

NEVER
Stop



AirAsia and CFM: Stronger Together

With a relationship that spans more than 20 years, AirAsia and CFM International have made aviation history together. We are proud that CFM engines have helped power the growth of this pioneer airline from the very beginning.

Amidst the challenges of the global pandemic, CFM support of its largest LEAP-1A-powered Airbus A320neo/A321neo customer has remained steadfast, and the relationship has only grown.

As the aviation industry continues to recover, there is at least one certainty: AirAsia and CFM will remain stronger together.



About This Report

Having embarked on our integrated reporting journey in 2020, this year we have added more elements of the Integrated Reporting Framework as recommended by the International Integrated Reporting Council (IIRC). Most pertinently, we have included a Strategic Review in which we clearly describe our operating environment, key risks and mitigation, while detailing our strategy. The latter has been designed to manage all identified risks while capitalising on our resources and capabilities in order to create value for Capital A and our stakeholders.

Within this report is also our Sustainability Statement, which has been guided by additional global references, as identified in its introduction pages.

MATERIALITY

In determining the contents of this report, we have been guided by the principle of materiality by focusing on information that is relevant or of material interest to our stakeholders. These material matters have been determined by extensive stakeholder engagement as well as internal evaluation. Together, they 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 following:

- IRF, issued by the IIRC
- Main Market Listing Requirements, issued by Bursa Malaysia
- Corporate Governance Guide (3rd Edition), issued by Bursa Malaysia
- Malaysian Code on Corporate Governance 2021, issued by Securities Commission Malaysia
- Companies Act 2016 (CA 2016)
- Global Reporting Initiative (GRI) Standard: Core Option

COVER RATIONALE



From the day we started, with two aircraft, one destination and 250 Allstars, we have never stopped in our quest to make dreams come true. First, we sought to democratise air travel and enable everyone to fly. Pre-pandemic, we had more than achieved this ambition. With more than 20,000 Allstars and 200 aircraft, we were the lowest-cost airline in the world and had flown no less than 600 million guests across Asia Pacific.

But we didn't stop. We realised we could do more, and so we did. Over the last few years, we have transformed into one of Asean's fastest-growing online travel and lifestyle platforms. With airasia Super App, we are now revolutionising daily life, bringing value to even more people as we deliver food, offer rides and even financial services... all at rates that are among the lowest, if not *the* lowest, in the market.

We've been through many crises in the past but always picked ourselves up, grown stronger and flown even higher. Today is no different. A game-changer, a challenge-breaker, we believe there are brighter days ahead for us and everyone we serve. We've had 20 exciting years and look forward to at least another 20 to come. Hats off to all our Allstars! **#airasianeverstops**

SCOPE AND BOUNDARY

We disclose material information relating to Capital A and its portfolio of businesses - covering the year from 1 January 2021 to 31 December 2021. Material events that take place up to the Board's approval date of 29 April 2022 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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Business Model

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Who We Are

Capital A is an investment holding company with a portfolio of synergistic travel and lifestyle businesses. We strive to deliver the best value at lowest cost while serving the underserved. Our advantage is being able to leverage one of Asia's leading brands, a vast set of high quality data, technology and a regional footprint built over the past 20 years. As the new corporate identify of the former AirAsia Group, Capital A represents our transformation from an airline to a digital travel and lifestyle brand consisting of four business verticals: aviation (Airlines, Santan, GTR), digital (airasia Super App, Teleport, BigPay), ventures (airasia academy, airasia grocer, IKHLAS, among others) and engineering (Asia Digital Engineering).



Our Vision

*Uniting ASEAN
and beyond*

*To connect
everyone with
everything,
everywhere.
Serve the
underserved,
build communities
and transform
lives to unite
ASEAN.*





capital

Our **Purpose**

*Connecting people.
Transforming lives.*

PEOPLE are at the heart of everything we do. We exist to connect everyone with everything, everywhere. In doing so, we serve the underserved, build communities and transform lives to unite Asean.



Our Investment Case

Capital A

We serve the underserved across a broad range of portfolio businesses including travel, e-commerce, food, delivery, fintech, logistics, edutech, aircraft maintenance, ride hailing and others.

→ AVIATION

AirAsia Aviation Group

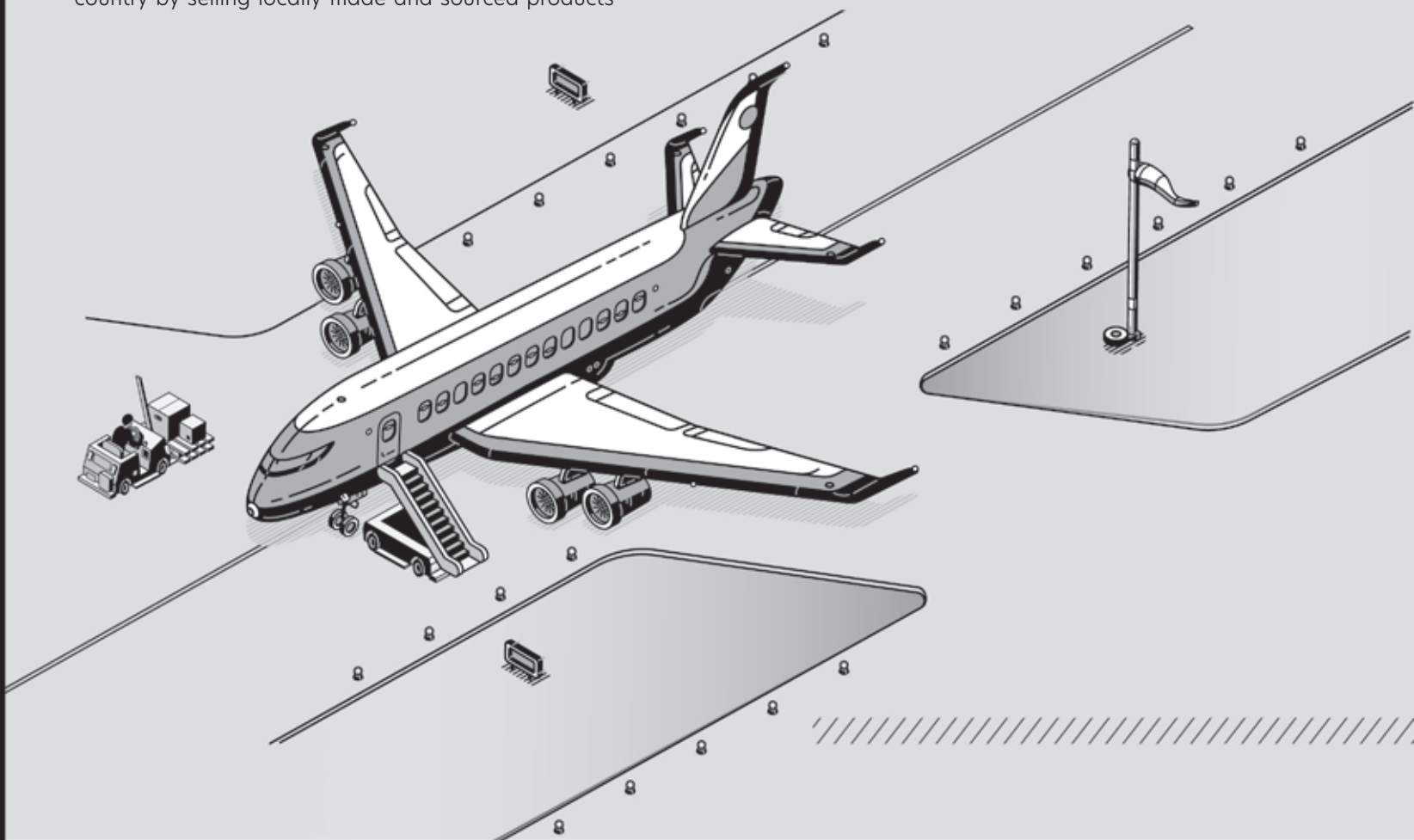
- Biggest and youngest fleet among low-cost carriers in the region with average age of eight-nine years
- Transforming its mainly Airbus A320 aircraft fleet to the higher-capacity, more fuel-efficient A321neo
- Strengthening and growing its extensive network of 128 destinations across the region
- Recognised as World's Best Low-Cost Airline by Skytrax 12 years in a row

Ground Team Red

- Comprehensive coverage of ground handling services
- Leverages digitisation to enhance air cargo movements, communication exchanges and logistics processes
- Wide range of services and capabilities to support the Group's ecosystem by working with AirAsia affiliate airlines
- Growing third-party airline customer base

Santan

- Provides a launchpad for young entrepreneurs to start their careers in the F&B industry through the franchise model
- Provides job opportunities across the value chain through store expansion
- Supports local communities and SMEs around the country by selling locally-made and sourced products



➔ DIGITAL

airasia Super App

• airasia travel

- ✓ Travel remains the core for the airasia Super App
- ✓ Now a full-fledged Online Travel Agent (OTA) with IATA-accreditation and over 700 airline partners and over 200,000 hotels across the globe on the platform
- ✓ Unique products such as SNAP (flight + hotel) gives super app users the best value

• airasia food

- ✓ Easy and hassle-free onboarding has enabled over 24,000 small to medium-sized merchants across Malaysia, Thailand, Singapore and Indonesia to join airasia food delivery service
- ✓ Lowest commission fees in the market for restaurant owners, making sure everyone wins
- ✓ Giving merchants access to the Super App's rich database to broaden their customer base

• airasia ride

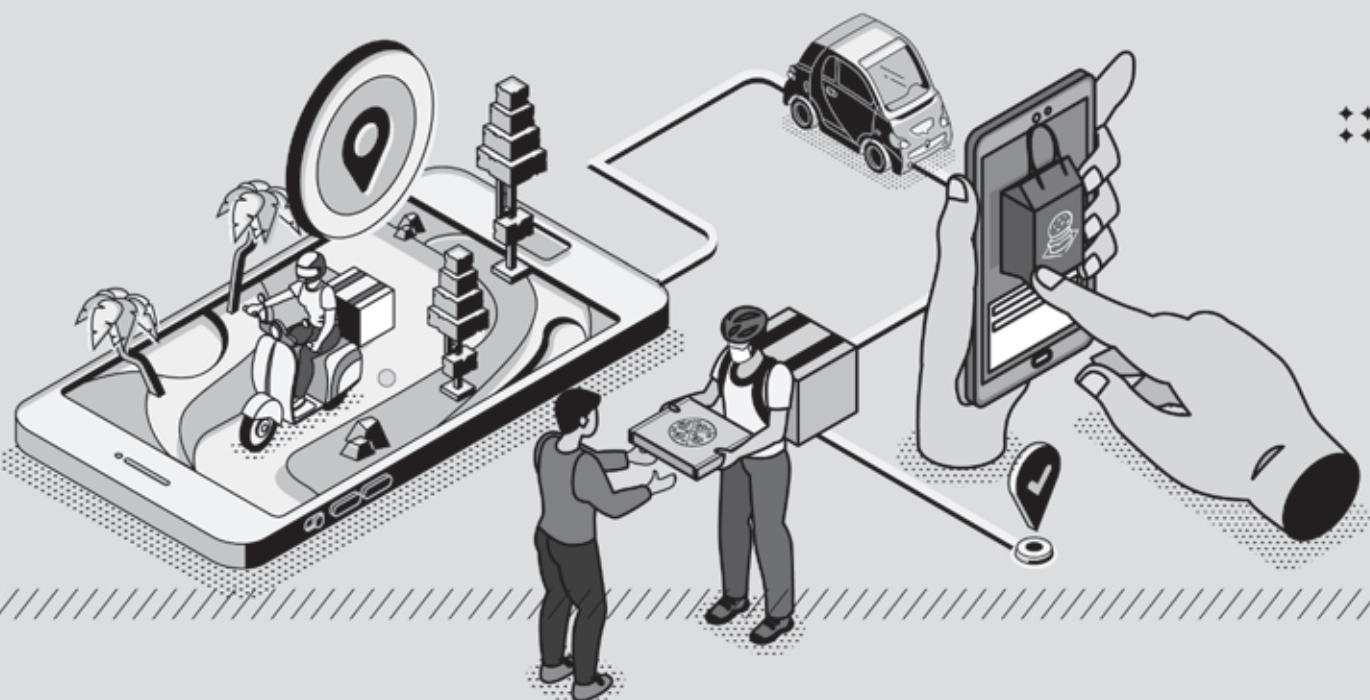
- ✓ Provides job opportunities to more than 8,000 drivers since inception in August 2021, with opportunities to develop careers at airasia
- ✓ Healthy market competition provides choice and value to customers looking for alternatives
- ✓ Expanding connectivity and access for people and places

BigPay

- Provides accessible and inclusive financial health management and easier remittance for over one million carded and transacting users
- Offers micro-insurance along with micro-credit for positive impact in financial services consumption

Teleport

- Moving things across cities in Southeast Asia within 24 hours
- Made to deliver for everyone, from single merchants to the largest companies
- Provided jobs opportunities to more than 13,000 Teleporters



Our Investment Case (cont'd.)

