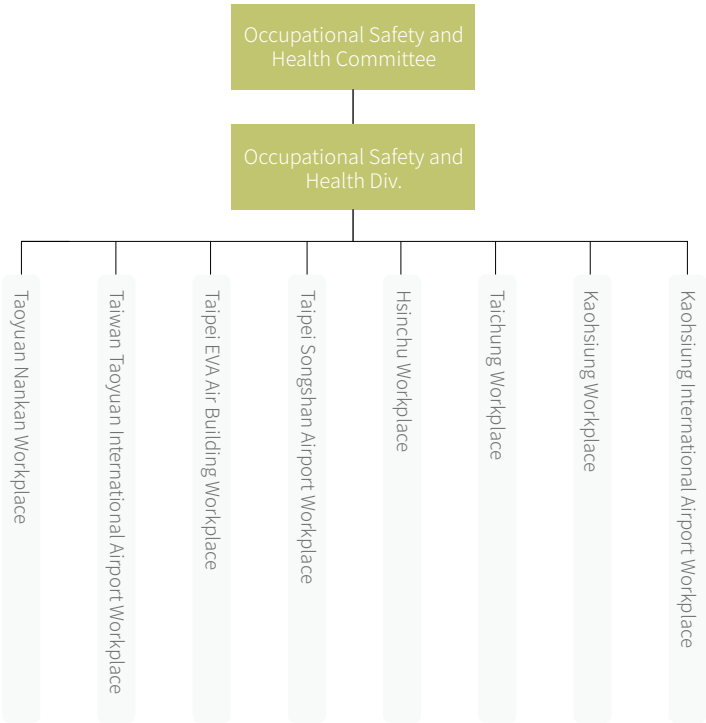
Note 2: The implementation rate = The actual number of trainees in the particular year / The expected number of trainees in the particular year. The equation has been adjusted since 2018 as stated.

4-5 Friendly Work Environment

Management System and Goal

EVA Air has established the “Occupational Safety & Health Committee”, which is responsible for reviewing and coordinating for health and safety. The committee members include 1 chairperson, 1 executive secretary, 1 occupational safety and health management staff members, 1 supervisory staff member related to occupational safety and health operations, 1 medical staff members, 11 departmental supervisors and 8 union representatives. The Committee convenes a meeting every 3 months, in which occupational safety and health policies and related recommendations are discussed and then submitted to EVA Air’s relevant departments for review and implementation. The Occupational Safety & Health Division will supervise and track the implementation progress and report the results to the Committee regularly.

Organizational Chart of EVA Air Occupational Safety and Health Management



EVA Air's goal of occupational safety and health is zero violation, zero occurrence, and zero hazard. The hazards and risks of the work environment are reduced through the establishment of the Taiwan Occupational Safety and Health Management System (TOSHMS) and ISO 45001 Occupational Health and Safety Management System. Moreover, by strengthening staff involvement, occupational accident prevention, change management, procurement management, contractor management, and emergency response management, we are able to boost the performance of occupational health and safety management. All workplaces of EVA Air in Taiwan have passed the ISO 45001 Occupational Health and Safety Management System certification.



Goal and Major Measures of Occupational Safety and Health

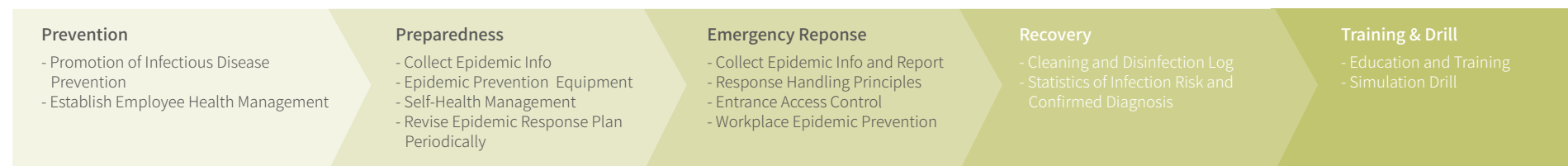
Goal		Regulatory Compliance: Zero Violation Employee Safety: Zero Occurrence Environmental Health: Zero Hazard
Response Measures	Safety Management Tasks	<ul style="list-style-type: none"> - Implement safety and health inspections of workplace. - Statistical analysis of occupational accidents and case study. - Inspection and examination of mechanical equipment and vehicles. - Hazard identification, risk evaluation and control in the workplace. - Prevention of unlawful workplace violations and environmental health risk assessment on maternal health protection.
	Health Management Tasks	<ul style="list-style-type: none"> - Free influenza vaccines for crew members and frontline employees; and influenza vaccines for employee families' dependents at their own expense. - Free hepatitis A and influenza vaccines for kitchen workers - Actively assist in arranging all colleagues (including system companies) to be vaccinated against "COVID-19". - Periodically publish information and preventive measures of occupational diseases and high risk diseases such as COVID-19, measles, influenza and other infectious diseases. - Set up AED in main office premises and buildings, and conduct first aid and AED trainings. - Illegal violations, and maternal health protection program. - Hearing care program for apron operating workers and Reservation and Ticketing Dept. (Telephone Sales).
	Emergency Response Drills	<ul style="list-style-type: none"> - Self-defense and firefighting team trainings and drills are conducted twice a year. - Hold infectious disease prevention and response drills. In response to the communicable pandemic, an Epidemic Prevention and Response Committee was convened to discuss implementation plans and measures to protect the safety and health of employees. - Emergency response drill review meetings to review and recommend future improvements.

Prevention of Occupational Accidents and Health Protection

According to the "Management Procedure for Hazard Identification and Risk Assessment", EVA Air conducts the occupational safety and health risk assessment every year to identify possible operational hazards regarding working environment, personnel qualifications, mechanical equipment, and chemical substances that may be contacted, and to assess the risk level. Appropriate preventive measures were further formulated to reduce the risk of occupational accidents and occupational diseases. Although there is no high-risk operation in 2021, each department set management plans and targets for moderate-risk operations, and implement them accordingly. Each department monitor the progress of their target and check whether the targets have been reached. In addition, if an occupational accident occurs in the department, according to the "Occupational Accident Investigation and Management Regulations", it is necessary to re-evaluate the risk level of the accident based on the possibility and severity of the occupational accident. The investigation process requires employees to write a personal report as well as an occupational accident investigation report, and carry out adjustments at any time for improvement. If the employee has immediate danger in the workplace, he or she shall immediately evacuate to a safe place in accordance with Article 18 of the Occupational Safety and Health Act, exercise the right to refuse and be exempted from punishment. In addition, we has set up an occupational safety and health mailbox (osh@evaair.com) for colleagues to report potential hazards and risks, and to provide relevant suggestions at any time to improve the Company's occupational safety and health. We also carry out safety control and set up warning signs at operational area, and provide employees with the use of protective devices and arrange regular physical examinations for the entire staff at a frequency higher than that required by the law. Except for those that have left the company, those on unpaid leave, expectant employees, and long-term special unpaid leave, the employees that are obliged to go through health checkups must complete their checkups in that specific year. In addition, we also offer health promotion activities and psychological consultation resources. Besides setting up an infirmary and hiring medical personnel to provide employees with on-site health care services, AEDs have been set up in all the office buildings, and trainings of usage are conducted for employees to lower the occurrence of accidents.

The Epidemic Prevention and Response Committee is the company's decision-making and supervision unit for infectious disease epidemic prevention and response. In addition to the establishment of a complete employee epidemic prevention website and the COVID-19 information website, the company and the affiliated company also have an epidemic response plan, through prevention, preparation, emergency response, recovery, education and training, and simulation drills to prevent the impact of infectious diseases on the company's operations. In 2021, the Company's aircrews who were infected with the notifiable communicable disease, but under the treatment of professional medical institutions, they have recovered and have returned to work. To prevent the risk of infection for aircrews, they are provided with a complete set of protective equipment. Furthermore, the "EVA Air Enhanced Epidemic Prevention and Health Control Implementation Measures for Aircrew" are formulated to ensure that strict preventive measures are implemented for aircrews during their stopovers or home quarantine in order to effectively avoid the chance of their contracting the notifiable communicable diseases.

Epidemic Response Plan-Epidemic Preparedness: Comprehensive and Specific, Epidemic Response: Immediately and Precisely.



Occupational Safety and Health Management

In the implementation of occupational safety and health management, we have invested resources in safety and health training for employees and contractors. We also implement regular automatic inspections and on-site inspections, and regularly review the status of occupational disasters with relevant departments, examine the causes of occupational disasters and formulate safety and health improvement strategies to reduce the incidence rate.

With the impact of the pandemic in 2021, flights and working hours were significantly reduced. The total working hours of employees was reduced by 10% compared with the previous year. Incidents of disabling injuries in the course of duties have also reduced by 50%, and no occupational accident deaths have occurred. Cabin crew still accounted for most of the disabling injuries, accounting for 48.14% of the total cases. Most of them are falls or traffic accidents and injuries in the cabin. The relevant information was published on the Company's internal "Occupational Safety and Health Blog" to enhance cabin crew members' safety awareness and instill the correct work principles.

Contractor Management

The Company manages the safety and health of contractor operations in accordance with the "Contractor Safety and Health Management Regulations". We also strictly stipulate that when signing a contract, contractors must also sign the "Contractor's Safety and Health Contract" to ensure that prior to construction, contractors provide the necessary occupational and disaster prevention and safety and health education and training for their employees and subcontractors. No contractor occupational accident happened in 2021.

Number of Major Occupational Accident

	2018	2019	2020	2021
Falls	41	69	20	2
Commuting Accident	15	16	18	12
Contact with high or low temperature	24	22	2	0
Collision	22	20	0	3
Others	44	82	17	10
Total	146	209	57	27

Note 1: Occupational accidents include occupational injuries and occupational diseases.

Note 2: Others include notifiable communicable diseases and other types of accidents that cannot be classified.

Employee Occupational Accident Cases and Improvement Measures

The most common occupational accidents in 2021 are traffic accidents. The company reminds colleagues to be more careful through publicity.

Occupational Safety & Health Training

Position	Training Course	Session	Attendance
New Recruits	Safety and health educational training	5	28
On-the-job	Safety and health recurrent educational training	1	8,837
	Fire safety training & Emergency response drill	2	129
	CPR & AED training	2	129
	Safety and health initial education and training specified for supervisors in charge of occupational safety and health.	2	2
	PR357:OHSMS ISO 45001:2018 Lead Auditor Training Course	1	1
	Management personnel of occupational safety and health - Retraining	1	25
	Safety and health recurrent education and trainings specified for first aid personnel	2	48
	Training for management personnel of fire safety	2	2
	Education and training for communication of hazard	2	89
Contractor	Fire safety training & Emergency response drill	2	8

Note: The statistical scope of the number of participants in "employee" training courses encompasses employees of EVA Air in Taiwan.

		2018			2019			2020			2021		
		Male	Female	All	Male	Female	All	Male	Female	All	Male	Female	All
Employee	Number of occupational accidents	8	138	146	10	199	209	6	51	57	5	22	27
	Injury frequency rate (FR)	1.23	14.15	9.00	1.49	20.57	12.75	0.86	8.80	4.48	0.74	4.58	2.34
	Injury severity rate (SR)	17	200	127	80	322	223	18	220	110	2	85	37
	Number of severe occupational injury	0	0	0	1	3	4	0	1	1	0	0	0
	Severe occupational injury rate	0	0	0	0.14	0.31	0.24	0	0.17	0.07	0	0	0
	Lost workdays	111	1,960	2,071	542	3,123	3,665	129	1,276	1,405	17	411	428
	Total hours worked by all employees	6,462,024	9,751,513	16,213,537	6,705,864	9,674,032	16,379,896	6,907,616	5,794,572	12,702,188	6,724,496	4,799,268	11,523,764
	No. of deaths due to occupational accidents	0	0	0	0	0	0	0	0	0	0	0	0
	Number of occupational diseases	0	0	0	0	0	0	0	0	0	0	0	0
Contractor	Number of occupational accidents	0	0	0	0	0	0	1	0	1	0	0	0
	Injury frequency rate (FR)	0	0	0	0	0	0	4.15	0	3.01	0	0	0
	Injury severity rate (SR)	0	0	0	0	0	0	374	0	270	0	0	0
	Number of severe occupational injury	0	0	0	0	0	0	0	0	0	0	0	0
	Severe occupational injury rate	0	0	0	0	0	0	0	0	0	0	0	0
	Lost workdays	0	0	0	0	0	0	90	0	90	0	0	0
	Total hours worked by all employees	260,158	117,415	377,573	299,125	118,553	417,678	240,468	91,724	332,192	198,502.5	91,008.5	289,511
	No. of deaths due to occupational accidents	0	0	0	0	0	0	0	0	0	0	0	0
	Number of occupational diseases	0	0	0	0	0	0	0	0	0	0	0	0

Note 1: The number of occupational accidents refers to cases in which during the course of performing a duty, a worker died, is fully and permanently disabled, partially and permanently disabled, fully and temporarily disabled, or suffered injuries or illnesses that resulted in more than one day of loss (including commuting accidents).

Note 2: FR = Number of Occupational Accidents $\times 10^6$ / Total hours worked by all employees

Note 3: SR = Total lost workdays of Occupational Accidents $\times 10^6$ / Total hours worked by all employees (the workdays lost should be calculated in Calendar days, excluding the day that the injury happened and returning to work)

Note 4: Severe occupational injury refers to employees unable to recover their health condition within 6 months, excluding death.

Note 5: Severe Occupational Injury Rate = Number of severe occupational injury $\times 10^6$ / Total hours worked by all employees

Note 6: Occupational diseases refer to diseases to the body caused by long-term exposure to chemical, physical, biological, human, social or psychological hazards when performing duties, and are diagnosed by an occupational medicine doctor or identified by the competent authority.

Note 7: Corrections were made to the 2019 number of occupational accidents, disabling FR, Disabling SR, number of serious occupational injuries, rate of serious occupational injuries, and number of lost days.

Health Protection Measures

Subject	
Flight crew	- In accordance with the epidemic prevention regulations for flight crews, any crew member who entered other countries while on duty must undergo self-quarantine and self-health management after returning home. In consideration of the physical and mental health of employees, the management unit has arranged for a care team to regularly reach out to the crew members via telephone. In case of any abnormality, the Company will arrange for medical treatment and subsequent follow-up by the management unit.
Apron personnel	- Though the apron personnel do not work all the time on the apron, we still schedule hearing tests for these employees to enhance their health and protect their hearing. If any irregularity is found, the Clinic Division will provide them health education.
All employees	<ul style="list-style-type: none"> - Since cancers and cardiovascular diseases have become the leading killers threatening the health of people in Taiwan, we have already equipped with nine blood pressure monitors, with which the employees can measure at any time. We also provide free screening tests on four types of cancers for our employees and their families in order to prevent these diseases. - For employees whose health examinations indicate abnormalities, we actively provide health management and consultations. - Provide Employee Assistance Program (EAP): <ol style="list-style-type: none"> a. Psychological Counseling b. Health Consultation c. Legal Counseling

Statistics on the Use of Psychological Counseling

Year	2018	2019	2020	2021
Number of Users	70	85	69	79
Hours of Use	203.5	225.5	227	263.5

372

times a
year

Onsite Medical Personnel Service

The doctors and nurses of the Company are permanently stationed in the Nankan Park to provide services and offer health education courses. In addition, they will visit other work sites from time to time to provide services, and offer medical consultation as well as health caring for employees with abnormal health examination results, ensuring the health of all employees.





PART

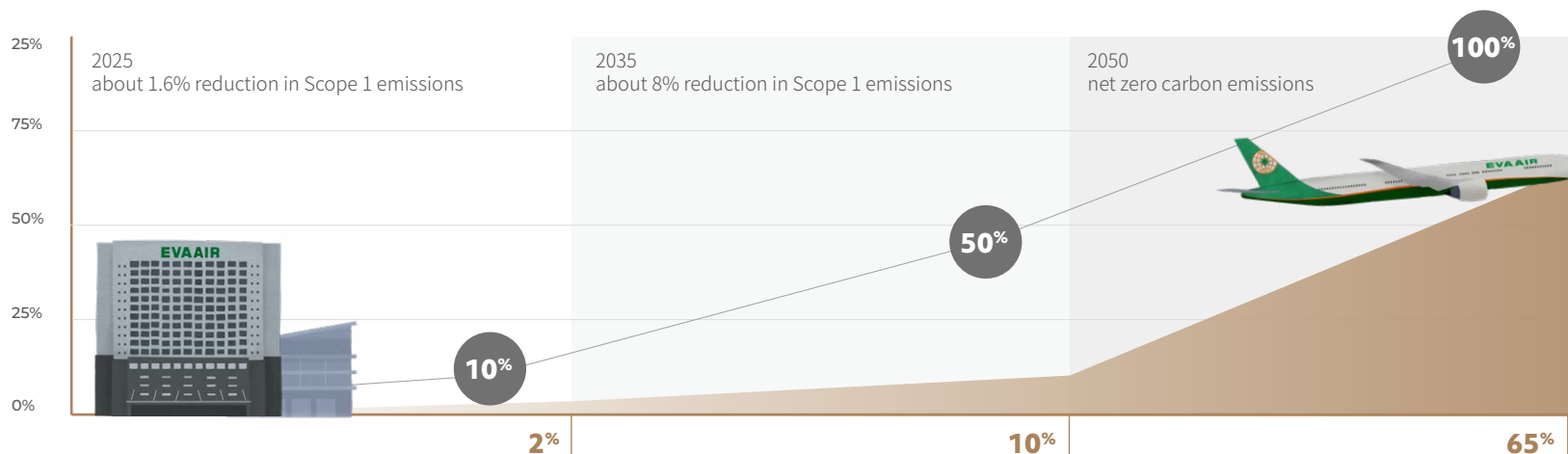
ENVIRONMENTAL LEADERSHIP

At the 26th United Nations Climate Change Conference (COP26) held in the UK in 2021, the commitment of the Paris Agreement made in 2015 was re-established, and the international measures to combat global warming will be strengthened under the goal of limiting temperature rise to 1.5 degrees Celsius. Leaders of various countries have reached a consensus on different climate issues and announced their commitment to achieve net-zero carbon emissions. In the face of climate disaster, as a member of the global village, EVA Air officially announced its determination to achieve "Net-Zero Carbon Emissions by 2050" in November 2021, looking forward to becoming a leader in environmental sustainability and working together with partners from all walks of life to make a contribution to the mitigation of global warming.

EVA Air's blueprint for Net Zero Carbon Emissions by 2050

■ Use sustainable aviation fuel

— Use renewable energy



Note: According to the analysis of Air Transport Action Group (ATAG), the Emissions Reduction Factor (ERF) of SAF is about 80%.

According to the 2019 greenhouse gas (GHG) emissions inventory results of the Company, which is also the base year, the GHG emissions from aircraft accounted for 99.76% of the total emissions, and among the GHG emissions from ground operations, purchased electricity accounted for 94.2%. Therefore, on the path towards net zero carbon emissions, the focus will be on the two aspects of "aircraft operations" and "ground operations". In terms of aircraft operations, referring to the resolution to achieve net zero carbon emissions by 2050 proposed by the International Air Transport Association (IATA) in October 2021, the use of sustainable aviation fuel (SAF) will be one of the most critical carbon reduction practices for the airline industry based on the analysis. As for ground operations, referring to the national carbon reduction policy of reducing carbon by 30% in 2030, coordinated and promoted by the Environment Committee, the short-, medium- and long-term goals for the use of sustainable aviation fuel and renewable energy (green electricity) were formulated to achieve the gradual reduction of carbon emissions. The progress of achieving the goals is reviewed annually and adjustment is made on a rolling basis.

5-1 Low-carbon Flights

In terms of long-term aircraft carbon emissions management, EVA Air has actively participated in various international greenhouse gas emissions control measures, such as the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), the European Union Emission Trading Scheme (EU ETS), and the United Kingdom Emissions Trading Scheme (UK ETS), fully supported the airline industry's common carbon reduction goals, and carried out various plans as well as actions based on IATA's four major focuses of carbon reduction for the airline industry, hoping to provide air transport services with better fuel efficiency and low-carbon emissions.

Airline Industry's Common Goal of Carbon Reduction



EVA Air's Compliance with IATA's Carbon Reduction Strategy

IATA's strategy		EVA Air's actions
New technologies	Aircraft and jet engine technologies	- Continue to modernize the fleet and perform evaluations for the introduction of new generation aircraft.
	Improvement of aircraft operating procedures	- Implement fuel-saving measures such as aircraft weight reduction and the use of big data analysis to optimize flight plans and operating procedures. - Improve flight efficiency by maximizing straight route selection.
	Airspace management improvements	- Actively coordinate with competent authorities to improve the efficiency and quality of air traffic control and airport operations.
Infrastructure/ Operations	Airport infrastructure improvements	
Sustainable aviation fuel	Use sustainable aviation fuel	- Formulate short-, medium- and long-term use goals and quantified needs, and actively coordinate with domestic competent authorities to plan and establish the production capability of sustainable aviation fuel in Taiwan.
Offsetting/ Carbon capture	A global market-based measure for aviation and carbon capture technology	- Participate in related international and domestic greenhouse gas reduction measures. - In 2017, we stated the "Green Travel" program, also known as the EVA Carbon Offset system, allowing our passengers to achieve "zero-carbon travel". - Prepare a cargo transport carbon offset program.

Fuel Conservation Measures and Performance

With the expansion of air transportation network, the fuel consumption of flights will gradually increase. In response to the continuously growing fleet size, we are actively formulating and implementing various fuel conservation measures. The measures include fuel efficiency analysis of various aircraft models and selecting the most suitable aircraft models based on long-, mid-, short-range flight routes and the number of passengers. Furthermore, the fuel conservation plans involve topics such as the modernization of fleets, weight reduction of aircraft, flight operations and aircraft maintenance.

The continuous impact of the COVID-19 pandemic in 2021 has resulted airlines' worldwide business environment to remain difficult. Passenger transport demand dropped drastically, causing a transformation in airline marketing strategies. Yet in these fast-changing environments, we have never forgotten to continuously review our fuel-savings, carbon-reduction strategies, and adjust them on a real-time basis. With the premise that service quality cannot suffer, through the optimization of cabin service processes, we adjust our cabin supplies and meal service for epidemic prevention. With the increased demand for cargo transport, we have further removed passenger cabin seating from passenger aircraft and optimized fleet rotation. Not only is this reflected in reduction of aircraft weight, it has increase fuel efficiency to further reduce carbon emissions. In 2021, EVA Air saved a total of 28,160 tonnes of fuel, or an equivalent of emissions reduction of 88,705 tonnes of CO₂e. The fuel efficiency of passenger aircraft decreased due to the decrease in passenger load factor; some passenger aircraft began to carry out cargo transportation by utilizing passenger cabins in 2020, resulted in overall fuel efficiency of freighters decreased slightly.

