STARLUX

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2025 ANNUAL REPORT

STARLUX Airlines Co., Ltd.
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Company Website
www.starlux-airlines.com

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Notice to Readers

This English version annual report is a summary translation of the Chinese version and is not an official document of the shareholders' meeting. If there is any discrepancy between the English and Chinese versions, the Chinese version shall prevail.

Spokesman & Deputy Spokesman of the Company：

Spokesman: Liang, Wen-Long
Title: Chief Communications Officer,
Corporate Communications Div.
Tel: 886-2-2791-1000
Email: crd@starlux-airlines.com

Deputy Spokesman: Liu, Li-Wen
Title: Vice President,
Corporate Communications Div.
Tel: 886-2-2791-1000
Email: crd@starlux-airlines.com

Address and telephone numbers of the Company's Headquarters, Subsidiary and Plant：

Organization Unit	Address	Tel
Headquarters	11F, No. 525, Sec. 4, Zhongxiao E. Rd., Xinyi Dist., Taipei City	886-2-2791-1000
Taipei Branch	1F, No. 168, Section 3, Nanjing East Road, Zhongshan District, Taipei City, Taiwan	886-2-2791-1199
Bonded Building	No. 8-8, Hangqin North Road, Dayuan District, Taoyuan City (Airport Restricted Area)	886-3-260-1822#7209
Maintenance Hangar	No. 8-6, Hangqin North Road, Dayuan District, Taoyuan City (Airport Restricted Area)	886-3-260-1877#5013
Equipment Maintenance Workshop	No. 28, Hangqin South Road, Dayuan District, Taoyuan City (Airport Restricted Area)	886-3-260-1866#2010
Macau Branch	Flat A, 10/F, Ave. Xian Xing Hai, No.105, Golden Dragon Centre, Macau	853-2881-8889
North America Company	2101 E El Segundo Blvd., STE. 401, El Segundo, CA 90245	1-833-971-0012
Japan Branch	Kudankaikan Terras Classic Office 4th floor, B-area, 1-6-5, Kudanminami, Chiyoda-ku, Tokyo 102-0074, Japan	81-3-6373-0787
Singapore Branch	230 Victoria Street, #11-02, Bugis Junction Towers, Singapore 188024	65-6355-1858
Philippine Branch	Room 1-07-011, Arrival Level, Terminal 2, Airport Rd., Lapu-Lapu City, 6016, Philippines	63-32-494-7630
Thailand Branch	Unit 702, 11/1 South Sathorn Road, Yannawa, Sathorn, Bangkok 10120	66-2-005-0990
Malaysia Branch	1-26-06, Menara Bangkok Bank, Laman Sentral Berjaya, Jalan Ampang, 50450 Kuala Lumpur Wilayah Persekutuan.	603-48105420
Vietnam Branch	Room No. 3.4.38 – The third floor, International Terminal, Tan Son Nhat International Airport, Tan Son Hoa Ward, Ho Chi Minh City	84-28-3535-0000
Hong Kong Branch	Suite 801, One Citygate, 20 Tat Tung Road, Tung Chung, NT, Hong Kong	852- 36112371
Czech Republic Branch	Václavské náměstí 832/19, Nové Město, 110 00 Praha 1	420-225-636-125

Name, Address, Website and Telephone Number of Stock Agent Institution:

Name: Yuanta Securities Co., Ltd. (Registrar & Transfer Agency Department)
Address: B1F., No. 67, Sec. 2, Dunhua S. Rd., Da'an Dist., Taipei City, Taiwan (R.O.C.)
Website: https://www.yuanta.com.tw
Tel: 886-2-2586-5859

Name, Address, Website and Telephone Number of CPAs in the Most Recent Year:

Name: Yu, Chien-Ju & Huang, Tzu-Ping
Accounting firm: Ernst & Young Taiwan
Address: 9F, No. 333, Sec. 1, Keelung Road. Taipei City, Taiwan (R.O.C.)
Website: https://www.ey.com/zh_tw
Tel: 886-2-2757-8888

Overseas Securities Exchange: N/A

Company Website: http://www.starlux-airlines.com

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I. Letter to Shareholders

In 2025, global aviation demand gradually recovered. However, beginning in the second quarter, the market was affected by adverse factors such as uncertainties surrounding reciprocal tariffs, earthquake rumors in Japan, and the tightening of U.S. visa policies, which negatively impacted profitability. In response to challenges in the external environment, STARLUX Airlines continues to advance its long-term strategic initiatives, covering areas such as network expansion, fleet introduction, enhancement of passenger experience, and sustainability practices. These operational objectives are integrated into daily operations and management to strengthen operational fundamentals and growth momentum.

With the delivery of new aircraft, the Company introduced two A350-900 and one A330-900neo during the year, bringing the total fleet size to 29 aircraft. Annual passenger volume reached 4.9 million, while cargo volume totaled 87,000 tonnes. To support medium- to long-term development and market demand, the Company also signed an agreement in June of the same year with Airbus for the purchase of an additional ten A350-1000 passenger aircraft. This further strengthens the wide-body fleet composition and lays the foundation for expanding intercontinental long-haul routes.

In terms of cargo operations, the Company has acquired all four IATA CEIV qualifications – CEIV Lithium Batteries, CEIV Pharma, CEIV Fresh, and CEIV Live Animals – and become the first Taiwanese airline to achieve these four IATA CEIV qualifications. This milestone not only demonstrates that the Company’s operational quality, process management, and risk control in the high-value cargo transportation sector are world-class, but also significantly enhances the added value of the cargo business and market trust.

In terms of digitalization and service enhancement, the Company continues to improve passenger experience and operational efficiency. With the official launch of the cloud-based call center system at the Taiwan Customer Service Center, service stability and real-time response capabilities have been strengthened. At the same time, the Company introduced the new digital reading platform JX Reader and completed the digitalization of its in-flight magazine Kiânn, fully embracing a new era of paperless reading. This initiative not only optimizes the reading experience for passengers but also balances environmental sustainability with operational efficiency.

As a result of the above-mentioned efforts, the Company's operational performance and service quality improvement continue to be recognized by international professional organizations. The Company has won SKYTRAX "5-Star Airline" certification and the "World's Most Improved Airline Award", and has been consistently awarded the APEX Five-Star Airline honor, while also acquiring the "7-Star PLUS" highest safety rating from Airline Ratings. These awards not only recognize the professionalism and dedication of all employees, but also highlight the Company’s outstanding achievements in service quality, safety management, and sustainable governance.

In addition, sustainable development and employee care are also essential foundations of the Company’s operations. The Company is committed to creating a safe, healthy, and friendly workplace environment. During the year, it completed the establishment and certification of the ISO 14001 Environmental Management System and the HACCP Food Safety Management System, and also implemented the ISO 50001 Energy Management System, demonstrating its professional capability and long-term commitment to improving energy efficiency and managing carbon emissions. Its outstanding performance has also received widespread recognition, earning it the TCSA Gold Award for Sustainability Report and the ESG Transportation Sustainability Gold Award, demonstrating concrete achievements in advancing operation management and sustainable governance.

Looking ahead, as the impacts of global trade and tariffs gradually stabilize, the outlook for the aviation industry remains positive. STARLUX Airlines will seize the opportunity presented by the market recovery by continuing to expand its route network, enhance its products and services, and further embed a culture of safety management and sustainable development, thereby laying a solid foundation for the Company’s long-term and steady growth.

1. Operating Performance in 2025

(1) Business Plan Implementation Outcome in 2025

The operating revenue was NT$44.05 billion, showing an increase of NT$8.56 billion, or 23.9%, compared to the previous year.

A. Operating revenue from passenger transportation:

The operating revenue from passenger transportation was NT$35.45 billion, accounting for 80.5% of the total operating revenue, representing a YoY increase of 15.4%. Driven by the introduction of new aircraft and continued network expansion, the Company's passenger capacity grew by 20.52% year-on-year.

B. Operating revenue from cargo transportation:

The revenue from the freight transportation business was NT$4.95 billion, accounting for 11.2% of the total operating revenue, representing a YoY increase of 57.1%, primarily as a result of the introduction of 3 wide-body passenger aircraft to expand the belly capacity in 2025.

C. Other operating revenues:

Other operating revenue was NT$3.65 billion, accounting for 8.3% of the total operating revenue, representing a YoY increase of 118.9%.

D. Aircraft fleet scale:

According to the Company's aircraft fleet planning, one A330-900neo and two A350-900 wide-body passenger aircraft were introduced successively in 2025. Until the end of 2025, the Company has owned a total of thirteen A321neo narrow-body passenger aircraft, six A330-900neo wide-body passenger aircraft and ten A350-900 wide-body passenger aircraft.

(2) Budget Implementation Status

The budgeted operating revenue for 2025 was NT$45.96 billion, and the actual operating revenue was NT$44.05 billion, with an achievement rate of 95.86%. The budgeted net profit after tax was NT$1.33 billion, and the actual net profit after tax was NT$272.61 million.

(3) Financial Revenue/Expenditure and Profitability Analysis

A. Financial revenue and expenditure:

The operating revenue in 2025 was NT$44.05 billion, representing a YoY increase of 23.9%. The operating expenditure amounted to NT$42.42 billion, representing a YoY increase of 27.85%.

B. Profitability:

- Return on assets: 1.06%
- Return on equity: 0.89%
- After-tax profit margin: 0.62%
- Earnings per share: NT$0.09

(4) Research and Development Status

A. The Company continues to optimize the ticketing and sales functions of its official website and strengthen international cooperation. Through its codeshare partnership with Etihad Airways, its network has been extended to the Middle East and inland Europe. At the same time, the Company has strengthened its cooperation with Alaska Airlines to expand coverage to 20 major destinations within the United States. In addition, we have added a new Interline sales partnership with American Airlines, allowing passengers to complete cross-airline ticket purchases on our official website, extending to the U.S. West Coast and major cities across the country.

B. The Company continued to enhance its digital membership services by optimizing the award ticket redemption system and completing technical integrations with partner airlines. In addition to STARLUX Airlines' existing online award ticket redemption service, an online redemption option for Alaska Airlines flights has also been introduced. Members can check seat availability in real time and issue tickets on their own, effectively reducing customer service inquiry costs while enhancing the digital travel experience and increasing the value of mileage redemption.

C. The company implements member rights protection and strengthens information security by introducing OTP (One-Time Password) verification to the COSMILE member area, providing reliable security for member accounts.

D. In collaboration with Fubon Insurance, a "one-stop insurance purchase system" has been established. Through cross-platform data integration technology, travelers can quickly purchase insurance via the "Manage My Trip" section on the official website without the need for repeated data entry, creating a simpler and smoother user experience.

E. The Company independently developed the online reading platform "JX Reader," enabling passengers to download more than 7,000 popular publications worldwide to their personal mobile devices prior to departure, comprehensively promoting a paperless reading experience.

F. The cargo website was upgraded to Version 2.0, optimizing the user interface to make information browsing and inquiries more intuitive and convenient. In 2025, the Company also initiated the development of the cargo mobile application "JX Cargo." In addition to providing basic functions such as shipment status updates and cargo customs clearance status inquiries, the app also offers value-added services for members, including quick booking, goods abnormality notice, and e-AWB data transmission reminders.

G. In 2025, the member system management backend was upgraded, encompassing both individual and corporate membership management mechanisms, laying the groundwork for future alliance member cooperation projects.

H. To facilitate Internet development and digital marketing, the Company has partnered with online airfare search engines Skyscanner and Google Flight Search to establish a connection that provides real-time information on the Company's available seats and fares to these search platforms. Passengers searching through these platforms will receive information consistent with that on the official website, enhancing fare credibility and boosting sales on the official website.

2. Summary of the 2026 Business Plan and Future Development Strategies

(1) Business Strategy

A. Expand the Company's own network and launch European routes

The Company continues to expand the scale of its own network. Based on market demand and fleet capacity allocation, it will gradually launch new regional and long-haul routes and increase frequencies on existing routes, strengthening the breadth and depth of its network. In addition to continuing to expand the North American and Asian markets, the Company has also formally initiated the development of European routes, planning to launch destinations such as Prague, Czech Republic, in order to further optimize the network structure and enhance overall network completeness, operational flexibility, and market competitiveness.

B. Deepen the connecting market and enhance hub effectiveness

In line with the optimization of the network structure and the development of long-haul routes, the Company is actively developing the connecting market and strengthening Taiwan's role as a regional transit hub. Following the launch of the Phoenix route in January this year, the number of North American destinations has reached five. Benefiting from investments in the semiconductor industry and supply chain expansion, North American routes have strong potential for a stable business passenger base, which helps optimize the revenue structure of long-haul routes and further enhance connectivity between major markets in North America and Asia. Going forward, the Company will continue to improve flight connection efficiency and transfer service quality, expand the scale of the connecting market, and strengthen network synergy and competitive advantages.

C. Deepen airline partnerships to expand passenger base

The Company has established in-depth cooperation with several international airlines. This includes partnership with Alaska Airlines, which plays a key role in the North American market, expanding North American network coverage through codeshare, interline operations, and frequent flyer programs; the Company has established codeshare and interline operation partnership with Etihad Airways, serving as an important arrangement to extend into the European market before the Company launches its own European routes; moreover, it is cooperating with American Airlines to continuously strengthen the North American network and optimize transfer connectivity. Looking ahead, the Company will continue to assess strategic partners and expand the depth and breadth of interline cooperation to support continuous network expansion and growth in cross-regional travel demand.

(2) Operational Planning and Development

A. Fleet planning

The Company continues to advance fleet modernization. In January this year, it welcomed Taiwan's first A350-1000 wide-body passenger aircraft. By the end of the year, the fleet is expected to reach a total of forty-three aircraft, comprising sixteen A321neo, eleven A330-900neo, ten A350-900, and six A350-1000. In addition, the Company is actively expanding into the cargo market and plans to gradually introduce dedicated freighters starting in 2028, becoming the launch carrier in Taiwan to introduce the A350F model. As both passenger and cargo fleets continue to expand and align with the route network development strategy, the future passenger and cargo networks will become more comprehensive, helping enhance overall operational scale and competitiveness.

B. Route network planning

As of the end of March 2026, the Company operated a total of 39 scheduled routes, including 30 departing from Taoyuan and 9 departing from Taichung, with its network coverage spanning both the northern and central Taiwan markets. This year, the Company will continue to actively expand potential destinations in Asia, North America, and Europe. It plans to launch its first European route, Taipei–Prague, in August. In the second half of the year, the Company will also invest in capacity development at Kaohsiung International Airport, establishing it as the Company's third base airport in Taiwan to expand into the southern market and further strengthen its network coverage throughout Taiwan, marking two key milestones and further enhancing overall competitiveness and growth momentum.

C. Customer experience

The Company is committed to enhancing the dual-track service experience for both passenger and freight transportation. For passenger services, we have established a global customer service center and promoted AI-powered chatbots, while diversifying COSMILE mileage usage and redemption options to comprehensively improve passenger convenience. For cargo services, we continuously upgrade our official website and mobile app platforms to improve order processing efficiency and operational intuitiveness. Through the continuous refinement and iterative enhancement of service mechanisms and digital systems, the Company aims to maximize customer satisfaction and operational efficiency, thereby solidifying its brand equity and market competitiveness.

3. Corporate Sustainability

STARLUX Airlines adheres to its promise of sustainable governance and proactively responds to FSC policies under the "Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies" and the "Corporate Governance 3.0 - Sustainable Development Roadmap." The first version of the 2024 Sustainable Development Report was published, and the "Sustainability Committee" was established to regularly supervise and review the sustainability strategy and implementation effectiveness, and to strengthen the depth of sustainable development governance. Through the sustainability blueprint of its subordinate "Operational Sustainability Promotion Committee," senior management regularly oversees and reviews sustainability strategies and implementation outcomes, continuously deepening the Company's sustainability governance framework to demonstrate its long-term commitment to advancing corporate sustainability.

Through a robust governance framework and ongoing stakeholder engagement, STARLUX Airlines has identified eight key sustainability issues: "climate change mitigation and adaptation," "brand strategy and development," "customer satisfaction and innovative services," "occupational safety and health," "ethical management," "information security and customer privacy," "operational performance and strategy," and "flight safety." Based on these issues, the Company has established measurable short-, medium-, and long-term objectives to systematically advance its overall performance in environmental protection, social responsibility, and corporate governance.

In terms of social responsibility, STARLUX Airlines continues to strengthen human rights protection. The employee signing rate for the STARLUX Airlines Human Rights Declaration reached 100%. Throughout the year, 4,216 employees participated in human rights education and training, totaling 1,580.5 hours, and 9 industry-academia collaboration activities were conducted to deepen talent cultivation and social connection. Through the Pink Ribbon Breast Cancer Awareness campaign, our promotional videos garnered nearly 1 million cumulative views and attracted approximately 2,000 participants to related events, successfully amplifying the impact of our health advocacy. In addition, STARLUX Airlines has also contributed to charitable actions by working with Make-A-Wish Taiwan to plan a wish-granting special flight and contributed over 60 tickets to help children with severe illnesses realize their wishes, fulfilling its corporate social responsibility. Looking ahead, STARLUX Airlines will continue to place sustainable governance at the core of its strategy, balancing operational growth with social value to build an aviation brand with international competitiveness and sustainable resilience.

4. Impacts of External Competitive Environment, Regulatory Environment and Overall Business Environment

According to the analysis by the International Air Transport Association (IATA), while the global aviation market continues to grow and demonstrate resilience, the industry also faces multiple risks related to geopolitics, economic conditions, and regulatory developments amid the ongoing recovery in demand. International organizations generally expect global economic growth momentum to slow, and that financial market volatility and changes in oil prices and exchange rates will directly affect airline financial performance. At the same time, supply chain bottlenecks and aircraft delivery delays in the aviation industry persist, continuing to constrain the pace of network expansion and slow the improvement of global fleet fuel efficiency.

In addition, as airline operations become increasingly reliant on digitalized systems, cybersecurity and AI–related risks are also increasing, posing new challenges to operational stability and information security management. On the other hand, the weakening of the global multilateral system and the inconsistency of trade, tax, and carbon emission regulations may also push up cross-border operating costs and intensify market competition pressure.

In response to the opportunities and challenges outlined above, the Company will continue to closely monitor changes in the external environment. Through flexible network planning, prudent fleet planning, and effective cost management, it will strengthen its financial position. At the same time, the Company will actively advance its sustainability and decarbonization strategies, deepen information security governance, and enhance digital infrastructure to improve overall operational resilience and long-term competitiveness, ensuring stable growth in a rapidly changing environment.

Chairman: Chang, Kuo-Wei

March 31, 2026

II. Company Profile

1. Information of Directors, General Manager, Executive Vice Presidents, Vice Presidents, and the heads of various Departments and Branches

(1) Directors

March 31, 2026

Title	Nationality or place of registration	Name	Gender Age	Date elected (assumed position)	Term of office	Date of first election and job assumption	Shareholding when elected		Number of shares currently held		Current shareholding of spouse and minor children		Shareholding by nominee arrangement		Main experience (educational background)	Current adjunct positions at the Company and other companies	Other managers, directors or supervisors with relationship of spouse or within second degree of kinship			Remarks
							Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Title	Name	Relationship	
Chairman	R.O.C. (Taiwan)	STARLUX Investments Limited	–	2025.06.13	3 years	2018.04.16	827,055,000	27.49	827,055,000	27.49	–	–	–	–	–	–	–	–	–	–
	R.O.C. (Taiwan)	Representative: Chang, Kuo-Wei	Male 51~60	2025.06.13	3 years	2018.04.16	–	–	–	–	–	–	1,654,110,000 (Note 1)	54.98 (Note 1)	Master of Economics, California State University, United States. Vice President of Evergreen Group Chairman of EVA Airways Corp. Chairman of UNI Airways Corp. Director of Evergreen Aviation Technologies Corp. Director of Kaohsiung Airport Catering Services Ltd.	Chairman of STARLUX CATERING CO., LTD. Director: STARLUX Investments Limited and STARWAY Developing Investments Limited	Director	Yeh, Shu-Wen	Husband and wife	–
Director	R.O.C. (Taiwan)	STARLUX Investments Limited	–	2025.06.13	3 years	2018.04.16	827,055,000	27.49	827,055,000	27.49	–	–	–	–	–	–	–	–	–	–
	R.O.C. (Taiwan)	Representative: Chai, Chien-Hua	Male 51~60	2025.06.13	3 years	2018.04.16	81,907	0.00	81,907	0.00	–	–	–	–	Department of International Business, Chung Yuan Christian University Vice President of Planning Office, EVA Airways Corp. Director of Evergreen Aviation Technologies Corp.	CEO (General Manager) of the Company Director of STARLUX CATERING CO., LTD.	–	–	–	–
Director	R.O.C. (Taiwan)	STARWAY Developing Investments Limited	–	2025.06.13	3 years	2018.04.16	827,055,000	27.49	827,055,000	27.49	–	–	–	–	–	–	–	–	–	–
	R.O.C. (Taiwan)	Representative: Yeh, Shu-Wen	Female 51~60	2025.06.13	3 years	2022.08.29	–	–	–	–	–	–	–	–	National Taipei University of Business. Cabin crew of EVA Airways Corp. Cabin crew of UNI Airways Corp. Financial of Evergreen Marine Corp.	Director of STARLUX CATERING CO., LTD.	Chairman	Chang, Kuo-Wei	Husband and wife	–

Title	Nationality or place of registration	Name	Gender Age	Date elected (assumed position)	Term of office	Date of first election and job assumption	Shareholding when elected		Number of shares currently held		Current shareholding of spouse and minor children		Shareholding by nominee arrangement		Main experience (educational background)	Current adjunct positions at the Company and other companies	Other managers, directors or supervisors with relationship of spouse or within second degree of kinship			Remarks
							Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Title	Name	Relationship	
Director	R.O.C. (Taiwan)	ABICO AVY Co., Ltd.	–	2025.06.13	3 years	2023.06.30	8,654,227	0.29	8,654,227	0.29	–	–	–	–	–	–	–	–	–	–
Director	R.O.C. (Taiwan)	Tong, Chun-Yi	Male 51~60	2025.06.13	3 years	2023.06.30	–	–	–	–	–	–	–	–	LSI Master of Engineering Department, Waseda University Bachelor of Arts, University of Southern California	Chairman: Neng Ding Investment Co., Ltd., Power Century Investment Company, Abico International Co., Ltd., Ability Venture Management Co., Ltd., Abico Capital Co., Ltd., Ability Investment Co., Ltd., Excelsior Capital Management Co., Ltd. Vice Chairman: Abico Avy Co., Ltd. Director: Chia Mei Investment Co., Ltd. Chia Wang Capital Co., Ltd., Avy Co., Ltd., Yichan Investment Co., Ltd., Seinoh Optical Co., Ltd., Jabon International Co., Ltd., Jesper Co.,Ltd., Ekeen Precision Co., Ltd., Abico Plus Entertainment Limited., 1 Production Film Co., Lizhi Development Co., Ltd., Speeding Rocket Co., Ltd., Ability Enterprise Co., Ltd., ABICO Asia Capital Corporation, ABICO NetCom Co., Ltd., MAYFAIR HOUSE CO., LTD., IKKA HOLDINGS (CAYMAN) LIMITED, HIRAISEIMITSU(THAILAND) CO., LTD. Supervisor: Sky Century Corp., Ability Investment Co., Ltd. Independent Director: Sirtec International Co., Ltd.	–	–	–	–

Title	Nationality or place of registration	Name	Gender Age	Date elected (assumed position)	Term of office	Date of first election and job assumption	Shareholding when elected		Number of shares currently held		Current shareholding of spouse and minor children		Shareholding by nominee arrangement		Main experience (educational background)	Current adjunct positions at the Company and other companies	Other managers, directors or supervisors with relationship of spouse or within second degree of kinship			Remarks
							Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Title	Name	Relationship	
Public Welfare Independent Director	R.O.C. (Taiwan)	Tsai, Duei	Male 71~80	2025.06.13	3 years	2021.09.24	–	–	–	–	–	–	–	–	PhD. of Electrical Engineering, National Taiwan University Adjunct Professor of Department of Electronics, National Taiwan University of Science and Technology Vice President of Public Construction Commission, Executive Yuan Political Deputy Minister of Ministry of Transportation And Communications (MOTC) Administrative Deputy Minister of MOTC Technical Superintendent of MOTC Director General of Civil Aviation Administration (CAA) Deputy Director of Directorate General of Telecommunications, MOTC Minister of MOTC Independent Director of Compal Electronics, Inc. Independent Director of TTY Biopharm Company Limited	Director of Da Ai Satellite Television Co., Ltd. Independent Director of Taiwan High Speed Rail Corporation	–	–	–	–
Independent Director	R.O.C. (Taiwan)	Wang, Te-Ho	Male 71~80	2025.06.13	3 years	2022.08.29	–	–	–	–	–	–	–	–	Master of Business Administration, National Chengchi University Master of Air Transportation Management, Kainan University Chief Secretary of CAA Deputy Director of CAA	–	–	–	–	
Independent Director	R.O.C. (Taiwan)	Hung, Ching-Shan	Male 71~80	2025.06.13	3 years	2025.06.13	–	–	–	–	–	–	–	–	Department of Business Administration, National Taiwan University Master, Department of Accounting, National Chengchi University Master, Graduate Institute of Law of National Chengchi University Vice President, PricewaterhouseCoopers (PwC) Taiwan Vice Chairman, CPA Associations R.O.C. (Taiwan) Independent Director, HannStar Display Corporation Independent Director, Yuanta Commercial Bank Co., Ltd. Independent Director, Yuanta Securities Co., Ltd.	Director, Ching Sheng Financial Consulting Co., Ltd. Independent Director, Chicony Power Technology Co., Ltd. Supervisor, Yuanta Securities Investment Trust Co., Ltd.	–	–	–	

Note 1: Chang, Kuo-Wei holds 1,654,110,000 shares of the Company, shareholding percentage of 54.98%, through the STARLUXInvestments Limited and STARWAY Developing Investments Limited.

A. Major shareholders among institutional shareholders

March 31, 2026

Name of Institutional Shareholders	Major Shareholders of Institutional Shareholders (Top 10 in terms of shareholding ratio)	Percentage of shares held(%)
STARLUX Investments Limited	Chang, Kuo-Wei	59.474
	Chang, Sheng-Hung	20.263
	Chang, Sheng-Wei	20.263
STARWAY Developing Investments Limited	Chang, Kuo-Wei	50.96
	Chang, Sheng-Hung	24.52
	Chang, Sheng-Wei	24.52
ABICO AVY Co., Ltd.	ABICO INTERNATIONAL CO., LTD.	13.08
	ABILITY ENTERPRISE CO., LTD.	10.22
	Heng Neng Investment Co., Ltd.	4.67
	AVY CO., LTD.	0.58
	Lin, Lai-Cheng	0.57
	Citibank Custody Account – Barclays Capital SBL/PB Investment Account	0.54
	EMERGING MARKETS CORE EQUITY PORTFOLIO 2 OF DFA INVESTMENT DIMENSIONS GROUP INC.	0.49
	TAISHIBA INTERNATIONAL CO., LTD.	0.47
	Chen, Yu-Jyuan	0.39
	Yunchen Investment Co., Ltd.	0.36

B. Major shareholders of the Company's major institutional shareholders

March 31, 2026

Name of Institutional Shareholders	Major Shareholders of Institutional Shareholders (Top 10 in terms of shareholding ratio)	Percentage of shares held(%)
ABICO INTERNATIONAL CO., LTD.	CHIA MEI INVESTMENT CO., LTD.	100
ABILITY ENTERPRISE CO., LTD.	ABICO AVY Co., Ltd.	11.51
	CHIA NINE INVESTMENT CO., LTD.	1.49
	PEGATRON CORPORATION	1.09
	CHIA MEI INVESTMENT CO., LTD.	0.77
	Chase Custody Advanced Starlight Advanced Total International Stock Index Fund Investment Account	0.71
	VIEWQUEST INVESTMENT CO., LTD.	0.70
	WU, HENG-PIN	0.56
	JPMorgan Chase Bank N.A. Taipei Branch in custody for Vanguard Total International Stock Index Fund a series of Vanguard Star Funds	0.54
	SinoPac Bank is entrusted to keep a trust account for restricted stock with voting rights and dividend distribution rights for employees of Ability Enterprise Co., Ltd. -2024 Issuance Regulations	0.46
	JIE-SHI-EN INVESTMENT CO., LTD.	0.43
AVY CO., LTD.	ABICO AVY Co., Ltd.	100
TAISHIBA INTERNATIONAL CO., LTD.	Vice President, ABILITY INVESTMENT CO., LTD.	24.88
	TAISHIBA INTERNATIONAL CO., LTD	12.64
	CHIA NINE INVESTMENT CO., LTD.	12.28
	CHIA MEI INVESTMENT CO., LTD.	10.67
	ABICO AVY Co., Ltd.	9.07
	CENTRAL INVESTMENT CO., LTD	6.30
	Heng Neng Investment Co., Ltd.	4.41
	CHEN, TSANG-KU	2.49
	CHENG WANG, MEI-O	2.13
	CHII YING CO., LTD	2.11
Yunchen Investment Co., Ltd.	Hu, Shu-Li	99.80
	Hu, Chen-Wei	0.10
	Hu, Li-Yun	0.10

C. Disclosure of professional qualification of directors and independence of independent directors

March 31, 2026

Criteria / Name	Professional qualification and experience (Note 1)	Independence status (Note 2)	Number of companies for adjunct independent directors of other public offering companies
Chang, Kuo-Wei Director (Convener of the Sustainability Committee)	1. Professional qualification and experience: 2. Equipped with more than five years of working experience in civil aviation transportation industry. Vice President of Evergreen Group and Chairman of EVA Airways Corp. Chairman of UNI Airways Corp. Director of Evergreen Aviation Technologies Corp., Director of Kaohsiung Airport Catering Services Ltd., Pilot in Command of B777-300ER, Pilot in Command of A350. 3. Not subject to any conditions defined in Article 30 of the Company Act.	Not applicable.	0
Chai, Chien-Hua Director (Member of the Sustainability Committee)	1. Professional qualification and experience: 2. Equipped with more than five years of working experience in civil aviation transportation industry. Previous positions of Vice President of Planning Department, Eva Airways Corporation, Director of Evergreen Aviation Technologies Corp. 3. Not subject to any conditions defined in Article 30 of the Company Act.	Not applicable.	0
Yeh, Shu-Wen Director	1. Professional qualification and experience: 2. Equipped with the working experience of more than five years in the area necessary for the business of the Company. Previous positions of Flight Attendant of EVA Airways Corporation, Flight Attendant of UNI Airways Corporation, Financial Staff of Evergreen Marine Corp. (Taiwan) Ltd. 3. Not subject to any conditions defined in Article 30 of the Company Act.	Not applicable.	0
Tong, Chun-Yi Director	1. Professional qualification and experience: 2. Equipped with the working experience of more than five years in the area necessary for the business of the Company. Previous positions of Vice Chairman of ABICO AVY Co., Ltd., Director of ABICO Asia Capital Corporation, Director of Ability Enterprise Co., Ltd. 3. Not subject to any conditions defined in Article 30 of the Company Act.	Not applicable.	1
Tsai, Duei Public Welfare Independent Director (Convener of Remuneration Committee, Convener of Audit Committee, Member of Sustainability Committee)	1. Professional qualification and experience: 2. Equipped with more than twelve years of professional qualification of instructors of relevant departments of public and private colleges and universities and working experience in the area necessary for the business of the Company, previously acted as Political Deputy Minister of Ministry of Transportation And Communications (MOTC), Administrative Deputy Minister of MOTC, Technical Superintendent of MOTC, Director General of Civil Aviation Administration (CAA) of MOTC, Deputy Director of Directorate General of Telecommunications of MOTC, Minister of MOTC. 3. Not subject to any conditions defined in Article 30 of the Company Act.	Comply with the independence requirements specified in the “Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies”.	1
Wang, Te-Ho Independent Director (Member of Remuneration Committee, Member of Audit Committee, Member of Sustainability Committee)	1. Professional qualification and experience: 2. Equipped with more than five years of professional qualification of instructors of relevant departments of public and private colleges and universities and working experience in the area necessary for the business of the Company, previously acted as Supervisor of Taipei International Airport of CAA, MOTC, Supervisor of Taoyuan International Airport of CAA, MOTC, Deputy Director of CAA. 3. Not subject to any conditions defined in Article 30 of the Company Act.	Comply with the independence requirements specified in the “Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies”.	0
Hung, Ching-Shan Independent Director (Member of Remuneration Committee, Member of Audit Committee, Member of Sustainability Committee)	1. Professional qualification and experience: 2. Equipped with more than five years of working experience of CPA and equipped with national examination qualification certificate. 3. Not subject to any conditions defined in Article 30 of the Company Act.	Comply with the independence requirements specified in the “Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies”.	1

Note 1: Professional qualification and experience: It describes the professional qualification and experience of individual director and supervisor. For a director of the audit committee member and equipped with accounting or financial expertise, it is necessary

to describe his/her accounting or financial background and working experience. In addition, explanation on whether there is any condition specified in Article 30 of the Company Act shall be provided.

Note 2: Independent directors complying with independence status, including but not limited to whether director of the company, his/her spouse, relative within second degree of kinship acts as director, supervisor or employee of the Company or its affiliates; number of company shares held and holding percentage of the director, spouse, relative within second degree of kinship (or under the name of others); whether he or she acts as director, supervisor or employee of company having special relationship with the Company (please refer to the provisions of Subparagraphs 5~8 of Paragraph 1 of Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies); remuneration amount collected for providing corporate commerce, legal, finance or accounting service to the Company or its affiliates in the most recent two years.

D. Diversity and Independence of Board of Directors

a. Diversity of Board of Directors

- The Company respects and promotes the director diversity policy, and to enhance the corporate governance and to promote the sound development of the board composition and structure, the Company is of the opinion that diversity policy is beneficial to the improvement of the overall performance of the Company. The selection of board members adopts the principle of right talent for the right position. In addition, appropriate diversity policy is established according to the operation, business model and development needs, including basic criteria and value, professional knowledge and skills, and knowledge, skills, and quality necessary for executing duties of directors.
- The Board of Directors of the Company consists of 7 directors, including 3 independent directors (ratio of 42.9%), 1 director with the identity of employee of the Company (ratio of 14.29%), and 1 female director (ratio of 14.29%), and all directors have the nationality of R.O.C. (Taiwan). The current proportion of women on the board is less than one-third, as director nominations and elections prioritize professional expertise, industry characteristics, and the overall operation and governance needs of the board. To strengthen gender diversity on the board, the Company will actively seek female talent from the industry with expertise in professional fields, financial management, and corporate governance. By leveraging recommendations and internal development, we will establish a pool of high-level female management talent as a key source of candidates for future board elections, to align with corporate governance and sustainable development goals.

- To achieve the ideal goal of corporate governance, the entirety of the Board of Directors shall possess the following abilities according to Article 20 of the “Corporate Governance Principles” and Article 3 of the “Procedures for the Election of Directors” of the Company as described in the following:

Diversity / Name	Basic Composition								Diversity Core Items					
	Nationality	Gender	Equipped with Employee Identity	Age				Seniority of Independent Director	Air Transportation	Finance and accounting	Government and regulation	Sustainable development	Business management	Knowledge of international markets
				41-50	51-60	61-70	71-80	3 terms or fewer						
Chang, Kuo-Wei	R.O.C. (Taiwan)	Male			V				V			V	V	V
Chai, Chien-Hua	R.O.C. (Taiwan)	Male	V		V				V			V	V	V
Yeh, Shu-Wen	R.O.C. (Taiwan)	Female			V				V	V		V	V	V
Tong, Chun-Yi	R.O.C. (Taiwan)	Male			V							V	V	V
Tsai, Duei	R.O.C. (Taiwan)	Male					V	V	V		V	V	V	V
Wang, Te-Ho	R.O.C. (Taiwan)	Male					V	V	V		V	V	V	V
Hung, Ching-Shan	R.O.C. (Taiwan)	Male					V	V		V		V	V	V

b. Independence of Board of Directors

- At present, the Board of Directors have seven directors, including one independent director undertaking public welfare and two independent directors (independent directors accounted for 42.9%), 4 non-independent directors (57.1%), among which one director is equipped with the identity of employee/managerial officer (14.29%, not exceeding one-third of the total number of directors). To enhance the independence and operation performance of the Board of Directors, the Company has established the “Rules Governing the Scope of Powers of Independent Directors”, and independent directors perform duties according to these rules. In addition, during the term of office, no relationship capable damaging the interest of the Company or subject to loss of fair judgment was established with the management or related parties of the Company. All three independent directors are able to act independent and to supervise the operation of the Board of Directors effectively.
- All directors of the Company are not subject to any matters prescribed in Paragraph 2 to Paragraph 4 of Article 26-3 of the Securities and Exchange Act. Please refer to “C. Disclosure of professional qualification of directors and independence of independent directors” for details.

