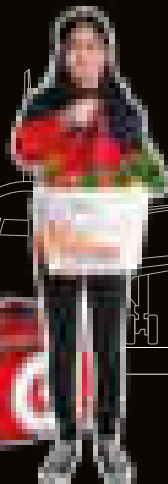
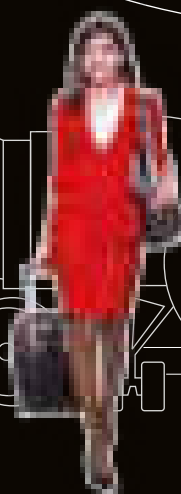
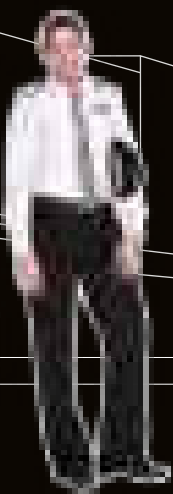




ANNUAL
REPORT

2020

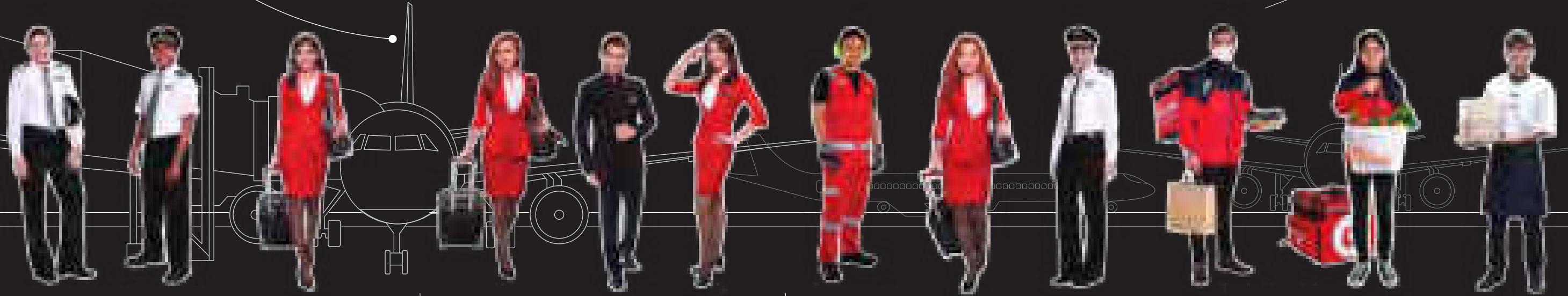
ASSEAM SUPERAPP



14 SEAM SUPERAPP

REBUILD & RECOVER

- Flights
- SNAP
- Unlimited
- Hotels
- Beauty
- Food
- Health
- Money
- Ikhlas
- Big Rewards
- BigPay
- BigXchange



EN ROUTE TO RESILIENCE

1

Faced with a plethora of pandemic-related challenges throughout the year, the second half of the year was a push towards recovery for AirAsia. We leveraged on our digital business in response to a heightened demand in e-commerce and our corporate exercise helped to optimise the efficiency of the business as a whole. Our plans for expansion in the Southeast Asian region; implementation of the Scan2Fly digital health pass which determines flight eligibility; a good showing from our digital businesses; increase of domestic flight routes; and a clever repurposing of assets and resources, AirAsia is 'quietly optimistic' about the future.

a

2

RECOVERING & RETURNING STRONGER

In our efforts to recover from the difficulties of last year's operating environment, we have reviewed and revised how we operate by eliminating loss-making routes while focusing on popular and profitable ones in South-East Asia. This lays the groundwork for us to return as a leaner and more robust airline post-pandemic.

BUILD & REBUILD

Flight restrictions throughout the past year pushed us to explore and expand on our digital business offerings. Our efforts to improve the capabilities of our digital businesses over the past years have allowed us to shift our focus towards meeting consumer demands for home deliveries. We built airasia food as a platform for small f&b businesses to utilise over this period. We also introduced airasia fresh and airasia farm to support local farmers with efficient deliveries to consumers and businesses. We scaled back aircraft delivery plans and reassessed cash flows of the air travel business with a focus on recovering capacity on a quarterly basis, starting with domestic flights.

3

NAVIGATING THE NEW NORMAL

E-commerce and home delivery have taken a precedence during these times and we focused our efforts to leverage on these shifting trends. We have also seen forward bookings for future travels, reflecting a pent-up demand for traveling and flying. We have stepped-up our precautionary measures, introduced safe flying campaigns to educate travellers on SOPs and requirements, and implemented end-to-end contactless procedures alongside a digital health pass in our endeavour to offer a seamless and secure experience for our guests. Our efforts are centred on laying to groundwork for the revival of the domestic and international tourism industry.