Fuel Conservation Measures

Fleet modernization	- In response to changing market demand, continue to evaluate new aircraft as replacements for aging aircraft. In recent years, we have introduced the 777 freighter and 787 passenger aircraft. Compared to previously-used models, these increase fuel efficiency by 20% (note).
---------------------	--

Aircraft weight reduction

- Launched “EVA e-Library”, which fully digitized in-flight magazine.
- Electronic flight bag (EFB) is used by the entire fleet to greatly reduce the amount of paper manuals and documents on board.
- Use light-weight unit load device (ULD).
- Without affecting the quality of service, unnecessary cabin equipment or service supplies will be removed. The amount of water and service supplies on board will be adjusted flexibly according to the estimated number of passengers.
- When purchasing a new aircraft or repainting an existing aircraft, a layer of mica paint is eliminated to reduce the weight of the aircraft.
- During the COVID-19 pandemic, the demand in the cargo transport market increased. Passenger aircraft were dispatched to carry cargo, and cabin seats were removed to reduce weight.

Improvement of operation efficiency

- Next generation of flight planning system is introduced, which can calculate the optimal flight route, cruise altitude, and fuel required based on the flight rules and restrictions of each flight information region (FIR) to improve flight efficiency. In addition, the most current wind data is provided to flight crew, the flight management computer can predict the optimal flight profile. At descent profile, the parameter at flight management computer is setup to give optimal descent point and let flight to stay at the optimal descent profile.
- Optimize the alternate selection at planning.
- The cargo loading is carefully planned to optimize the aircraft's center of gravity and improve fuel efficiency.
- Continue to refine the fuel policy and the flight plan fuel calculation based on the flight big data analysis results.
- Promote the use of tow truck (or tug) power and ground supporting equipment power as well as pre-conditioned air equipment to replace the use of APU (auxiliary power unit) when performing ground operations at each stations.
- Under safe conditions and the permission of air traffic control (ATC), encourage flight crews to perform continuous descent operation (CDO) in which is a practice to let aircraft continuously descent without intermediate level off and then descent. Flight crew can delay extending landing configuration in a good time or use low drag approach configuration. After the aircraft has landed, use only single engine to taxi the aircraft to the parking aprons.

Aircraft maintenance

- The aircraft fuselage and engine are washed periodically. The washing operation not only removes contamination on the surface of the aircraft to reduce the drag, but also lowers the engine exhaust gas temperature to improve the engine performance.
- Contract with engine manufacturer for engine overhaul service and periodically check the smoothness of the flight control surface to improve the overall fuel efficiency of the aircraft.

Use of ground supporting equipment

- As follow up government's registry in energy conservation and carbon reduction, the Taiwan major international airports within recent years, including Taoyuan, Songshan and Kaohsiung airport, has started gradually to replace the old, unserviceable aerobridges and upgrade to those are able supporting parked aircraft's ground operation with fixed electrical ground power (FEGP) and pre-conditioned air (PCA) equipment. In response to the renovation of airport equipment, EVA Air actively worked with each airport authority to arrange EVA's aircrafts to park at those renovated aprons to fully utilize FEGP and PCA during transit or parking. Furthermore, the SOP of using FEGP and PCA is established for related departments to follow, in order to bring up the used rate of FEGP and PCA. In return of using FEGP and PCA, both fuel and carbon emission can be reduced from reducing using the aircraft auxiliary power system during ground operations.

Note: Data source <http://www.boeing.com/commercial/>

Fuel Efficiency and Emission Intensity

	Unit	2018	2019	2020	2021
Passenger aircraft fuel efficiency	L/100RPK	4.5135	4.4492	13.2267	73.9153
Cargo aircraft fuel efficiency	L/FTK	0.0785	0.0721	0.0731	0.0866
Aircraft Scope 1 GHG emission intensity	tonne CO ₂ e/1000 RTK	0.780	0.782	0.888	0.837

Note 1: The fuel consumption calculation discounts a small amount of consumption for non-commercial flights.

Note 2: Aircraft Scope 1 emissions are GHG emissions from aircraft fuel consumption, including commercial and a portion of non-commercial flights.

Note 3: RPK stands for revenue passenger kilometer, and FTK stands for freight tonne kilometer, and RTK stands for revenue tonne kilometer.

Results of Major Fuel Conservation Measures

	Unit	2018	2019	2020	2021
Electronic flight bag	Tonne of fuel	142.6	142.3	97.7	93.2
Light-weight ULD for baggage and cargo	Tonne of fuel	3,026.9	3,009.4	569.0	338.3
Remove unnecessary cabin equipment/or device	Tonne of fuel	27.7	25.2	4.7	0.4
Flexible loading of potable water	Tonne of fuel	903.6	1,003.3	790.9	516.0
Remove MICA paint coating	Tonne of fuel	19.1	42.1	53.1	67.5
Flight plan optimization	Tonne of fuel	7,160.5	7,661.0	5,773.8	5,989.3
Alternate airport selection	Tonne of fuel	3,391.2	2,532.5	1,806.2	1,470.7
Fuel policy improvement	Tonne of fuel	908.3	799.3	610.8	1,018.4
APU usage reduction	Tonne of fuel	4,999.4	2,504.0	945.4	0
Use of ground supporting equipment at airports in Taiwan	Tonne of fuel	4,479.9	3,936.1	2,886.8	4,539.3
Other aircraft weight reduction measures (new measures implemented during COVID-19 pandemic)	Tonne of fuel	-	-	2,566.2	14,127.3
Total fuel savings	Tonne of fuel	25,059	21,655	16,105	28,160
	MJ	1,050,977,365	908,214,350	675,423,400	1,181,041,014
Reduction of Scope 1 GHG emissions	Tonne of CO ₂ e	78,936	68,214	50,729	88,705

Note 1: 1 tonne of fuel consumption equals to 3.15 tonnes of CO₂e emissions (source: IPCC Find EF https://www.ipcc-nggip.iges.or.jp/EFDB/find_ef.php).

Note 2: Aircraft Weight reduction items use actual flight fuel consumption divided by takeoff weight to calculate fuel consumption per unit weight.

Note 3: Fuel saving and carbon emission from ground supporting equipment are calculated based on hours of using FEGP and PCA during transit/parked flights in Taoyuan, Songshan and Kaohsiung International airport.

Note 4: The energy conversions are calculated according to Heat Content of Energy Products published by the Ministry of Economic Affairs' Bureau of Energy on October 15th, 2019, with 1 liter of aviation fuel = 8,000 kilocalories, and 1 kilocalories = 4.184 kilojoules.

5-2 Climate Change Adaptation

Strengthen Climate Resilience – Introducing TCFD

Task Force on Climate-Related Financial Disclosures (TCFD) develops suggestions for more beneficial and efficient climate-related disclosures. We implement the four main core elements of TCFD framework, identifying and controlling high risk factors caused by climate change and extreme climates, and expand risk monitoring to all environmental aspects. EVA Air assesses the negative impact, the impact target, and the impact strength of every major environmental risk, and discloses response measures for all currently identified environmental risks from the aspects of "the highest level of management and duties, the strategic plan, the risk management action, and the goal". We adopt active and advance projection safety management methods to prevent potential hazards, regularly review operation procedures, and list adverse weather operations in the flight crew manual. Moreover, we provide educational trainings and comprehensive information, adopt risk manage procedures and fully grasp various hazard information. In addition, we identify opportunities for the company's operations resulting from climate change. We actively establish strategies and management measures to properly and timely pursue any development opportunities with potential short, mid-, or long-term benefits to the Company's business.

Index		Our Actions
Governance	a. The Board of Directors supervises climate-related risks and opportunities	The Corporate Sustainability Committee (CSC) is responsible for implementing the corporate sustainability management. It is held quarterly to have general discussions on the aspects of economics, environment and society. A variety of issues are then passed on to each relevant team, which communicates with the stakeholders via various channels, and sets annual targets for the improvement projects. The specific implementation results of each improvement project are tracked by the CSC and reported to the Board twice every year.
	b. The function of the management level on the assessment and management of climate-related risks and opportunities	The CSC is responsible for the proposal and implementation of Sustainability Policies, related management guidelines, and specific plans. The President serves as the chair of CSC.
Strategy	a. The short-, mid-, and long-term climate-related risks and opportunities identified by the organization	The results are categorized into regulation and legal, transition, physical and other risks (as shown in the Appendix 'Climate risks and opportunities' page 135)
	b. Climate-related risks and opportunities which would have major impact on the organization's business, strategy, and financial plans	
	c. Describe the resilience of the organization's strategy, while taking various climate change scenarios into consideration	The financial impact simulation of risk and opportunity was carried out in three scenarios of 2 °C , NDC and BAU, which respectively represent the transitional and physical scenarios under the heating environment of 2 °C , 4 °C and 6 °C .
Risk management	a. The processes of the organization's climate-related risks identification and evaluation	Through the identification of climate risks and opportunities by members of the CSC, the potential positive or negative impact on the operation of the Company is analyzed. The impact is divided into the financial and non-financial aspect, and the degree of impact is expressed in 5 levels. The possibility is expressed in terms of the probability of occurrence of risks and opportunities within a specific period of time, and is divided into 8 levels. The degree of impact and possibility are converted into quantitative values, and the product of the two becomes the basis for determining the level of the risk and opportunity index.
	b. The organization's climate-related risk management process	Evaluate risk control level, control costs, and plan feasibility based on the risk evaluation results, and control risks by adopting one of the four different approaches: eliminating risks, reducing risks, diversifying risks, or bearing risks.
	c. Describe how the organization's climate-related risk identification, evaluation, and management processes are integrated into the overall risk management	The identification, evaluation and management of environmental and climate risks are carried out through ISO 14001 Environmental Management System. The results are reported to the Environment Committee on a regular basis, and the CSC will compile, organize, and incorporate them into the Company's overall risk management strategy.

Metrics and targets	a. The climate-related risk and opportunity evaluation index used by the organization in compliance with its strategies and risk management processes	Through information sources such as international organizations, relevant standards, assessments, and peer groups, indicators for measuring the Company's climate-related risks, opportunities, impact, and management performance are developed.
	b. Disclose the emissions of Scope 1, 2, and 3 and their related risks	The ISO 14064 organizational greenhouse gas (GHG) inventory was conducted and the organization's GHG emissions were disclosed in the corporate sustainability report. According to the inventory results for 2021, direct emissions from aircraft accounted for more than 99% of the organization's total emissions. Therefore, the amount of fossil fuel used and price volatility have become one of the major risks of operation.
	c. The goals of the climate-related risk and opportunity management, and the performance of related goal	Comply with IATA's common targets for airline industry.

Greenhouse Gas Emissions

EVA Air's Environment Committee continues to monitor domestic regulation standards and the development of Taiwan's reduction target. In terms of international participation, the Committee actively takes part in various GHG emission reduction plans, and fully supports the aviation industry's common goal of carbon reduction. The Company has been conducting voluntary inventory of GHG emissions since 2011, and has completed a third party verification of GHG emission data with ISO 14064-1 standard in 2016. In accordance with the emission data provided by government related projects, the quantified data mainly include aviation fuel, automobile gasoline and diesel fuels, and each office's total power consumption, to further understand and respond early to the GHG emission status and trend. Due to the characteristics of the aviation industry, GHG emissions from aircraft occupies over 99% of the overall emission. In recent years, the expansion of flight routes and the upscale of operations have caused a gradual increase in total GHG emissions annually. Despite the additional destinations, number of aircraft, and the new building in operation in 2018 and 2019, there was a slight reduction in the total emissions, which was indicative of the improved fuel and energy use efficiency of the new fleet.

Beginning in 2020, in accordance with the requirements of the new ISO 14064-1:2018 standard, in addition to continuing to inventory direct GHG emission sources (Scope 1) and indirect energy GHG emission sources (Scope 2), we also expanded inventories of other indirect GHG emission sources (Scope 3). In 2020 and 2021, owing to the impact of the COVID-19 pandemic and border control, passenger flights were reduced due to the sudden drop in passenger demand, resulting in a decline in Scope 1 carbon emissions. In terms of setting the carbon emission target, we aim to improve fuel efficiency by 1.5% year after year, and calculate the annual direct aircraft emissions (Scope 1) target based on the estimated RPK and FTK; and calculate the annual indirect emissions (Scope 2) target based on power reduction target. In 2021, direct aircraft emissions target (Scope 1) is roughly 7,132,148 tonnes CO₂e, while the indirect emissions (Scope 2) target is 12,932 tonnes CO₂e.

Greenhouse Gas Emissions

Unit: tonne CO₂e

	2018	2019	2020	2021
Direct aircraft emissions (Scope 1)	6,258,811	6,115,529	4,309,738	4,126,548
Direct non-aircraft emissions (Scope 1)	1,236	873	1,245	571
Indirect emissions (location-based Scope 2)	13,332	13,540	12,579	12,228
Indirect GHG emissions from transportation (Scope 3)	-	-	6,100	7,512
Indirect GHG emissions from other sources (Scope 3)	-	-	80	78
Total	6,273,379	6,129,942	4,329,742	4,146,936

Note 1: The GHG inventory boundary includes Nankan Park, Old Bonded Warehouse Building, Bonded Warehouse Building and EVA Air Taipei Building.

Note 2: Scope 1 for aircraft operations are total aviation fuel consumption, including training flights, testing flights and maintenance.

Note 3: The Global Warming Potential (GWP) defined in IPCC AR4 has been chosen and correctly referred by the Organization.

Note 4: Indirect emissions (Scope 2) include externally-purchased electrical power, with emissions parameters of 0.554 (2017), 0.533 (2018), 0.509 (2019), 0.502 (2020-2021) kg of CO₂e/kWh. Scope 2 emissions in 2020 are revised with the latest emission factor.

Note 5: Indirect emissions (Scope 3) include indirect GHG emissions produced via employee commuting, business trips, and downstream rental properties.

Carbon Offset Program

The "Green Travel" EVA Carbon Offset Program is a formal collaboration between EVA Air and ClimateCare, the renowned British climate management and sustainable development company. The carbon discharge coefficient per kilometer (or mile) for each passenger is calculated according to the carbon emissions calculation guidelines published by the International Civil Aviation Organization (ICAO), using fuel consumption and passenger capacity data of various EVA Air aircraft models. After a ticket purchased at the EVA Air global website, passengers can go to the dedicated website (evaair.climatecare.org) to calculate their carbon emissions based on the seating class, flight distance, and number of passengers. The passenger may select to donate an equal or optional amount in support of ClimateCare's international carbon reduction project and complete the "zero-carbon travel".

All the carbon reduction projects through ClimateCare have been certified by independent institutions using international standards including the Gold Standard (GS) or the Voluntary Carbon Standard (VCS) in order to reduce the global carbon dioxide emissions or improve the living environment of impoverished regions. EVA Air has never received any economic benefits from these projects

5-3 Environmental Sustainability

The Environment Committee is EVA Air's highest decision-making and management unit for environmental and energy management. The Committee takes "energy saving and carbon reduction as the guide for actions, the achievement of quantified benefits as the performance goal, and professional as well as systematic improvement as the foundation of sustainability" as guidelines to supervise the setting of various environmental protection and energy management goals and targets, the promotion of management plans, and performance management, internalizing the concept of environmental sustainability into every aspect of our operation.

The Committee is divided into three task groups: Sustainable Aviation Fuel, Environment and Energy, and Carbon Rights; its members consist of officers from relevant divisions. It convenes at quarterly meetings to discuss the status and achievement performance of all responsible duties, ensures the effectiveness of the Company's environment and energy management guidelines and policies, effectively reduces the adverse global impact of GHG emissions, and establishes EVA Air's positive image in the international community as a sustainable and green corporation.

Organizational Chart



Environmental Policies and Management System

Through the establishment of various management systems, EVA Air implemented our vision for the environment and energy in every aspect of our operations by adopting a motto: "EVA reaches for the sky with energy-saving: a pursuer of efficiency and a leader of environmental protection". This enables us to maintain an excellent record of zero violations in the past five years of environmental protection regulations. EVA Air's "Environment and Energy Policy" applies to all global operation sites, products, services, energy and resources management, waste management, and upstream and downstream of the value chain, including suppliers, joint ventures, transportation, warehousing and other business partners. The Company's global operating headquarter is located in Taiwan, and its main operating sites include the Nankan Park, the Taipei Building, the Bonded Warehouse Building and the Old Bonded Warehouse Building. Since the operating sites are located in city and industrial area, the operation did not cause any impact on the local ecology, forests and biodiversity.

Our commitment	Measures
Abide by environmental and energy regulations	Stay constantly alert to regulatory changes; evaluate potential affects, and complied 100% with legally-required processes.
Promote the concept of environmental protection and energy saving	Establish an environmental and energy blog to promote environmental policies; make occasional announcements on the latest environmental information to internal employees.
Continuously improve environmental and energy performance	Implement environmental and energy management system; periodically evaluate and reviewed our environmental and energy implementation effectiveness, and made continuous improvement.
Reduce the impact on our natural environment	Identify environmental aspects; controlled and monitored our performance indicator and reduce environmental negative impacts.
Respond to green procurement actions	Publish environmental and energy procurement procedures, with all Company procurement to follow said procedures, making priority procurement on environmental-friendly and energy-saving products.
Create a low-carbon circular economy	Use green, environmentally-friendly products, and work to build a culture of environmental friendliness.
Improve service resource performance	Continue to replace old equipment as required to reduce energy waste.
Create a green brand value	Implement greenhouse gas emission management to mitigate climate change.

Through the introduction of ISO 14001 Environmental Management System and ISO 50001 Energy Management System, the Company's energy and resource related goals, targets and action plans are clearly defined, including waste, noise and sewage control, as well as greenhouse gas and energy management. Through the management process of P-D-C-A (Plan-Do-Check-Act), various environmental protection measures were implemented to reduce the impact of operations. In terms of global operation, 86.8% of our employees have passed ISO 14001 third-party external certification, while the remaining 13.2% of our employees have passed the internal risk investigation. In compliance with the requirements of ISO 14001:2015, we have identified potential major environmental risks from the operation through the Committee, while reducing threats and taking advantage of our opportunities through the establishment and improvement of our policies.

The Company conducts environmental education on climate change and major environmental issues, and promotes it through EVA Air's internal website, allowing every employee can get the latest information on environmental and energy management at any time. At the same time, an email account was set up to receive feedback on environmental issues (environment@evaair.com), which serves as the complaint channel of environmental issues for external stakeholders, and will help the company to improve its environmental protection measures based on suggestions. The email complaint channel has received no complaints of environmental issues from stakeholders in the past 5 years.

Energy Consumption

EVA Air monitors power consumption at its operating locations in Taiwan (Nankan Park, Taipei Building, Old Bonded Warehouse Building and Bonded Warehouse Building) to implement energy-saving and carbon reduction measures more effectively, and to confirm the results of various energy conservation projects. In 2019, Nankan Park introduced a smart energy management system, acting as the Company's main energy-saving measure. Through the analysis of Nankan Park's electricity consumption and external monthly average temperature, monthly relative temperature and monthly total labor hours in 2018, the regression equation for the power consumption baseline was established. Under this condition, the change of the regression electricity consumption before and after the improvement was used as the basis for calculating the energy saving rate. The system was operated in November 2019, and a total of 1,774,129 kWh of electricity were saved by the end of 2021. Due to the implementation of COVID-19 pandemic prevention measures, a screening station was set up in the Nankan Park in 2021. The power consumption from the new equipment of the screening station is the reason for failing to achieve the power reduction goal. In 2021, the overall Energy Use Intensity (EUI) is 120.22 kWh/m². The total energy use in 2021 is 54,654,108,578 megajoule (MJ) while our estimated fuel and power consumption target for 2021 is 94,390,956,760 MJ.

Power Consumption and Intensity

	Unit	2018	2019	2020	2021
Consumption	kWh	25,233,298	26,787,377	25,216,823	24,513,430
Energy use intensity	kWh/m ²	123.75	131.37	123.67	120.22

Note: As there is no way to distinguish electricity usage in areas used by external vendors, energy usage here includes usage by external vendors.

Main Power Conservation Measures and Performance

Resolution		Annual power saving (kWh)			
		2018	2019	2020	2021
Air conditioning system	Reinforce air conditioning system operation management, control ice water machine output temperature	87,601	21,637	-	-
	Implementing Smart Energy Management System	-	250,712	746,249	777,168
Elevator controlling	Adjusting elevators operation in proportion to the number of people in building	106,920	-	-	-
	Replacing cargo elevator with new one and equipping power regeneration device.	-	14,040	-	-
	power regeneration device	-	462	1,423	1,115
Total power saving	kWh	194,521	286,851	747,672	778,283
	Joule	699,933	1,032,159	2,690,303	2,800,449
Total reduction of Scope 2 GHG emissions (kg CO ₂ e)		103,680	146,007	375,331	390,698

Note 1: The emission factors of purchased electricity are 0.554 (2017) ,0.533 (2018) , 0.509 (2019) and 0.502 (2020-2021) kg CO₂e/kWh.

Note 2: Update historical data approved in Conservation Audit Technology Information Service system by Bureau of Energy. The information publish is in for mainly energy-saving program

Non-renewable energy consumption

	Heating value	Unit	2018	2019	2020	2021
Aircraft fuel	8000 kcal/L	gal	653,140,524	638,181,322	449,739,356	430,622,637
		MJ	82,757,011,085	80,861,586,134	56,984,804,192	54,562,595,696
Gasoline	7800 kcal/L	L	80,844	79,892	59,833	63,981
		MJ	2,638,345	2,607,295	1,952,646	2,088,034
Diesel	8400 kcal/L	L	50,032	55,996	32,818	32,163
		MJ	1,758,391	1,968,021	1,153,412	1,130,374
Natural Gas	8000 kcal /m ³	m ³	106,956	110,076	103,565	19,313
		MJ	3,580,031	3,684,464	3,466,528	646,445
Electricity (Note 1)	860 kcal/kWh	kWh	25,012,251	26,601,140	25,058,762	24,358,584
		MJ	90,000,082	95,717,287	90,167,438	87,648,029
Total		MJ	82,854,987,933	80,965,563,200	57,081,544,215	54,654,108,578

Note 1: The outsourced supplier's power consumption at the Nankan Park has been deducted from the power value.

Note 2: The energy conversions are calculated according to Heat Content of Energy Products published by the Ministry of Economic Affairs' Bureau of Energy on October 15th, 2019, with 1kilocalories = 4.184 kilojoules, and 1 kilowatt-hour = 3.6 megajoules.

Note 3: Renewable energy is not used.

Resources Consumption and Emissions

The water required for EVA Air's operating bases in Taiwan is supplied by the Taiwan Water Corporation. There is no water source that is affected by the use of water for operations, and no water sources such as surface water, groundwater and seawater are used. All the water discharged by the Company is domestic water, and the site for receiving the water is the treatment facility of the municipal government; there is no water discharged to natural water bodies. In addition, Nankan Park has built rainwater and condensed water recovery systems. A small amount of the recovered water is used to increase water use efficiency. The procurement of kitchen and restroom equipment for each office building primarily favors products with water efficiency labels; most restrooms have IR automatic sensor water faucets installed, and the faucets' outgoing water settings are adjusted; the company carries out periodical promotional activities to raise the awareness of water conservation among employees, so as to achieve optimal utilization of water resources.

Water Consumption

Unit: m³

		2018	2019	2020	2021
Water intake	Tap water	147,331	159,498	157,270	130,432
	Condensate	2,253	3,532	4,010	4,165
	Total	149,584	163,030	161,280	134,597

Note: The Company's total water discharge is equal to the water intake.