(2) General Manager, Executive Vice Presidents, Vice Presidents, and the heads of various Departments and Branches

March 31, 2026

Title	Nationality	Name	Gender	Date of election (appointment) date (Note 1)	Shareholding		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Main experience (educational background)	Current adjunct positions at other companies	Managerial officers with relationship of spouse or within second degree of kinship			Remarks
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Title	Name	Relationship	
Chief Executive Officer (General Manager)	R.O.C. (Taiwan)	Chai, Chien-Hua	Male	2017.09.01	81,907	0.00	–	–	–	–	Bachelor's degree, Department of International Business, Chung Yuan Christian University Vice President of Planning Office, EVA Airways Corp. Vice President of EverFun Travel Services Corp.	STARLUX CATERING CO., LTD. Directors	None	None	None	–
Mainland China Chief Representative and Branch General Manager (Executive Vice President)	R.O.C. (Taiwan)	Cho, Po-Yue	Male	2024.03.11	396,804	0.01	–	–	–	–	EMBA in Tsinghua University(Beijing, China) Special Assistant to the Chairman Executive Director of HACTL Development Holdings Limited Chief Representative of Evergreen Group in China, Vice President of EVA Airways Corp. in Europe Branch	None	None	None	None	–
Chief Communications Officer (Executive Vice President)	R.O.C. (Taiwan)	Nieh, Kuo-Wei (Note 2)	Male	2017.09.01	490,055	0.02	–	–	–	–	Master's degree in College of Journalism and Communications, Shih Hsin University Chief Communications Officer, Evergreen Group, Spokesman, EVA Airways Corp.	None	None	None	None	–
Chief Communications Officer (Executive Vice President)	R.O.C. (Taiwan)	Liang, Wen-Long (Note 3)	Male	2025.09.01	130,949	0.00	–	–	–	–	Master's degree in Department of Transportation and Logistics Management, National Chiao Tung University Chief Passenger Commercial Officer Vice President, Passenger Business Div., EVA Airways Corp.	None	None	None	None	–
General Counsel (Executive Vice President)	R.O.C. (Taiwan)	Huang, Pei-Pei	Female	2022.09.01	91,880	0.00	–	–	–	–	Master of International Law, American University Senior Attorney of Dentons Taiwan, Judge and Chief Judge of Taiwan Taipei District Court	STEMINENT BIOTHERAPEUTICS INC. Independent Directors	None	None	None	–
Chief Strategy Officer (Executive Vice President)	R.O.C. (Taiwan)	Liu, Yun-Fu	Male	2022.09.01	385,000	0.01	–	–	–	–	Bachelor's degree in Department of Business Administration, NCCU Regional Vice President, Expeditors International Deputy Manager, Cargo Management Dept., EVA Airways Corp.	None	None	None	None	–
Chief Human Resources Officer (Executive Vice President)	R.O.C. (Taiwan)	Wu, Chun-Hung (Note 4)	Male	2022.09.01	–	–	–	–	–	–	Bachelor's degree in Department of Business Administration, NCCU Vice President, Human Resources Div., EVA Airways Corp.	None	None	None	None	–

Title	Nationality	Name	Gender	Date of election (appointment) date (Note 1)	Shareholding		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Main experience (educational background)	Current adjunct positions at other companies	Managerial officers with relationship of spouse or within second degree of kinship			Remarks
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Title	Name	Relationship	
Operations Control Center Executive Vice President	R.O.C. (Taiwan)	Tsai, Bor-Kuen	Male	2023.07.01	70,997	0.00	47,175	0.00	–	–	Bachelor's degree in Department of Electrical Engineering, Ming Chi University of Technology Vice President of Engineering & Maintenance Div. Deputy Vice President of Base Maintenance Div., Evergreen Aviation Technologies Corp.	None	None	None	None	–
Chief Financial Officer (Executive Vice President) (Financial Officer and Chief Corporate Governance Officer)	R.O.C. (Taiwan)	Chang, Chih-Lin	Female	2021.01.18	200,000	0.01	–	–	–	–	Bachelor's degree, Department of Financial Management, National Sun Yat-sen University Vice President of Finance Div. Director of Japan Branch, EVA Airways Corp. Director of Department of Finance, UNI Airways Corp.	UNI Airways Corp. Director STARLUX CATERING CO., LTD.Supervisor	None	None	None	–
Chief Passenger Commercial Officer (Executive Vice President)	R.O.C. (Taiwan)	Tseng, Wen-Chiang (Note 5)	Male	2026.01.01	20,000	0.00	–	–	–	–	Bachelor's degree in Department of Journalism, Chinese Culture University Vice President of Passenger Sales & Marketing Div. Vice President of Revenue Management Dept., EVA Airways Corp. Vice President of Cabin Supply Provision Dept., EVA Airways Corp.	None	None	None	None	–
Chief Cargo Commercial Officer (Executive Vice President)	R.O.C. (Taiwan)	Chiou, Yu-Yi	Male	2022.09.01	–	–	–	–	–	–	Bachelor's degree in Department of Physics, Chinese Culture University Vice President of Cargo Div., EVA Airways Corp.	None	None	None	None	–
Cabin Crew Div. Executive Vice President	R.O.C. (Taiwan)	Tung, Huei-Ling	Female	2023.07.01	317,475	0.01	–	–	–	–	Bachelor's degree in Department of Japanese Language and Culture, Soochow University Vice President of Cabin Crew Div. Director of Human Resource Div., EVA Airways Corp. Director of Cabin Crew Scheduling Dept., EVA Airways Corp.	None	None	None	None	–
Cabin Services Div. Executive Vice President	R.O.C. (Taiwan)	Chang, Lih-Lih	Female	2024.01.01	296,818	0.01	–	–	–	–	Bachelor's degree in Department of Statistics, Tamkang University Vice President of Cabin Services Div. Vice President of Airport Div., EVA Airways Corp., Vice President of Cabin Service Div., EVA Airways Corp.	None	None	None	None	–
Airport Operations Div. Executive Vice President	R.O.C. (Taiwan)	Lee, Ming-Chieh	Male	2018.08.15	8,000	0.00	–	–	–	–	Bachelor's degree in Department of Russian Language and Literature, Chinese Culture University Vice President of Airport Operations Div. Chief Director of France Branch, EVA Airways	None	None	None	None	–

Title	Nationality	Name	Gender	Date of election (appointment) date (Note 1)	Shareholding		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Main experience (educational background)	Current adjunct positions at other companies	Managerial officers with relationship of spouse or within second degree of kinship			Remarks
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Title	Name	Relationship	
Ground Handling Div. Executive Vice President	R.O.C. (Taiwan)	Wang, Chih-Li	Male	2019.02.11	322,543	0.01	–	–	–	–	Master's degree, College of Transportation and Tourism, Kainan University Vice President of Ground Handling Div. Director of Operation Coordination Dept., Evergreen Airline Services Corp.	None	None	None	None	–
Engineering & Maintenance Div. Executive Vice President	R.O.C. (Taiwan)	Lien, Chieh-Cheng	Male	2018.01.01	–	–	–	–	–	–	Bachelor's degree in Department of Aerospace Engineering, Tamkang University Deputy Vice President, Line Maintenance Div., Evergreen Aviation Technologies Corp.	None	None	None	None	–
Chief Information Officer (Executive Vice President)	R.O.C. (Taiwan)	Huang, Chi-Yao	Male	2023.07.01	358,017	0.01	–	–	–	–	Master's degree in Management Information Systems, Texas Lutheran University Vice President of Information Technology Div. Senior TECH Manager of Nike Taiwan LTD.	None	None	None	None	–
Branch General Manager, Japan Branch (Executive Vice President)	R.O.C. (Taiwan)	Wang, Yun-Hsiang (Note 6)	Male	2026.01. 01	80,039	0.00	–	–	–	–	Associate Degree in Department of Industrial Engineering and Management, National Taipei Institute of Technology Vice President of Passenger Sales & Marketing Div. Director, Passenger Business Div., EVA Airways Corp. Chief Representative, Shanghai Office, EVA Airways Corp.	None	None	None	None	–
General Manager, North America Co. (Executive Vice President)	R.O.C. (Taiwan)	Wang, Chia-Chi (Note 7)	Male	2026.01. 01	153,633	0.01	–	–	–	–	Bachelor's degree in Department of International Business, Feng Chia University Vice President of Passenger Sales & Marketing Div. Director, Revenue Management Dept., EVA Airways Corp. Director, Houston Branch/America Head Office, EVA Airways Corp.	None	None	None	None	–
Secretary Vice President	R.O.C. (Taiwan)	Lin, Yu-Chen	Female	2023.01.01	435,774	0.01	148	0.00	–	–	Bachelor's degree in Foreign Languages and Literature, Tunghai University Director of Cabin Services Div. Director of Cabin Service Div., EVA Airways Corp. Secretary of Senior Executives, EVA Airways Corp.	None	None	None	None	–

Title	Nationality	Name	Gender	Date of election (appointment) date (Note 1)	Shareholding		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Main experience (educational background)	Current adjunct positions at other companies	Managerial officers with relationship of spouse or within second degree of kinship			Remarks
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Title	Name	Relationship	
Corporate Communications Div. Vice President	R.O.C. (Taiwan)	Liu, Li-Wen	Female	2022.10.01	40,000	0.00	–	–	–	–	Master's degree in Department of Public Relations and Advertising, Shih Hsin University Manager of Corporate Communications Div. Deputy Manager of Public Relations Div., EVA Airways Corp. Deputy Manager, Loyalty Marketing Dept., EVA Airways Corp.	None	None	None	None	–
Legal & Insurance Div. Vice President	R.O.C. (Taiwan)	Chuang, Chung-Ting	Female	2023.07.01	14,163	0.00	–	–	–	–	Master's degree in Laws, University of Warwick Director of Legal & Insurance Div., Chief Manager, Legal Affairs Office, Taiwan Mobile Corp.	None	None	None	None	–
Chief Information Security Officer (Vice President)	R.O.C. (Taiwan)	Yeh, Shian-Tian (Note 8)	Male	2026.01. 01	26,315	0.00					Bachelor's degree in Department of Information Engineering, Feng Chia University Chief Information Security Officer (Director) of Information Security Div. Manager of Information Technology Div., Evergreen International Corp.	None	None	None	None	–
Chief Audit Officer (Vice President)	R.O.C. (Taiwan)	Chang, Li-Jen	Male	2021.01.04	133,798	0.00	–	–	–	–	Master's degree in Department of Accounting and Information Technology, National Chung Cheng University Director of Overseas Business Management Department, JUSDA Supply Chain Management International Co., Ltd., Chief Auditor of T3EX Global Holdings Corp.	None	None	None	None	–
Corporate Planning Div. Vice President	R.O.C. (Taiwan)	Hsu, Pei-Hsuan	Female	2022.09.01	40,000	0.00	–	–	–	–	Master's degree in International Business Administration, Northumbria University at Newcastle Director of Corporate Planning Div., Vice President of Planning Department, EverFun Travel Services Corp.	None	None	None	None	–
Corporate Planning Div. Vice President	R.O.C. (Taiwan)	Chan, Ming-Lu	Male	2024.05.01	70,000	0.00	–	–	–	–	EMBA of Royal Roads University Vice President of Food Safety Department, Evergreen Sky Catering Corp.	None	None	None	None	–

Title	Nationality	Name	Gender	Date of election (appointment) date (Note 1)	Shareholding		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Main experience (educational background)	Current adjunct positions at other companies	Managerial officers with relationship of spouse or within second degree of kinship			Remarks
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Title	Name	Relationship	
Chief Procurement Officer (Vice President)	R.O.C. (Taiwan)	Huang, Chieh-Chih	Male	2018.05.02	226,266	0.01	–	–	–	–	EMBA, School of Management, National Central University Vice President of Corporate Planning Div. Deputy Vice President of Business Dept., Evergreen International Storage and Transport Corp. Deputy Vice President of Planning Office, Airways Corp. Assistant Technical Specialist of Structure Team, Aero Industry Development Center, NCSIST	None	None	None	None	–
Procurement Div. Vice President	R.O.C. (Taiwan)	Chou, Hsien-Lun	Male	2020.01.01	20,000	0.00	–	–	–	–	Bachelor's degree in System and Naval Mechatronic Engineering Department, National Cheng Kung University Director of Procurement Div., Director of Corporate Planning Div., EVA Airways Corp.	None	None	None	None	–
Human Resources Div. Vice President	R.O.C. (Taiwan)	Yen, Chih-Fan	Male	2022.09.01	353,000	0.01	–	–	–	–	Bachelor's degree in College of Law, National Taiwan University Director of the Human Resources Div. Director of Cabin Crew Div., Deputy Manager,Human Resources Dept., Evergreen Marine Corp.	None	None	None	None	–
Chief Corporate Safety Officer (Vice President)	R.O.C. (Taiwan)	Yang, Chia-Ming	Male	2023.10.02	13,000	0.00	–	–	–	–	Master's degree in Aeronautics and Astronautics Department, National Cheng Kung University Vice President of Flight Safety Div., UNI Airways Corp.	None	None	None	None	–
Chief Safety Supervisor (Vice President)	R.O.C. (Taiwan)	Chiu, I-Jan (Note 9)	Male	2025.12.01	11,000	0.00	–	–	–	–	Bachelor's degree in Applied Mathematics and Statistics, Stony Brook University A350 Flight Instructor A350 Captain Captain, EVA Airways Corp.	None	None	None	None	–
Doctor (Vice President)	R.O.C. (Taiwan)	Lin, Shao-Hwa	Male	2025.03.01	–	–	–	–	–	–	Bachelor's degree in College of Medicine, Taipei Medical University Aviation Medical Examiner, Civil Aviation Medical Center, Civil Aeronautics Administration Chief Physician of Taipei Medical University Hospital	Pan-Universal Wellness Solutions Ltd. Director	None	None	None	–
Service Quality Management Div. Vice President	R.O.C. (Taiwan)	Chen, Hung-Ying	Male	2023.04.17	25,000	0.00	–	–	–	–	Master's degree in American Studies, Tamkang University SeniorManager, Transportation, Universal Beijing Resort Assistant Vice President, Cabin and Ground Service Div., China Express Airlines	None	None	None	None	–

Title	Nationality	Name	Gender	Date of election (appointment) date (Note 1)	Shareholding		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Main experience (educational background)	Current adjunct positions at other companies	Managerial officers with relationship of spouse or within second degree of kinship			Remarks
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Title	Name	Relationship	
Financial Div. Vice President (Accounting Officer)	R.O.C. (Taiwan)	Lin, Hsin-Hui	Female	2025.01.01	101,000	0.00	–	–	–	–	Bachelor's degree in Department of Accounting, Feng Chia University Director of Finance Div. Manager of Finance Dept., EVA Airways Corp.	UNI Airways Corp. Supervisor	None	None	None	–
Financial Div. Vice President	R.O.C. (Taiwan)	Chang, Wen-Min	Female	2025.01.01	45,000	0.00	–	–	–	–	Bachelor's degree, Departmemt of Applied Foreign Languages, Yuan Ze University Director of Finance Div. Manager of Dept. of Finance, EVA Airways Corp.,America Corp.	None	None	None	None	–
General Affairs Div. Vice President	R.O.C. (Taiwan)	Teng, Chieh-Yi	Female	2020.08.01	70,000	0.00	–	–	–	–	Bachelor's degree in Department of Russian Language and Literature, Chinese Culture University Director, General Affairs Dept., EVA Airways Corp.	None	None	None	None	–
Security Services Div. Vice President	R.O.C. (Taiwan)	Wu, Chieh-Yuan	Male	2017.10.01	–	–	–	–	–	–	Department of Electronics, Xihu High School of Industry and Commerce Special Assistant to the President, Evergreen Group Vice Chairman, Evergreen Security Corp.	None	None	None	None	–
Passenger Sales & Marketing Div. Vice President	R.O.C. (Taiwan)	Lai, Hsin-Ju	Female	2025.01.01	11,000	0.00	–	–	–	–	Department of Electronics, Xihu High School of Industry and Commerce Special Assistant to the President, Evergreen Group Vice Chairman, Evergreen Security Corp.	None	None	None	None	–
Customer Service Div. Vice President	R.O.C. (Taiwan)	Hu, Chen-Te	Female	2018.07.01	14,000	0.00	–	–	–	–	Bachelor's degree in Department of History, National Chengchi University Director of Passenger Sales & Marketing Div. Manager, EVA Airways Corp.	None	None	None	None	–
Executive Chief Pilot (Vice President)	R.O.C. (Taiwan)	Wu, Kuo-Pin	Male	2023.10.01	383,685	0.01	–	–	–	–	Bachelor's degree in Department of International Trade, Chinese Culture University Director of Passenger Sales & Marketing Div. Director of Passenger Transportation Department, EVA Airways Corp.	None	None	None	None	–
Executive Deputy Chief Pilot (Vice President)	R.O.C. (Taiwan)	Su, Yen-Ju	Male	2025.01.01	–	–	–	–	–	–	Bachelor's degree in Department of Applied Foreign Languages, National Yunlin University of Science and Technology A350 Captain; A321 Captain, EVA Airways Corp.	None	None	None	None	–

Title	Nationality	Name	Gender	Date of election (appointment) date (Note 1)	Shareholding		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Main experience (educational background)	Current adjunct positions at other companies	Managerial officers with relationship of spouse or within second degree of kinship			Remarks
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Title	Name	Relationship	
Flight Operations Div. Vice President	R.O.C. (Taiwan)	Chen, Chin-Hung	Male	2024.07.01	96,132	0.00	–	–	–	–	St. John's and St. Mary's Institute of Technology Director of Flight Operations Div. Professional Engineer of Line Maintenance Div., Evergreen Aviation Technologies Corp.	None	None	None	None	–
Flight Operations Div. Vice President	R.O.C. (Taiwan)	Tsai, Fu-Chu	Male	2025.01.01	11,000	0.00	–	–	–	–	Bachelor's degree in Department of Aerospace Engineering, Tamkang University Director of Flight Operations Div. Director,Pilot Administration Dept., EVA Airways Corp. Director of Cabin Crew Scheduling Dept., EVA Airways Corp.	None	None	None	None	–
Cabin Crew Div. Vice President	R.O.C. (Taiwan)	Hu, Hsiao-Chun	Female	2025.01.01	–	–	–	–	–	–	Department of Radio and Television, Shih Hsin University Director of Cabin Crew Div. Manager of Cabin Crew Standards Department, EVA Airways Corp.	None	None	None	None	–
Cabin Crew Div. Vice President	R.O.C. (Taiwan)	Tsai, Ming-Yu	Female	2025.01.01	72,354	0.00	–	–	–	–	Bachelor's degree in Industrial Economics, Tamkang University Director of Cabin Crew Div. Director of Cabin Crew Scheduling Dept., Eva Airways Corp.	None	None	None	None	–
Cabin Services Div. Vice President	R.O.C. (Taiwan)	Chiou, Yunn-Ru	Female	2024.01.01	362,113	0.01	–	–	–	–	National Ping-Tung Girl`s Senior High School Director of Cabin Services Div. Manager of Cabin Service Dept., EVA Airways Corp.	None	None	None	None	–
Cabin Services Div. Vice President	R.O.C. (Taiwan)	Huang, Ta-Chih	Female	2024.01.01	89,017	0.00	–	–	–	–	Bachelor's degree in Department of Mass Communication, Tamkang University Director of Cabin Services Div. Sales Director of Passenger Transportation Div., EVA Airways Corp.	None	None	None	None	–
Airport Operations Div. Vice President	R.O.C. (Taiwan)	Chen, Yu-Chu	Female	2023.07.01	80,357	0.00	–	–	–	–	Bachelor's degree in Educational Technology, Tamkang University Director of Airport Operations Div. Director of Operation Management Dept., EVA Airways Corp.	None	None	None	None	–
Ground Handling Div. Vice President	R.O.C. (Taiwan)	Lin, Chih-Yen	Male	2025.01.01	72,860	0.00	2,000	0.00	–	–	Bachelor's degree in Tourism, Leisure, and Hospitality Management, Kainan University Director of Ground Handling Div. Manager of Cabin Cleaning Dept., EVA Airways Corp.	None	None	None	None	–

Title	Nationality	Name	Gender	Date of election (appointment) date (Note 1)	Shareholding		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Main experience (educational background)	Current adjunct positions at other companies	Managerial officers with relationship of spouse or within second degree of kinship			Remarks
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Title	Name	Relationship	
Ground Handling Div. Vice President	R.O.C. (Taiwan)	Yung-Liu, Shu-Yin (Note 10)	Female	2026.01. 01	16,071	0.00	–	–	–	–	Bachelor's degree in Applied Foreign Languages, Yuan Ze University Director of Ground Handling Div. Manager of Flight Operation Planning Dept., EVA Airways Corp.	None	None	None	None	–
Engineering & Maintenance Div. Vice President	R.O.C. (Taiwan)	Chen, Ching-Ti	Male	2019.01.01	28,010	0.00	–	–	–	–	Department of Aircraft Engineering, Army Academy R.O.C. Director of Engineering & Maintenance Div. Director of Engineering Dept., Evergreen Aviation Technologies Corp.	None	None	None	None	–
Engineering & Maintenance Div. Vice President	R.O.C. (Taiwan)	Wang, Chih-Kai	Male	2020.01.01	384,327	0.01	–	–	–	–	Bachelor's degree in Mechanical and Electro- Mechanical Engineering, Tamkang University Director of Engineering & Maintenance Div. Deputy Director of Maintenance Div, Evergreen Aviation Technologies Corp.	None	None	None	None	–
Engineering & Maintenance Div. Vice President	R.O.C. (Taiwan)	Liao, Ming-Min	Male	2020.01.01	107,444	0.00	–	–	–	–	Bachelor's degree in Electronic Engineering, Taiwan Provincial Taipei Institute of Technology Director of Engineering & Maintenance Div. Director of Taiwan High Speed Rail	None	None	None	None	–
Engineering & Maintenance Div. Vice President	R.O.C. (Taiwan)	Lin, Chee-Jong	Male	2020.01.01	92,126	0.00	2,000	0.00	–	–	Bachelor's degree in Department of Aerospace Engineering, Tamkang University Chief Corporate Safety Officer Director of Engineering & Maintenance Div. Director of Taiwan Aircraft Maintenance and Engineering Corp., Ltd. Lead Engineer, Engineering & Maintenance Div., EVA Airways Corp.	None	None	None	None	–
Engineering & Maintenance Div. Vice President	R.O.C. (Taiwan)	Lu, Kuo-Tien	Male	2022.09.01	526,655	0.02	–	–	–	–	Bachelor's degree in Department of Industrial Engineering and Management, National Taipei University of Technology Director of Maintenance Div. Deputy Director of Cabin and Cargo Maintenance Dept., Evergreen Aviation Technologies Corp.	None	None	None	None	–

Title	Nationality	Name	Gender	Date of election (appointment) date (Note 1)	Shareholding		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Main experience (educational background)	Current adjunct positions at other companies	Managerial officers with relationship of spouse or within second degree of kinship			Remarks
					Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage			Title	Name	Relationship	
Engineering & Maintenance Div. Vice President	R.O.C. (Taiwan)	Wang, Chih-Ming	Male	2024.01.01	290,370	0.01	22,684	0.00	–	–	Université de Bourgogne Bachelor Director of Engineering & Maintenance Div. Professional Engineer of Maintenance Div., Evergreen Aviation Technologies Corp.	None	None	None	None	–
Engineering & Maintenance Div. Vice President	R.O.C. (Taiwan)	Sun, Te-Chang	Male	2025.01.01	113,921	0.00	–	–	–	–	Associate degree in Department of Electrical Engineering, Chien Hsin University of Science and Technology Director of Engineerin & Maintenance Div. Deputy Manager, Evergreen Aviation Technologies Corp.	None	None	None	None	–
Information Technology Div. Vice President	R.O.C. (Taiwan)	Lee, Ming-Der	Male	2017.11.01	45,128	0.00	–	–	–	–	Associate degree in Department of Marine Engineering, Taipei University of Marine Technology Business Analyst of Orange Business Services Singapore Pte Ltd.	None	None	None	None	–
Information Technology Div. Vice President	R.O.C. (Taiwan)	Yang, Chien-Chin	Male	2023.01.01	169,409	0.01	–	–	–	–	Bachelor's degree in Information Management, Tamkang University Director of Information Technology Div. Director of Infrastructure Department, BenQ Corp.	None	None	None	None	–
Information Technology Div. Vice President	R.O.C. (Taiwan)	Shen, Cheng-Lu	Female	2023.01.01	244,365	0.01	–	–	–	–	Bachelor's degree in Commerce and Administration, Griffith University, Queensland Australia Director of Information Technology Div. Manager of Digital and Information PlanningDept., EVA Airways Corp.	None	None	None	None	–

Note 1: The date of election (assumption of office) is the job title effective date.
Note 2: Chief Communications Officer (Executive Vice President) Kuo-Wei Nieh retired on August 31, 2025.
Note 3: Starting from September 1, 2025 Wen-Lung Liang's role has been adjusted from Chief Passenger Commercial Officer (Executive Vice President) to Chief Communications Officer (Executive Vice President).
Note 4: Chief Human Resources Officer (Executive Vice President) Chun-Hung Wu has resumed his duties on September 15, 2025.
Note 5: Starting from January 1, 2026 Wen-Chiang Tseng's role has been adjusted from Chief Passenger Commercial Officer (Vice President) to Chief Passenger Commercial Officer (Executive Vice President).
Note 6: Starting from January 1, 2026, Yun-Hsiang Wang's role has been adjusted from Branch General Manager (Vice President) of the Japan Branch to Branch General Manager (Executive Vice President) of the Japan Branch.
Note 7: Starting from January 1, 2026, Chia-Chi Wang's role has been adjusted from General Manager (Executive Vice President) of the North American Company to General Manager (Executive Vice President) of the North America Company.
Note 8: Starting from January 1, 2026, Hsien-Tian Yeh's has been adjusted from Chief Information Security Officer (Director) to Information Security Officer (Vice President).
Note 9: Starting from December 1, 2025, I-Lan Chiu's role has been adjusted from A350 Instructor Pilot to Chief Safety Supervisor (Vice President).
Note 10: Starting from January 1, 2026, Shu-Yin Liu-Yung's role has been adjusted from Director of Ground Handling Div. to Vice President of Ground Handling Div.

(3) Regarding the chairman of the Board of Directors and the president or person of an equivalent post (the highest level manager) of a company are the same person, spouses, or relatives within the first degree of kinship, an explanation shall be given of the reason for, reasonableness, necessity and response measures: None.

2. Remuneration paid to Directors, General Manager and Executive Vice Presidents in the Most Recent Year

(1) Remuneration of Directors and Independent Directors

2025; Unit: NT$ thousand

Title	Name	Remuneration of directors								Total of four items of A+B+C+D as a percentage of net income after tax		Remuneration received for serving as an employee concurrently								Total of seven items of A+B+C+D+E+F+G as a percentage of net income (Note 6)		Remuneration from investees other than subsidiaries or from the parent company
		Remuneration (A) (Note 1)		Severance and pension (B)		Remuneration of directors (C) (Note 2)		Expenses for execution of business (D) (Note 3)				Salary, bonus and special allowance (E) (Note 4)		Severance and pension (F)		Remuneration of employees (G) (note 5)						
																The Company		All companies in the financial statements				
		The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	Cash amount	Stock amount	Cash amount	Stock amount	The Company	All companies in the financial statements	
Chairman	STARLUX Investments Limited Representative: Chang, Kuo-Wei	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Director	STARLUX Investments Limited Representative: Chai, Chien-Hua	–	–	–	–	–	–	–	–	–	–	5,221	5,221	108	108	5	–	5	–	5,334 1.96%	5,334 1.96%	–
Director	STARWAY Developing Investments Limited Representative: Yeh, Shu-Wen	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Director	ABICO AVY Co., Ltd. Representative: Tong, Chun-Yi	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Public Welfare Independent Director	Tsai, Duei	1,000	1,000	–	–	–	–	21	21	1,021 0.37%	1,021 0.37%	–	–	–	–	–	–	–	–	1,021 0.37%	1,021 0.37%	–
Independent Director	Wang, Te-Ho	1,000	1,000	–	–	–	–	21	21	1,021 0.37%	1,021 0.37%	–	–	–	–	–	–	–	–	1,021 0.37%	1,021 0.37%	–
Independent Director	Hung, Ching-Shan (Note 7)	500	500	–	–	–	–	15	15	515 0.19%	515 0.19%	–	–	–	–	–	–	–	–	515 0.19%	515 0.19%	–
Independent Director	Huang, Chih-Chen (Note 7)	417	417	–	–	–	–	6	6	423 0.16%	423 0.16%	–	–	–	–	–	–	–	–	423 0.16%	423 0.16%	–

1. Please describe the payment policy, system, standard and structure for remuneration of directors and independent directors, and explain the relationship with the remuneration payment according to the job duties handled, risks and time invested, etc.:
   (1) The Company installs three independent directors (including one independent director undertaking public welfare) according to the Articles of Incorporation, and regardless whether the Company is operating at a profit or loss, independent directors shall collect a fixed remuneration on a monthly basis and further collects transportation allowance for each time of attendance of board of directors' meeting or shareholders' meeting. After the consideration of the necessity, reasonableness, legality, company risk appetite and assessment based on the standards adopted in the same industry, the Company decides to not provide compensation items other than the aforementioned remuneration described above to the independent directors, which are not related to the Company's profitability; nevertheless, the remuneration of independent directors of the Company is still considered to be reasonable.
   (2) The remuneration to directors is based on their level of participation in the Company's operations and the value of their contributions, along with the consideration of reasonable remuneration standard adopted in the same industry. According to the Company's Articles of Incorporation, if the Company makes a profit in a year, it shall appropriate no more than 1% of the earnings as remuneration of directors. When the Company still has accumulated losses, it shall reserve an amount to compensate such losses, followed by appropriating the remuneration in accordance with the aforementioned percentage. The Remuneration Committee shall consider the overall performance of the Board of Directors, the Company's business performance, future operations and risk appetite, and shall establish a distribution proposal that may be submitted by the Board of Directors when preparing the earnings distribution proposal and, upon approval by the shareholders' meeting, a separate distribution shall then be made according to individual director's performance and the results of the director's performance evaluation (including meeting attendance, participation in the Company's operations, internal relationship management and communication, director's professionalism and continuing education, promotion of sustainable development, and implementation of corporate governance). The accumulated losses of the Company have been fully compensated t in 2025. However, considering the Company's future Development plan, the Board of Directors' meeting dated March 10, 2026 has reached the resolution to not distribute the directors' remuneration.
2. In addition to the disclosure of the table above, the remuneration collected by directors of the Company for providing services to all companies listed in the financial report (such as acting as non-employee consultant of the parent company/companies/investees indicated in the financial report): None.

Note 1: Refers to the remuneration of directors for the most recent year (including the directors' salary, allowance, severance pay, various bonuses and rewards etc.).
Note 2: The amount of directors' remuneration appropriated in the most recent year and approved by the Board of Directors.
Note 3: Refers to the relevant business execution expense of directors in the most recent year (including transportation fee, special disbursement, various subsidies, accommodation, company vehicles and other physical offers etc.)
Note 4: Refers to the expense for the compensation, including salary, allowance, severance pay, various bonuses, rewards, transportation fee, special disbursement, various subsidies, accommodation, company car etc. and physical offers etc., collected by directors concurrently acting as employees (including adjunct Presidents, Vice Presidents, other managerial officers and employees).
Note 5: Where directors concurrently acting as employees (including adjunct President, Vice President, other Managers and employees) obtain employees' remuneration (including stocks and cash), the proposed amount of such employees' remuneration in the most recent year.
Note 6: Net income after tax refers to the net income after tax disclosed in the individual financial statements of the most recent year.
Note 7: The term of office of independent director Huang, Chih-Chen expired on June 13, 2026; Hung, Ching-Shan was elected as an independent director at the shareholders' meeting dated June 13, 2026.

Remuneration range table

Range of remunerations to each director of the Company	Director name			
	Sum of foregoing four items (A+B+C+D)		Sum of foregoing seven items (A+B+C+D+E+F+G)	
	The Company	All companies in the financial statements	The Company	All companies in the financial statements
Under NT$1,000,000	Chang, Kuo-Wei Chai, Chien-Hua Yeh, Shu-Wen Tong, Chun-Yi Hung, Ching-Shan Huang, Chih-Chen	Chang, Kuo-Wei Chai, Chien-Hua Yeh, Shu-Wen Tong, Chun-Yi Hung, Ching-Shan Huang, Chih-Chen	Chang, Kuo-Wei Yeh, Shu-Wen Tong, Chun-Yi Hung, Ching-Shan Huang, Chih-Chen	Chang, Kuo-Wei Yeh, Shu-Wen Tong, Chun-Yi Hung, Ching-Shan Huang, Chih-Chen
NT$1,000,000 (inclusive)～NT$2,000,000 (exclusive)	Tsai, Duei Wang, Te-Ho	Tsai, Duei Wang, Te-Ho	Tsai, Duei Wang, Te-Ho	Tsai, Duei Wang, Te-Ho
NT$2,000,000 (inclusive)～NT$3,500,000 (exclusive)	–	–	–	–
NT$3,500,000 (inclusive)～NT$5,000,000 (exclusive)	–	–	–	–
NT$5,000,000 (inclusive) ~ NT$10,000,000 (exclusive)	–	–	Chai, Chien-Hua	Chai, Chien-Hua
NT$10,000,000 (inclusive) ~ NT$15,000,000 (exclusive)	–	–	–	–
NT$15,000,000 (inclusive) ~ NT$30,000,000 (exclusive)	–	–	–	–
NT$30,000,000 (inclusive) ~ NT$50,000,000 (exclusive)	–	–	–	–
NT$50,000,000 (inclusive) ~ NT$ 100,000,000 (exclusive)	–	–	–	–
Above NT$100,000,000	–	–	–	–
Total	8 people	8 people	8 people	8 people

(2) Remuneration of Supervisors: The Company has established Audit Committee on August 29, 2022 to replace the functions of the supervisors.

(3) Remuneration of General Manager and Executive Vice Presidents

2025; Unit: NT$ thousand; thousand shares

Title	Name	Salary (A) (Note 1)		Severance and pension (B)		Bonus and special disbursement (C) (Note 2)		Remuneration of employees (D) (Note 3)				Total of four items of A+B+C+D as a percentage of net income (Note 4)		Remuneration from investees other than subsidiaries or from the parent company
		The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company		All companies in the financial statements		The Company	All companies in the financial statements	
								Cash amount	Stock amount	Cash amount	Stock amount			
Chief Executive Officer (General Manager)	Chai, Chien-Hua	4,633	4,633	108	108	588	588	5	–	5	–	5,334 1.96%	5,334 1.96%	–
Mainland China Chief Representative and Branch General Manager (Executive Vice President)	Cho, Po-Yue	4,099	4,099	108	108	1,357	1,357	5	–	5	–	5,569 2.04%	5,569 2.04%	
Chief Strategy Officer (Executive Vice President)	Liu, Yun-Fu	3,021	3,021	108	108	460	460	5	–	5	–	3,594 1.32%	3,594 1.32%	–
Chief Cargo Commercial Officer (Executive Vice President)	Chiou, Yu-Yi	2,958	2,958	108	108	460	460	5	–	5	–	3,531 1.30%	3,531 1.30%	–
Chief Communications Officer (Executive Vice President)	Liang, Wen-Long (Note 5)	2,981	2,981	108	108	422	422	5	–	5	–	3,516 1.29%	3,516 1.29%	–
Chief Communications Officer (Executive Vice President)	Nieh, Kuo-Wei (Note 6)	30,560	30,560	1,094	1,094	4,480	4,480	46	–	46	–	36,180 13.27%	36,180 13.27%	–
General Counsel (Executive Vice President)	Huang, Pei-Pei													
Chief Human Resources Officer (Executive Vice President)	Wu, Chun-Hung (Note 7)													
Executive Vice President	Tsai, Bor-Kuen													
Chief Financial Officer (Executive Vice President)	Chang, Chih-Lin													
Executive Vice President	Tung, Huei-Ling													
Executive Vice President	Chang, Lih-Lih													
Executive Vice President	Lee, Ming-Chieh													
Executive Vice President	Wang, Chih-Li													
Executive Vice President	Lien, Chieh-Cheng													
Chief Information Officer (Executive Vice President)	Huang, Chi-Yao													

Note 1: Refers to the salary, allowance, severance pay for the General Manager and Executive Vice Presidents in the most recent year.
Note 2: Refers to various bonuses, rewards, transportation fees, special disbursement, various subsidies, accommodation, company car and physical offers etc. as well as other remuneration amounts.
Note 3: The amount (including shares and cash) of employees' remuneration for General Manager and Executive Vice Presidents appropriated in the most recent year and approved by the Board of Directors.
Note 4: Net income after tax refers to the net income after tax disclosed in the individual financial statements of the most recent year.
Note 5: Starting from September 1, 2025 Wen-Lung Liang's role has been adjusted from Chief Passenger Commercial Officer (Executive Vice President) to Chief Communications Officer (Executive Vice President).
Note 6: Chief Communications Officer (Executive Vice President) Kuo-Wei Nieh retired on August 31, 2025.
Note 7: Chief Human Resources Officer (Executive Vice President) Chun-Hung Wu has resumed his duties on September 15, 2025.

Remuneration range table

Range of remunerations to General Manager and Executive Vice Presidents of the Company	Name of President and Vice President	
	The Company	All companies in the financial statements
Under NT$1,000,000	—	—
NT$1,000,000 (inclusive)～NT$2,000,000 (exclusive)	Wu, Chun-Hung	Wu, Chun-Hung
NT$2,000,000 (inclusive)～NT$3,500,000 (exclusive)	Nieh, Kuo-Wei Huang, Pei-Pei Chang, Chih-Lin Tung, Huei-Ling Chang, Lih-Lih Lee, Ming-Chieh Lien, Chieh-Cheng Huang, Chi-Yao	Nieh, Kuo-Wei Huang, Pei-Pei Chang, Chih-Lin Tung, Huei-Ling Chang, Lih-Lih Lee, Ming-Chieh Lien, Chieh-Cheng Huang, Chi-Yao
NT$3,500,000 (inclusive)～NT$5,000,000 (exclusive)	Liu, Yun-Fu Chiou, Yu-Yi Wang, Chih-Li Liang, Wen-Long Tsai, Bor-Kuen	Liu, Yun-Fu Chiou, Yu-Yi Wang, Chih-Li Liang, Wen-Long Tsai, Bor-Kuen
NT$5,000,000 (inclusive) ~ NT$10,000,000 (exclusive)	Chai, Chien-Hua Cho, Po-Yue	Chai, Chien-Hua Cho, Po-Yue
NT$10,000,000 (inclusive) ~ NT$15,000,000 (exclusive)	—	—
NT$15,000,000 (inclusive) ~ NT$30,000,000 (exclusive)	—	—
NT$30,000,000 (inclusive) ~ NT$50,000,000 (exclusive)	—	—
NT$50,000,000 (inclusive) ~ NT$ 100,000,000 (exclusive)	—	—
Above NT$100,000,000	—	—
Total	16 people	16 people

(4) Name of Managerial officers for Distribution of Remuneration of Employees and Distribution Status:

December 31, 2025; Unit: NT$ thousand

<table>
<tr><th colspan="2">Title</th><th>Name</th><th>Stock amount</th><th>Cash amount</th><th>Total</th><th>Total as a percentage of net income after tax (%)</th></tr>
<tr><td rowspan="10">Managerial Officers</td><td>Chief Executive Officer (General Manager)</td><td>Chai, Chien-Hua</td><td rowspan="10">—</td><td rowspan="10">286</td><td rowspan="10">286</td><td rowspan="10">0.10%</td></tr>
<tr><td>Mainland China Chief Representative Branch General Manager (Executive Vice President)</td><td>Cho, Po-Yue</td></tr>
<tr><td>Chief Communications Officer (Executive Vice President)</td><td>Liang, Wen-Long (Note 1)</td></tr>
<tr><td>General Counsel (Executive Vice President)</td><td>Huang, Pei-Pei</td></tr>
<tr><td>Chief Strategy Officer (Executive Vice President)</td><td>Liu, Yun-Fu</td></tr>
<tr><td>Chief Human Resources Officer (Executive Vice President)</td><td>Wu, Chun-Hung (Note 2)</td></tr>
<tr><td>Executive Vice President</td><td>Tsai, Bor-Kuen</td></tr>
<tr><td>Chief Financial Officer (Executive Vice President) (Financial Officer and Chief Corporate Governance Officer)</td><td>Chang, Chih-Lin</td></tr>
<tr><td>Chief Passenger Transportation Officer (Vice President)</td><td>Tseng, Wen-Chiang (Note 3)</td></tr>
<tr><td>Chief Cargo Commercial Officer (Executive Vice President)</td><td>Chiou, Yu-Yi</td></tr>
</table>

	Title	Name	Stock amount	Cash amount	Total	Total as a percentage of net income after tax (%)
Managerial Officers	Executive Vice President	Tung, Huei-Ling	–	286	286	0.10%
	Executive Vice President	Chang, Lih-Lih				
	Executive Vice President	Lee, Ming-Chieh				
	Executive Vice President	Wang, Chih-Li				
	Executive Vice President	Lien, Chieh-Cheng				
	Chief Information Officer (Executive Vice President)	Huang, Chi-Yao				
	Branch General Manager, Japan Branch (Vice President)	Wang, Yun-Hsiang (Note 4)				
	General Manager, North America Branch (Vice President)	Wang, Chia-Chi (Note 5)				
	Vice President	Lin, Yu-Chen				
	Vice President	Liu, Li-Wen				
	Vice President	Chuang, Chung-Ting				
	Chief Audit Officer (Vice President)	Chang, Li-Jen				
	Vice President	Hsu, Pei-Hsuan				
	Vice President	Chan, Ming-Lu				
	Chief Procurement Officer (Vice President)	Huang, Chieh-Chih				
	Vice President	Chou, Hsien-Lun				
	Vice President	Yen, Chih-Fan				
	Chief Corporate Safety Officer (Vice President)	Yang, Chia-Ming				
	Chief Safety Supervisor (Vice President)	Chiu, I-Jan (Note 6)				
	Doctor (Vice President)	Lin, Shao-Hwa				
	Vice President	Chen, Hung-Ying				
	Vice President(Accounting Officer)	Lin, Hsin-Hui				
	Vice President	Chang, Wen-Min				
	Vice President	Teng, Chieh-Yi				
	Vice President	Wu, Chieh-Yuan				
	Vice President	Lai, Hsin-Ju				
	Vice President	Hu, Chen-Te				
	Executive Chief Pilot(Vice President)	Wu, Kuo-Pin				
	Executive Deputy Chief Pilot(Vice President)	Lee, Chung-Ning				
	Executive Deputy Chief Pilot(Vice President)	Su, Yen-Ju				
	Vice President	Chen, Chin-Hung				
	Vice President	Tsai, Fu-Chu				
	Vice President	Hu, Hsiao-Chun				
	Vice President	Tsai, Ming-Yu				
	Vice President	Chiou, Yunn-Ru				
	Vice President	Huang, Ta-Chih				
	Vice President	Chen, Yu-Chu				
	Vice President	Lin, Chih-Yen				
	Vice President	Chen, Ching-Ti				
	Vice President	Wang, Chih-Kai				
	Vice President	Liao, Ming-Min				

Title		Name	Stock amount	Cash amount	Total	Total as a percentage of net income after tax (%)
Managerial Officers	Vice President	Lin, Chee-Jong	—	286	286	0.10%
	Vice President	Lu, Kuo-Tien				
	Vice President	Wang, Chih-Ming				
	Vice President	Sun, Te-Chang				
	Vice President	Lee, Ming-Der				
	Vice President	Yang, Chien-Chin				
	Vice President	Shen, Cheng-Lu				

Note 1: Starting from September 1, 2025 Wen-Lung Liang's role has been adjusted from Chief Passenger Commercial Officer (Executive Vice President) to Chief Communications Officer (Executive Vice President).

Note 2: Chief Human Resources Officer (Executive Vice President) Chun-Hung Wu has resumed his duties on September 15, 2025.

Note 3: Starting from January 1, 2026 Wen-Chiang Tseng's role has been adjusted from Chief Passenger Commercial Officer (Vice President) to Chief Passenger Commercial Officer (Executive Vice President).

Note 4: Starting from January 1, 2026, Yun-Hsiang Wang's role has been adjusted from Branch General Manager (Vice President) of the Japan Branch to Branch General Manager (Executive Vice President) of the Japan Branch.

Note 5: Starting from January 1, 2026, Chia-Chi Wang's role has been adjusted from General Manager (Vice President) of the North American Company to General Manager (Executive Vice President) of the North America Company.

