



中華電信
Chunghwa Telecom

20
25

COMPANY
OF THE YEAR

Driving impact across the customer value chain

RECOGNIZED FOR BEST PRACTICES IN THE
TAIWANESE TELECOM INDUSTRY

F R O S T & S U L L I V A N

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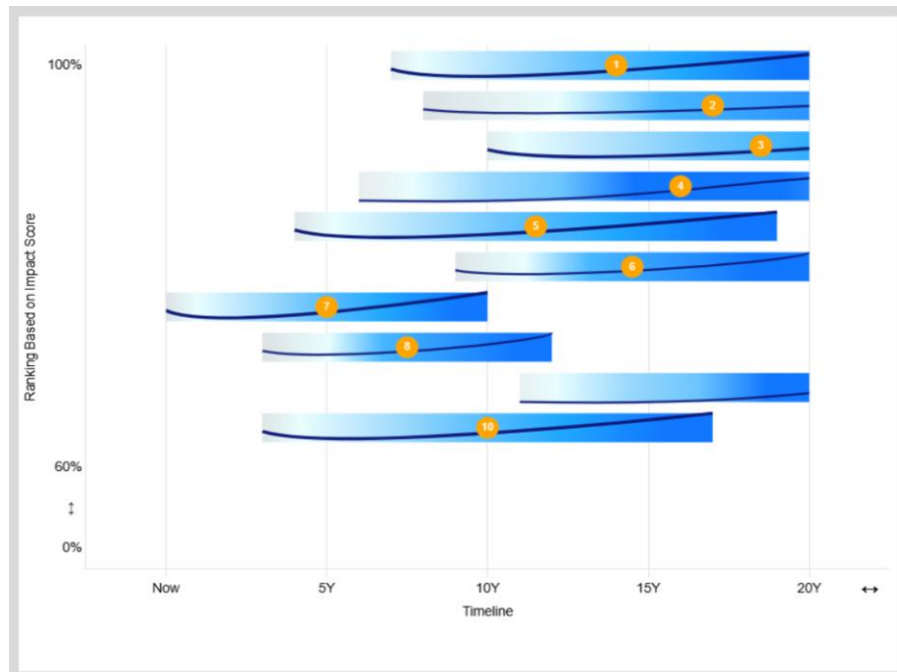
Best Practices Criteria for World-class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Chunghwa Telecom excels in many of the criteria in the Taiwanese Telecom space.

RECOGNITION CRITERIA	
<i>Visionary Innovation & Performance</i>	<i>Customer Impact</i>
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Megatrends	Customer Purchase Experience
Leadership Focus	Customer Ownership Experience
Best Practices Implementation	Customer Service Experience
Financial Performance	Brand Equity

Top Transformations Impacting Growth in the 5G Industry

Rank	Strategic Imperative	Timeline	Impact (%)	Impact Curve
1	Geopolitical Chaos Impact of trade tariffs on EV charging component costs	2031 - 45	87	Exponential
2	Transformative Mega Trends Rise of autonomous electric fleets in urban areas	2032 - 50	84	Polynomial
3	Industry Convergence Telecommunications and automotive sectors partnering for connected EV ecosystems	2034 - 51	77	Exponential
4	Transformative Mega Trends Government mandates for green public transportation systems	2030 - 50	76	Logistic
5	Competitive Intensity Entry of tech giants into the EV charging market	2028 - 43	72	Exponential
6	Geopolitical Chaos Political instability affecting infrastructure investments in certain regions	2033 - 44	68	Polynomial
7	Disruptive Technologies Development of ultra-fast charging technology reducing charge times to minutes	2024 - 34	67	Exponential
8	Internal Challenges Legacy IT systems hindering integration with modern e-mobility solutions	2027 - 36	64	Polynomial
9	Industry Convergence Integration of EV charging with renewable energy projects	2035 - 54	62	Logistic
10	Compression of Value Chains Direct manufacturer to consumer sales bypassing traditional dealerships	2027 - 41	61	Exponential



Addressing Unmet Needs

Chunghwa Telecom, headquartered in Taipei, Taiwan, is the country's largest integrated telecom service provider. A leader in innovation, it leverages strengths in AI, 5G, and video streaming to meet unmet needs such as user security and digital content copyright protection, both locally and internationally.

Building on its AI and ICT capabilities, Chunghwa Telecom has developed two anti-fraud APIs—SIM swap and device roaming status—and earned the GSMA Open Gateway certification. It is also working with Taiwan's financial sector on security applications. The company has blocked all incoming international calls spoofing local numbers and intercepted 10.78 million such calls. Its voice warning system has further reduced invalid international call traffic by 29 million.