TRIBUTE TO ALLSTARS

Our Allstars have been exemplary in displaying an unwavering spirit throughout these difficult times. We have witnessed positivity and agility in adapting to the situation, from salary cuts, to upskilling and reskilling, and transferring internally to contribute to the company as required. Many exceptional sacrifices were made along with painful decisions that helped us emerge stronger and better. Our utmost gratitude to those we had to let go. We would not be where we are today without our amazing Allstars who have remained dedicated and passionate throughout this difficult time. We truly thank you for being an integral part of our journey.



Unlocking the power of digital identity together.



Find out more at
blog.vision-box.com/air-asia

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airasia.com
for everyone



ABOUT THIS REPORT

Change is one of the few constants at AirAsia, and has marked our evolution from a Malaysian low-cost carrier to a regional low-cost carrier and, now, a digital company anchored on travel and lifestyle. Along with this transformation, it has become even more imperative to report on our business, strategies and performance in a manner that is clear, concise and comprehensive. We recognise that the Integrated Reporting (IR) Framework provides an excellent platform to do so, hence have made the decision to adopt this form of reporting from this year onwards.

In this annual report, stakeholders will find the most essential elements of integrated reporting, namely our business model in which we clearly indicate what our resources (or capitals) are, and how these are leveraged to create value for our various stakeholders. In future reports, we will adopt increasingly more elements of the IR Framework until the ultimate objective of presenting a complete IR is achieved.

MATERIALITY

Information disclosed is relevant to our material matters, which have been determined by extensive stakeholder engagement as well as internal evaluation. These material matters reflect existing and emerging risks and opportunities, which could affect our ability to create value in the short, medium and long term.

REPORTING FRAMEWORK

In presenting this report, we have been guided by the principles and requirements of the Integrated Reporting Framework issued by the International Integrated Reporting Council (IIRC), the Main Market Listing Requirements (MMLR) and Corporate Governance Guide (3rd Edition) issued by Bursa Malaysia, the Malaysian Code on Corporate Governance (MCCG) 2017, the Global Reporting Initiative (GRI) Standard and the Companies Act 2016 (CA 2016).

SCOPE AND BOUNDARY

We disclose material information relating to the AirAsia Group – comprising our Airlines and Digital businesses – covering the year from 1 January 2020 to 31 December 2020. Material events that take place up to the Board's approval date of 30 April 2021 are also included.

COMBINED ASSURANCE

Contents of the report have been approved by our Board of Directors, our internal auditors, and Ernst & Young PLT in its capacity as our external auditor.

FORWARD-LOOKING STATEMENTS

This report contains certain forward-looking statements relating to future performance. Such statements are premised on current assumptions and circumstances, which could change, hence they necessarily involve uncertainty. Various factors could cause actual results to differ materially from those expressed or implied by these forward-looking statements.

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airasia super app



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Teleport



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airasia digital

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- TO BECOME THE LEADING TRAVEL AND LIFESTYLE PLATFORM OF CHOICE IN ASEAN AND BEYOND — THE AIRASIA SUPER APP.

VISION MISSION



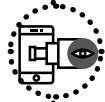
TO BECOME A GLOBALLY RECOGNISED LEADING TRAVEL AND LIFESTYLE ASEAN BRAND FOCUSED ON DELIVERING SUSTAINABLE VALUE TO THE ECONOMY, SOCIETY AND ENVIRONMENT.