Note 6: Starting from December 1, 2025, I-Lan Chiu's role has been adjusted from A350 Instructor Pilot to Chief Safety Supervisor (Vice President).

(5) Separately compare and describe total remuneration, as a percentage of net income stated in the parent company only financial reports or financial reports, paid in the past two fiscal years by the Company and all companies included in the parent company only financial statements to the Company's General Manager and Executive Vice Presidents. Also, analyze and describe the remuneration policies, standards, and packages, the procedures through which remunerations were determined, and their linkage to business performance and future risks：

A. Remuneration paid to directors, supervisors, presidents, and vice presidents of the Company as a proportion to the net income after tax referred to in the individual financial statements in the most recent two years:

Job Title	Total remuneration as a percentage of net profit after tax in 2024		Total remuneration as a percentage of net profit after tax in 2025	
	The Company	All companies in the financial statements	The Company	All companies in the financial statements
Director	0.61%	0.61%	3.05%	3.05%
Supervisor	—	—	—	—
General Manager and Executive Vice Presidents	3.83%	3.83%	21.18%	21.18%

B. Policy, standard and combination for payment of remuneration, establishment of procedure of remuneration, and correlation between the business performance and future risk:

a. The remuneration to the Company's directors includes return, director compensation, and business allowance as described below:

- Remuneration of directors: The remuneration to directors is based on their level of participation in the Company's operations and the value of their contributions, along with the consideration of reasonable remuneration standard adopted in the same industry. Independent directors' compensation of the company is determined with reference to industry practice, which is typically at a standard level and not related to the Company's profitability; nevertheless, the remuneration of independent directors of the Company is still considered to be reasonable.
- Remuneration of directors: According to the Company's Articles of Incorporation, if the Company makes a profit in a year, it shall appropriate no more than 1% of the earnings as remuneration of directors. When the Company still has accumulated losses, it shall reserve an amount to compensate such losses, followed by appropriating the remuneration in accordance with the aforementioned percentage. The Remuneration Committee shall consider the overall performance of the Board of Directors, the Company's business performance, future operations

and risk appetite, and shall establish a distribution proposal that may be submitted by the Board of Directors when preparing the earnings distribution proposal and upon approval by the shareholders' meeting, a separate distribution shall then be made according to individual director's performance and the results of the director's performance evaluation (including meeting attendance, participation in the Company's operations, internal relationship management and communication, director's professionalism and continuing education, promotion of sustainable development, and implementation of corporate governance). The accumulated losses of the Company have been fully compensated t in 2025. However, considering the Company's future Development plan, the Board of Directors' meeting dated March 10, 2026 has reached the resolution to not distribute the directors' remuneration.

- Expenses for execution of business: Transportation allowance provided to directors attending Board of Directors' meetings. The allowance is determined based on industry standards and paid according to directors' attendance at the Board of Directors' meetings.

b. Remuneration of managerial officers is determined in accordance with the Regulations for Remuneration of Directors and Managerial Officers, and the composition of remuneration includes two parts of fixed salary and variable salary. Fixed salary is determined based on the factors of the nature of the job and seniority along with the consideration of salary standard adopted in the same industry. Variable salary is not a regular payment and includes year-end bonuses and employee remuneration.

Manager's year-end bonuses are distributed at the end of the year based on the Company's operating results and individual performance; employee remuneration is distributed in accordance with the relevant provisions of the Company's Articles of Incorporation. The Remuneration Committee considers overall performance, future operations and risk tolerance, to establish a distribution proposal for submission to the Board of Directors for resolution, which is also reported to the shareholders' meeting after implementation.

Managerial officer's variable compensation is linked to the performance, and the assessment criteria include leadership, strategic planning, decision-making, talent selection and Development, and communication/coordination.

To achieve sustainable business operations, the performance indicators of senior managers include corporate sustainability (ESG) related items, in order to ensure the link between remuneration and the Company's long-term development. For CEO, the performance indicators include leadership, strategic planning, decision-making execution, sustainable development promotion (ESG) as well as operation and financial performance management, each indicator accounts for 20% of the weight, wherein the sustainable development promotion indicator content includes: 1. Ensure sustainable resource circulation and green procurement, taking into account the positive benefit of Company's growth and environmental protection, improving resource use efficiency and reducing negative environmental impacts; 2. Commitment in creating a safe, inclusive and diversified working environment, emphasizing human rights protection, employee welfare and social influence, encouraging talent Development and innovative thinking, while strengthening brand strategy, taking into account customer satisfaction and service quality; and 3. Maintaining the soundness and transparency of the corporate governance framework, upholding the principle of ethical management to manage decision-making, while strengthening internal communication and enhancing risk awareness to ensure the transparency and compliance of organizational operations.

The performance indicators for Vice President include leadership, strategic planning, decision-making execution, talent selection and Development, and corporate sustainability (ESG)., and each indicator accounts for 20% of the weight. The corporate sustainability indicator content is as follows: 1. Assisting the Company to promote carbon reduction targets and energy-saving strategies; 2. Creating a positive organizational atmosphere and establishing a safety culture awareness, with department employee satisfaction greater than 80% and zero major labor safety accidents; 3. Implementing the principles of ethical business and risk governance mechanisms, strengthening compliance management, with no internal departments subject to major violations during the year, and all audit opinion improvements have been completed with100% achievement rate.

3. Corporate Governance Status

(1) Board Meeting Operation Status

In 2025, a total of 7 sessions (A) of the Board of Directors' meetings were convened, and the director attendance status is as follows:

Job Title	Name (Note 1)	Actual Number of Attendance (Presence) (B)	Number of Attendance by Proxy	Actual Attendance Rate (%) [B/A] (Note 2)	Remarks
Chairman	STARLUX Investments Limited Representative: Chang, Kuo-Wei	7	0	100%	Consecutive term of office on 2025/6/13
Director	STARLUX Investments Limited Representative: Chai, Chien-Hua	6	1	85.71%	Chairman Chang, Kuo-Wei was entrusted to attend as a proxy on June 18, 2025. Consecutive term of office on 2025/6/13
Director	STARWAY Developing Investments Limited Representative: Yeh, Shu-Wen	7	0	100%	Consecutive term of office on 2025/6/13
Director	ABICO AVY Co., Ltd. Representative: Tong, Chun-Yi	7	0	100%	Consecutive term of office on 2025/6/13
Public Welfare Independent Director	Tsai, Duei	7	0	100%	Consecutive term of office on 2025/6/13
Independent Director	Wang, Te-Ho	7	0	100%	Consecutive term of office on 2025/6/13
Independent Director	Hung, Ching-Shan	5	0	100%	New assumption of position on 2025/6/13
Independent Director	Huang, Chih-Chen	2	0	100%	Released from duty after the expiration of the term of office on 2025/6/13

Note 1: Where a director or supervisor is a corporate entity, the name of the corporate shareholder and the name of its representative shall be disclosed.

Note 2: (1) Before the end of the fiscal year, if there is any resignation of director or supervisor, the resignation date shall be indicated in the remarks field. The actual attendance rate (%) is calculated according to the number of board meetings convened and the number of actual attendance during the term of office.

(2) Where a reelection may be held for filling the vacancies of directors or supervisors before the end of the fiscal year, list both the new and the discharged directors or supervisors, and specify if they are the former directors or supervisors, or newly elected, re-elected and the date of the reelection in the "Remark" section. The actual attendance rate (%) is calculated according to the number of board meetings convened and the number of his/her actual attendance during his/her term of office.

Other matters required to be recorded:

1. Where the operation of a board meeting is subject to one of the following, the board meeting date, session, proposal content, opinion of all independent directors and Company's handling for the opinions of independent directors shall be described:
   (1) Matters specified in Article 14-3 of Sectaries and Exchange Act: The Company has established the Audit Committee; therefore, the provision of Article 14-3 of the Sectaries and Exchange Act shall not be applicable in accordance with the Article 14-5 of the Securities and Exchange Act.
   (2) Any other resolution(s) passed but with independent directors voicing opposing or qualified opinions on the record or in writing: None.
2. For the execution status of recusal of directors due to conflicts of interest, the name of directors, proposal content, reasons of recusal and participation in voting shall be described:

Meeting date	Proposal content	Director for recusal due to conflict of interest	Reason for recusal of conflict of interest	Voting participation status
2025.03.11 Board of Directors	Proposal for the Company to enter into a property lease agreement with related parties.	Chairman Chang, Kuo-Wei Director Chai, Chien-Hua Director Yeh, Shu-Wen	With conflict of interest for this proposal	Except that Chairman Chang, Kuo-Wei, Director Chai, Chien-Hua and Director Yeh, Shu-Wen recused themselves from participating in the discussion and voting due to conflict of interest according to the law, this proposal was approved by the remaining four attending directors, and this proposal was passed as proposed.
2025.12.26 Board of Directors	1. Proposal for the distribution of the Company's 2025 bonus for managerial officers. 2. Proposal for review of 2026 remuneration of existing and new managerial officers of the Company	Director Chai, Chien-Hua	With conflict of interest for this proposal	Except that Director Chai, Chien-Hua recused himself from participating in the discussion and voting due to conflict of interest according to the law, this proposal was approved by the remaining six attending directors, and this proposal was passed as proposed.

3. Board of Directors Self-Evaluation (Peer Evaluation) Execution Status.

Evaluation Cycle	Executed once annually
Evaluation Period	January 1, 2025 to December 31, 2025
Evaluation Scope	(1) Board of directors and Individual board member performance evaluation (2) Audit Committee and Remuneration Committee performance evaluation
Evaluation Method	Internal self-evaluation of Board of Directors, self-evaluation of individual board members and self-evaluation of functional committees were conducted through the method of directors filling out questionnaires.
Evaluation Content	(1) Board of directors performance evaluation: It includes the aspects of participation level in company's operation, increase of decision making quality of Board of Directors, composition and structure of the Board of Directors. Election and continuing education of directors, internal control, and sustainable operation (ESG) implementation. (2) Individual board member performance evaluation: It includes the aspects of understanding of the objectives and missions of the Company, director responsibilities and authorities, level of participation in the Company's operations, internal relationship management and communication, expertise and continuing education of director, and internal control. (3) Functional committee performance evaluation: It includes the aspects of level of participation in the Company's operations, understanding of responsibilities and authorities of the functional committee, improvement of decision making quality of the functional committee, composition of the functional committee and its member selection, and internal control.

The Company has completed the 2025 board of directors performance self-evaluation, and has reported the evaluation result to the board of directors on March 10, 2026 as the basis for review and improvement. The total average score of the 2025 board of directors performance evaluation was 99.74 points (total of 100 points), the total average score of individual board member performance evaluation was 98.48 points (total of 100 points), the total average score of functional committees performance evaluation was 99.84 points (total of 100 points), indicating that the operation status of the board of directors and all committees is proper.

4. Goals (such as establishment of Audit Committee, improvement of information transparency etc.) for establishment of and execution status evaluation on the enhancement of functions of the Board of Directors for the current year and the most recent year:
   (1) To enhance the management mechanism and sound supervisory function, the Company has established the "Remuneration Committee" and "Audit Committee", as well as the "Sustainability Committee". Meetings are convened according to the organization charters approved by the Board of Directors, in order to review and discuss relevant proposals. In addition, conclusions and recommendations are also reported to the Board of Directors for resolution, and great outcomes have been achieved. For organizational charter approved by the Board of Directors, its content includes the numbers, terms of office, and powers of committee members, as well as the meeting rules and resources to be provided by the Company for exercise of power by the committee.
   (2) The Company has applied for the "Liability Insurance for Directors, Supervisors and Important Staff", in order to diversify legal liabilities of directors and to improve corporate governance capability of the Company.
   (3) To increase information transparency, the Company has established the "Corporate Governance Section", "Stakeholders Section" and "Investors Section" on the Company's website.
   (4) Presently, the Company has installed three independent directors and has established the "Rules Governing the Scope of Powers of Independent Directors" in order to facility independent directors to exercise their authorities. In addition, the Company has also established the Audit Committee to enhance the board function.

(2) Audit Committee Operation Status

The Company convened a total of 6 sessions (A) of Audit Committee meetings in 2025, and the attendance status of the independent directors is as follows:

Job Title	Name	Actual Number of Attendance (Presence) (B)	Number of Attendance by Proxy	Actual Attendance Rate (%) (B/A) (Note 1, 2)	Remarks
Public Welfare Independent Director (Convener)	Tsai, Duei	6	0	100%	Consecutive term of office on 2025/6/13
Independent Director	Wang, Te-Ho	6	0	100%	Consecutive term of office on 2025/6/13
Independent Director	Hung, Ching-Shan	4	0	100%	New assumption of position on 2025/6/13
Independent Director	Huang, Chih-Chen	2	0	100%	Released from duty after the expiration of the term of office on 2025/6/13

Other matters required to be recorded:

1. Where the operation of Audit Committee is subject to one of the following, the board meeting date, session, proposal content, dissenting opinion of independent directors, reserved opinions or major recommendation item content, resolution result of the Audit Committee meeting and the Company's handling with respect to the opinions of the Audit Committee shall be described.
   (1) Matters specified in Article 14-5 of Sectaries and Exchange Act: Please refer to pages 66~69 (Important Resolutions of Board of Directors, Audit Committee, Remuneration Committee, and Sustainability Committee).
   (2) In addition to the aforementioned matters, other motions without approval by the Auditing Committee but passed by the board of the directors with the consents of more than two-thirds of the directors: None.
2. Regarding recusal of independent directors from voting due to conflicts of interests, the names of independent directors, details of the relevant agendas, reasons for recusal, and the results of voting: None.
3. The communications between the independent directors, the internal auditors, and the independent auditors are listed in the table below (shall include major events, methods and results et. communicated in relation to the company's financial and business status):
   (1) Communication with Internal Audit Supervisor:
      A. Communication Method:
         a. The Company's audit officer provides audit report during the Audit Committee meeting or other communication method on a quarterly

basis, such that the audit operation implementation status, inspection deficiency improvement follow-up status and its outcome have been sufficiently communicated, and written audit report is also submitted to the independent directors periodically.

b. The CPAs of the Company report the annual financial statements audit result and other communication matters required by the laws and regulations during the Audit Committee meeting annually.

c. The Company's independent directors maintain direct contact channel with the internal audit officer and the CPAs, and the method of email, telephone and meeting in person may be adopted for communication depending upon the needs. In addition, according to the requirements of the competent authority, the financial and business status of the Company is inspected, and management unit and governance unit are also communicated directly.

B. Summary on Status of Communication of Independent Directors and Internal Audit Officer:
Summary of 2025 Main Communication Matters

Date	Communication Method	Communication Focus	Communication Status and Result	Handling and Implementation Result
2025.03.11	Audit Committee	Internal audit report for December 2024 and January-February 2025.	The attending members of the Audit Committee have been informed.	Independent directors held no opinions on this issue.
2025.05.13	Audit Committee	Internal audit report for March~April 2025	The attending members of the Audit Committee have been informed.	Independent directors held no opinions on this issue.
2025.08.11	Audit Committee	Internal audit report for May~July 2025	The attending members of the Audit Committee have been informed.	Independent directors held no opinions on this issue.
2025.11.11	Audit Committee	Internal audit report for August~ November 2025	The attending members of the Audit Committee have been informed.	Independent directors held no opinions on this issue.
2025.11.11	Separate communication meeting of independent directors, head of internal audit, and CPAs	Report internal audit business operations and CPA audit result communication	The attending members of the Audit Committee have been informed.	Independent directors held no opinions on this issue.
2025.12.26	Audit Committee	2026 audit plan of the Company	Approved through discussion of all attending members of the Audit Committee.	Independent directors held no opinions on this issue.

(2) Communication Status with CPAs
The Company's Audit Committee members and CPAs convene communication meeting at least once quarterly, in order to conduct sufficient communication on any impact of material adjustment of entries and regulatory amendments.
Summary of 2025 Main Communication Matters

Date	Communication Method	Communication Focus	Communication Status and Result	Handling and Implementation Result
2025.03.11	Audit Committee	CPA audit report conclusion for the Company's 2024 annual financial statements.	Approved through discussion of all attending members of the Audit Committee.	Independent directors held no opinions on this issue.
2025.05.13	Audit Committee	CPAs' audit report conclusion on the Company's Q1 2025 financial statements	Approved through discussion of all attending members of the Audit Committee.	Independent directors held no opinions on this issue.
2025.08.11	Audit Committee	CPA review report conclusion for the Company's Q2 2025 financial statements.	Approved through discussion of all attending members of the Audit Committee.	Independent directors held no opinions on this issue.
2025.11.11	Audit Committee	CPA review report conclusion for the Company's Q3 2025 financial statements.	Approved through discussion of all attending members of the Audit Committee.	Independent directors held no opinions on this issue.

(3) Corporate Governance Operation Status and Discrepancies with the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and Reasons

Assessment Item	Operation Status			Discrepancies from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and Reasons
	Yes	No	Summary	
1. Has the Company established and disclosed its corporate governance practices according to the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies?	V		The Company has established the "Corporate Governance Best Practice Principles" according to the resolution of the Board of Directors and has disclosed such principles at the Company's website and the Market Observation Post System (MOPS).	No major difference.
2. Company's shareholding structure and shareholders' equity (1) Has the Company established the internal procedures for handling shareholders' proposals, doubts, disputes, and litigation matters; in addition, have the procedures implemented accordingly?	V		The Company's Financial Division personnel handle shareholders' proposals, doubts, and disputes according to the internal procedures.	No major difference.
(2) Is the Company constantly informed of the identities of its major shareholders and the ultimate controller?	V		In accordance with Article 25 of the Securities and Exchange Act, the Company reports the status of the change of shareholdings of the insiders (directors, managerial officers and shareholders holding more than 10% of the total shares) on the MOPS on a monthly basis. The Company has disclosed and tracked the shareholdings of major shareholders and the ultimate controlling party of major shareholders according to the regulations.	No major difference.
(3) Has the company established and implemented risk management practices and firewalls for companies it is affiliated with?	V		Risk control measures have been established in the internal control operation procedure.	No major difference.
(4) Has the company established internal policies that prevent insiders from trading securities against nonpublic information?	V		1. The Company has established the "Internal Material Information Handling Operation Procedure" according to the resolution of the Board of Directors, and "Management for Prevention of Insider Trading" is stipulated in the internal control operation procedure, in order to regulate the securities trading behaviors of insiders. 2. The Company reminds insiders about the important rules related to equity transfer during the new assumption of job position of insiders or irregularly. In addition, the Company also provides the "Questions and Answers for Doubts on Prohibition of Insider Trading" to directors and managerial officer at the same time, and the "Prevention of Insider Trading" promotion letter from the competent authority is also forwarded to internal staff, in order to allow directors and managerial officers to timely and comprehensively understand "Insider Trading" related regulations. In 2025, directors participated in "Prevention of Insider Trading" related courses, and two letters were sent to managers and above in 2025 to promote insider trading regulations.	No major difference.

Assessment Item	Operation Status			Discrepancies from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and Reasons
	Yes	No	Summary	
3. Composition and responsibility of Board of Directors (1) Has the Board of Directors established diversity policy, specific management goal and has executed properly?	V		For the Company's diversity policy on the composition of board members, specific management goal and implementation status, please refer to pages 11~12 for details.	No major difference.
(2) Apart from the Remuneration Committee and Audit Committee, has the Company assembled other functional committees at its own discretion?	V		The Company has established the Sustainability Committee (a functional committee).	No major difference.
(3) Has the Company established a set of policies and assessment tools to evaluate the board's performance? Is performance evaluated regularly at least on an annual basis? In addition, has the result of the performance assessment been submitted to the Board of Directors' meeting and used as reference for the remuneration and nomination or reelection of individual director?	V		1. The Company has established the “"Rules for Performance Evaluation of Board of Directors” according to the resolution of the Board of Directors and has disclosed such rules on the MOPS website. 2. According to the Rules for Performance Evaluation of Board of Directors of the Company, the Board of Directors shall conduct at least once of internal evaluation on performance of Board of Directors annually, and shall conduct at least once of external evaluation on the performance of Board of Directors every three years. 3. The 2025 performance result of Board of Directors has been reported to the Board of Directors on March 10, 2026, and the evaluation content is as follows: (1) Evaluation on performance of Board of Directors: Total average score of 99.74 points, indicating that the self-evaluation result was excellent. (2) Evaluation on performance of individual board members: Total average score of 99.84 points, indicating that the self-evaluation result was excellent. (3) Evaluation on performance of functional committees: Total average score of 100 points, indicating that the self-evaluation result was excellent. 4. The annual performance evaluation result of the Board of Directors may be used as the reference basis for the determination of the remuneration of individual directors and the nomination of directors.	No major difference.
(4) Does the Company assess the independence of CPAs on a regular basis?	V		1. The CPAs retained by the Company are not directors, supervisors, managerial officers, employees, shareholders of the Company or affiliated enterprises, and the CPAs are not stakeholders thereof and also comply with the regulations on independence judgment specified by the competent authority. (Please refer to Note 1 for details of the Certified Public Accountant Independence Assessment) 2. The Company assesses the professionality and independence of the CPAs annually, and the CPAs have also issued the independence declaration for the entrusted audit operation. In 2025, additional Audit Quality Indicators (AQIs) were obtained from the auditor. The 2025 CPA independence assessment has been approved by the audit committee and Board of Directors on December 26, 2025.	No major difference.

Assessment Item	Operation Status			Discrepancies from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and Reasons
	Yes	No	Summary	
4. Has the Company designated a department or personnel that specializes (or is involved) in corporate governance affairs (including but not limited to providing directors/supervisors with the information needed to perform their duties, convention of board meetings and shareholders' meetings, company registration and changes, preparation of board meeting and shareholders' meeting minutes etc.)?	V		1. The Company's corporate governance unit is the Finance Department. The Board of Directors of the Company has approved that the CFO Chang, Chih-Lin concurrently serves as the Corporate Governance Officer, and corporate governance personnel under the corporate governance unit to be responsible for the corporate governance affairs, in order to protect the rights and benefits of the shareholders and to strengthen the functions of the Board ofDirectors. The main responsibilities of the corporate governance unit of the Company are as follows: (1) Handling of board, functional committee, and shareholder' meeting matters in accordance with the law. (2) Prepare meeting minutes of Board meetings and its functional committees as well as shareholders' meetings, and distribute the meeting minutes within 20 days after the meeting. (3) Assist the assumption of duty of directors and their continuing education. (4) Provide documents necessary for directors' execution of duties. (5) Assist directors and insiders to comply with laws and regulations, and provide directors with prior notice of cases involving a conflict of Interest. 2. 2025 duty execution status is as follows: (1) Assisted directors to obtain documents and information necessary for their performance of duties and also arranged 6 hours of continuing educations for directors. (2) Irregularly provided latest laws and regulations related to corporate governance to all directors. (3) Provided company information necessary for directors to perform duties, and maintained proper communication of directors with all department heads. (4) With regard to the application of liability insurance for directors and important staff. The insured amount in the most recent period is USD 20 million. (5) Provide assistance in arranging communication meetings between directors and CPAs and audit officer, and prepare and publish meeting minutes on the Company's website. (6) The self-assessment of the Board of Directors and its functional committees for 2025 has been completed, and the assessment result has been reported to the Board of Directors on March 10, 2026. (7) Complete the business registration and relevant Disclosure for Board members. (8) Investor conference was held once in December 2025. For details of the investor conference, please refer to the replay service on the Company's website, or please visit the MOPS website to inquire information of the most recent session of investor conference.	No major difference.

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<tr><th rowspan="2">Assessment Item</th><th colspan="3">Operation Status</th><th rowspan="2">Discrepancies from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and Reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>3. Promotion of corporate governance for internal employees of the Company: To achieve zero violations in the transfer of shares held by insiders, the Company regularly sends notifications and requests insiders to report shareholding changes. In addition, the Company also continues to distribute relevant regulations and common violation patterns to all insiders.</td><td></td></tr>
<tr><td>5. Has the Company provided proper communication channels and created dedicated sections on its website to address corporate social responsibility issues that are of significant concern to stakeholders (including but not limited to shareholders, employees, customers and suppliers)?</td><td>V</td><td></td><td>The Company identifies stakeholders according to the AA1000 SES Stakeholder Engagement Standard (2015). Through past experience and industry characteristics, eight types of stakeholders are selected: investors, employees, customers, partners (suppliers and contractors), governments, media, unions/associations, and public welfare groups. The Company establishes transparent and smooth communication channels to understand the issues concerned by all stakeholders and continues to improve further, in order to meet their expectations and needs. Furthermore, the Company has also established the Stakeholder Section on the Company’s website, providing contact information for the media, institutional investors, employees, individual shareholders and suppliers as a means of communication with external parties. Communication with stakeholders is reported to the Board of Directors annually. The communication with stakeholders in 2025 has been reported to the Sustainability Committee and the Board of Directors on December 26, 2025.
<table>
<tr><th>Stakeholders</th><th>Communication frequency and channel</th><th>Concerned issues</th><th>Communication outcome</th></tr>
<tr><td>Investors</td><td>• Market Observation Post System (MOPS): Monthly
Financial Statements: Quarterly
• Board of Directors’ meetings/Functional committees’ meetings/Shareholders’ meetings annual report/sustainability report: Annually
• Material information announcement/press release/Investor conference/Company’s website. Irregularly</td><td>Ethical management, business operation performance and strategy</td><td>• Shareholders’ meetings are convened, and shareholders raise questions regarding the Company’s fleet growth, public listing preparation status and cargo revenue percentage. All questions are explained or answered by the Chairman or designated personnel. Please refer to the 2025 annual shareholders’ meeting minutes for details.
• Explain the Company’s overall operational status and public listing and planning prospects to corporate investors at securities and investor conferences.
• Value customer feedback, assess regional flight routes from Taichung and Kaohsiung, in order to serve passengers throughout Taiwan and to attract more travelers.
• Many international tourists have experienced the beauty of Taiwan.</td></tr>
</table></td><td>No major difference.</td></tr>
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Assessment Item	Operation Status			Discrepancies from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and Reasons
	Yes	No	Summary	
			(see table below)	

Stakeholders	Communication frequency and channel	Concerned issues	Communication outcome
Employees	Employee welfare committee meetings/labor-management meetings: Quarterly • Employee feedback mailbox/employee questionnaire survey: Irregularly • Employee educational training and promotional meetings: Regularly/irregularly	Occupational safety and health, employee diversity and equal opportunity, flight safety	• Continue to promote the concepts of healthy living and environmental sustainability; provide resources and opportunities for participation in sports and public welfare activities. Continue to improve labor conditions and working environment, allowing all employees to thrive in a safe workplace and to improve their satisfaction and commitment. • Internal reporting system (iQSMS security report system), provide a safety incident reporting platform. Adopt anonymous method with digital management, and continue to implement follow-up and improvement. • Convene three-level safety meetings quarterly: Safety implementation team meetings, safety operation coordination meetings and safety review committee meetings are convened to continuously track reports and the implementation status of improvement measures, in order to ensure effective communication of safety information.
Customers	• Customer service hotline/smart text customer service/website visitor message board/customer feedback box/Company's LINE account/Facebook fan's page: Immediately • Dedicated personnel visits/telephone contact/email/customer satisfaction surveys: Irregularly	Customer satisfaction and innovative service, flight safety	• Regularly conduct passenger/cargo transportation customer satisfaction surveys to proactively understand customer needs and feedback, in order to prioritize improvements based on customers' demands, and to closely meet customers' expectations. • Establish an operational review system to comprehensively review and optimize current service processes and content. • Immediately conduct investigation and implement improvement measures after occurrence of an incident, including optimizing field operation process, strengthening employee safety awareness, and incorporating the incident into safety training materials, in order to proactively improve safety management.

Assessment Item	Operation Status: Yes	Operation Status: No	Operation Status: Summary	Discrepancies from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and Reasons
			(table below)	

Stakeholders	Communication frequency and channel	Concerned issues	Communication outcome
Suppliers and contractors	Personal visits/telephone contact/email/supplier meetings: Irregularly	Purchase strategy and supply chain management	• Establish clear procedures for managing suppliers that are “under observation” and “disqualified”, and require all units to implement service performance tracking and maintain records of related communications, in order to strengthen supplier performance improvement mechanisms.
Government	Government agency assessment: Annual competent authority business inspections/policy seminars/conferences/public hearings/official documents/telephone calls/emails/public information: Irregularly.	Information security and personal data protection, climate change mitigation and adjustment	• Actively promote carbon reduction measures, establish internal environmental protection goals, regularly review and disclose carbon emissions data, and enhance social responsibility transparency. • Promote green flights by introducing more eco-friendly processes and materials, such as reducing disposable plastics and promoting recycling items, in order to achieve sustainable business operations and to enhance the brand’s support for environmental issues.
Media	• Telephone hotline/email: Immediately • Press conferences/media interviews/press releases: Irregularly	Brand strategy and development, ethical management, risk management, flight safety	• Continue to communicate with the public through social media platforms, press releases, and public events, external communication, respond to consumers, media, optimize services, and maintain a positive brand image.
Unions and associations	Telephone/email/press release/seminar/conference/event: Irregularly	Employee diversity and equal opportunity, flight safety, energy and greenhouse gas	• STARLUX Airlines shares its experience in promoting gender equality policies and culture through presentation of corporate actual case studies. • Actively participate in domestic and international seminars and engage in experience sharing and communication with experts in global aviation industry, including” participation in professional forums organized by the U.S. Transportation Security Administration (TSA), Airbus, and the Association of Asia Pacific Airlines (AAPA). • Understand new SAF technologies and trends in aircraft fuel efficiency and carbon reduction.

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<tr><td>Unions and associations</td><td>Telephone/email/press release/seminar/conference/event: Irregularly</td><td>Employee diversity and equal opportunity, flight safety, energy and greenhouse gas</td><td>• Participate in the IATA World Sustainability Symposium (WSS) to develop net-zero strategy roadmap for international aviation's 2050 net-zero carbon emissions goal and to exchange ideas with industry peers, in order to advance common interests.
• Regularly participate in the annual Airbus Sustainable Aviation Fuel (SAF) and aircraft technology conference to understand new SAF technologies and trends in aircraft fuel efficiency and carbon reduction.
• Participate in the IATA World Sustainability Symposium (WSS) conference to establish net-zero strategy roadmap for international aviation's 2050 net-zero carbon emissions goal, and establish carbon reduction promotion policy direction from 5 key areas, including flight technology, energy and foundational policies, operations, finance, and policy, and engage in exchange with industry peers to improve common interests.</td></tr>
<tr><td>Public welfare groups</td><td>Social media/telephone/email/press release/forum/social welfare and environmental protection events: Irregularly</td><td>Public responsibility and social participation</td><td>• Continue to collaborate with various public welfare groups in various activities, and raise awareness on related environmental issues through press releases and social media.</td></tr>
</table></td><td></td></tr>
<tr><td>6. Has the Company commissioned a professional stock agency institution to handle shareholders' meeting affairs?</td><td>V</td><td></td><td>The Company entrusts the "Registrar & Transfer Agency Department of Yuanta Securities Co., Ltd." for handling shareholders' meeting affairs.</td><td>No major difference.</td></tr>
<tr><td>7. Information Disclosure
(1) Has the Company established a website that discloses financial, business, and corporate governance-related information?</td><td>V</td><td></td><td>The Company has disclosed financial, business, and corporate governance information on the Company's website. ◦</td><td>No major difference.</td></tr>
</table>

Assessment Item	Operation Status			Discrepancies from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and Reasons
	Yes	No	Summary	
(2) Has the Company adopted other means to disclose information (e.g. English website, assignment of specific personnel to collect and disclose corporate information, implementation of a spokesperson system, broadcasting of investor conferences via the company website)?	V		The Company has already set up an English website, including a corporate governance section, an investor section, and a stakeholder section. The Company also discloses financial, stock affairs, and corporate briefing information in the investor section, and has a dedicated person to collect and disclose information of the Company. The Company's internal material information is disclosed on the MOPS after being approved by the Company's spokesperson in accordance with the regulations, and provide investor conference multimedia files on the Company's website.	No major difference.
(3) Has the Company made public announce and report the annual financial statements within a period of two months after the end of each fiscal year, and has the Company also made announcement and provided report of the first, second and third quarter financial statements as well as the monthly business operation status?		V	The Company has not yet announced the filing of annual financial reports early within two months after the end of fiscal year; however, the Company still announces the filing of financial reports before the specified deadlines and the monthly revenue status before 10th day of each month.	Early announcement will made timely in the future.
8. Does the Company has other important information (including but not limited to employees' benefits and rights, employee care, investor relationship, supplier relationship, rights of stakeholders, educational training status of directors and supervisors, implementation of risk management policy and risk measurement standards, customer policy implementation status, purchase of liability insurance for directors and supervisors of the Company etc.) helpful to the understanding of the corporate governance operation status of the Company?	V		Employees' rights/interests, and employee care: The Company promotes labor-management harmony, has established a comprehensive employee welfare system. In addition to organizing regular and irregular education and training, the Company also provides a friendly workplace and retirement mechanism, and has established communication channels, in order to protect employees' rights and interests. Please refer to Chapter Four Operation Overview and Labor-Management Relationship of this annual report for details. • Investor relationship: The Company's website has set up an Investor section disclosing financial reports, business reports, stock information, inventor conference and material announcements, and also provides information concerned by investors. • Supplier relationship, rights of stakeholders: The Company has set up the stakeholder section on the Company's website to provide contact information to stakeholders, in order to be used as the communication channel. • Continuing education status of directors: The Company arranged instructors of the "Securities & Futures Institute" to organize courses on "Analysis of Fraud Techniques and Review of Money Laundering Regulations and Case Studies" and "Insider Trading Prevention and the Latest Developments in Practice (Including Gender Equality)" at the Company on May 13, 2025 and November 11, 2025. For the 2025 continuing education status of directors of the Company, please refer to Note 2 for details.	No major difference.

<table>
<tr><th rowspan="2">Assessment Item</th><th colspan="3">Operation Status</th><th rowspan="2">Discrepancies from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and Reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>• Implementation status of risk management policy and risk measurement criteria:
1. The Company’s Audit Committee evaluates the independence and competence of CPAs retained annually, and requests CPAs to provide the “Declaration of Independence” and also performs evaluation on the five main aspects of professionality, quality control, independence, supervision and innovation capability according to the standard of Note 1 and the Audit Quality Indicators (AQIs), and evaluation is also performed according to the evaluation data provided by the 15 indicators. The CPAs’ independence and competence was reviewed and approved by the Audit Committee and reported to the Board of Directors for resolution on December 26, 2025.
2. The Company has established the Sustainability Committee to regularly review the operational risks and report to the Board of Directors, in order to assist the directors to identify and control various risks.
3. For risk analysis and assessment, please refer to Chapter Five Risk Assessment Information of the annual report of the Company.
Implementation status of customer policy:
The Company conducts regular transportation/ cargo transportation customer satisfaction surveys to actively understand customers' feedbacks and key requirements of customers, in order to provide improvement in priority. The Company also conducts regular meetings to track service quality and observe the feedback of passengers, along with the consideration of the results of the surveys, in order to improve customer satisfaction and make timely adjustments to customer needs. In 2024, the Company actively sent questionnaires to passengers to understand their recent experience with the flight of the Company, and provided feedback opinions to relevant service responsible units as a reference for reviewing and optimizing current operations. According to the results of present survey, 92.1% of visitors provided the score between 4 and 5 points for service satisfaction, and the overall questionnaire recovery rate of the questionnaires reached 25%.
Status of liability insurance applied by the Company for the directors and supervisors:
To strengthen corporate governance and the functions of the Board of Directors, the Company applies the "Liability insurance for directors and important staff" annually and reports to the Board of Directors regularly.</td><td></td></tr>
<tr><td colspan="5">9. Please provide explanation on the improvement status of the corporate governance evaluation announced by Taiwan Stock Exchange (TWSE) in the most recent year, and provide priority enhancement and measures for matters yet to be improved. (This not required for company not listed for evaluation) Not applicable.</td></tr>
</table>

Note 1: Certified Public Accountant (CPA) Independence Assessment

Assessment Item	Assessment Result	Whether the independence criteria are satisfied
1. Up to the most recent certification operation, there is no occurrence of CPA without change for seven years.	Criteria satisfied	Yes
2. CPA has no material financial interests with the trustor.	Criteria satisfied	Yes
3. CPA prevents to have any inappropriate relationship with the trustor.	Criteria satisfied	Yes
4. CPA shall request its assisting personnel to properly comply with the requirements for integrity, fairness and independence.	Criteria satisfied	Yes
5. The financial statements of the institutions serviced within two years before practice shall not be audited and certified.	Criteria satisfied	Yes
6. The name of CPA shall not be provided to others for use.	Criteria satisfied	Yes
7. CPA does not hold shares of the Company and associates.	Criteria satisfied	Yes
8. CPA does not engage in any loan or borrowing with the Company and associates.	Criteria satisfied	Yes
9. CPA does not engage in any relationship of joint investment or share of profit with the Company and associates.	Criteria satisfied	Yes
10. CPA does not concurrently hold a routine job position at and receive a fixed salary from the Company or associates.	Criteria satisfied	Yes
11. CPA does not involve in the management position or function for decision making of the Company or associates.	Criteria satisfied	Yes
12. CPA does not concurrently operate other business that may cause the loss of his/her independence.	Criteria satisfied	Yes
13. CPA is not in any relationship of spouse, lineal relative by blood or by marriage or relative within second degree of kinship with the management of the Company.	Criteria satisfied	Yes
14. CPA does not collect commission related to any business.	Criteria satisfied	Yes
15. Up to the present day, there has been no sanction or violation of the principle of independence.	Criteria satisfied	Yes

Note 2：2025 Continuing Education Status of Directors of the Company

Job Title	Name	Date of education/training	Professional training institution	Training course	Number of hours
Chairman	Chang, Kuo-Wei	May 13, 2025	Securities & Futures Institute	Analysis of Fraud Techniques and Review of Money Laundering Regulations and Case Studies	3.0
		November 11, 2025	Securities & Futures Institute	Insider Trading Prevention and the Latest Developments in Practice (Including Gender Equality)	3.0
Director	Chai, Chien-Hua	May 13, 2025	Securities & Futures Institute	Analysis of Fraud Techniques and Review of Money Laundering Regulations and Case Studies	3.0
		November 11, 2025	Securities & Futures Institute	Insider Trading Prevention and the Latest Developments in Practice (Including Gender Equality)	3.0

Job Title	Name	Date of education/training	Professional training institution	Training course	Number of hours
Director	Yeh, Shu-Wen	May 13, 2025	Securities & Futures Institute	Analysis of Fraud Techniques and Review of Money Laundering Regulations and Case Studies	3.0
		November 11, 2025	Securities & Futures Institute	Insider Trading Prevention and the Latest Developments in Practice (Including Gender Equality)	3.0
Director	Tong, Chun-Yi	March 28, 2025	Taiwan Corporate Governance Association	Corporate Governance and Securities Laws	3.0
		July 30, 2025	Taiwan Investor Relations Institute	Workplace infringement OUT, DIE workplace in – case analysis and preventative measures for workplace misconduct (sexual harassment + workplace bullying) from legal, academic and practical standpoints	3.0
		August 11, 2025	Taiwan Corporate Governance Association	Corporate Governance and Securities Laws	3.0
		September 25, 2025	Taiwan Investor Relations Institute	Trade secret protection and corporate governance	3.0
Public Welfare Independent Director	Duei Tsai	May 13, 2025	Securities & Futures Institute	Analysis of Fraud Techniques and Review of Money Laundering Regulations and Case Studies	3.0
		November 11, 2025	Securities & Futures Institute	Insider Trading Prevention and the Latest Developments in Practice (Including Gender Equality)	3.0
Independent Director	De-He Wang	May 13, 2025	Securities & Futures Institute	Analysis of Fraud Techniques and Review of Money Laundering Regulations and Case Studies	3.0
		November 11, 2025	Securities & Futures Institute	Insider Trading Prevention and the Latest Developments in Practice (Including Gender Equality)	3.0
Independent Director	Hung, Ching-Shan	July 25, 2025	CPA Associations R.O.C. (Taiwan)	Materiality Considerations in Sustainability Information Disclosure	3.0
		September 18, 2025	Taiwan Securities Association	Financial Consumer Protection Act, Fair Treatment of Financial Consumers, Financial Accessibility, and Convention on the Rights of Persons with Disabilities (CRPD)	3.0
		October 16, 2025	Taiwan Securities Association	Security challenges and future trends of AI in the context of digital technology risk	3.0
		November 11, 2025	Securities & Futures Institute	Insider Trading Prevention and the Latest Developments in Practice (Including Gender Equality)	3.0

(4) Composition and Operations of the Remuneration Committee:

A. Information of Remuneration Committee Members

All members of the Remuneration Committee of the Company are independent directors. For information on their professional qualification and experience, independence status, number of positions as a remuneration committee member in other public companies, please see pages 10 for details.