The company used its proprietary video streaming technology to deliver exclusive 4K broadcasts of the 2024 Summer Olympics in Paris via Hami Video. For the first time, the platform featured augmented reality (AR) technology, allowing users to remotely take interactive photos with athletes in real-world settings, along with ultra slow-motion views captured by 60 surrounding cameras. To enhance the viewing experience, the company also enabled smart alerts, personalized broadcast schedules, a one-stop Olympic zone, replays, highlight reels, and video-on-demand (VOD) services. Its set-top boxes are ISO 14067 carbon footprint certified and designed to protect digital content copyrights. The men's badminton doubles gold medal match drove record-high daily active users, with online viewership up by 20% from the 2021 Tokyo Olympics and Hami Video traffic increasing fivefold.

Internationally, Chunghwa Telecom strengthened partnerships to export 5G applications and smart solutions, helping more enterprises meet unmet needs using Taiwanese-developed technology. To kick-start its global 5G expansion, the company collaborated with Exatel to launch the 5G Zone Smart Service in Warsaw, Poland, and worked with partners in Thailand and Indonesia to promote smart city solutions, including platforms and sensor applications.

Visionary Scenarios Through Megatrends

Chunghwa Telecom recognizes rising demand for artificial intelligence (AI) and 5G as megatrends driving growth in AI applications, AI data center (AIDC), and 5G services. The company invests in AI development to expand its presence. In smart healthcare, for example, it collaborates with leading medical institutions to automate medical operations and reduce the workload on healthcare staff. By improving the accuracy of medical imaging analysis and diagnosis, it helps shorten patient wait times and streamline medical record management.

Seeing strong future AI demand, Chunghwa Telecom is upgrading existing internet data centers (IDCs) into AIDCs, offering cloud-based storage and GPU-as-a-service (GPUaaS) computing power. Notably, it used an all-optical network to create Taiwan's first distributed AIDC innovation model. This development connects IDCs across regions, enabling more enterprises to access one-stop computing and connectivity services supporting application development and the commercialization of new market opportunities.

Chunghwa Telecom actively develops innovative applications that leverage 5G capabilities. Its partnerships in the open radio access network (RAN) create new avenues for global opportunities. As

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Senior Director, ICT Research

Taiwan's only telecom company offering RAN testing, it has supported local firms secure US government funding for open RAN development. This collaboration highlights the company's technological expertise and unique position in accelerating open RAN commercialization across the industry value chain.

The company, optimistic about the future potential of AI, AIDC, and 5G, actively explores new opportunities, expands into emerging markets, and partners strategically to drive smart solutions. It initially focuses on key services such as smart transportation, customer service, government, and

healthcare to provide customized digital transformation services to Taiwanese citizens, government agencies, and enterprises. Chunghwa Telecom will also expand its customer base across industries by strengthening partnerships to develop industry-specific applications.

Recognizing AI's potential beyond preventing network degradation and enhancing customer service, the company has established dedicated teams to promote AI adoption across operations and improve user experience for its products and services. Through its AI factory, it offers enterprises low-code/no-code solutions to create AI models, optimize workflows, and deploy AI-driven services, navigating their digital transformation.

Leadership Focus

Chunghwa Telecom maintains its competitive advantage by strategically focusing on 3 key areas. First, in the consumer and home market, it leads with Taiwan's largest and fastest broadband network, HiNet, serving over 3.7 million customers. To meet rising demand for high-speed internet and value-added services, the company provides a wide range of premium plans, including cybersecurity, video streaming, and cloud storage solutions like Google One. Second, in the enterprise market, Chunghwa Telecom

strengthens efficiency and competitiveness by delivering innovative 5G and AI-based solutions, along with flexible networking options that ensure seamless access to applications and services anywhere, anytime. Third, on the international front, it has expanded its global footprint by establishing a European subsidiary in Germany and a new office in Dallas—making it the only Taiwanese telecoms provider with overseas branches and the most comprehensive global network layout. It also integrates cloud network capabilities to deliver ICT solutions that support Taiwanese businesses in their global expansion efforts.

Financial Performance

In 2024, Chunghwa Telecom generated a total revenue of NT\$230 billion (US\$7.0 billion), up 3.1% year on year (YoY) from NT\$223.2 billion (US\$7.16 billion). The company aligned its revenue forecast by delivering a 7-year high in ICT, mobile, and broadband services performance. Enhanced ICT profitability and the overall strength and resilience of its business operations contributed to a 0.8% YoY rise in net income. Chunghwa Telecom also exceeded its full-year guidance, with earnings per share (EPS) reaching NT\$4.8—reflecting strong execution and strategic leadership in Taiwan’s telecom market.

Chunghwa Telecom grew its mobile subscriber market share to 38.0%, compared to 37.6% in 2023 and 36.6% in 2022. Its revenue market share consistently outpaced its subscriber share, rising to 40.4% in 2024 from 40.0% in 2023 and 39.3% in 2022. Revenue from the consumer, enterprise, and international business segments rose by 2.1%, 3.3%, and 7.9%, respectively, reflecting the company’s commitment to innovation. In 2024, mobile postpaid average revenue per user (ARPU) reached NT\$553, fixed broadband ARPU was NT\$788, and the EBITA margin remained stable at 37.6%.

