



7th Annual General Meeting

13 June 2024

FORWARD-LOOKING STATEMENTS AND NON-MFRS FINANCIAL INFORMATION

This presentation includes forward-looking statements regarding future performance and events. These statements are based on various assumptions and expectations and may include projections of our future financial performance and anticipated trends. Forward-looking statements are subject to known and unknown risks, uncertainties, and assumptions that could cause actual results to differ materially from those expressed or implied in the statements.

Factors that could affect our actual results include, but are not limited to, changes in economic conditions, government regulations, and competitive pressures within the industry. Other factors include geopolitical tensions, changes in interest rates, and our ability to negotiate contracts and leases.

Additionally, factors such as the rate of recovery in air travel following the Covid-19 pandemic and changes in consumer behavior could impact our operations and financial performance. A downgrade in our credit ratings, regulatory changes, and changes in accounting standards are also among the potential risks.

We do not assure that the forward-looking statements in this presentation will prove to be accurate or correct. Investors are advised not to rely solely on these statements as a prediction of actual results. We do not undertake any obligation to update forward-looking statements, except as required by applicable law.

Financial measures prepared in accordance with the Malaysian Financial Reporting Standards (MFRS), this presentation includes certain non-MFRS financial measures. These measures are provided to assist investors in understanding our performance and should be used in conjunction with MFRS measures.

Please refer to our annual report and other filings with the relevant regulatory authorities for a discussion of important factors and risks affecting our business.

We do not assume any responsibility for the accuracy or completeness of forward-looking statements. Numbers presented in this document may not add up precisely due to rounding, and percentages may not precisely reflect absolute figures.

FY2023 Group Financial Highlights

REVENUE GROWTH

- **Delivered RM14.7 bil, 128% YoY growth.** FY23 revenue surpassed FY19 revenue by 24%, despite operating at only 80% of FY19 aircraft.
- **Capital A Companies contributed over RM2.4 bil¹ in revenue while aviation revenue contribution reached RM13.6 bil¹**
- **All segment saw significant YoY increase,** indicating strong recovery and growth momentum

RM **14.7**
billion

▲ 128% YoY

IMPROVED PROFITABILITY

- **Achieved EBITDA of RM1.9 bil, a 38-fold increase from FY22.**
- While **all core segments achieved YoY improvement with positive EBITDA,** BigPay significantly narrowed its losses by 44% YoY
- **EBITDA margin** of Capital A Companies and aviation business stood at **7% and 11%**

EBITDA

RM **1.9**
billion

▲ 38x YoY

NET CASH FROM OPERATIONS

- Generated **RM 1.4 billion in cash from operating activities,** marking a significant recovery from negative cash flows in previous years.

RM **1.4**
billion

Aviation 2023 performance

Load factor

88%

Pax Carried

57 million

77% of FY2019

Seat Capacity

65 million

74% of FY2019

Operated

162
aircraft

Ancillary Income

RM **48** per pax

Voted as



WORLD'S BEST
LOW-COST AIRLINE

14
AIRASIA
YEARS RUNNING

at
**SKYTRAX
WORLD
AWARDS
2023**

100% stake
in **Philippine AirAsia**

Starting June 2023

Thai AirAsia
is consolidated in our result

Incorporated

**Cambodia
AirAsia**
with 51% stakeholding



CAPAS 2023 performance



completed
100 c-checks
in 2.5yrs since incorporation

Baseline in Senai
2 additional hangar
40% YoY capacity improved



Sold
19.6 units
Of inflight products

Frozen meal sold
>19K units
within 2 months through
partnership with leading
retailers

Teleport 2023 performance

teleport

Moved

198,848

tonnes

on cargo tonnage

Southeast Asia's

#1 air logistic

on carried tonnage

Delivered

29.9 million

parcels

Inducted

3 A321F
freighters

called **AWAN, PARI
& BEI LNG**



Move Digital 2023 performance



Exceed

15mil

Monthly Active Users (MAU)