Waste generation and management

The waste generated by EVA Air comes from office activities and in-flight services. The waste from office activities did not cause a significant impact on the environment, society and health; and the waste generated from in-flight services was properly handled according to the local regulations. Since the establishment of the Company, there has never been a record of serious leakage of waste or oil. The wastes generated in the offices and operating areas of Taiwan's operating sites were kept in storage sites according to relevant regulations, and recycled, cleaned up and disposed of by legal and professional operators according to the categories of the waste. There was no transnational transportation and disposal of hazardous wastes. If the waste is not properly cleaned up and transported, it may cause a negative impact on the environment. The removal and disposal of various wastes in the Company's office building are handled by designated units, and the process is monitored and checked regularly to ensure the legality and safety of the final disposal.

Through ISO 14001, long-term statistics and tracking of the waste, hazardous industrial waste and the amount of recycled waste are carried out for self-management, ensuring that there is no abnormal increase in the output of waste. In 2020 and 2021, due to the impact of the COVID-19 pandemic, the daily number of aircrew members in the Nankan Park was decreased, resulting in an increase in the daily per capita waste output.

Waste Production and Recycled Quantity at Nankan Park

Unit: kg

	2018	2019	2020	2021
General waste (incinerated with energy recovery)	226,090	207,020	195,350	191,600
General waste (incinerated without energy recovery)	0	0	0	0
General waste (landfilled)	0	0	0	0
Hazardous industrial waste	72	77	85	65
Recycled	49,990	57,303	46,452	28,095
Average waste output per person per day	0.715	0.606	0.685	0.697

Note 1: The general and hazardous industrial waste was all disposed by incineration according to the waste site external records form and the information supplied by the waste disposal contractor. After the general waste is treated by incinerator, the heat energy generated during the combustion process is converted into steam and electricity for reuse.

Note 2: All the hazardous commercial waste is medical waste.

Note 3: Average waste output per person per day is calculated on a 24-hour basis.

Reducing Waste

EVA Air upholds the Five R's: Refuse, Reduce, Reuse, Recycle and Repair. We continue to implement waste management policies. Within our ground operations waste reduction measures, we have strengthened office area recycling facilities, the cardboard box of inflight service items reuse & recycling, employee dining ordering controls, old furniture reuse, paperless ticketing and shipping, office paperless communications, paperless aircraft maintenance forms, paperless office handbooks & documentation, and more.

In terms of in-flight waste, we are continuing to promote paperless publications. In addition, in response to international targets and policies to reduce plastics, we are working hard to implement reductions, right from the source. We are gradually planning to use lighter, more environmentally friendly materials for cabin supplies such as paper cups, swizzle sticks, and tableware. At the same time, we have joined hands with suppliers in investing in development plans for cabin supplies and products; we are using recyclable, reusable materials for cabin supplies and product designs, in order to reduce use of packaging. In 2020, we made adjustments to our withdraw bags to use a recyclable material that is biodegradable. Once the bags have remained in the environment under degradation conditions long enough, the material leaves no trace in the environment, which reduces and avoids production of single-use plastics, the equivalent of 50,222 all-plastic bags were replaced by the end of 2021. In 2021, we implemented bamboo swizzle sticks instead of plastic swizzle sticks and used paper cups instead of plastic cups on part of our routes. Also, we rolled out the new tableware for premium economy class, and the texture of the cutlery bag is improved, which is different from the previous transparent plastic bag outer. The ECO BAMBOO napkin is used with the napkin ring. The material is made of bamboo fiber, which is not only soft to touch but also the natural decomposition of the environment does not cause pollution. For the non-plastic packaging material, in addition to using original color boxes, the printing on the boxes is carried out with eco-friendly inks. Furthermore, we also collaborate with suppliers to study the possibility of using sustainable packaging boxes (bags) to reduce the impact on the environment.

EVA Air gradually reduces the production of single-use plastic products, and replaces them with biodegradable or recyclable plastics as much as possible. A recycling label is printed on the non-woven bag to ensure that the packaging material can be effectively recycled. We are committed to reducing nearly 90% of single-use plastics products by the end of 2030. EVA Air aims to use product upgrades to not only provide passengers with even better service, but also to use our corporate influence to respond to environmental protection. We also keep tabs on the status of packaging materials to stay on top of our resource usage status and trends.

Use of Non-Plastic Packaging in 2021

	Total Weight (tonne)	Coverage (%)	Recycled and/or certified material (%)	2021 Target
Wood/ Paper fiber	5.9	0.00029	100	100
Metal	0	0	0	0
Glass	0	0	0	0

Note 1: Coverage rate = total procurement cost of the packaging material/cost of goods *100%

Note 2: Recycled and/or certified materials rate = total weights of recycled and/or certified materials within packaging/total weight of that packaging material *100%

Plastic Packaging

	Unit	2018	2019	2020	2021	2021 Target
Total weight of all plastic packaging	Tonne	29.2	25.7	10.8	4.9	6.8
Coverage	%	0.00792	0.00638	0.00433	0.00176	0.00503
Percentage of recyclable plastic packaging	%	100	100	100	100	100
Percentage of compostable content within plastic packaging	%	0	0	0	0	0

Note 1: Coverage = total procurement cost of the packaging material /cost of goods * 100%

Note 2: Percentage of recyclable plastic packaging = total weight of recyclable plastics/ total weight of plastic packaging*100%

Note 3: Percentage of compostable content within plastic packaging = total weight of degradable plastics/ total weight of plastic packaging*100%

Note 4: Due to COVID-19 pandemic, the amount of 2020 and 2021 are both lower than before.

EVA Air's main sources of air pollutants are aircraft and ground vehicles. Ground vehicle pollutant control measures include regular inspections according to the environment protection regulations to ensure emissions comply with national standards. Aircraft emissions also entail regular repairs and maintenance according to the suggestions of the original manufacturer to ensure there is no harm to the environment. Furthermore, EVA Air conducts estimations of the total emissions of nitrogen oxides (NOx), hydrocarbons (CH) and carbon monoxide (CO) in the takeoff and landing cycle (LTO) in order to gain insights into the trends, and prepare for changes in future regulations. We expect to achieve the goal of 1.5% improvement in NOx emission intensity every year.

Aircraft constitute an operational noise source. In order to comply with noise control regulations for airports in all locales, and to provide communities with quiet living environments, the International Civil Aviation Organization (ICAO) and US Federal Aviation Regulations (FAR) both set strict inspection standards for aircraft. The Company's standards for the entire fleet comply with the ICAO and FAR Stage 3 regulations, and meet the even stricter Stage 4 standards. Our aircraft have recently undergone engine system and airframe optimizations, to make our aircraft quieter when landing and taking off. We strictly obey all the noise control procedures specified by airports; when implementing takeoff and landing procedures, we lower the noise's impact on the environment surrounding the airport to a minimum.

environment protection regulations to ensure emissions comply with national standards. Aircraft emissions also entail regular repairs and maintenance according to the suggestions of the original manufacturer to ensure there is no harm to the environment. Furthermore, EVA Air conducts estimations of the total emissions of nitrogen oxides (NOx), hydrocarbons (CH) and carbon monoxide (CO) in the takeoff and landing cycle (LTO) in order to gain insights into the trends, and prepare for changes in future regulations. We expect to achieve the goal of 1.5% improvement in NOx emission intensity every year. Aircraft constitute an operational noise source. In order to comply with noise control regulations for airports in all locales, and to provide communities with quiet living environments, the International Civil Aviation Organization (ICAO) and US Federal Aviation Regulations (FAR) both set strict inspection standards for aircraft. The Company's standards for the entire fleet comply with the ICAO and FAR Stage 3 regulations, and meet the even stricter Stage 4 standards. Our aircraft have recently undergone engine system and airframe optimizations, to make our aircraft quieter when landing and taking off. We strictly obey all the noise control procedures specified by airports; when implementing takeoff and landing procedures, we lower the noise's impact on the environment surrounding the airport to a minimum.

Aircraft Air Pollution Data in LTO cycle

		Unit	2018	2019	2020	2021
Nitrogen oxide(NOx)	Total emissions	Tonne	2,549	2,622	1,825	1,810
	Passenger aircraft emission intensity	Gram/RPK	0.0471	0.0471	0.1341	0.8232
	Cargo aircraft emission intensity	Grams/FTK	0.0733	0.0963	0.1000	0.0958
Hydrocarbon(CH)	Total emissions	Tonne	200	194	129	125
Carbon monoxide (CO)	Total emissions	Tonne	1,554	1,547	1,032	1,005

Note 1: Each air pollutant is converted by the simple calculation method of ICAO Airport Air Quality Manual according to the emission factor of each aircraft type in one Landing-Take Off Cycle (LTO).

Note 2: The different aircraft models' certified engine emissions data are referred to the ICAO Aircraft Engine Emissions Databank. (<https://www.easa.europa.eu/domains/environment/icao-aircraft-engine-emissions-databank>).

Environmental expenditures

EVA Air cooperates with the government to report the statistics on the amount of green products purchased every year, and takes the initiative to count the operation and equipment-related expenditures spent for environmental protection actions, so as to grasp the investment and benefits in environmental protection.

Unit: TWD thousands

2018		2019		2020		2021	
Green product procurement	47,623	Green product procurement	79,777	Green product procurement	18,265	Green product procurement	30,782
Operating expenditures	152,241	Operating expenditures	153,007	Operating expenditures	100,303	Operating expenditures	100,008
Equipment expenditures	301	Equipment expenditures	4,305	Equipment expenditures	1,948	Equipment expenditures	1,976
Benefits		Benefits		Benefits		Benefits	
The recertification process is an efficiency evaluation of the operation of the systems that sets performance indicators, improvement methods, and action plans, which will efficiently utilize energy and resources, reduce unnecessary waste.		Implemented power conservation measures effectively reducing power consumption.		Smart energy management system made for annual savings of 746.249 MWh, the equivalent of 374.6 tonnes decrease in carbon emissions and 4.5% of EVA Nankan Park's total usage.		Smart energy management system made for annual savings of 777,168 MWh, the equivalent of 390.1 tonnes decrease in carbon emissions and 5.4% of EVA Nankan Park's total usage.	
Monetary benefit	3,676	Monetary benefit	30,824	Monetary benefit	4,825	Monetary benefit	5,977

Note 1: Green product procurement is expenditure reported for environmental protection products, in accordance with the regulations of the Taoyuan City Government Self-Governance Act to Develop a Low-Carbon, Green City.

Note 2: Operating expenditures include waste removal and treatment fees, aircraft noise control fees, CORSIA, EU ETS and UK ETS fees, ISO environmental and energy management systems setup fees, and other project development fees.

Note 3: Equipment expenditures include the cost of establishing a carbon offset program, expenses for upgrading to energy-saving elevators, and costs related to outdoor air quality monitoring equipment and smart energy management systems.

Note 4: Benefits include estimated costs saved by power conservation measures, penalty avoided by EU ETS, UK ETS and aircraft noise control and income obtained by carbon emission allowance trading.



PART

SOCIAL INCLUSION AND COMMUNITY ENGAGEMENT

EVA Air upholds to the spirit of “what we gain from society, we must return to society”, and actively participates in social welfare through diverse channels with the characteristics of the airline industry and own resources. We have devoted to education of flight safety and promote Taiwan to global community. In terms of charity, through working with the Chang Yung-Fa Foundation, we make the most effective use of the resources. In addition, we have sponsored arts and sports events, so that Taiwanese activities can be geared to international standards. EVA Air will continue to advance towards the goal of a better social prosperity with practical actions.

Theme of Public Welfare

<h3>01 Safety Foundation</h3> <p>Contents -</p> <p>Flight safety is the core of the airline industry; we devote to education and talent development, and share our management and practical experience to improve the flight safety culture.</p>	<p>Subject -</p> <p>Airline industry/Employees/Students/Passengers</p> <p>Input Method -</p> <p>Establish the Safety Gallery/Acted as college instructors/Technology and experience sharing/Compassionate doctors on board</p> <p>Social Impact -</p> <p>Enhance flight safety awareness/Develop aviation talent/Promote flight safety knowledge and technology/Provide passenger medical assistance</p>	<p>EVA’s Public Welfare Performance</p> <table><tr><th>Operational Benefits</th><th>2019</th><th>2020</th><th>2021</th></tr><tr><td>- Acted as college Flight Safety Course instructors (person-times)</td><td>243</td><td>254</td><td>126</td></tr><tr><td>- Campus recruitment (persons)</td><td>83</td><td>0</td><td>0</td></tr><tr><td>- Flight safety-related awards (number)</td><td>2</td><td>2</td><td>1</td></tr></table> <table><tr><th>Social Benefits</th><th>2019</th><th>2020</th><th>2021</th></tr><tr><td>- Visiting EVA Safety Gallery (person-times)</td><td>1,115</td><td>1,209</td><td>107</td></tr><tr><td>- Civil Aviation Engineering Program students (persons)</td><td>173</td><td>168</td><td>188</td></tr><tr><td>- Became members of Compassionate Doctors on Board (persons)</td><td>402</td><td>101</td><td>26</td></tr></table>	Operational Benefits	2019	2020	2021	- Acted as college Flight Safety Course instructors (person-times)	243	254	126	- Campus recruitment (persons)	83	0	0	- Flight safety-related awards (number)	2	2	1	Social Benefits	2019	2020	2021	- Visiting EVA Safety Gallery (person-times)	1,115	1,209	107	- Civil Aviation Engineering Program students (persons)	173	168	188	- Became members of Compassionate Doctors on Board (persons)	402	101	26
Operational Benefits	2019	2020	2021																															
- Acted as college Flight Safety Course instructors (person-times)	243	254	126																															
- Campus recruitment (persons)	83	0	0																															
- Flight safety-related awards (number)	2	2	1																															
Social Benefits	2019	2020	2021																															
- Visiting EVA Safety Gallery (person-times)	1,115	1,209	107																															
- Civil Aviation Engineering Program students (persons)	173	168	188																															
- Became members of Compassionate Doctors on Board (persons)	402	101	26																															
<h3>02 Tourism Innovation</h3> <p>Contents -</p> <p>The relationship between tourism and aviation is symbiotic. Through the tourism activities and overseas promotion, we discover Taiwan’s culture and local characteristics to promote international tourism and community development, flipping the economy.</p>	<p>Subject -</p> <p>Organizers/the community/the government</p> <p>Input Method -</p> <p>Sponsorship for sightseeing activities/Overseas tourism promotion</p> <p>Social Impact -</p> <p>Boost local economic development/Invigorate Taiwan's tourism/ Youth entrepreneurs returning to hometown</p>	<p>EVA’s Public Welfare Performance</p> <table><tr><th>Operational Benefits</th><th>2019</th><th>2020</th><th>2021</th></tr><tr><td>- Overseas tourism promotion events (instances)</td><td>2</td><td>0</td><td>0</td></tr><tr><td>- Airline and tourism-related awards (number)</td><td>32</td><td>14</td><td>25</td></tr></table> <table><tr><th>Social Benefits</th><th>2019</th><th>2018</th><th>2021</th></tr><tr><td>- Assistance given to local/domestic tourism activities (instances)</td><td>10</td><td>7</td><td>4</td></tr><tr><td>- Procurement of local agricultural produce (kilograms)</td><td>14,550</td><td>3,125</td><td>0</td></tr></table>	Operational Benefits	2019	2020	2021	- Overseas tourism promotion events (instances)	2	0	0	- Airline and tourism-related awards (number)	32	14	25	Social Benefits	2019	2018	2021	- Assistance given to local/domestic tourism activities (instances)	10	7	4	- Procurement of local agricultural produce (kilograms)	14,550	3,125	0								
Operational Benefits	2019	2020	2021																															
- Overseas tourism promotion events (instances)	2	0	0																															
- Airline and tourism-related awards (number)	32	14	25																															
Social Benefits	2019	2018	2021																															
- Assistance given to local/domestic tourism activities (instances)	10	7	4																															
- Procurement of local agricultural produce (kilograms)	14,550	3,125	0																															
<h3>03 Sports and Arts</h3> <p>Contents -</p> <p>Sports and arts are the important foundation for the country soft power development. We sponsor international events and sports players, and assist foreign performance groups to Taiwan to promote our interaction with the world and let arts and culture enrich the soul and spirit of people.</p>	<p>Subject -</p> <p>Organizers/Athletes/Sports teams/the general public</p> <p>Input Method -</p> <p>Sponsorship for international sports events/Sponsor sports players to participate in international competitions/Sponsor international arts and cultural events in Taiwan/Hold EVA Air Half Marathon/Support literary creation</p> <p>Social Impact -</p> <p>Enhance art and culture accomplishment/Train sports players/Invigorate sports atmosphere/ Popularize city tourism/ Advance public knowledge</p>	<p>EVA’s Public Welfare Performance</p> <table><tr><th>Operational Benefits</th><th>2019</th><th>2020</th><th>2021</th></tr><tr><td>- Customer participation in athletic and arts activities (person-times)</td><td>1,230</td><td>1,193</td><td>350</td></tr><tr><td>- Events at which EVA Air was the designated airline (number)</td><td>11</td><td>4</td><td>0</td></tr><tr><td>- Registration for EVA Air Half Marathon (persons)</td><td>20,604</td><td>19,569</td><td>-</td></tr></table> <table><tr><th>Social Benefits</th><th>2019</th><th>2020</th><th>2021</th></tr><tr><td>- Assistance given to sports players (persons)</td><td>11</td><td>11</td><td>11</td></tr><tr><td>- Assistance given to athletic teams (teams)</td><td>5</td><td>4</td><td>6</td></tr><tr><td>- Assistance given to arts & cultural events</td><td>14</td><td>6</td><td>5</td></tr></table>	Operational Benefits	2019	2020	2021	- Customer participation in athletic and arts activities (person-times)	1,230	1,193	350	- Events at which EVA Air was the designated airline (number)	11	4	0	- Registration for EVA Air Half Marathon (persons)	20,604	19,569	-	Social Benefits	2019	2020	2021	- Assistance given to sports players (persons)	11	11	11	- Assistance given to athletic teams (teams)	5	4	6	- Assistance given to arts & cultural events	14	6	5
Operational Benefits	2019	2020	2021																															
- Customer participation in athletic and arts activities (person-times)	1,230	1,193	350																															
- Events at which EVA Air was the designated airline (number)	11	4	0																															
- Registration for EVA Air Half Marathon (persons)	20,604	19,569	-																															
Social Benefits	2019	2020	2021																															
- Assistance given to sports players (persons)	11	11	11																															
- Assistance given to athletic teams (teams)	5	4	6																															
- Assistance given to arts & cultural events	14	6	5																															
<h3>04 Social Welfare</h3> <p>Contents -</p> <p>Via the Chang Yung-Fa Foundation, we donate supplies and assistance to remote villages and disadvantaged groups. We also actively show concern for community development, and integrate local resources to develop tourism.</p>	<p>Subject -</p> <p>Chang Yung-Fa Foundation/Community and media/Disadvantaged groups</p> <p>Input Method -</p> <p>Donate computers, cabin food/ supply/Sponsor educational lectures and events/the disadvantaged caring and emergency relief</p> <p>Social Impact -</p> <p>Improve social welfare/Knowledge Diffusion/Assist community development</p>	<p>EVA’s Public Welfare Performance</p> <table><tr><th>Operational Benefits</th><th>2019</th><th>2020</th><th>2021</th></tr><tr><td>- Employee participation in joint fundraising (persons)</td><td>627</td><td>530</td><td>536</td></tr><tr><td>- Joint fundraising amount (TWD)</td><td>1,103,300</td><td>794,000</td><td>886,800</td></tr></table> <table><tr><th>Social Benefits</th><th>2019</th><th>2018</th><th>2021</th></tr><tr><td>- Benefitted social welfare groups and schools (number)</td><td>150</td><td>115</td><td>7</td></tr><tr><td>- Donations of replaced seating and training equipment (pieces)</td><td>-</td><td>20</td><td>-</td></tr></table>	Operational Benefits	2019	2020	2021	- Employee participation in joint fundraising (persons)	627	530	536	- Joint fundraising amount (TWD)	1,103,300	794,000	886,800	Social Benefits	2019	2018	2021	- Benefitted social welfare groups and schools (number)	150	115	7	- Donations of replaced seating and training equipment (pieces)	-	20	-								
Operational Benefits	2019	2020	2021																															
- Employee participation in joint fundraising (persons)	627	530	536																															
- Joint fundraising amount (TWD)	1,103,300	794,000	886,800																															
Social Benefits	2019	2018	2021																															
- Benefitted social welfare groups and schools (number)	150	115	7																															
- Donations of replaced seating and training equipment (pieces)	-	20	-																															

Note: In 2021, due to the rising of the COVID-19 cases in Taiwan, the campus recruitment and overseas tourism promotion activities were suspended, and the EVA Air Marathon was cancelled. During the pandemic, EVA Air tried to maintain passenger services on its major routes. With the number of flights and the number of passengers greatly reduced, the amount of Chishang Rice that could be used for in-flight meals was far less than in the past. Therefore, the purchase of the Rice for the year was postponed.

		Value (TWD)	Proportion (%)	Value (TWD)	Proportion (%)
Resources Invested	Cash	55,304,623	47.1%	60,927,458	50.2%
	Donations in kind (airfare, airfare vouchers, etc.)	61,148,670	52.1%	59,572,857	49.1%
	Volunteering	281,218	0.2%	183,818	0.2%
	Administrative fees	589,084	0.5%	575,744	0.5%
Public Welfare Categories	One-time charitable events	2,916,541	2.5%	1,264,862	1.1%
	Long-term social participation	12,187,551	10.5%	7,593,932	6.3%
	Commercially-related public welfare	101,349,201	87.0%	111,641,792	92.6%

■ 2020 ■ 2021

Note: Commercially-related public welfare includes assistance given to domestic sports athletes, as well as assistance given to domestic & international sporting events and teams, support to local tourism and education of flight safety.

6-1 Safety Foundation

A. Social topics we care about

Flight safety is a core issue for public safety. It is also a value held in common by all of society. Only through continuous improvement of our management measures and deepened safety education shall we provide safe and quality service to traveling public.

B. Our role & actions

Safety is our commitment to passengers. By sharing our experience and cultivating talent, we continue working hard to develop professional talent for aviation and promote flight safety education. We join hands with others in the industry, our employees, and the public at large in enhancing quality and safety.

C. Collaborative partner

Flight Safety Foundation, National Cheng Kung University, Tamkang University, MedLink, Taiwan Medical Association

D. Major actions for 2021

- **Pilot/ Flight Attendant/ Airline Catering Experience Camps** | Through integration of our corporate core capacity, we held expert experience camps. However, due to the rising of the COVID-19 cases in Taiwan, the event was cancelled in advance within one month since the registration began, with a total of 59 people participating in the events.
- **Talent Cultivation** | Worked with National Cheng Kung University to open the Civil Aviation Engineering Program. With joint corporate-academic effort, the program deepens specialized aviation education. By the end of the year, a total of 282 curriculum hours had been dedicated to the program, with 126 instructors involved.
- **EVA Safety Gallery** | An education center, where we promoted flight safety education, with a total of 107 persons visiting for the year. (The number of visitors was limited due to COVID-19 pandemic.)
- **Compassionate Doctors on Board** | EVA Air and MedLink provide travelers with healthcare quality during their journeys, with a total of 529 doctors enrolled in the program since 2019.
- **Sharing Our Safety Experience** |
 - a. Collaborated with the Flight Safety Foundation to hold FORAS domestic and international workshops to promote this system in non-commercial approach to the entire aviation industry; developed the FORAC app, and released the trial version for free on both the App Store and Google Play store.
 - b. EVA Air has collaborated with Tamkang University to apply artificial intelligence to flight data analysis. A new software was developed to automatically determine the probable causes of hard landing events and was proposed and provided to global aviation industry on 2019 IASS.

