

capital 

Connecting **People**
Transforming **Lives**

ANNUAL REPORT
2022



WITHSTANDING THE TEST OF TIME

Your trusted provider for energy price risk management

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 with hedging strategies to manage their specific business risks.



SCAN ME

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://fca.org.uk/register/>

About This Report

Capital A's Annual Report for the year 2022 has been designed to present a balanced and accurate narrative of the Group's financial and non-financial performance as we mitigate risks and leverage opportunities in our operating environment to create short, mid and long-term value in the new post-pandemic norm. The report is intended primarily for providers of financial capital, but is also relevant to all stakeholders who would like to understand how we balance our vision for growth against environmental and social imperatives while upholding good corporate governance.



CONNECTING PEOPLE, TRANSFORMING LIVES

In 2022, when the pandemic finally came to an end, we were able once again to fly people to 106 destinations across Asia Pacific. As our flight operations picked up, so did the entire ecosystem of our digital and other non-airline businesses, all anchored on travel, leveraging off each other to provide the best value and most seamless experience to our guests, including our ride hailing service, logistics offerings, travel fintech, e-commerce and others. Being in the business for more than 21 years, we are no longer just an airline, but a way of life, transforming lives in Asean and beyond. Enabling them to live their dreams more affordably than ever.

MATERIALITY

Contents of this report reflect matters that we have identified as being 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.

REPORTING FRAMEWORK

In preparing this report, we have been guided by the principles and requirements of the following:

- Integrated Reporting Framework (IRF) issued by the International Financial Reporting Standards (IFRS) Foundation
- Main Market Listing Requirements issued by Bursa Malaysia
- Corporate Governance Guide (3rd Edition) issued by Bursa Malaysia
- Malaysian Code on Corporate Governance (MCCG) 2021 issued by Securities Commission Malaysia
- Companies Act 2016
- Malaysian Financial Reporting Standards (MFRS)

SCOPE AND BOUNDARY

Disclosures in this report relate primarily to key activities and events concerning Capital A and its subsidiaries covering the year from 1 January 2022 – 31 December 2022, unless stated otherwise. Material events that took place up to the Board's approval date of 28 April 2023 are also included.

COMBINED ASSURANCE

Contents of the main 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 may necessarily involve uncertainty. Various factors could cause actual results to differ materially from those expressed or implied by these forward-looking statements.

DIRECTORS' RESPONSIBILITY STATEMENT

The Board of Directors of Capital A acknowledges responsibility for ensuring the integrity of this Annual Report 2022. In our opinion, the report presents a fair assessment of the Group's performance and addresses all key matters that are material to our ability to create value. This report was approved by the Board on 28 April 2023.

FEEDBACK

We welcome all inquiries, comments and feedback on our Annual Report in order to clarify issues and to further improve our reporting. Please communicate with us through:

Tel: (603) 8660 4333

Email: capitala_ir@airasia.com

OUR SUSTAINABILITY REPORT

Details on our Sustainability Report contained within this book are provided within the Sustainability Report itself.