➔ VENTURES

airasia grocer

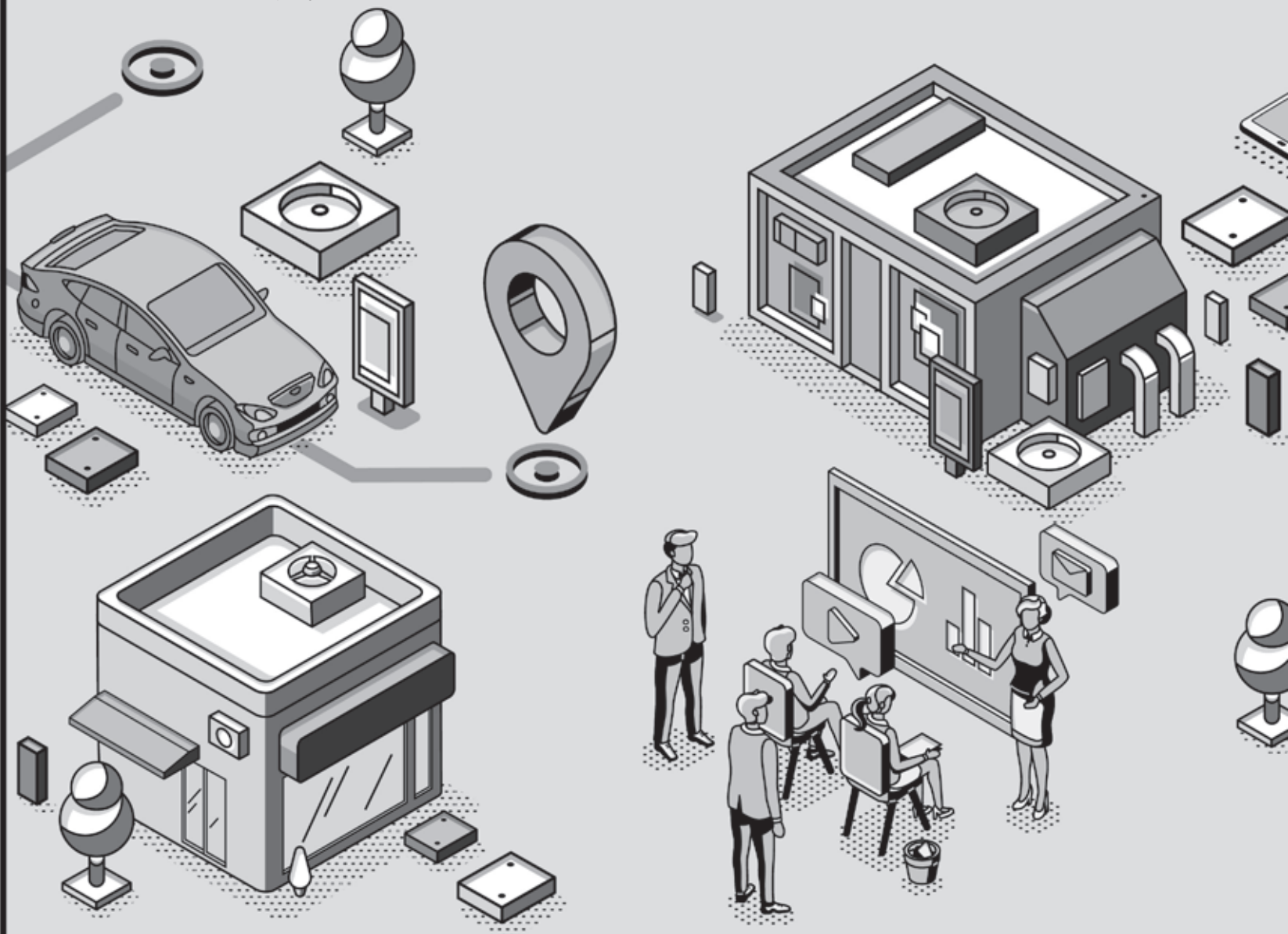
- Enables farmers and producers to enhance their margins by eliminating middlemen, matching them directly to consumers
- Provides farmers with better market reach domestically and internationally with our online platform and strong distribution channels, leveraging Capital A's vast land and air connectivity

IKHLAS

- Serves the Muslim community with more value and affordable choices in line with their religious needs
- Building communities and giving back to the community through Sadaqah service platform
- Supporting over 32,000 deserving families through 70 active donation campaigns that raised RM2.42 million

airasia academy

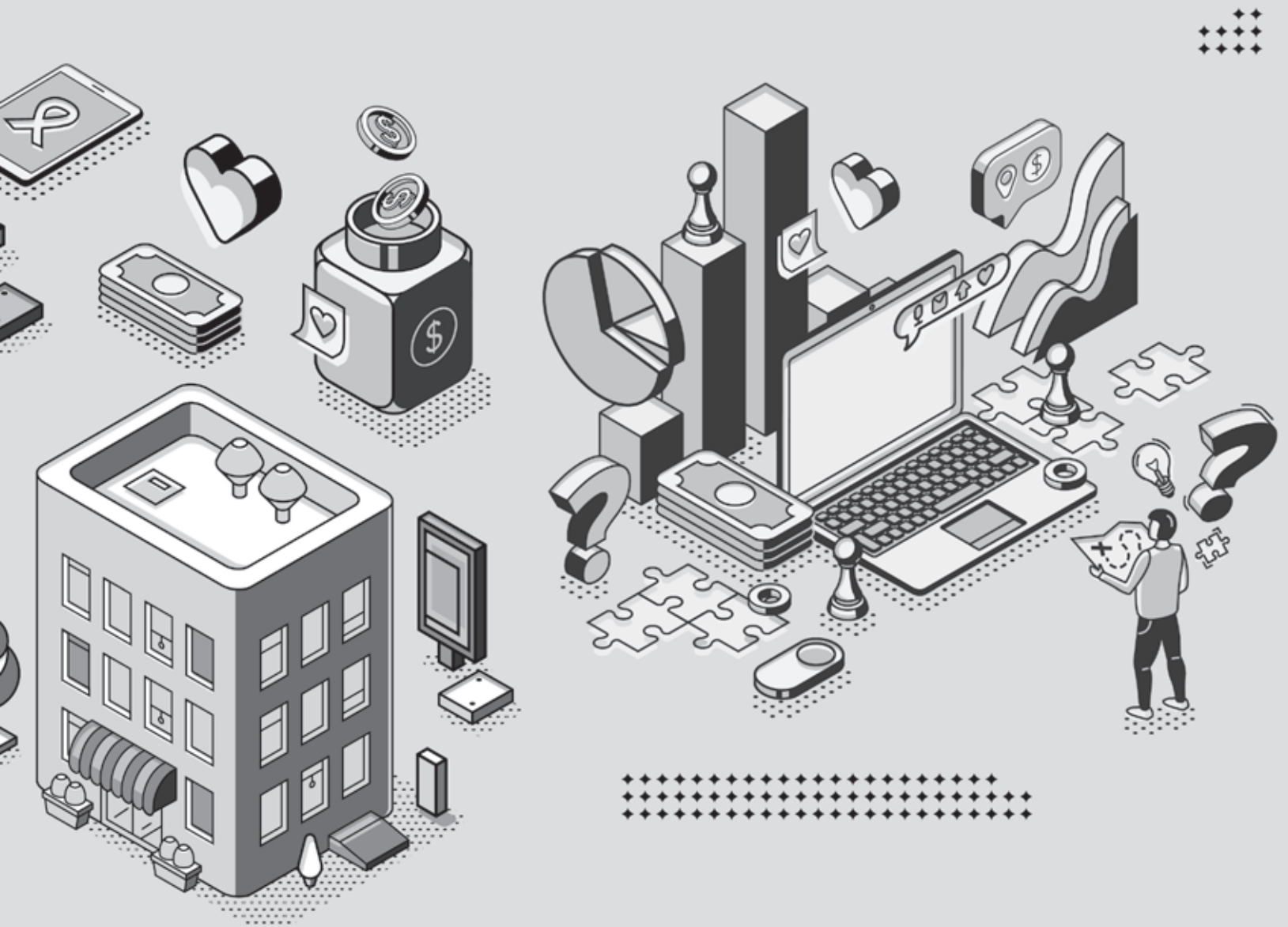
- Making the learning platform affordable, accessible and inclusive for everyone, including B40s and SMEs
- Reskilling and upskilling gig economy workers with new tech abilities such as coding and digital marketing to reinvent their careers
- Provides affordable online tuition for school children in Malaysia while schools were closed during the pandemic



➔ ENGINEERING

Asia Digital Engineering

- Driving lowest engineering costs in the market, ultimately translating to lower fares for consumers
- Creating high-tech jobs for Malaysians as the key hub in Asean for aircraft maintenance, repairs and overhaul services
- 24/7 operations resulting in 10%-20% faster turnaround time
- One-stop centre with wide spectrum of capabilities from line and base maintenance to components and tools, to technical support
- Excellent relationship with suppliers and regulatory bodies
- Strong presence in Asean, seamless integration with Capital A entities (Teleport, GTR) for end-to-end service coverage from ground handling to cargo
- Operations driven by over 20 years expertise, big data and the latest digital technologies



Our Aviation Group Network & Statistics

AirAsia Aviation Group

-  **294 routes**
-  **22 markets**
-  **128 destinations**
-  **17 hubs**

AirAsia X Group (sister company of Capital A)

-  **18 routes**
-  **8 markets**
-  **13 destinations**
-  **1 hub**

THAILAND

DOMESTIC MARKET SHARE

32%

INTERNATIONAL MARKET SHARE

10%

MALAYSIA

DOMESTIC MARKET SHARE

63%

INTERNATIONAL MARKET SHARE

5%

airlines market share

 45%	 8%
 26%	 2%

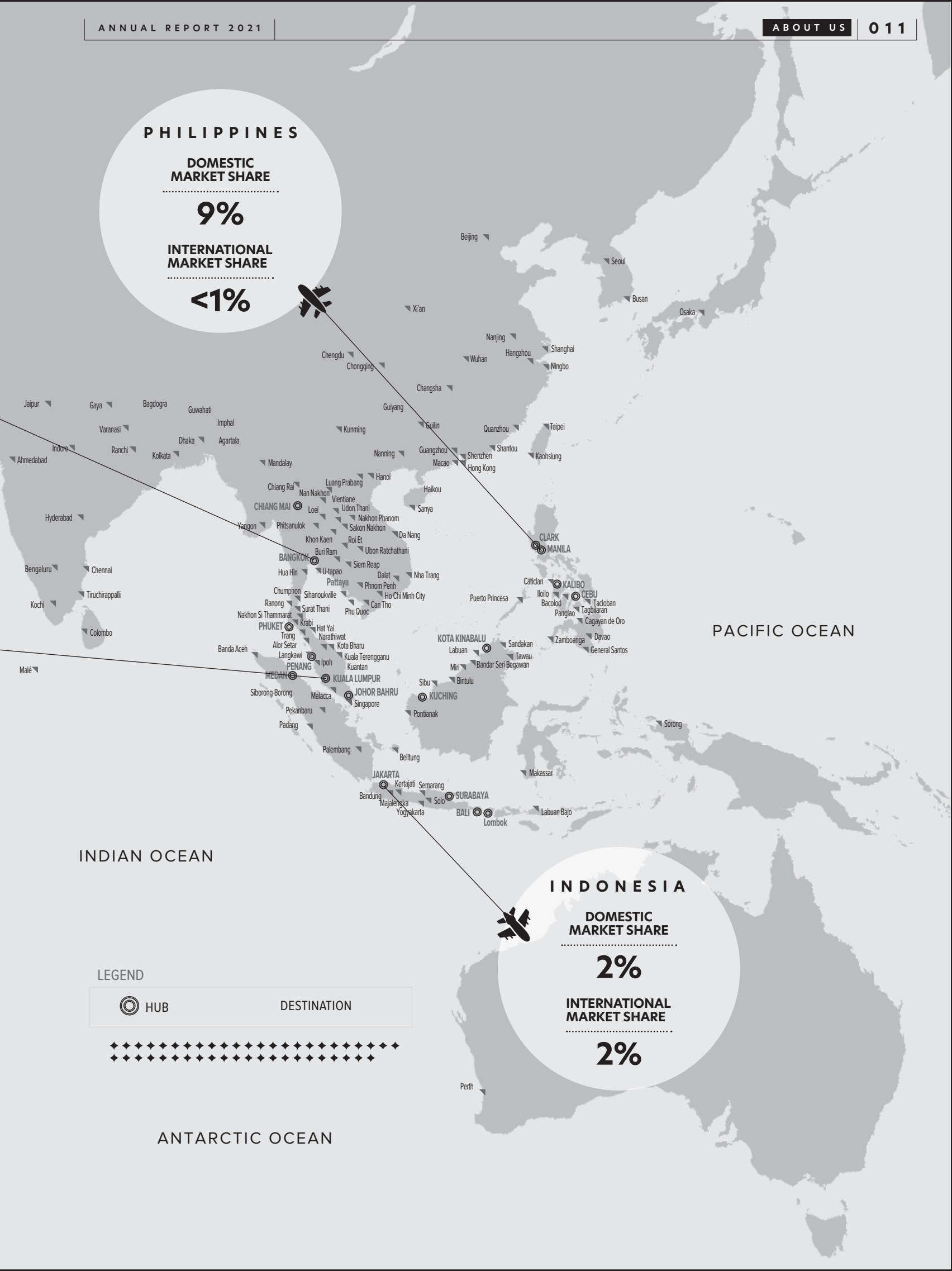
PHILIPPINES

DOMESTIC MARKET SHARE

9%

INTERNATIONAL MARKET SHARE

<1%



PACIFIC OCEAN

INDIAN OCEAN

INDONESIA

DOMESTIC MARKET SHARE

2%

INTERNATIONAL MARKET SHARE

2%



LEGEND



HUB

DESTINATION



ANTARCTIC OCEAN

Our Digital Statistics



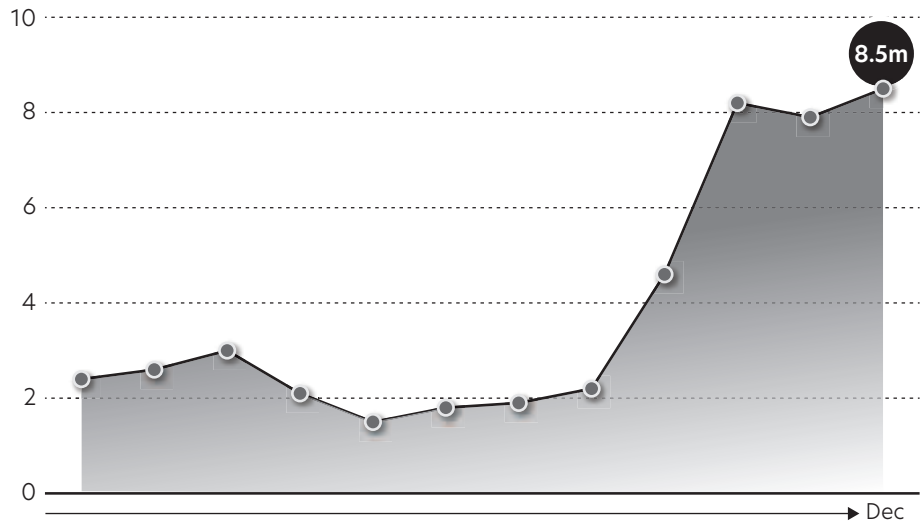
RM138 million
average monthly gross booking value

110 million
average monthly page views



Monthly Active Users (MAU)

million



teleport

Deliveries in **86** cities across 7 countries

- Malaysia
- Indonesia
- Singapore
- Philippines
- Thailand
- India
- China

13,000
delivery partners

1.45 million
e-commerce orders

bigpay

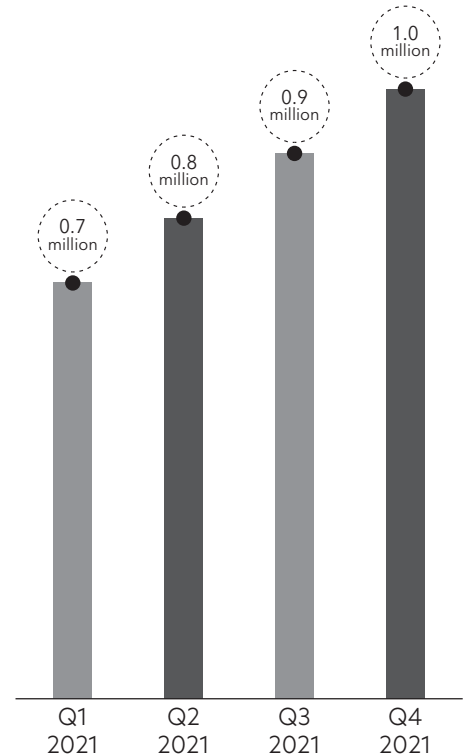
Remittance to **10 countries**

- Indonesia
- Vietnam
- Australia
- Thailand
- Philippines
- India
- Singapore
- China
- Bangladesh
- Nepal