Highlights

Pilot/ Flight Attendant/ Airline Catering Experience Camps

EVA Air originally planned to hold the pilot/flight attendant experience camps again during the period of the COVID-19 pandemic when the equipment is used less frequently, allowing the public to truly understand the strict training of pilots and flight attendants. The first session of the camp was expected to start on April 17, 2021. However, due to the increase of domestic COVID-19 cases in May, the event was cancelled in complying with the epidemic prevention policy.



E. Where we've been

National Cheng Kung University "Civil Aviation Engineering Program"

In 2013, EVA Air unveiled the Civil Aviation Engineering Program in a corporate-academic partnership with the NCKU, to help advance the education of aviation professionals and nurture aviation engineering talents. 2021 marked the ninth year of the program, and EVA Air has appointed professionals in flight operation, dispatch, flight safety, and maintenance with 282 hours of lectures given. The content of the program includes Aircraft Subsystems and Operations, Aviation Safety Management and Basic Flight Operation. The students also took 126 hours of internship with EVA Air and EGAT during the winter break. Besides offering annual scholarships for well-performing students, we also give those who have completed the program priority in hiring.

EVA Safety Gallery

Internally, EVA Air continues to carry out safety training for our employees to ensure that our colleagues will diligently find problems, carefully look into the reasons behind them, and determinedly adopt effective improvement measures, in addition to adhering to the standard operating procedure when performing their tasks so as to ensure passenger and flight safety. Externally, we are more proactive in terms of providing social education. We not only establish a safety gallery, but also consistently promote our safety philosophy.

Compassionate Doctors on Board

EVA Air has launched the "Compassionate Doctors on Board" program, which invites physician-qualified passengers to join the program. When passengers on board have medical needs, they would provide passengers with immediate medical assistance. This program has been supported by Taiwan Medical Association, which jointly reviewed a total of 26 physicians joining the program in 2021. Since 2019, 529 physicians have joined the program, and a total of more than 807 "Compassionate Doctors on Board" members have taken EVA flights. They look forward to providing passengers with better medical care on board with the professional capabilities of "Compassionate Doctors on Board"

MedLink Medical Support Team

EVA Air has engaged MedAire since 2019 to provide passenger "fit-to-fly assessment" and "medical consultation and care services". Since 2019, a total of 2,465 consultations have been provided. In addition to allowing passengers to obtain better medical care, it also reduces the possible risk of diversion due to passengers with severe illness during the flight.

Sharing Safety Experience

FORAS and FORAC App

EVA Air had cooperated with United States Naval Research Laboratory in developing the FORAS. The system retrieves data from crew, weather, navigating facilities and aircraft equipment to conduct risk assessment on daily flight to provide the crew with the information of flight operations risks.

For feedback to the aviation, EVA Air promotes FORAS in non-commercial approach to aviation industry with holding workshops of FORAS in Taiwan and oversea, and sharing the experience of FORAS. Furthermore, EVA Air works with the Flight Safety Foundation-Taiwan to assist the airlines in joining FORAS program, setting up and implementing the system, and training, so that the flight risk can be improved in other airlines with the implementation of FORAS.

EVA Air has also developed the FORAC app for flight crew around the world which can be downloaded for free to provide the risk of flights. In 2019, EVA Air introduced FORAC at the 2019 International Air Safety Summit and released trial version on App store and Google Play store for download.

Providing Emergency Evacuation Training for Military Flight and Cabin Crew

EVA Air is committed to assisting the aviation partners by providing emergency evacuation training for their flight and cabin crews and flight operation observation for pilots, hoping to make a contribution to enhance their competency and to ensure the flight safety of the military operation.



6-2 Tourism Innovation

A. Social topics we care about

With the progress of times and advances in science and technology, the issues of uneven urban-rural development and talent drain have become increasingly obvious. Through its role in the international aviation industry, we help to promote various cultural heritages in Taiwan. Such efforts enable concerned industries to thrive, allow local population to recover, and facilitate balanced developments of urban and rural areas.

B. Our role & actions

As an airline, we work with local governments, providing gratis airfare, airfare vouchers, and other resources, to promote local tourism resources in the international market. In addition, we also cooperate with tourism bureau in organizing promotion events overseas to promote the beautiful scenery and features of Taiwan.

C. Collaborative partner

County and city governments of Taiwan, and overseas tourism authorities.

D. Major actions for 2021

- **Semi-Travel (Sightseeing) Flights** | In 2021, a total of 3 semi-travel (sightseeing) flights were launched, including the first dawn of the new year, Ehime and Aomori three different themes, with nearly 700 passengers.
- **Akita Christmas Dinner Party** | The Akita Christmas Dinner Party was held at Evergreen Laurel Hotel (Taipei) to promote Akita culture, tourist attractions and food. A total of 80 people participated in the event.
- **Boosting Local Tourism** | We participated in 4 local events, and sponsored 12 gratis airfares, worth a total of c. TWD 130 thousand, and made donations in cash of TWD 3.12 million and in airfare vouchers worth TWD 1 million.
- **Overseas Tourism Promotion** | Due to the impact of COVID-19 in 2021, we were unable to do overseas tourism promotions.

Highlights

01 Akita Christmas Dinner Party

EVA Air collaborated with the Akita prefectural government to hold an Akita Christmas Dinner Party at the Evergreen Laurel Hotel (Taipei). Special local ingredients were introduced at the Dinner Party and carefully prepared by the hotel chef to perfectly remake the classic local dishes, including charcoal-grilled Akita Wagyu beef, Kiritampo, and Inaniwa Udon. In addition, set elements such as the Yokote Kamakura Matsuri (Snow House Festival), Akita Namahage, and Akita Dog were used, allowing the participants to feel like they were in Akita. Moreover, with the introduction given by the Akita officials via video call, participants had a better impression of Akita culture, food and attractions. It helps to warm up for Japan tourism when the border control is lifted in the future.

02 Semi-Travel (Sightseeing) Flight

The COVID-19 pandemic has greatly affected people's plans to travel abroad. In addition to launching the charter flight for witnessing the first dawn of the new year, EVA Air also collaborated with the Ehime and Aomori prefectural governments to launch special semi-travel (sightseeing) flights. On the flight and at the event site, strong Japanese design elements such as Ehime's mascot the "Mican" and Aomori's "Nebuta Lantern", as well as local products displayed at the boarding gate, were used to satisfy passengers' craving for visiting Japan and maintain the favorability of the Company's brand image. A total of 3 flights were flown, with nearly 700 passengers.



E. Where we've been

Boosting Local Tourism

EVA Air commits to giving back to the country and local communities, and reinforcing neighborhood relations. We have a long history of helping foreign tourists learn about the passionate, beautiful land of Taiwan. Through international events and exchanges, integrated with local tourism organizations going abroad to hold tourism promotion sessions, we promote what makes Taiwan unique.

Event	Participation Period	Sponsorship Type		Total investment (or total value)
		Airfare	Cash	
Takeshi Kaneshiro Tree in Taitung	2013-2021 (9 years to date)		●	Sponsored with c. TWD 1 million in cash
Taiwan International Balloon Festival	2014-2020 (7 years to date)	●		155 gratis airfares of various types, with a value of c. TWD 7.26 million for seven consecutive years Note: In 2021, due to the impact of the pandemic, the sponsorship of this annual event was suspended
Chihshang Autumn Harvest Arts Festival	2014-2021 (8 years to date)	●		88 gratis airfares of various types, with a value of c. TWD 1.18 million
Taoyuan Countdown Party	2016-2021 (6 years to date)	●	●	- Sponsored with TWD 12 million in cash - 18 gratis airfares of various types, value totaling c. TWD 720,000
Christmasland in New Taipei City	2016-2021 (6 years to date)	●	●	- Sponsored with TWD 10 million in cash - 2 million in airfare voucher
Taiwan Lantern Festival	2018-2020 (3 years to date)	●	●	- Sponsored with TWD 500,000 in cash - Sponsored with in-flight magazine and boarding pass ad placements, value totaling c. TWD 5.84 million Note: In 2021, due to the impact of the pandemic, the sponsorship of this annual event was suspended
Taipei Lantern Festival	2018-2020 (3 years to date)	●	●	- Sponsored with TWD 4.5 million in cash - 3 million in airfare voucher - 12 gratis airfares of various types, with a value of c. TWD 400,000 Note: In 2021, due to the impact of the pandemic, the sponsorship of this annual event was suspended

Overseas Tourism Promotion

Due to the increasing domestic COVID-19 cases in 2021, we were unable to do overseas tourism promotions. However, we continued to promote local Taiwan events and national tourism, to lower the impacts of the pandemic on Taiwan's tourism industry.

6-3 Sports and Arts

A. Social topics we care about

Promoting athletic events and arts & cultural activities broadens people's minds and enriches their lives. It also helps to facilitate Taiwan's exchanges with international community. We've sponsored sports players and organizers of arts & cultural events for shipping training equipment and exhibit, as well as tickets for sports players and performers, thus helping reduce their financial burdens of international travel and transportation.

B. Our role & actions

We invested in athletics sponsorships of c. TWD 108.05 million (including 247 gratis airfares in a variety of types); and donated airfare vouchers, 9 airfares, and cash for arts & culture events, totaling c. TWD 2.48 million in value. These actions helped promote popularity of sports and boosted competitors' international visibility, while promoting local cultural exchanges and broadening artistic horizons.

C. Collaborative partner

County and city governments of Taiwan, organizers of arts and cultural events, domestic sports players, and foreign sports teams.



D. Major actions for 2021

- **Sports Events** | We invested resources to support six sports teams, with sponsorships in cash of c. TWD 52.65 million and airfare vouchers worth c. TWD 7.4 million. We also provided 18 airfares in a variety of types for a total sponsorship value of c. TWD 3.6 million.
- **Sports Players** | We sponsored 11 tennis, badminton, golf, and long-distance running competitors, investing 219 global unlimited business class airfares worth a total of c. TWD 43.2 million.
- **Arts & Cultural Events** | We sponsored five arts & cultural events, attracting 90 thousands participants. We provided airfare vouchers worth c. TWD 1.45 million, nine gratis airfares worth a total of c. TWD 1.03 million.
- **Literary creation** | We sponsored two literary columns and special editions, providing TWD 850,000 in cash, and three airfares in a variety of types worth c. TWD 60,000.

E. Where we've been

Sports Events

EVA Air's flight network covers the globe and we've invested resources to support local sports teams, players and events for a long time. By reinforce bilateral exchanges with sports teams and consumers in various countries, we help to promote Taiwan and EVA Air to the global community. Besides, we've held the EVA Air Half Marathon for three consecutive years from 2018. Attracting tens of thousands of runners from the world to participate the events due to the great combination of sports and sightseeing. The original plan was to upgrade the event to a full marathon in 2021. However, it was cancelled due to the increasing number of COVID-19 confirmed cases in Taiwan. An assessment of the pandemic situation will be conducted in 2022 to decide whether or not to hold the event.

Yokohama DeNA BayStars professional baseball team	Los Angeles Angels professional baseball team
Houston Texans	Oakland Athletics professional baseball team
West Ham United Football Club	SK Rapid Wien

Sports Players

We sponsor Taiwan’s top athletes to join international competitions, providing them with airfares to reduce their economic burdens and help them attain superior records in international competitions. Athletic events help competitors to accumulate experience, while simultaneously expanding Taiwan’s recognition for athletics. We do this in hopes of increasing Taiwanese people’s interest in sports and building a healthy sporting environment, in order to cultivate even more outstanding Taiwanese athletes.

Badminton

Tai Tzu-Ying, the world No.1 record holder of female badminton player, is sponsored by EVA Air. In recent years, she has been triumphant on the court with her outstanding performances. Besides Tai, we have also been sponsoring another badminton player, Wang Tzu-Wei, who has shown considerable potential. We will continuously provide sponsorships for the athletes, hoping that these Taiwanese athletes will keep delivering outstanding performances in the future.

Golf

The excellent golf player, Pan Cheng-Tsung, is one of EVA Air’s sponsored athletes, and the first Taiwanese golfer to win the PGA Tour since 1987. He has earned many impressive achievements at the international tournaments in recent years. The "2020 Tokyo Olympics" was postponed to 2021 due to the COVID-19 pandemic. In the Olympics, Cheng-Tsung Pan won the bronze medal in men's golf for Taiwan, becoming the first in Taiwan to win a medal in golf. Since 2017, EVA Air has also started to sponsor three potential golf players selected by the Swinging Skirts Golf Foundation. The three recipients of sponsorships in 2021 were Hsu Wei-Ling, Chien Pei-Yun, and Cheng Ssu-Chia.

Tennis

EVA Air has been sponsoring Chan Yung-Jan since 2008, Chan Hao-Ching since 2012, and male tennis players Lu Yen-Hsun since 2015. With the support of EVA Air, talented Taiwan athletes can gain experience at international sporting events without financial worries. In recent year, the outstanding performance of these players also help increase Taiwan’s global presence.

Marathon Runners

Road Running has been a trend in recent years. Following the first ever EVA Air Half Marathon held in 2018, EVA Air has started sponsored Hsieh Chien-Ho and Chou Ting-Yin, two top marathon runners in Taiwan. The Sponsorship is expected to strengthen the connection between the brand and marathon event.



Arts and Culture Activities

EVA Air has a long history of promoting arts and cultural events. Through sponsoring gratis tickets, discounted airfares, and air transportation of exhibited works of art and excess baggage, we assist organizers to invite outstanding international arts and cultural groups to perform and exhibit in Taiwan. This helps the people of Taiwan to enjoy a world-class banquet of art without needing to go abroad, and enhances national artistic & cultural literacy.

"Harry Potter and the Deathly Hallows" Film Symphony Concert	"Harry Potter and the Philosopher's Stone" Film Symphony Concert
"Toy Story" Animation Symphony Concert	Taipei Music Academy & Festival
58th Golden Horse Awards	

Literary Creation

EVA Air supports United Daily News, China Times and other media to promote high-quality columns and disperse knowledge. Through different domestic and foreign subjects, more readers can discover the vigorous vitality of Taiwan and expand their horizons.

United Daily News Column "a Crash Course on Global Affairs"	Sponsorship of China Times Column "Taiwan 368 - Rediscover the fascinating hometown"
---	--

6-4 Social Welfare

A. Social topics we care about

Working with the Chang Yung-Fa Foundation for charity and social welfare, we are devoted to uphold the spirit that “what we gain from society, we must return to society”. By providing material resources and labor, we take action to help disadvantaged groups, and alleviate the difficulties that remote villages experience with material shortages.

B. Our role & actions

With the impact of the COVID-19 pandemic in 2021, social welfare organizations also faced a fundraising drought. While fighting the pandemic, we never forgot the importance of social welfare; during 2021, we invested approx. TWD 3.05 million in social welfare causes. In addition to cash donations of approx. TWD 2.44 million, we made donations in kind of items such as in-flight service items, second-hand computers, furniture, food, and tools. We also provide service and material resources into rural village education promotions, to continue helping the disadvantaged sectors of society.

C. Collaborative partner

Chang Yung-Fa Foundation, China Youth Corps, the Ministry of Transportation and Communications, Freeway Bureau, MOTC.

E. Where we've been

Chang Yung-Fa Foundation

For more than three decades, the Chang Yung-Fa Foundation has been dedicated to charitable and educational initiatives. EVA Air upholds the spirit of giving back to society by donating resources to those in need of help. The resources could be further reused, helping to improve students' quality of life, as well as the learning environment. The Foundation also manages a symphonic orchestra and developing music talents, spreading Taiwan's art and culture to the world; moreover, the Evergreen Maritime Museum was established to promote maritime culture. The Foundation's social service was brought into full play to fulfill the vision of giving back to society.

D. Major actions for 2021

- Chang Yung-Fa Foundation

Computer Donations | Donated 70 sets of computers to the Digital Opportunity Center of the Ministry of Education, with a total value of about NT\$ 385,000.

Donations of In-flight Service Items and Food | Donated 2,293 pieces of in-flight tableware, including knives, forks, spoons, bowls, cups, and plates, to Heng-Shan Social Welfare Foundation, as well as 219 boxes of tomato juice and 225 bags of mint tablets, which were distributed to Little Happiness Link Social Welfare Foundation, Zhu-en Children's Home, Zenan Homeless Social Welfare Foundation, Banqiao Veterans Home, Taoyuan County Heart-Light Special Education School, with a total value of about TWD 105,000.

- Care for the Community

“Love, and Sharing” Brilliance Program | We sponsored the China Youth Corps in organizing the brilliance program, providing meals, transportation and a visit tour to our headquarter. This program promoted airline knowledge and educated attendees about flight safety, helped students in remote villages to learn about themselves and explore, with a total of 84 students from 21 elementary and middle schools attending.

The Young Eagles Program | In order to promote aviation industry education in young students, we collaborated with the China Youth Corps to organize the program. In 2021, a total of 23 students from Jenhai Junior High School in Penghu County were invited to participate.

Pingtung Region HappyBus 2.0 | In response to the Ministry of Transportation and Communications' Remote Village Ride-Share program, we added our strengths to enhance transportation quality in remote regions. The project lasts for three years, which sponsored part of the cost of a wheelchair accessible medium-sized bus in the first year. In the second year, a fund of TWD 1.5 million was provided for the operation cost of the project. From December 2020 to October 2021, 9,614 services have been offered.

Designated Purchase of Chishang Rice | With the impact of the COVID-19 pandemic in 2021, the frequency of flights, as well as the number of in-flight meals, has been greatly reduced, the purchase of the “Chishang Rice” for the year was postponed.

- Neighborhood Relations

Adopt Highway Side Slope | We have signed 3-year contracts to adopt the trees on the road (Land serial No. 504-1) with Taiwan Area National Freeway Bureau since 2013 and budgets for landscaping side slopes every year. Landscaping highway side slope and nearby areas helps the public enjoy good, clean roadway vistas.°

Neighborhood Relations - Adopt Highway side slope (Land serial No. 504-1)

In order to make our living environments more comfortable, since 2013, EVA Air has worked with the MOTC Freeway Bureau to sign three-year 'highway adoption' agreements (plot number 504-1). Every year, we allocate budget for side slope beautification; and at the end of 2019, we renewed the agreement until 2022. We care for cherries, Chinese hibiscus, silk floss trees, golden shower trees, and other seasonally-blooming plants; fan palms, date palms, and other tall, evergreen palm trees and grassy areas beautify highway side slope and nearby areas, thus helping the public to enjoy good, clean roadway vistas.

Care for the Community

EVA Air has never ceased to do our utmost for social welfare; we have long put our hearts into public and social welfare organizations' activities. In the spirit of corporate social responsibility, we co-sponsored Anue's "Warmly Sending Our Love" event. Every year, we buy Premium Rice from the Chishang Farmers' Association, which we use for in-flight dining, thus bringing the wonderful tastes of Taiwan to the world. And in response to the Ministry of Transportation and Communications' Remote Village Ride-Share program, and to add our strengths to enhancing transportation quality in remote regions, in 2020 we donated to the Pingtung County Government's three-year Pingtung Region HappyBus 2.0 program. We hope to encourage even more enterprises to hop on with us in caring for our society.



Highlights



01 "Love, and Sharing" Brilliance Program

We assisted the China Youth Corps in holding the Brilliance Program, within which 84 students and parents from 21 elementary and middle schools from rural areas around Taiwan were taken to visit EVA Air. Our flight crew, cabin crew, ground staff, mechanics and more personnel guided the children on a visit to the EVA Safety Gallery, the cabin emergency evacuation trainer, and the flight simulator. By integrating social welfare into our core aviation capacity, we promote aviation knowledge and educate others about flight safety, to expand students' horizons.

02 The Young Eagles Program

Beginning in 2020, EVA Air proactively promoted our Young Eagles Program. Through matching with the China Youth Corps, we provided students from elementary to high school, professional school, and university levels with culture and education learning opportunities and corporate visit activities. By integrating our core specialized capacities, we promote aviation knowledge and provide students with flight safety education. We also assist students in learning about the airline industry and aviation-related occupations. This adds professional knowledge and competitiveness, while building correct professional attitudes and helping to raise the talents of next generation for the aviation industry. In 2021, we invited Jenhai Junior High School in Penghu County for a field trip; a total of 23 teachers and students joined in the event.



PART

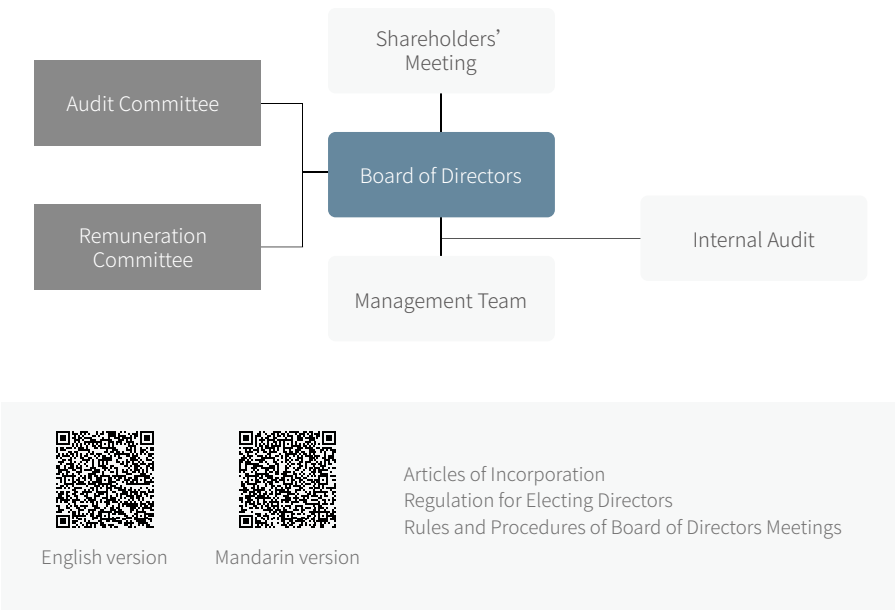
CORPORATE GOVERNANCE

EVA Air upholds the principle of ethical management, a sound corporate governance structure, rigorous internal control system, and excellent risk management. While strengthening the company's operating performance, EVA Air also protects the interests of shareholders and other stakeholders. As for the 8th "Corporate Governance Evaluation for Listed and OTC Companies", the Company was ranked in the range of 6% to 20% of all selected listed companies, representing EVA Air's excellent implementation of Corporate Governance.

7-1 Ethical Management

Corporate Governance Framework

The Directors of EVA Air were elected via the Shareholders’ Meeting in accordance with candidate nomination system adopted in the Company’s Articles of Incorporation. The Board of Directors consists of eight Directors, one of them female and three of them independent directors (one of them shall be an Independent Director Undertaking Public Welfare); all of the directors are above the age of 50. The term of office of one Director is three years, and the average continuous term of all Directors is 6.34 years. None of the independent directors has over nine years of consecutive terms of office.