Price/Performance Value

Chunghwa Telecom’s value proposition lies in its flexible approach to meeting diverse customer needs. It delivers a full range of services—including mobile, broadband, integrated packages, mobile internet, and video services offerings—tailored to various user segments. With a full product lineup, a large customer base, and continuous service innovation, the company leverages economies of scale to offer competitive pricing and bundled plans. Its superior network quality, wide coverage, and high bandwidth further

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strengthen its market position. Dedicated to advancing 5G, Chunghwa Telecom is shifting from price-based competition to value creation. It encourages customers to upgrade to 5G plans as part of a targeted, customer-centric strategy aimed at offering maximum value.

Chunghwa Telecom builds on 4 key assets as competitive advantages: customers and partners, technology platforms, infrastructure, and talent. It has the largest customer base and corporate partnerships in the market. The company harnesses

emerging technologies such as 5G, IoT, big data, cloud and IDC, data security, edge computing, generative AI, and “humanity,” defined as innovation inspired by customer needs. Its extensive mobile and fixed-line infrastructure provides customers with seamless broadband services. Finally, Chunghwa Telecom’s talent pool, comprised of experts in technology, research, and development, houses telecom experience, knowledge, and skillsets, aligning the company with the world’s top 5G innovators and enabling it to

develop the latest technology applications through its internationally renowned telecom research institute.

Brand Equity

Chunghwa Telecom has a strong brand among customers, partners, and investors both in Taiwan and internationally. It has earned customer trust through years of delivering consistent, high-quality products and services. Independent assessments from Ookla Speedtest and Opensignal recognize the company as having Taiwan's best 5G mobile network. Ookla awarded Chunghwa Telecom the Speedtest Awards™ for 5G speed in both Q1–Q2 2024 and Q3–Q4 2024, with Speed Score™ of 289.65 and 147.02, respectively. Meanwhile, Opensignal named Chunghwa Telecom the leader in 5G speed, coverage, and availability in December 2024. These findings validate the company's sustained efforts to upgrade and expand 5G infrastructure across Taiwan. Customers value the resulting superior internet experience, driving subscription growth and increased data traffic that fuels revenue. As Taiwan's only telecom offering seamless 360-degree connectivity on land, sea, and sky, Chunghwa Telecom continues to expand access by strengthening infrastructure in rural and island regions to reduce the digital divide. Its technology-for-good (Tech4Good) approach further empowers rural communities and seniors with digital access and skills.

Chunghwa Telecom's sustainable development efforts earned international recognition through numerous awards in 2024, many of which it has received repeatedly over the years. As the only Taiwanese telecom company honored in many of these awards, Chunghwa Telecom's strong leadership, trustworthiness, brand trust, and global recognition for excellence set it apart. It ranks among the top 5% global telecom operators on S&P Global's list and holds the No. 1 spot among telecom sustainability leaders on the Dow Jones Sustainability World Index. The company achieved a 5.7% increase in revenue and reduced carbon emissions by 14% from 2020 to 2023 as part of its net-zero transformation. Additionally, Chunghwa Telecom is the only telecom to receive an "AA" rating from Standard & Poor's (S&P), as well as "AAA" rating from MSCI ESG, and a "twAAA / twA-1+" rating from Taiwan Ratings. These distinctions strengthen its appeal to local and international partners and investors as a top choice in the telecom industry.

Conclusion

A strong brand in Taiwan, Chunghwa Telecom leads the way in serving customers, leveraging technology, and meeting sustainability and environmental, social, and governance (ESG) goals. In a competitive telecom market, the company stands out by consistently meeting and exceeding expectations. Its unique position stems from a strong leadership team, a focused customer-centric strategy, and technological prowess—all driving financial performance and growth.

With its strong overall performance, Chunghwa Telecom earns Frost & Sullivan's 2025 Taiwan Company of the Year Recognition in the telecom industry.

What You Need to Know about the Company of the Year Recognition

Frost & Sullivan's Company of the Year Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

For the Company of the Year Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed to create growth opportunities across the entire value chain

Visionary Scenarios Through Megatrends: Long-range scenarios are incorporated into the innovation strategy by leveraging mega trends and cutting-edge technologies, thereby accelerating the transformational growth journey

Leadership Focus: The company focuses on building a leadership position in core markets to create stiff barriers to entry for new competitors and enhance its future growth potential

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate consistent, repeatable, and scalable success

Financial Performance: Strong overall business performance is achieved by striking the optimal balance between investing in revenue growth and maximizing operating margin

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company's long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

VALUE IMPACT			
STEP		WHAT	WHY
1	Opportunity Universe	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	Transformational Model	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	Ecosystem	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	Growth Generator	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	Growth Opportunities	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	Frost Radar	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	Best Practices	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	Companies to Action	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

The Growth Pipeline Generator™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

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Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Megatrend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