B. The responsibilities of the Remuneration Committee are to provide advices on the following matters and to submit to the Board of Directors for resolution:

a. Establish and periodically review the performance evaluation of directors and managerial officers as well as the policy, system, standard and structure for the remuneration.

b. Establish and periodically review the performance evaluation of directors and managerial officers as well as the policy, system, standard and structure for the remuneration.

C. Information on Operation Status of Remuneration Committee

a. The Company's Remuneration Committee consists of 3 members.

b. The term of office of present members is from June 13, 2025 to June 12, 2028.

c. In 2025, a total of 2 sessions (A) of Remuneration Committee Meetings were convened. For resolutions of the meetings, please refer to page 66~69 (Important Resolutions of Board of Directors, Audit Committee and Remuneration Committee). The attendance status of the committee members is as follows:

Job Title	Name	Actual Number of Attendance (B)	Number of Attendance by Proxy	Actual attendance rate (%) (B/A)(Note)	Remarks
Convener	Tsai, Duei	2	0	100%	Consecutive term of office on 2025/6/13
Committee Member	Wang, Te-Ho	2	0	100%	Consecutive term of office on 2025/6/13
Committee Member	Hung, Ching-Shan	1	0	100%	New assumption of position on 2025/6/13
Committee Member	Huang, Chih-Chen	1	0	100%	Released from duty after the expiration of the term of office on 2025/6/13

Other matters required to be recorded:
1. In the event where the Remuneration Committee's proposal is rejected or amended in a Board of Directors meeting, please describe the date and session of the meeting, details of the agenda, the board's resolution, and how the company had handled the Remuneration Committee's proposals (describe the differences and reasons, if any, should the Board of Directors approve a solution that was more favorable than the one proposed by the Remuneration Committee): None.
2. In case where any member object or express qualified opinions to the resolution made by the Remuneration Committee, whether on-record or in writing, please describe the date and session of the meeting, details of the agenda, the entire members' opinions, and how their opinions were addressed: None.

(5) Discrepancies of the Company's implementation of sustainable development status from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and cause:

Implementation item	Implementation status			Discrepancies from the Sustainable Development Best Practice Principles for TWSE / TPEx Listed Companies and cause
	Yes	No	Summary	
1. Has the Company established a governance structure for promoting the sustainable development, and set up a unit that specializes (or is involved) in the promotion of sustainable development, and does the board of director authorize the senior management for handling such mater, and the supervision status of the Board of Directors?	V		Starlux Airlines has established the "Corporate Sustainability Committee" in May 2023 according to the "Sustainable Development Best Practice Principles", in order to handle the Company's sustainable development and to manage promotion of related matters. In November 2024, the Board of Directors has approved the establishment of the "Sustainability Committee" and the implementation of "Sustainability Committee Charter". In addition, the " General Guidelines for Corporate Sustainable Development and Sustainability Information Management " has also been established to specify the following: The Board of Directors acts as the highest decision-making unit for sustainable development (including risk management). The "Sustainability Committee" is a functional committee under the Board of Directors, with the Chairman acting as the chairperson of the committee, Independent Directors of the Company as the committee members and the Chief Sustainability Officer as the Executive Secretary of the committee. The committee convenes meeting at least once annually. "Operation Sustainability Promotion Committee" is further established under the Sustainability Committee, with the Chief Executive Officer acting as the chairperson of the committee, and senior executives from key operating segments as the committee members, and the Chief Sustainability Officer and the Carbon Offsetting Team of the Procurement Div. acting as the Executive Secretaries of the committee. The committee is further divided into the following teams of Corporate Governance Team (G), Sustainable Environment Team (E), Social Welfare Team (S), Sustainable Information Disclosure Team (D), and Enterprise Risk Management Team (ERM, established under the Corporate Governance Team). The committee convenes meetings semi-annually to discuss implementation plans and to coordinate cross-department collaboration, and the committee also regularly reports the implementation status of sustainable development to the Sustainability Committee. Operation Sustainability Promotion Committee convenes meetings monthly, in principle, and based on the Company's internal sustainability projects and promotion progress, ESG-related issues are discussed across departments and implementation status is also tracked. Sustainability promotion outcomes and key issues are summarized and reported to the Sustainability Committee and the Board of directors on a quarterly basis, allowing directors to stay informed of the Company's sustainability strategy implementation progress, risks and improvement measures, thereby ensuring that sustainability issues have been incorporated into the Company's corporate governance and Operating decisions.	No major difference.

Implementation item	Implementation status			Discrepancies from the Sustainable Development Best Practice Principles for TWSE / TPEx Listed Companies and cause
	Yes	No	Summary	
2. Has the Company implemented the risk assessment of environmental, social, and corporate governance issues related to corporate operation, and has the Company established relevant risk management policies or strategies based on the principle of materiality?	V		The Company has established a comprehensive ESG risk management framework, with the CEO acting as the top management, and several responsible roles have been established under the CEO to handle several dedicated roles according to their respective responsibilities. Operation Sustainability Promotion Committee identifies and manages ESG issues based on the principle of materiality, and the scope covers operating locations in Taiwan, Hong Kong, Macau, Southeast Asia, Northeast Asia, and North America. The main execution results are as follows: **Environmental sustainability:** • Completion of introduction of ISO 14001 and ISO 50001 Management systems in 2025. • Completed CORSIA carbon emission management and greenhouse gas inventory. • Introduction of the TCFD/TNFD framework to assess climate risk. • Established wastewater treatment and waste management systems. **Social responsibility:** • Obtained ISO 45001 occupational health and safety certification, with a 100% training completion rate. • Enhanced brand image, achieving over 15,000 annual media exposures. • Conducted regular customer satisfaction surveys and service optimizations. **Governance:** • Offered ethical management training for the board and employees. • Obtained ISO 27001/27701 and TIPS certifications. • Established a Safety Committee to regularly oversee flight safety. • Strengthened compliance systems and intellectual property management. • Dedicated units execute tasks, with the audit unit overseeing and tracking to ensure effective implementation of sustainability policies.	No major difference.
3. Environmental Topic (1) Has the Company established environmental management system suitable for the Company's industrial characteristics?	V		The Company is committed to greenhouse gas (GHG) management. In 2023, the Company conducted the first comprehensive GHG inventory for the region of Taiwan in accordance with ISO 14064-1:2018 and also successfully obtained the third-party verification certificate. In 2025, the Company systematically collected data from various GHG emission sources and expanded the scope of inventory to include STARLUX Airlines' overseas branches. In addition, relevant results were fully disclosed in the 2025 Sustainability Report, demonstrating the Company's determination and accomplishment in the promotion of environmental sustainability. According to the characteristics of the aviation transportation industry, STARLUX Airlines has established and continues to improve its environmental management system by incorporating environmental protection and operation management into its corporate governance framework. STARLUX Airlines has officially qualified the international certifications of ISO 14001 environmental management system and HACCP food safety control system in 2025, demonstrating the Company's institutionalized and systematic results in environmental management, operational process control and risk prevention. The certification valid period of ISO 14001 environmental management system is from May 4, 2025, to May 4, 2028; and the certification valid period of ISO 50001 energy management System is from May 21, 2025, to May 20, 2028.	No major difference.

Implementation item	Implementation status			Discrepancies from the Sustainable Development Best Practice Principles for TWSE / TPEx Listed Companies and cause
	Yes	No	Summary	
(2) Is the Company committed to achieving efficient use of resources, and using renewable materials that produce less impact on the environment?	V		STARLUX Airlines has disclosed its energy usage status for the most recent two years, and its data coverage includes all operating locations of STARLUX Airlines. In 2024, the total energy consumption was 12,948,630.20 GJ; in 2025, the total energy consumption was 17,685,552.19 GJ. Energy is primarily used for aircraft operations, accounting for approximately 99% of total energy consumption. The second largest energy consumption refers to purchased electricity, and it accounts for approximately 1% of the total energy consumption. In 2025, the Company's renewable energy share was less than 1%. In the future, the Company will continue to monitor energy consumption and trends, and will develop practical energy-saving improvement solutions, in order to enhance energy efficiency. In terms of the energy saving and carbon reduction strategy, for key controllable energy sources - purchased electricity, the Company has implemented measures of smart lighting control, installation of solar energy equipment and optimization of the air-conditioning system, in order to continuously enhance energy management performance. In terms of airline operations, the Company has introduced new type of A350 wide-body aircraft equipped with the latest Rolls-Royce XWB engines, capable of achieving carbon reduction of approximately 25% compared to earlier models. In addition, the Company has also cooperated with the Civil Aeronautics Administration of Ministry of Transportation and Communications in the promotion of Sustainable Aviation Fuel (SAF) Policy. On April 23, 2025, ISCC CORSIA international certification standard SAF was officially introduced, and Jet A-1 and NEAT SAF (pure SAF) blended fuel was used to complete the Taipei-Hanoi flight, with the SAF blend ratio of approximately 5%, making STARLUX Airlines to become the first domestic airline to complete ground refueling operations with the fuel hydrant system at Taoyuan International Airport. It is estimated that each ton of SAF can reduce 2.67 metric tons of CO_2 emissions. The Company plans to gradually increase the use proportion of SAF, in order to reduce overall operational carbon emissions, demonstrating STARLUX Airlines' actual actions in response to the nation's 2050 net zero target. Moreover, to execute eco-friendly actions in practice, the Company has not only continued to promote internal plastic reduction awareness but also replaced traditional paper publications with digital reading services through the JX Reader project, thereby effectively reducing the amount of inflight paper usage. In addition, preference is given to renewable or recycled raw materials and packaging during the selection of inflight services and merchandise, demonstrating specific plastic reduction results and the Company's commitment to environmental sustainability.	No major difference.
(3) Has the Company assessed the climate change on the present and future potential risks and opportunities of the corporation, and has the Company adopted relevant responsive actions?	V		The Company's Operation Sustainability Promotion Committee serves as the highest organization for climate change management, with the CEO acting as the convener. The Sustainable Environment Team under the committee regularly collects climate change issues from peers and CDP climate questionnaires, and also prepares to meet the requirements of the SBTi scientific foundation reduction target initiative. In 2023, STARLUX Airlines preliminarily identified 14 climate risks and opportunities related to its operations, based on the Company's development strategy, the characteristics and trends of the airline service industry, regulatory trends and geographical characteristics, which are further classified into 6 transition risks, 3 physical risks and 5 climate opportunities.	No major difference.

<table>
<tr><th rowspan="2">Implementation item</th><th colspan="3">Implementation status</th><th rowspan="2">Discrepancies from the Sustainable Development Best Practice Principles for TWSE / TPEx Listed Companies and cause</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>In 2024, according to the interviews with relevant departments by the TCFD Task Forces for assessing the possibility and impact of risks and opportunities, 14 issues were classified and a materiality matrix was created. According to the analysis result, STARLUX Airlines prioritized one major opportunity of “Business model for increasing fuel efficiency” of high attention, two major risks of “Increase of sustainable fuel costs” and “Consumer preference for low-carbon flights” of moderate attention, and three major opportunities of “Heading towards more efficient buildings”, “Changes in consumer preferences” and “Development and/or expansion of low-carbon flight services” to conduct impact analysis and management responses, and relevant outcomes were also reported to the Operation Sustainability Promotion Committee. In 2025, the Company continued the assessment of the risks and opportunities identified in 2024 and updated the individual boundary to the Company's operational boundary, and continued to further enhance climate resilience, along with the plan for introduction of the IFRS standards, in order to enhance the transparency of climate-related financial information. Please refer to the latest STARLUX Airlines Sustainability Report for details.</td><td></td></tr>
<tr><td>(4) Has the Company statistically analyzed the greenhouse gas emission, water usage and waste total weight over the past years, and does the Company establish policies for reduction of greenhouse gas emissions, reduction of water consumption or other waste management?</td><td>V</td><td></td><td>The Company actively manages environmental sustainability issues and has completed the 2025 ISO 14064-1:2018 greenhouse gas inventory for Scopes 1, 2, and 3, along with third-party verification. Greenhouse gas emissions have increased over the past two years due to expanded operations and an extended inventory boundary from Taiwan to the entire STARLUX Airlines entity.

• Greenhouse gas emissions for the past two years:
Unit: tonnes CO2e
<table>
<tr><th>Year</th><th>Scope 1</th><th>Scope 2</th><th>Scope 3</th><th>Total</th></tr>
<tr><td>2024</td><td>973,496.12</td><td>8,039.77</td><td>9,887.19</td><td>991,424.08</td></tr>
<tr><td>2025</td><td>1,353,050.16</td><td>8,554.53</td><td>10,008.22</td><td>1,371,612.91</td></tr>
</table>
Note 1: The 2024 GHG inventory scope was expanded to cover global operations, including newly added office locations in Taiwan and ten overseas branch offices as well as their respective operating sites.
Note 2: GHG inventory inspection scope: The scope includes a total of 7 types of GHGs of carbon dioxide (CO2), nitrous oxide (N2O) methane (CH4), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF6), nitrogen trifluoride (NF3).
Note 3: The inventory inspection scope for Categories 3~6 covers the items of GHG emissions generated from the upstream emissions of externally purchased energy, employee commute and business trips in the value chain.

The water withdrawal of all operating locations of STARLUX Airlines is provided by third-party water supply companies. In addition to that water withdrawal is used for office personnel, employee cafeteria, the water withdrawal is also used for vehicle cleaning and alcohol/drinking products. Moreover, the water withdrawal is also used for aircraft cleaning at the aircraft maintenance hangar. As a commitment to precision water usage, STARLUX Airlines has maintained a water intensity less than 0.01 cubic meter since 2023, and the water usage status is as follows:</td><td>No major difference.</td></tr>
</table>

<table>
<tr><th rowspan="2">Implementation item</th><th colspan="3">Implementation status</th><th rowspan="2">Discrepancies from the Sustainable Development Best Practice Principles for TWSE / TPEx Listed Companies and cause</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>
• Water Consumption in the Most Recent Two Years:
<table>
<tr><th>Year</th><th>Total water consumption (million liters)</th><th>Number of employees</th></tr>
<tr><td>2024</td><td>97</td><td>5,047</td></tr>
<tr><td>2025</td><td>111</td><td>5,896</td></tr>
</table>
Note: The scope of the water resource use statistics for 2024 includes data from all operating locations of STARLUX Airlines operating locations.

STARLUX Airlines places great emphasis on sustainable water resource management. In addition to periodic water resource risk analysis for operating locations, the Company also implements numerous water conservation measures for daily operations. In terms of water resource management, the Company has installed a rainwater recovery system in the building, the reclaimed rainwater is used for garden irrigation, in order to effectively reduce tap water consumption. Regarding water-saving measures, the Company uses water equipment certified with the water-saving label and reduces daily water needs through the adjustment of sensor faucet flow rate and optimization of urinal flushing setting. At the same time, to enhance the water management policy, the Company prevents large-scale water-consuming operations during the dry season (November to April each year) and implements reasonable adjustments of the operation schedule, in order to reduce impact on water resources and operational water pressure.

• Waste Output in the Most Recent Two Years:
<table>
<tr><th>Year</th><th>Weight of general waste (tonnes)</th><th>Number of employees</th></tr>
<tr><td>2024</td><td>886.49</td><td>5,047</td></tr>
<tr><td>2025</td><td>1,200.61</td><td>5,896</td></tr>
</table>
Note: The 2024 statistics scope was expanded to cover global operations, including newly added office locations in Taiwan and ten overseas branch offices as well as their respective operating sites.

The Company implements the environmental sustainability philosophy by adopting the 5R principles (Refuse, Reduce, Reuse, Repurpose, and Recycle) to promote waste management. From office supplies to inflight service items, we actively reduce disposable waste and prioritize the use of recoverable or reusable materials. We carefully select partners with eco-friendly certifications and regularly educate employees to promote environmental awareness, in order to implement waste reduction in practice jointly.
</td><td></td></tr>
<tr><td>4. Social Topic
(1) Has the Company established related management policies and procedures in accordance</td><td>V</td><td></td><td>STARLUX Airlines aims to build a “happy enterprise,” with the Human Resources department serving as the dedicated unit responsible for supervision and implementation, and guided by international human rights principles from the Universal Declaration of Human Rights, UN Global Compact, ILO Convention, and United Nations Guiding Principles on Business and Human Right. We have established policies, such as the STARLUX Airlines Human Rights Policy, Work Rules, Employee Management Regulations, and Code of</td><td>No major difference.</td></tr>
</table>

Implementation item	Implementation status			Discrepancies from the Sustainable Development Best Practice Principles for TWSE / TPEx Listed Companies and cause
	Yes	No	Summary	
with applicable laws and the international human rights conventions?			Ethical Conduct, emphasizing core values of equality, diversity, non-discrimination, non-harassment, and shared success. To foster a friendly workplace, the Company has included same-sex partner right in employee benefits and ensures recruitment, employment, and promotion decisions are based solely on professional qualifications, eliminating all forms of discrimination. The Company encourages the establishment of a corporate union, provides office space for the union, and engages in regular labor-management communication. To protect employee rights, multiple grievance channels are available, including an employee complaint mailbox, a sexual harassment prevention hotline, and a safety reporting mechanism within the safety management system, ensuring prompt handling of employee concerns and fostering a harmonious, inclusive work environment. STARLUX Airlines conducts a strict evaluation mechanism based on its "Integrity Management Code" before establishing business relationships with customers and suppliers. This includes reviewing the counterparty's legality, integrity policies, and past records. The assessment covers multiple aspects such as the country of incorporation, place of operation, organizational structure, and business policies, with particular attention to whether the counterparty is involved in high-risk countries or industries. The Company explicitly prohibits transactions with parties that do not operate with integrity and incorporates relevant clauses into contracts, requiring both parties to comply with integrity principles. In the event of any violation, the Company may immediately terminate the business relationship and seek compensation for damages. In addition, the Company also strictly regulates employees through its "Code of Ethical Conduct" and "Work Rules," prohibiting them from accepting improper benefits or engaging in illegal activities. The Company continues to provide integrity management-related training for new hires and all employees on an annual basis, including courses such as "Promotion of the Integrity Management Code and Code of Ethical Conduct," "STARLUX Airlines Human Rights Policy," "Workplace Sexual Harassment Prevention Training," "Intellectual Property Management System Training," and "Antitrust Compliance Guidelines." The overall training completion rate reached 100%, aiming to strengthen employees' understanding of integrity management and regulatory compliance requirements. In addition, in 2025, training programs for directors included "Analysis of Fraud Schemes and Case Studies on Anti-Money Laundering Regulations" and "Prevention of Insider Trading and Latest Practical Developments (including Gender Equality Issues)." The content covered typical fraud schemes, anti-money laundering regulations, insider trading prevention practices, and key points of gender equality regulations, thereby enhancing directors' understanding of integrity management, corporate governance, and regulatory compliance, and continuously improving the effectiveness of board oversight.	
(2) Has the Company developed and implemented reasonable employee welfare	V		While upholding the sustainable operation philosophy, STARLUX Airlines has established a fair and reasonable remuneration system. In addition to providing basic salaries that are competitive in the market, the Company also provides allowances according to the job attributes. The Company regularly reviews its remuneration system annually and comprehensively considers the business operating profit, price index	No major difference.

Implementation item	Implementation status			Discrepancies from the Sustainable Development Best Practice Principles for TWSE / TPEx Listed Companies and cause
	Yes	No	Summary	
measures (including compensation, leave of absence and other benefits), and appropriately reflected business performance or outcome in employees' compensations?			change and individual performance, in order to make salary adjustment and to distribute year-end bonuses timely, thereby demonstrating the corporate culture of sharing business outcomes with employees. To retain talents and to enhance employees' confidence in the Company's future development, STARLUX Airlines has executed cash capital increase to reserve 10%-15% of the shares in priority in recent years, in order to allow employee share subscription at a recognition price lower than the market price. There were 2 times of capital increase with employee share subscription in 2024, and the average of the subscription rate was 63%. The Company also comprehensively protects employees' living and future through comprehensive insurance system, well-planned benefits and sound retirement plans. The Employee Welfare Committee also plans a variety of benefit plans, including three-holiday bonuses, birthday gift money and preferential benefits from cross-industry collaboration, in order to fulfill our commitment to protect the employees' well-being. **Comprehensive benefits: employee insurance system** The Company provides comprehensive group insurance and travel insurance coverage for all employees, ensuring their health and safety during business travel. Additionally, a range of care programs are also provided, including injury allowances, marriage gifts, and funeral benefits, demonstrating the Company's support and condolences to employees. **Happy journey: Employee flight ticket benefits** To encourage employees to slow down their pace, to enjoy life and to broaden their international horizons during their free time of work, STARLUX Airlines provides a comprehensive benefit system of flight ticket discount to employees and their friends and relatives. Employees are eligible for free and discounted tickets after six months of employment, and the Company specifically addresses the welfare and needs of unmarried employees to implement the equality and non-discrimination policy. The Company also provides special honeymoon flight ticket benefit, allowing employees to enjoy convenient and considerate travel arrangements during important life milestones, demonstrating the Company's commitment to employee well-being and happiness. **Joy at workplace: Employee benefits and corporate culture** The Company is committed to creating a healthy and friendly workplace by providing diverse facilities to meet employees' needs. The internal of the Company provides gym available for free use, and employee cafeteria offering balanced and free lunches and dinners, allowing colleagues to maintain healthy lifestyle easily. Blood pressure monitors are installed in all offices to encourage employees' self-health management. In addition, multi-functional pantries and breastfeeding room are also available. Access control is implemented at the breastfeeding room to ensure privacy and safety, providing secure and convenient space to employees.	

Implementation item	Implementation status			Discrepancies from the Sustainable Development Best Practice Principles for TWSE / TPEx Listed Companies and cause
	Yes	No	Summary	
			Future security: Employee retirement system To ensure employees’ post-retirement livelihood security, STARLUX Airlines has established employee retirement-related systems and policies in accordance with the Labor Standards Act and the Labor Pension Act, and has formed the “Labor Pension Fund Supervisory Committee” while also opening a dedicated labor pension reserve account. In 2025, the retirement benefit expense recorded amounted to NT$281,365,781. The committee convenes meetings regularly to review relevant matters and to ensure that employees receive their due rights and benefits after retirement.	
(3) Has the Company provided a safe and healthy work environment for employees, and education on occupational safety and health for employees at regular intervals?	V		The Company is committed to creating a safe and healthy work environment. We conduct annual hazard identification and risk assessment of workplaces, evaluate the safety of work environments and operational procedures, and implement timely improvements to reduce the risk of occupational injuries. We offer regular occupational safety and health training for new and existing employees to enhance safety awareness. The Company has achieved dual certification for the ISO 45001 Occupational Health and Safety Management System and the Taiwan Occupational Safety and Health Management Systems (TOSHMS), valid until 2027. For employee health, an on-site physician with dual qualifications in aviation medicine and occupational medicine, supported by a nursing team, provides health management, medical consultations, and follow-up care. An annual worker health service plan, combined with health checkup results, includes health seminars to help employees better understand their health status. To prevent and address potential psychosocial hazards in the workplace, including illegal infringement, workplace bullying, and sexual harassment, STARLUX Airlines has established relevant prevention and complaint-handling mechanisms. These include clearly defined policies prohibiting illegal conduct and sexual harassment, the establishment of multiple confidential reporting channels, and the designation of responsible units to conduct investigations and handle cases. All reported cases are handled promptly in accordance with principles of confidentiality and fairness, with necessary psychological support and follow-up care provided to the individuals concerned. In addition, the Company regularly conducts related training and awareness programs to enhance employees’ understanding of workplace respect and safety, thereby fostering a friendly, respectful, and non-discriminatory working environment.	No major difference.

Implementation item	Implementation status			Discrepancies from the Sustainable Development Best Practice Principles for TWSE / TPEx Listed Companies and cause
	Yes	No	Summary	
(4) Has the Company established a plan for the training of effective career development and planning of employees?	V		The Company values employee career development and has a dedicated training unit. We have established a comprehensive online and physical learning system and offer a variety of training programs. Training is structured around three competencies: professional skills (planned by departments based on business needs), core competencies, and management skills (coordinated by HR), ensuring employees acquire necessary skills at different career stages. The results of our 2025 training and development initiatives were significant, including 972 courses, 3,683 sessions, 104,193 participants, 15,265 training hours, and a budget of approximately NT$154.53 million. In 2026, the Company will continue optimizing training content to enhance employee competency development, supporting mutual growth of the Company and employees. To ensure the effectiveness of training, the Company has established a comprehensive tracking and evaluation mechanism. We regularly review training outcomes and adjust training directions as needed to foster a learning organization culture and continuously enhance corporate competitiveness.	No major difference.
(5) Has the Company complied with laws and international standards with respect to customers' health, safety and privacy, marketing and labeling in all products and services offered, and implemented consumer or customer protection policies and complaint procedures?	V		The Company's official website is based on a thematic index model, providing comprehensive service information, including travel guides, passenger support, and contact details for various locations. To protect consumer rights, diverse customer service channels are available, including phone support, online services, and physical service points, with a feedback system for case management. At the same time, a service quality management team is in place to handle consumer complaints and continuously optimizes service processes. To safeguard personal privacy, the Company has established a robust data protection policy and formed an Information Security and Personal Data Protection Committee, which oversees and promotes related tasks through quarterly meetings. The Company has obtained dual certifications for the ISO 27001 Information Security Management System and the ISO 27701 Privacy Information Management System, demonstrating its commitment to information security and privacy protection. Certified to ISO 27001:2022 (certification validity: June 11, 2024 to June 10, 2027) and ISO 27701:2019 (certification validity: June 11, 2024 to June 10, 2027). The Company strictly complies with domestic regulatory requirements and aligns with standards from the International Air Transport Association (IATA) and the International Civil Aviation Organization (ICAO), while continuously investing in resources to strengthen information security and data protection mechanisms to provide safe and reliable services.	No major difference.

Implementation item	Implementation status			Discrepancies from the Sustainable Development Best Practice Principles for TWSE / TPEx Listed Companies and cause
	Yes	No	Summary	
(6) Has the Company established supplier management policy, requested suppliers to comply with relevant regulations with regards to the issues of the environmental protection, occupational safety and health or labor rights etc. and the implementation status?	V		The Company has obtained dual certifications for the ISO 45001: 2018 Occupational Health and Safety Management System and CNS 45001: 2018 & TOSHMS, indicating its commitment to workplace safety and employee well-being. The Procurement Management Guidelines align with the Climate Change Response Act, prioritizing environmental protection, carbon reduction, circular economy, and supply chain value-sharing as key procurement criteria. Suppliers are required to meet the Company's standards for safety, quality, and sustainability. To ensure supplier management effectiveness, the Company has continuously strengthened supply chain management through a complete procurement inspection process, regular supplier evaluations, audit guidance, and bilateral communication and meetings. In addition, the Company has also established the Supplier Code of Conduct in 2025 in accordance with the UN Global Compact (UNGC), International Labour Organization (ILO Convention), social responsibility international standard system (SA8000), the Organization for Economic Co-operation and Development (OECD), the Global Reporting Initiative (GRI G4), and ISO 26000. All suppliers are expected to adhere to the Company's business philosophy and behavior standards, and jointly practice ethical management, in order to achieve the goal of pursuing corporate sustainability and fulfilling corporate social responsibilities. The 2025 supplier evaluation was successfully completed during the first quarter of 2026. The Company will continue to strengthen its sustainable cooperative relationship with suppliers. For the supplier evaluation analysis for 2025, please refer to the latest STARLUX Airlines Sustainability Report.	No major difference.
5. Has the Company stipulated standards or guidelines according to the internationally accepted report, prepared ESG Report and reports for disclosing non-financial information of the Company? Has a third-party verification entity provided assurance or assurance opinion for the aforementioned report?	V		The Company has prepared the "STARLUX Airlines Sustainability Report" in accordance with the GRI Standards published by the Global Sustainability Standards Board (GSSB), to fully disclose the Company's sustainable actions and performance in the environmental, social and governance (ESG) aspects. STARLUX Airlines has received the "TCSA Sustainability Report - Golden Award" in recognition of the completeness, transparency, and sustainable governance outcomes in its report. In addition, the Company has also won the Gold Award of the "2nd Sustainable Transportation Award" for the ground vehicle electrification project, demonstrating the sustainability policy for achieving 100% completion of electric luggage trailers at Taoyuan International Airport. All of above shows the Company's excellent performance in sustainable information disclosure and transportation sustainability practices. The 2025 Sustainability Report, to be issued in the second quarter of 2026, will undergo dual verification by the British Standards Institution (BSI) for GRI Standards: 2021 and AA1000 AS v3 in the second quarter of 2025 to ensure the quality of information disclosure. The report will then be published on the Company's official website, demonstrating our commitment and achievements in promoting sustainable development.	No major difference.
6. If the Company has established its own sustainability development principles in accordance with "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" please describe its current practices and any discrepancies from the Best Practice Principles: In August 2023, the board approved and announced the Sustainable Development Best Practice Principles, based on the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies. Our operations align fully with these principles.				

Implementation item	Implementation status			Discrepancies from the Sustainable Development Best Practice Principles for TWSE / TPEx Listed Companies and cause
	Yes	No	Summary	

7. Other important information to facilitate the understanding of the execution status of promotion of sustainable development:
The Company is actively launching a sustainable development blueprint, comprehensively advancing ESG initiatives. Committed to corporate social responsibility, we continue to strengthen our boutique airline brand value, and taking the promotion of Taiwan's local boutique culture as our responsibility. We aspire to bring our high-quality services to the international stage, showcasing Taiwan's soft power.

- **[Sustainable Governance Framework and Promotion Mechanisms]**
To enhance sustainability management and oversight, STARLUX Airlines established the Sustainability Committee on 2024, as a functional committee under the board. It convenes meetings per its charter and is responsible for reviewing sustainability-related issues and reporting its conclusions to the board for resolution, thereby strengthening the decision-making and execution capabilities regarding sustainability issues at the corporate governance level. Under the Sustainability Committee, the Operational Sustainability Promotion Committee is established, chaired by the CEO, includes four thematic teams: Environmental Sustainability (E), Social Welfare (S), Corporate Governance (G), and Sustainability Disclosure (Disclosure). Of them, the Enterprise Risk Management (ERM) teams, under the Corporate Governance teams, coordinates risk management, assists management in reviewing and validating the effectiveness of risk management mechanisms and provides timely improvement suggestions to ensure sustained implementation and integration of sustainability goals with operations.

- **[STARLUX Airlines Expands Cargo Operations, Becoming One of the the World's Largest A350F Order Customers]**
At a critical moment for the global aviation industry’s transformation, STARLUX Airlines demonstrated strong ambition by signing a landmark agreement with Airbus at the Singapore Airshow. The deal included the purchase of 5 A350F next-generation freighters and 3 A330neo passenger aircraft, with an additional exercise of options for 5 more A350F freighters, bringing the total order to 10. This positions STARLUX Airlines as one of the world’s largest A350F customers. Equipped with the latest-generation Trent engines, the A350F freighters offer 25% fuel savings, 50% noise reduction, an additional 3-ton payload capacity, and a wider main deck door, aligning perfectly with STARLUX Airlines’s 2050 net-zero emissions goal. By expanding its eco-friendly freighter fleet, STARLUX Airlines will leverage Taiwan’s geographic advantage to build a global cargo network, creating new opportunities in the international air freight market.

- **[STARLUX Airlines Achieves Grand Slam of International Certifications, Setting a New Benchmark for Sustainability]**
STARLUX Airlines has achieved further outstanding results in the field of corporate sustainable development, and has obtained multiple international certifications, including AA1000 sustainability report standard published by the British Standards Institution and the ISO 14064 GHG inventory environmental double certification, demonstrating the Company’s comprehensive capabilities in environmental sustainability and digital security. Meanwhile, the Company upholds the core philosophy of "Safety is Our Attitude” to construct a comprehensive occupational safety system and has also successfully obtained the ISO45001 certification and the Taiwan Occupational Safety and Health Agency’s TOSHMS certification.
Based on the aforementioned foundation, STARULUX Airlines has further received recognition of the ISO 45001 Occupational Safety and Health Performance Management Model Award. In terms of sustainability, the Company has achieved significant success during its first year of participation to receive the 2025 TCSA Sustainability Report – Golden Award and the 2nd ESG Transportation and Sustainability Award – Golden Award. By establishing a friendly, diverse and inclusive working environment and implementing robust employee care and risk management, the Company has not only fulfilled its commitment to employees and passengers but has also established a new benchmark for sustainable business practices in Taiwan’s aviation industry, demonstrating the Company’s dedication to excellence.

- **[STARLUX Airlines Campus Tour: Industry-Academia Collaboration and Talent Development]**
In 2025, STARLUX Airlines collaborated with 10 universities and colleges across Taiwan to launch internship programs, providing 30 students with opportunities in maintenance, transportation and administrative job roles, in order to provide quality internship environment capable of assisting young students to enter workplace smoothly while cultivating future key talent for the aviation industry. As of 2025, STARLUX Airlines has successfully recruited 70 graduates from industry-focused programs at universities and colleges. The Company will continue to strengthen its collaboration with academic institutions to cultivate exceptional aviation professionals and to jointly create a sustainable future for Taiwan’s aviation industry.

Implementation item	Implementation status			Discrepancies from the Sustainable Development Best Practice Principles for TWSE / TPEx Listed Companies and cause
	Yes	No	Summary	

- **[STARLUX Airlines Promotes Sustainable Sports Tourism, Pioneering Industry Standards]**
  STARLUX Airlines deepened its three-year partnership with the Los Angeles Dodgers, developing eco-friendly co-branded products, using sustainable materials, and supporting youth baseball programs, showcasing the sustainable synergy between the sports industry and aviation services. This innovative collaboration connects Taiwan and U.S. markets while fulfilling our environmental and social commitments. Additionally, STARLUX Airlines launched a premium North American golf tour, with fuel-efficient A350 aircraft, eco-certified golf courses, and local organic dining experiences, creating a luxurious yet sustainable travel experience that showcases innovative green tourism thinking.
- **[STARLUX Airlines Deepens Sustainable Partnership with Alaska Airlines, Expanding North American Network]**
  STARLUX Airlines partnered with Alaska Airlines, a fellow sustainability-focused carrier, through a codeshare agreement. Via the Seattle hub, the partnership connects eight major U.S. cities, expanding service networks while strengthening both airlines' strategic partnership to eco-friendly aviation. This collaboration provides passengers with convenient transfer services and mileage accrual but also demonstrates a shared vision of low-carbon flights and alignment with UN Sustainable Development Goals (SDGs).
- **[STARLUX Airlines Supports Global Health, Joining Pink Ribbon Campaign]**
  In support of the UN SDG "Good Health and Well-Being," STARLUX Airlines partnered with the Estée Lauder Companies for the 32nd Global Pink Ribbon Campaign. Through innovative air-ground initiatives, we promoted breast cancer awareness during Pink October, demonstrating the Company's commitment to public health issues, contributing to the health and well-being of women in Taiwan, and fulfilling our sustainable development commitments.
- **[STARLUX Airlines Elevates Innovative Services, Advancing Sustainability]**
  STARLUX Airlines has earned the honor of APEX's 5-star rating, placing the Company among the top 7% of airlines globally out of 600 airlines. The Company has also received SKYTRAX's 5-star Airline Award, demonstrating STARLUX Airlines' strong dedication in promoting sustainable airline services. As the only airline company in Taiwan to qualify the IATA certification for live animals (CEIV Live Animals), fresh produce (CEIV Fresh), lithium batteries (CEIV Lithium Batteries) and pharmaceuticals (CEIV Pharma), STARLUX Airlines has demonstrated its strong commitment to both passenger and cargo services. By exceeding industry standards, the Company ensures safe delivery of all shipments to destinations, thereby making STARLUX Airlines as a trusted cargo partner. Based on the core principle of "SAFETY IS OUR ATTITUDE", we have established stringent safety standards for the transportation of hazardous goods and have set a new benchmark for Taiwan's air cargo industry with our professional capabilities.
- **[STARLUX Airlines' Investment in Sustainable Future and Solid Establishment of ESG Strategy]**
  To implement corporate sustainable development goals, STARLUX Airlines has continued to strengthen its ESG (environment, society, and corporate governance) strategy and has actively integrated sustainability principle into the Company's operational decisions. In addition to promoting internal carbon reduction and energy saving projects, STARLUX Airlines has further invested in sustainable financial instruments in the capital market, in order to invest in projects approved by Taiwan Securities Exchange. The Company issues sustainable development bonds and supports projects with environmental and social value. STARLUX Airlines believes that the flow of fund represents the corporate value selection, and such investment demonstrates STARLUX Airlines' commitment to practicing responsibility and promoting change through action. With specific financial investments and institutional actions, STARLUX Airlines expects to collaborate with its related parties to create a more resilient, fair and sustainable future for the next generation.

Time	Issue company	Bond name	Bond code	Investment amount (Unit: NT$10 thousand)
202509	Union Bank of Taiwan	Union Bank of Taiwan's 2025 first issuance of senior unsecured financial debentures	G10924	1,000

Implementation item	Implementation status			Discrepancies from the Sustainable Development Best Practice Principles for TWSE / TPEx Listed Companies and cause
	Yes	No	Summary	

- **[Strengthen Engagement with Urban Communities and Expand Positive Impact]**
  Based on our operating locations and business planning, the Company has extended its community care and interaction to key cities including Taipei, Taoyuan, Taichung and Kaohsiung, in order to strengthen connection with local schools, communities and public areas. STARLUX Airlines, headquartered at the Xinyi District of Taipei City, has collaborated with Taipei 101 to organize the "2021/2021 Dream High Flight" special exhibition, in order to integrate the brand's spirit, sports marketing and public exhibition space to communicate the core value of pursuing one's dreams to the general public. Furthermore, the Company has also continued its contribution to international sports and cultural exchange, expanding its positive influence in cities and communities through support of events and exhibitions. To fulfill corporate social responsibilities and to implement ESG sustainable development, the Company has focused its community care efforts on Taoyuan City, the location of its operation center. Through collaboration with the Taoyuan City Government and trade unions, the Company has organized a variety of environmental sustainability events, including tree-planting activities and beach cleanups, thereby encouraging employees and their families to participate and contribute to the local community. For Taichung and Kaohsiung areas, the Company has invited students and faculty from Chaoyang University of Technology to participate in the corporate visit tour events. Through on-site tours and professional exchanges, students are able to gain an in-depth understanding of aircraft maintenance, flight operations, and the industry environment, and subsequently signed internship cooperation agreements. The Company has also established industry-academia collaboration with National Kaohsiung University of Hospitality and Tourism, leveraging career exploration, specialized classrooms and internship programs to strengthen the integration of academic learning and practical application, thereby assisting students to prepare for career development in aviation service and operations and cultivating aviation industry talent across the region.
- **[Baishatun Co-branded Culture Promotion]**
  During the 2025 Baishatun Mazu pilgrimage, Xingyu Xiaopu launched a co-branded merchandise line to promote Taiwan's unique religious and cultural event. During the first 3 days of the event, more than 1,000 sets of the merchandise were sold, and the event's contribution reached a total amount of approximately NT$ 5 million.
  STARLUX Boutique also fabricated free commemorative items to be distributed during the parade, and introduced relevant culture through inflight entertainment to help international travelers to better understand this cultural event and showcase the Company's active contribution to social responsibility and cultural sustainability.
- **[Working Together to Plant Trees and Protect Ecosystems, Deepening Environmental Sustainability Impact]**
  In response to climate change and environmental sustainability issues, the Company actively engages in local ecological conservation initiatives to strengthen environmental connections between the enterprise and the community. On March 14, 2026, the Company participated in a Tree Planting Day event held by the Taoyuan City Government at Sankeng Nature Park, mobilizing more than one hundred employees and their families to take part. Through hands-on tree planting activities, the Company supported environmental greening and ecological restoration. The event not only enhanced employees' awareness of and engagement in environmental protection, but also extended to their families, reinforcing environmental education and amplifying social impact.
  Through such concrete actions, the Company continues to deepen its collaboration with local governments and communities, while promoting employee participation in public welfare activities and embedding sustainability into its corporate culture. At the same time, by integrating existing community engagement and environmental initiatives, the Company is gradually establishing a long-term and impactful sustainable development model, fulfilling its commitment to environmental protection and corporate social responsibility.

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- **[Intellectual Property Management Plan and Implementation Status]**
  STARLUX Airlines views intellectual property as the core of its competitiveness. Accordingly, the Company has implemented TIPS to establish a comprehensive intellectual property management system, in order to ensure the consistency of its intellectual property operations with the Company's operational strategy, goals and brand direction. The Company protects innovative outcomes, strengthens brand assets, and reduces infringement and disclosure breach risks through systematic management.
  (I) Key management policies and systems include:
  - Strengthen the protection of innovative research and development outcomes, encourage intellectual property rights applications, and enhance brand competitiveness.
  - Complete trademark planning prior to flight route in-operation service to reduce the risk of infringement and support market expansion.
  - Establish trade secret management mechanism and contract management system to strengthen confidentiality control and to reduce information disclosure breach risk.
  - Stipulated the "Intellectual Property Management Handbook" and "Guidelines for Handling of Confidential Information" to specify the intellectual property acquisition, maintenance, utilization and non-disclosure procedures.