Structure and Operation of the Board of Directors

The Chairman of EVA, whose main duty is to supervise the management level to ensure that the business operation conforms to the business philosophy of EVA Air. The President, whose main duty is to lead the management team to ensure that the business is fully implemented under the instructions of the Board of Directors. To ensure that the responsibilities of the two do not contradict with each other, the Chairman of EVA Air does not hold the concurrent post of President.

A Board of Directors Meeting is convened at least once a quarter; however, in case of emergency, the meetings may be convened at any time. The Board of Directors shall execute its duties in accordance with the Company Act, the Securities and Exchange Act, as well as the Articles of Incorporation, and are also responsible for making resolutions concerning the Company’s business. To avoid the occurrence of conflicts of interest, the Board meetings shall be carried out in accordance with the “Corporate Governance Best Practice Principles” and “Rules and Procedures of Board of Directors Meetings”. If a director or a juristic person represented by the director is an interested party with respect to any proposals listed in a board meeting, the director shall state the important content of such interest at that board meeting. If it may harm the interests of EVA Air, the director cannot participate in the discussion and voting, and shall excuse him/herself from the discussion and voting. He/she also cannot act as another director’s proxy to exercise voting rights on that matter.

The independent directors of the Company, according to Article 24 of “Corporate Governance Best-Practice Principles.”, shall not hold office concurrently as a director (including independent director) or supervisor of more than five other listed companies, and also shall not concurrently serve as an independent director of more than three other public companies. For the detailed information of each director’s other positions, please refer to P.22-24 of the 2021 Annual Report.

The remuneration of each Board member has been resolved by the Remuneration Committee to ensure that it is reasonably connected with each board member’s performance. In addition, in order to implement corporate governance, in accordance with the company’s “Stock Ownership Guidelines for Senior Managers who hold Director Positions”, the senior managers who hold director positions shall hold at least 100,000 shares of the company so that their interests are connected with the Company’s long-term operating performance and the shareholders’ interests.

Diversification of Directors

The members of the Board all have a certain level of cognition of risk management based on their educational backgrounds and experience, and the composition of the board shall be determined by taking diversity into consideration, such as gender, age, nationality, race, and culture. The convener of the Audit Committee, Mr. Hsu, Shun-Hsiung, who holds the CPA qualifications in both Taiwan and China, served as the Chairman of the 1st and 2nd term of Association of Certified Fraud Examiners, and also has the professional qualifications of Certified Fraud Examiner. His expertise and relevant experience bring significant benefit to the implementation and improvement of the Company’s risk management. Every year the Company holds training sessions for the Board depending on the industrial characteristics and the needs of each board member, and also provides directors with information of training courses and forums organized by the competent authority and training institutions. For the detailed information of each director’s training situation, please refer to Market Observation Post System.

The relevant industry experience of each director is classified as follows according to GICS Level 1:

(Global Industry Classification Standard GICS) Level 1	Lin, Bou-Shiu	Chen, Hsien-Hung	Ko, Lee-Ching	Tai, Jiin-Chyuan	Sun, Chia-Ming	Chien, You-Hsin	Hsu, Shun-Hsiung	Wu, Chung-Pao
Energy								
Materials			•					
Industrials	•	•	•	•	•			
Consumer Discretionary						•		
Consumer Staples								
Health Care								
Financials			•	•		•	•	
Information technology	•						•	•
Communication Services								
Utilities								•
Real Estate								

Self-evaluation of Performance of the Board of Directors

To enhance the functions of the Company's Board of Directors in accordance with the "Regulations Governing the Board Performance Evaluation" formulated by the Board of Directors, the Board of Directors shall carry out an internal board performance evaluation at least once a year. In addition, the board performance evaluation may be conducted by an external independent professional institution or a panel of external experts and scholars at least once every three years. Self-evaluation of Performance of the Board of Directors, Self-evaluation of Performance of Members of the Board of Directors (for themselves) and Self-evaluation of Performance of the Functional Committees had been implemented in 2021, the results are as follows:

	Self-evaluation of Performance of the Board of Directors	Self-evaluation of Performance of Members of the Board of Directors (for themselves)	Self-evaluation of Performance of the Functional Committees
Overall Average Score (5 points for full marks)	4.94	4.99	4.98
Results	Good	Good	Good

Note: Less than 2 points: Urgent Need of Improvement; more than 2 points and less than 3 points: Improvement Needed; more than 3 points and less than 4 points: Acceptable; more than 4 points and less than 5 points: Good; and 5 points: Excellent

Functional Committee of the Board of Directors

In order to enhance supervision and strengthen management, EVA Air set up the functional committees such as Remuneration Committee and Audit Committee under the Board of Directors. For the detailed information of duty and the state of operations of each functional committee, please refer to EVA Air's website.

- Remuneration Committee

The Committee, which consists of entire independent directors, assists in formulating and periodically reviewing the performance evaluation and remuneration policies, systems, standards and structures for the directors and managers, and also periodically evaluates and determines the remuneration of the directors and managers. The term of office of the current Committee members is from May 27, 2020 to May 26, 2023. Three meetings were convened in the year 2021, and the average attendance rate of all Remuneration Committee members is 100%.

- Audit Committee

EVA Air established the "Audit Committee" on June 26, 2017, which consists of entirely independent directors, with at least one with accounting or finance expertise. The Committee helps to supervise the fair presentation of the Company's financial reports; appointment of accountants, as well as the independence and performance of the accountants; the effective implementation of the Company's internal control system; and corporate risk management. The term of office of the current Committee members is from May 27, 2020 to May 26, 2023. Six meetings were convened in the year 2021, and the average attendance rate (including by proxy) of all Audit Committee members is 100%.

Ethical Management and Code of Conduct

Since its establishment, EVA Air has upheld the corporate spirit of “challenge, innovation, and teamwork”, and has taken “safety, service, and sustainability” as its core values. EVA Air also follows concerning regulations to formulate “Codes of Ethical Conduct”, “Ethical Corporate Management Best Practice Principles”, “Procedures for Ethical Management and Guidelines for Conduct”, “EVA Antitrust Policy and Guidelines”, “Information Security Policy”, “Corporate Sustainability Best Practice Principles”, “Supplier Code of Conduct”, etc. Besides, EVA Air refers to UN Global Compact, ILO, OECD, SA8000, ISO 26000, GRI and UN Guiding Principles on Business and Human Rights to formulate the “EVA Air Code of Conduct” as the highest guideline for conduct and ethics in the daily tasks of business ethics, environment, human rights/labor, safety and health and so on. The Code is applicable to the Company, its subsidiaries and its suppliers.



EVA Air Code of Conduct

Above-mentioned “Code of Conduct” and related regulations has been disclosed on the company's internal and external websites for interested parties and employees to consult at any time. The company also regularly arranges employees to participate in the code of conduct training, and signs at the end of the training to ensure that all employees fully understand the code of conduct and agree to abide by it. The current employee signing rate is 100%. Moreover, EVA Air abides by laws and regulations such as occupational safety and health, information security, etc. and selects appropriate topics that are in line with current events and emerging social issues or trends to provide regular training to employees so as to communicate the Company's Code of Conduct. From 2019 to 2021, the annual completion rate of EVA Air Code of Conduct and series of courses is 100%.

EVA Air Code of Conduct Course Series

Course Name	2019			2020			2021		
	Number of trainees	Training Hours	Coverage (%)	Number of trainees	Training Hours	Coverage (%)	Number of trainees	Training Hours	Coverage (%)
EVA Air Code of Conduct and Integrity Management Training	-	-	-	11,073	0.3	100%	10,204	0.6	100%
Information Security Training	11,503	2	100%	10,952	2	100%	10,092	2	100%
Occupational Safety and Health Training	9,098	1	100%	9,034	1	100%	8,932	1	100%

Note: The above coverage rate is the same as completion rate, and the formula is as follows:
 1. EVA Air Code of Conduct and Integrity Management Training, Information Security Training: Number of trainees/ Number of permanent employees. The base date for counting is the day of training.
 2. Occupational Safety and Health Training: Number of trainees/ Number of permanent employees in the Taiwan. The base date for counting is the day of training.

In view of the fact that subsidiaries and suppliers are important operating partners of EVA Air, the Company has successively required subsidiaries and suppliers to implement relevant codes of conduct in order to further instill EVA Air’s requirements. The current agreement signing rate and training completion rate for subsidiaries and suppliers are 100%.

In order to prevent and avoid any unethical, dishonest, or violations of the “EVA Air Code of Conduct” and related regulations, EVA Air has set up reporting, enquiry and communication channels on the Company's internal and external websites, and encourages internal and external personnel to report guideline or regulatory violations or provide relevant suggestions to EVA Air at any time.

E-mail and Phone Number		Responsible Div./ Dept.
Mailbox for Ethics Consultation and Violations Reporting	evapns@evaair.com	Human Resources Div.
Mailbox for CSR	csr@evaair.com	Corporate Safety, Security & Sustainability Div.
Sexual harassment complaint channel	134@evaair.com Ground staff hotline 03-351-5113 Flight crew hotline 03-351-5916. 03-351-5886 Cabin crew hotlin 03-351-8805. 03-351-8806	Occupational Safety & Health Div. Human Resources Div. Flight Crew Management Div. Cabin Crew Management Div

After accepting the case, the responsible unit of each mailbox or hotline will instruct the responsible unit to handle or investigate according to the nature and content of the case. The Company promises to keep the identity of the informant and the content of the report confidential information, and promises to protect the informant from improper treatment due to the report. If, after investigation, it is found that there is a case of non-compliance with the Code of Conduct, including the failure of persons with supervisory responsibility to report wrongful conduct, the Company shall implement disciplinary actions in accordance with the labor contract, internal disciplinary regulations and procedures, including dismissal. From 2019 to 2021, there were 7 cases of violation of the Code of Conduct.

Code of Conduct Case Statistics		2019		2020		2021	
		Number of Cases Accepted	Number of Cases Closed	Number of Cases Accepted	Number of Cases Closed	Number of Cases Accepted	Number of Cases Closed
Type of case	Corruption	0	0	0	0	0	0
	Privacy protection	0	0	0	0	0	0
	Fair trade	0	0	0	0	0	0
	Discrimination	0	0	0	0	0	0
	Sexual harassment	1	1	5	5	1	1
	Other	0	0	0	0	0	0
Total number of violations		1	1	5	5	1	1

Note: Case handling results and mitigation measures in 2021: Based on the severity of the case, perpetrators were issued administrative sanctions and required to attend training courses such as gender equality courses. The Company's system was also adjusted according to the situation, and victims were given material compensation or psychological counseling. For details of case handling situations and mitigation measures, please refer to the Labor Rights section on page 71 of this report.

Communication Channels

To provide clear communication channels for stakeholders, a specific page for stakeholders (<http://www.evaair.com/zh-tw/stakeholder-interest/>) is set up channels for various response matters and identity categories. Communications with various stakeholders are reported to the board of directors every year, and are disclosed on the stakeholder interest area of our official website.



Stakeholder Interest

Mailbox for CSR	Issues related to CSR and responses
Investor Column	Issues related to investors and responses
Customer Column	Issues related to passenger & cargo service and responses
Employee Column	Issues related to employees and responses
Supplier Column	Issues related to suppliers and responses
Mailbox for Ethics Consultation and Violations Reporting	Issues related to Company's business ethics, integrity management and responses

Statistics on Cases Received from Stakeholders

	No. of cases received				No. of valid cases				No. of cases handled				No. of cases resolved			
	2018	2019	2020	2021	2018	2019	2020	2021	2018	2019	2020	2021	2018	2019	2020	2021
Ethics Consultation and Violations Reporting	46	252	125	82	0	0	0	0	0	0	0	0	0	0	0	0
Social Impacts/ CSR Mailbox	0	16	6	84	0	16	6	75	0	16	6	75	0	16	6	75

Note 1: The number of cases received from mailbox for ethics consultation and violations reporting, including customer complaints, business cooperation, etc., are regarded as invalid based on the objectives of the mailbox, and have been forwarded to the responsible units for handling.

Note 2: Starting from 2021, the social impact mailbox is merged with the corporate social responsibility mailbox to simplify the channels for stakeholders' feedback. Most of the cases received from the mailbox for CSR in 2021 were related to the violation of epidemic prevention regulations by the flight crew members. EVA Air's crew members shall always follow the "Operational Principles for R.O.C (Taiwanese) Airlines Air Crewmembers to Implement Health Control Measures for Epidemic Prevention". If there is any violation, which is investigated and proved to be taken place, the crew members will be subject to administrative punishments such as dismissal, reprimand or warning in accordance with the Company's regulations.

Sound Internal Control

EVA Air has formulated “Internal Control System of EVA Air” and “Internal Audit Implementation Rules of EVA Air” as the basis for its internal audit implementation with its operating pattern in the airline industry, according to “Regulations Governing Establishment of Internal Control Systems by Public Companies” promulgated by the Financial Supervisory Commission (FSC).

The Auditing Div. of EVA Air is an independent unit affiliated with the Board of Directors. There is one Audit Supervisor and seven full-time auditors. The auditors are all the senior members of various units of the Company. Besides having applicable qualifications as required by the FSC, the auditors continuously take professional courses every year related to internal audit. The Auditing Div. is responsible for the inspection and evaluation of the Company's internal control, and assists the Board of Directors and managers in checking and reviewing the internal control system of the Company.

The Auditing Div. draws up the annual audit plan in accordance with the risk assessment results every year, submits it to the Board of Directors for approval, checks and evaluates the implementation of internal control, and provides timely suggestions for improvement to ensure the sustained and effective implementation of the internal control system. In addition, the Auditing Div. verifies self-assessment reports of various units and subsidiaries of the Company in accordance with the regulations each year, and provides the verified reports together with the aforementioned internal audit results and improvement condition to the Board of Directors and General Manager as the basis for their assessment of the effectiveness of the overall internal control system and issuance of the statement on internal control system.

Audits of Various Cycles in the Internal Control System

Supervision and Management
Audits of Subsidiaries **09** items

Audits of Various Cycles
in the Internal Control System **14** items

Audits of Management Control **11** items

Audits of Lending of Capital,
Endorsements and Guarantees **04** items

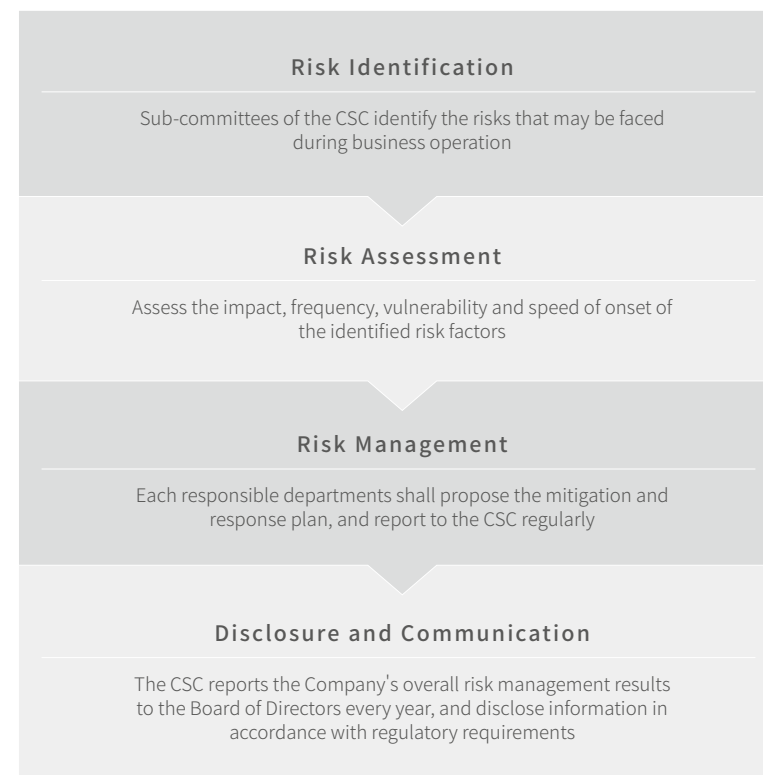
Audits of Stock Services **12** items

Audits of
Derivative Transactions **12** items

Enterprise Risk Management

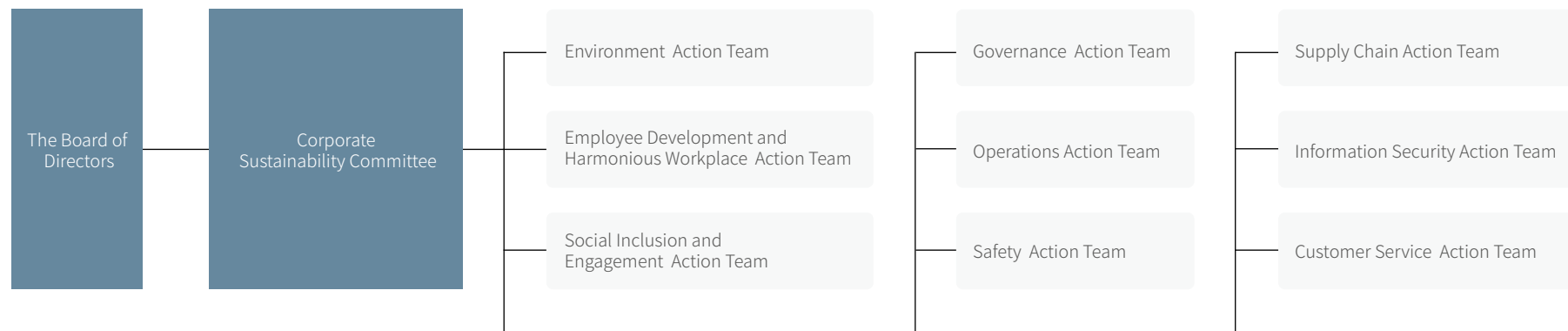
In order to improve and implement the risk management mechanism, the Company has established the “Risk Management Policy and Procedures” to carry out risk management aimed at uncertain factors that may threaten the Company's operations, improve the efficiency in division of labor in risk management, and ensure the achievement of the Company's operational goals.

Enterprise Risk Management Process



Risk Management Framework

The Board of Directors is the highest supervisory unit for EVA enterprise risk management, and continues to oversight the effectiveness of the risk management mechanism in accordance with the overall corporate strategy and programs. The “Corporate Sustainability Committee” is responsible for implementing enterprise risk management related matters, integrating and supervising the implementation of risk management policies as well as the implementation and improvement progress of risk control by various competent departments, and reporting the operational status to the Board of Directors on a regular basis. In addition, according to the principle of materiality, risk identification, assessment, management, and disclosure are carried out for the risks that may be faced during business operation in terms of the economy (including corporate governance), environment, society, and other aspects. The Corporate Sustainability Committee is divided into nine sub-committees including the Environment, Employee Development and Harmonious Workplace, Social Inclusion and Engagement, Governance, Operations, Safety, Supply Chain, Information Security, and Customer Service. Each of the competent units is to identify its possible risk factors and assessment methods to implement risk management, propose the mitigation and response plan, and report the risk and response plan to the Corporate Sustainability Committee on a quarterly basis. The five major risk categories of the Company are strategic, operational, financial, environmental and other risks. The top high-risk identified in 2021 was the negative impact of flight crew’s mental and physical health status which resulted from the endless quarantine. In addition to actively coordinating with the competent authority to pay attention to the impact of such issue on flight safety, the Company has also formulated relevant countermeasures. For more details, please refer to page 36 of this Report.



Risk Categories	Description
Strategic Risk	Include the risks that may affect the Company due to changes of dimensions in the international political and economic situation, trends in industrial development, competition among the same trade or different industries, brand image, intellectual capital, etc.
Operational Risk	Include possible impact on operations, such as market changes, flight safety, information security, privacy protection, labor relations, legal compliance, supply chain management, and other risks that may cause company losses.
Financial Risk	Foreign currency risk, investment risk, capital risk, liquidity risk, credit risk, hedging operations, etc., that may cause possible losses.

Risk Categories	Description
Environmental Risk	Include risks related to issues of greenhouse gas emission management, carbon rights management, energy management and others derived from the theme of coping with climate change and natural disasters, as well as risks of the need to conform to international and local environmental protection laws and regulations or environmental assessment requirements, etc.
Other Risks	Refer to various risks that are not included in the items mentioned above, but risks, such as long-term emerging risks; major external, uncontrollable or non-man-made hazards, will cause the Company to incur significant losses. In addition, appropriate risk control and handling procedures for other risks shall be established based on the characteristics of the risks and the level of impact.

Risk Management Education and Training

Risks exist in every operational areas. EVA Air is well-known in the industry for its seamless safety record and has ranked among the best in international safety evaluations over the years. To fulfill the core elements of hazard identification and risk management in its safety management and make its employees aware of the importance of safety reporting and safety culture, the Company requires all its employees to receive the "Aviation Safety Training", which is a 100% coverage of all employees. In addition, ground staff must receive eight hours of training in "Aviation Safety Basic Training" within three years of their employment; a total of 210 people were trained in 2021 and completion rate was 100%. Through case studies, they will learn more about the methods of "Hazard Identification and Risk Management". In 2021, various responsible departments also set up education and training courses on operations related risks. The content of the courses covers dangerous goods training series, occupational safety and health - hazard risk assessment education and training, post-epidemic global risk trends, information security related training, etc. For detailed training achievement and completion rate, please refer to pages 74 and 112 of this report. In addition to routinely disseminating precautions to employees, all responsible departments will continue to plan risk-related education courses, and implant the mindset of safety into the DNA of all employees.

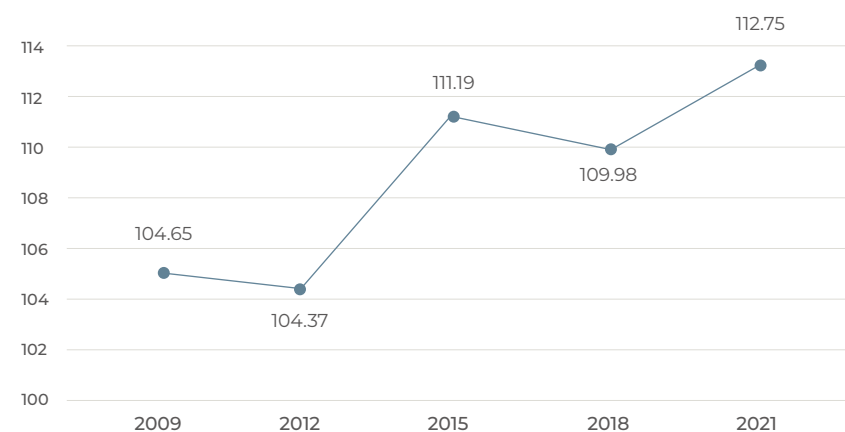
Increasing Risk Awareness

- Safety Week

The theme of the 2021 Safety Week is "Thirty years in, united to fly. Consistent safety, on which to rely". Under the continuous impact and challenges of the COVID-19 pandemic, we hope to stimulate employees' crisis awareness and professional potential, eliminate the selfishness between departments, bring organizational effectiveness into full play and improve operational efficiency through activities of the Safety Mindset. It is also hoped that the best coping strategies and action plans can be found during the performance of individual's own duties, so as to maintain the core value of EVA Air in safety, service and sustainability. EVA Air has held annual Safety Week activities since 1996. The theme of each year is respond to the current status quo. It is hoped that through the promotion of various activities such as propaganda competitions, safety/life lectures, Safety Symposium and Safety Workshop, the mindset of safety will be deeply rooted in the mind of every employee. In the 30 years since its establishment, EVA Air has experienced various events that seriously affected the revenue of the aviation industry, such as the September 11 attacks, the SARS pandemic, and the Global Financial Crisis. Despite such challenges, EVA Air has never stopped the safety promotion activities, hoping to continuously convey the Company's determination to shape the safety culture. By 2021, the event has been held for 26 consecutive years. The ten consecutive safety culture questionnaire surveys also showed that employees have improved their recognition of safety culture.