Total apps downloaded:
more than **2 million**

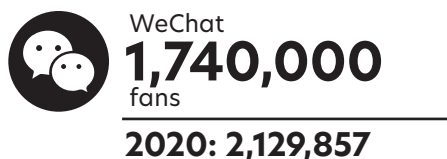
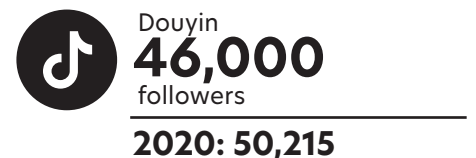
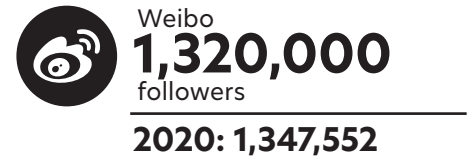
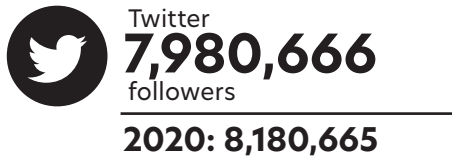
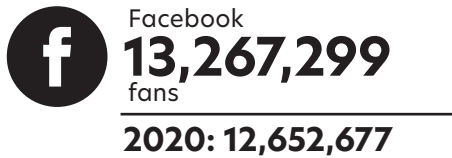
Carded users:
1 million

TOTAL CARDED USERS



Our Social Media Statistics

as at 31 March 2022



2021 Key Highlights

Business Highlights



airasia Super App launches on-demand delivery xpress for fast and easy delivery at the **lowest rates**



airasia Super App officially launch in **Thailand** with new food delivery service

airasia Super App becomes **one of top three** online travel agencies (OTAs) in the region

BigPay introduces cash top-ups in **2,400 locations** across Malaysia



airasia Super App launches **FACES** - a game changer for fully integrated contactless travel and lifestyle experiences



Teleport acquires delivery platform **DeliverEat** for **USD9.8 million**

Teleport leases its first **737-800 Freighter**

airasia Super App acquires **Gojek's Thailand** operations



Credit Suisse reaffirms **AirAsia Digital's Unicorn** status



Capital A completes **RM974.5 million** rights issue

Sustainability **Highlights**

- Started **Women Mentorship Programmes**
- Introduced **Annual Diversity Survey**
- Disclosed first **Gender Pay Gap Analysis**
- Updated **Anti-Harassment Policy** to reiterate zero tolerance for all forms of harassment
- **Female pilots: 6.1%**, above the global average of 5.8%



- Launched **FACES** contactless check-in at klia2



- Raised **>RM500k** for **post-flood** rebuilding
- Gave back **>RM670k** to community initiatives



- Reduced **work-related injuries** by 49%
- Renewed **IOSA certification**
- Updated **Anti Trafficking** module to incorporate regional trafficking patterns



- Cut **electricity consumption** by **10.5%**
- Cut **water consumption** by **15.9%**



- Avoided **11,175 tonnes** of **CO₂ emissions** through fuel efficiency initiatives
- **Zero** incidents of non-compliance to environmental regulations
- Established **Climate Strategy** to achieve Net Zero by 2050
- Commenced **TCFD alignment**

TCFD | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Capital A **obtained** the following **ISO certifications**

ISO 27001:2013 - Information Security Management (Group Information Security)

ISO 9001:2015 - Quality Management System (Group Operational Quality Assurance)

ISO 22000:2018 - Food Safety Management System (In-flight Operations)

Capital A was included in the FTSE4Good index for the second consecutive year in recognition of our strong ESG practices



FTSE4Good

Our Runway | Key Milestones Over 20 Years

From Democratising Air Travel



2001

● **The beginning**

Purchased AirAsia for RM1



2002

● **Now everyone can fly**

Birth of low-cost, no-frills airline with new fares to new destinations: Penang & Kota Bharu

● **Digital Transformation**

Introduced online booking via airasia.com



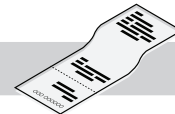
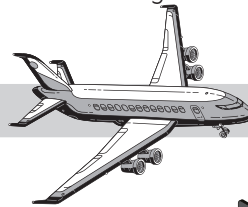
2003

● **AirAsia Thailand**

Partnered with Shin Corporation of Thailand to establish AirAsia Aviation Co Ltd (AirAsia Thailand)

● **Flying Internationally**

First international flight takes off to Phuket



Half A Billion
Celebrated 500 millionth passenger milestone



World's Best, 10 years!
Skytrax names AirAsia as the 'World's Best Low-Cost Airline' for the 10th time in a row.



● **Launched Teleport**



2019

Santan, on ground
Santan opened its first flagship restaurant



● **TRANSFORMED**

Named Asia Pacific Digital Transformer of the Year at the IDC Digital Transformation Awards (DXA) 2019, beating over 11,000 nominees

2017

● **BIGPAY**

Launched BigPay



2018

● **FACES**

Launched Fast Airport Clearance Experience System (FACES), Malaysia's first airport facial recognition system, in Senai International Airport, Johor Bahru

● **LAUNCHED REDBEAT VENTURES**



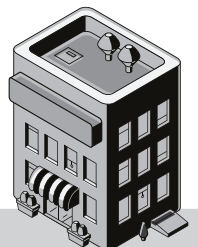
2015

● **Moved to RedQ**

Finally moved into our new home - RedQ (short for RedQuarters), our new corporate base in Malaysia

2017

● **Launched Ground Team Red**



● **Launched AirAsia SEA (AASEA)**

2020

● **Launched Asia Digital Engineering (ADE)**



Launched airasia academy in partnership with Google Cloud



airasia.com unveils its brand-new identity as Asean's super app, completing our transformation from a digital airline into a comprehensive lifestyle platform for everyone... marking a new era for AirAsia Group

2005

AirAsia Indonesia

Partnered with Air Wagon International to set up AirAsia Indonesia



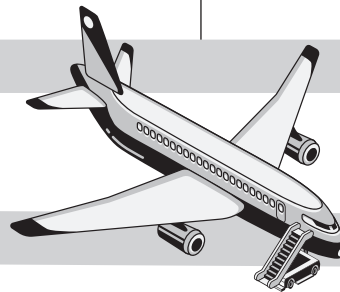
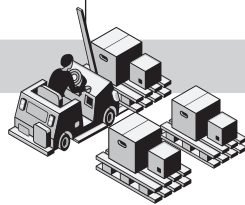
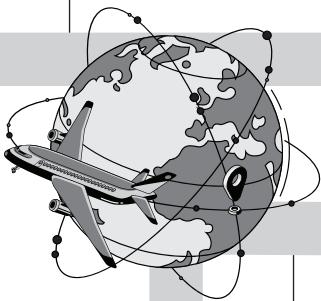
Mobile

First in the world to offer mobile & SMS bookings



First Airbus

First Airbus 9M-AFA arrived at Kuala Lumpur International Airport from Toulouse, France



2007



AirAsia X

Launched a revolutionary long-haul, low-cost airline - AirAsia X (a sister company of Capital A Berhad) with the tagline 'Now everyone can fly xtra long'

2014

Launched AirAsia India



2008

Most Innovative Company

The only Asean brand and airline to make it on the 'Fast 50' list of most innovative companies

2009

World's Best LCC

Skytrax names AirAsia the 'World's Best Low-Cost Airline' for the first time

First Award : Asia's Best

Bagged Asia's Best Low-Cost Airline award by Skytrax

Biggest Airbus A320 Operator

Placed an order for 225 Airbus A320 aircraft, making us the biggest A320 operator in the world!

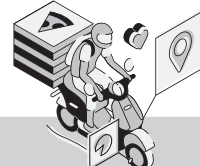
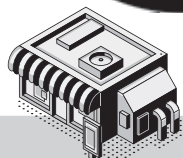
WIFI

Launched onboard wifi service, known as roKKi Chats



2012

Launched AirAsia Philippines



Recognised as a Tech Unicorn

Acquired Gojek's Thailand operations

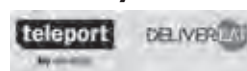


airasia ride

Wheels into e-hailing through Dacsee acquisition



Boost Food Delivery



...to a leading **travel & lifestyle** brand

Corporate Information

BOARD OF DIRECTORS

DATUK KAMARUDIN BIN MERANUN

(Non-Independent Executive Chairman)

TAN SRI ANTHONY FRANCIS FERNANDES

(widely known as Tan Sri Tony Fernandes)

(Non-Independent Executive Director and Chief Executive Officer)

DATO' ABDEL AZIZ @ ABDUL AZIZ BIN ABU BAKAR

(Non-Independent Non-Executive Director)

DATO' FAM LEE EE

(Senior Independent Non-Executive Director)

DATO' MOHAMED KHADAR BIN MERICAN

(Independent Non-Executive Director)

STUART L DEAN

(Independent Non-Executive Director)
(Resigned on 1 November 2021)

SURINA BINTI SHUKRI

(Independent Non-Executive Director)
(Appointed on 31 January 2022)

AUDIT COMMITTEE

Chairman

- Dato' Mohamed Khadar bin Merican

Members

- Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar
- Dato' Fam Lee Ee

NOMINATION AND REMUNERATION COMMITTEE

Chairman

- Dato' Fam Lee Ee

Members

- Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar
- Surina binti Shukri

RISK MANAGEMENT AND SUSTAINABILITY COMMITTEE

Chairman

- Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar

Members

- Dato' Mohamed Khadar bin Merican
- Surina binti Shukri

SAFETY REVIEW BOARD

Chairman

- Dato' Fam Lee Ee

Member

- Dato' Mohamed Khadar bin Merican

COMPANY SECRETARY

- Harminder Singh a/l Jaila Singh (SSM Practicing Certificate No.: 201908001591) (LS0009855)

AUDITORS

Ernst & Young PLT

[Registration No.: 202006000003 (LLP0022760-LCA) & AF 0039]

Chartered Accountants
Level 23A, Menara Milenium
Jalan Damanlela
Pusat Bandar Damansara
50490 Kuala Lumpur
Wilayah Persekutuan
Tel : (603) 7495 8000
Fax : (603) 2095 5332

REGISTERED OFFICE

Capital A Berhad (formerly known as AirAsia Group Berhad)

[Registration No.: 201701030323 (1244493-V)]

RedQ, Jalan Pekeliling 5
Lapangan Terbang Antarabangsa
Kuala Lumpur (klia2)
64000 KLIA
Selangor Darul Ehsan
Tel : (603) 8660 4333
Fax : (603) 8660 7711

HEAD OFFICE & INVESTOR RELATIONS

Capital A Berhad (formerly known as AirAsia Group Berhad)

[Registration No.: 201701030323
(1244493-V)]
RedQ, Jalan Pekeliling 5
Lapangan Terbang Antarabangsa
Kuala Lumpur (klia2)
64000 KLIA
Selangor Darul Ehsan
Tel : (603) 8660 4333
Fax : (603) 8660 7711
E-mail : aagb_ir@airasia.com
Website : <https://capitala.airasia.com/>

SHARE REGISTRAR

Tricor Investor & Issuing House Services Sdn. Bhd.

[Registration No.: 197101000970 (11324-H)]
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Wilayah Persekutuan
Tel : (603) 2783 9299
Fax : (603) 2783 9222
E-mail : is.enquiry@my.tricorglobal.com
Website : www.tricorglobal.com

Tricor's Customer Service Centre:
Unit G-3, Ground Floor, Vertical Podium
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Wilayah Persekutuan

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Securities Berhad
Listing Date: 16 April 2018
Stock Name: CAPITALA
Stock Code : 5099

OUR DIGITAL PLATFORM

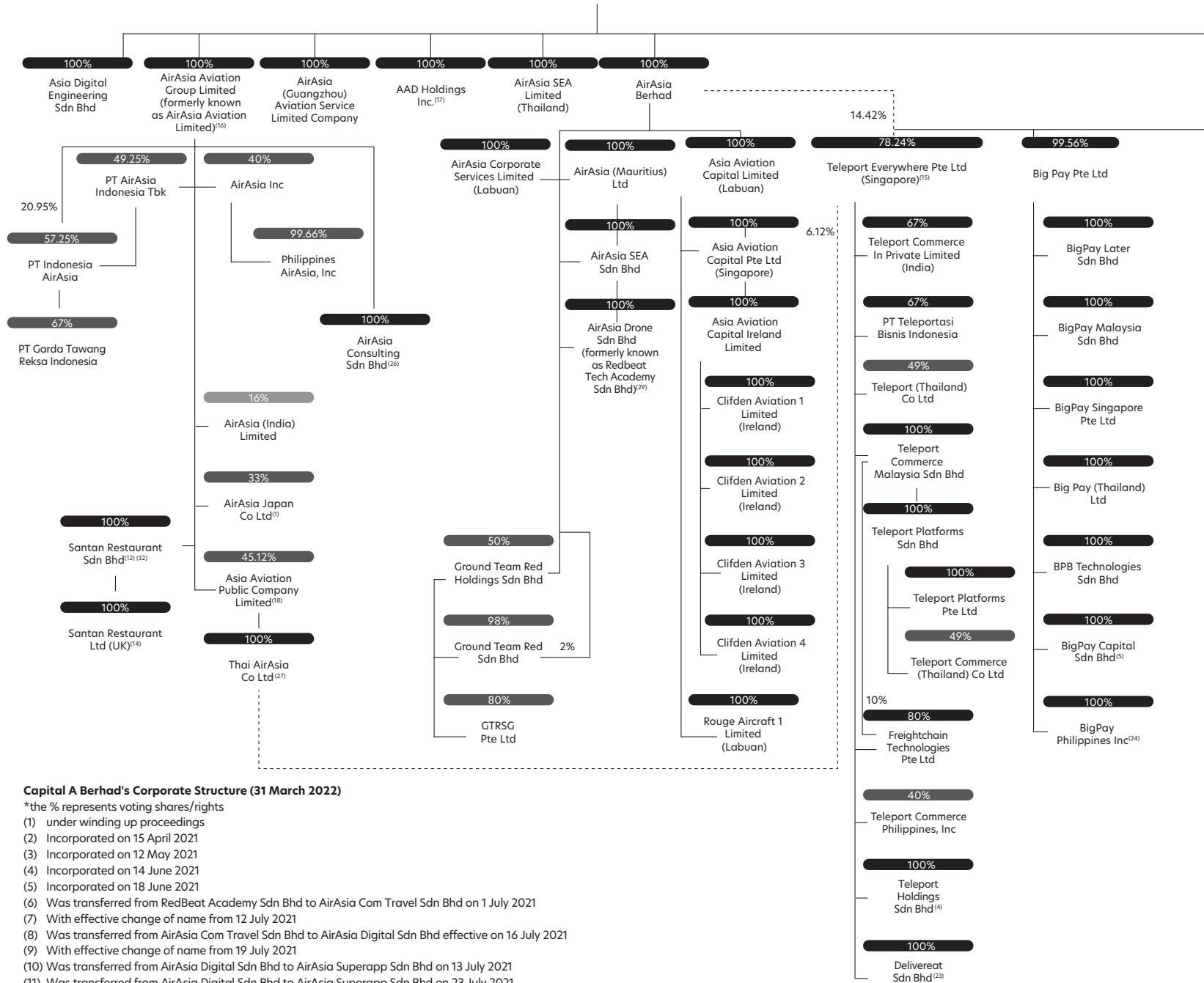
Website:



Social Media:

- LinkedIn
[linkedin.com/showcase/capitala-airasia](https://www.linkedin.com/showcase/capitala-airasia)
[linkedin.com/company/airasia-super-app](https://www.linkedin.com/company/airasia-super-app)
[linkedin.com/company/teleportasia](https://www.linkedin.com/company/teleportasia)
[linkedin.com/company/bigpayme](https://www.linkedin.com/company/bigpayme)
[linkedin.com/company/ade-aero](https://www.linkedin.com/company/ade-aero)
- Twitter
twitter.com/capitala
twitter.com/AirAsia
twitter.com/teleportasia
twitter.com/bigpaymeapp
- Facebook
facebook.com/teleportasia
facebook.com/bigpayme
- Instagram
instagram.com/teleportasia
instagram.com/bigpayme

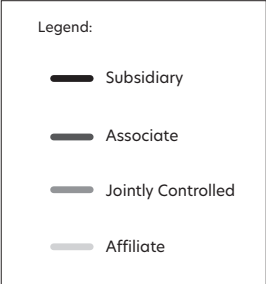
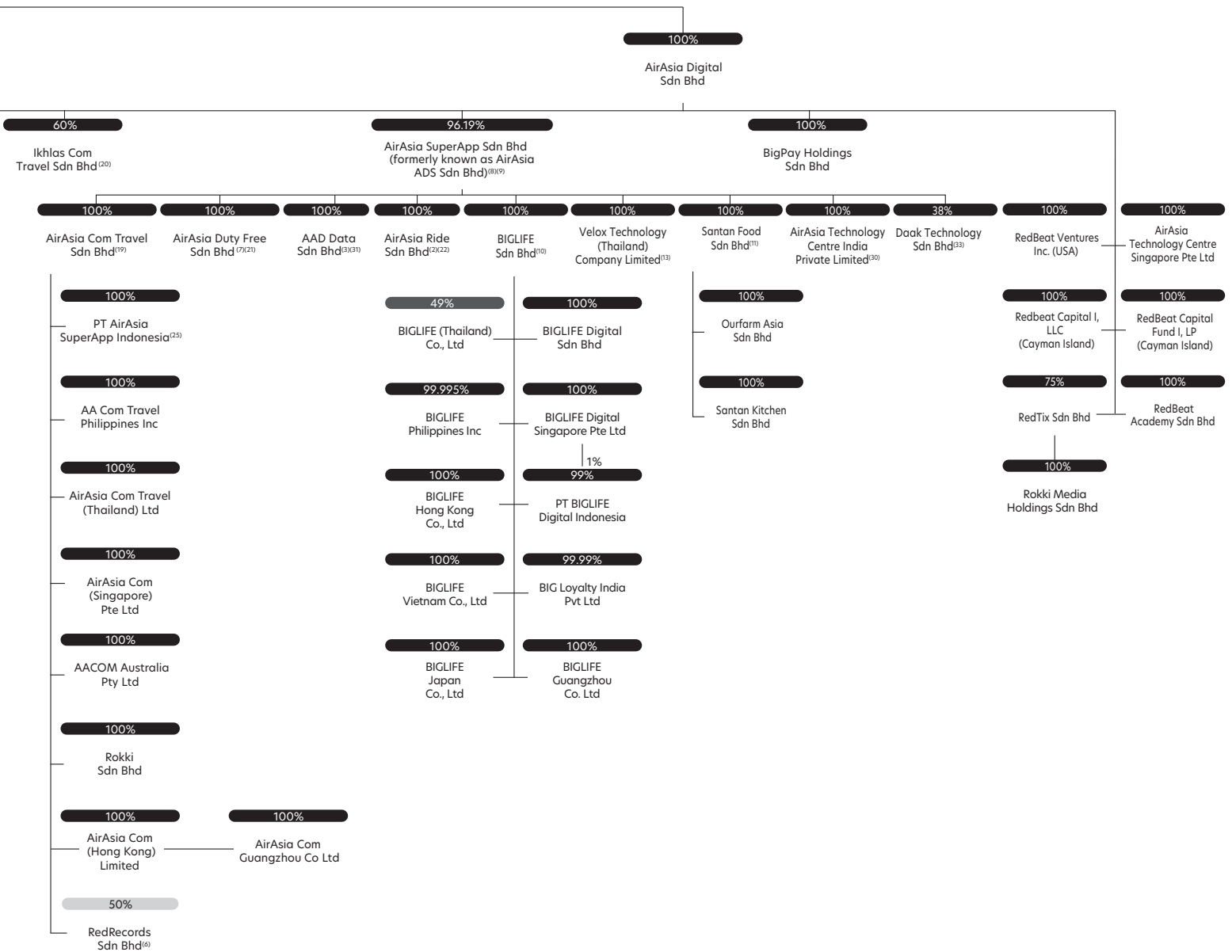
Corporate Structure



Capital A Berhad's Corporate Structure (31 March 2022)

*the % represents voting shares/rights

- (1) under winding up proceedings
- (2) Incorporated on 15 April 2021
- (3) Incorporated on 12 May 2021
- (4) Incorporated on 14 June 2021
- (5) Incorporated on 18 June 2021
- (6) Was transferred from RedBeat Academy Sdn Bhd to AirAsia Com Travel Sdn Bhd on 1 July 2021
- (7) With effective change of name from 12 July 2021
- (8) Was transferred from AirAsia Com Travel Sdn Bhd to AirAsia Digital Sdn Bhd effective on 16 July 2021
- (9) With effective change of name from 19 July 2021
- (10) Was transferred from AirAsia Digital Sdn Bhd to AirAsia Superapp Sdn Bhd on 13 July 2021
- (11) Was transferred from AirAsia Digital Sdn Bhd to AirAsia Superapp Sdn Bhd on 23 July 2021
- (12) Was transferred from Santan Food Sdn Bhd to AirAsia Group Berhad effective on 27 July 2021
- (13) The acquisition of Velox Technology (Thailand) Company Limited was completed on 28 July 2021
- (14) Was transferred from Santan Food Sdn Bhd to Santan Restaurant Sdn. Bhd on 29 September 2021
- (15) Allotment of shares to Thai AirAsia Co Ltd (7.04% = 250985 Shares) was completed on 14 September 2021
- (16) With effective change of name from 7 October 2021
- (17) Was incorporated on 13 October 2021
- (18) Acquisition of shares by AirAsia Aviation Group Limited in Asia Aviation Public Company Limited (private placement basis) on 15 December 2021
- (19) Was transferred from AirAsia Digital Sdn Bhd to AirAsia Superapp Sdn Bhd on 23 December 2021
- (20) Was transferred from AirAsia Com Travel Sdn Bhd to AirAsia Digital Sdn Bhd on 22 December 2021
- (21) Was transferred from AirAsia Com Travel Sdn Bhd to AirAsia Superapp Sdn Bhd. on 22 December 2021
- (22) Was transferred from AirAsia Com Travel Sdn Bhd to AirAsia Superapp Sdn Bhd on 22 December 2021
- (23) Acquisition of shares by Teleport Evertwhere Pte Ltd in Deliverat Sdn Bhd on 28 December 2021
- (24) Big Pay Philippines Inc incorporate on 6 January 2022
- (25) With effective change of name from 7 January 2022
- (26) Was transferred from Airasia Group Berhad to Airasia Aviation Group limited (formerly known as Airasia Aviation limited) on 19 January 2022
- (27) Acquisition of shares by Asia Aviation Public Company Limited in Thai AirAsia Co Ltd on 20 January 2022
- (28) With effective change of name from 28 January 2022
- (29) With effective change of name from 28 January 2022
- (30) Was transferred from AirAsia Berhad to AirAsia Superapp Sdn Bhd on 15 February 2022
- (31) Was transferred from AirAsia Digital Sdn Bhd to AirAsia Superapp Sdn Bhd on 3 March 2022
- (32) Was transferred from Capital A Berhad (formerly known as Airasia Group Berhad) to Airasia Aviation Group limited (formerly known as Airasia Aviation limited) on 11 March 2022
- (33) Incorporated on 11 November 2021



Our Diary 2021

January

14 JANUARY 2021

airasia Super App offers Unlimited Free Delivery throughout MCO in Malaysia



24 JANUARY 2021

AirAsia Foundation organises book drive to benefit children in shelters

29 JANUARY 2021

Teleport receives Forwarding Agent license to facilitate 24-hour delivery



February

5 FEBRUARY 2021

AirAsia celebrates love in the air, marking the first wedding onboard a commercial aircraft in the Philippines



18 FEBRUARY 2021

airasia Super App offers Unlimited Free Delivery for all AirAsia Unlimited Pass holders



19 FEBRUARY 2021

BigPay introduces cash top-ups in 2,400 locations across Malaysia to further expand its customer reach

25 FEBRUARY 2021

Capital A welcomes businessman and Merger & Acquisition (M&A) specialist Dr Stanley Choi as a substantial shareholder



March

1 MARCH 2021

Teleport partners with food giant in the Philippines for timely and fast-moving deliveries



2 MARCH 2021

airasia food kicks off in Singapore



3 MARCH 2021

airasia Super App introduces all-new Asean Unlimited product



4 MARCH 2021

AirAsia calls for standardised global protocols to facilitate cross-border air travel recovery

6 MARCH 2021

Capital A explores urban drone deliveries



9 MARCH 2021

Introducing airasia chat, a real-time chat feature on the airasia Super App



15 MARCH 2021

IKHLAS launches Muslim-friendly e-commerce platform 'Shop with IKHLAS'



25 MARCH 2021

IKHLAS launches 'Road to Ramadan' campaign



31 MARCH 2021

AirAsia Indonesia CEO, Veranita Yosephine, receives Global Aviation Achievement Award



April

23 APRIL 2021

airasia money's financial marketplace offers comprehensive bite-sized financial products for millennials



26 APRIL 2021

airasia farm becomes official distributor of Harumanis mangoes



28 APRIL 2021

airasia academy collaborates with Asia Pacific University of Technology & Innovation to foster digital talent development



May

5 MAY 2021

Capital A debuts first virtual idol, Aozora Kurumi, ushering in a new age of streaming content in Asean



7 MAY 2021

IKHLAS charts new milestone with introduction of mobile app



9 MAY 2021

Teleport ramps up benefits for delivery partners



11 MAY 2021

airasia Super App offers Unlimited Free Delivery during MCO 3.0 in Malaysia



12 MAY 2021

Asia Digital Engineering (ADE) set for further expansion with CAAM base maintenance approval



18 MAY 2021

airasia Super App announces the appointment of new Chief Executive Officer, Amanda Woo



25 MAY 2021

Teleport expands delivery capabilities with postal and courier licence



28 MAY 2021

airasia Super App becomes one of top three online travel agencies (OTAs) in the region

Our Diary 2021 (cont'd.)

June

4 JUNE 2021

All aboard:
AirAsia's Allstars at Your Service Season 2 takes off to top leisure destinations in the Philippines



11 JUNE 2021

Allstars volunteer at mega vaccine centres to get people vaccinated in Malaysia



23 JUNE 2021

IKHLAS launches convenient and secure Qurban service



29 JUNE 2021

Teleport ramps up cargo services with Freightchain's digital interlining



July

1 JULY 2021

AirAsia welcomes Phuket Sandbox and brings together tourism industry



airasia Super App spreads e-commerce wings to Kota Kinabalu



BigPay officially applies for a Digital Banking Licence in Malaysia

6 JULY 2021

airasia fresh expands to Singapore



7 JULY 2021

airasia Super App acquires Gojek's Thailand operations



8 JULY 2021

airasia rewards celebrates one million debit & credit cards



12 JULY 2021

Capital A to raise up to RM1 billion through proposed rights issue

13 JULY 2021

BigPay joins new global coalition to scale up climate action in Malaysia

23 JULY 2021

AirAsia extends credit account validity to three years



28 JULY 2021

CEO Tony Fernandes launches podcast series - 'Talks With Tony'



30 JULY 2021

Capital A sets up vaccination centre at RedQ to accelerate vaccination among aviation workforce



August

5 AUGUST 2021

Capital A receives USD56.83 million from merger between Fly Leasing and Carlyle Aviation Partners

6 AUGUST 2021

BigPay raises up to USD100 million investment to further establish itself as the leading challenger bank in Asean

11 AUGUST 2021

AirAsia Philippines strengthens chartered repatriation flights



17 AUGUST 2021

airasia Super App is launched in Thailand with new food delivery service



airasia money offers digital car insurance for millions of drivers



18 AUGUST 2021

Teleport acquires delivery platform Deliverat for USD9.8 million



18 AUGUST 2021

Capital A extends food aid support through collaboration between airasia grocer and kitajaga.co



24 AUGUST 2021

airasia Super App wheels into e-hailing with airasia ride launch



25 AUGUST 2021

airasia food expands simultaneously to Johor Bahru & Melaka



31 AUGUST 2021

airasia launches Better Bersama - a new podcast series highlighting a number of extraordinary Malaysians



September

13 SEPTEMBER 2021

Grocery shopping made easier as airasia grocer goes north in Malaysia



14 SEPTEMBER 2021

AirAsia announces key initiatives to support Langkawi travel bubble



15 SEPTEMBER 2021

airasia food debuts in Ipoh



16 SEPTEMBER 2021

AirAsia celebrates the resumption of domestic flights with the Langkawi travel bubble launch



Our Diary 2021 (cont'd.)