32.5 mil

completed transactions

Exceed

RM 10bil

GMV in 2023

Rebranded from
airasia Superapp
to
AirAsia MOVE

Awarded as
**Asia's Leading
Online Travel
Agency
&
Asia's Best Travel
Booking App**
by World Travel Tech 2023

bigpay

1.5mil

Carded users

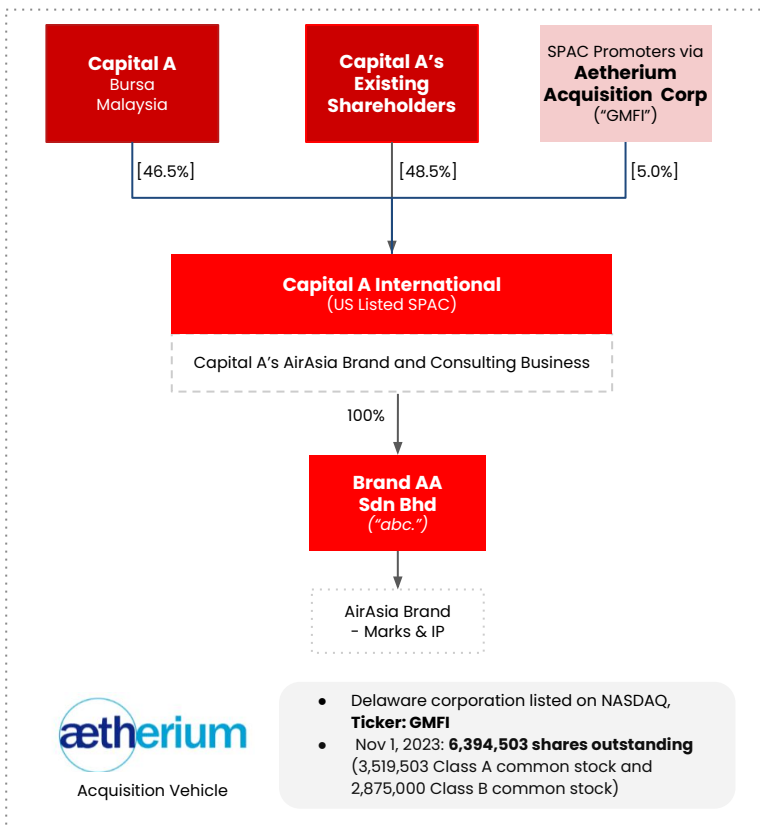
YoY growth

28%

GTV in 2023

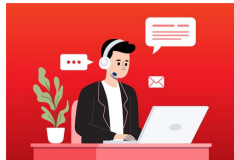
Synergically provides
MOVE Digital platform
**a financial service &
payment solutions**

CAPI 2023 performance

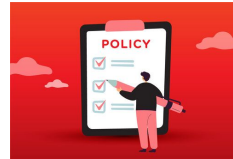


Signed LOI between
CAPITAL A INTERNATIONAL
&
AETHERIUM ACQUISITION CORP
and listed on **US stock exchange**

2023 Sustainability Achievement



Guest Experience
Net Promoter Score raised from 36 to **51**



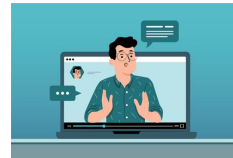
Corporate Governance
Incorporated **ESG risk categories** into **Enterprise Risk Management**



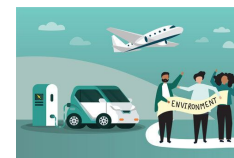
Technology & Innovation
6.5million sheets of A4 paper saved through Digital Trip File



Sustainable Supply Chain
42% expenditure on local suppliers



Diversity & Inclusion
7% female pilots



Climate Strategy
Operational efficiencies saving up to **40,971 tonnes** of fuel and **129,469 tonnes** of CO2 emissions



Community Investment
AAF disbursed **>RM91,690** to support expansion of social enterprises in Asean



Health & Safety
7/7 Stars Safety Rating

Capital A's ESG score ranked **15th out of 124 airlines** by London Stock Exchange Group