- Corporate Safety Culture Survey

Since 1998, a safety culture survey is conducted once every three years. Through the safety culture survey, the Company's safety culture and risks are analyzed, and appropriate adjustments or strengthening measures are proposed accordingly to enhance the sense of mission and responsibility towards overall safety, thereby creating and solidifying a high-quality safety culture. The results of the 2000- 2018 survey showed that employees believe that the Company has established a positive safety culture. The average score of the survey results in 2021 is 112.75 (out of 125 points) which is the highest in the past years, also indicating that employees recognize the Company's safety culture has promoted over the years. Among them, although the scores of "timely encouragement from supervisors" and "responsibility for incident investigation" are satisfactory (more than 4 points), for items with relatively low scores, relevant units are still requested to publicize "the importance of immediate incentives" and "incident investigations". The parties should be made aware of their human errors, and by reviewing human factors and organizational factors to formulate improvement strategies, so as to reduce the occurrence of human errors." The survey results and mitigations were reported to the Safety Promotion Committee, and specific suggestions were made for improving items with lower scores. The next safety culture survey is expected to be carried out before the second quarter of 2024.



Identification of Emerging Risk

With the increasing regulatory requirements of global aviation authorities, climate change, information security, geographical conflict, the rapid development of emerging technologies, etc., the risks faced by enterprises are accompanied by uncertainties. Furthermore, “emerging risks” are undoubtedly one of the important issues that require airlines to be cautious with the assessment, which needs further identification, analysis, and formulation of response measures in order to respond to new forms of potential risks as soon as possible as well as to reduce the impact on operations.

With reference to the “The Global Risks Report” published by the World Economic Forum (WEF) at the beginning of each year, the sub-committee of Corporate Sustainability Committee (CSC) will identify possible emerging risks, and conduct assessment on risk factors aimed at each department in the first quarter of each year, integrates risk mitigating actions formulated by related departments, and regularly reports the risk mitigations and recommendations to the Board of Directors.



Emerging Risk Identification Results

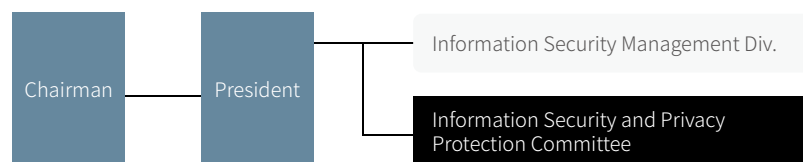
Social		Environmental	
Changes in manpower needs or work patterns due to the introduction of new technologies		Carbon dioxide emission limits and challenges for the aviation industry	
Description	With rapid technological change and the wider applications of artificial intelligence, tasks operated by high-substitution-rate workers will be replaced and the business operating models will be changed. Thus, companies need to stay on top of world trends to avoid being left behind.	Description	Currently, the fuels used in the aviation industry are primarily aviation fuels. With rising environmental awareness and increasingly strict CO ₂ emissions standards, according to IATA’s analysis, using Sustainable Aviation Fuels (SAF) is an important way for airlines to move towards Net-Zero carbon emissions. However, the fuel suppliers in Taiwan have had no plans to produce SAF so far, as no relevant laws or regulations have been stipulated by the government. As a Taiwanese airline, when faced with growing appeals for carbon emission reduction from many countries, the failure to obtain SAF will result in problems in acquiring freedoms of the air and the burden of a high carbon tax.
Impact on Our Operations	Although using technology may reduce labor costs, employee training and our current personnel’s adaptation to new work patterns might pose a challenge. Moreover, technology products may come with increased risks (e.g., data breaches or litigation compensation due to hacking attacks, etc.)	Impact on Our Operations	Since many countries have gradually incorporated CO ₂ emission limits into relevant regulations, aircraft are required to use a certain percentage of SAF for them to be allowed to take off. As an international airline base in Taiwan, in the absence of SAF production capacity in our country, the only option is to pay higher prices for imported fuel products or to purchase carbon credits.
Mitigating Actions	Keep track of the development trends and applications of new technologies, and conduct diversified training to respond to work pattern changes; enhance the expected benefits of introducing new technologies, and concurrently maintain security and service quality. Since the application of new technologies is accompanied by information security/protection concerns and increased unknown risks, all relevant departments should actively take precautions in advance.	Mitigating Actions	<ul style="list-style-type: none">- Work with relevant government agencies to initiate the promotion of domestic Sustainable Aviation Fuels.- Consult with domestic/foreign fuel suppliers about SAF supply contracting projects in the future.- Conduct assessments on investment in SAF research and development.

7-2 Information Security and Privacy Protection

Information Security and Privacy Protection Management Framework

Since 2003, EVA Airways Corp. has been committed to comprehensive information protection, establishing information security management system (ISMS) and enforcing compliance with rules and regulations. However, the emerging threats of information security have been evolving into complicated concerns. In response to rising expectations of corporate social responsibility from the governments and general public, EVA Air has been engaging in the protection of personal privacy and proprietary rights of trade secrets. A steering body of the "Information Security and Privacy Protection Committee" was set up to construct the Company's information security and privacy protection policy and to implement the norms in all business areas. In order to ensure independent supervision and counterbalance of information security governance, the "Information Security Management Div." is established in 2020 and is responsible for planning, monitoring, and executing the ISMS.

Organizational Chart of Information Security and Privacy Protection Management

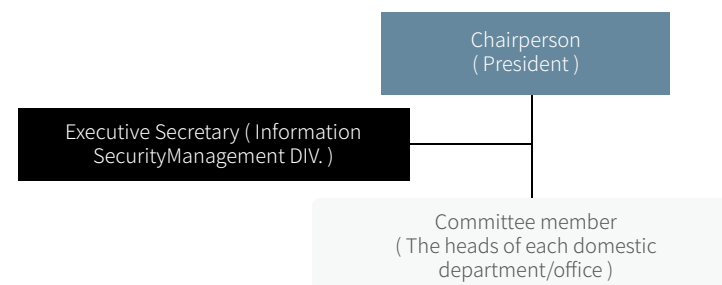


- Information Security Management Div.

The "Information Security Management Div." is responsible for the planning of information security and personal information protection, compliance with regulations and norms, executions of ISMS, prevention and countermeasure of information security incidents and training and dissemination. The Div. supervises that all Departments have established and carried out respective measures for information security and privacy protection, regularly conducts evaluations of the ISMS and makes improvement in cooperation with the Departments concerned. The head of the Information Security Management Div. is the Chief Information Security Officer, who is responsible for the promotion of information security policies, resources allocation and reporting to executive management team and board of directors. The members of the Information Security Management Div. have various backgrounds in information security management-related areas, as well as experiences in system development of IT applications.

- Information Security and Privacy Protection Committee

Aiming at cultivating the Company's conscience and culture of information security, the "Information Security Committee" was established in 2004 and advocated information security and privacy protection. Given the fact of increasing impacts on information security and the requirements of information security and privacy protection from many more countries and stakeholders, the Committee has been expanded to the cross-department "Information Security and Privacy Protection Committee" from February 2022. The new Committee, led by the CEO and all Department heads, formulates the information security and privacy protection policies and governs the implementation of ISMS. In order to fulfill the social responsibility and achieve the goal of corporate sustainability, the Committee will ensure the confidentiality, integrity and availability of information assets by deploying the efficacy and resilience from the ISMS. The following organizational chart demonstrates the members of the Committee.



Privacy Policy

EVA Air has formulated its information security policy to ensure the confidentiality, integrity and availability of information assets, and prevent internal and external threat whether it's intentional or not. All EVA employees, temporary workers, visitors and associated workers of service providers should abide by the norms and procedures of the policy. The policy is disclosed on the official website to demonstrate the Company's commitment to upholding information security and personal privacy protection.



EVA Air Privacy Policy

Information Security Management System

The EVA Air passenger and cargo core systems, as well as the information technology infrastructure, were certified by the BSI (British Standard Institution) on December 23, 2019. This signifies a new milestone in our information security endeavor. ISO 27001 is the international standard for information security management. It covers rules and control measures that defines a framework for good information security management system, which ensures confidentiality, integrity and availability of information assets. Risk management is also its part and parcel, providing confidence to all stakeholders. Based on the internationally-recognized ISO 27001 structure, EVA Air begins its endeavor, starting with risk identification, growing with the P-D-C-A cycle, reaching the ultimate goal of establishing a best practice in information security. In summary, these serve to ensure that the Company’s information security management remains comprehensive and resilient, and ensuring its social responsibilities.

Detection & Monitoring

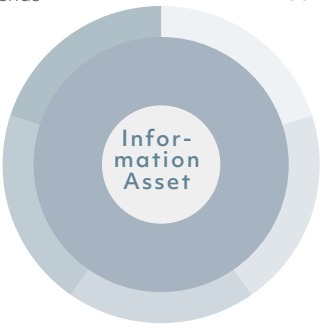
- Information Security notification
- IT infrastructure monitoring and alert
- External information security trends and alerts

Audit & Assurance

- Information security internal audit
- ISO 27001 Certification
- ISO 27001 surveillance audit

Incident Response & Business Continuity

- Information security incident investigation and reporting
- Information security incident response and drill
- Business impact assessment, plan review and drill



Risk Assessment

- Regulatory and stakeholder requirements
- Internal incidents or changes
- External incidents or alerts
- Audit's findings

Training, Advocacy, Promotion

- Social engineering drill
- Awareness training programs

Frequency and Results of Information Security Drill for Business Continuity

All core business systems have business continuity plans, and all systems and data backups have remote or same-site redundancy mechanisms. In addition, the remote/ same-site recovery time objective (RTO) is set to be no greater than the Maximum Tolerable Period of Disruption (MTPD). Each core system has performed drills ranging from quarterly to yearly according to its business characteristics. Through the drills, the appropriateness and availability of the business continuity plans are verified to ensure the continuous operation of core businesses.

Business Domain	System	Frequency of Drill
Passenger reservation and ticketing	Altéa Reservation Desktop Web	Annually
	Altéa Customer Management	Quarterly
Passenger check-in	Auto Check-In and Common-Use Self-Service	Annually
	New CargoWing	Annually
Cargo reservation and operation	Information technology infrastructure for supporting core passenger and freight system operation	Semi-annually

Information Security and Privacy Protection Education, Training and Effectiveness

In order to establish basic information security mindset in employees and enhance their information security and privacy protection awareness, and reduce information security incidents and the damage caused by information security incidents, we conduct social engineering drills, education and training in various departments and division both at home and abroad, share on the Company website from time to time, and promote information security news and information security information. In addition, an online education and training course for all employees is organized every year, covering information security and personal information protection, with a learning time of at least 2 hours. Moreover, professional training on information security is also organized for information technology personnel.

Information security education and training in 2021 were as follows:

	Number of trainees (person)	Total training hours (hours)	Coverage rate (%)
General employee	10,092 (Note1)	20,184	100
Information technology personnel	24 (Note2)	406	100

Note 1: Trainees excludes resigning employees, employees on leave without pay, employees on long-term leave of absence, and personnel with special job attributes.

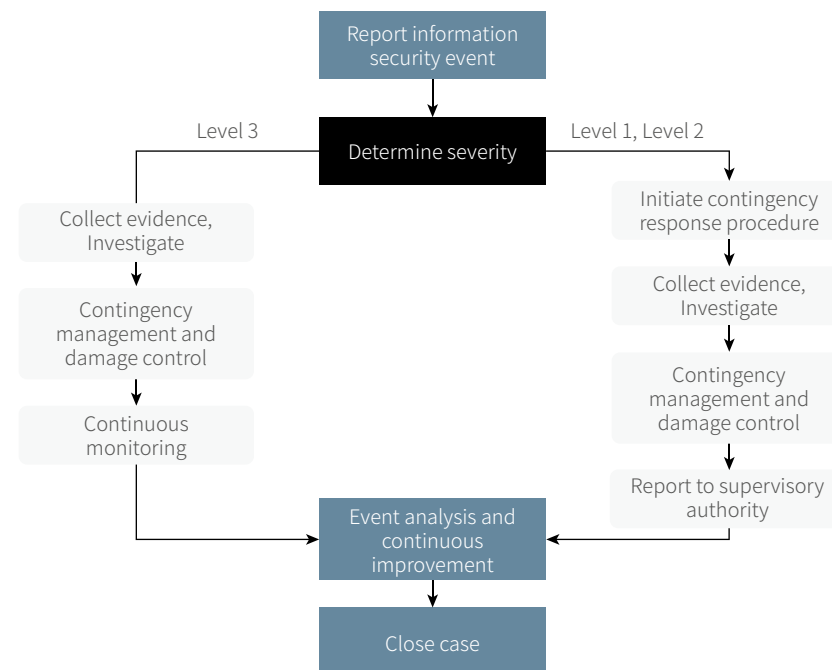
Note 2: A total of 24 people participated in the information security course, including 4 people who are in charge of the information security business.

Reporting Channel and Procedure for Employees

All employees in the Company should immediately notify the reporting window when information security events occur. An emergency hotline is provided instead during the off-hours. If the Information Security Management Div. receives a report that constitutes an information security incident, it will be reported to the head of the Information Security Management Div. and classified as level 1, level 2 or other special considerations according to the severity of the incident. Based on the decision of the information security operation coordination meeting, the emergency response procedure will be initiated, and the relevant authorities will be invited to hold an information security contingency meeting to report the damages, formulate emergency handling methods, and discuss possible solutions.

Information security incident drills are divided into two types: personal information leakage and system service interruption. The drills are conducted at least 5 times a year to ensure that when an information security incident occurs, all responsible units can grasp the information promptly through the notification process, make decisions immediately and take necessary contingency measures to reduce the degree of damage. The results achieved through conducting the drills include ensuring the suitability and availability of the emergency response procedures, enhancing the information security awareness and adaptability of employees, and strengthening the communication and coordination between the responsible units.

Employees violating information security regulations and digital information system usage regulations will be punished in accordance with employee management regulations according to the severity of the violation.



Number of Cases and Penalties of Major Information Security Incidents

EVA Air received a notice from Star Alliance headquarters on March 3, 2021 that due to an information security incident in the system supplier of other airlines - Society International de Telecommunication Aeronautiques (hereinafter referred to as SITA), part of the data of high-tier members transmitted by all alliance airlines to Star Alliance in accordance with the contract was leaked. Some information of EVA Air's high-tier members including membership card number, name and card tier was indirectly affected by this incident.

The Company immediately started the information security incident emergency response procedure on the day it received the notification and notified the individuals involved and the regulatory authorities in accordance with the regulations. Since the incident was caused by an information security incident of other airlines, the information system and related businesses of the Company were not affected. No complaints received from outside parties and regulatory bodies in FY 2021.

	2018	2019	2020	2021
Number of major information security incidents	0	0	0	1
Number of information security incidents related to personal data	0	0	0	1
Total amount of fines	0	0	0	0

Privacy and Personal Data Protection

EVA Air has great respect for customer privacy, and abides by the operating locations' relevant personal privacy protection regulations in regard to the collection, processing and use of customer information. EVA Air provides our members with services, while making every effort to protect their information, privacy and interests. Information on personal data collection and application, and the privacy protection and security statements are clearly stated in the "Privacy Policy and Cookies" on EVA Air's website. When joining us as members, members must read and agree with EVA Air's Privacy Policy & Cookies Terms and Conditions. When we collect information, members may choose to "Accept" or "Reject", and the relevant department shall proceed with marketing accordingly. According to "Regulations for Application System Authorization Management", only a few authorized employees from EVA Air have permission to handle member data. When there is a change to the data, the employee and the time at which the change was made, as well as data regarding the change, must all be logged.

EVA Air's privacy protection policy is applicable to all departments and individuals (including suppliers) that collect, process and use personal data. The policy specifically states that the Company's collection, processing and use of personal data shall be in compliance with the Personal Data Protection Act, the EU General Data Protection Regulation (GDPR) and other relevant laws and regulations, and shall prevent the theft, alteration, damage, loss or divulging of personal data held. It also clearly stipulates that employees shall comply with personal data protection regulations, and that those found in violation shall be punished according to the severity of the violation. Outsourced vendors found in violation shall be handled according to the penalties stipulated in the contract. To ensure the implementation of information security and personal data protection, personal data collection, processing and utilization reviews have been included into the self-assessment items for annual internal control. Various review requirements have also been included into information security self-assessment items.

EVA Air's privacy protection policy clearly states that the purpose of personal data collection is for the flight-booking process, establishment of ticket-related data, ticketing notifications, issuing itineraries, transportation management, providing consumer/passenger/membership services and management, handling payment issues and irregularities, baggage claims, product marketing, online shopping, inflight shopping, additional purchases, service, online advertising, and statistical surveys and analyses in order to improve service quality and strengthen personalized services. Furthermore, information is collected with passenger consent. In 2021, there was no incident of secondary use of the personal data of passengers.

Customers can exercise their personal data rights through the EVA Air website. They can request to delete personal data by downloading and completing an application form, and submitting the application form to EVA Air offices worldwide.



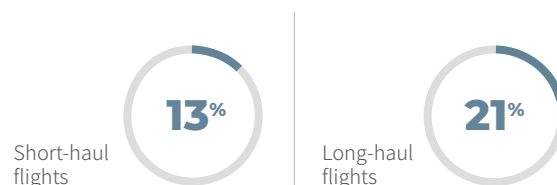
7-3 Operational Highlights

Industry Overview

According to the latest analysis by the International Air Transport Association (IATA) in October, total passenger numbers are expected to reach 2.3 billion in 2021, and this will grow to 3.4 billion in 2022, but is still significantly below the 4.5 billion travelers recorded in 2019. The passenger business will contribute \$227 billion to industry revenues in 2021, rising to \$378 billion in 2022. The average passenger load factor in 2021 is expected to be just 67.1%, a level not seen since 1994, and it is expected to recover to 75.1% in 2022, a level that is still far below the 82.6% record set in 2019. As for cargo performance, IATA expects revenues to rise to a record \$175 billion in 2021 with a similar \$169 billion expected in 2022. Cargo demand remains robust as companies worldwide continue to re-stock. The World Trade Organization forecasts world trade to grow at 9.5% in 2021 and 5.6% in 2022, and thus IATA expects cargo demand to exceed 2019 levels by 8% in 2021 and 13% in 2022. IATA Director General Willie Walsh said the industry is “well passed the deepest point of the crisis” and “the path to recovery is coming into view”, but challenges will remain, and therefore called on governments to continuously support the industry through measures such as wage support and regulatory alleviations until governments enable international travel at scale. The DG also stressed that the industry's full recovery depends on growing vaccination rates and the easing of border restrictions.

2021 Passenger Load Factor (%)

Definition of short-haul flights: Flight time is less than 3 hours.
Definition of long-haul flights: Flight time is more than 3 hours.



Financial Performance

Ratios of Consolidated Operating Revenue

Unit: TWD thousands

Item	2021		2020		2019		2018	
	Amount	%	Amount	%	Amount	%	Amount	%
Passenger revenue	7,754,282	7	24,505,345	28	100,623,028	56	99,077,690	55
Cargo revenue	85,180,787	82	50,018,381	56	25,379,299	14	27,642,897	15
Other operating revenue	10,937,290	11	14,525,050	16	55,272,931	30	53,186,745	30
Consolidated operating revenue	103,872,359	100	89,048,776	100	181,275,258	100	179,907,332	100

Overview of Operating Revenues for Various Regions

Unit: TWD thousands

Region	2021	2020	2019	2018
Taiwan	29,940,625	25,601,020	58,871,831	90,396,571
Asia	57,834,584	41,016,458	44,346,941	46,396,531
Europe	1,969,042	3,725,197	5,991,783	6,018,981
North America	13,845,468	18,170,497	71,295,618	36,473,766
Others	282,640	535,604	769,085	621,483

Business Performance over the Years

Unit: TWD thousands

Item	2021	2020	2019	2018
The Company's income tax expense (benefit)	1,090,423	(1,054,645)	545,661	1,114,690
The Company's total assets	298,218,611	302,236,909	321,863,333	210,287,417
The Company's amount of capital	51,385,387	48,535,695	48,535,695	43,821,215
Average revenue of employees	9,011	7,056	11,973	11,988
Employee salaries and welfares	15,077,377	14,789,482	19,886,770	19,570,361
The Company's total revenue	95,331,905	79,602,529	135,621,151	135,620,650
Consolidated total revenue	103,872,359	89,048,776	181,275,258	179,907,332
Consolidated net profit (loss) before tax	7,802,489	(4,318,936)	6,058,349	9,155,931
Total market value	144,964,628	63,824,439	66,736,580	69,315,986
The Company's operating costs and expenses	85,736,234	81,456,693	129,504,285	129,625,508
The Company's retained earnings	14,503,880	7,827,138	12,117,248	12,344,382
The Company's gross salaries	11,970,138	11,183,429	14,046,979	14,050,888
Total pension	688,038	716,572	732,002	635,257
Cash dividends paid	0	1,213,392	2,343,647	834,689
Interest paid	3,047,362	4,005,877	4,343,556	1,095,560
The Company's gross profit margin (%)	18.56	8.18	13.38	13.26
The Company's return on assets (%)	3.21	0.15	3.03	3.88
The Company's return on equity (%)	8.45	(4.73)	5.91	10.78
The Company's debt ratio (%)	71.28	76.58	77.86	69.76




PART

MATERIALITY ANALYSIS

 **01** Compilation of Sustainability Issues

 **02** Stakeholder Engagement

 **03** Determine Material Issues

 **04** Value Chain Boundaries

 **05** Risk & Opportunity Management

19

general and industry-specific sustainability issues

7

major stakeholders

10

material issues

5

material links in the value chain

100%

management systems established for material issues

8-1 Compilation of Sustainability Issues

EVA Air considers the global business and the aviation industry in the context of sustainable development. In 2021, EVA identified 19 sustainability issues, including general and industry-specific issues, which referred to global standards or guidelines, such as GRI, UN Global Compact, SDGs, SASB, ISO 26000 and significant international events; besides, the TCFD framework was introduced into climate change aspects. The CDP and S&P Global Corporate Sustainability Assessment questionnaire contents were also included within the scope of the issues selection. Furthermore, the identified sustainability issues also considered the global developmental trend of aviation industry, the aspects which major stakeholders concerned with regarding the Company's sustainable development, and the professional recommendations of the CSC and external experts. Regarding issues related to COVID-19, as it is a global event with profound impact, are described in detail on page 6 of this report.