September

21 SEPTEMBER 2021

airasia academy-UNITAR International University partnership a boost for the edutech industry



24 SEPTEMBER 2021

Free flights for all AirAsia Unlimited Pass holders



28 SEPTEMBER 2021

IKHLAS Sadaqah widens service to offer nationwide support



FlightGlobal awards AirAsia for Genuine Innovation



29 SEPTEMBER 2021

AirAsia wins World's Best Low-Cost Airline for 12th consecutive year at Skytrax 2021 World Airline Awards



30 SEPTEMBER 2021

New airasia travelmall introduces Asean's first same-day delivery digital duty-free shopping experience in Langkawi, Malaysia



October

4 OCTOBER 2021

Capital A and zer0hunger.org support children in need through airasia grocer



6 OCTOBER 2021

AirAsia reaffirms commitment for fleet migration to Airbus A321neo with conversion of remaining A320 orders

AirAsia announces only fully-vaccinated guests will be accepted on its flights

12 OCTOBER 2021

Credit Suisse reaffirms AirAsia Digital's Unicorn status

14 OCTOBER 2021

AirAsia's Airline Holding Company renamed to AirAsia Aviation in reorganisation to create clear Airline vs Digital distinction

15 OCTOBER 2021

airasia academy collaborates with Google Cloud to provide free digital courses for SMEs in Malaysia



21 OCTOBER 2021

AirAsia awarded Asia's Leading Low-Cost Airline 2021 & Asia's Leading Low-Cost Airline Cabin Crew 2021 at 28th World Travel Awards



25 OCTOBER 2021

airasia Super App celebrates its first anniversary

27 OCTOBER 2021

AirAsia named Best Low-Cost Airline for 10th consecutive year by Business Traveller Asia Pacific



28 OCTOBER 2021

airasia Super App now sells flights from more than 700 other airlines to more than 3,000 destinations



29 OCTOBER 2021

BigPay ranked as the most-searched for digital bank in Malaysia

30 OCTOBER 2021

airasia ride expands to Penang



31 OCTOBER 2021

airasia food debuts in Kota Bharu



November

3 NOVEMBER 2021

Teleport reinforces its cargo play in the region as it leases first dedicated Boeing 737-800 freighter



5 NOVEMBER 2021

AirAsia celebrates travel resumption to Phuket with inaugural flight



8 NOVEMBER 2021

AirAsia resumes flights to quarantine-free Bangkok



10 NOVEMBER 2021

Capital A appoints Chief Commercial Officer (now President (commercial) and Chief Executive Officer of AirAsia Digital) Colin Currie to accelerate growth of airlines and digital businesses



17 NOVEMBER 2021

Tune Protect and AirAsia become the first to launch travel protection to meet mandatory coverage for foreign travellers into Langkawi and Thailand



18 NOVEMBER 2021

airasia Super App launches FACES - a game changer for fully integrated contactless travel and lifestyle experiences



23 NOVEMBER 2021

airasia Super App launches on-demand delivery xpress for fast and easy delivery at the lowest rates



25 NOVEMBER 2021

Asia Digital Engineering (ADE) completes its first installation of Inmarsat's GX Aviation inflight broadband solution



Our Diary 2021 (cont'd.)

November

29 NOVEMBER 2021

airasia food expands to Sarawak with simultaneous launches in Kuching and Miri



AirAsia flags off inaugural Vaccinated Travel Lane flight to Singapore



December

3 DECEMBER 2021

airasia ride collaborates with Carsome to provide unbeatable deals for drivers to upgrade their vehicles



6 DECEMBER 2021

airasia academy collaborates with Malaysia Red Crescent to make volunteer work more efficient



8 DECEMBER 2021

From revolutionising air travel to a tech unicorn: Capital A celebrates 20 years of transformation



15 DECEMBER 2021

AirAsia Philippines hits record-high bookings in 1.5 years, shares key reminders for safe, hassle-free holiday travel



airasia rewards offers more seamless user experience through airasia Super App integration



AirAsia Indonesia expands its charter business



17 DECEMBER 2021

AirAsia wins World's Leading Low Cost Airline for ninth year running at World Travel Awards 2021



19 DECEMBER 2021

airasia ride expands simultaneously into Johor Bahru, Ipoh, Seremban and Melaka

22 DECEMBER 2021

AirAsia Foundation activates its latest fund-raising campaign in support of post-flood rebuilding

29 DECEMBER 2021

Capital A to complete RM974.5 million rights issue

30 DECEMBER 2021

AirAsia Philippines welcomes 2022 with more flights, reopens Clark hub for Caticlan flights



Note:

- Capital A was formerly known as AirAsia Group Berhad
- airasia academy was formerly known as Redbeat Academy
- airasia rewards was formerly known as Big Rewards

Awards & Accolades 2021

● AirAsia Aviation Group

AirAsia Digital named one of three **Unicorns** based in Malaysia by Credit Suisse

- **Business Innovation** Award, FlightGlobal Airline Strategy Awards 2021
- **Best** Low-Cost Airline, Business Traveller Asia Pacific
- **World's Best** Low-Cost Airline, Skytrax 2021 World Airline Awards
- **World Travel Awards 2021**
 - **Asia's Leading** Low-Cost Airline
 - **Asia's Leading** Low-Cost Airline Cabin Crew
 - **World's Leading** Low-Cost Airline
- **Gold Award** in Technology Innovation, Contact Center Asia Pacific 2021



● AirAsia Thailand



Most Admired Brand (Low Cost Airline category), BrandAge 2021 Thailand's Most Admired Brand

- **SET THSI** 2021
- **The Best Crisis Management** (Small Cap), IR Magazine Forum & Awards South East Asia 2021
- **The Most Powerful** Brands of Thailand, (Automotive & Energy: Airline)

● AirAsia Philippines

● Veranita Yosephine, CEO of AirAsia Indonesia



- **Best** Philippine Reserve Unit, Philippine Air Force Stakeholder Award



- CEO Veranita Yosephine received **Aviation Achievement** Award, Aerotime



Investor **Information**



2021 Financial & Investor Calendar

8 January

CGS-CIMB 13th Annual Malaysia Virtual Corporate Day

Virtual event

21 June

Extraordinary General Meeting

Virtual event

7 October

CLSA Access Day 2021: From Ripple to Wave

Virtual event

9 February

4Q2020 & FY2020 Airline Operating Statistics Release

Virtual event

6 July

Maybank Kim Eng's Invest ASEAN 2021

Virtual event

8 October

HLIB Virtual Talk with BigPay on Digital Banking

Virtual event

4 March

Nomura ASEAN Conference

Virtual event

22 July

4th Annual General Meeting

Virtual event

13 October

CGS-CIMB Premier Roundtable Engagement Series (PRES)

Virtual event

29 March

4Q2020 & FY2020 Financial Results Announcement & Earnings Call

Virtual event

27 July

2Q2021 Airline Operating Statistics Release

Virtual event

29 October

3Q2021 Airline Operating Statistics Release

Virtual event

6 May

1Q2021 Airline Operating Statistics Release

Virtual event

8 September

2Q2021 Financial Results Announcement & Earnings Call

Virtual event

22 November

3Q2021 Financial Results Announcement & Earnings Call

Virtual event

27 May

1Q2021 Financial Results Announcement & Earnings Call

Virtual event

17 September

28th Annual CITIC CLSA Flagship Investors' Forum

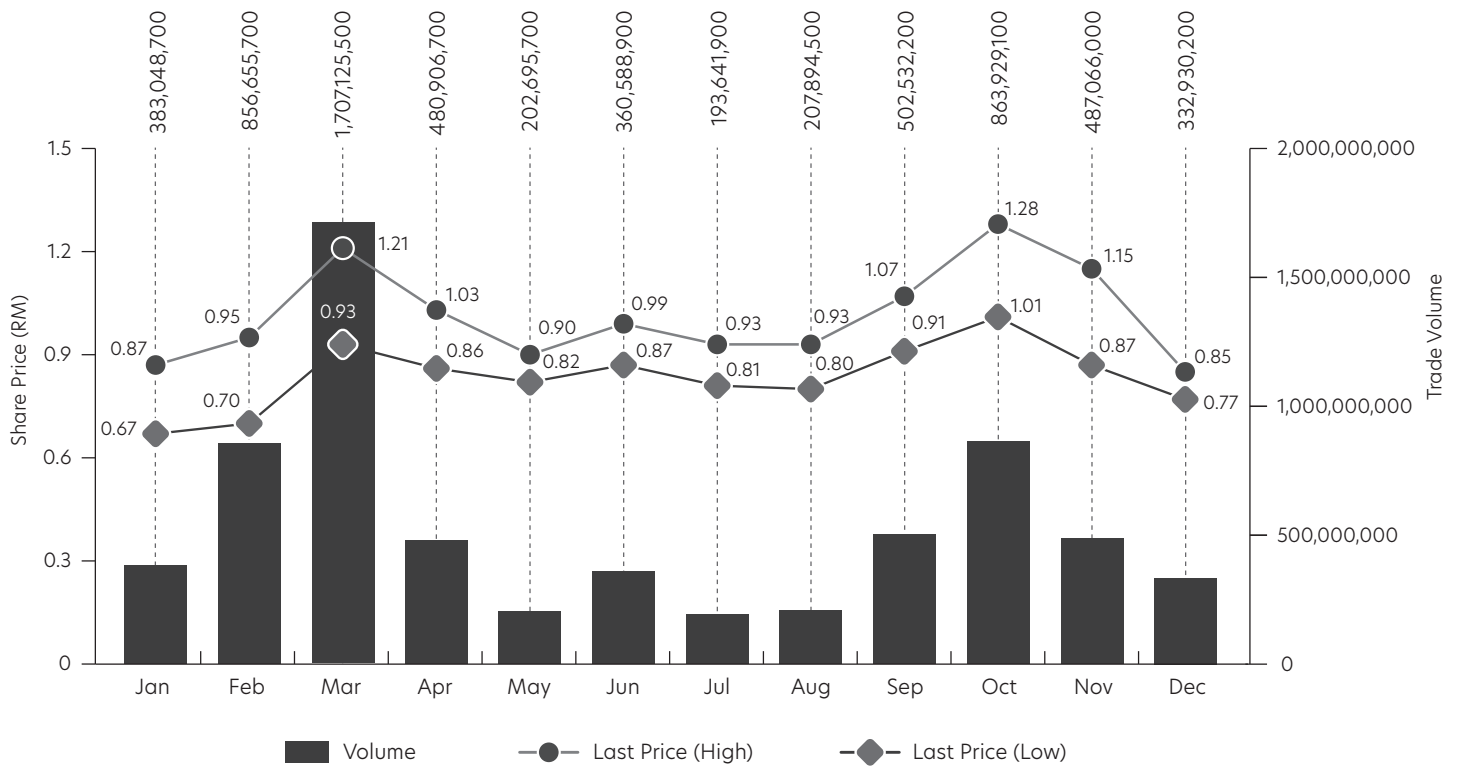
Virtual event

Five-Year Financial & Operating Highlights

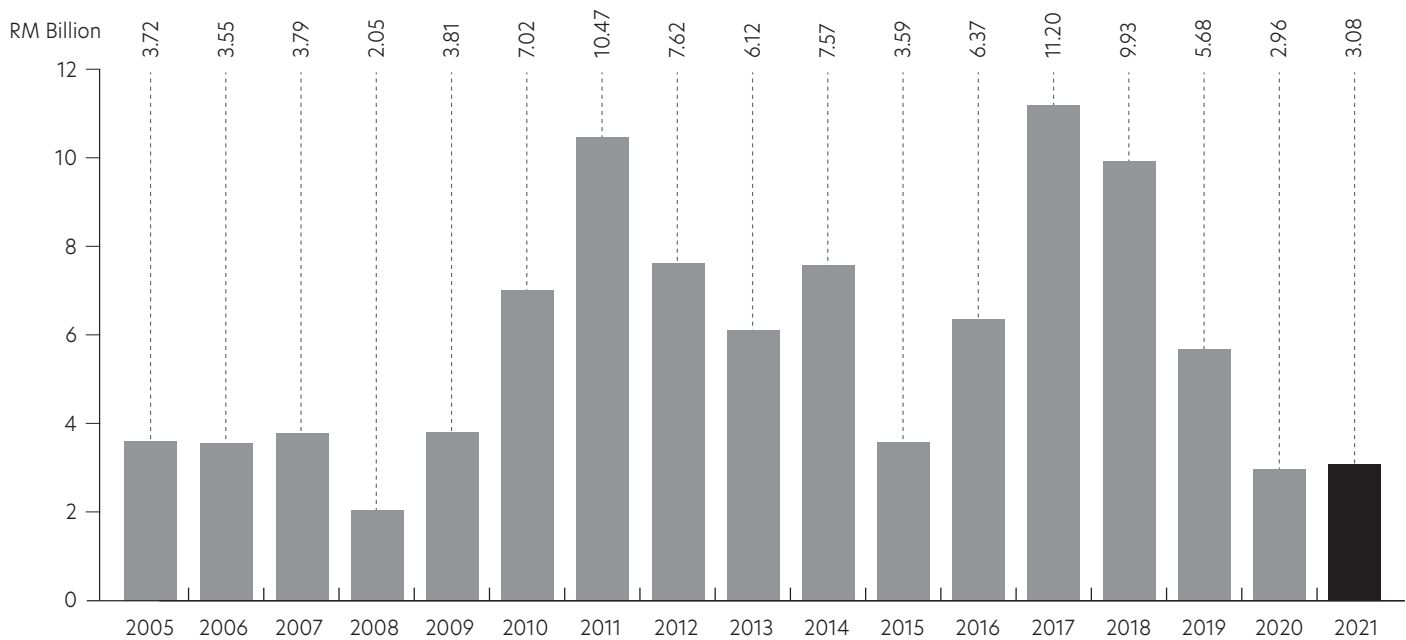
RM million (unless stated otherwise)	2017	2018	2019	2020 Restated	2021
INCOME STATEMENT					
Revenue	9,710	10,638	11,860	3,274	1,836
Net total expenses	7,549	9,419	11,136	8,697	4,682
Operating profit/(loss)	2,161	1,219	725	-5,422	-2,846
Profit/(loss) before taxation	2,088	1,335	-522	-5,551	-3,575
Taxation	-516	360	238	-337	-146
Net profit/(loss)	1,571	1,695	-283	-5,888	-3,721
BALANCE SHEET					
Deposits, cash and bank balances	1,882	3,327	2,588	533	1,257
Total assets	21,674	18,550	25,595	19,866	20,030
Net debt (Total debt - Total cash)	-7,426	287	-2,159	756	1,053
Total equity	6,710	6,185	2,911	-3,570	-6,423
CASH FLOW STATEMENTS					
Cash flow from operating activities	2,154	353	2,081	-2,168	-678
Cash flow from investing activities	-1,584	9,049	4,660	489	389
Cash flow from financing activities	-478	-8,087	-7,584	-412	1,070
Net Cash Flow	91	1,316	-842	-2,091	781
FINANCIAL PERFORMANCE (%)					
Return on total assets	7.3	9.1	-1.1	-29.6	-18.6
Return on total equity	23.4	27.4	-9.7	N/A	N/A
R.O.C.E. (EBIT/(Net Debt + Equity))	17	30	34	N/A	N/A
Operating profit margin	22.3	11.5	6.1	-165.6	-155.0
Net profit margin	16.2	15.9	-2.4	-179.8	-202.6
OPERATING STATISTICS					
Passengers carried	39,092,972	44,437,381	51,559,070	13,309,353	4,812,364
Capacity	44,435,006	52,536,954	60,884,616	17,941,988	6,500,182
Load factor (%)	88	85	85	74	74
RPK (million)	50,805	55,962	63,382	14,268	4,149
ASK (million)	58,311	66,261	74,642	19,121	5,723
Aircraft utilisation (hours per day)	12.6	13.3	13.0	9.6	6.2
Average fare (RM)	176	173	178	175	160
Revenue per ASK (sen)	15.13	14.71	15.60	15.06	16.67
Cost per ASK (sen)*	13.13	14.80	15.02	35.24	69.62
Cost per ASK - excluding fuel (sen)*	8.29	8.90	9.39	24.96	62.68
Revenue per ASK (USc)	3.53	3.64	3.77	3.61	4.00
Cost per ASK (USc)*	3.07	3.67	3.62	8.45	16.69
Cost per ASK - excluding fuel (USc)*	1.94	2.20	2.27	5.98	15.03
Number of stages	246,162	290,461	335,399	98,259	35,350
Average stage length (km)	1,290	1,253	1,225	1,070	882
Size of fleet at year end (Group)	205	226	246	247	213
Number of employees at year end (Group)	12,404	18,122	21,059	18,848	14,778
RM-USD average exchange rate	4.28	4.04	4.14	4.21	4.17
Segmental revenue (%)					
a) Airlines	-	-	-	-	58
b) Digital	-	-	-	-	42