Awarded with **AirAsia's GOLD Environmental Sustainability** rating from the Centre for Aviation in its 2023 CAPA-Envest Global Airline Sustainability Benchmarking Report

Globally, Capital A earned a score of **40%** in the latest S&P Corporate Sustainability Assessment, up from 32% in 2020

Achieved score of **71%**, highest among Asean-based carriers and among top performing global low-cost carriers

Delivered the **11th lowest CO2 emissions** per passenger and **12th lowest emission** per seat in a survey of almost 80 airlines globally

Capital A's ESG score in Malaysia rose to **3.2 out of 5** in 2022, from 2.9 in 2020

Part 2:

Corporate Exercise – Divestment of Aviation Business

capital 

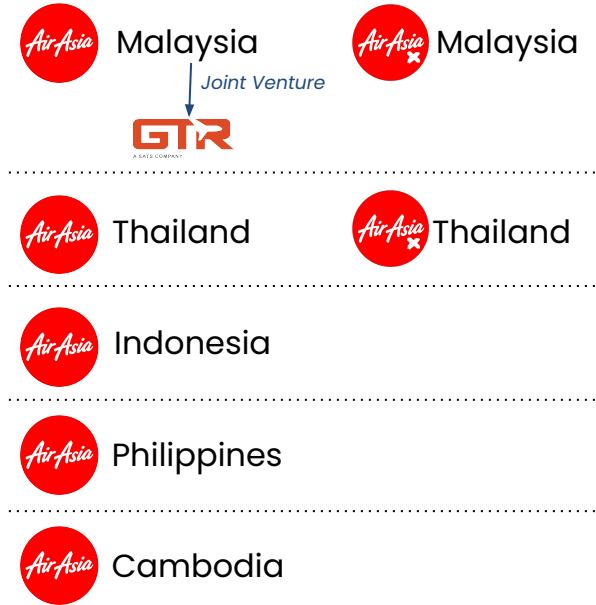
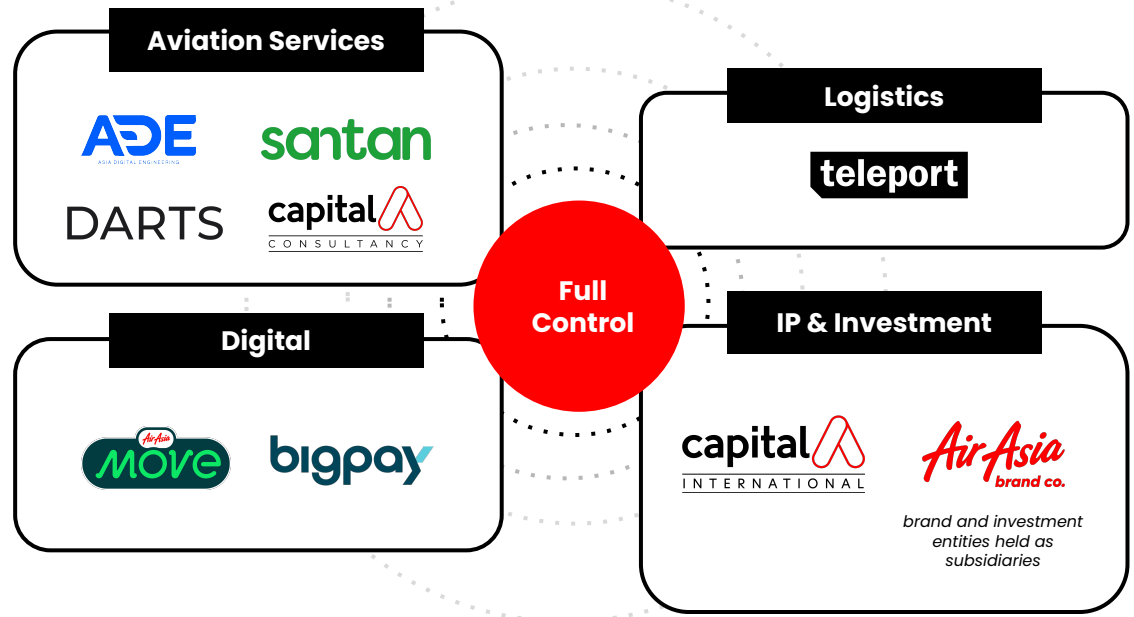
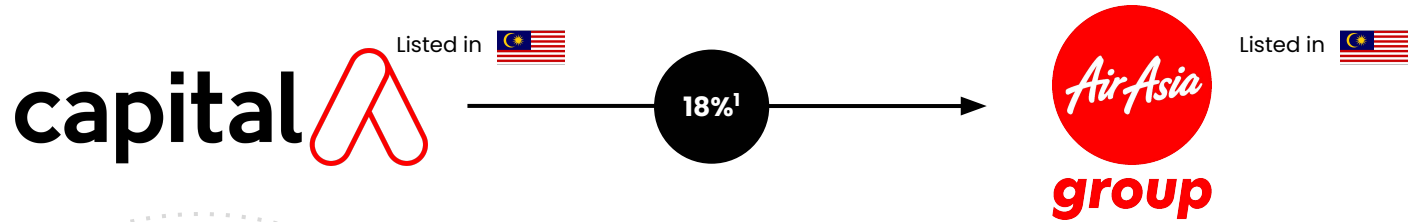