  (II) Key implementation focuses for the current year are as follows:
  - Review and update relevant systems annually, and organize at least one intellectual property training session (trademarks, copyrights, and trade secrets), in order to enhance employee intellectual property awareness.
  - Each unit conducts annual inventory of intellectual property assets, internal system audits, and corrective improvements, in order to ensure the link between intellectual property management and business development needs.
  - Develop at least one plan or achieve merchandise development outcome annually to reinforce the brand image, and include the intellectual property planning into the overall business plan evaluation.

  (III) Regarding the intellectual property outcomes, the Company continues to strategically develop and maintain a portfolio of trademarks, copyrights and design outcomes, including important works of safety films, uniform designs, food photography, co-branded merchandise, and credit card designs. In addition these works created by the Company have received numerous international awards and recognitions.

  (IV) The Company has again qualified the Intellectual Property Management (TIPS) System Class A Certification, which is valid until December 31, 2026.
  The Company continues to promote various operations in accordance with the intellectual property management system throughout the year, including organizing intellectual property rights education and training for responsible units and all employees, in order to enhance their knowledge of trademarks, copyrights and trade secrets. Additionally, the Company also continues to complete trademark planning in accordance with the marketing strategy, in order to ensure that major trademarks are properly registered or licensed. The Company continues to develop and use a wide range of visual and design works, including safety videos, uniform design, food photography, co-branded merchandise and credit card design, and has also completed the enhanced protection of important works. In terms of trade secret management, the Company has established confidentiality control procedures for all aspects of personnel, equipment, documents and environment, in order to effectively reduce information disclosure breach risk. On December 26, 2025, the Company has reported the annual intellectual property implementation status and plans for 2026 to the Board of Directors, in order to fulfill the governance procedure requirements.

(6) Implementation of Climate-Related Information

Item	Implementation status
1. Describe the Board of Directors' and management's oversight and governance of climate-related risks and opportunities.	STARLUX Airlines has established a multi-tiered climate risk governance framework, with the Board of Directors as the highest supervisory body, overseeing climate issues through the Sustainability Committee. The Operational Sustainability Promotion Committee and its executive secretary regularly collect sustainability trends, CDP climate assessments, and industry dynamics in the same industry, and provide insights to the TCFD task force for annual focuses, in alignment with SDG 13 (Climate Action), to enhance corporate climate resilience.
2. Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	STARLUX Airlines is planning to adopt IFRS climate-related disclosure standards, with comprehensive climate risk assessments led by the TCFD task force. Through cross-departmental interviews, surveys, and climate issue scoring, the Company systematically evaluates the impact of climate risks and opportunities on operations and formulates corresponding management strategies. The Operational Sustainability Promotion Committee identified 14 key climate risks and opportunities, including 6 transition risks (e.g., carbon pricing, low-carbon technology transitions), 3 physical risks (e.g., extreme weather events), and 5 climate opportunities (e.g., green aviation services). The evaluation framework covers the entire value chain, analyzing financial impacts on flight operations across short-, medium-, and long-term horizons (0-3 years, 3-10 years, 10+ years), ranging from minor disruptions to flight cancellations, thus laying the foundation for full IFRS sustainability disclosure adoption.
3. Describe the impact of extreme climate event and transformation action on the finance.	STARLUX Airlines is dedicated to strengthening climate risk governance and is currently actively adopting IFRS to enhance the transparency and quality of climate-related financial information. We have systematically identified and assessed key physical risks, with a particular focus on the potential impact of extreme weather events, such as typhoons and floods, on our operations. To enhance climate resilience, STARLUX Airlines established an Operations Control Center (OCC) for comprehensive risk monitoring and crisis response.
4. Describe how the processes for identifying, assessing, and managing climate risks are integrated into the overall risk management system.	STARLUX Airlines coordinates climate risk management through the Operation Sustainable Development Promotion Committee, and the Enterprise Risk Management (ERM) Team established under the corporate governance framework systematically collects risk information identified by each operating location and responsible units according to the Company's "Risk Management Policy and Procedures", in order to further integrate the climate-related risk assessment results and to collaborate with relevant departments for developing response strategies and management goals, thereby establishing a comprehensive climate risk management mechanism. The Risk Management TEAM releases risk management-related reports at least once annually and also reports to the Operation Sustainable Development Promotion Committee and the Board of Directors. In addition, a dynamic management and regular reporting mechanism has been established to continuously track risk changes and to ensure the effective implementation of risk management measures. Accordingly, climate-related issues are ensured to be effectively incorporated into the Company's overall operating decisions and risk management system, demonstrating the completeness and transparency of corporate sustainability governance.
5. If the scenario analysis is used to assess the resilience against the climate change risk, it is necessary to describe the scenario, parameters, assumptions, analysis factors used and the key financial impact	We employ climate scenario analysis to assess potential risks and opportunities under different climate change pathways for the Company's operations and finances, referencing scenarios from the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC), covering different possible future scenarios with high transition and high physical risks. Under the transition risk scenario, accelerated global net-zero transitions with stricter carbon pricing and environmental regulations increase pressure on the aviation industry's fuel costs, emissions management, and technology investments. The Company pays attention to key factors, such as sustainable aviation fuel (SAF), fuel efficiency improvement, and carbon

Item	Implementation status
	management mechanisms, to mitigate financial impacts during the transition process. Under the physical risk scenario: Increased extreme weather events due to climate change may disrupt flight regularity, airport operations, and infrastructure safety. The Company assesses the potential impact of different climate factors on operational stability and the cost structure, and explores adaptation and adjustment measures to enhance overall resilience. Through scenario analysis, the Company can identify key risks and opportunities as a reference for operational strategies and investment decisions, strengthen its ability to respond to climate change risks, and ensure the continuity of future operations and financial stability.
6. If transformation plan for managing climate related risk is available, the plan content shall be explained, and the indicators and goals for identifying and managing physical risks and transformation risk shall be described.	In response to the potential risks of global warming, by adopting the Task Force on Climate-Related Financial Disclosures (TCFD) framework, the Company comprehensively identifies and assesses the potential impacts of climate-related risks and opportunities on operations and financial performance, thus enhancing climate governance and strategic adaptability. Systematic disclosure of climate risks and financial impacts enhances transparency and boosts stakeholder trust, thus aligning with global sustainable finance trends. In addition, the TCFD framework helps integrate climate risks into the decision-making process and prompt the Company to incorporate climate considerations into capital allocation, operational adjustments, and long-term investment strategies to enhance overall resilience and competitiveness. STARLUX Airlines actively supports the national Net-Zero Emissions by 2025 policy, collaborates with the Civil Aeronautics Administration, MOTC, and national decarbonization initiatives. In 2025, we will participate in Taiwan's first Sustainable Aviation Fuel (SAF) pilot blending program, marking a milestone as the first Taiwanese airline to use SAF. SAF significantly reduces greenhouse gas emissions compared to traditional jet fuel, effectively mitigating aviation's environmental impact. Looking ahead, STARLUX Airlines will continue to promote the use of SAF and gradually increase the blending ratio year by year to achieve low-carbon flights with actions and move toward sustainable aviation."
7. If the internal carbon pricing is used as a planning tool, it is necessary to explain the price establishment basis.	STARLUX Airlines is actively introducing the "Internal Carbon Pricing" mechanism by using the latest data and scenario models released by international Agencies of IATA, ICAO (including CORSIA), International Energy Agency (IEA), and SBTi as a reference basis for the establishment of a carbon cost assessment framework aligned with the global trend. By internalizing the actual cost of carbon emissions, we have been able to more accurately assess the long-term climate risk of operating decisions and investment plans, and to guide the Company to gradually shift to more energy-efficient and low-carbon solutions, which is expected to be US$50–100 per metric ton of CO_2. Such implementation is able to strengthen corporate governance and climate risk management, which also demonstrates STARLUX Airlines' commitment to international carbon reduction goal, thereby continuously promoting the development of sustainable aviation.
8. If climate-related goal has been set up, it is necessary to describe the information of activity covered, greenhouse gas emissions scope, plan schedule, annual achievement progress, etc. If carbon offset or renewable energy certificates (RECs) are used to achieve relevant goals, it is necessary to explain the carbon reduction source and quantity for the offset or the quantity of renewable energy certificates (RECs).	The Company supports the national Net-Zero Emissions by 2025 policy. Since 2023, we have regularly conducted a greenhouse gas emissions inventory annually, covering Scopes 1, 2, and 3, and have obtained verification from the BSI as a third-party organization. Regarding our fleet, STARLUX Airlines exclusively adopts the latest Airbus models, effectively improving fuel efficiency and carbon reduction benefits. Internationally, since 2022, STARLUX Airlines has regularly conducted a carbon emissions inventory for international routes and submits annual reports and ensures compliance with the ICAO's Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) regulations to fulfill the global aviation industry's carbon reduction responsibilities.

<table>
<tr><th>Item</th><th>Implementation status</th></tr>
<tr><td>9. GHG inventory inspection and assurance status, and reduction goal, strategy and specific action plan.</td><td>
1. Greenhouse Gas Inventory and Assurance Status for the recent two years
(1) Information on Greenhouse Gas Inventory Inspection
Since 2023, STARLUX Airlines has implemented the ISO 14064-1: 2018 standard, completed a greenhouse gas inventory for its Taiwan operations with third-party verification. In 2024, the inventory scope was expanded to include overseas operations, leading to a more comprehensive carbon emissions management system.
<table>
<tr><th colspan="6">GHG Emissions</th></tr>
<tr><td colspan="2" rowspan="2">Item</td><td colspan="2">2024</td><td colspan="2">2025</td></tr>
<tr><td>tonnes CO2e</td><td>%</td><td>tonnes CO2e</td><td>%</td></tr>
<tr><td rowspan="2">Category 1</td><td>Aircraft direct emissions</td><td>970,048.98</td><td>97.84%</td><td>1,349,555.53</td><td>98.39%</td></tr>
<tr><td>Non-aircraft direct emissions</td><td>3,447.14</td><td>0.35%</td><td>3,494.63</td><td>0.25%</td></tr>
<tr><td>Category 2</td><td>Ground operations</td><td>8,039.77</td><td>0.81%</td><td>8,554.53</td><td>0.62%</td></tr>
<tr><td>Subtotal of Category 3~6</td><td>Indirect emissions from transportation and product use</td><td>9,887.19</td><td>1.00%</td><td>10,008.22</td><td>0.73%</td></tr>
<tr><td colspan="2">Total</td><td colspan="2">991,424.08</td><td colspan="2">1,371,612.91</td></tr>
<tr><td colspan="2">Category 1 and Category 2 Intensity (tonnes CO2e/NT$ million of revenue)</td><td colspan="2">27.61</td><td colspan="2">30.91</td></tr>
</table>
(2) Information on GHG Assurance
STARLUX Airlines introduced the ISO 14064-1:2018 GHG inventory system for the first time in 2023 and commissioned BSI British Standards Institution to conduct third-party verification according to the GHG EV 801259 and ISO 14064-1:2018 standards. The scope of the inventory covered 10 key operating locations of the Company in Taiwan.
In 2024, the Company continued to promote GHG management, and the British Standards Institution (BSI) was commissioned again to conduct the third-party verification in accordance with the ISO 14064-1:2018 standard, and the scope of the inventory was expanded to include all operating locations in Taiwan, fuel consumption for domestic and ground operations of aircraft, as well as 10 overseas branches for a total of 48 operating locations of the Company, thereby continuously enhancing the completeness and consistency of GHG management.
To be updated for 2025, STARLUX Airlines continued to conduct its greenhouse gas inventory in accordance with ISO 14064-1:2018. The scope of the inventory was expanded to include overseas subsidiaries and their operational sites, covering 10 subsidiaries across Japan, North America, and Singapore. The inventory has been verified by an independent third party.

2. Greenhouse gas reduction goals, strategies, and action plans: STARLUX Airlines is committed to fulfilling its corporate responsibility for sustainable development and climate governance, actively responding to the national Net-Zero Emissions by 2025 policy, and formulating forward-looking greenhouse gas reduction strategies and action plans by referencing international trends and standards. By integrating fleet management, fuel transition, carbon pricing, and climate risk assessment, we are establishing a short-, medium-, and long-term carbon reduction blueprint to steadily move toward the goal of net-zero aviation.
</td></tr>
</table>

Item	Implementation status
	Fleet transition is one of the core pillars of the Company's low-carbon strategy. STARLUX Airlines exclusively uses Airbus's new-generation energy-efficient aircraft models, including the A350 and A321neo, which feature high fuel efficiency and advanced avionics systems, with reduction of unit carbon emissions by over 20% compared to traditional models. The new-generation fleet not only helps reduce direct emissions during operations (Scope 1) but also effectively improves flight efficiency, reduces maintenance energy consumption and resource use, demonstrating the Company's high level of integration between aerospace technology and sustainable operations. Regarding alternative fuels, we will participate in Taiwan's first SAF pilot blending program in 2025 to achieve the first commercial flight with SAF blended in Taiwan. SAF can significantly reduce lifecycle carbon emissions by over 80% compared to traditional jet fuel, effectively mitigating the aviation industry's impact on the climate. In the future, the Company will continue to monitor global SAF development and supply stability and gradually increase the SAF usage ratio, while establishing a medium- to long-term usage roadmap to move toward the mainstream adoption of alternative fuels. To guide carbon reduction investments and internal actions, STARLUX Airlines is actively introducing the "Internal Carbon Pricing" mechanism by using the latest data and scenario models released by international Agencies of IATA, ICAO (including CORSIA), International Energy Agency (IEA), and SBTi as a reference basis for the establishment of a carbon cost assessment framework aligned with the global trend. By internalizing the actual cost of carbon emissions, we have been able to more accurately assess the long-term climate risk of operating decisions and investment plans, and to guide the Company to gradually shift to more energy-efficient and low-carbon solutions. Such implementation is able to strengthen corporate governance and climate risk management, which also demonstrates STARLUX Airlines' commitment to international carbon reduction goal, thereby continuously promoting the development of sustainable aviation and accelerating low-carbon transition. On the other hand, STARLUX Airlines is gradually implementing climate risk and opportunity identification and assessment based on the TCFD framework. Scenario modeling and financial impact analysis help the Company proactively implement response strategies under scenarios, such as high carbon prices, oil price volatility, and policy changes, thus enhancing operational resilience and the foresight of resource allocation. In summary, STARLUX Airlines is systematically promoting carbon reduction efforts with a highly integrated climate strategy, combined with a high-efficiency fleet, alternative fuel adoption, internal carbon pricing design, and risk governance mechanisms. This demonstrates our actions and commitment to environmental sustainability, climate responsibility, and industry transformation, to steadily progress toward the long-term goal of net-zero aviation.

(7) Ethical Corporate Management Practices, and Deviations from Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and Reasons:

Assessment Item	Operation Status			Discrepancies with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and Reasons
	Yes	No	Summary	
1. Establishment of Ethical Management Policies and Plans (1) Has the company established ethical management policies approved by the Board of Directors' meeting and stated in its memorandum or external correspondence about the policies and practices it has to maintain business integrity? Are the Board of Directors and the management committed in fulfilling this commitment?	V		The Company has established the "Corporate Management Best Practice Principles" and "Procedures for Ethical Management and Guidelines for Conduct" in accordance with the resolution and approval of the board of directors as the guideline for implementation of ethical management, specifying the Company's ethical management policies and methods, and also regulates that directors, managerial officers, employees, appointees and individuals having sustainable control power to properly comply with the integrity and trust principle, to refrain from unethical conducts and to actively commitment the implementation of ethical management policy. The aforementioned regulations are disclosed in the "Corporate Governance Section" of the Company's website, in order to explicitly state relevant rules to the external.	No major difference.
(2) Has the company established assessment mechanism for unethical conduct risk, performed periodic analysis and assessed operating activities of relatively higher unethical conduct risk in the scope of business, and has established unethical conduct solution accordingly, and at least covering the preventive measures for the conducts described in each subparagraph of Paragraph 2 of Article 7 of the "Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies"?	V		The Company's "Corporate Management Best Practice Principles of the Company" and "Procedures for Ethical Management and Guidelines for Conduct" have included the operating activities of unethical conduct risk described in subparagraph of Paragraph 2 of Article 7 of the "Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies". In addition, the Company has set up responsible personnel for handling relevant reports and complaints filed by internal and external personnel for unethical or improper conducts.	No major difference.
(3) Has the Company defined and enforced operating procedures, behavioral guidelines, penalties and grievance systems as part of its preventive measures against dishonest conducts? Are the above measures reviewed and revised on a regular basis?	V		The Company has established relevant regulations of the "Ethical Corporate Management Best Practice Principles", "Code of Ethical Conducts" and "Employee Management Rules", and has specified matters requiring attention for personnel performing job duties and prohibition on the provision or receipt of illegal benefits, in order to use such regulations as the basis for implementing prevention of unethical conducts. Furthermore, the Company will also continue to review and make revision depending upon the situation.	No major difference.

Assessment Item	Operation Status			Discrepancies with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and Reasons
	Yes	No	Summary	
2. Implementation of Ethical Management (1) Has the Company evaluated the record of the counterparties on business ethics, and explicitly stated business integrity as an integral part of the contracts when entering into agreements with counterparties of trade?	V		According to the provisions of the personnel. On Company's "Ethical Corporate Management Best Practice Principles", business activities shall be performed in a fair and ethical manner. Prior to the establishment of business relationship with others, it is necessary to assess the brand reputation and legality of the business counterparty, and business dealings with those with records of unethical conduct shall be prevented. The contract signing is recommended to include ethical clauses in order to explicitly specify provisions on rejection of director or indirect offer, promise, request or acceptance of illegal benefits in any form and name.	No major difference.
(2) Has the company established a dedicated unit directly under the Board of Directors and responsible for the promotion of corporate ethical management, and reporting its ethical management policy and proposal for prevention of unethical conducts as well as supervision of implementation status to the Board of Directors' meeting periodically (at least once annually)?	V		To achieve sound ethical operation management, the Company's board of directors has approved the "Ethical Corporate Management Best Practice Principles" and "Procedures for Ethical Management and Guidelines for Conduct" through resolution, and the human resource unit acts as the dedicated unit responsible for the establishment, supervision and implementation of the Procedures for Ethical Management and Guidelines for Conduct, and reporting to the board of directors on its implementation status annually. The 2025 ethical management report was submitted to the board for review on December 26, 2025.	No major difference.
(3) Has the Company established policies to prevent conflicts of interest, provided appropriate methods for stating one's conflicts of interest, and implemented them appropriately?	V		The Company provides various reporting channels, including employee complaint responsible units and report mailbox, in order to allow personnel to report any matters violating the business ethics or ethical conduct.	No major difference.
(4) Has the Company established effective accounting and internal accounting and control systems for the implementation of ethical corporate management policies, prepared audit plans according to the evaluation results of dishonesty risks, and have they results audited by internal auditors or CPAs?	V		The Company has established accounting system complying with the laws and regulations to serve as the standard for handling accounting affairs. In addition, the Company has also established effective internal control system, and the audit office implements internal audit and reviews the design of the assurance system and continuous effectiveness of its implementation. Moreover, the audit office also includes the compliance status and measures for preventing unethical conduct in the scope of audit.	No major difference.
(5) Has the Company provided internal and external training on ethical management regularly?	V		The Company has specified the code of conduct required for employees and relevant reward/disciplinary action system in relevant rules of "Work Rules", Code of Ethical Conduct" and "Employee Management Rules". In addition, the Company has also organized education and training courses, including "Antitrust Law", in order to improve employees' awareness on legal compliance, integrity and ethics.	No major difference.

Assessment Item	Operation Status			Discrepancies with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and Reasons
	Yes	No	Summary	
3. Implementation Status of the Company's Reporting System (1) Has the Company established a substantive reporting and reward and punishment system and convenient channels for reporting, and appointed designated personnel for handling the targets of reports?	V		The Company has established specific reporting and reward system in the "Procedures for Ethical Management and Guidelines for Conduct" and has also set up independent reporting mailbox. The human resource unit is designated to act as the responsible receiving unit in order to handle report and complaint related matters.	No major difference.
(2) Has the Company established any investigation standard operation procedures for accepting reported misconducts, subsequent measures and relevant confidentiality measures required to be performed after the completion of the investigation?	V		The Company has established the "Procedures for Ethical Management and Guidelines for Conduct" and relevant case investigation and handling are performed according to these procedures with confidential mechanism and implementation standard operation.	No major difference.
(3) Has the Company taken any measures for the protection of the informants or reporters from suffering undue treatment?	V		According to the Article 21 of the "Procedures for Ethical Management and Guidelines for Conduct" of the Company, the Company has specified and guaranteed to protect reporters from any improper disposition due to their reporting.	No major difference.
4. Enhancement of Information Disclosure Has the Company disclosed the content of its Corporate Governance Best Practice Principles and the effectiveness of the implementation of the principles on its website and the MOPS?	V		The Company has disclosed relevant information of the "Corporate Ethical Management Best-Practice Principles" and "Procedures for Ethical Management and Guidelines for Conduct" on the MOPS website and the Corporate Governance Section of the Company's website.	No major difference.
5. If the Company has established its own ethical corporate management best practice principles according to the "Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies", please specify the difference between its operation and the principles: The Company has established the "Ethical Corporate Management Best Practice Principles" according to the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies" to handle all operations according to the principles, and there has been no major difference.				
6. Other important information that is helpful in understanding the corporate ethical management operation of the Company? (Such as, the Company has the corporate ethical management best practice principles amended, etc.): Relevant important information is disclosed in the "Corporate Governance Section" of the Company's websites.				

(8) Other information material to the understanding of corporate governance within the Company

A. Continuing Education Status of Officers of the Company

a. Financial and Accounting Officers

Name	Date of education/training	Professional training institution	Training course and number of hours
Chang, Chih-Lin (Financial Officer and Chief Corporate Governance Officer)	May 13, 2025	Securities & Futures Institute	Analysis of Fraud Techniques and Review of Money Laundering Regulations and Case Studies (3 hours)
	July 31, 2025	Taiwan Stock Exchange Corporation	2025 Strengthen Taiwan Capital Market Summit (3 hours)
	November 11, 2025	Securities & Futures Institute	Insider Trading Prevention and Latest Practical Developments (Including Gender Equality) (3 hours)
	November 13, 2025	Securities & Futures Institute	Course for Directors and Supervisors and Corporate Governance Officers – Shareholders' Meetings, Business Ownership, and Equity Strategy (3 hours)
Lin, Hsin-Hui (Accounting Officer)	May 13, 2025	Securities & Futures Institute	Analysis of Fraud Techniques and Introduction of Money Laundering Related Legal Cases (3 hours)
	May 23, 2025	Accounting Research and Development Foundation	Continuing Education for Accounting Supervisors of Issuers, Securities Firms, and Exchanges (12 hours)
	November 11, 2025	Securities & Futures Institute	Insider Trading Prevention and Latest Practical Developments (Including Gender Equality) (3 hours)

b. Internal Auditors

Name	Date of education/training	Professional training institution	Training course and number of hours
Chang, Li-Jen (Chief Audit Officer)	July 2, 2025	The Institute of Internal Auditors-Chinese Taiwan	How to Apply AI in Internal Audit (6 hours)
	October 30, 2025	The Institute of Internal Auditors-Chinese Taiwan	Auditing Ethics and Professional Choices in the Age of AI: Technological Risks, Ethical Dilemmas and New Governance Challenges (6 hours)
	December 12, 2025	The Institute of Internal Auditors-Chinese Taiwan	Key Focus and Impact of IFRS S1/S2 on Internal Control and Internal Audits You Must Know (6 hours)

Status of internal auditors acquiring relevant licenses designated by competent authority

- ISO 9001 Lead Auditor 6 people
- ISO/IEC 27001 Lead Auditor 3 people
- ISO/IEC 27701 Lead Auditor 1 people
- ISO 14064-1 Organizational Level GHG Lead Verifier 2 persons
- Corporate internal control system basic competency test qualification certificate 1 person
- Sustainable Development Basic Competence Test Qualification Certificate of 1 person
- TIPS Self-Assessors of 2 persons

B. Market Observation Post System (MOPS): https://mops.twse.com.tw/mops/web/index

C. The Company's website: https://www.starlux-airlines.com/zh-TW

(9) Internal Control System Implementation Status:

A. Statement of International Control System

MOPS > Single company > Corporate governance > Company regulations / Internal control > Internal control statement publication https://mops.twse.com.tw/mops/#/web/t06sg20

B. If the internal control system has been reviewed by CPA, the CPA's review report shall be disclosed: None.

(10) Material resolutions made by the shareholders' meetings and the board meetings during the most recent financial year and up to the printing date of the annual report

A. Important resolution of shareholders' meeting:

Meeting date	Summary of major resolutions	Implementation status
June 13, 2025 2025 Annual General Shareholders' Meeting	1. The Company's 2024 Business Report and Financial Statements.. 2. Proposal to make up for the Company's losses in 2024. 3. Proposal for amending certain provisions of the Company's "Articles of Incorporation." 4. Proposal for amending certain provisions of the Company's "Procedures for Acquiring orDisposing of Assets." 5. Proposal to Elect the 4th Term of Directors of the Company.	Announcement according to resolution.

B. Important resolutions of Board of Directors

<table>
<tr><th>Date and Session of Board of Directors' Meeting</th><th>Important Resolutions</th><th>Functional Committees
Meeting dates, session numbers, independent directors' opinions, resolution outcomes, and the Company's handling of opinions</th></tr>
<tr><td rowspan="2">March 11, 2025
(1st Meeting)</td><td>1. Registration of a change in the Company's registered location.
2. Proposal to Elect the 4th Term of Directors of the Company.
3. Nomination of directors and review of qualifications.
4. Proposal to Lift the Restriction of Noncompetition Prohibition Imposed on the 4th Term of Directors of the Company.
5. Specify the Company's 2025 regular shareholders' meeting date, location, reason of conversion related matters and acceptance for written proposals from shareholders with shareholding above 1%, review standard and operation procedure related matters.</td><td>—</td></tr>
<tr><td>6. The 2024 distribution of remuneration to employees and directors.</td><td>2025.3.11
1st Remuneration Committee Meeting in 2025
1. Review Result: Agreed and approved by all attending members.
2. Independent directors' dissenting or reserved opinions, or major recommendations, and the Company's handling of such opinions: None.</td></tr>
</table>

Date and Session of Board of Directors' Meeting	Important Resolutions	Functional Committees Meeting dates, session numbers, independent directors' opinions, resolution outcomes, and the Company's handling of opinions
March 11, 2025 (1st Meeting)	7. The Company's 2024 business report and financial statements. 8. The 2024 loss compensation plan and decision not to distribute dividends. 9. Proposal to change CPAs starting in 2025. 10. Proposal for appointment of the Company's CPA and resolution on its remuneration. 11. Proposal for amending certain provisions of the Company's "Articles of Incorporation". 12. Proposal for amending certain provisions of the Company's "Procedures for Acquiring or Disposing of Assets." 13. The Company's 2024 Statement of Internal Control System. 14. Amendment to certain provisions of the Company's "General Principles of the Internal Control System". 15. Proposal for the Company to enter into a property lease agreement with related parties.	2025.3.11 1st Audit Committee Meeting in 2025 1. Review Result: Agreed and approved by all attending members. 2. Independent directors' dissenting or reserved opinions, or major recommendations, and the Company's handling of such opinions: None.
2025 May 13 (2nd Meeting)	The Company's Q1 2025 financial statements. 1. The Company's plan to purchase 1 unit of LEAP-1A30 backup engine.	2025.05.13 2nd Audit Committee Meeting in 2025 1. Review Result: Agreed and approved by all attending members. 2. Independent directors' dissenting or reserved opinions, or major recommendations, and the Company's handling of such opinions: None.
2025 June 13 (3rd Meeting)	1. Election of 4th term of the Chairman of the Company. 2. Appointment of members of the 2nd term of Remuneration Committee of the Company. 3. Appointment of members of the 2nd term of Sustainability Committee of the Company.	—
2025 June 18 (4th Meeting)	1. The Company's plan to introduce 10 units A350-1000 passenger aircraft. 2. The Company's plan to purchase 3 units of TrentXWB-97 backup engines. 3. Change of the ownership for leased A321-252NX aircraft (Registration No.B-58206).	3rd Audit Committee Meeting in 2025 1. Review Result: Agreed and approved by all attending members. 2. Independent directors' dissenting or reserved opinions, or major recommendations, and the Company's handling of such opinions: None.

Date and Session of Board of Directors' Meeting	Important Resolutions	Functional Committees Meeting dates, session numbers, independent directors' opinions, resolution outcomes, and the Company's handling of opinions
2025 August 11 (5th Meeting)	1. Release of the Company's 2025 Sustainability Report	2025.08.11 3rd Sustainability Committee Meeting in 2025 1. Review Result: Agreed and approved by all attending members. 2. Independent directors' dissenting or reserved opinions, or major recommendations, and the Company's handling of such opinions: None.
	2. The Company's Q2 2025 financial statements. 3. The Company's plan to issue Domestic Secured Ordinary Corporate Bonds.	2025.08.11 5th Audit Committee Meeting in 2025 1. Review Result: Agreed and approved by all attending members. 2. Independent directors' dissenting or reserved opinions, or major recommendations, and the Company's handling of such opinions: None.
2025 November 11 (6th Meeting)	1. The Company's Q3 2025 financial statements. 2. Proposal for the Phase I construction works of the STARLUX Corporate Headquarters Campus and the procurement of automated warehousing equipment for the catering facility.	2025.11.11 5th Audit Committee Meeting in 2025 1. Review Result: Agreed and approved by all attending members. 2. Independent directors' dissenting or reserved opinions, or major recommendations, and the Company's handling of such opinions: None.
2025 December 26 (7th Meeting)	1. The scope of the Company's "entry-level employees."	—
	2. Proposal for distribution of the Company's 2025 bonus for managerial officers. 3. Proposal for review of 2025 remuneration of directors, existing and new managerial officers of the Company. 4. Amendments to the Regulations for Directors and Managers Performance Evaluation.	2025.12.26 2nd Remuneration Committee Meeting in 2025 1. Review Result: Agreed and approved by all attending members. 2. Independent directors' dissenting or reserved opinions, or major recommendations, and the Company's handling of such opinions: None.
	5. The Company's 2025 budget plan. 6. The Company's periodic assessment on the independence and competence of CPA. 7. Proposal for appointment of the Company's CPA and resolution on its remuneration. 8. Prior consent of the Company's CPA and its affiliates on providing non-assurance service to the Company. 9. Proposal for establishment the "Rules for Internal Audit of Audit Office" of the Company. 10. Amendments to certain provisions of the General Principles of the Internal Control System. 11. The Company's 2026 audit plan.	2025.12.26 6th Audit Committee Meeting in 2025 1. Review Result: Agreed and approved by all attending members. 2. Independent directors' dissenting or reserved opinions, or major recommendations, and the Company's handling of such opinions: None.

Date and Session of Board of Directors' Meeting	Important Resolutions	Functional Committees Meeting dates, session numbers, independent directors' opinions, resolution outcomes, and the Company's handling of opinions
	12. Tendering process for the new parking structure construction project of the STARLUX Corporate Headquarters Campus.	
	13. Proposal for establishment of the material topics of 2025 Sustainability Report of the Company.	2025.12.26 4th Sustainability Committee Meeting in 2025 1. Review Result: Agreed and approved by all attending members. 2. Independent directors' dissenting or reserved opinions, or major recommendations, and the Company's handling of such opinions: None.
2026 March 10 (1st Meeting)	1. Specify the Company's 2026 annual general shareholders' meeting date, location, reason of conversion related matters and acceptance for written proposals from shareholders with shareholding above 1%, review standard and operation procedure related matters.	—
	2. The 2025 distribution of remuneration to employees and directors. 3. Proposal for determining the distribution of employee compensation for entry-level employees for the Company in 2025.	2026.3.10 1st Remuneration Committee Meeting in 2026 1. Review Result: Agreed and approved by all attending members. 2. Independent directors' dissenting or reserved opinions, or major recommendations, and the Company's handling of such opinions: None.
	4. The Company's 2025 business report and financial statements. 5. The Company's 2025 earnings distribution proposal. 6. Proposal for amending certain provisions of the Company's "Articles of Incorporation." 7. The Company's "2025 Statement of Internal Control System". 8. In line with the Company's overall fleet expansion plan, the Company proposes to lease eight A321neo aircraft. 9. Proposal for the Company to purchase one LEAP-1A30 spare engine. 10. Change of ownership of the A321-252NX aircraft leased by the Company.	2026.3.10 1st Audit Committee Meeting in 2026 1. Review Result: Agreed and approved by all attending members. 2. Independent directors' dissenting or reserved opinions, or major recommendations, and the Company's handling of such opinions: None.

(11) Documented opinions or declarations made by directors or supervisors against board resolutions in the most recent year and up till the publication date of this annual report, and its main content: None.

4. Information on CPAs' Fee

(1) CPA's Fee:

Unit: NT$ thousand

Name of Accounting Firm	Name of CPA	CPA's Audit Period	Audit fees	Non-audit fees	Total	Remarks
Ernst & Young Taiwan	Yu, Chien-Ju Huang, Tzu-Ping	2025.01.01 ~ 2025.12.31	2,850	15,900	18,750	1. Fees for 2025 profit-seeking enterprise annual income tax return filing and 2024 undistributed earnings filing: NT$200 thousand. 2. Review fee for non-managerial salary filing of NT$60 thousand. 3. Fees for management platform development and implementation: NT$14,240 thousand. 4. Fees for sustainability disclosure standards and consulting: NT$1,280 thousand. 5. Fees for U.S. airport agreement procedure report: NT$120 thousand.

Note: If the Company changes independent auditor or accounting firm in the current year, please respectively indicate their respective audit period, and provide explanation on the reasons of such change in the remarks field. In addition, the information on audit and non-audit fees is disclosed in sequence. Notes with explanation on its service content shall be provided for non-audit fees.

A. When the accounting firm is changed and the audit fees paid for the financial year in which the change took place are lower than those paid for the financial year immediately preceding the change, the amount of the audit fees before and after the change and the reason shall be disclosed: Please refer to the explanation provided in Section 2 below.

B. When the audit fees paid for the current financial year are lower than those paid for the immediately preceding financial year by 10 percent or more, the amount and percentage of and reason for the reduction in audit fees:

Unit: NTD thousand

Reason	Reduced amount	Reduced ratio
Supplementary audited and reviewed financial statements for 2024 in connection with listing requirements: 1. Audited financial statements for the first quarter of 2024. 2. Reviewed comparative financial statements for the first and third quarters of 2024.	495	17.36%

5. Replacement of CPA:

(1) Regarding the former CPA

<table>
<tr><td>Replacement Date</td><td colspan="4">Approved by the Board of Directors on December 26, 2024</td></tr>
<tr><td>Replacement reasons and explanation</td><td colspan="4">Cooperate with the internal staff adjustment of the accounting firm.</td></tr>
<tr><td rowspan="3">Describe whether the Company terminated or the CPA did not accept the appointment</td><td colspan="2">Parties
Status</td><td>CPA</td><td>The Company</td></tr>
<tr><td colspan="2">Termination of appointment</td><td colspan="2" rowspan="2">None</td></tr>
<tr><td colspan="2">No longer accepted (continuous) appointment</td></tr>
<tr><td>Audit report opinion other than unqualified opinion issued in the last two years and reasons thereof</td><td colspan="4">None</td></tr>
<tr><td rowspan="6">Differences with the Company</td><td rowspan="4">Yes</td><td>-</td><td colspan="2">Accounting principle or practice</td></tr>
<tr><td>-</td><td colspan="2">Disclosure of financial statements</td></tr>
<tr><td>-</td><td colspan="2">Audit scope or steps</td></tr>
<tr><td>-</td><td colspan="2">Others</td></tr>
<tr><td>None</td><td colspan="3">✓</td></tr>
<tr><td colspan="4">Explanation</td></tr>
<tr><td>Other Disclosures
(Article 10 Subparagraph 6 item 1-4 to item 1-7 of the Regulations Governing Information to be Published in Annual Report of Public Companies required to be further disclosed)</td><td colspan="4">None</td></tr>
</table>

(2) Regarding the successor CPA

Name of accounting firm	Ernst & Young Taiwan
Name of CPA	Yu, Chien-Ju, Huang, Tzu-Ping
Date of appointment	Approved by the Board of Directors on March 11, 2025
Consultations conducted before the appointment regarding accounting methods or accounting principles for specific transactions, and the results thereof, as well as their impact on the possible opinions to be issued on the financial statements.	None
Written opinions of successor CPAs on different opinions of former CPAs	None

(3) The former CPA relies by letter to base on the Article 10 subparagraph 6 item 1 and item 2-3 of the Regulations Governing Information to be Published in Annual Report of Public Companies: None.

6. The Company's chairman, General Manager, and Managers in charge of its finance and accounting operations holding any positions within the independent audit firm or its affiliates in the most recent year, the name, job title and the employment period at the independent audit firm or its affiliates: None.

7. **Transfer or pledge of shares owned by directors, supervisors, managerial officers, shareholders with a stake of more than 10% during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report**

   (1) **Equity transfer and change status of directors, supervisors, managerial officers and major shareholders with shareholding percentage exceeding 10%:**

   Equity transfer: MOPS > Individual Company > Equity transfer /Securities Issuance > Equity Transfer Information Inquiry > Post-reporting Form for Insider Shareholding Changes
   https://mops.twse.com.tw/mops/#/web/query6_1

   Changes in Share Pledge Status:
   Homepage > Individual Company > Equity transfer /Securities Issuance > Insider Share Pledge / Release > Insider Share Pledge / Release Announcements
   https://mopsov.twse.com.tw/mops/web/STAMAK03_1

   (2) **Information on the counterpart of equity transfer being a related party: None.**

   (3) **Information on the counterparty of equity pledge being a related party: None.**

8. **Information of shareholders of top ten shareholding percentage for related parties or spouse, relative relationship within second degree of kinship among themselves**

March 31, 2026

Name	Shareholding of the individual		Shareholding of spouse or minor children		Total shareholding by nominee arrangement		Information on the relations among the top 10 major shareholders if anyone is a related party, a spouse, or a relative within second degree of kinship of another and their names.		Remarks
	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Name	Relationship	
1. STARLUX Investments Limited	827,055,000	27.49	Not applicable		–	–	None	None	None
Representative: Chang, Kuo-Wei	–	–	–	–	Note	Note	STARWAY Developing Investments Limited	Director	None
							Chang, Kuo-Ming	With relationship within second degree of kinship	None
							Cheng, Shen-Chih	With relationship within second degree of kinship	None
2. STARWAY Developing Investments Limited	827,055,000	27.49	Not applicable		–	–	None	None	None
Representative: Chang, Kuo-Wei	–	–	–	–	Note	Note	STARLUX Investments Limited	Director	None
							Chang, Kuo-Ming	With relationship within second degree of kinship	None
							Cheng, Shen-Chih	With relationship within second degree of kinship	None
3. Chang, Kuo-Ming	40,746,000	1.35	Not applicable		–	–	Chang, Kuo-Ming	With relationship within second degree of kinship	None
4. Ming Wei Development Co., Ltd.	23,496,530	0.78	Not applicable		–	–	None	None	None
Representative: Cheng, Shen-Chih	1,663,253	0.06	–	–	–	–	Chang, Kuo-Ming	With relationship within second degree of kinship	None
5. Yu Heng Co., Ltd.	21,795,771	0.72	Not applicable		–	–	None	None	None
Representative: Chou, Chun-Chi	2,000	0.00	–	–	–	–	None	None	None
6. Sunlit Investments PTY Ltd.	15,000,000	0.50	Not applicable		–	–	None	None	None
Representative: Wu, Chien-Li	–	–	–	–	–	–	None	None	None

Name	Shareholding of the individual		Shareholding of spouse or minor children		Total shareholding by nominee arrangement		Information on the relations among the top 10 major shareholders if anyone is a related party, a spouse, or a relative within second degree of kinship of another and their names.		Remarks
	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Name	Relationship	
7. Dale Investment Development Co., Ltd.	11,000,000	0.37	Not applicable		–	–	None	None	None
Representative: Yin, Shih-Chin	–	–	–	–	–	–	None	None	None
8. Standard Chartered Bank Main Branch as Master Custodian for Vanguard Total International Stock Index Fund a series of Vanguard Star Funds	9,047,220	0.30	Not applicable		–	–	None	None	None
9. ABICO Asia Capital Corp.	9,010,128	0.30	Not applicable		–	–	None	None	None
Representative: Hsieh, Fa-Ta	–	–	–	–	–	–	None	None	None
10. ABICO AVY CO, LTD.	8,654,227	0.29	Not applicable		–	–	ABICO Asia Capital Corp.	Director	None
Representative: Tong, Chun-Jen	–	–	–	–	–	–	None	None	None

Note: Chang, Kuo-Wei holds 1,654,110,000 shares of the Company, shareholding percentage of 54.98%, through the STARLUX Investments Limited and STARWAY Developing Investments Limited.