* excluding one-off items

2021 Share Performance



Market Capitalisation (As at 31 December of Respective Years)

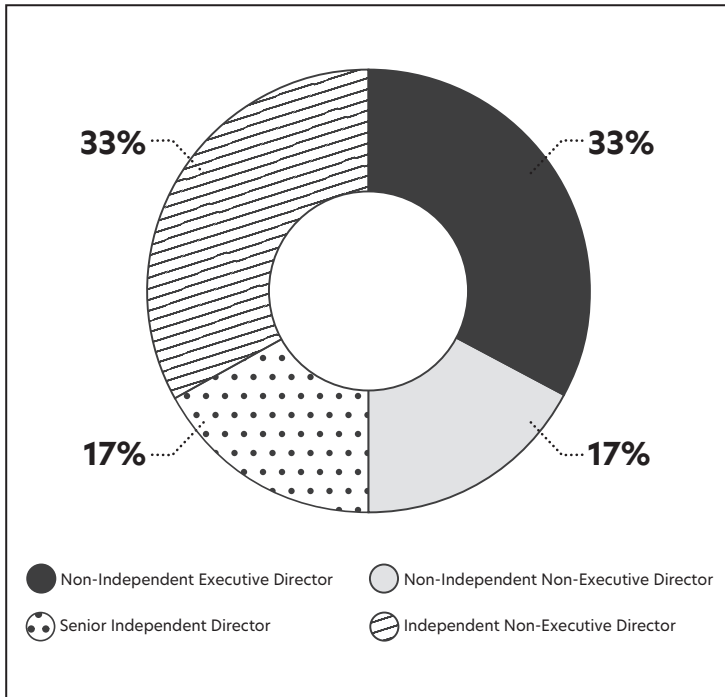




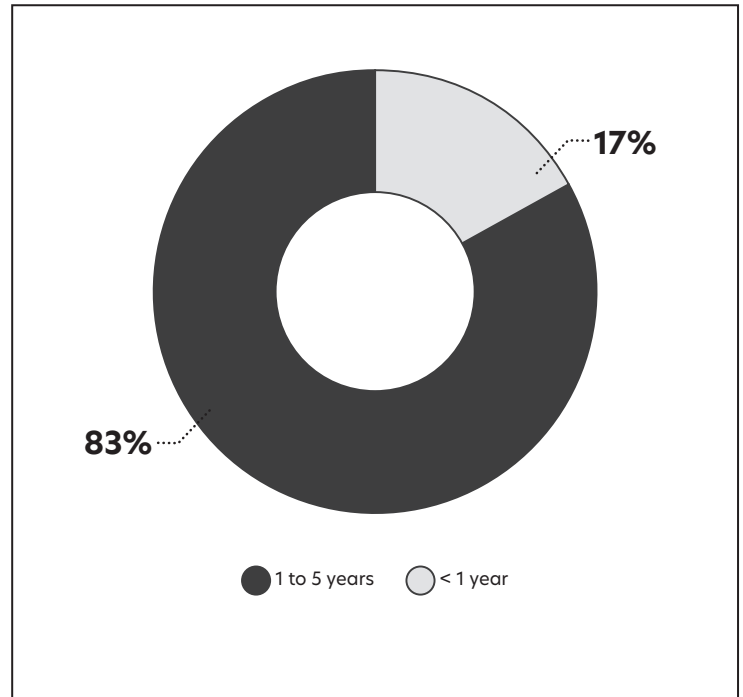
Our **Leadership**

Board At A Glance

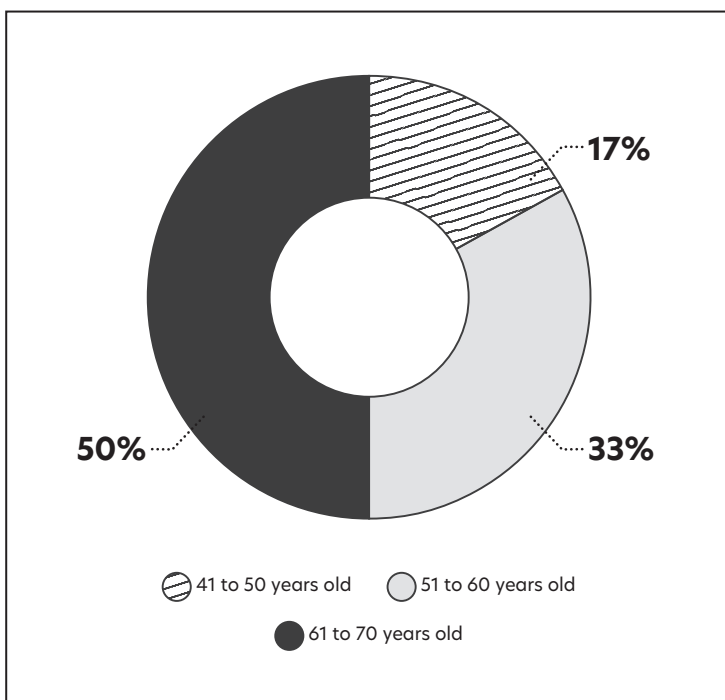
Composition



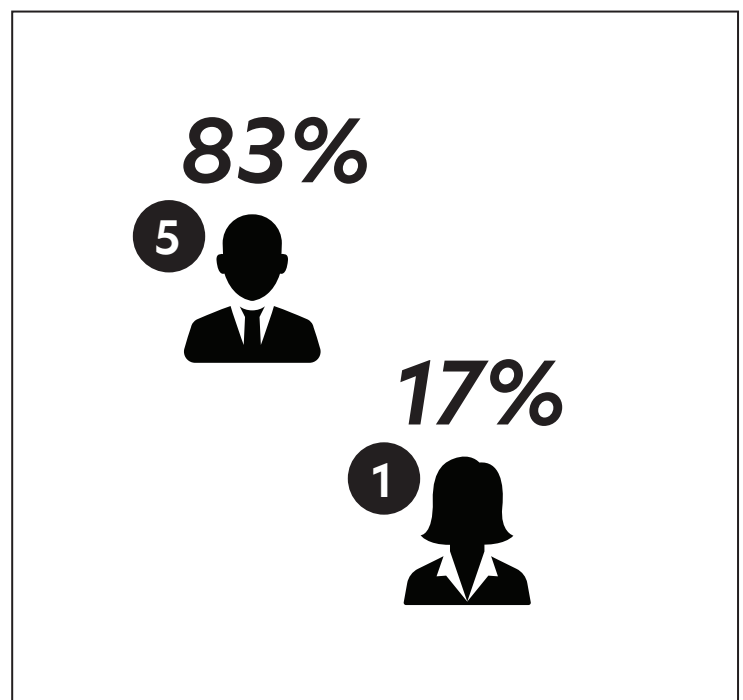
Tenure



Age



Diversity



Directors' Profiles



DATUK KAMARUDIN BIN MERANUN

Non-Independent Executive Chairman

Datuk Kamarudin bin Meranun, male, Malaysian, 60, is a co-founder of AirAsia. He was appointed as a Non-Independent Executive Chairman of Capital A Berhad (formerly known as AirAsia Group Berhad) on 30 March 2018.

He is also a Non-Independent Executive Chairman of AirAsia Berhad (AAB), taking the lead in engaging with the government, aviation regulators and airport authorities of Malaysia. Before being designated as Executive Chairman, he was AAB's Deputy Group Chief Executive Officer.

In December 2001, Datuk Kamarudin, together with Tan Sri Tony Fernandes, Dato' Pahamin Ab Rajab and Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar, acquired struggling domestic airline AirAsia and, with the help of Conor McCarthy, relaunched it as a pioneer of budget travel in Asia, building AirAsia into the world's best low-cost carrier. In 2020, amidst the global Covid-19 pandemic, AirAsia pivoted from just an airline to a unified digital and e-commerce platform with its airasia Super App, powered by technology and data.

Prior to setting up AirAsia, Datuk Kamarudin worked at Arab-Malaysian Merchant Bank from 1988 to 1993 as a Portfolio Manager, managing both institutional and high net-worth individual clients' investment funds. In 1994, he was appointed Executive Director of Innosabah Capital Management Sdn Bhd, a subsidiary of Innosabah Securities Sdn. Bhd. He subsequently acquired the shares of the joint venture partner of Innosabah Capital Management Sdn. Bhd., which was later renamed Intrinsic Capital Management Sdn. Bhd.

He holds a Diploma in Actuarial Science from University Technology MARA (UiTM) and graduated with a BSc with Distinction (Magna Cum Laude) majoring in Finance in 1986 and achieved an MBA in 1987 from Central Michigan University.

He received the Darjah Panglima Jasa Negara (PJN), which carries the title Datuk, from the Malaysian King in November 2013.

Datuk Kamarudin is also a Non-Independent Non-Executive Director of AirAsia X Berhad, a Director of Red Giants Football Club and a member of the Board of Trustees for the Mahathir Science Award Foundation.

Tan Sri Tony Fernandes, male, 58, is a co-founder of AirAsia. He was appointed as a Non-Independent Executive Director and Chief Executive Officer of Capital A Berhad (formerly known as AirAsia Group Berhad) on 30 March 2018.

Tan Sri Tony is one of Asia's most recognisable entrepreneurs, best known for co-founding low-cost carrier AirAsia and democratising air travel in the region.

In December 2001, Tan Sri Tony, together with Datuk Kamarudin Meranun, Dato' Pahamin Ab Rajab and Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar, acquired struggling domestic airline, AirAsia, and with the help of Conor McCarthy, relaunched it as a pioneer of budget travel in Asia, building AirAsia into the world's best low-cost carrier.

He studied in the UK and qualified as an Associate Member of the Association of Chartered Certified Accountants (ACCA) in 1991, then as a Fellow Member in 1996. He is also a member of the Institute of Chartered Accountants in England and Wales (ICAEW). An accountant by training, he began his career in Virgin Group before returning to Malaysia as Warner Music Group's Vice President for Southeast Asia before venturing into the airline business.

Tan Sri Tony has received numerous honours and awards over the course of his career. These include the Honour of the Commander of the Order of the British Empire, conferred by Her Majesty Queen Elizabeth II in 2011, and the Commander of the Legion d'Honneur, awarded by the French Government for outstanding contributions to the economy of France through the aviation industry. He also received the Panglima Setia Mahkota (PSM) award conferred by Yang Di Pertuan Agong Tuanku Mizan Zainal Abidin, which carries the title Tan Sri.

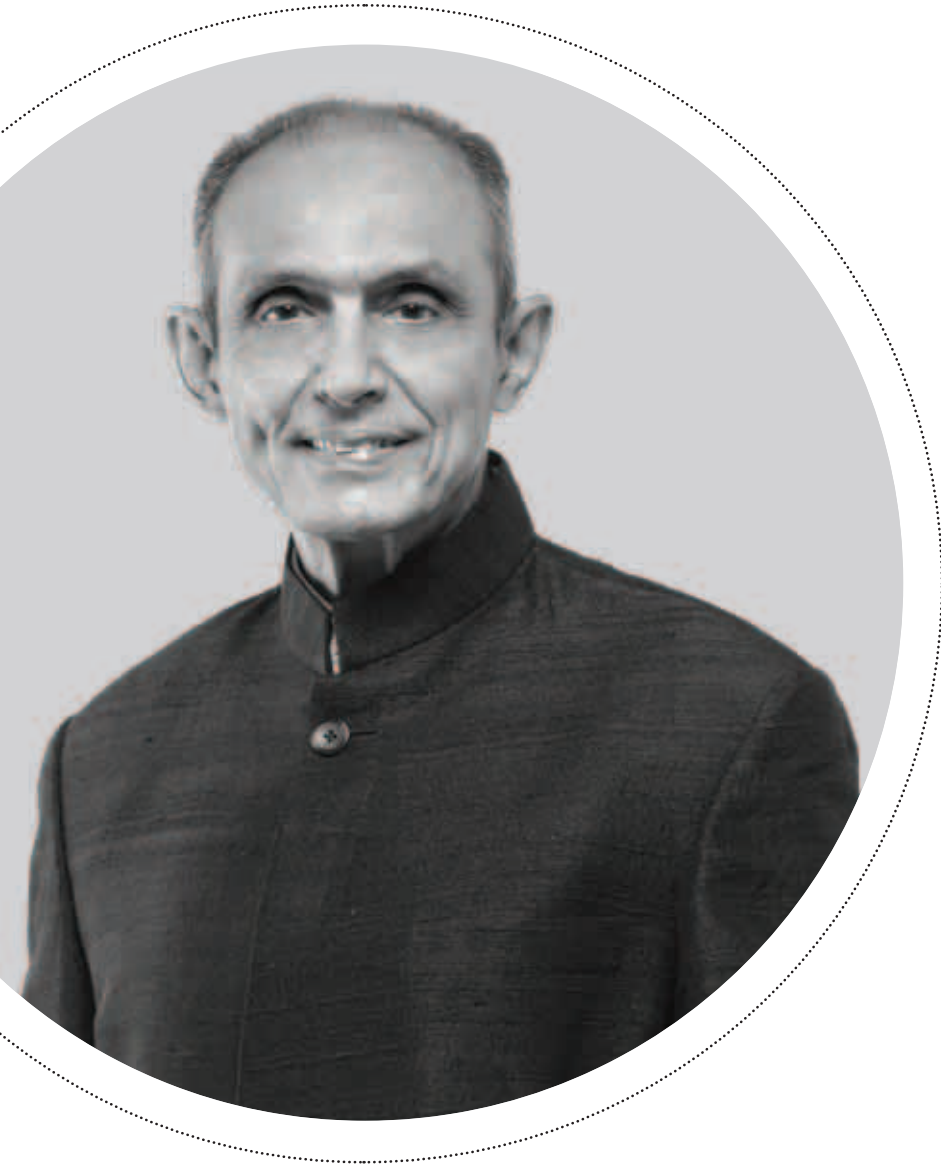
He is also a Non-Independent Non-Executive Director of AirAsia X Berhad.