Sustainable Operation	Airline Industry	Economic Aspects	Environmental Aspects	Social Aspects
Business Integrity and Ethics	Flight Safety	Operational Performance	Environmental Impact Mitigation	Workplace Diversity and Inclusion
Risk and Opportunity Management	Fleet Planning	Service Innovation and Digitization	Climate Change Management	Human Resources Development
Brand Strategy and Value	In-flight Catering Management	Customer Relationship		Occupational Safety and Health Management
Sustainability Strategy and Goals		Supply Chain Management		Labor Relations and Human Rights Protection
		Personal Information Protection and Cyber Security		Community Engagement and Social Welfare

8-2 Stakeholder Engagement

Through the five principles of AA1000 Stakeholder Engagement Standard: 2015 (i.e. Dependency, Responsibility, Influence, Diverse perspectives and Tension), EVA Air has identified 7 major stakeholders from 11 relevant categories, which are in the order of importance: customers, employees, government, travel agencies, media, shareholders, suppliers or contractors. EVA Air conducts surveys by sorting issues in sequence to understand stakeholders' level of concern regarding sustainability issues. During the survey period from December 2021 to February 2022, 970 questionnaires were collected: among them, 45 questionnaires were filled out by customers, 540 by employees, and 12 by government officials; meanwhile, travel agencies, media, shareholders, and suppliers/contractors contributed 98, 14, 60 and 201 questionnaires, respectively. For each of these 7 major stakeholders, EVA Air has established sound communication channels to collect the issues they concerned, needs and expectations, and evaluate the communication effectiveness after receiving feedback, so as to meet stakeholders' expectations and urge the Company to make continuous improvements at the same time.

Stakeholder Category	E-mail or Web Links	Responsible Div./ Dept.
Customers	https://www.evaair.com/en-global/customer-services/contact-us/	Customer Relations Dept. Customer Service Div
Employees	evapsn@evaair.com	Human Resources Div.
Travel agencies	menghsuanwu@evaair.com	Passenger Business Div.
Media	larrylai@evaair.com	Public Relations Div.
Shareholders	https://stock.evergreen.com.tw/servlet/WUFI_ControllerServlet.do?lang=en&menu=WFT1&func=FAQ&action=VIEW_INDEX	Corporate Governance Dept
Suppliers or contractors	https://ctas.evaair.com/smasb2b/default.aspx	Cabin Service Div.
Government	Each department/division takes the initiative to communicate with pertinent government officials.	



Customers

Importance to EVA Air

Customers are the main source of the Company's income, improve customers' trust and satisfaction in the EVA Air brand, increase customer loyalty and create revenue.

Issues of Concerns

- Flight Safety
- Environmental Impact Mitigation
- Occupational Safety and Health Management

Communication Channel and Frequency

Official website Traveling Experience Feedback/ phone calls/written feedback/email/branch or city office/CP flight report on demand or as needed

Communication Content and Results

- Flight safety is our core value and our commitment to customers. EVA Air formulated "EVA Corporate Safety Policy". The customers can know more about our efforts and actions through the public platform.
- Actively check the Company's energy and resource use, as well as greenhouse gas emissions, and effectively control the impact on the environment through the implementation of various management methods.
- Continuously invest resources for the employees working environment and strengthen occupational safety, with the goal of zero violation, zero occurrence and zero risk. Provide a more complete employment environment to gain customers' recognition of the company.

Performance

Net Promoter Score (NPS) **74.76** / Overall Cargo Satisfaction **4.38** / SKYTRAX 5-Star Airline /

World's Top 20 Safest Airlines #9th / COVID-19 Seven-Star Rating



Employees

Importance to EVA Air

Employees are important assets of the Company; maintain the operations of the Company and continue to strengthen employee development as well as workplace safety to create a win-win for all parties and achieve sustainable development for the Company.

Issues of Concerns

- Flight Safety
- Financial Performance
- Occupational Safety and Health Management

Communication Channel and Frequency

Three Labor-management Communication Meetings a year/Five Cabin Crew Seminars a year/Quarterly committee meeting (Corporate Sustainability, Occupational Safety and Health, Employee Welfare etc.)/Monthly departmental meeting/Investigation report on occupational accident as needed/Complaints hotline and mailbox on demand/Safety report as needed

Communication Content and Results

- Instill the safety goal of "zero accidents" into every employee's mindset and action; hold Safety Week event. All employees have to receive the "Aviation Safety Basic Training".
- Disclose financial condition on relevant platforms such as official website; and convey the company's operating status, direction and major policies through regular meetings to achieve goals jointly, create revenue and sustainably develop.
- Gather consensus to enhance the cohesiveness of all employees; supervise and track the implementation of occupational safety and health relevant policies.

Performance

Introduced the **ISO 45001 & TOSHMS** standards /

Total number of communication meetings with various unions: 25 meetings / The percentage of employees who have received two doses of vaccine exceeds 99%



Government

Importance to EVA Air
Competent authorities

Issues of Concerns

- Flight Safety
- Environmental Impact Mitigation
- Business Integrity and Ethics

Communication Channel and Frequency

Meeting/official documents/phone calls/audit/
related business websites/participation in
initiatives and seminars on demand or as needed

Communication Content and Results

- Continually operates in accordance with regulatory requirements, and actively improve the safety management structure.
- Strictly abide by relevant environmental regulations at home and abroad, and maintain zero violation records. Participate in assessments required by regulations; voluntarily participate in other relevant assessments and initiatives; formulate the "Corporate Sustainability Best Practice Principles". Collect domestic and global industrial trends through participating seminars; share industrial information as a reference for government governance.

Performance

The achievement rate of safety
performance objective

159%

Participate in meeting and project
held by international organization.

Result of Corporate Governance
Evaluation: ranked in the range of

6%-20%

of all selected listed companies.



Travel Agencies

Importance to EVA Air

Sell flight tickets and provide services
regarding travel, reservation, and ticketing to
create revenue jointly

Issues of Concerns

- Flight Safety
- Environmental Impact Mitigation
- Business Integrity and Ethics

Communication Channel and Frequency

Phone call/visit in person/travel agency conference,
letter/E-mail on demand or as needed

Communication Content and Results

- Flight safety is the company's core value and commitment to passengers. Through public communication channels, passengers can instantly understand our efforts and actions.
- Actively check the Company's energy and resource use, as well as greenhouse gas emissions, and effectively control the impact on the environment through the implementation of various management methods.
- Continually maintain good cooperative relations with travel agencies, and formulate the "Ethical Corporate Management Best Practice Principles" and "Codes of Ethical Conduct" to regulate employees to uphold the ethics and integrity principles in their work.

Performance

Taiwan passenger
revenue

TWD **3.15** billion

Guam charter flight
7/6 - 8/26

total **14** flights

Optimize B2B system to improve
efficiency



Media Reporters

Importance to EVA Air

Report and promote the Company's positive image and product information

Issues of Concerns

- Flight Safety
- Operational Performance
- Environmental Impact Mitigation

Communication Channel and Frequency
Telephone counseling/E-mail/press conference as needed

Communication Content and Results

Update information at any time on public platforms such as the official website, CSR website, Market Observation Post System, and social media. In response to the questions raised by the media, the internally information is collected, organized and publicly announced by the Public Relations Div. to ensure the authenticity of reports' content and avoid the reputation damage and financial loss of the company due to the spread of wrong information

Performance

Announced **35** Mandarin and English press releases / **80** global advertising exposures



Shareholders

Importance to EVA Air

The person holding the Company's shares is entitled to attend the shareholders' meeting and have the right to vote, shareholders to assist in the improvement of corporate governance.

Issues of Concerns

- Flight Safety
- Operational Performance
- Environmental Impact Mitigation

Communication Channel and Frequency

Shareholders' meeting once a year/Investor conference at least once a year/Official website on demand/Shareholder hotline & mailbox on demand/Important financial and business information on MOPS (as per the regulations of competent authorities)

Communication Content and Results

- "Safety, Service, and Sustainability" are the core operational value of EVA Air. We continually strengthen safety on flight operation and ground operation through operating safety management framework.
- Regularly report on operational status and views on future industry prospects; convey business philosophy and corporate value; summarize major business project on annual report; provide important financial and business information for investors' reference.
- Continuously introduce and carry out ISO14001 Environmental Management System to effectively control the impact of the Company's operations on the environment, and implement various carbon reduction measures to reduce greenhouse gas emissions.

Performance

Shareholders' meeting in July 2021. / Online investor conference in April and November 2021. / Announced 47 and 36 pieces of material information in Chinese and English languages, respectively.



Suppliers or Contractors

Importance to EVA Air

Maintain the Company's operation.

Issues of Concerns

- Flight Safety
- Operational Performance
- Environmental Impact Mitigation

Communication Channel and Frequency
Supply chain conference once a year/Phone call/E-mail/Visits/On-site audit as needed

Communication Content and Results

- EVA Air and its suppliers are committed to improve safety standards of aviation services and take actions to reduce the risks of flight safety.
- Set safety, quality, price, delivery, service and sustainability as the sustainable development strategy of the supply chain. Summarize major business project on annual report and provide financial information for stakeholders' reference.
- The "Supplier Code of Conduct" was formulated to require suppliers to follow regulations on issues such as environmental protection, occupational safety and health or human rights.

Performance

Held online supply chain conference in October 2021 / The signed rate of Supplier Code of Conduct: Tier 1 suppliers **100%** Critical suppliers **100%**

8-3 Determine Material Issues

In addition to the analysis of the stakeholders' level of concern on sustainability issues, the CSC members completed the survey on the "Level of impact of various issues on EVA Air's operations". In the process, each member evaluated the level of impact on the Company's sustainable operations by sorting the importance in sequence. The CSC members identified the relationship and importance of these material issues with EVA Air operation, including increase revenue, reduce cost, uplift brand trust, reduce reputation risk, increase employee cohesiveness or create social influence. According to the results of the two surveys, a Materiality Matrix Diagram was drawn, and through evaluation among members of the CSC, 10 material issues were finally selected; these correspond to 19 material aspects of GRI Standards, including 4 economic aspects, 5 environmental aspects, and 10 social aspects.

Sustainable Operations

Relevance: ■ Medium ■ High

Sustainability Issues	Material Issues	Corresponding GRI Topic-specific Standards	Increase Revenue	Reduce Cost	Uplift Brand Trust	Reduce Reputation Risk	Increase Employee Cohesiveness	Create Social Influence
Business Integrity and Ethics	✓	Anti-corruption, anti-competitive practices, public policy, social economic regulation compliance						
7-1 Ethical Management								
Risks and Opportunities Management		Economic performance						
7-1 Ethical Management								
Brand Strategy and Value		Marketing and labeling						
1-2 Sustainable Management								
Sustainability Strategy and Goals	✓	GRI 102						
1-2 Sustainable Management								

Airline Industry

Relevance: ■ Medium ■ High

Sustainability Issues	Material Issues	Corresponding GRI Topic-specific Standards	Increase Revenue	Reduce Cost	Uplift Brand Trust	Reduce Reputation Risk	Increase Employee Cohesiveness	Create Social Influence
Flight Safety 2 Intelligent Safety	✓	Customer health and safety			■	■		
Fleet Planning 1-1 About EVA Air		Economic performance	■	■	■			
In-flight Catering Management 3-1 Innovation with heart		Customer health and safety			■	■		

Economic Aspect

Relevance: ■ Medium ■ High

Sustainability Issues	Material Issues	Corresponding GRI Topic-specific Standards	Increase Revenue	Reduce Cost	Uplift Brand Trust	Reduce Reputation Risk	Increase Employee Cohesiveness	Create Social Influence
Operational Performance 7-3 Operational Highlights	✓	Economic performance	■	■				
Service Innovation and Digitization 3-1 Innovation with heart		Marketing and labeling	■		■			
Customer Relationship 3-2 Customer Relationship	✓	Customers privacy, customer health and safety			■			
Supply Chain Management 1-3 Sustainable Supply Chain Management		Procurement practices, supplier environmental assessment, supplier social assessment		■		■		■
Personal Information Protection and Cyber Security 7-2 Information Security and Privacy Protection		Customers privacy			■	■		

Environmental Aspect

Relevance: ■ Medium ■ High

Sustainability Issues	Material Issues	Corresponding GRI Topic-specific Standards	Increase Revenue	Reduce Cost	Uplift Brand Trust	Reduce Reputation Risk	Increase Employee Cohesiveness	Create Social Influence
Environmental Impact Mitigation 5-3 Environmental Sustainability	✓	Water, emission, waste water and waste, compliance with environmental protection regulations			 			
Climate Change Management 5 Environmental Leadership	✓	Energy, emission		 				

Social Aspect

Relevance: ■ Medium ■ High

Sustainability Issues	Material Issues	Corresponding GRI Topic-specific Standards	Increase Revenue	Reduce Cost	Uplift Brand Trust	Reduce Reputation Risk	Increase Employee Cohesiveness	Create Social Influence
Workplace Diversity and Inclusion 4-1 Diversity and Tolerance	✓	Market presence, diversity and equal opportunity, non-discrimination					 	
Human Resources Development 4-3 Employee Development		Labor/management relations, training and education					 	
Occupational Safety and Health Management 4-5 Friendly Work Environment	✓	Occupational safety and health					 	
Labor Relations and Human Rights Protection 4-2 Retention of Talent	✓	Market presence, labor/management relation, forced and compulsory labor, human rights assessment				 	 	
Community Engagement and Social Welfare 6 Social Inclusion and Community Engagement		Local communities			 			

2021 EVA Air Materiality Matrix





8-4 Value Chain Boundaries

EVA Air may be subject to the impact of sustainability issues through its own activities or other entities of business relationship. Pursuant to GRI Standards, we will divide the impact pattern into the types of 'directly cause', 'contribute to' and 'through business relationship' to define the boundaries where the impacts occur. Through one by one evaluations by members of the CSC on 19 selected major issues, the impact boundary of each issue on the value chain has been identified, including EVA Air and its subsidiaries, suppliers, contractors and customers, a total of 5 material links in the value chain. For impacts on EVA Air, the Report also describes the management systems, coping measures and performance results in various chapters and sections. As for the impacts happening to the subsidiaries inside the organization and the value chain, the emphasis is on the demonstration of EVA Air's management practices.

Aspect	Material topics	EVA Air	Subsidiary EGAT/EGAS/ EGSC/EGAC	Supplier Aircraft Mfg./Aeroengine Mfg./Ground equipment Mfg./Aircraft Leasing	Contractor Petroleum/Aircraft Maintenance/ Ground Service/Passenger/Cargo Transport/Sky Catering	Customer Cargo Forwarders/Express Delivery/Travel Agencies/ General Public
Economy	Economic Performance	●	●	●	○	
	Market Presence	●	●			
	Anit-corruption	●	●	●	○	●
	Anit-competitive Behaviors	●	●	●	○	●
Environment	Energy	●	●			
	Emission	●	●			
	Water and Effluent Waste	●	●			
	Compliance with Environmental Protection Regulations	●	●	●	○	
Society	Industrial Relations	●				
	Occupational Safety and Health Management	●	●		○	●
	Diversity and Equal Opportunity	●	●			
	Non-discrimination	●	●			
	Forced and Compulsory Labor	●	●	●	○	●
	Human Rights Assessment	●	●	●	○	●
	Public Policy	●				
	Customer Health and Safety	●	●	●	○	●
	Marketing and Labeling	●		●	○	●
	Customer Privacy	●		●	○	●
	Compliance with Social Economic Regulations	●	●	●	○	

● Causes ● Contributes to ○ Business relationship

8-5 Risk and Opportunity Management of Material Issue

In order to lower impacts on the Company itself and the value chain produced by potential risks, and to proactively develop possible opportunities, EVA Air uses optimized management methods to avoid financial losses, operational pauses, service interruptions, and potential impacts on personnel and the Company's reputation as a result of risks. At the same time, through identifying potential advantages, we find new business opportunities to secure the sustainable value of EVA Air's future development.

Aspect	10 Material Issues	Potential Risks	Potential Opportunities	Management Method(s)
Sustainable Operation	Business Integrity and Ethics	In the course of carrying out their business duties, employees may, directly or indirectly, provide, promise, request, or receive improper benefits, or may engage in other behaviors that violate integrity, illegality, or breach of fiduciary obligations.	Reinforce the corporate culture of business integrity, and build good corporate management and risk management systems, to secure the Company's development and create a sustainable operations environment.	Disclose the Company's business integrity and ethics regulations on its internal and external website; implement employee training procedures to deepen conduct principles. Establish reporting channels and handling procedures, to prevent and avoid any unethical or dishonest behaviors.
	Sustainability Strategy and Goals	Challenges that we face within the corporate development process come from increased pressure as a result of scrutiny from outside stakeholders; a lack of sustainability policies and targets may result in difficulties recruiting outstanding external talent and losing support from current employees.	Provide a stabilizing team spirit within the organization; promote virtuous cycles, and through teamwork, bring together EVA Air's long-term brand value, thus bringing energy to operational capacity.	Through CSC operations, build sustainable management mechanisms. With our Six Major Values as the core, develop our management programs and action plans, while focusing on the relevant UN Sustainable Development Goals.
Airline Industry	Flight Safety	May cause injuries to personnel, revenue losses, impact the corporate reputation, and losses in customers. When occurrence rates rise, the Company's very existence itself may be impacted.	Secure customer loyalty through our superb flight safety record, to maintain brand value and create continuously-growing revenue.	Establish positive and deep root of safety culture, require employees to follow discipline and implement flight safety standards as the basic criteria to ensure the continual effectiveness of implementing Safety Management System (SMS).
Economic Aspect	Operational Performance	The pandemic has caused a long-term impact, the aviation industry has lost large manpower, and passengers have insufficient confidence in taking flights. In addition, Taiwan is slower than other countries in terms of lifting border controls, and the quarantine regulations for crew members are strict, creating variables in achieving recovery.	During the pandemic, the global aviation industry was reshuffled by keeping the strong and removing the weak. We strive for various limited resources, and deploying the market in advance to seize the opportunity for expected revenge travel.	Keep updated on market trends, adjust fleet flexibility, increase regional transport capacity, optimize hub benefits, secure airport resources, open up potential destinations, and enhance overall competitiveness.
	Customer Relationship	<ul style="list-style-type: none"> - Because of consumers' growing awareness, countries are continuing to establish regulations on airline industry services, which may raise the risk of settlement losses and litigation. - With the broad usage of social media, and consumer disputes gaining high amounts of exposure, the Company's reputation may be directly affected. 	<ul style="list-style-type: none"> - Handle customer complaints immediately and well, to regain passenger trust and thus increase our return customer rate. - Continue to raise service quality, to win good praise internationally, increase our global visibility and competitiveness, and thus increase customer stickiness and revenue. 	<ul style="list-style-type: none"> - Through systematic processes, carefully handle customer suggestions, clarify incident causes, and implement correction measures. - Through periodic service quality management meetings, review operational effectiveness and follow customer satisfaction rates as required to guarantee quality service.

Aspect	10 Material Issues	Potential Risks	Potential Opportunities	Management Method(s)
Environmental Aspect	Environmental Impact Management	We may be subject to domestic or international environmental regulatory fines; under the CORSIA regulations, we may need to purchase more carbon credits, which may increase operational costs.	Avoid regulatory fines; reduce operational costs as a result of purchasing carbon credits, and increase our environmental branding.	Through the Environment Promotion Sub-Committee, introduce and implement ISO 14001 and ISO 50001 to effectively manage corporate operations' impacts on the environment and continuously improve our environmental efficiency.
	Climate Change Management	Extreme climate change may increase time of operational interruption, with concomitant risks for personnel and material losses.	Identify materiality risk, prevent/reduce negative impacts on corporate operations as a result of extreme climate change to strengthen corporate resiliency.	Introduce the TCFD framework to stay on top of potential risks and opportunities from climate change; understand potential financial impacts caused by such changes, and formulate the best possible climate change risk response policies based on this understanding.
Social Aspect	Workplace Diversity and Inclusion	Workplace bullying and harassment incidents may occur, affecting the harmony of the workplace, reducing individual and team work ability and affecting performance.	The diversity of the work environment can build a more innovative and productive team, maximize employee potential and their talents, build a friendlier, more accepting workplace atmosphere, and thus achieve organizational efficiency.	Guarantee that there is no difference in treatment under the Human Resources Usage Policy; implement fairness and equality in hiring and employment conditions, pay, benefits, training, evaluations, and transfer opportunities.
	Occupational Safety and Health Management	<ul style="list-style-type: none"> - Occupational injury accidents increase, thus affecting employee productivity. - While carrying out their duties (including layover at outstations), there is a risk of contracting a communicable disease. 	Provide a safe and secure workplace; reduce the occurrence of occupational injury accidents, and create a healthy workplace, so as to improve the dedication of employees, accompany to strive to grow together.	With the spirit of ISO 45001:2018 Occupational Health and Safety Management Systems and CNS 45001:2018, we establish a certified Workplace Safety And Health System, and use the PDCA process for self-management to effectively control workplace hazards effectively and strengthen occupational disease prevention & management.
	Labor Relations and Human Rights Protection	<ul style="list-style-type: none"> - Air transport is a Labor-intensive industry; strained labor/management relations may cause challenges to corporate operations and cause control pressures. - If we are unable to reach labor agreements for a long time, this will increase tensions with the union(s) and affect employee willingness to work. 	<ul style="list-style-type: none"> - Increase employees' identification with the company and team spirit; lower the occurrence of labor/management disputes, litigation, and potential for administrative agency fines. - Avoid operational interruptions, service disruptions, and potential impacts from losses in terms of personnel or the corporate reputation. 	<ul style="list-style-type: none"> - Interact and communicate with employees through departmental meetings, labor/management communication meetings, sharing discussions, interaction meetings, and other channels, to promote harmonious labor/management relations. - Through regular meetings with all labor unions, continue to understand the needs and possible improvements of labor unions and employees; clearly advocate the stance of equal treatment to all employees.

Note: Risks related to COVID-19 are described in detail on page 6 of this report.

09

PART

APPENDIX

About This Report

Since its establishment in 1989, EVA Air has been placing importance on fulfilling its corporate social responsibility through active practices in corporate governance, environmental protection and social engagement, based on the objective of sustainable management. We insist on strict flight safety standards and quality service; as a result, we have received recognition by many domestic and international awards. EVA Air values the domestic and overseas developmental trends of corporate social responsibility to our core businesses, as well as the influence of our business operations on our stakeholders. Therefore, we have expressly stipulated our Corporate Sustainability policy, system, management guidelines and concrete implementation plan. To strengthen the mutual interaction with our stakeholders and meet their expectations in terms of EVA Air's efforts in addressing issues of flight safety, services, economics, environment and society, ever since 2014, we have been abiding by our principle of open information, transparency and integrity and published the Sustainability Report every year. This report is the 9th Sustainability Report on disclosing our results regarding sustainable management for 2021, and our outlook on the future.

Report Management

Management Division

EVA Air Corporate Sustainability Committee, which is directly subordinate to the President and comprises 9 task subcommittees, is responsible for managing this report. To ensure the report is accurate and meets the stakeholders' expectations, the content of this report was provided and jointly compiled by various departments. Afterwards, the CSC examined the report content and provided suggestions. All of the content was published after approved by all subcommittees and the President.

Internal Review and Audit

As the CSC implements materiality analyses, the specific impacts of the issues on the Company's operations were well identified. We have obtained the issues that the stakeholders are most concerned, from among which we identified the material issues. These issues served as the foundation for the disclosure of sustainable information in this report. All the statistical data revealed in this report were provided and organized by various departments. We entrusted an external professional consulting team to suggest the report's framework and disclosure direction. The basic draft was then edited step by step through discussions; the final draft was reviewed by the head of each department and then presented in this report after the President's approval.