9. Number of shares held by the company, the company's directors, supervisors, managerial officers and the number of shares invested in a single company which are held by the entities directly or indirectly controlled by the company, and calculating the consolidated shareholding percentage of the above categories: None.

III. Capital Overview

1. Capital and Shares

(1) Source of Capital

Units: Thousand shares; NT$ thousands

Month / Year	Par Price (NT$)	Authorized Capital		Paid-in Capital		Remarks		
		Shares	Amount	Shares	Amount	Sources of Capital (NT$ thousands)	Capital Increased by Assets Other than Cash	Others
05/2018	10	3,000,000	30,000,000	600,000	6,000,000	Establishment with registered capital of 6,000,000	None	MOEA Jing-Shou-Shang-Zi Letter No. 10701046660 dated May 2, 2018
05/2018	10	3,000,000	30,000,000	601,000	6,010,000	Cash capital increase of 10,000	None	MOEA Jing-Shou-Shang-Zi Letter No. 10701052070 dated May 14, 2018
02/2020	10	3,000,000	30,000,000	836,735	8,367,350	Cash capital increase of 2,357,350	None	MOEA Jing-Shou-Shang-Zi Letter No. 10901018550 dated February 18, 2020
02/2021	10	3,000,000	30,000,000	1,136,735	11,367,350	Cash capital increase of 3,000,000	None	MOEA Jing-Shou-Shang-Zi Letter No. 11001021710 dated February 8, 2021
05/2022	10	3,000,000	30,000,000	1,536,735	15,367,350	Cash capital increase of 4,000,000	None	MOEA Jing-Shou-Shang-Zi Letter No. 11101070990 dated May 3, 2022
09/2022	12	3,000,000	30,000,000	1,811,735	18,117,350	Cash capital increase of 2,750,000	None	MOEA Jing-Shou-Shang-Zi Letter No. 11101172660 dated September 6, 2022
08/2023	18	3,000,000	30,000,000	2,088,735	20,887,350	Cash capital increase of 2,770,000	None	MOEA Jing-Shou-Shang-Zi Letter No. 11230133460 dated August 1, 2023
04/2024	18	3,000,000	30,000,000	2,538,735	25,387,350	Cash capital increase of 4,500,000	None	MOEA Jing-Shou-Shang-Zi Letter No. 11330055230 dated April 15, 2024
11/2024	20	7,000,000	70,000,000	3,008,735	30,087,350	Cash capital increase of 4,700,000	None	MOEA Jing-Shou-Shang-Zi Letter No. 11330190410 dated November 6, 2024

Unit: Thousand shares

Share Type	Authorized Capital			Remarks
	Issued Shares	Un-issued Shares	Total Shares	
Common stock	3,008,735	3,991,265	7,000,000	TWSE listed stocks

(2) List of Major Shareholders

March 31, 2026

Names of Major Shareholders / Shares	Shareholding (Shares)	Shareholding Ratio (%)
1. STARLUX Investments Limited	827,055,000	27.49
2. STARWAY Developing Investments Limited	827,055,000	27.49
3. Chang, Kuo-Ming	40,746,000	1.35
4. Ming Wei Development Co., Ltd.	23,496,530	0.78
5. Yu Heng Co., Ltd.	21,795,771	0.72
6. Sunlit Investments PTY Ltd.	15,000,000	0.50
7. Dale Investment Development Co., Ltd.	11,000,000	0.37
8. Standard Chartered Bank Main Branch as Master Custodian for Vanguard Total International Stock Index Fund a series of Vanguard Star Funds	9,047,220	0.30
9. ABICO Asia Capital Corporation	9,010,128	0.30
10. ABICO AVY CO., LTD.	8,654,227	0.29

(3) Company's Dividend Policy and Implementation Status

A. Dividend policy stipulated in the Articles of Incorporation

If the Company records earnings after year-end closing, the earnings shall first be used to pay taxes and make up for accumulated losses in accordance with the law. Ten percent of the earnings shall be appropriated as a legal reserve unless the accumulated legal reserve has reached the capital amount. For the rest, a special reserve shall be appropriated or reversed in accordance with laws and regulations or based on actual needs. The Board of Directors shall prepare a proposal for the distribution of any remaining earnings (distributable earnings in the current year) plus undistributed earnings from prior years and submit it to the shareholders' meeting for resolution.

The Company's dividend policy is based on the principles of stability and balance. In addition to taking into account profits for shareholders, the impact of the Company’s capital expenditure and operating turnover shall be considered. Common dividends distributed shall not be less than 10% of the distributable earnings in the current year, of which those paid in cash shall not be less than 10%.

For the Company’s dividend distribution, the Board of Directors is authorized to distribute all or part of the dividends and bonuses payable in cash upon a resolution by a majority of attending directors who represent two-thirds of all directors. The Board shall report the distribution to the shareholders' meeting. If the distribution is in the form of issuing new shares, it shall be proposed to and resolved by the shareholders' meeting in accordance with the Company Act.

B. Dividend Distribution proposed at the current Shareholders' Meeting:

The Board of Directors resolved on March 10, 2026, not to distribute dividends in 2025 and this proposal will be submitted to the 2026 Annual General Meeting for ratification.

(4) The impact of the stock dividends proposed at the current shareholders' meeting on the Company's operating performance and earnings per share: Not applicable.

(5) Employee bonuses and remuneration to directors and supervisors

A. The percentages or ranges with respect to employees', directors' and supervisors' remuneration as set forth in the Company's Articles of Incorporation

Article 21 of the Articles of Incorporation: "Before closing the annual accounts of the Company, if there is profit, the Company shall set aside an amount not less than 1% of the profit as employees' compensation and an amount not more than 1% of the profit as compensation of directors. However, if the Company has accumulated deficit, the Company shall reserve an amount thereof for offsetting the deficit before setting aside the proportion of profits aforementioned as compensation for employees and directors.

For the amount of remuneration of employees described in the preceding paragraph, no less than 50% of such amount shall be appropriated as remuneration of the entry-level employees.

The employee remuneration referred to in the preceding two paragraph may be paid, in cash or stock. It shall be resolved by a Board of Directors meeting attended by over two-thirds of all directors with a majority vote of the attending directors and be reported in the shareholders' meeting.

The recipients of the remuneration to employees allocated in the form of stock or in cash, if any, include the employees of parents or subsidiaries of the Company meeting certain requirements. The certain requirements shall be set forth by the Board of Directors."

B. The basis for estimating the amount of remuneration to employees, directors, and supervisors, the basis for calculating the number of shares to be distributed as employee remuneration, and the accounting treatment of the discrepancy, if any, between the actual distributed amount and the estimate:

The amounts of employee compensation and directors' remuneration for 2025 were accrued within the range stipulated in the Company's Articles of Incorporation, based on a certain percentage of the Company's profit for the year. If there is any difference between the actual amount and the accrued amount, it will be recognized as a change in accounting estimate and adjusted in the year of payment.

C. Remuneration distribution approved by the Board of Directors:

a. The amounts of employee compensation and directors' remuneration distributed in cash or stock. If the amount differs from the estimated expenses recognized for the year, disclose the difference, the reasons for the difference, and how it was handled:

The Company's Board of Directors approved the distribution of employee compensation of NTD 26,500,000 for 2025 at the meeting held on March 10, 2026. No directors' remuneration will be distributed for the year. If there is any difference between the above accrued amount and the actual amount distributed, it shall be treated as a change in accounting estimate and adjusted and recognized in the accounts in the following year.

b. The amount of employee compensation to be distributed in shares and its proportion to the current period's net income after tax in the parent company only or separate financial statements and to the total employee compensation: Not applicable.

D. The actual distribution of remuneration to employees, directors, and supervisors in the previous year (including the number of shares, amount, and stock price), and any difference from the recognized remuneration to employees, directors, and supervisors, the reason therefor, and the treatment thereof shall be specified: None.

(6) Shares repurchased by the Company: None for the Company.

2. Issuance of Corporate Bonds (including Overseas Corporate Bonds):

(1) Issuance of Corporate Bonds:

March 31, 2026

Type of corporate bond		The first domestic secured ordinary corporate bond of 2025	The second domestic secured ordinary corporate bond in 2025	The third domestic secured ordinary corporate bond of 2025	The forth domestic secured ordinary corporate bond of 2025
Issue (transaction) date		October 28, 2025	October 29, 2025	October 29, 2025	October 29, 2025
Face value		NTD 1,000,000 per note	NTD 1,000,000 per note	NTD 1,000,000 per note	NTD 1,000,000 per note
Place of issue and trading		R.O.C. (Taiwan)	R.O.C. (Taiwan)	R.O.C. (Taiwan)	R.O.C. (Taiwan)
Issue price		Issued at par	Issued at par	Issued at par	Issued at par
Issue amount		NTD 2,000,000,000	NTD 500,000,000	NTD 1,500,000,000	NTD 1,000,000,000
Coupon rate		Fixed annual interest rate of 1.70%	Fixed annual interest rate of 1.75%	Fixed annual interest rate of 1.78%	Fixed annual interest rate of 1.78%
Term		3 years. Maturity date: October 28, 2028.	3 years. Maturity date: October 29, 2028.	5 years. Maturity date: October 29, 2030	5 years. Maturity date: October 29, 2030
Guarantor		E.Sun Commercial Bank, Ltd.	Shin Kong Commercial Bank Co., Ltd.	Mega International Commercial Bank Co., Ltd.	Taiwan Cooperative Bank, Ltd.
Trustee		Yuanta Commercial Bank Co., Ltd.	Mega International Commercial Bank Co., Ltd.	Yuanta Commercial Bank Co., Ltd.	Mega International Commercial Bank Co., Ltd.
Underwriter		E.Sun Commercial Bank, Ltd.	IBF Securities Co., Ltd.	Mega Securities Co., Ltd.	Taiwan Cooperative Securities Co., Ltd.
Attesting lawyer		Wei Chung-chieh Law Offices Wei Chung-chieh, Attorney-at-Law	Wei Chung-chieh Law Offices Wei Chung-chieh, Attorney-at-Law	Wei Chung-chieh Law Offices Wei Chung-chieh, Attorney-at-Law	Wei Chung-chieh Law Offices Wei Chung-chieh, Attorney-at-Law
Attesting CPA		Ernst & Young Taiwan Yu, Chien-Ju, CPA Huang, Tzu-Ping, CPA	Ernst & Young Taiwan Yu, Chien-Ju, CPA Huang, Tzu-Ping, CPA	Ernst & Young Taiwan Yu, Chien-Ju, CPA Huang, Tzu-Ping, CPA	Ernst & Young Taiwan Yu, Chien-Ju, CPA Huang, Tzu-Ping, CPA
Redemption method		Principal repaid in full at maturity	Principal repaid in full at maturity	Principal repaid in full at maturity	Principal repaid in full at maturity
Unredeemed balance		NTD 2,000,000,000	NTD 500,000,000	NTD 1,500,000,000	NTD 1,000,000,000
Conditions for redemption or early redemption		None	None	None	None
Restrictive covenants		None	None	None	None
Name of the rating agency, date, and result of rating		None	None	None	None
Other rights	The monetary amount of common shares, global depositary receipts, or other securities already converted, exchanged, or subscribed up to the annual report publication date	None	None	None	None
	The issuance and conversion, exchange, or subscription rules	None	None	None	None
The possible dilution of shareholding and influence on shareholder equity caused by the issuance and conversion, exchange, or subscription rules and the terms of issuance.		Not applicable	Not applicable	Not applicable	Not applicable
Name of custodian institution for the exchangeable underlyings		None	None	None	None

(2) Information on convertible corporate bonds, exchangeable corporate bonds, issuance of corporate bonds under shelf registration, and corporate bonds with warrants: None.

3. Issuance of Preferred Shares:

None.

4. Participation in the issuance of Overseas Depository Receipts:

None.

5. Disclosure of the issuance of Employee Stock Warrants:

(1) Issuance of employee stock warrants: None.

(2) Names of managers who have obtained employee stock warrants, and the names of employees who are among the top ten in terms of the number of shares that can be subscribed with obtained stock warrants and whose subscription amount reaches NT$30 million, and their warrant acquisition and share subscription status: None.

(3) Private placement of employee stock warrants in the most recent three years and up to the publication date of this annual report: None.

6. Issuance of Restricted Stock Awards (RSAs):

(1) Issuance of RSAs: None.

(2) Names of managers receiving RSAs, and the names of the top ten employees with RSAs and their receipt of the RSAs: None.

7. Disclosure of the New Shares Issuance in Connection with Mergers and Acquisitions:

None.

8. Implementation of the Capital Utilization Plan:

Homepage > Individual Company > Equity transfer /Securities Issuance > Fundraising > Financing Plan Execution
https://mopsov.twse.com.tw/mops/web/bfhtm_q2

IV. Operational Overview

1. Business Activities

(1) Business Scope

A. Principal business activities

G501011 Civil Air Transport.

J201051 Approved Training Organizations.

F401171 Alcohol Products Importation.

ZZ99999 All business activities that are not prohibited or restricted by law, except those that are subject to special approval.

B. Revenue Distribution

Unit: NTD thousand

Item / Year	Passenger Revenue		Cargo Revenue		Other Revenue		Total Revenue	
	Amount	Proportion	Amount	Proportion	Amount	Proportion	Amount	Proportion
2025	35,451,719	80.48%	4,953,620	11.24%	3,647,923	8.28%	44,053,262	100%
2024	30,727,580	86.44%	3,152,700	8.87%	1,666,571	4.69%	35,546,851	100%

C. STARLUX Airlines' current products (services)

a. Passenger services: International air transportation of passengers, scheduled and nonscheduled international charter flights.

b. Cargo services: International transportation of goods, express delivery, mail, and packages.

c. In-flight sales: Sale of duty-free products on board.

d. Department store retail services: Sale of products online and in physical stores.

D. New products (services) to be developed

a. Promoting interline partnerships and travel industry Collaboration

STARLUX Airlines continues to strengthen cooperation with companies in our and other industries in order to expand our reputation and service range, thereby increasing flight sales and seat utilization. In 2025, the Company entered into a codeshare cooperation with Etihad Airways. Through this partnership, the Company expanded its airline network to Abu Dhabi in the United Arab Emirates, Prague in the Czech Republic, Brussels in Belgium, and Madrid and Barcelona in Spain. In turn, Etihad Airways extended its network to Japan through flights operated by the Company.

b. Continuously upgrading e-commerce functions to enhance the omni-channel digital service experience

STARLUX Airlines will continue to advance the digital upgrades of its official website and mobile app, striving to build a convenient and personalized service environment. We will closely monitor global digital trends in the aviation industry and continuously optimize service processes such as ticket purchasing, COSMILES membership functions, and itinerary management to ensure the stability and completeness of its digital services. These efforts aim to meet the needs of travelers in the digital era while enhancing overall operational service efficiency.

c. AI algorithm evaluation and technical analysis

As AI technology continues to innovate, we have implemented AI solutions within the Company to execute repetitive tasks and streamline processes, thereby enhancing operational efficiency. In the security field, AI technology is leveraged to analyze large volumes of information, accurately identifying genuine cyber threats, further strengthening the corporate information security, and create tangible AI culture and value within the company.

(2) Industry Overview

A. Status and development of the industry

a. Macroeconomic environment

The United Nations noted in its January report that due to the impact of U.S. tariff policies, geopolitical tensions, and economic uncertainties, the global economic growth rate in 2026 will slow to 2.7%, slightly lower than the 2.8% in 2025. It is also estimated that global inflation will fall back to 3.1% in 2026, but high price levels will continue to erode real income. Although the global financial environment has shown signs of improvement, potential risks remain. While declining interest rates and recovering market confidence have led to a rebound in capital flows, access to capital remains uneven. Many developing economies continue to face constraints due to heavy debt burdens and limited financing channels, leaving limited room for economic development.

On the other hand, the International Monetary Fund (IMF) noted that despite escalating global trade tensions and intensifying geopolitical risks, global economic expansion has remained stronger than expected. In its World Economic Outlook released in January, the IMF projected that global economic growth for 2026 would be revised upward to 3.3%, an increase of 0.2 percentage points compared with the forecast made in October 2025. This reflects that, amid easing inflation and investment and productivity gains driven by emerging technologies such as artificial intelligence, the global economy continues to demonstrate a certain degree of resilience. However, there are still many uncertainties in the future economic outlook, and changes in trade policies and the high-interest-rate environment could still put downward pressure on medium- and long-term economic growth.

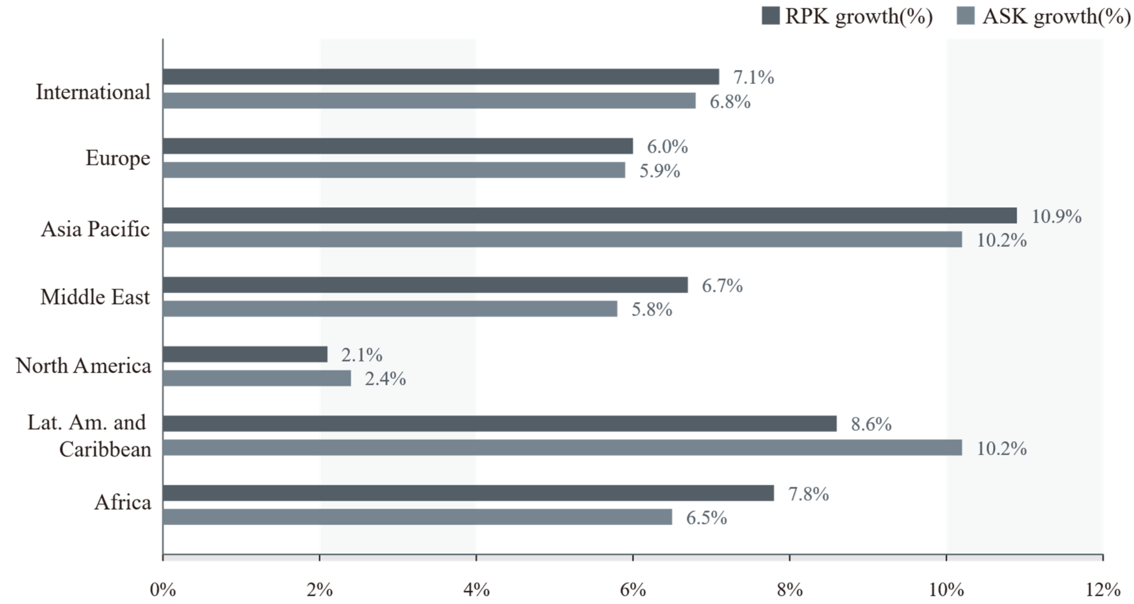
With regard to Taiwan's economy, the Taiwan Institute of Economic Research (TIER) forecasts that the economic growth rate for 2026 will reach 4.05%, representing an upward revision of 1.45 percentage points from the estimate made in November last year. This is mainly due to the continuous expansion of demand for artificial intelligence, high-performance computing, and cloud applications, which has boosted investment and export growth beyond expectations. Regarding consumer prices, inflationary pressure continues to ease as oil prices fall and the growth rate of service prices slows. The forecast for the 2026 CPI growth is 1.66%. Overall, labor shortages and geopolitical risks remain potential uncertainties. Fluctuations in financial markets may influence Taiwan's domestic demand and consumer momentum. Going forward, it will be necessary to closely monitor the effectiveness of AI-related investments and changes in tariff policies, as well as assess their potential impact on demand for aviation and logistics services.

b. Passenger and cargo transportation markets

According to statistics from the International Air Transport Association (IATA), the global air passenger market continued to demonstrate solid growth momentum in 2025, although the overall pace of demand growth showed a slight moderation. Global passenger traffic, measured in Revenue Passenger Kilometers (RPK), increased by 5.3% year-on-year, while Available Seat Kilometers (ASK) also grew by 5.2%. This indicates that the market is gradually stabilizing and that airlines are allocating capacity more effectively. As a result, the overall passenger load factor further increased to 83.6%, reaching a historical high and reflecting that the global aviation market has progressively returned to a stable and efficient level of operation.

Among them, international passenger traffic increased by as much as 7.1%, significantly higher than the 2.4% growth recorded for domestic routes, highlighting the steady expansion of cross-border travel, business travel, and regional economic activities. The Asia-Pacific region continues to play a key role as a major driver of global air passenger growth. Passenger traffic in the region increased by 10.9% year-on-year, while capacity expanded by 10.2% over the same period. This reflects strong travel demand in the region's core markets and the continued expansion of airline network, enabling the region to maintain a leading position in growth among all regions.

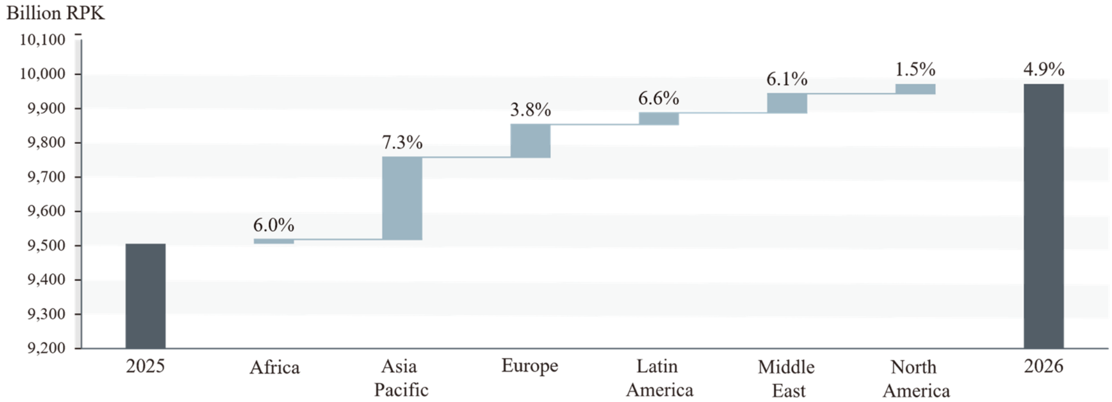
Growth Rates of International RPK and ASK by Global Region in 2025



Source: IATA Sustainability and Economics, IATA Information and Data - Monthly Statistics

Looking ahead to 2026, IATA forecasts that global passenger traffic will grow by 4.9% year-on-year, indicating that demand for air travel will remain resilient amid a modest recovery in economic growth. Although the growth rate is slightly lower than that of 2025, overall market performance is still expected to remain in line with the long-term average. The Asia-Pacific region will remain the primary driver of global air passenger growth, with passenger traffic projected to increase by 7.3% year-on-year. This growth is mainly supported by continued economic expansion in economies such as China, India, and Vietnam, which is expected to stimulate demand for both regional and international air travel.

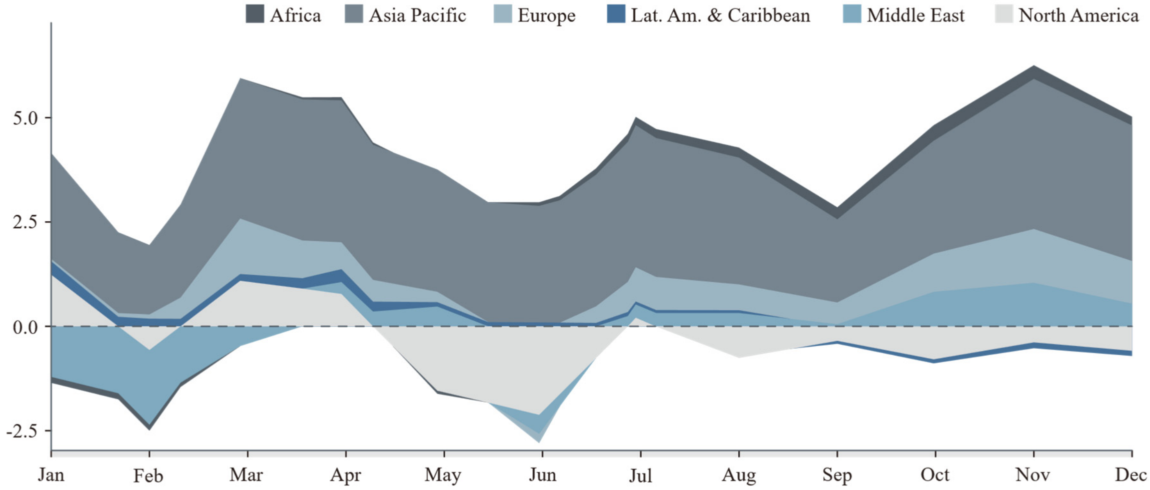
Chart 7: Contribution to passenger traffic growth by region, billion RPK, and annual growth, % YoY



Source: IATA Sustainability and Economics using data from IATA Information and Data – Monthly Statistics.

In the air cargo market, supported by cross-border trade activities, e-commerce logistics, and demand for the transportation of high-value goods, global air cargo traffic in 2025, measured in Cargo Tonne Kilometers (CTK), still recorded a 3.4% increase compared with the previous period despite a high base. The growth momentum was mainly concentrated in key regions such as Asia-Pacific and along major air routes. In 2025, the Asia-Pacific region led the global air cargo market, with annual cargo volumes increasing by 8.4%. Although cargo volumes between the region and North America and Africa were relatively weaker, most major air routes maintained solid performance, serving as a key driver supporting global air cargo growth.

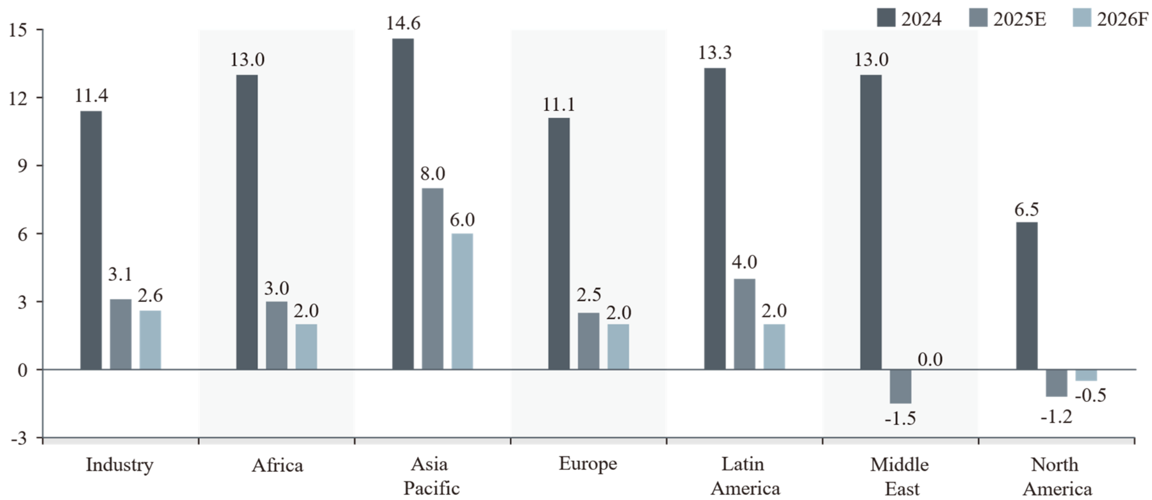
Chart 2: Contribution to Total Industry CTK Growth 2025 (% points YoY)



Source: IATA Sustainability and Economics, IATA Information and Data - Monthly Statistics

Global air cargo demand in 2026 is expected to continue the growth momentum seen in the previous year, although the pace of growth is likely to stabilize. Despite a moderation in expansion, the irreplaceability of high-value and time-sensitive cargo will continue to serve as the fundamental pillar supporting air freight demand. In addition, uncertainties such as global tariff policies and supply chain disruptions may also stimulate precautionary shipping demand, further driving the momentum of air transportation. Overall, global air cargo volumes are projected to grow by 2.6% in 2026. Among all regions, the Asia-Pacific is expected to demonstrate strong momentum, with cargo volumes forecast to increase by 6% year-on-year, continuing to lead globally and driving overall market growth.

Chart 11: Cargo traffic growth by region, % YoY



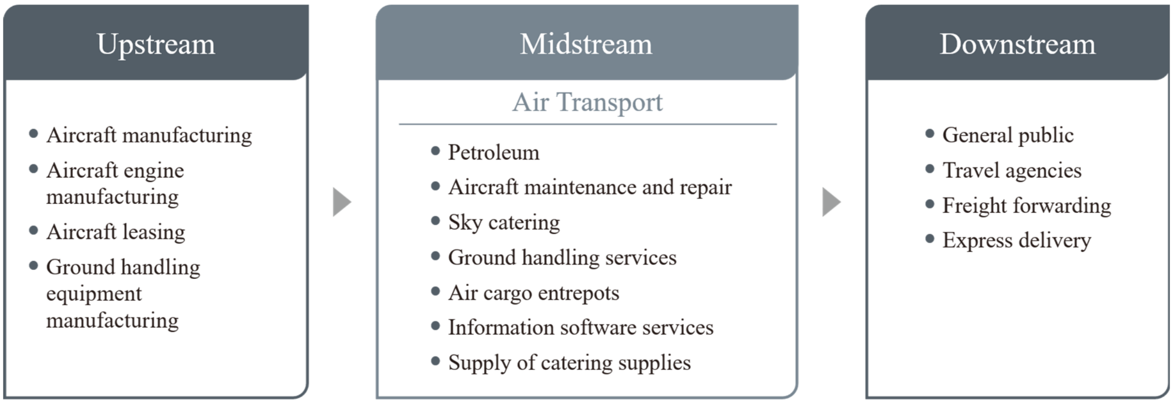
Source: IATA Sustainability and Economics.

c. International crude oil prices

In 2025, the structure of the global crude oil market gradually shifted from relatively tight supply–demand conditions to a comparatively looser supply environment. According to an analysis in the report released by the International Energy Agency (IEA) in December 2025, supply growth from non-OPEC countries became the primary driver of the market. As a result, overall supply growth exceeded demand growth, leading to a buildup in inventory levels, with international oil price volatility decreasing compared with the previous year. On the demand side, emerging markets such as India and China continued to support the growth of global oil consumption. However, due to the uneven pace of global economic recovery, the growth in demand has become more moderate. Looking ahead to 2026, the crude oil market outlook will be driven by global economic conditions, inventory dynamics, OPEC+ production policy, geopolitical developments, and energy transition progress. Overall, market uncertainty is expected to remain elevated.

B. Correlation between the upstream, midstream, and downstream sectors of the industry

The air transportation service industry mainly focuses on the provision of passenger and cargo transportation services, and its operations rely on the complementarity of related upstream, midstream, and downstream sectors to construct a comprehensive service process to meet customer needs. The correlation between the upstream, midstream, and downstream sectors of our industry is illustrated and described as follows:



a. Upstream sectors

- Aircraft manufacturing:

  Aircraft are the foundation for airline operations. Our aircraft (delivered and unrealized orders) are all purchased from Airbus in France.

- Aircraft engine manufacturing:

  As one of the important components of aircraft, the engine has a considerable influence on flight safety, range, and flight efficiency. At present, our fleet is equipped with two types of aircraft engines, which are manufactured by two well-known foreign engine manufacturers, Rolls-Royce and CFM International, a joint venture between GE Aviation of the United States and Safran of France, respectively.

- Aircraft leasing:

  STARLUX Airlines introduces new aircraft by purchasing or leasing according to the financial plan. As such, aircraft leasing is one of the sources of transportation capacity for airline companies and is also an upstream sector of the air transportation industry.

- Ground handling equipment manufacturing:

  Ground handling equipment refers to vehicles required for apron operations, such as shuttle vehicles, ground power supply units, aircraft trailers, drinking water carts, belt loaders, and ULD loaders.

b. Midstream sectors

- Petroleum:

  Jet fuel is a major operating cost for airlines, and international oil prices are easily affected by the policies of oil-producing countries and exchange rate fluctuations, making it difficult to control the fuel cost. In order to stabilize the cost of fuel, STARLUX Airlines has signed long-term contracts with major fuel suppliers for purchase discounts.

- Aircraft maintenance and repair:

  The regular and irregular (emergency or special) inspection, maintenance and repair of aircraft are closely related to flight quality and safety. STARLUX Airlines spent a great deal of money in building a maintenance yard for three aircraft (one wide-body aircraft and two narrow-body aircraft) at Taoyuan International Airport and signed a long-term maintenance contract with Air Asia.

- Sky catering:

  In-flight meals are an important part of in-flight service. To ensure the quality of meals served, STARLUX Airlines has commissioned China Pacific Catering Services Ltd. and Kaohsiung Airport Catering Services Ltd. to prepare in-flight meals for flights departing from Taipei and Taichung, respectively. For foreign stops, we also carefully select qualified local suppliers to provide quality services. In addition, to meet long-term development needs, STARLUX Catering Co., Ltd. completed its registration and establishment in 2025 and will gradually plan and build in-flight catering capabilities.

- Ground handling services:

  As an integral part of airport operations, ground handling services mainly include airport counter check-in, baggage handling, loading/unloading of goods and mails, towing of aircraft, and other operations on ground. The Company currently manages its landside ground handling operations at Taoyuan International Airport and Taichung International Airport. At other domestic airports, however, we collaborate with ground handling service providers, including Taiwan Airport Service Co., Ltd. and others.

- Air cargo entrepots:

  Air cargo terminal operators engage in the handling of cargo such as air cargo import/export, transit, customs clearance of air and express cargo, storage, and loading/unloading ULDs. STARLUX Airlines currently commissions Farglory Free Trade Zone Co., Ltd. to provide freight and warehousing services.

- Information software services:

  Information systems not only improve the operational efficiency of airline companies, but also provides data support for operational decision-making. In addition to cooperating with well-known system service providers at home and abroad, STARLUX Airlines is the first airline company certified to both ISO 27001 and ISO 27701. We adopt the most rigorous attitude when it comes to management to properly protect the information security and privacy of passengers.

- Supply of catering supplies:

  In addition to the above-mentioned midstream sectors, suppliers of catering supplies provide various cabin supplies, which makes them an indispensable part of the passenger service chain.

c. Downstream sectors

- General public:

  The growing popularity of air transportation has greatly increased the opportunities for the general public to travel overseas for business or sightseeing. Being time-saving and safe, air transportation is attracting more and more passengers. In response to changes in passengers' consumption habits, STARLUX Airlines actively seeks customers through diversified sales channels.

- Travel agencies:

  STARLUX Airlines continues to work with travel agencies. In addition to selling airline tickets, assisting passengers with visa application, room reservation, and ground transportation, we also use our marketing expertise in packaging travel products to attract different target customers.

- Freight forwarding:

  Freight forwarders provide air cargo consolidation processing services to deliver shippers' cargo to airline companies for export or deliver imported cargo to cargo owners. The business scope includes import, export, transit, and sometimes, customs declaration. Freight forwarders can be regarded as ground carriers for air cargo.

C. Product development trends

a. Taiwan Taoyuan International Airport as a transshipment hub in East Asia

Taiwan has an advantageous geographical location as a key hub in the Asia-Pacific region. Taoyuan International Airport, serving as the core of the Taoyuan Aerotropolis Project, adopts an urban planning approach to optimize land use and enhance transportation network, further integrating the flows of people, logistics, capital, and information. This not only strengthens the international competitiveness of the nation's gateway but also creates broader economic opportunities for the country as a whole. Among these, the North Concourse of Terminal 3 was officially commissioned in December 2025. The main terminal building is expected to be completed in 2027, while the third runway expansion project is scheduled for completion in 2032. Upon completion, overall passenger transport and transfer capacity will be significantly enhanced. Taking into account transfer convenience and aligning with national policy development, the Company has been prudently planning its deployment while flexibly adjusting fleet capacity and airline network planning to align with the development timeline and direction, jointly building a new transfer hub in East Asia and laying a key foundation for international connecting passengers.

b. Strategic codeshare cooperation to create a win-win situation

International air transportation is subject to air traffic rights and market restrictions. In order to expand their airline networks and provide more convenient transportation services to increase competitiveness, many airline companies have developed different strategic cooperation models. Common ones include codeshares, shared mileage programs for passengers, and joining airline alliances. These models aim to improve the overall service quality and expand customer sources through resource sharing. Since 2024, the Company has commenced a codeshare partnership with Alaska Airlines, effectively expanding its airline network coverage in the North American market. In 2025, the Company also entered into a codeshare cooperation with Etihad Airways of the Middle East, further connecting to European destinations and enhancing the flexibility and completeness of its overall network layout. In addition, the Company has also entered into passenger and cargo interline agreements with several regional airlines and will continue to pursue further codeshare and partnership opportunities in response to market demand.

c. AI development driving high-tech industry momentum and boosting air cargo growth

The rapid development of artificial intelligence, high-performance computing, and cloud applications has prompted global technology companies to continue expanding capital expenditures, thereby increasing cross-border transportation demand for semiconductors, precision equipment, and key components. Taiwan holds a pivotal position within the global semiconductor supply chain. As the industry upgrades and export momentum gains strength, the composition of air cargo shipments is gradually shifting toward high-value and time-sensitive technology products. Located at the heart of East Asia, Taoyuan International Airport, with its comprehensive cargo facilities and transshipment capabilities, is well-positioned to meet the direct flight and transshipment demands driven by the global expansion of the technology sector. In response to the growth in high-tech cargo demand, the Company continues to strengthen its cargo expertise. In 2025, the Company also became the first Taiwanese carrier to obtain four IATA CEIV certifications, covering pharmaceuticals, perishables, live animals, and lithium batteries, thereby enhancing its capability to handle high-specification cargo shipments. Going forward, the

Company will continue to deepen cooperation with freight forwarders and codeshare partners, flexibly adjust capacity allocation, and capture opportunities in high value-added cargo markets.

d. Competition

As international travel demand continues to recover, airlines of various nationalities are actively increasing flight frequencies and expanding their airline network. Foreign carriers have also gradually launched new routes to Taiwan and increased flight frequencies. In 2025, the total number of aircraft movements at Taoyuan International Airport reached 262,000, representing a 5.8% increase compared with 2024. This indicates that overall aviation market capacity continues to expand, while competition within the aviation industry continues to intensify.

In 2025, the Company launched four new destinations, including Ontario (California) as its fourth destination in North America gateway. It also continued to strengthen its Japan network by introducing new direct routes from Taipei and Taichung to Kobe, as well as the Taipei–Shimojishima route. During the same year, the Company also resumed the Taipei–Manila route, continuing to cultivate the connecting market. As of the end of March 2026, the Company has launched a total of 31 destinations and operates 39 scheduled routes. By increasing flight frequencies, expanding its network footprint, and developing the connecting market, the Company is committed to enhancing its competitiveness in response to changes and challenges in the industry environment.

Overview of Passenger and Cargo Traffic of International and Cross-Strait Routes by National Airlines

Airlines	2025								
	Number of flights	Passenger transportation				Cargo transportation			
		Number of passengers carried (person)	Passenger kilometers flown (person-thousand kilometers)	Available seat kilometers (seat-thousand kilometers)	Passenger load factor (%)	Cargo tonnage (metric tons)	Cargo tonne-kilometers (tonne-thousand kilometers)	Available cargo tonne-kilometers (tonne-thousand kilometers)	Cargo load factor (%)
China Airlines	68,884	11,419,585	37,062,787	47,242,956	78.45	1,266,861	5,669,981	8,462,118	67.00
EVA Air	65,012	13,326,018	52,963,557	68,082,464	77.79	844,932	4,794,397	6,709,609	71.46
STARLUX Airlines	25,282	4,902,048	14,195,377	18,291,267	77.61	166,059	386,906	583,665	66.29
Mandarin Airlines	2,266	334,159	281,598	357,601	78.75	10,132	2,396	8,302	28.86
UNI AIR	1,092	189,114	128,015	178,883	71.56	8,713	5,049	6,787	74.40
Tigerair Taiwan	19,790	3,108,756	5,922,094	6,802,088	87.06	33,431	64,641	132,263	48.87
Total	182,326	33,279,680	110,553,428	140,955,259	78.43	2,330,128	10,923,370	15,902,744	68.69

Source: Statistical report of December 2025 from Civil Aviation Administration

(3) Research and Development (R&D)

A. R&D expenses invested and successfully developed technologies and products in the most recent year and up to the date of publication of the annual report

In 2025 and as of the publication date of the annual report, STARLUX Airlines has invested a total of NT$70 million in the development of the following technologies and products:

Project	R&D Project Description
Promoting codeshare operations	In 2025, the Company entered into a codeshare partnership with Etihad Airways, enabling passengers to conveniently extend their journeys to Abu Dhabi in the Middle East as well as to European destinations including Prague, Brussels, Madrid, and Barcelona, which has expanded the Company's network coverage and enhanced its market competitiveness.
Advancing upgrades to the e-commerce platform	Through website optimization and cross-carrier system integration, the Company has expanded codeshare and interline sales with Etihad Airways, Alaska Airlines, and American Airlines. Concurrently, we upgraded the website's membership features to enable online reward ticket redemption and implemented OTP security protection. In addition, the Company has integrated a one-stop travel insurance service and the JX Reader paperless e-publication platform, leveraging digital innovation to enhance operational efficiency and support sustainable development.
Cargo App – JX Cargo Development Project	To build a smart freight platform tailored for freight operators, STARLUX integrates its global network of routes to deliver real-time, transparent, and convenient freight experiences. Users will be able to quickly check flight schedules, track cargo status, and manage booking information through the app, enabling them to stay updated on the latest shipment status anytime and anywhere. The service is scheduled to be launched in 2026.
Upgrading of membership back-end management system	In 2025, the Company upgraded its membership platform by introducing a revenue-based accrual mechanism in addition to the existing mileage accrual system, and expanded the program from individual members to corporate members to support future codeshare loyalty program cooperation and the development of corporate membership programs.
Integration with online airfare search engine systems	In 2025, the Company established direct connections with online airfare search engines, including Skyscanner and Google Flight Search, providing these platforms with real-time seat availability and corresponding fares for the Company's flights, thereby enhancing the accuracy and reliability of fare information in the online environment and increasing sales opportunities through the Company's official website.