TAN SRI ANTHONY FRANCIS FERNANDES

Non-Independent Executive Director and
Chief Executive Officer

Directors' Profiles (cont'd.)



DATO' ABDEL AZIZ @ ABDUL AZIZ BIN ABU BAKAR

Non-Independent Non-Executive Director

Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar, male, Malaysian, 68, was appointed a Non-Executive Director of Capital A Berhad (formerly known as AirAsia Group Berhad) on 30 March 2018. He is the Chairman of the Risk Management and Sustainability Committee and a member of the Audit and Nomination and Remuneration Committees of the Board of Capital A.

In December 2001, Dato' Aziz together with Datuk Kamarudin Meranun, Tan Sri Tony Fernandes and Dato' Pahamin Ab Rajab acquired struggling domestic airline, AirAsia, and with the help of Conor McCarthy, relaunched it as a pioneer of budget travel in Asia, building AirAsia into the world's best low-cost carrier.

Dato' Aziz served as Chairman of Performance and Artistes Rights Malaysia Sdn Bhd (PRISM), a collection society for performers of recorded music, and the Academy of Malaysian Music Industry Association (PAIMM) for more than 10 years until end 2012 and January 2011, respectively.

From 1981 to 1983, he was the Executive Director of Showmasters (M) Sdn Bhd, an artiste management and concert promotion company. He subsequently joined BMG Music and was General Manager from 1989 to 1997, and Managing Director from 1997 to 1999. He received a Diploma in Agriculture from Universiti Pertanian Malaysia in 1975, a BSc in Agriculture Business from Louisiana State University, USA in 1978, and an MBA from the University of Dallas, USA in 1980.

He is also currently a Director of Yayasan Astro Kasih and the Non-Executive Non-Independent Chairman of Pegasus Heights Berhad, a member of its Audit Committee and a member of its Nomination and Remuneration Committee.

Dato' Fam Lee Ee, male, Malaysian, 61, was appointed a Senior Independent Non-Executive Director of Capital A Berhad (formerly known as AirAsia Group Berhad) on 30 March 2018. He is a member of the Audit Committee, and Chairman of the Nomination and Remuneration Committee and Safety Review Board of Capital A.

He received his BA (Hons) from the University of Malaya in 1986 and LLB (Hons) from the University of Liverpool, UK in 1989. Upon obtaining his Certificate of Legal Practice in 1990, he has been practising law since 1991 and is currently a Senior Partner at Messrs Gan & Zul.

Dato' Fam used to sit on the Board of Trustees of Yayasan PEJATI from 1996 to 2007. Since 2001, he has served as a legal advisor to the Chinese Guilds and Association and charitable organisations such as Yayasan SSL Haemodialysis Centre in PJ. He is also an Honorary Adviser of the Perlis Chinese Chambers of Commerce.

Dato' Fam is also a Non-Independent Non-Executive Director of AirAsia X Berhad and a Director of the Malaysia-China Business Council.



DATO' FAM LEE EE

Senior Independent Non-Executive Director

Directors' Profiles (cont'd.)



DATO' MOHAMED KHADAR BIN MERICAN

Independent Non-Executive Director

Dato' Mohamed Khadar bin Merican, male, Malaysian, 65, was appointed an Independent Non-Executive Director of Capital A Berhad (formerly known as AirAsia Group Berhad) on 30 March 2018. He is the Chairman of the Audit Committee, and a member of the Risk Management and Sustainability Committee and Safety Review Board of Capital A.

Dato' Mohamed Khadar is a Fellow of the Institute of Chartered Accountants in England and Wales and is also a Chartered Accountant of the Malaysian Institute of Accountants.

Dato' Mohamed Khadar has more than 40 years' experience in financial and general management. He served as an auditor and a consultant in an international accounting firm, before joining a financial services group in 1986. Dato' Mohamed Khadar has held various senior management positions in the then Pemas International Holdings Berhad, a company listed on Bursa Malaysia, between 1988 and April 2003, including those of President and Chief Operating Officer. In 2013, Dato' Mohamed Khadar, in his capacity as the Chairman of RHB Capital, was named "Chairman of The Year" by the Minority Shareholders Watch Group at its Asean Corporate Governance Index Awards 2013.

Dato' Mohamed Khadar's other directorships in public companies are Iris Corporation Berhad and Rashid Hussain Berhad (In Members' Voluntary Liquidation) and he is the Independent Non-Executive Chairman of BNP Paribas Malaysia Berhad. He was also appointed the Independent Non-Executive Chairman of Tune Protect Group Berhad, a company listed on Bursa Malaysia, on 5 October 2021. In addition, he is a Director of Asia Aviation Public Company Limited, a company listed on the Stock Exchange of Thailand.

Surina binti Shukri, female, Malaysian, 46, was appointed an Independent Non-Executive Director of Capital A Berhad (formerly known as AirAsia Group Berhad) on 31 January 2022. She is a member of the Nomination and Remuneration Committee of the Board of Capital A.

Puan Surina spent the bulk of her career in New York City, USA before returning to Malaysia in 2019 to serve as the Chief Executive Officer of Malaysia Digital Economy Corporation (MDEC), the lead government agency for digital economy development in Malaysia, where she played a central role in developing programmes to nurture Malaysia's digital ecosystem and advised the government on digital economy policy and economic recovery plans.

She began her career in financial services as an investment banker, strategist and leader and made JPMorgan Chase & Co. her home for 17 years. There she served as the Head of Strategy, Innovation and Business Management for Middle Market Banking, Head of Strategy for Commercial Banking, Chief Staff to the CEO of Commercial Banking and Executive Director of Natural Resources Investment Banking.

In 2018, she pivoted her career to start SheNovation Ventures, a transformation and growth venture studio where she advised fintech and blockchain startups on growth strategy and capital raising and consulted business leaders on culture change and transformation.

Puan Surina is a globally recognised and respected thought leader in digital transformation, innovation and diversity and is a fierce advocate of women empowerment. She was named among the World's 50 Most Influential People Revolutionising Governance in the inaugural Agile 50 list by Apolitical and World Economic Forum's Global Future Council on Agile Governance.

She graduated from University of Pennsylvania's prestigious Management & Technology dual degree programme with a Bachelor of Science in Economics from The Wharton School and Bachelor of Applied Sciences in Systems Engineering from the School of Engineering and Applied Sciences.

Puan Surina is also an Independent Non-Executive Director of CIMB Investment Bank Berhad and a Director of Accelerate Global, a social enterprise aimed at tackling youth unemployment issues worldwide.



SURINA BINTI SHUKRI

Independent Non-Executive Director

Declaration of Directors

- Family Relationship: Save as disclosed, none of the Directors has any family relationship with any Director and/or major shareholder of Capital A.
- Conflict of Interests: Save as disclosed, none of the Directors has any conflict of interests with Capital A.
- Conviction for Offences: None of the Directors has been convicted for any offence, other than traffic offences, if any, in the past five years.
- Public Sanction or Penalty: None of the Directors had any sanction or penalty imposed on them by any regulatory body during the financial year ended 31 December 2021.

Our Senior Management Team

TAN SRI TONY FERNANDES

Non-Independent Executive Director and Chief Executive Officer, Capital A

Nationality: **Malaysian**

Tan Sri Tony Fernandes also sits on the Board of Capital A Berhad. For more information on his profile, please refer to page 37.

BO LINGAM

President (Aviation) and Group Chief Executive Officer of AirAsia Aviation Group Limited

Nationality: **Malaysian**

Tharumalingam Kanagalingam, better known as Bo Lingam, male, 57, is Capital A Berhad's President (Airlines) and AirAsia Aviation Group Limited's Group Chief Executive Officer ("GCEO").

Bo joined AirAsia in 2001 as a Ground Operations Manager, responsible for the implementation of the low-cost concept in operations and procurement. Since then, he has held several key positions including Purchasing and Supplies Senior Manager, Regional Guest Services Director, and President & Group Chief Operating Officer, where he supervised AirAsia's operations in Malaysia, Thailand, Indonesia and the Philippines, drove process improvement and set up new airlines in the region for the Group.

Prior to joining AirAsia, and upon completing his Sijil Pelajaran Malaysia, he worked extensively in the publication and music industry at various production houses, including as Production Controller at EMI Music Malaysia as well as Operations Manager and Promotions Manager at Warner Music Malaysia.

As Group CEO of AirAsia Aviation Group Limited, Bo leads AirAsia's Airline businesses, overseeing the four airlines in the Group (AirAsia Malaysia, AirAsia Philippines, AirAsia Thailand and AirAsia Indonesia) as well as related shared services divisions including AirAsia Consulting, corporate services division AirAsia SEA, the Santan food group and the ground handling services joint venture business called GTR.



COLIN CURRIE

President (Commercial) and Chief Executive Officer of AirAsia Digital

Nationality: **Malaysian**

Colin Currie, male, 53, is the President (Commercial) of Capital A and the Chief Executive Officer of AirAsia Digital Sdn Bhd. He is responsible for the development and implementation of the Group's five-year strategy which will drive and maximise revenue and profitability across Capital A's broad portfolio of airline and digital businesses.

He oversees the overall brand and sales performance across the airline and digital businesses and drives supporting functions of Tech, Data and Communications in order to accelerate and solidify Capital A's success as a leading digital tech and lifestyle company in Asean.

Colin was the former Managing Director of Adidas Asia-Pacific and Greater China, covering regions such as South Korea, Japan, Southeast Asia and Pacific. He was responsible for making Adidas one of the hottest consumer brands, as well as making Asia-Pacific and Greater China the largest and most profitable region in the group.

Prior to Adidas, Colin worked in the music and entertainment industry as Managing Director of Sony BMG Music Malaysia. Colin was also in key marketing positions with Citibank, Ansett Australia and Telstra Mobile in Hong Kong and Australia.

Colin received a Bachelor's degree in Hospitality Management from Leeds Metropolitan University and a post-graduate diploma in Marketing from Schiller International University.

AIREEN OMAR

President (Ventures) and Chief Executive Officer of RedBeat Capital

Nationality: **Malaysian**

As President and the Chief Executive Officer of RedBeat Capital, Aireen Omar, female, 48, is responsible for Capital A's ventures builder pillar (Ventures) strategy, promoting innovation throughout the Group and encouraging collaboration across AirAsia's businesses and markets.

She is also a Non-Executive Director of Tune Protect Group Berhad.

Aireen joined AirAsia in January 2006 as Director of Corporate Finance. Her portfolio expanded rapidly to include Insurance, Treasury, Fuel Procurement and Investor Relations functions. Taking on these roles, she was instrumental in shaping the development of AirAsia into one of the fastest growing and most highly-acclaimed airlines globally. In 2012, Aireen was appointed as AirAsia Berhad's Executive Director and Chief Executive Officer.

She began her career at Deutsche Bank Securities Inc, where she served as an Associate from 1997-2000 in New York and London, her last position being at the Equity Arbitrage Proprietary Trading Desk focusing on international equities, equity derivatives and equity-linked products. After returning to Malaysia in 2001, she served in several major local financial institutions including the Maybank Group, the country's largest banking and financial services group.

Her accolades include Outstanding CEO Achievement Award by Malaysian Women of Excellence, Corporate Treasurer's 25 Most Influential Women in Treasury, Masterclass Woman CEO of the Year by Selangor Excellence Business Awards, Eminent Leaders in Asia at the Asia Corporate Excellence and Sustainability Awards (ACES), and APAC CEO of the Year 2017 by Aviation 100 Awards. Under her leadership, AirAsia was awarded Digital Transformer of the Year in Malaysia at the IDC Digital Transformation Awards (DXa) 2019.

Aireen is an Economics graduate from the London School of Economics and Political Science and holds a Master's in Economics from New York University.

Our Senior Management Team (cont'd.)

PATTRA BOOSARAWONGSE

Chief Financial Officer, Capital A

Nationality: **Thai**

Pattra Boosarawongse, female, 52, is responsible for Group Finance, Investor Relations, Internal Audit, Group Procurement, and Group Tax.

Pattra has over 8 years of extensive experience in managing multicultural teams in Capital A, she joined Capital A in March 2014 as the Chief Financial Officer of AirAsia Thailand and Asia Aviation PCL; and was appointed as Capital A Group's Chief Financial Officer on 1 September 2016. She successfully implemented Oracle ERP supports by shared service center to the whole Capital A and aggressively drives wide standardisation of financial policy, management reporting, eSourcing, boosting finance and procurement's role in managing data, data engineering and data visualisation by implementing dashboards to support all finance and procurement functions by use of technology, AI and RPA. Pattra supports Capital A CEO on investment strategies to generate the value for the entities under Capital A, she also leads tax strategy and planning.

In 2019, Pattra was named Asia's Best CFO at the 9th Asian Excellence Recognition Awards.

Pattra is a Certified Public Accountant, having started her career as a senior auditor at Ernst & Young. She then joined Sony Music as its Finance Director and rose to become its General Manager. Pattra graduated from Thammasat University in Thailand with a Master's in Finance and Accounting.