AirAsia
group


AirAsia


AirAsia

Capital A to retain 18% in AirAsia Group

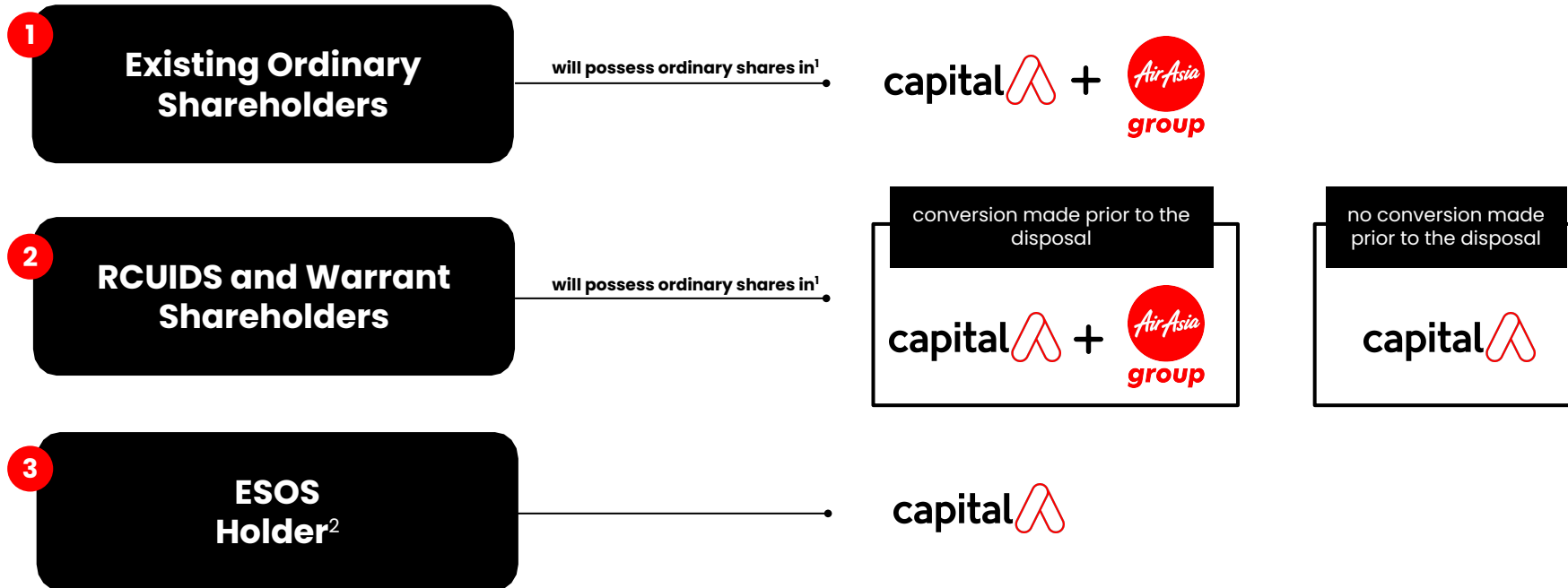
18% is with the assumption of RM1 billion private placement by AirAsia Group