B. Future R&D projects

STARLUX Airlines will continue to invest about NT$80.25 million in the research and development of the following technologies or products:

Project	Future R&D Project Description
Enhancing the functional upgrades of e-commerce platforms	The Company will continue to expand the scope of sales through its official website by integrating more codeshare and interline flights, providing passengers with greater flexibility in planning global itineraries. At the same time, the ticketing process has been optimized to introduce a one-stop add-on feature for ancillary services, while simultaneously upgrading the functional scope of "Manage My Trip" and "Online Ticket Refunds and Changes." By strengthening the membership portal and enhancing intelligent self-service functions, the Company aims to improve operational convenience and the overall user experience, thereby further supporting digital transformation and service differentiation.
Evaluation of AI algorithms and technical analysis for the intelligent customer service project	AI technologies continue to advance rapidly. The Company promoted the adoption of AI technologies internally to perform repetitive tasks and operations, streamline processes, and enhance corporate operational efficiency. In the field of security, artificial intelligence technologies are utilized to analyze large volumes of information and accurately identify real cyber threats, thereby further strengthening corporate information security and fostering the implementation of an enterprise AI culture and values.

(4) Long-term and short-term business development plans

A. Short-term business development plans

a. Significantly expanding fleet capacity

As of March 2026, the Company's fleet has expanded to 31 aircraft, including the newly introduced A350-1000 passenger aircraft, injecting new momentum into the existing fleet structure. During this year, the Company plans to introduce 12 additional aircraft, including four A350-1000s, five A330-900s, and three A321neo passenger aircraft, bringing the fleet size to 43 aircraft and further optimizing the fleet mix and aircraft deployment. With the gradual delivery of these new aircraft, the Company can effectively respond to the steady growth trend in the travel market, further enhance fleet utilization efficiency, airline network scheduling flexibility, and overall operational effectiveness, while laying a solid foundation for medium-to-long-term airline network development and operational planning.

b. Actively expanding the airline network

On January 15 this year, the Company officially launched flights to Phoenix in the United States, marking the fifth direct destination in the North American market. This not only further strengthens the Company's North American airline network but also effectively expands its intercontinental connectivity. In terms of regional route development, several new routes departing from Taichung have been launched since February, including services to Shimojishima, Tokyo Narita and Kumamoto, Japan, continuing to deepen its operations in the central Taiwan market and solidifying Taichung's leading market share position. As of March this year, the Company has launched a total of 31 destinations and 39 routes. Looking ahead to this year, the Company will make its inaugural entry into the South Korean and European markets. New routes will be progressively launched, including direct routes from Taoyuan and Taichung to Busan, as well as a direct route between Taoyuan–Prague, further expanding the network coverage and significantly increasing the scale of operations.

c. Expanding codeshare and interline partnerships

The Company currently maintains a codeshare partnership with Alaska Airlines of the United States, extending its network to 20 inland destinations across North America. This cooperation significantly expands the company's network coverage in the North American market and enhances the convenience of connecting flights. At the same time, through membership partnership initiatives, the Company aims to strengthen COSMILE members' engagement and brand loyalty. Leveraging Alaska Airlines' extensive passenger and membership base, it can effectively attract potential customers, thereby enhancing passenger load performance in the North American market and increasing brand visibility.

With respect to other intercontinental network expansion, the Company initiated a codeshare partnership with Middle Eastern carrier Etihad Airways in September last year. The cooperation covers eight Japan destinations operated by the Company. The passengers of the Company may also connect to Etihad Airways' Taoyuan–Abu Dhabi service, further extending travel to major European cities, such as Brussels, Prague, Madrid, and Barcelona. Prior to the Company launching its own European routes, this partnership successfully extended its network into continental Europe, carrying key strategic significance and marking an important milestone in its expansion into the European market.

In addition, the Company has also formed a strategic partnership with American Airlines to further strengthen connecting traffic in North America and network synergies. Going forward, the Company will continue to monitor market developments and prudently evaluate potential cooperation opportunities with additional destinations and partners, while further strengthening existing partnerships to expand the overall benefits and effectiveness of its network.

d. Developing an intelligent cargo platform

The Company has developed the JX Cargo App, an intelligent cargo platform designed to integrate its global airline network and cargo resources. The platform provides functions such as real-time cargo status notifications, flight status inquiries, and booking management, helping to enhance operational transparency and efficiency. The platform also provides 24/7 booking services, membership services, and auxiliary tools for cargo products, including volumetric weight calculation, loading feasibility assessment, and customs clearance inquiries. Serving as an important support system for cargo operations and decision-making, it will continue to strengthen the Company's digital management of air cargo and enhance service stability.

e. Improving passenger service and experience

As our airline network continues to expand and passenger operations grow steadily, our mileage upgrade service was officially launched in February this year. In conjunction with the introduction of the new A350-1000 aircraft, the Company also upgraded the in-flight entertainment (IFE) systems across the entire fleet and introduced a brand-new 3D Route Map, further enhancing the overall flight experience. Meanwhile, the Company plans to introduce an intelligent customer service system on its official website to enhance the timeliness and stability of passenger inquiries and service handling. Together with the newly launched global customer service center, this initiative will further strengthen the overall passenger service support system.

B. Long-term business development plans

a. Fleet expansion strategy

Looking ahead to the aviation industry outlook, both passenger travel demand and air cargo momentum continue to expand, and the market still holds strong potential for further capacity expansion. The Company plans to expand its fleet size to 76 aircraft by 2033, including eighteen A350-1000s, ten A350-900s, eleven A330-900s, twenty-seven A321neo passenger aircraft, and ten A350F freighters. As the fleet reaches economies of scale, it will help enhance overall operational efficiency and reduce unit operating costs. In the future, the Company will continue to monitor changes in market demand and flexibly adjust our airline network expansion and fleet configuration strategies based on aircraft manufacturers' production capacity and delivery progress, to steadily promote fleet expansion and ensure the sound long-term development of the business.

b. Construction of a robust network and connecting hub

Adhering to a prudent development strategy, the Company continues to expand its regional Asian network and long-haul intercontinental routes, with the aim of establishing a connecting hub between Asia, North America, and Europe. As wide-body aircraft are progressively delivered, the airline network will gradually expand to the central and eastern United States as well as key European cities. At the same time, the Company will actively secure critical traffic rights and strategically position itself in potential markets across North America, Europe, Oceania, and Canada, building an airline network with greater depth and breadth.

In terms of infrastructure and operational integration, the Company will continue to optimize flight scheduling and terminal flow planning. Southeast Asian routes will be consolidated at Terminal 2 of Taoyuan International Airport, while preparations aligned with the opening schedule of Terminal 3 will be advanced through comprehensive relocation planning, with the aim of further enhancing connecting connectivity efficiency and the overall passenger experience. By advancing both airline network expansion and operational integration in parallel, the Company will further deepen its presence in the connecting market and gradually strengthen its hub position and competitive advantage in the intercontinental connecting market.

c. Development of transshipment services

With the rapid growth of e-commerce and the restructuring of global trade patterns, the air cargo market is showing a diversified and steadily expanding trend. As Taiwan's first airline to obtain all four IATA CEIV certifications, the Company possesses professional capabilities in handling a wide range of specialized cargo, including pharmaceuticals, perishables, live animals, and lithium batteries. By embedding standardized operating procedures into its daily operational culture, the Company continues to actively expand high-value cargo sources. To further enhance operational efficiency and information transparency, the Company has introduced AI and automation technologies covering demand forecasting, load optimization, and intelligent logistics process analysis, thereby improving operational efficiency and decision-making accuracy. At the same time, leveraging Taiwan's pivotal role in the global technology supply chain, the Company will connect Southeast Asian production bases with major markets such as North America. By optimizing the airline network and cargo transshipment hub configuration, it aims to build a competitive and resilient global air cargo service network.

d. Enhancement of interline cooperation

The Company continues to deepen its international cooperation strategy and has established codeshare partnerships with Alaska Airlines and Etihad Airways, strengthening the expansion of its North American and European networks and enhancing connecting connectivity service capacity. Looking ahead, the Company will position strategic airline partnerships as a core growth driver, actively expanding both passenger and cargo cooperation with major global airlines. This includes broadening codeshare arrangements, interline agreements, and frequent flyer program integration mechanisms to enhance network coverage depth and market penetration. At the same time, in line with the pace of network development and the expansion of its long-haul fleet, the Company will prudently evaluate additional partnership opportunities in intercontinental markets. Through these initiatives, it aims to build a more scalable and competitive aviation network while reinforcing its role as a key hub in the intercontinental connecting market.

e. Promoting the adoption of sustainable aviation fuel

In response to the global aviation industry's transition toward net-zero carbon emissions, the Company has identified the promotion of Sustainable Aviation Fuel (SAF) as a key long-term development priority. The Company will continue to participate in the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) and strengthen its decarbonization efforts through initiatives such as introducing electric vehicles and evaluating the use of renewable electricity. Following the successful completion of the Company's first flight using SAF in 2025, the Company will gradually increase the proportion of SAF usage in line with phased targets. In addition, by aligning with supply chain collaboration and policy developments, the Company will expand the application of sustainable fuels, steadily advance its net-zero transition, and further strengthen its long-term competitiveness and environmental responsibility.

f. Enhancing corporate sustainability and advancing corporate governance

Upholding the principle of sustainable management, the Company fully recognizes the value and irreversibility of the Earth's environment and energy resources. Accordingly, it has formulated a sustainable development blueprint centered on the three core pillars of ESG. In terms of the natural environment, the Company actively aligns with the national pathway and strategies toward net-zero emissions and is steadily progressing toward the 2050 net-zero carbon emissions target. In terms of social contribution, the Company promotes balanced regional development by gradually strengthening operational capacity in Taichung and Kaohsiung, serving passengers in central and southern Taiwan while attracting international travelers to explore Taiwan's diverse landscapes. In terms of corporate governance, the Company upholds ethical management and implements robust risk management mechanisms. With flight safety as its highest priority, it continues to strengthen its corporate culture and organizational resilience, laying a solid foundation for long-term and sustainable development.

2. Overview of the Market, Production, and Sales

(1) Market analysis

A. Sales (supply) regions of major products (services)

Passenger Operations

Year / Item / Region	2024			2025		
	Number of passengers carried	**RPK (Thousand)**	**Revenue (NTD thousand)**	**Number of passengers carried**	**RPK (Thousand)**	**Revenue (NTD thousand)**
Hong Kong, Macao	414,919	338,269	1,370,892	580,507	471,691	1,765,368
Japan	1,885,641	3,511,866	14,547,567	2,237,388	4,037,782	16,056,132
Southeast Asia	1,390,855	3,242,758	7,595,779	1,489,509	3,464,606	7,195,263
USA	359,474	3,822,776	6,816,683	592,810	6,217,290	10,411,814
Others (Chartered Flights)	52,746	98,546	396,659	1,834	4,008	23,142
Total	4,103,635	11,014,215	30,727,580	4,902,048	14,195,377	35,451,719

Note: RPK (Revenue Passenger Kilometers) is calculated as the number of revenue passengers multiplied by the flight distance (km).

Cargo Operations

Year / Item / Region	2024			2025		
	Cargo tonnage (tonnes)	**FTK (Thousand)**	**Revenue (NTD thousand)**	**Cargo tonnage (tonnes)**	**FTK (Thousand)**	**Revenue (NTD thousand)**
Hong Kong, Macao	7,519	6,154	180,508	12,013	9,786	252,170
Japan	16,368	32,276	357,780	22,420	44,571	429,909
Southeast Asia	17,422	45,131	508,154	27,466	70,042	694,796
USA	14,184	151,081	2,106,258	24,931	262,507	3,576,745
Total	55,493	234,642	3,152,700	86,830	386,906	4,953,620

Note: FTK (Freight Tonne Kilometers) is calculated as the weight of revenue cargo multiplied by the flight distance (km).

B. Market share

Main competitors and market share

Market Share in Taiwan's International Route Market in the Most Recent Two Years

Item \ Year		2024	2025
Number of fights	STARLUX Airlines	21,207	25,270
	Taiwan	271,923	295,787
	Market share (%)	7.80	8.54
Number of passengers	STARLUX Airlines	4,070,315	4,983,042
	Taiwan	53,316,413	58,335,936
	Market share (%)	7.63	8.54
Cargo tonnage	STARLUX Airlines	44,135	74,220
	Taiwan	2,328,457	2,574,335
	Market share (%)	1.90	2.88

Source: Statistical report of December 2025 from Civil Aviation Administration

Market Share of National Airlines in the International Passenger and Freight Route Market in the Most Recent Two Years

Unit: %

Airlines \ Year	2024		2025	
	Passengers	Cargo	Passengers	Cargo
EVA Air	24.90	30.61	23.16	29.67
China Airlines	21.17	36.03	19.87	34.86
STARLUX Airlines	7.63	1.90	8.54	2.88
Tigerair Taiwan	5.38	0.03	5.32	0.02
Mandarin Airlines	0.59	0.28	0.57	0.22
UNI Air	0.26	0.21	0.33	0.25

Source: Statistical report of December 2025 from Civil Aviation Administration

C. Future market supply, demand, and growth

Taking a global view of the air passenger market, the Asia-Pacific region serves as the primary engine of growth in global travel demand, contributing nearly half of the total increase. According to forecasts by the International Air Transport Association (IATA), passenger traffic in the Asia-Pacific region is expected to double by 2043, with an average annual growth rate (CAGR) of approximately 5%. Taiwan is also benefiting from the region's overall growth momentum, with travel demand continuing to rise steadily. In addition, with regard to the Taiwan market, economic performance in 2025 and 2026 has been strong, with real GDP growth ranking among the highest in Asia. According to data released by the Directorate-General of Budget, Accounting and Statistics (DGBAS), Taiwan's economic growth rate is expected to reach 8.63% in 2025, the highest level in nearly 15 years. According to projections by the Central Bank, growth is expected to remain at 7.28% in 2026. Such solid economic performance will support Taiwanese residents' willingness to travel abroad and increase demand for business travel, bringing considerable growth potential to the passenger aviation market.

In terms of the cargo market, according to forecasts by the International Air Transport Association (IATA), global air cargo volumes are expected to reach 71.6 million tonnes in 2026, representing an estimated growth rate of 2.6%. The Asia-Pacific region is projected to lead this growth with a 6% increase, indicating a stable outlook for the air cargo market. With the accelerated development of artificial intelligence and the high-tech industry, total capital expenditures (CAPEX) by the world's four major cloud service providers (CSPs)—Amazon, Google, Meta, and Microsoft—are projected to reach US$380 billion in 2025. According to estimates by market research institutions, capital expenditures by the four major CSPs are expected to exceed US$650 billion in 2026. This indicates strong growth momentum in cargo demand driven by the high-tech industry and is expected to generate trillion-dollar scale output for Taiwan's AI supply chain, further supporting the performance of the air cargo market. Taiwan occupies a pivotal position in the global AI supply chain, encompassing a comprehensive industrial ecosystem ranging from upstream semiconductor components to midstream assembly. With Taiwan accounting for more than 90% of the global AI server contract manufacturing market, this advantage is expected to drive steady growth in air cargo demand and further support the overall development of the air cargo market.

Overall, the global aviation market retains a foundation for structural growth in demand, with the Asia-Pacific region demonstrating particularly strong momentum. With passenger travel recovery becoming normalized and cargo demand driven by the high-tech industry, the balance of supply and demand in the industry is expected to remain on a stable growth trajectory. The Company will continue to prudently monitor market developments and optimize its airline network and capacity deployment to strengthen its competitive advantages and respond effectively to changes in the external environment.

D. Competitive Niche

a. Hub-and-spoke network strategy

The Company expands its airline network steadily and progressively, leveraging Taiwan's geographical advantage with a "hub-and-spoke network" as the core strategic framework. It continues to expand services to major commercial and tourism cities across Asia and extend its network to North America, while flexibly deploying a diversified fleet of four aircraft types to meet varying route distances and market demand. In 2025, the Company continued to optimize its airline network by launching new destinations including Kobe and Shimojishima in Japan and Ontario in North America, while also resuming the Manila route. In addition, during the first quarter of this year, the Company opened its fifth North American destination, Phoenix, and launched new routes from Taichung to Narita and Shimojishima. The Company is also planning to enter the European and South Korean markets, marking an important milestone in the development of its network. Looking ahead, the Company will continue to evaluate destinations in Asia and North America to further enhance its global network. At the same time, it will deepen codeshare and interline cooperation with international airlines to expand its passenger base and further increase network coverage and market penetration.

b. New-generation fleet rollout

In line with its long-term development plan, the Company continues to introduce next-generation aircraft from the Airbus family. In January 2026, it officially took delivery of its first A350-1000 wide-body aircraft. Together with the existing A321neo, A330-900neo, and A350-900 fleet, this completes the deployment of aircraft for short-, medium-, and long-haul operations, further strengthening the Company's long-haul route capabilities. Looking ahead, the Company's fleet is expected to expand to 43 aircraft by the end of this year. Starting in 2028, A350F freighter aircraft will be progressively introduced to further enhance its fleet structure, supporting both passenger and cargo operations. Benefiting from the high level of commonality among Airbus family aircraft, training and maintenance costs can be effectively reduced while enhancing operational flexibility in network deployment. At the same time, next-generation engines offer outstanding fuel efficiency and noise performance, contributing to carbon reduction and noise mitigation. This demonstrates the Company's long-term commitment to sustainable operations and its proactive response to the development trend of low-carbon aviation as it continues to expand its fleet.

c. Brand differentiation strategy

The Company identified a gap in Taiwan's premium airline market and has introduced refined services across all cabin classes, including First Class. It is currently the only Taiwanese carrier to offer a First Class product, targeting high-end international business travelers. As the wide-body fleet continues to expand, First Class products will also be progressively introduced on regional routes within Asia to further strengthen the Company's presence in the premium travel market. Through collaboration with internationally renowned teams, designers, and Taiwanese artisans, the Company has developed a distinctive inflight experience that reinforces its positioning as a boutique airline. At the same time, by integrating local brands and cultural elements into inflight dining, amenities, and co-branded merchandise, the Company enhances multiple aspects of the passenger experience, strengthening brand recognition and differentiation while reinforcing its commitment to quality and attention to detail.

d. Five-star airline recognition and quality certifications

In 2025, the Company received multiple significant recognitions in international airline rankings, safety management, and professional certifications. It was awarded a Five-Star Airline rating from SKYTRAX and ranked 18th among the world’s best airlines. It also ranked first place in the World’s Most Improved Airline award, while achieving top rankings across several categories, including Business Class, Economy Class, cabin crew, and airport services. In terms of flight safety, the Company obtained the 7-Star PLUS Airline Safety Rating from AirlineRatings.com. It was also awarded the Five-Star Airline rating by APEX, placing it among the top 7% of airlines worldwide. On management and sustainability, the Company holds multiple international certifications, including ISO 14064, ISO 14001, ISO 45001, ISO 50001, ISO 27001, and ISO 27701, and complies with the aviation carbon emission standards under CORSIA. In the cargo sector, the Company has also obtained four IATA CEIV certifications, further strengthening its competitiveness in the high-value air cargo market.

E. Favorable and unfavorable factors of development prospects and countermeasures

a. Favorable factors

- Sustained expansion of the global aviation market

According to forecasts by the International Air Transport Association (IATA), the global aviation market is expected to continue expanding. Global passenger traffic is projected to reach 5.2 billion this year, representing a 4.4% increase compared with 2025, while revenue passenger kilometers (RPK) are also expected to grow by 4.9% year-on-year, reflecting continued recovery in travel demand. In addition, the Asia-Pacific region is expected to become the primary driver of global passenger growth, with passenger traffic increasing by 7.3%, the highest among all regions. This indicates that travel demand in the Asia-Pacific market continues to rise and demonstrates stronger resilience. Overall, as global economic activity recovers and cross-border tourism and business travel rebound, passenger demand is expected to continue expanding, further strengthening the medium- to long-term growth outlook for the aviation industry.

- Strengthening of Taiwan’s hub position

The Asia-Pacific region is a key engine driving the growth of global air transport demand, while Taiwan is strategically positioned at a critical node of regional trade and travel flows, providing favorable conditions for the development of both regional and intercontinental routes. As next-generation aircraft and additional capacity are gradually introduced, the Company will be able to connect Northeast Asia, Southeast Asia, and North America more effectively, enhancing flexibility and operational efficiency. At the same time, with the progressive opening of Terminal 3, Taiwan Taoyuan International Airport is expected to increase terminal capacity and improve ground service capabilities, supporting passenger flow, transfer efficiency, and scheduling optimization. Overall, these developments are expected to reinforce Taiwan’s competitiveness as a regional aviation hub in Asia-Pacific and support the medium- to long-term development of the aviation industry.

- AI supply chain–driven passenger and cargo demand

Taiwan holds a pivotal position in the global AI supply chain, particularly in advanced semiconductor manufacturing, AI servers, electronic components, and high-performance computing. This drives cross-border business activity and demand for high-value, time-sensitive cargo. As AI applications continue to expand, international business activity and supply chain collaboration are increasing, supporting growth in both business travel and high-value cargo demand. Overall, this has become a key demand driver supporting both passenger and cargo aviation markets.

b. Unfavorable factors

- Tightening aircraft manufacturing supply chain

  In recent years, the global aviation industry has faced supply chain constraints driven by aircraft manufacturers' production adjustments, shortages of components, and labor constraints. As a result, the supply chain has remained tight, leading to delays in aircraft deliveries and limited availability of maintenance components. These constraints may affect fleet expansion and aircraft replacement, while increasing operating costs related to maintenance, fuel, and labor. These challenges increase the complexity of operational scheduling and capital expenditure planning, posing potential challenges to airlines' medium- to long-term operational flexibility.

- Volatility in international crude oil prices

  Aviation fuel is one of the major operating cost components for airlines. International crude oil prices are subject to volatility driven by multiple factors, including changes in global supply and demand, policies of oil-producing countries, geopolitical developments, and financial market fluctuations. If oil prices rise significantly or become more volatile, this may place pressure on operating cost control and profitability, increasing operational risk and cost uncertainty.

- Global geopolitical and macroeconomic uncertainty

  In recent years, the global political and economic environment has remained volatile. Geopolitical events such as the Russia–Ukraine war and the Israel–Palestine conflict have affected energy supply, aviation route safety, and international travel demand. At the same time, shifts in U.S. trade policy, tariff measures, and related industrial policies also influence global economic growth, trade flows, and corporate operating costs. These factors may further weaken passenger confidence and complicate route planning and cost management, increasing uncertainty in the aviation industry operating environment and posing risks to the Company's operating performance and long-term development.

c. Countermeasures

- Dynamic network and capacity management

  As the Company expands its network from regional to long-haul operations, it continues to adopt dynamic capacity deployment to respond to varying demand across markets, destinations, and passenger segments. Leveraging the range and payload flexibility of next-generation aircraft, the Company optimizes passenger and cargo capacity allocation on key routes with stable business and cargo demand, thereby enhancing overall route performance. In addition, the Company continues to optimize flight scheduling and transfer connectivity to support codeshare partnerships and long-haul network deployment, strengthening overall network connectivity. The Company also adjusts fleet utilization on a rolling basis in accordance with market conditions and aircraft delivery schedules to maintain operational flexibility and mitigate the impact of market volatility.

- Customer base expansion and loyalty enhancement

  As travel demand continues to recover and diversify, the Company focuses on expanding corporate clients, group travel, and the leisure and incentive travel markets, while enhancing its capability to capture transfer passengers and cross-regional travel demand. Through its frequent flyer program and the integration of membership benefits with codeshare partners, the Company enhances the convenience of mileage accrual and redemption. This helps strengthen customer loyalty and attract connecting passengers from partner airlines. In addition, by integrating travel distribution channels and marketing resources, the Company introduces differentiated products and tailored offerings to meet diverse needs of business, leisure, and incentive travel, while continuing to expand its domestic and international customer base.

- Strengthening airline partnerships

  The Company continues to strengthen its interline and codeshare partnerships with international airlines. Through complementary airline networks and resource integration, it broadens its potential passenger base while enhancing global network coverage and market penetration.

Currently, the Company's partnership with Alaska Airlines includes interline, codeshare, and frequent flyer program. A total of 20 codeshare routes have been established, extending the Company's network coverage in North America and expanding transfer options. The Company also commenced cooperation with Etihad Airways in 2025. The two airlines have established 13 codeshare routes, marking an important milestone in extending the Company's network into Europe prior to the launch of its own European services. Looking ahead, the Company will continue to evaluate strategic international airline partners and expand the depth and breadth of codeshare cooperation to accommodate network expansion and growing cross-regional travel demand, enhancing overall network flexibility and competitiveness.

- Brand differentiation and service enhancement

The Company continues to prioritize service quality and brand experience as core competitive strengths. Through cross-industry collaborations, inflight service innovations, and brand initiatives, it enhances brand recognition and market acceptance. The Company continues to evaluate collaboration opportunities across international brands, cultural content, and lifestyle sectors. By integrating these elements into inflight dining, service amenities, and themed initiatives, it delivers a distinctive flying experience across diverse customer segments. This strategy strengthens brand positioning and supports pricing power, helping the company mitigate competitive pressure from price-based competition.

- Development of cargo operations

In response to the needs of the high-tech industry and the transportation of time-sensitive cargo, the Company continues to leverage the belly cargo capacity of its existing fleet to develop cargo services with strong regional connectivity, while strengthening cargo flows between Asia and North America. Concurrently, in alignment with the planned introduction of A350F freighters, the Company is progressively developing a dedicated freighter-based operating model. This will enhance scheduling flexibility and high-value cargo capacity, support the expansion of diversified cargo sources, and optimize an integrated passenger and cargo operating structure.

(2) Production procedures of main products

A. Major products and their main uses

Major Products	Main Uses
Passenger services	International air transportation of passengers, scheduled and nonscheduled international charter flights.
Cargo services	International transportation of goods, express delivery, mail, and packages.
Others	Sale of duty-free products, on board, online, and in physical stores.

B. Production process of main products

STARLUX Airlines is a service business, rather than a production business. Therefore, there is no production process.

(3) Supply of main raw materials

STARLUX Airlines is mainly engaged in air transportation services, and jet fuel accounts for a large proportion of the raw materials required for our operations, making it a main material. In 2025, for example, fuel expenditure accounted for 26.67% of our operating cost. STARLUX Airlines has signed fuel supply contracts with well-known international oil suppliers, and the supply of fuel is stable and guaranteed.

(4) List of major suppliers and customers

Names of suppliers accounting for more than 10% of total purchases in any of the most recent two years, the amount and proportion of purchases therefrom, and the reasons for the increase or decrease

Unit: NTD thousand; %

Item	2024				2025			
	Name	Amount	As a percentage of net purchases for the year	Relationship with the issuer	Name	Amount	As a percentage of net purchases for the year	Relationship with the issuer
1	A	4,810,100	17.49	None	A	5,799,307	15.53	None
2	Others	22,685,931	82.51	-	Others	31,546,904	84.47	-
	Net Total	27,496,031	100		Net Total	37,346,211	100	

Reason for the increase or decrease:

A. As a provider of air transport services, our operations are heavily dependent on jet fuel. In 2025, the expansion of our fleet, the substantial increase in long-haul flight frequencies, and the greater use of wide-body aircraft on medium- and short-haul routes led to higher fuel consumption. As a result, our net fuel purchase ratio also rose compared to 2023.

B. Names of customers accounting for more than 10% of total sales in any of the most recent two years, the amount and proportion of sales thereto, and the reasons for the increase or decrease: STARLUX Airlines is mainly engaged in air transportation services, and its consumers are general public. STARLUX Airlines does not sell to specific customers.

3. Information on Employees

Year		2024	2025	2026 (As of March 31, 2026)
Number of employees	Pilots	380	454	475
	Flight attendants	1,293	1,599	1,682
	Dispatchers	18	19	20
	Maintenance personnel	309	404	439
	Others	3,047	3,420	3,608
	Total	5,047	5,896	6,224
Average age		33.31	33.65	33.57
Average years of service		2.27	2.77	2.83
Distribution of educational attainments	Doctoral degree	0	0.05%	0.03%
	Master degree	6.64%	6.63%	6.57%
	Junior college	85.91%	85.79%	85.89%
	High school	7.05%	7.09%	7.07%
	Less than high school	0.40 %	0.44%	0.43%

4. Information on Environmental Protection Expenditure

(1) Total losses (including compensation) and penalties for environmental pollution in the most recent year and up to the publication date of the annual report:

None.

(2) Countermeasures and improvement measures for current and future environmental protection problems

A. Evaluate and plan the application of renewable energy, and promote green building environmental indicators such as ecology, energy saving, waste reduction, and health.

B. Establish management mechanisms for continuous improvement

a. The Company has implemented the ISO 14001 Environmental Management System and ISO 50001 Energy Management System, forming a systematic framework for environmental and energy management. Through the PDCA cycle management model, we continuously improve environmental performance and effectively control energy use efficiency. This demonstrates the Company's commitment and actions towards environmental sustainability, energy conservation, and carbon reduction. Among them, ISO 50001 is valid from May 21, 2025 to May 20, 2028.

b. The Company actively promotes energy-saving and environmental protection measures. A heat pump system is used for the training pool and shower rooms, which supplies hot water through heat exchange technology. Comprehensive energy-saving measures were implemented in building facilities, including optimizing air conditioning system outlet water temperatures and smart monitoring, adopting LED energy-efficient lighting with sensor controls, and implementing time-based management for electric water heaters and exhaust fans. These efforts resulted in an annual electricity savings of 170,000 kilowatt-hours, reducing carbon emissions by 84.5 tonnes and demonstrating tangible energy conservation outcomes. Green technologies have been introduced to ground transportation equipment. Solar panels have been installed on passenger boarding stairs to provide auxiliary power, while electric baggage tractors and cargo tractors have been adopted. Compared with conventional tractors, these measures can reduce carbon dioxide emissions by approximately 980 tonnes per year, actively advancing the low-carbon transformation of ground transportation equipment. In terms of waste management, we have established waste sorting and storage areas according to legal requirements and commissioned waste disposal service providers approved by the Environmental Protection Administration. Meanwhile, a dedicated unit conducts regular audits and monitoring to ensure that the disposal process adheres to legal requirements and the principle of environmental sustainability.

C. Airport noise control

STARLUX Airlines has introduced high-performance new-generation short-, medium-, and long-haul A321neo, A330neo, A350-900, A350-1000, and A350F aircraft since our flights commenced. Our entire fleet complies with the regulations of the rigorous Stage 4 aircraft noise standards of the International Civil Aviation Organization (ICA) and the Federal Aviation Regulations (FA). The noise value from the original manufacturer has been reduced by 16 to 22 dB compared to the previous-generation aircraft models, and the noise footprint has been significantly reduced by 50%. STARLUX Airlines also abides by the noise control measures specified by each airport during take-off and landing to maintain the comfortable environment around the airport and for passengers.

D. Air pollution prevention

STARLUX Airlines has strategically introduced new-generation aircraft models, including the A321neo, A330neo, A350-900, A350-1000, and A350F. These aircraft utilize innovative technologies like carbon fiber composite materials and Sharklet wingtips, resulting in a 12-25% improvement in fuel efficiency compared to previous generation aircraft. At the same time, we are promoting environmental measures such as the electrification of ground handling equipment, optimization of flight procedures, and participation in the CORSIA carbon offsetting scheme, aiming to fulfill our commitment to sustainable aviation operations and development.

STARLUX Airlines is vigorously implementing numerous energy-saving and carbon reduction measures, including the adoption of electric baggage tractors, optimization of flight procedures, utilizing Ground Power Units (GPU) instead of the aircraft's Auxiliary Power Unit (APU) for ground operations, and participating in the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). These efforts demonstrate the Company's commitment to striking a balance between operational development and environmental sustainability.

E. Enhancement of the Company's image and corporate responsibility, and creation of an excellent workplace

To enhance our corporate image and social responsibility, STARLUX Airlines is committed to environmental sustainability management. Through measures such as water conservation, waste recycling and disposal, and the installation of variable frequency chiller units, we strive to create a safe and healthy workplace. We also utilize eco-friendly refrigerants to minimize environmental impact.

To enhance energy use efficiency, STARLUX Airlines is planning to implement a smart energy management system. This system will monitor and analyze the building's energy consumption in real-time and, through intelligent integrated control of the air conditioning and power systems, effectively lower energy consumption. These measures are designed to fulfill our corporate commitment to sustainable environmental protection.

F. Public disclosure of sustainability and environmental protection actions and performance

STARLUX Airlines published annual sustainability reports, disclosing ESG-related issues and performance. Furthermore, we have established a dedicated sustainability website to provide real-time updates on our environmental initiatives. These efforts showcase the Company's commitment and responsibility to stakeholders while continuously reinforcing the concept of sustainable development.

(3) Environmental protection expenditure in the current and future years

Unit: NTD thousand

Item/Year	2025	2026 (estimated)
Installation of sewage treatment equipment	—	—
Maintenance of sewage treatment equipment	2,799	2,923
Annual sewage treatment expenses	706	1,406
Waste clearance and treatment fees	2,627	3,858
Other expenses	98	360

5. Labor Relations

(1) List the Company's measures for labor-management harmony and mutual benefits, such as employee welfare measures, education and training courses, workplace creation, implementation of a retirement system, communication channels between labor and management, and protection of labor rights.

A. Labor Relations

On June 27, 2018, the STARLUX-Airlines Corporate Union was established, which still remains active to this day.

B. Labor-Management Communication

a. Employee communication

To achieve direct communication of employee complaints and suggestions, we have established diverse channels/platforms, such as employee suggestion email (wecare) and dedicated hotline, adhering to principles of confidentiality and avoiding conflict of interests. We promptly and cautiously address the opinions of each employee.

b. Union communication

Since July 11, 2024, the Company has been conducting collective agreement negotiations with the enterprise union. A total of 10 negotiation meetings have been held to date. However, at the 10th meeting, the union proposed postponing further meetings due to internal reasons, and the date for resumption will be coordinated separately. During the suspension period, both labor and management continue to maintain smooth and harmonious communication through other channels, such as labor-management meetings and coordination meetings.

c. Holding occupational coordination meetings

Each year, in designated months, the relevant responsible departments will convene coordination meetings for different occupational groups, including cabin crew coordination meetings, pilot coordination meetings, and ground staff coordination meetings (scheduled to commence in 2026). Given the significant differences in job characteristics, working hours, and compensation and benefits structures within the aviation industry, these meetings aim to address labor rights issues specific to each occupational group and further improve working conditions across different job categories.

d. Employee opinion survey

The Company conducts employee workplace experience and engagement surveys on an irregular basis. Through anonymous online questionnaires, it gathers employees' actual perceptions regarding the work environment, team atmosphere, personal development, and management systems. In 2025, one survey questionnaire was distributed to office-based employees. The questionnaire covered various aspects including the office environment, adjustments to dress code, team trust, professional performance, and career development. A total of 1,353 employees participated, with a response rate of approximately 53.2%.

The survey results indicate that 93% of employees believe that the Company's Smart Casual dress code has effectively enhanced flexibility in attire choices and improved wearing comfort. In addition, 88% of employees affirmed that they demonstrate strong professionalism and a sense of responsibility in their roles and collaborate smoothly with team members, contributing positively to the team. The survey results serve as a reference for improving internal management and enhancement measures. The Company continues to strengthen managerial capabilities by providing relevant training programs for newly promoted frontline supervisors and middle managers. In 2025, the training focus includes nonviolent communication, motivating high-performing employees, and coaching underperforming employees, with the aim of enabling supervisors at all levels to keep pace with evolving leadership and communication demands.

C. Welfare Measures

a. Employee benefits

STARLUX Airlines officially established its Employee Welfare Committee in accordance in February 2022. Stipulated and in accordance with the law, STARLUX Airlines and employees allocate welfare funds. The committee provides various benefits, including birthday cash gifts, holiday cash gifts (welfare points) for the three major festivals, periodic vendor fairs featuring quality merchants, and a wide range of contracted discounts covering food, clothing, housing, transportation, leisure, and recreation, as well as other annual subsidy programs.

b. Profit sharing

According to the Articles of Incorporation of STARLUX Airlines, if STARLUX Airlines records a profit in a fiscal year, no less than 1% thereof shall be allocated as the remuneration of employees.

c. Employee care

Statutory pension contribution, employee labor and health insurance, employer liability insurance, employee group insurance, and employee health examination.

d. Employee leisure

Incentive tickets for existing employees and retirees.

e. Happy workplace

Flexible working hours, free employee lunch, comfortable corporate office space and equipment, and flexible transfer system.

D. Competence Training

To achieve our strategic goal of premium aviation and provide employees with guidance on the development of competencies, STARLUX Airlines continues to implement professional training courses according to job grade and professional skills, set up various talent cultivation systems, and promote education and training, moving toward a learning organization with personnel value-added development, corporate knowledge management, and the development of human resource to realize the vision of common good management. In this direction, STARLUX Airlines will continue to organize internal and external training, including orientation for new employees, hierarchical management competency training, professional competency training for each job grade, common competency training, corporate culture education, and various safety-first training courses. Various education and training programs are described as follows:

a. Orientation for new employees

STARLUX Airlines arranges "STARLUX Airlines New Hire Education Training" courses, covering our brand philosophy, future prospects organizational introduction, management rules, workplace etiquette, professional aviation knowledge, information security, occupational safety and health, etc., to help newcomers to familiarize with our relevant rules and culture.

b. Management competencies:

Training for junior, mid-level, and senior managers is implemented.

c. Professional competencies:

Professional vocational training, recurrent training, qualification training, certification training, etc. for each unit.

d. Common competencies:

Knowledge and lecture services, online education courses for all employees, and continuing education courses on information provision services.

e. Corporate culture:

Orientation for new employees, professional training for cabin crew, and advocacy in internal meetings.

f. Safety first:

Personal information security education, flight safety education, disaster prevention and safety education, and occupational safety education

g. Gender equality and compliance:

Workplace sexual harassment prevention training course and employment discrimination prevention training course.

h. Human rights and ethics:

Ethical Corporate Management Best Practice Principles, Training Course on Operating Procedures, Behavioral Guidelines, and Code of Ethical Conduct, STARLUX Airlines Human Rights Policy.

A total of 3,683 sessions of the above training and education courses were organized in 2025, with a total of 104,193 participants.

E. Retirement system

Employees may request retirement in accordance with the Labor Standards Act and apply for receiving labor pension according to the law. The pension reserve fund is broken down as follows:

a. Labor Retirement Reserve Fund under the Labor Standards Act

On March 9, 2021, STARLUX Airlines established the Labor Retirement Reserve Fund Supervisory Committee in accordance with the Labor Standards Act, and opened a labor retirement reserve fund account with the Bank of Taiwan. For employees who are eligible for the old pension system, a pension contribution is made to the dedicated account on a monthly basis. When employees are eligible for retirement, they may apply to STARLUX Airlines for their pension.

b. Labor Pension Fund under the Labor Pension Act

According to the Labor Pension Act, for employees who are eligible for the new pension system, STARLUX Airlines makes a contribution of 6% of the employee's salary on a monthly basis to his/her labor pension fund account established by the Bureau of Labor Insurance. When employees are eligible for retirement, they may apply to STARLUX Airlines for their pension.

(2) Losses resulting from labor disputes in the most recent year and up to the publication date of the annual report, and the estimated amount that may be incurred in the present or in the future, and countermeasures: None.