ROZMAN OMAR

Group Head of Corporate Finance

Nationality: **Malaysian**

Rozman Omar, male, 59, serves as a Director of Asia Aviation Capital Limited (our captive aircraft leasing subsidiary in Labuan) and AirAsia SEA Limited (our International Business Centre (IBC) in Thailand) and is currently based in Bangkok. He also sits on the Boards of Asia Aviation PCL and Thai AirAsia Limited. In his present role, Rozman oversees the Group Treasury, Aircraft and Corporate Finance functions of Capital A and its companies.

He joined the Group on a full-time basis in 2004 as the Chief Financial Officer of PT Indonesia AirAsia having prior involvement with the Group such as the acquisition of AirAsia by Tune Air Sdn Bhd (2001), the listing of AirAsia Berhad (on the then KLSE, now Bursa Malaysia) in 2004 and the launch of our associate airlines, namely AirAsia Thailand and AirAsia Indonesia.

Prior to joining AirAsia, Rozman gained extensive experience in investment banking since 1984 having past stints with institutions such as Arab-Malaysian Merchant Bank Berhad (now AmInvestment Bank), Bumiputra Merchant Bankers Berhad and Innosabah Corporate Services Sdn Bhd.

Rozman is a Fellow of the Association of Chartered Certified Accountants.



ARUL KUMARAVEL

Chief Technology Adviser

Nationality: **American**

Arul Kumaravel, male, 49, is the Chief Technology Adviser for Capital A. Arul works with Capital A's portfolio of companies to introduce best product practices and to enhance our technology architecture across all of our digital portfolio companies. He oversees our technology ecosystem to ensure the implementation of a comprehensive and industry leading technology strategy, contributing to Capital A's long-term digital vision.

Arul works with our technology leaders to set the strategic course for the Group based on advanced innovations, developing marketable technologies to improve revenue and sales opportunities, and manage costs more efficiently through the use of technology.

With more than 25 years' experience in the field of software engineering and development, as well as an MBA from the Wharton School, Arul combines a strong background in both business and technology. He is a founder of Tazapay, a platform for enabling trust in conducting cross-border commerce transactions for small and medium-sized businesses. He has been the head of engineering at Grab and for Amazon's mobile platform. He spent 15 years with Microsoft in Seattle and was involved in the development of bCentral, Sharepoint, Windows PowerShell and the MS' Startup Business Group. He also co-authored "Professional Windows PowerShell Programming", a reference book published by Wiley & Sons.

LYE KONG WEI

Chief Data Scientist

Nationality: **Singaporean**

Lye Kong Wei, male, 50, was appointed Capital A's Chief of Chief Data Scientist in March 2019 and is responsible for improving the Group's operations by applying data science including artificial intelligence (AI) and operations research (OR).

Prior to this, Kong Wei worked at Grab, where he was the founding head of regional data science. At Grab, he led five specialised data science teams that helped drive key business metrics such as allocation rates, gross merchandise volume, cost reduction and transaction volumes through intelligent and optimised models and algorithms.

Prior to Grab, Kong Wei was with Greenwave Systems, a home energy management startup, where he built and led a team of research scientists responsible for designing and building big data solutions for optimising and managing home energy usage as well as intelligent scheduling of clean (solar, wind) and conventional power sources.

Before Greenwave, he spent close to two years on simulation and optimisation of rotatable inventory positioning to minimise aircraft on ground (AOG) disruptions for the Airbus A380.

Kong Wei was an adjunct assistant professor at the School of Information Systems, Singapore Management University, where he collaborated on research in Artificial Intelligence and Operations Research. He was also a research scientist at A*STAR, Singapore's national R&D agency.

Kong Wei graduated with First Class Honours from Nanyang Technological University in 1996, and a Master's as well as PhD in Machine Learning from Carnegie Mellon University, USA in 2000 and 2004, respectively.



Our Senior Management Team (cont'd.)

AZITA NAZRENE

Chief Strategy Officer

Nationality: **Malaysian**

Azita Nazrene, female, 36, was appointed Chief Strategy Officer for Capital A in June 2021. In this role, she leads the development of Capital A's overall corporate strategy and strategic playbook, fosters collaborations and synergies across the company and oversees the execution of strategic initiatives and achievements of short- and long-term goals.

Prior to this appointment, she was the Head of Financial Strategy since January 2020. During this time, at the height of the Covid-19 pandemic, she led the financial planning & budgeting team for the group and worked on various fundraising, cost-cutting, restructuring and corporate exercises including the Gojek acquisition in Thailand, and was instrumental in the Group's turnaround strategy.

Azita joined the Group in 2019 as an investment manager for Redbeat Ventures (now airasia digital). She became Head of Investor Relations for Capital A later that year, a role she continued to perform in communicating the strategy to the investment committee until March 2022.

Prior to joining the Group, Azita was the lead regional transport, infrastructure and logistics analyst at Macquarie Capital Securities in Singapore. Together with three years as an investment banker at AmlInvestment Bank, she has over 10 years of experience in sell-side corporate advisory, corporate finance, debt fund-raising and equity research.

Azita holds a Bachelor of Financial Engineering (Honours) from Multimedia University, Malaysia.

JOHN CHEING

Head, Investment

Nationality: **Malaysian**

John Cheing, male, 43, is responsible for corporate finance and investments in Capital A.

John joined Capital A in May 2020 as a Senior Manager of Investments and was subsequently promoted to the Head of Investments of AirAsia Digital in April 2021. He has worked on various corporate exercises, which include the recent acquisition of Gojek's business in Thailand, SK's investment in BigPay and Teleport's acquisition of DeliverEat.

Prior to joining AirAsia, John was with Usaha Tegas where he was the Senior Manager of Investments, overseeing the company's investments in the telecom and media sectors. He has also held strategy and operational roles in telcos in Malaysia, and was part of the pioneering team from Maxis responsible for setting up Maxis' first joint venture overseas, AXIS Indonesia, in 2004. John holds an MBA from Manchester Business School, a Master's from the University of Nottingham and First-class Degree in Chemistry from the University of Manchester.



NIK ADINA TATY NIK ZAININ

Head, Communications

Nationality: **Malaysian**

Nik Adina, female, 50, joined Capital A in October 2020 as Head of Group Communications, responsible for leading the development of strategic communications and elevating the profile of the company.

She has 27 years of extensive and diverse experience spanning communications, funding, people development and sustainability. Adina was a pioneering employee of Malaysia Digital Economy Corporation (MDEC) and Cradle Fund, Malaysia's startup funding provider, as VP of Channels & Partnerships. She is mission-driven and a key enabler of rapid growth of startup companies with a strong passion for collaborating, communicating and connecting with people.

Previously, Adina helped to build sustainable foundations for education and hardcore poverty during her tenure with Khazanah Nasional. She was also formerly at CIMB Asean Research Institute where she helped to spearhead key regional businesses to work together to promote the ASEAN Integration agenda. Prior to joining Capital A, Adina was employed with a leading telco to set up their regional sustainability framework and programmes.

Adina holds a BSc in Industrial Psychology and Organisational Communications from the Western Michigan University, Kalamazoo, Michigan, USA.

ATTILA EMAM

Head, Culture

Nationality: **Malaysian**

Attila Emam, male, 53, is responsible for ensuring that Capital A's goals and the day-to-day business practices of its portfolio of companies are consistent with its stated purpose, vision and values. A significant part of his role involves driving continuous improvement of the employee experience with the aim of creating a workplace where Allstars can grow themselves, understand how they contribute to the organisation's strategic goals and enjoy collaborating with each other.

Attila joined AirAsia in 2013 to set up the Group Enterprise Risk Management function and manage Asean affairs. Before AirAsia, he was head of risk and strategy for the capital markets regulator working on, among other things, international regulatory standards and systemic risk assessment. He began his career as an economist with the Central Bank of Malaysia, and read economics at the London School of Economics and Political Science, and at Birkbeck College London, as a Chevening Scholar.



None of the Senior Management has any family relationship with any director and/or major shareholder of Capital A, nor any conflict of interest with the Group of companies. None has been convicted for any offence within the past five years, other than traffic offences, if any, nor had any public sanctions or penalty imposed by any regulatory body during the financial year.



Our CEOs

BO LINGAM

President (Aviation) and Group Chief Executive Officer of AirAsia Aviation Group Limited

Nationality: **Malaysian**

Bo Lingam is part of Capital A's Senior Management. For more information on his profile, please refer to page 42.

MAHESH KUMAR

Chief Executive Officer, Asia Digital Engineering (ADE)

Nationality: **Malaysian**

Mahesh Kumar, male, 37, was appointed Chief Executive Officer of ADE in September 2020. In this role, he leads the transformation of AirAsia's Engineering department into a comprehensive Maintenance, Repair and Overhaul (MRO) service provider driven by data and technology serving AirAsia and third party commercial airlines in the region.

Prior to this appointment, Mahesh was the Head of Fleet & Technical Asset Management at AirAsia. During that time, AirAsia sealed two major aircraft portfolio deals with BBAM and Castlake LP for a combined value of USD3.6 billion which won the 2018 Air Finance Journal Award and 2019 APAC Airline Economics Award. In 2015, he was appointed as a pioneering Senior Vice President, Technical of the newly set up Asia Aviation Capital Limited, the aircraft leasing arm of AirAsia.

Mahesh joined AirAsia's Engineering department in 2009 and since then has been involved in various engineering projects including defining and selection of aircraft and engine type, setting up AirAsia India Engineering and transforming Zest Airways into AirAsia Philippines.

Mahesh holds a Bachelor's in Aeronautical Engineering.

AMANDA WOO

Chief Executive Officer, airasia Super App

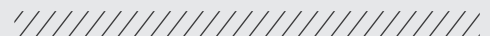
Nationality: **Malaysian**

Amanda Woo, female, 46, is the Chief Executive Officer of airasia Super App (formerly known as airasia.com) effective 19 May 2021.

Woo joined Capital A in 2012, and has spearheaded commercial initiatives across various entities under the Group's ecosystem. With over 15 years of experience in e-commerce, lifestyle brand and retail marketing with prominent global brands, Amanda's leadership has been instrumental to the expansion of Capital A businesses in key Asean markets, notable achievements including Capital A's entry into new markets in Indochina and turnaround of the Indonesian market.

A seasoned marketer in the industry, she started her career with Y&R Advertising, later joining Moët Hennessy Diageo, heading brand management for Malaysia and Singapore. She then took a switch in her career to join L'Oreal, heading one of the professional haircare brands for four years before joining AirAsia in 2012.

In early 2019, Amanda was promoted to Chief Commercial Officer, and became part of the founding team of airasia Super App. As CEO, she will continue to accelerate the growth of airasia Super App to become Asean's most-loved digital platform.



PETE CHAREONWONGSAK

Chief Executive Officer, Teleport

Nationality: **Thai**

Pete Chareonwongsak, male, 34, is CEO of Teleport, the technology-enabled logistics venture that is committed to enabling delivery anywhere in Asean in under 24 hours.

From 2012 to 2016, Pete was AirAsia's Group Head of Business Development, based in Jakarta and later in Kuala Lumpur. During that time, he worked to set up airlines in India with Tata Group and in Japan with Rakuten Inc, as well as joint ventures in Training, Ground Handling and Leasing. He also handled mergers & acquisitions (M&A) for the Group covering Indonesia, Japan, South Korea and India.

In August 2016, he was appointed AirAsia's Regional Chief Operating Officer, where he led the successful turnaround of AirAsia Philippines.

Prior to Capital A, Pete worked as an Investment Banking Analyst with CIMB, and as the official advisor to the Thailand Trade Representative Office, where he was tasked with promoting inbound and outbound international trade and investment, with specialist focus on cross-border foreign direct investment through M&A, joint ventures and project finance.

Pete holds Bachelor's and Master's Degrees in Chemical Engineering from the University of Cambridge where he was a Cambridge Overseas Trust Scholar. He also holds a Master's (ALM) in Finance from Harvard University. He is a 40 under 40 Honoree from ZICO ASEAN, which recognises outstanding individuals addressing regional trends or challenges through their work.

He is a Board member of Teleport, Freightchain Technologies, AirAsia India and EasyParcel, a regional e-commerce and parcel delivery startup.

SALIM DHANANI

Chief Executive Officer and Co-Founder, BigPay

Nationality: **British**

Salim Dhanani, male, 34, is the CEO and co-founder of BigPay. Under his leadership, BigPay has continued to expand its products and services as the largest and fastest-growing neobank in Asean.

Prior to BigPay, Salim was responsible for the EMEA division of Carta Worldwide (now under NASDAQ:MOGO), a leading digital payments and banking platform focused on building and enhancing financial offerings for incumbent banks and new market entrants.

Before this, he worked with the World Bank Group in South America focusing on economic development through asset formalisation.

Salim has built his career in financial services, focusing on digital banking and payment technology for a diverse range of companies including established banking players such as Westpac, Tesco Bank and Société Générale, as well as fintechs such as TransferWise, Ferratum Bank and PayPal.

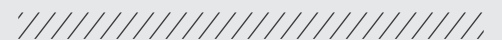
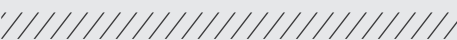
He has been part of working groups and advisory panels for the Financial Conduct Authority (FCA), the Payment Systems Regulator (PSR), Mobey Forum and the Emerging Payment Association (EPA). He holds a degree in Economics from the University of Toronto, Canada.

AIREEN OMAR

President (Ventures) and Chief Executive Officer, RedBeat Capital

Nationality: **Malaysian**

Aireen is part of Capital A's Senior Management. For more information on her profile, please refer to page 43.



None of the CEOs has any relationship with any director and/or major shareholder of Capital A, nor any conflict of interest with the Group of companies. None has been convicted for any offence within the past five years, other than traffic offences, if any, nor had any public sanctions or penalty imposed by any regulatory body during the financial year.





**WE
KNOW
WHAT IT
TAKES**



MITSUI BUSSAN COMMODITIES

Mitsui Bussan Commodities Ltd is authorised and regulated by the Financial Conduct Authority to conduct designated investment business. Please see the firm's entry in the Financial Conduct Authority's Financial Services Register for details: <http://www.fca.org.uk/register/>.

<https://www.mitsuibussancommodities.com/>

With you at every crossroad

Mitsui Bussan Commodities is a commodity price market-maker, delivering value-added services and hedging solutions around the clock.

Backed by years of experience in financial risk management, energy and power markets, we help our customers find and execute hedging strategies to meet their business needs.

*Sustainable
progress*

is a wonderful
achievement.

When we are committed to doing things right, the good will happen again and again. We're honoured to have won the People's Choice Awards for Banking, Investment and Insurance at Putra Brand Awards for the 4th consecutive year, and this achievement will be our motivation to continue making progress happen, not just for a selected few, but for everyone.

Discover more about RHB Group at
www.rhbgroup.com



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BRAND AWARDS
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