¹ Company intends to strategically divest its 18% shareholding over time, ensuring to maximise the value for shareholders at the opportune time.

Capital A equity holders will own shares in 2 listed entities

Shareholders can continue to enjoy upside from aviation, as well as from Capital A's growth



¹ Each shareholder will receive 397 new AirAsia Group shares for every 1000 shares in Capital A

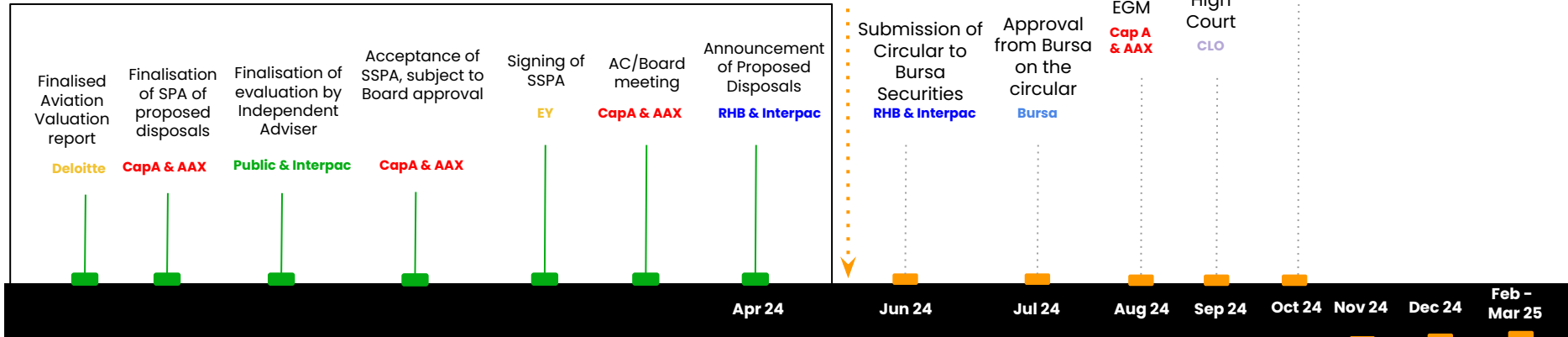
² The ESOS awarded are contingent upon the fulfillment of performance conditions set by the company over the three-year vesting period, in the event that the conditions are not met before the proposed DIS, the awards will lapse. The exercise price will adjust in accordance with the proposed DIS exercise.

Timeline

Target completion by 4Q24 and regularisation plan by 1Q25

Proposed Aviation Disposal

Completed



PN17 Regularisation Plan

Court approval & completion of Capital reduction



Part 3:

The next chapter for Capital A

Strategic Themes for 2024

Low-Cost DNA

Aim to have the **lowest costs in every industry** by cutting hidden costs, maximising asset efficiency, and enhancing productivity.

Maximising Ecosystem Synergies

Focus on **maximising the ecosystem benefits** by leveraging the interconnectedness of our business units to drive innovation and efficiency

Sustainable Growth

Strategy include initiatives to invest in **sustainable practices and new technologies** that ensure our growth promote **long-term success**, and environmental responsibility

Optimising Organisational Structure

Committed to building a **lean, agile, and efficient organisational structure**, with the right resources in place to supports our strategic objectives

Delivering Shareholder Value

Prioritise decisions and actions that **enhance returns and long-term growth** for our shareholders

Capital A's 5 verticals

A synergistic portfolio of travel-led and digitally focused businesses

Capital A's focus

Aviation Group



Fortify position as the **world's best** and **Asean's biggest LCC** group.