Penalty totaling NT$70 thousand imposed by the competent labor authority after a labor inspection is detailed as follows:

Date of penalty imposition	Penalty document number	Legal provision violated	Content of the legal provision violated
2025.09.04	Fu-Lao-Jian Zi No. 1140253737	Article 35 of the Labor Standards Act	The employer requires the employee to continue working for four hours without providing at least 30 minutes of rest, and none of the exceptions under the proviso to Article 35 of this Act apply.
2025.12.10	Fu-Lao-Jian Zi No. 1140357698	Article 35 of the Labor Standards Act	The employer requires the employee to continue working for four hours without providing at least 30 minutes of rest, and none of the exceptions under the proviso to Article 35 of this Act apply.

6. Information and Communication Security Management

(1) Information and communication security risk management framework, information and communication security policies, specific management plans, and resources invested in information and communication security management.

A. Information security management structure

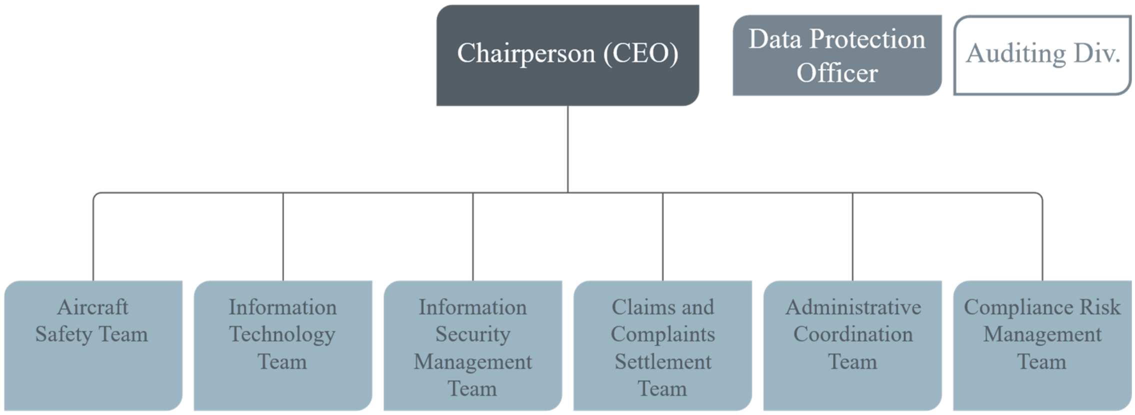
STARLUX Airlines is committed to the establishment of an information security system, compliance with laws and regulations, and maintenance of customers' trust in order to achieve the goal of safe, high-quality, and comfortable flight services. Information security and privacy protection are our commitments to our customers, shareholders, and partners. In order to implement an information security management system, STARLUX Airlines has established the "Information Security Management Policy" and the "Information Security Management Manual" to improve and promote the management objectives of information security and privacy protection. STARLUX Airlines established the "Information Security and Personal Information Management Committee" to oversee and manage the effectiveness of information security and personal information protection, ensure the confidentiality, integrity, and availability of our infrastructure and environment, information system software and hardware, aircraft information software and hardware, and the data, information and services provided, and meet our requirements for continuing operations.

a. Information Security and Personal Data Information Management Committee

In response to the global digitization trend and information security governance requirements, STARLUX Airlines established the "Information Security and Personal Data Protection

Management Committee" (Figure 1) upon the foundation of STARLUX Airlines in order to shape our information security awareness and corporate culture. The CEO serves as the chairperson of the committee, and STARLUX Airlines has appointed a Data Protection Officer and set up an Auditing Division, and six functional teams, including the Aircraft Safety Team, Information Technology Team, Information Security Team, Claims and Complaints Settlement Team, Administrative Coordination Team, and Compliance Risk Management Team. They actively participate in the crucial decision-making processes during meetings. A meeting is convened on a quarterly basis to review and resolve information security and personal data protection policies, development plans, and implementation results to ensure the achievement of our information security governance resilience and corporate sustainability goals.

Figure 1 Organizational Chart of the Information Security and Personal Data Protection Management Committee



b. Information Security Div.

STARLUX Airlines set up the Information Security Department in January 2024, responsible for planning, formulating and implementing our information security system and continuously promoting information security governance.

B. Information security management policy and practice

In order to establish a complete information security and privacy protection management mechanism, STARLUX Airlines has formulated the "Information Security Management Policy," "Information Security Management Manual," and operating procedures related to information security management in order to strengthen the information security management system and assessment and implement comprehensive risk control. We passed reviews by international standard certification organizations in June 2021 to obtain "ISO 27001:2013 Information Security Management System" and "ISO 27701:2019 Privacy Information Management System" certification. Furthermore, we passed the re-evaluation by the international standard verification organization in March 2024 and obtained the "ISO 27001:2022 Information Security Management System" certification (Effective Date: June 10, 2027). STARLUX Airlines regularly conducts information security risk assessment, and based on the severity, type, and probability of risk impacts, comprehensively assesses the cost required for the mitigation or reduction of risks in accordance with the ISO 27001 Information Security Management Framework, sets priorities to implement the Plan-Do-Check-Act (PDCA) methodology, and constructs a multi-layered information security defense system to ensure the comprehensiveness and resilience of our information security system.

C. Resources invested and protection mechanisms for information security

In response to the information security threats faced by the aviation industry, STARLUX Airlines has commissioned professional information security companies to provide Security Operation Center (SOC) services and deployed various types of information security systems such as web application firewalls (WAFs), internal and external network firewalls, intrusion prevention system (IPSs), mobile device management (MDM), anti-virus software, and source code testing for 24-hour uninterrupted monitoring of the safe operation of information systems. In addition, our information technology division have performed security updates of various information systems on schedule. At the same time, we work with professional information security consulting firms to carry out system vulnerability scan every year, patch the vulnerabilities found, and perform re-scan. Nowadays, aircraft operations have adopted information technology, such as electronic flight bags (EFBs) used by pilots, and information systems related to aircraft operation safety. When introducing information technology for a new type of aircraft operations, STARLUX Airlines joined hands with the aircraft manufacturer Airbus to establish a management system and process that prioritizes safety in compliance with the safety requirements of the competent authorities.

D. Information security management and maintenance programs

a. Information security and personal data protection training

All employees of STARLUX Airlines are required to receive at least one hour of information security and personal data protection training each year, and in 2025, there were more than 5,000 trainees. Certain units that have direct contact with employees or passengers' personal data shall receive at least two hours of information security and personal data protection training each year, and there were more than 5,000 trainees in 2025.

b. Information security and personal data protection drills

In 2025, STARLUX Airlines conducted social engineering phishing email drills, and more than 16,000 people participated in the drills. After each phishing email drill, STARLUX Airlines provides social engineering education and training. In addition, in 2025, we formulated business continuity plans for information systems and conducted more than 60 exercises, and also organized emergency response drills for personal data incidents to improve information security and personal data incident response capabilities

c. Reporting of information security incidents

STARLUX Airlines has established the "Incident Response and Handling Procedures" to specify the procedure for the reporting of information security incidents, the roles of responsible personnel, risk assessment, damage control and improvement measures to ensure that information security incidents do not cause a significant impact on our finance, business operations or sensitive data. We report the handling results to the Information Security and Personal Date Protection Management Committee on a quarterly basis. In case of a major information security incident, an emergency response team will be established for timely damage control, damage recovery, and incident investigation. As of the publication of the annual report, STARLUX Airlines has not experienced any of following major information and communication security incidents:

- Where the Company incurs a material loss or impact;
- Where a relevant authority orders suspension of work, suspension of business, termination of business, or revokes or voids a permit pertaining to pollution;
- Where the administrative fines for one single event have accumulated to NT$1 million or more.

(2) Losses due to major information and communication security incidents in the most recent year and up to the publication date of the annual report, the possible impact, and countermeasures: There were no major information and communication security incidents.

7. Important Contracts

(1) Licensing, lease, aircraft procurement, maintenance, and engineering contracts

March 31, 2026

Nature of contract	Contracting party	Start/end date of contract	Main content	Restrictive covenants
Licensing contract	STARLUX Investments Limited	From the trademark registration date.	Trademark	–
Lease contract	ACG ACQUISITION 10064586 LLC	2019.12 - 146 months from the delivery date	A321 aircraft	–
	ACG ACQUISITION 10064587 LLC	2019.12 - 146 months from the delivery date	A321 aircraft	–
	ACG ACQUISITION 10064589 LLC	2019.12 - 146 months from the delivery date	A321 aircraft	–
	WILMINGTON TRUST SP SERVICES (DUBLIN) LIMITED	2018.02 - 144 months from the delivery date	A321 aircraft	–
	WILMINGTON TRUST SP SERVICES (DUBLIN) LIMITED	2018.02 - 144 months from the delivery date	A321 aircraft	–
	WILMINGTON TRUST SP SERVICES (DUBLIN) LIMITED	2018.02 - 144 months from the delivery date	A321 aircraft	–
	WILMINGTON TRUST SP SERVICES (DUBLIN) LIMITED	2018.02 - 144 months from the delivery date	A321 aircraft	–
	WILMINGTON TRUST SP SERVICES (DUBLIN) LIMITED	2018.02 - 144 months from the delivery date	A321 aircraft	–
	Serranus Funding Limited	2019.03 - 144 months from the delivery date	A321 aircraft	–
	CELESTIAL AVIATION TRADING 23 LIMITED	2019.03 - 144 months from the delivery date	A321 aircraft	–
	CELESTIAL AVIATION TRADING 38 LIMITED	2019.03 - 144 months from the delivery date	A321 aircraft	–
	Archerfish Aviation Designated Activity Company	2019.03 - 144 months from the delivery date	A321 aircraft	–
	Archerfish Aviation Designated Activity Company	2019.03 - 144 months from the delivery date	A321 aircraft	–
	GY AVIATION LEASE 2405 CO., LIMITED	2024.08 - 144 months from the delivery date	A321 aircraft	–
	GY AVIATION LEASE 2405 CO., LIMITED	2024.08 - 144 months from the delivery date	A321 aircraft	–
	GY AVIATION LEASE 2405 CO., LIMITED	2024.08 - 144 months from the delivery date	A321 aircraft	–
	Avolon Leasing Ireland 3 Limited	2024.09 - 144 months from the delivery date	A321 aircraft	–
	Avolon Leasing Ireland 3 Limited	2024.09 - 144 months from the delivery date	A321 aircraft	–
	Avolon Leasing Ireland 3 Limited	2024.09 - 144 months from the delivery date	A321 aircraft	–
	ALC A339 92021A, LLC	2020.05 - 144 months from the delivery date	A330 aircraft	–
	ALC A339 112021, LLC	2020.05 - 144 months from the delivery date	A330 aircraft	–
	ALC A339 22022A, LLC	2020.05 - 144 months from the delivery date	A330 aircraft	–
	ALC A339 52022, LLC	2020.05 - 144 months from the delivery date	A330 aircraft	–

Nature of contract	Contracting party	Start/end date of contract	Main content	Restrictive covenants
Lease contract	ALC CLOVER IRELAND LIMITED	2020.05 - 144 months from the delivery date	A330 aircraft	—
	ALC CLOVER IRELAND LIMITED	2020.08 - 144 months from the delivery date	A350 aircraft	—
	Avolon Leasing Ireland 3 Limited	2024.01 - 144 months from the delivery date	A330 aircraft	—
	Avolon Leasing Ireland 3 Limited	2024.01 - 144 months from the delivery date	A330 aircraft	—
	Avolon Leasing Ireland 3 Limited	2024.01 - 144 months from the delivery date	A330 aircraft	—
	Farglory Free Trade Zone Co., Ltd.	2018.09 – 20 years from the actual excavation date	Real estate	—
Procurement contract	AIRBUS S.A.S.	Executed in 2019.03	A350 aircraft	—
	AIRBUS S.A.S.	Executed in 2024.02	A330 aircraft	—
	AIRBUS S.A.S.	Executed in 2025.01	A350F aircraft	—
	AIRBUS S.A.S.	Executed in 2025.06	A350 aircraft	—
	Taoyuan City Government	Executed on 2022.09.19	Real estate	—
	Civil Aviation Administration, MOTC			—
	CPC Corporation, Taiwan	2023.01-2026.12	Fuel	—
	CPC Corporation, Taiwan	2023.01-2026.12	Fuel	—
Maintenance contract	CFM International, Inc.	From 2018.06 until the full performance of the contractual obligations	Engine maintenance	—
	Rolls-Royces PLC	From 2019.03 until the full performance of the contractual obligations	Engine maintenance	—
	Rolls-Royces PLC	From 2020.05 until the full performance of the contractual obligations	Engine maintenance	—
	Rolls-Royces PLC	From 2024.02 until the full performance of the contractual obligations	Engine maintenance	—
	Rolls-Royces PLC	From 2026.03 until the full performance of the contractual obligations	Engine maintenance	—
Engineering contract	Lee Ming Construction Co., Ltd.	From 2019.11 until the end of warranty	Plant construction project	—
	Lee Ming Construction Co., Ltd.	From 2020.01 until the end of warranty	Plant construction project	—
	Te Chang Construction Co., Ltd.	From 2024.12 until the full performance of warranty obligations	Foundation construction for owner-commissioned project on self-owned land	—
	Te Chang Construction Co., Ltd.	From 2026.03 until the full performance of warranty obligations	New construction of the parking structure	—

(2) Loan contracts

March 31, 2026

Nature of contract	Contracting party	Start/end date of contract	Main content	Restrictive covenants
Loan contracts	Land Bank of Taiwan	2022.12~2027.12	Medium to long-term unsecured loan	—
	E.SUN Bank	2023.12~2027.11		—
	Agricultural Bank of Taiwan	2023.12~2026.12		—
	Union Bank of Taiwan	2024.03~2027.03		—
	Bank of Taiwan, Land Bank of Taiwan and banking syndicate	2024.03~2029.03		—
	Land Bank of Taiwan	2024.05~2026.05		—
	Yuanta Bank	2024.06~2027.06		—
	Land Bank of Taiwan	2024.08~2029.08		—
	Taiwan Cooperative Bank	2024.09~2031.09		—
	First Commercial Bank	2024.09~2027.09		—
	First Commercial Bank	2024.12~2027.12		—
	Shin Kong Bank	2024.12~2026.12		—
	Taipei Fubon Bank	2025.02~2027.02		—
	Taiwan Business Bank	2025.03~2027.03		—
	Taiwan Cooperative Bank	2025.06~2028.06		—
	Mega Bank	2025.08~2027.07		—
	Far Eastern International Bank	2025.09~2027.09		—
	The Export-Import Bank of the Republic of China	2025.09~2030.09		—
	Yuanta Bank	2025.12~2028.12		—
	Taishin International Bank	2026.01~2028.12		—
	KGI Bank	2026.01~2028.01		—
	Land Bank of Taiwan	2026.02~2029.02		—
	Cathay United Bank	2026.03~2028.03		—
	EnTie Bank	2026.03~2028.03		—
	Mega Bank	2026.03~2029.03		—
	Chang Hwa Bank	2026.03~2029.03		—
	Yuanta Bank	2026.03~2029.03		—
	Taiwan Cooperative Bank, and bank syndicate	2022.10~2034.10	Mortgage loan - A350 aircraft	—
	Taiwan Cooperative Bank, and bank syndicate	2023.03~2035.03		—
	Chang Hwa Bank, and bank syndicate	2023.10~2035.10		—
	Chang Hwa Bank, and bank syndicate	2024.03~2036.03		—
	Taiwan Business Bank	2024.08~2036.08		—
	Mega Bank	2024.12~2036.12		—
	Bank of Taiwan, Land Bank of Taiwan and banking syndicate	2024.12~2036.12		—
	Bank of Taiwan, Land Bank of Taiwan and banking syndicate	2025.03~2037.03		—

Nature of contract	Contracting party	Start/end date of contract	Main content	Restrictive covenants
Loan contracts	Yuanta Bank	2021.10~2026.10	Mortgage loan - mechanical equipment	—
	Yuanta Bank	2023.03~2028.03		—
	Union Bank of Taiwan	2023.04~2028.04		—
	Yuanta Bank	2023.12~2028.12		—
	Shin Kong Bank	2024.06~2029.06		—
	Yuanta Bank	2024.09~2029.09		—
	Union Bank of Taiwan	2024.09~2029.09		—
	Yuanta Bank	2025.11~2030.11		—

V. Review and Analysis of Financial Position and Financial Performance, and Risks

1. Analysis of Financial Position

The main reasons and impact of any material changes in assets, liabilities, and equity over the most recent two years. Where the impact is of material significance, the measures to be taken in response shall be described:

Unit: NTD thousand

Item \ Year	2024	2025	Difference	
			Amount	%
Current assets	20,602,126	22,330,402	1,728,276	8
Property, plant and equipment	45,993,511	55,404,060	9,410,549	20
Intangible assets	177,434	175,014	(2,420)	(1)
Other assets	52,291,730	59,388,084	7,096,354	14
Total assets	119,064,801	137,297,560	18,232,759	15
Current liabilities	18,179,698	20,168,535	1,988,837	11
Non-current liabilities	71,046,652	85,732,737	14,686,085	21
Total liabilities	89,226,350	105,901,272	16,674,922	19
Share capital	30,087,350	30,087,350	0	0
Capital surplus	9,775,179	2,044,685	(7,730,494)	(79)
Retained earnings	(7,730,494)	272,608	8,003,102	(104)
Other equity	(2,293,584)	(1,008,355)	1,285,229	56
Total equity	29,838,451	31,396,288	1,557,837	5

1. Reasons and Impact of Changes: (10% or more changes in the amount, amounting to 1% of the total assets for the year)
   (1) Property, plant and equipment: Mainly due to the addition of two wide-body aircraft by the Company in 2025.
   (2) Other assets: Mainly due to the Company's prepayment for the purchase of flight equipment under the contract, resulting in an increase in prepayment for equipment.
   (3) Current liabilities: Mainly due to the increase in the Company's passenger transportation advance income.
   (4) Non-current liabilities: Mainly due to the Company’s purchase of new machines, resulting in a significant increase in long-term borrowings and issuance of corporate bonds from the same period of last year.
   (5) Capital surplus: Mainly due to the Company's offsetting of accumulated losses.
   (6) Retained earnings: Mainly due to the Company’s accumulated losses from the previous year being fully offset by the profit of the current year, such that the retained earnings changes from negative to positive.
2. Response Plan: The above changes had no significant impact on the Company.

2. Analysis of Financial Performance

(1) Comparative Analysis of Financial Performance in the Most Recent Two Years

Unit: NTD thousand

Item \ Year	2024	2025	Increase (decrease) amount	Percentage of change (%)
Operating revenue	35,546,851	44,053,262	8,506,411	24
Operating cost	28,355,417	37,346,211	8,990,794	32
Gross profit	7,191,434	6,707,051	(484,383)	(7)
Operating expense	4,821,672	5,069,790	248,118	5
Net operating profit	2,369,762	1,637,261	(732,501)	(31)
Non-operating revenue and expenses	(1,076,261)	(1,593,790)	(517,529)	48
Pre-tax net profit	1,293,501	43,471	(1,250,030)	(97)
Income tax benefits	30,937	229,137	198,200	641
Current net profit	1,324,438	272,608	(1,051,830)	(79)
Other comprehensive income in the current period (net amount after tax)	(1,529,298)	1,285,229	2,814,527	(184)
Total comprehensive income in the current period	(204,860)	1,557,837	1,762,697	(860)
Earnings per share	0.53	0.09	(0.44)	(83)
1. Description of Material Changes (10% or more changes in the amount, amounting to 1% of the total assets for the year): (1) Operating revenue and costs: Mainly due to increased business volume as the fleet continued to expand this year. (2) Other comprehensive income in the current period (net amount after tax): Mainly due to unrealized gains arising from exchange rate fluctuations of hedging instruments during the year. 2. Response Plan: The Company will review the profit and loss status on a rolling basis to maintain the Company's steady development.				

(2) Estimated Sales and Its Basis, Possible Impact on the Company's Future Finance and Business, and Response Plan: The Company does not disclose future financial forecasts, and thus is not intended to disclose the expected sales.

3. Cash Flow

(1) Analysis of Cash Flow Changes in the Most Recent Year:

Unit: NTD thousand

Item \ Year	2024	2025	Increase (decrease) amount
Net cash inflow (outflow) from operating activities	10,965,481	8,060,298	(26.49%)
Net cash inflow (outflow) from investing activities	(30,003,339)	(20,849,698)	(30.51%)
Net cash inflow (outflow) from financing activities	29,391,392	12,123,788	(58.75%)
Analysis of Changes Reaching 20% or More: 1. The decrease in net cash inflow from operating activities was mainly due to a decrease in the Company's profitability in 2025, resulting in a decrease in cash inflow from operating activities. 2. The decrease in net cash outflow from investing activities was mainly due to a decrease in the number of aircraft deliveries in 2025 compared to 2024. 3. The decrease in net cash inflow from financing activities was mainly due to the Company having conducted cash capital increase in 2024.			

(2) Improvement Plan for Lack of Liquidity: The Company does not experience a cash deficit, and thus, there is no impending lack of liquidity.

(3) Cash Liquidity Analysis for the Coming Year

Unit: NTD thousand

Beginning cash balance	Net cash flow from operating activities for the year	Cash inflow (outflow) from investing activities for the year	Cash inflow (outflow) from financing activities for the year	Cash surplus (deficit) amount	Remedial measures for cash deficiency	
					Investment plan	Financial plan
15,339,816	11,577,997	(44,540,086)	30,898,524	13,276,251	－	－

1. Analysis of Cash Flow Changes in the Coming Fiscal Year:
   (1) Operating Activities: Mainly involved the net cash inflow from the Company's operating revenue net of labor costs and related operating expenses.
   (2) Investing Activities: Mainly involved the cash outflow due to the purchase of aviation equipment.
   (3) Financing activities: Mainly due to the increase in fundraising and loans for the purchase of aircraft, resulting in cash inflow.
2. Remedial Measures for Anticipated Cash Deficiency and Liquidity Analysis: There is no anticipated cash deficiency, so this does not apply.

4. Impact of Major Capital Expenditure in the Most Recent Year on Finance and Business:

(1) As of December 31, 2025, the Company entered into lease contracts to rent twenty-eight planes with aircraft lease companies, twenty of which had been delivered to the Company. The remaining eight planes will be successively delivered to the Company starting from 2026 and the related rent expenses will be paid by the Company once delivered。

(2) The Company entered into airplane purchase contracts of seventeen A350 planes with Airbus in March 2019, and purchased three A330-900 passenger aircraft, ten A350-1000 passenger aircraft, and ten A350F cargo aircraft from Airbus in February 2024, December 2024 and June 2025, collectively. The total consideration of list prices was US$15,857,050 thousand. As of December 31, 2025, nine planes had been delivered to the Company, and the remaining thirty-one planes will be successively delivered to the Company starting from 2026. The Company has partially prepaid the price of NT$13,746,551 thousand.

(3) The Company purchased three Trent 7000, two Trent XWB-84, and seven Trent XWB-97spare engines from Rolls-Royce PLC in March 2019, February 2024, December 2024 andJune 2025, collectively. The total consideration of prices was no more than US$444,992 thousand. As of December 31, 2025, five spare engines had been delivered to the Company, and the remaining seven spare engines will be successively delivered to the Company starting from 2026. The Company has partially prepaid the price of NT$947,237 thousand.

(4) As of December 31, 2025, the Company obtained guarantees of SG$2,237 thousand, US$27,699 thousand, JPY217,640 thousand, HK$5,700 thousand and NT$601,000 thousand from financial institutions for issuing stand-by letter of credit and guarantees.

(5) The Company contracted for Taoyuan Aerotropolis Priority Industrial Zone Land Tendering Project with Taoyuan City Government and Civil Aeronautics Administration, MOTC on September 19, 2022. The total contract price is NT$8,957,230 thousand. As of December 31, 2025, the Company had paid NT$2,687,169 thousand with NT$6,270,061 thousand remained.

In summary, the Company's major capital expenditure is mainly for operating aviation equipment and the land for the Taoyuan Aerotropolis project, which have been mainly financed with the Company's own funds or bank financing, and there should be no significant impact on the Company's finances and business.

5. The investment policy for the most recent year, the main reason for the gain or loss, the improvement plan, and the investment plan for the coming year:

(1) Investment policy: None.

(2) The main reason for the investment gain or loss in the most recent year and the improvement plan: None.

(3) Investment plan for the coming year: None.

6. Risk analysis and assessment items in the most recent year and up to the publication date of this annual report:

(1) Impacts of interest rate and exchange rate changes and inflation on the Company's profit and loss and future countermeasures:

A. Interest rate changes

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rate risks relates primarily to the Company’s debt instrument investment with floating interest rates and bank borrowings with variable interest rates. To prevent interest rate changes from causing impacts on the Company’s profit and loss, the Company assesses financing interest rates regularly and as appropriate, pays attention to economic environment changes at home and abroad, and takes necessary actions, if needed, in order to reduce the risk to the Company's profit or loss caused by changes in interest rates. When interest rates increase/decrease by 10 base points, the Company's income will increase/decrease by NT$54,453 thousand and NT$38,850 thousand, respectively, in 2025 and 2024.

B. Exchange rate changes

The Company's exchange rate risk is mainly related to operating activities (when revenues or expenses are denominated in a currency other than the Company's functional currency). In order to prevent exchange rate changes from affecting the Company's profit or loss, the Company evaluates the status of foreign currency income and expenditure regularly and, as appropriate, continuously maintains close contact with various financial institutions, and asks them to provide professional consulting services, so as to keep abreast of international exchange rate trends and adjust foreign currency positions in a timely manner, with the hope of minimizing the impact of exchange rate changes on the Company's profit or loss. Sensitivity analysis for exchange rate risks focuses on the main foreign currency monetary items at the end of a financial reporting period, and the impact of the appreciation/devaluation of related foreign currencies on the Company's profit and loss and equity. The Company's exchange rate risk is subject to fluctuations in the US dollar exchange rate. When the New Taiwan dollar strengthens/depreciates by 1% against the US dollar, the Company's project or loss in 2025 and 2024 would increase/decrease by NT$9,546 thousand and NT$17,211 thousand, respectively.

C. Inflation

Due to the characteristics of the industry, operating revenue may be adjusted to reflect the changes if appropriate for changes in some operating costs. In order to avoid the impact of inflation, the Company pays timely attention to inflation to reduce or avoid the impact of price changes on the Company's operations.

(2) Policies for engaging in high-risk and high-leverage investment, lending of funds to others, making endorsements or providing guarantees, and derivative transactions, the main reason for the gain or loss, and future countermeasures:

A. The Company concentrates on our own business and does not engage in high-risk and high-leverage investment.

B. The Company currently does not lend funds to others or make endorsements/provide guarantees for others. If there is a need for lending funds to others or making endorsements/providing guarantees for others in the future, the relevant procedures shall follow the Company's "Operating Procedures for Lending Funds to Others" and "Operating Procedures for Endorsements/Guarantees."

C. The Company’s hedging strategy for derivative transactions focuses mainly on avoiding market risks. The Company chooses derivatives that can help avoid the risks of interest rate, exchange rate and oil price fluctuation generated by the Company's business operations. The relevant procedures shall follow the Company’s “Procedures for Handling Derivative Transactions” to achieve the ultimate goal of risk control.

(3) Future R&D plans and expected R&D expenses:

Please refer to pages 87 for the technology and R&D overview.

(4) Impacts of changes in important domestic and foreign policies and laws on the Company's finance and business, and countermeasures:

The Company's responsible units keep abreast of changes in important domestic and foreign policies and laws in a timely manner, and also ensure compliance while proactively proposing countermeasures as needed. As of the publication date of this annual report, the Company’s finances and business have not been significantly affected by changes in important policies and laws at home and abroad.

(5) Impacts of technological and industrial changes on the Company's finance and business, and countermeasures:

The industry of the Company is mature and stable, and the Company will continue to pay attention to changes in the industry at all times in order to quickly grasp the dynamics of the industry. At present, a management mechanism for information security has been established to reduce internal and external deliberate or accidental threats. For personal information, we have set up a dedicated management organization to protect the rights of the parties concerned and mitigate the possible impact of personal information infringement incidents on the Company. As of the publication date of this annual report, there have been no technological and industrial changes with a significant impact on the Company's finances and business. Information and Communication Security Risk please refer to pages 102~104.

(6) Impacts of changes in corporate image on corporate crisis management and countermeasures:

The Company operates with a steady and pragmatic spirit and has a good image. There has been no change in our corporate image that would lead to a crisis requiring management. In case of false negative news, the Company will quickly initiate contingency measures, and the Public Relations Office will make an external public statement to maintain the Company's image.

(7) Expected benefits and possible risks of mergers and acquisitions, and countermeasures: None.

(8) Expected benefits and possible risks of plant expansion, and countermeasures: None.

(9) Risks associated with any concentration of purchases or sales, and countermeasures:

A. Purchase concentration risk assessment and countermeasures

The Company mainly provides civil air transportation services. The purchase items include fuel, aircraft materials, maintenance, etc. As of the publication date of this annual report, there has been no concern about any abnormal supply or purchase concentration.

B. Sales concentration risk assessment and countermeasures

The Company's international passenger and freight transport businesses mainly target the general public and travel agencies. As of the publication date of this annual report, there has been no risk of sales concentration.

(10) Impacts on and risks to the Company if a major quantity of shares belonging to a director or supervisor, or a shareholder holding greater than a 10% stake in the Company has been transferred or has otherwise changed hands, and countermeasures:

A. Large transfer of shares by directors, supervisors, or major shareholders holding more than a 10% stake in the Company: None.

B. Change of directors and supervisors: None.

(11) Impacts on and risks to the Company in the event of changes in management rights, and countermeasures: None.

(12) Litigious and non-litigious matters:

A. Any litigation, non-litigation matters or administrative disputes that have a final judgment or are still in process, if the result thereof may have a significant impact on shareholders' equity or securities prices, the facts in dispute, the claimed amount, commencement dates, principal parties involved, and current status shall be disclosed: None.

B. The Company's directors, supervisors, General Manager, de facto person in charge, and major shareholders holding more than a 10% stake in the Company and the affiliates who have been involved in litigation, non-litigation matters or administrative disputes that have a final judgment or are currently pending, and the result thereof may have a significant impact on shareholders' equity or securities prices: None.

C. The Company's directors, supervisors, managers, and major shareholders holding more than a 10% stake in the Company who have been involved in any violation of Article 157 of the Securities and Exchange Act in the most recent fiscal years and up to the publication date of this annual report, and the Company's current handling status: None.

(13) Other important risks and countermeasures:

A. Market risk assessment and response strategies

a. Under the current circumstances of high uncertainty in global trade policies and the civil aviation manufacturing supply chain, the Company will mitigate the impact of demand fluctuations in individual markets on the Company's overall operations by expanding the route network and strengthening connecting traffic and codeshare partnerships. Meanwhile, the Company will continue to enhance revenue management capabilities and pricing strategy flexibility, in order to cope with the potential impacts on passenger and cargo demand arising from changes in tariff and trade policies.

b. In the event of other market changes, such as severe political and economic situations in countries and drastic fluctuations in fuel prices, the Company will immediately implement contingency measures. The Corporate Planning Division will adjust the flight schedule; the Corporate Communications Division will explain to the public; and the Corporate Safety Division will initiate the emergency contingency plan.

B. Credit risk assessment and response strategies

a. The Company's counterparties for bank deposits and other financial instruments and contract performing parties are financial institutions with good credit ratings, and there is no significant performance concern. Moreover, the Company's cash is deposited in different financial institutions, so there is no significant credit risk.

b. As the Company has a broad customer base, does not conduct transactions with a single customer significantly, and has dispersed sales territories, there is no concern about the significant concentration of credit risk in accounts receivable. In order to mitigate credit risk, the Company also continuously evaluates customers' financial status on a regular basis, and usually requires customers to provide collateral.

C. Information security risk assessment and response strategies

a. In response to the information security threats faced by the aviation industry, the Company has commissioned professional information security companies to provide security operations center services, and has deployed various types of information security systems such as firewalls, intrusion prevention systems, mobile device management, anti-virus software, and source code testing for 24-hour uninterrupted monitoring of the safe operation of information systems. Nowadays, aircraft operations have adopted information technology, such as electronic flight bags used by pilots, and information systems related to aircraft operation safety. When introducing new aircraft operation information technology, the Company joined hands with the aircraft manufacturer Airbus to establish a management system and process that prioritizes safety in compliance with the safety requirements of the competent authorities.

b. The Company passed a "Payment Card Industry Data Security Standard (PCI DSS)" review in December 2019 to ensure the security of payment card use. Subsequently, we passed reviews by international standard certification organizations to obtain "ISO 27001:2013 Information Security Management System" and "ISO 27701:2019 Privacy Information Management System" certifications. Furthermore, the company passed the re-evaluation by the international standard verification organization in March 2024 and obtained the "ISO 27001:2022 Information Security Management System" certification. In terms of information security and personal data protection, the Company complies with the competent authority's laws and regulations governing information security and personal data and follows the international standards established by the International Air Transport Association (IATA) and the International Civil Aviation Organization (ICAO) while continuously building resources necessary for information security and personal data protection.

c. In order to strengthen information security and personal data protection operations, an "Information Security and Personal Data Protection Management Committee" has been established to review the structure of the information security and personal data protection organization, monitor regulatory updates, implement an information security and personal data protection system, perform information security system establishment and evaluation, manage indicators, making reports on training and exercise results, etc., improving the operation of information security management.

d. The Company has established a reporting mechanism for information security incidents and personal data infringement incidents. Employees may enter the security reporting system to report any suspected information security incident or personal data leakage incident. Upon the receipt of a report by the dedicated unit in charge of security, the Company's has professional units and personnel to determine the risk level and assign a unit for handling in order to reduce the risk and impact that information security incidents and personal data infringement incidents may bring.

D. Operational risk assessment and response strategies

The Company's operational risk management covers the flight and ground operation safety, operational continuity, regulatory compliance and emergency response. To maintain and enhance safety performance continuously, the Company strictly follows the Civil Aeronautics Administration's "Aircraft Flight Operation Regulations" and refers to ICAO Doc. 9859 "Safety Management Manual" and the IATA "IOSA Standards Manual (ISM)" and other international norms, in order to establish and strengthen the operation safety management system (SMS). With the "risk-oriented" approach as its core, the system integrates hazard identification and risk assessment into daily operating decisions to ensure that risks are controlled within a reasonably acceptable scope (ALARP), in order to strengthen operational resilience and to reduce potential impacts on the Company’s reputation.

a. Risk identification and data monitoring mechanism

The Company uses a safety management information system to integrate various risk information, including mandatory and voluntary safety reports, flight data monitoring (FDM) trends, internal and external audits and inspection findings, as well as external risk intelligence (such as competent authority announcements, manufacturer announcements, supplier / outsourcing management assessments), to compile scattered information into a traceable Risk Register and to grasp risk trends through visual analysis.

To improve risk monitoring and management capabilities, the Company integrates big data analysis to proactively identify weak signals of emerging operational risks, and establishes monitoring and early warning thresholds for the safety performance indicator (SPI) and target (SPT). For issues that exceed these thresholds or show unfavorable trends, cross-unit review will be initiated according to procedures, and safety action plans will be implemented for follow-up, in order to ensure that risk information is fed back to facilitate the making of operation decisions promptly and to implement improvements properly. To enhance the trend analysis and classification efficiency of report data, the Company has signed a contract with the system operator at the end of 2025 to introduce an AI-assisted analysis mechanism (under staged implementation). In the future, the Company will be able to automatically identify hazards from safety reports through AI and to conduct trend and correlation analysis. Such simplified manual classification process will improve analysis efficiency and decision-making speed while ensuring data de-identification and information security heading towards proactive risk management, in order to support the operations of risk identification and management reviews.

In terms of the culture, the Company continues to strengthen its "Just Culture" implementation and uses "Praise Cards" and "LOGO merchandise" as a positive feedback mechanism, thereby encouraging employees to proactively report potential operational risks not yet discovered. To further enhance safety engagement and reporting quality, the Company launched an excellence incentive program in 2025, and the top three employees with "excellent safety reports" are awarded first class flight tickets, business class flight tickets and shopping vouchers respectively, in recognition of their contribution to the Company's operational safety. The aforementioned program aims to enhance the safety awareness of all employees and their willingness to report voluntarily. After the program has been implemented, the number of safety reports in 2025 increased by 9.8% compared with the previous year. This demonstrates that the program helped promote a positive safety culture and improve the effectiveness of risk management.

b. Risk Assessment and Classification

Based on the SMS safety risk management process, the Company has conducted a cross-assessment on the identified hazards based on their severity and likelihood. A risk matrix consistent with international standards has been established to serve as a reference for judgment. In addition, to ensure precise resource allocation and to uphold the ALARP (As Low As Reasonably Practicable) principle, risk tolerance is set, and control levels are clearly defined as follows:

- High risk (Intolerable): Relevant operations are suspended or restricted, and the level is escalated to the Safety Review Committee (SRC) for cross-functional review until the risk is reduced to an acceptable scope.
- Medium risk (Review): Mitigation measures shall be formulated and approved by the accountable department head, and improvement results are regularly monitored.
- Low risk (Acceptable): Existing control measures are maintained and included in daily monitoring.

c. Management of Change (MOC) mechanism: The Company strictly implements the management of change mechanism to ensure the risk controllability during the expansion period. Major changes involving fleet introduction, network expansion, organizational adjustment, key system upgrades, key suppliers/outsourcing, and information systems are incorporated into risk assessment and approval processes. In addition, after change implementation, effectiveness reviews and necessary reinforcement measures are conducted to ensure that risk control measures are verifiable and continuously improved. For risk issues assessed to reach medium or high level according to the assessment results or unfavorable trends, cross-unit review is initiated according to procedures, in order to ensure the traceability and auditability of risk management. Moreover, risk control strategies are also planned and executed based on the ALARP principle.

d. International safety certifications and aviation safety assessments

- IOSA risk-oriented audit: In January 2025, the Company underwent the latest IATA "Risk-based IOSA (RBI)" audit and obtained the second certificate in February of the same year, such that the IOSA Registration qualification has been successfully extended. This audit not only verifies the Company's compliance with the IOSA Standard (ISARPs), but also confirms the Company's maturity in safety assurance and the ability to effectively manage complex operational risks.
- ISAGO ground safety certification: In December 2025, the Company further obtained the ISAGO ground safety audit certification, symbolizing that the Company's risk management standards from air to ground are now in line with those of international first-tier airlines, thereby ensuring high-standard safety specifications for ground operations.

- Recognition as one of the World's Safest Airlines: Received the award of the highest level of "7-Star PLUS" safety rating in Airline Ratings in 2025. The assessment focuses on the actual cabin operations, verifying that the Company's practical operations of "Cabin Crew SOP," "Flight Turnaround Ground Service," and "Turbulence Response and Emergency Handling" have demonstrated world-class safety defense standards. The Company was selected as one of the "World's Safest Airlines" in Airline Ratings for the first time and ranked 11th (out of 320 airlines worldwide) in 2026, demonstrating that the Company's operational safety performance has been recognized by international aviation safety assessment institutions.

e. Safety governance and continuous monitoring mechanism

The Company has established a rigorous safety governance framework and has also demonstrated its commitment to safety from top to bottom:

- Safety Review Committee (SRC): The highest-level safety review committee, chaired by the Chairman/CEO, regularly reviews the Company's safety performance, material risk issues, and MOC change implementation results, in order to ensure resource allocation meets the needs of safe operations.
- Safety Advisory Group (SAG): For the eight major operation fields, monthly SAG meetings are convened to discuss and improve specific risks of departments, in order to establish a bottom-up risk defense network.

f. Continued improvements and 2026 outlook

In view of the expansion of operations and changes in the external environment, the Company will continue to strengthen its risk management capabilities with SMS as the core, and will focus on:

- Improve the quality of risk identification and data application, and enhance decision-making support for risk trend analysis and management review;
- Strengthen the consistency and scope of management of change (MOC), in order to ensure that preliminary assessment, approval and post-change outcome review are completed for all major changes;
- Enhance supplier/outsourcing risk management and key operation supervision, in order to reduce the potential impact of outsourcing and supply chain changes on operations;
- Continue to promote the Just Culture and positive feedback mechanism, in order to improve employees' proactive reporting and reporting quality. The aforementioned measures will be continuously verified through regular management review and improvement, in order to enhance the overall operational resilience of the Company and to reduce potential impacts on the Company's reputation.

7. Other important matters:

None.

VI. Special Disclosures

1. Information on Affiliates: None.

2. Private placement of securities in the most recent year and up to the publication date of this annual report: None.

3. Other supplementary information: None.

4. Matters that may materially affect shareholders' equity or securities prices as defined by Article 36, Paragraph 3, Subparagraph 2 of the Securities and Exchange Act in the most recent year and up to the publication date of this annual report: None.

STARLUX Airlines Co., Ltd.

Chairman: Chang, Kuo-Wei

LUXURY BEYOND HORIZONS