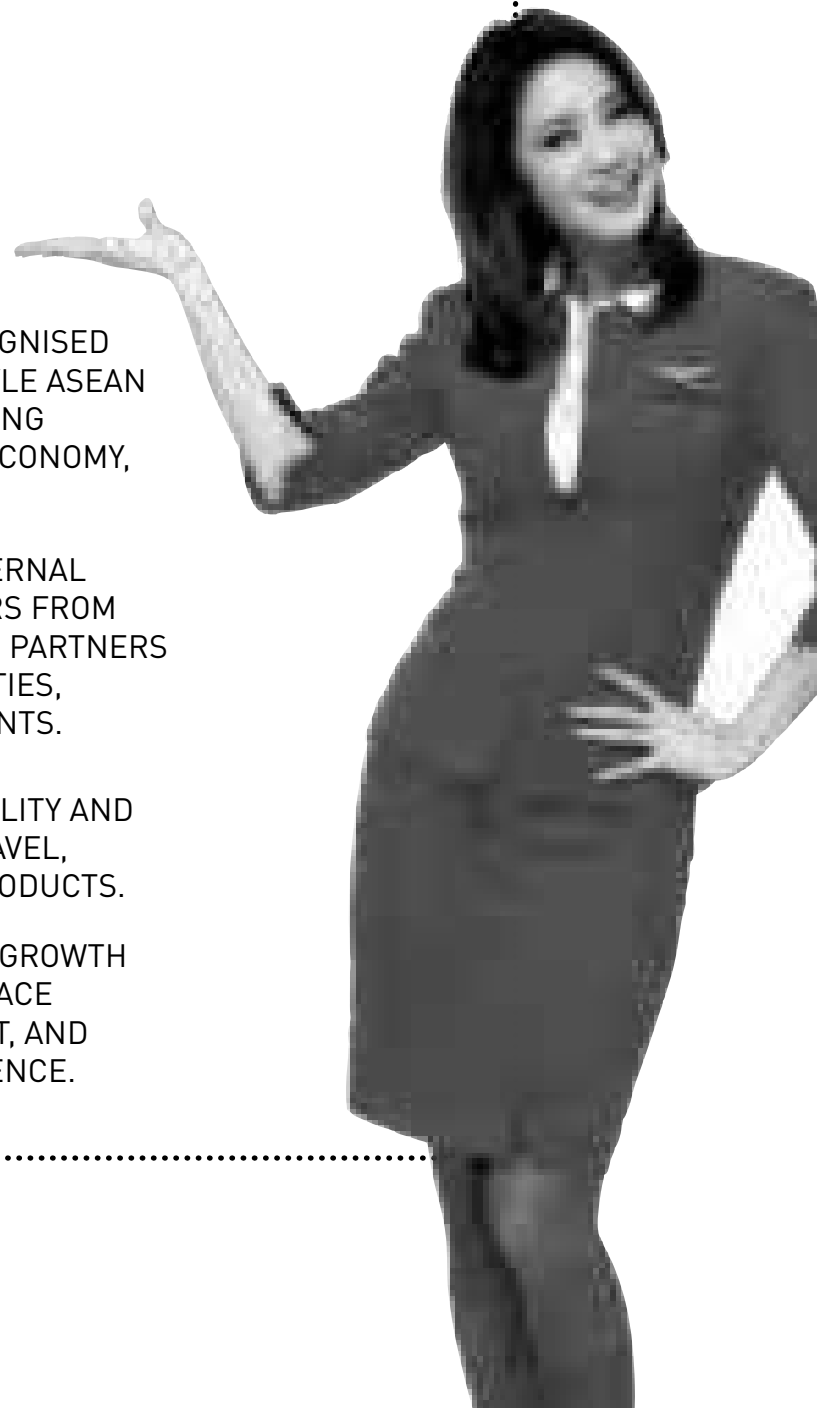
TO CARE FOR ALL OF OUR INTERNAL AND EXTERNAL STAKEHOLDERS FROM ALLSTARS, GUESTS, BUSINESS PARTNERS AND INVESTORS TO COMMUNITIES, REGULATORS AND GOVERNMENTS.



TO PROVIDE THE HIGHEST QUALITY AND GREAT VALUE SERVICES IN TRAVEL, FINANCIAL AND LIFESTYLE PRODUCTS.



TO CONTINUOUSLY SEEK NEW GROWTH OPPORTUNITIES WHICH EMBRACE TECHNOLOGY TO REDUCE COST, AND ENHANCE THE GUEST EXPERIENCE.



AIRASIA GROUP KEY HIGHLIGHTS

SOCIAL MEDIA STATISTICS: (As at 31 Dec 2020)



Facebook
12,652,677
fans



Twitter
8,180,665
followers



Instagram
3,184,526
followers



Line
27,835,049
fans



Pinterest
5,400
followers



KakaoStory
8,337
followers



KakaoTalk Plus
Friend
67,386
followers



WeChat
2,129,857
fans



Douyin
50,215
followers



Redbook
10,679
fans



Weibo
1,347,552
fans



YouTube
175,000
subscribers



LinkedIn
533,949
followers



TikTok
5,846
followers

airasia super app

138
million
AVERAGE MONTHLY
PAGE VIEWS






24.2
million
AVERAGE MONTHLY
USERS

BigPay

REMITTANCE TO
10
countries
FOR USERS IN
MALAYSIA AND
SINGAPORE

Teleport

ONBOARDED
3,720
delivery
PARTNERS
AND DELIVERED
228,300
e-commerce
ORDERS

COUNTRY	AIRASIA GROUP TOTAL MARKET SHARE	INTERNATIONAL MARKET SHARE	DOMESTIC MARKET SHARE
MALAYSIA 	51%	37%	58%
THAILAND 	27%	12%	34%
INDONESIA 	4%	20%	2%
PHILIPPINES 	13%	5%	17%
INDIA 	7%	2%	8%



LEGEND

	HUB		DESTINATION
*	AIRASIA X DESTINATION		