External Review and Audit

This report has passed the validation conducted by SGS Taiwan Ltd. and accords with GRI Standards Core Option, SASB standards and high assurance standard of the AA1000 AS v3 TYPE II. The independent assurance statement is attached at the end of this report. In addition, the financial statement data disclosed in this report are the financial statements audited by KPMG, and the currency of the data is presented in TWD. The ISO 9001, ISO 14064-1, ISO 14001:2015, ISO 50001:2018, and ISO 45001 have been verified by Bureau Veritas Certification (Taiwan) Co., Ltd., and the ISO 27001 has been verified by British Standard Institution.

Boundaries and Data

The disclosure boundary of all indicators in this Report is mainly based on EVA Air. For other entities in the financial statements, only part of the indicators disclosed includes subsidiaries and business partners in the value chain, which will be specially noted in the Report. This year's organization scale, structure, ownership, supply chain, and topic boundaries have not changed significantly from the previous year, and the disclosed information has not been restated. For material topics, the topics of "marketing and labeling" and "water" were removed from the previous year.

The EVA Air operations in Taiwan are the core disclosure in this report, including specific implementation, performance data and explanations of the results of relevant planning in 2021 (from January 1, 2021 to December 31, 2021) regarding the aspects of governance, flight safety, services, economics, environment, society and supply chain management. The disclosure of financial and personnel information comprises the operation locations around the world. If other indicators are involved, they are explained separately in the report. When it comes to the impact on the subsidiaries and value chains, the report focuses on EVA Air's management approach. In the event of different measurements of data from the previous version, notes concerning the differences can be found below such paragraph, figure or table.

Publication

EVA Air publishes the Sustainability Report every year, and provides a downloadable electronic version from the EVA Air ESG website. The previous version was released in June 2021, and the next version will be released in June 2023.



EVA Air ESG website

Contact Information

If you have any feedback, advice or suggestions regarding this report or the sustainable development of EVA Air, please feel free to contact Corporate Safety, Security & Sustainability Division of EVA Airways Corporation.

TEL +886-3-351-6863 csr@evaair.com Stock Symbol 2618
FAX +886-3-351-0003 www.evacsr.com
No. 376, Section 1, Hsin-Nan Road, Luchu District, Taoyuan City, Taiwan



Social Data

Percentage of Open Positions Filled by Internal Candidates

		2018	2019	2020	2021
Available internal open positions (A)		42	28	56	50
Number of open positions filled by internal candidates (B)		42	22	56	50
Percentage of open positions filled by internal candidates (B/A)		100%	78.6%	100%	100%
Gender	Male	21	9	23	21
	Female	21	13	33	29
Age	<30 years old	29	16	32	27
	30 - 50 years old	13	5	24	22
	> 50 years old	0	1	0	1
Position	Top management	0	0	0	0
	Senior management	0	0	0	0
	Junior management	1	0	0	1
	Non-management	41	22	56	49

Average Recruitment Cost

Unit: TWD

	2018	2019	2020	2021
Ground staff	1,001	988	717	0
Flight crew (local residents)	0	1,623	1,812	1,535
Flight crew (overseas residents)	27,365	23,837	47,500	53,800
Cabin crew	0	4,620	1,199	0
Total	2,712	4,090	12,335	16,700

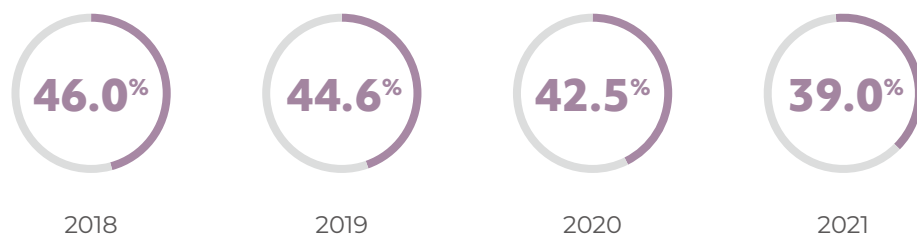
Note 1: The formula for calculating the average recruitment cost of each new employee = the recruitment cost in the current year / the number of new employees in the current year.

Note 2: Recruitment cost for ground staff is only calculated based on the Taiwan area. In 2021, due to the COVID-19 pandemic, the new employees were massagist, and they were hired before. They do not need medical examination, therefore there is no recruitment cost for ground staff

Note 3: Recruitment for flight crew (local residents) did not require transportation and medical examination costs. However, as of 2019, the Civil Aviation Medical Center began charging for medical examination reports and VTS survey fees, which generated recruitment costs. The recruitment cost for flight crew (overseas residents) includes air tickets and accommodation for interviews in Taiwan and medical examination. Due to the increase in air ticket fares and the quarantine requirement for immigration during the COVID-19 pandemic, the recruitment cost was higher.

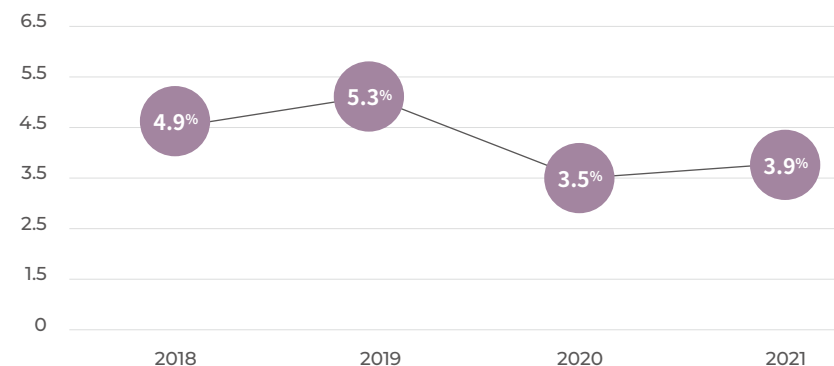
Note 4: In 2021, there was no recruitment for cabin crew, therefore there was no recruitment cost.

Proportion of Joining a Trade Union



Note: The number of people joining the trade union is based on estimation.

Voluntary Employee Turnover Rate



Overall Customer Satisfaction with Passenger Services

	2017	2018	2019	2020
Target Value	4.32	4.34	4.35	4.36
Actual Value	4.39	4.42	4.41	4.44

Climate Risks and Opportunities

Item		Legal and Regulation Type		Transition Type		
		International carbon emissions trading & reduction mechanisms	Taiwan GHG reduction and management policies	Energy cost	Changes in customer preferences	
Description of Risks		The European Union has implemented EU ETS Since 2012; ICAO has implemented the CORSIA since 2019; the United Kingdom has implemented UK ETS since 2021 after Brexit. These regulations may result in carbon trading costs and operational management costs.	The nation's long -term GHG reduction target is to reduce the 2050 emissions by more than 50% of the 2005 emissions. The emissions exceeding the allowance will be charged penalty	The aviation industry needs to operate with a large amount of fossil fuels. The market prices are greatly affected by international political and economic condition, in the face of rising raw material costs, the relative expenditure costs increase.	As customers' environmental awareness rises, they may choose airlines with better fuel efficiency.	
Negative Impact		- Increase operation costs - Reduce asset value - Dispose assets early	- Increase operation costs - Reduce asset value - Dispose assets early	- Increase operation costs	- Reduce revenue	
Impact Subjects		Company' s operation	Company' s operation	Company' s operation	- Upstream and downstream value chain - Company' s operation	
Impact Strength		Medium-high	Medium	High	Medium	
Response Measures and Opportunities		Highest Level of Management and Duties	President ensures no damage or loss to the Company operations	President ensures normal company operations	President maximizes rewards for investors	
		Strategic Plan	Strictly obey management mechanism requirements	Comply with legal requirements; plan to use the newest energy-saving aircraft to provide air transportation service	Stay informed on international energy trends, maintain a stable energy supply, and adjust operations according to energy supply to reduce costs	Continue to introduce a modern fleet to promote a high-efficiency air transportation network
		Risk Management Action	Have related departments to be in charge of this item	Monitor and control carbon emissions	Establish a dedicated fuel procurement department to stay informed on global energy trends and execute risk prevention measures	Continue to improve fuel conservation measures, and regularly monitor the performance and results.
		Goal	100% compliance with international regulations to ensure the Company's competitiveness	Control and reduce emissions according to the Act	Maintain normal operations in times of an unstable energy market	From 2018 to 2023, continue to introduce Boeing 787

Note: EU ETS stands for European Union Emission Trading System; UK ETS stands for United Kingdom Emission Trading System; CORSIA stands for Carbon Offsetting and Reduction Scheme for International Aviation.

Item		Transition Type	Physical Type		
		Epidemic Diseases	Typhoons and Torrential Rain	Ice and Snow Damage	Extreme Heat and Drought
Description of Risks		Epidemic diseases such as COVID-19 may transmit widely through the movement of global travelers. The epidemic prevention measures and infection levels of various countries will have an impact on air transportation and tourism.	Unpredictable strong gusts or intermittent torrential rains, which impact flight safety and operations.	The damage closes down airports and deters aircraft from landing, which results in flights transferred to alternative airports, affecting aircraft dispatch and the overall company operations.	Extreme heat will require extra fuel to maintain a comfortable temperature in the passenger cabin. Drought may also impact service quality with in-flight water rationing due to aircraft water shortage.
Negative Impact		- Reduce revenue	- Reduce revenue - Increase operation costs - Increase asset costs	- Reduce revenue - Increase operation costs - Increase asset costs	- Reduce revenue - Increase operation costs
Impact Subjects		- Upstream and downstream value chain - Operation	- Upstream and downstream value chain - Operation	- Upstream and downstream value chain - Operation	- Upstream and downstream value chain - Operation
Impact Strength		Medium-high	Medium	Medium	Medium
Response Measures and Opportunities	Highest Level of Management and Duties	President ensures the Company’s operation are not affected	President ensures no damage or loss to the Company operations	President ensures no damage or loss to the Company operations	President ensures the operation’s service quality meets client needs
	Strategic Plan	An epidemic disease may break out without warning at any time in any region. An airline’s first line of defense is to correctly obtain possibilities beforehand, so that disease prevention and sterilization after the outbreak can be arranged in advance.	Correctly obtain global climate information and accurately analyze various risk values	Collect the special cases faced by other airlines and draft the Company’s response measures	Find optimal service methods with limited resources to make the best use of the resources
	Risk Management Action	Maintain close contact with every station to obtain local updates; accurately obtain information on epidemic diseases and plan preventive measures.	Plan corresponding measures for various types of natural disaster risks	Closely follow regions affected by cold air mass, and dispatch flights early to improve usage rate	Monitor and adjust the use of water resources
	Goal	Reduce operational loss due to epidemic disease outbreaks	To maximize the Company’s profit under the principle of safety first	To minimize the Company’s loss under the principle of safety first	Effectively use water resources and achieve optimal fuel efficiency without affecting comfort.

GRI Content Index

General Disclosures

Disclosure refers to GRI version 2016 (GRI 403 refer to version 2018, GRI 306 refers to version 2020)

GRI Standard	Disclosure	Description	Page	Disclosure	Description	Page
GRI 102 General Disclosures	102-1	Name of the organization	8	102-2	Activities, brands, products, and services	8
	102-3	Location of headquarters	132	102-4	Location of operations	132
	102-5	Ownership and legal form	131	102-6	Markets served	8
	102-7	Scale of the organization	8	102-8	Information on employees and other workers	55
	102-9	Supply chain	12	102-10	Significant changes to the organization and its supply chain	132
	102-11	Precautionary principle or approach	84	102-12	External initiatives	10
	102-13	Membership of associations	10	102-14	Statement from senior decision-maker	4
	102-16	Values, principles, standards, and norms of behavior	104	102-18	Governance structure	102
	102-40	List of stakeholder groups	119	102-41	Collective bargaining agreements	67
	102-42	Identifying and selecting stakeholders	119	102-43	Approach to stakeholder engagement	106.119
	102-44	Key topics and concerns raised	119	102-45	Entities included in the consolidated financial statements	131
	102-46	Defining report content and topic Boundaries	127	102-47	List of material topics	118
	102-48	Restatements of information	131	102-49	Changes in reporting	132
	102-50	Reporting period	132	102-51	Date of most recent report	132
	102-52	Reporting cycle	132	102-53	Contact point for questions regarding the report	132
	102-54	Claims of reporting in accordance with the GRI Standards	131	102-55	GRI content index	137
	102-56	External assurance	142			

Material Topics-Economic

Disclosure refers to GRI version 2016 (GRI 403 refer to version 2018, GRI 306 refers to version 2020)

GRI Standard	Disclosure	Description	Page	Disclosure	Description	Page
GRI 201 Economic Performance	201-1	Direct economic value generated and distributed	115	201-3	Defined benefit plan obligations and other retirement plans	60
GRI 202 Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	59	202-2	Proportion of senior management hired from the local community	58
GRI 205 Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	15-105	205-3	Confirmed incidents of corruption and actions taken	106
GRI 206 Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No such instances have ever occurred.			

Material Topics-Environmental

Disclosure refers to GRI version 2016 (GRI 403 refer to version 2018, GRI 306 refers to version 2020)

GRI Standard	Disclosure	Description	Page	Disclosure	Description	Page
GRI 302 Energy	302-1	Energy consumption within the organization	85	302-3	Energy intensity	85
	302-4	Reduction of energy consumption	86	302-5	Reductions in energy requirements of products and services	79
GRI 305 Emissions	305-1	Direct (Scope 1) GHG emissions	83	305-2	Energy indirect (Scope 2) GHG emissions	83
	305-3	Other indirect (Scope 3) GHG emissions	83	305-4	GHG emissions intensity	80
	305-5	Reduction of GHG emissions	79	305-6	Emissions of ozone-depleting substances (ODS)	89
	305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	89			
GRI 306 Waste	306-1	Waste generation and significant waste-related impacts	88	306-2	Management of significant waste-related impacts	88
	306-3	Waste generated	88	306-4	Waste diverted from disposal	88
	306-5	Waste directed to disposal	88			
GRI 307 Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	No such instances have ever occurred.			

Material Topics-Social

Disclosure refers to GRI version 2016 (GRI 403 refer to version 2018, GRI 306 refers to version 2020)

GRI Standard	Disclosure	Description	Page			
GRI 402 Labor/Management Relations	402-1	Minimum notice periods regarding operational changes	Handled in accordance with the stipulation of Article 16 of the Labor Standards Act.			
GRI Standard	Disclosure	Description	Page	Disclosure	Description	Page
GRI 403 Occupational Health and Safety	403-1	Occupational health and safety management system	72	403-2	Hazard identification, risk assessment, and incident investigation	73
	403-3	Occupational health services	73	403-4	Worker participation, consultation, and communication on occupational health and safety	72
	403-5	Worker training on occupational health and safety	74	403-6	Promotion of worker health	76
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	74	403-8	Workers covered by an occupational health and safety management system	73
	403-9	Work-related injuries	75	403-10	Work-related ill health	75
GRI 404 Training and Education	404-1	Average hours of training per year per employee	62	404-2	Programs for upgrading employee skills and transition assistance programs	64
	404-3	Percentage of employees receiving regular performance and career development reviews	62			
GRI 405 Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	55	405-2	Ratio of basic salary and remuneration of women to men	59
GRI 406 Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	71			
GRI 409 Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	70			
GRI 412 Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	69	412-2	Employee training on human rights policies or procedures	72
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	69			

Material Topics-Social

Disclosure refers to GRI version 2016 (GRI 403 refer to version 2018, GRI 306 refers to version 2020)

GRI Standard	Disclosure	Description	Page	Disclosure	Description	Page
GRI 413 Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	91	413-2	Operations with significant actual and potential negative impacts on local communities	92
GRI 416 Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	28\39	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	39
GRI 418 Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	113			
GRI 419 Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	106			

SASB Index

Topic	Code	Accounting Metric	Data/ Page No.
Greenhouse Gas Emissions	TR-AL-110a.1	Gross Global Scope 1 emissions	P.83
	TR-AL-110a.2	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	P.78 - 81
	TR-AL-110a.3	1. Total fuel consumed 2. Percentage alternative 3. Percentage sustainable	1. 54,654,108,578 MJ 2. 0% 3. 0%
Labor Practices	TR-AL-310a.1	Percentage of active workforce covered under collective bargaining agreements	P.67
	TR-AL-310a.2	Number of work stoppages and total days idle	0 day
Competitive Behavior	TR-AL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	P.39
Accident & Safety Management	TR-AL-540a.1	Description of implementation and outcomes of a Safety Management System	P.28
	TR-AL-540a.2	Number of aviation accidents	P.29
	TR-AL-540a.3	Number of governmental enforcement actions of aviation safety regulations	0

Code	Activity Metrics	Data
TR-AL-000.A	Available seat kilometers (ASK) (Note 1)	8,205,187,792
TR-AL-000.B	Passenger load factor (Note 2)	20.01%
TR-AL-000.C	Revenue passenger kilometers (RPK) (Note 3)	1,642,246,619
TR-AL-000.D	Revenue ton kilometers (RTK) (Note 4)	4,932,945,344
TR-AL-000.E	Number of departures	33,085
TR-AL-000.F	Average age of fleet	6.99 years

Note 1: ASK=the number of available seats * the distance travelled in kilometers
 Note 2: Passenger load factor=RPK / ASK
 Note 3: RPK=the number of revenue passengers carried * the distance travelled in kilometers
 Note 4: RTK=RPK * 0.09 + FTK

Third Party Assurance Statement



ASSURANCE STATEMENT

SGS TAIWAN LTD.'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE EVA AIRWAYS CORPORATION'S SUSTAINABILITY REPORT FOR 2021

NATURE AND SCOPE OF THE ASSURANCE/VERIFICATION

SGS Taiwan Ltd. (hereinafter referred to as SGS) was commissioned by EVA AIRWAYS CORPORATION (hereinafter referred to as EVA Air) to conduct an independent assurance of the Sustainability Report for 2021 (hereinafter referred to as the Report). The scope of the assurance, based on the SGS Sustainability Report Assurance methodology, included the sampled text, and data in accompanying tables, contained in the report presented during verification 2022/03/11–2022/04/15. SGS reserves the right to update the assurance statement from time to time depending on the level of report content discrepancy of the published version from the agreed standards requirements.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all EVA Air's Stakeholders.

RESPONSIBILITIES

The information in the Report and its presentation are the responsibility of the directors or governing body (as applicable) and the management of EVA Air. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of verification with the intention to inform all EVA Air's stakeholders.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

The SGS ESG & Sustainability Report Assurance protocols used to conduct assurance are based upon internationally recognized assurance guidance, including the Principles contained within the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) 101: Foundation 2016 for report quality, and the guidance on levels of assurance contained within the AA1000 series of standards and guidance for Assurance Providers.

The assurance of this report has been conducted according to the following Assurance Standards:

Assurance Standard Options and Level of Assurance

A	SGS ESG & SRA Assurance Protocols (based on GRI Principles and guidance in AA1000)
B	AA1000ASy3 Type 2 High Level (AA1000AP Evaluation plus evaluation of Specified Performance Information)

SCOPE OF ASSURANCE AND REPORTING CRITERIA

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information as detailed below and evaluation of adherence to the following reporting criteria:

Reporting Criteria Options

1. GRI Standards (Core)
2. AA1000 Accountability Principles (2018)
3. SASB

- evaluation of content veracity of the sustainability performance information based on the materiality determination at a high level of scrutiny for EVA Air and moderate level of scrutiny for subsidiaries, joint ventures, and applicable aspect boundaries outside of the organization covered by this report;
- AA1000 Assurance Standard v3 Type 2 evaluation of the report content and supporting management systems against the AA1000 Accountability Principles (2018);
- evaluation of the report against the requirements of Global Reporting Initiative Sustainability Reporting Standards (100, 200, 300 and 400 series) claimed in the GRI content index as material and in accordance with; and
- evaluate of the report against the SASB Disclosures and Metrics included in the AIRLINES Sustainability Accounting Standard (VERSION 2018-10) and conducted alongside an evaluation of accuracy assurance at moderate level of scrutiny.

ASSURANCE METHODOLOGY

The assurance comprised a combination of pre-assurance research, interviews with relevant employees, superintendents, Sustainability committee members and the senior management in Taiwan, documentation and record review and validation with external bodies and/or stakeholders where relevant.

LIMITATIONS AND MITIGATION

Financial data drawn directly from independently audited financial accounts and Task Force on Climate-related Financial Disclosures (TCFD) has not been checked back to source as part of this assurance process.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification, quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from EVA Air, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with ISO 26000, ISO 20121, ISO 50001, SA6000, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the SRA Assurance service provisions.

VERIFICATION/ ASSURANCE OPINION

On the basis of the methodology described and the verification work performed, we are satisfied that the specified performance information included in the scope of assurance is accurate, reliable, has been fairly stated and has been prepared, in all material respects, in accordance with the reporting criteria.

We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting.

AA1000 ACCOUNTABILITY PRINCIPLES (2018) CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

Inclusivity

EVA Air has demonstrated a good commitment to stakeholder inclusivity and stakeholder engagement. A variety of engagement efforts such as survey and communication to employees, customers, investors, suppliers, and other stakeholders are implemented to underpin the organization's understanding of stakeholder concerns. For future reporting, more opinion collected from customers and relevant communication are expected.

Materiality

EVA Air has established effective processes for determining issues that are material to the business. Formal review has identified stakeholders and those issues that are material to each group and the report addresses these at an appropriate level to reflect their importance and priority to these stakeholders.

Responsiveness

The report includes coverage given to stakeholder engagement and channels for stakeholder feedback.

Impact

EVA Air has demonstrated a process on identify and fairly represented impacts that encompass a range of environmental, social and governance topics from wide range of sources, such as activities, policies, programs, decisions and products and services, as well as any related performance. Measurement and evaluation of its impacts related to material topic were in place at target setting with combination of qualitative and quantitative measurements.

GLOBAL REPORTING INITIATIVE REPORTING STANDARDS CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

The report is adequately in line with the GRI Standards in accordance with Core Option. The material topics and their boundaries within and outside of the organization are properly defined in accordance with GRI's Reporting Principles for Defining Report Content. Disclosures of identified material topics and boundaries, and stakeholder engagement, GRI 102-40 to GRI 102-47, are correctly located in content index and report. For future reporting, it is recommended to have more descriptions of the updated material topics, which usually more focus on impact analysis. As more and more standards or frameworks have adopted with the report, detailed requirement shall be noticed before decision of how information to present. Additionally, if applicable, analysis of significant performance change is expected.

SASB CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

EVA Air has referenced with SASB's Standard, AIRLINES, VERSION 2018-10 to disclose information of material topics that are vital for enterprise value creation. The reporting boundaries of the disclosed information correspond to the financial data reported in EVA Air's audited individual financial statements. EVA Air used SASB accounting and activity metrics to assess and manage the topic-related risks and opportunities, where relevant quantitative information was assessed for its accuracy and completeness to support the comparability of the data reported. Process to identify, assess, and manage topic-related risks and opportunities were integrated into EVA Air's overall management process. For future reporting, more analysis of performance against the targets will be expected, as strategies and reduction targets of Greenhouse Gas Emission have been set clearly.

Signed:

For and on behalf of SGS Taiwan Ltd.

David Huang
Senior Director
Taipei, Taiwan
25 May, 2022
www.sgs.com



TW/PP500E Issue 2201

TW/PP500E Issue 2201

TW/PP500E Issue 2201

FLY MORE SUSTAINABLY WITH EVA AIRWAYS

EVA AIR