Aviation Services



Develop Asean's **leading one-stop ecosystem of aviation-support solutions.**

Logistics

teleport



Dominant provider of cross-border air cargo and end-to-end commerce logistics in Asean, building on AirAsia network & cargo belly space.

MOVE Digital



Reshape Asean's travel and lifestyle space by **empowering users with lowest cost, highest quality offerings** in travel & financial services.

Capital A International



Leverage Capital A's assets and experience to forge a **diverse global portfolio of aviation & aviation-related IPs.**



Aviation 2024 outlook

Reactivation of

all fleets

by 2Q2024

Recover capacity

90%

pre-Covid

achieve high

90%

load factor

Above

RM **250**

average fare

Above

RM **50**

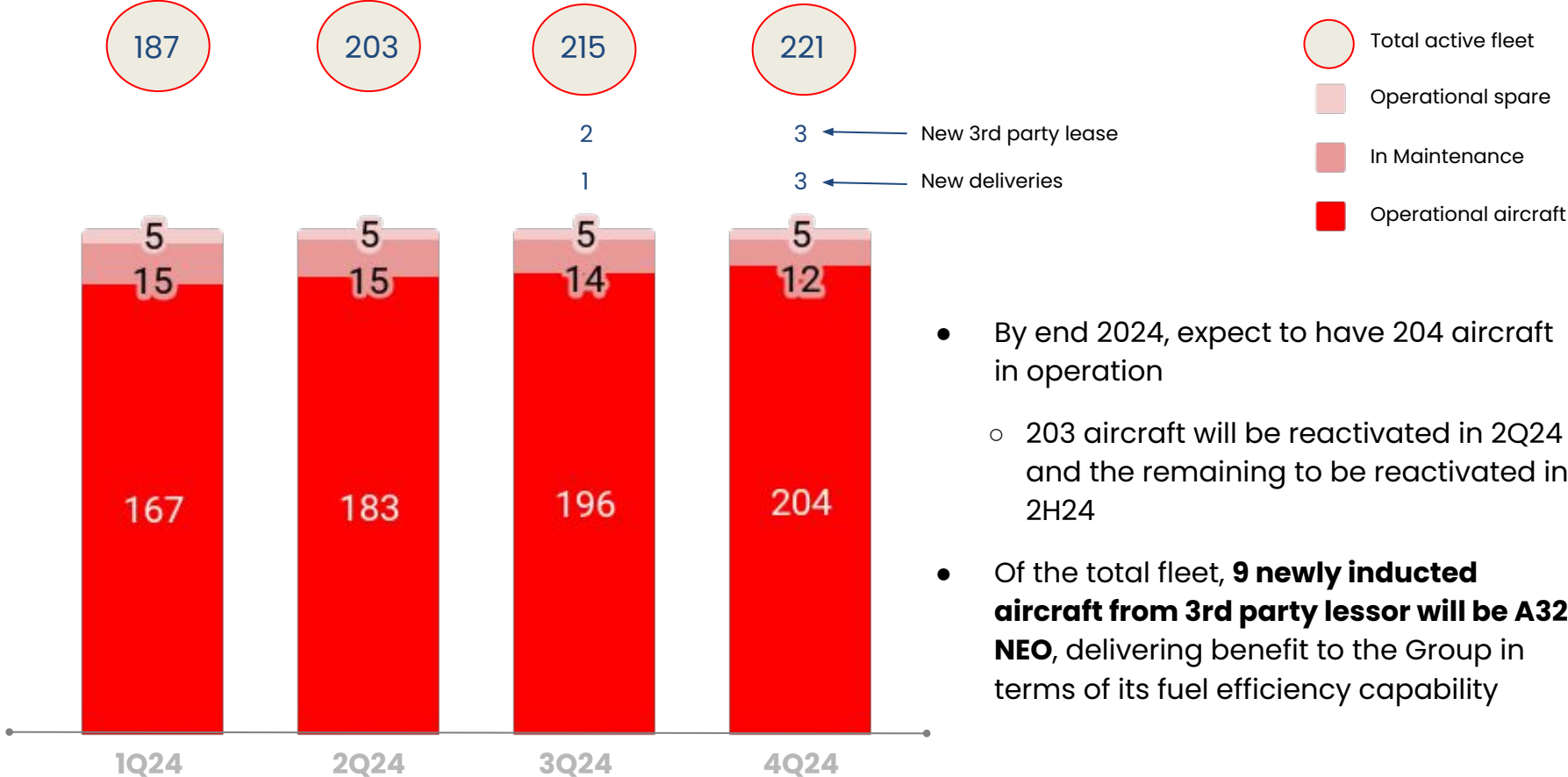
ancillary per pax

KEY FOCUS

- Ramp up **domestic capacity**
- Adjusting **China's capacity growth** following visa exemption for Malaysians and Thais, vice versa
- Expedite growth **in India market**
- Launched **AirAsia Cambodia** in May with inaugural domestic flights; intl routes to begin 3Q23, expanding to 3 aircraft by year-end
- **Restructure existing loan** and **reduce current interest cost** that stands at RM158 million



Fleet Activation



- By end 2024, expect to have 204 aircraft in operation
 - 203 aircraft will be reactivated in 2Q24 and the remaining to be reactivated in 2H24
- Of the total fleet, **9 newly inducted aircraft from 3rd party lessor will be A321 NEO**, delivering benefit to the Group in terms of its fuel efficiency capability



Expanding baseline capacity

14 hangars in KLIA

6 by 3Q24 and additional 8 by 4Q24



Aiming for
FASTEST
MRO turnaround

Advancing line maintenance operation in
Cambodia (1Q24)
Philippines (1Q24)
Indonesia (2H24)

Begin
ELEVADE
trial with 3rd party airline

Reduce pre-booking cut-off time for inflight meal
from **24 hr**
to **1 hr**
to increase take-up rate

Open
Santan
counters at
selected major
airports
Provide convenience and flexibility

- Introduce **healthy meal** options and **specialty coffee**
- **Expand in-flight service** to other airlines
- **Go beyond airline** to diversify customer base



Top 10

air logistic provider in
AsiaPac by volume



24 hr

delivery anywhere in
Asean

KEY FOCUS

- **Simplifying product lineups**, which are: Teleport Air Cargo, Teleport Solutions, and Teleport Next Day
- Strengthen end-to-end capabilities - **multi-modal, first-to-last mile** - in key Asean markets
- Establish **further partnerships** beyond AirAsia's network
 - Welcomed VietJet Air Cargo and Pakistan International Airlines (PIA) as new Air Partners
- **Pioneer a next-day e-commerce** solution between China and Asean, position Teleport as the **first point of contact for e-commerce volumes moving into Asean**

MOVE 2024 outlook

DIGITAL

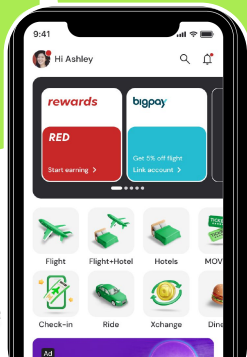


Building AirAsia MOVE as

TOP Asean
OTA

Increasing to

20 mil
monthly active user



Enhancing

Cross-selling opportunities

Across LOBs

Personalised

Loyalty programs to increase user stickiness

bigpay

Focus on
Profitable segment

Exploring transition

Regional Neobank
through strategic partnerships with local banks

Expanding to

Thailand
follow by
Indonesia & Philippine





AirAsia brand value

USD **2** billion

by 2027

KEY FOCUS

- **Secure ownership** of a portfolio of brands within the Capital A group through IP assignments
- **Finalise brand licensing agreements** with non-airline businesses
- **Brand extensions and collaborations including licensing and merchandising** - taking brand visibility into new industries, before new audiences
- Development and monetisation of **Character IPs** starting with AirAsia Buds

capital 

**Thank
You**