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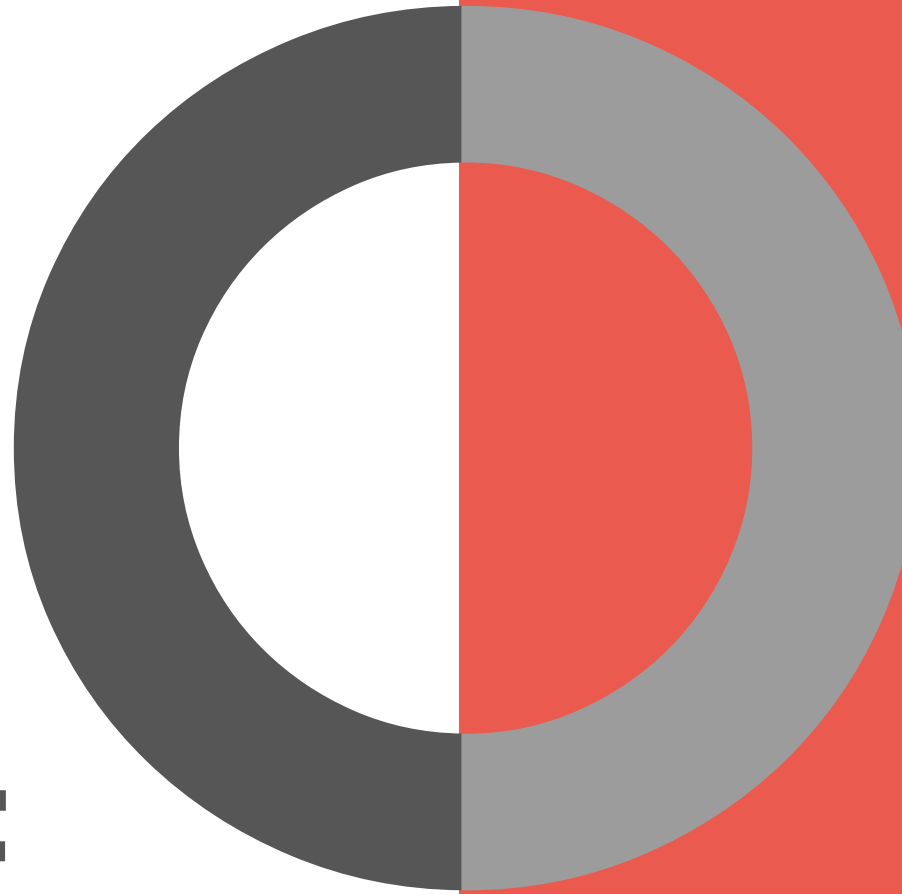
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WH WE ARE



In early 2022, we changed our name to 'Capital A', a dynamic corporate identity that embodies the Group's evolution from an airline to a digital travel and lifestyle brand. Our diverse business verticals include Aviation, Aviation Services (Asia Digital Engineering, Santan, Ground Team Red, AirAsia Consulting, among others), airasia Super App (airasia ride, IKHLAS, among others), fintech portfolio company BigPay, logistics venture Teleport, as well as Ventures (airasia academy, airasia grocer).

UR

VISION

To become a world leading travel and lifestyle brand serving the underserved, connecting communities and transforming lives in Asean and beyond

Allstar Values

- Dare To Dream
- Make A Difference
- Change The Game
- Win As One
- Celebrate All Individuals

MISSION

- To become a globally recognised Asean brand focused on delivering sustainable value to the economy, society and environment.
- To provide the highest quality and great value services in travel, financial and lifestyle products.
- To care for all of our external and internal stakeholders from guests, business partners, investors and Allstars to communities, regulators and governments.
- To continuously seek new growth opportunities which embrace technology to improve efficiency, reduce cost and enhance service levels.

Corporate Information

(GRI 2-1)

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

Surina binti Shukri
Independent Non-Executive Director

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
Surina binti Shukri

Dato' Mohamed Khadar bin Merican

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
[Registration No.: 201701030323 (1244493-V)]
RedQ, Jalan Pekeliling 5
Lapangan Terbang Antarabangsa
Kuala Lumpur
64000 KLIA
Selangor Darul Ehsan, Malaysia

Tel : (603) 8660 4333
Fax : (603) 8660 7711

HEAD OFFICE & INVESTOR RELATIONS

Capital A Berhad
 [Registration No.: 201701030323
 (1244493-V)]
 RedQ, Jalan Pekeliling 5
 Lapangan Terbang Antarabangsa
 Kuala Lumpur
 64000 KLIA
 Selangor Darul Ehsan, Malaysia

Tel : (603) 8660 4333
 Fax : (603) 8660 7777
 E-mail : capitala_ir@airasia.com
 Website : www.capitala.com
 Social Media :

Twitter

twitter.com/airasia

Facebook

facebook.com/flyairasia

Instagram

Instagram.com/airasiasuperapp/

Instagram

Instagram.com/flyairasia/

TikTok

tiktok.com/@flyairasia

TikTok

tiktok.com/@airasiasuperapp

YouTube

<https://www.youtube.com/@airasia>

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

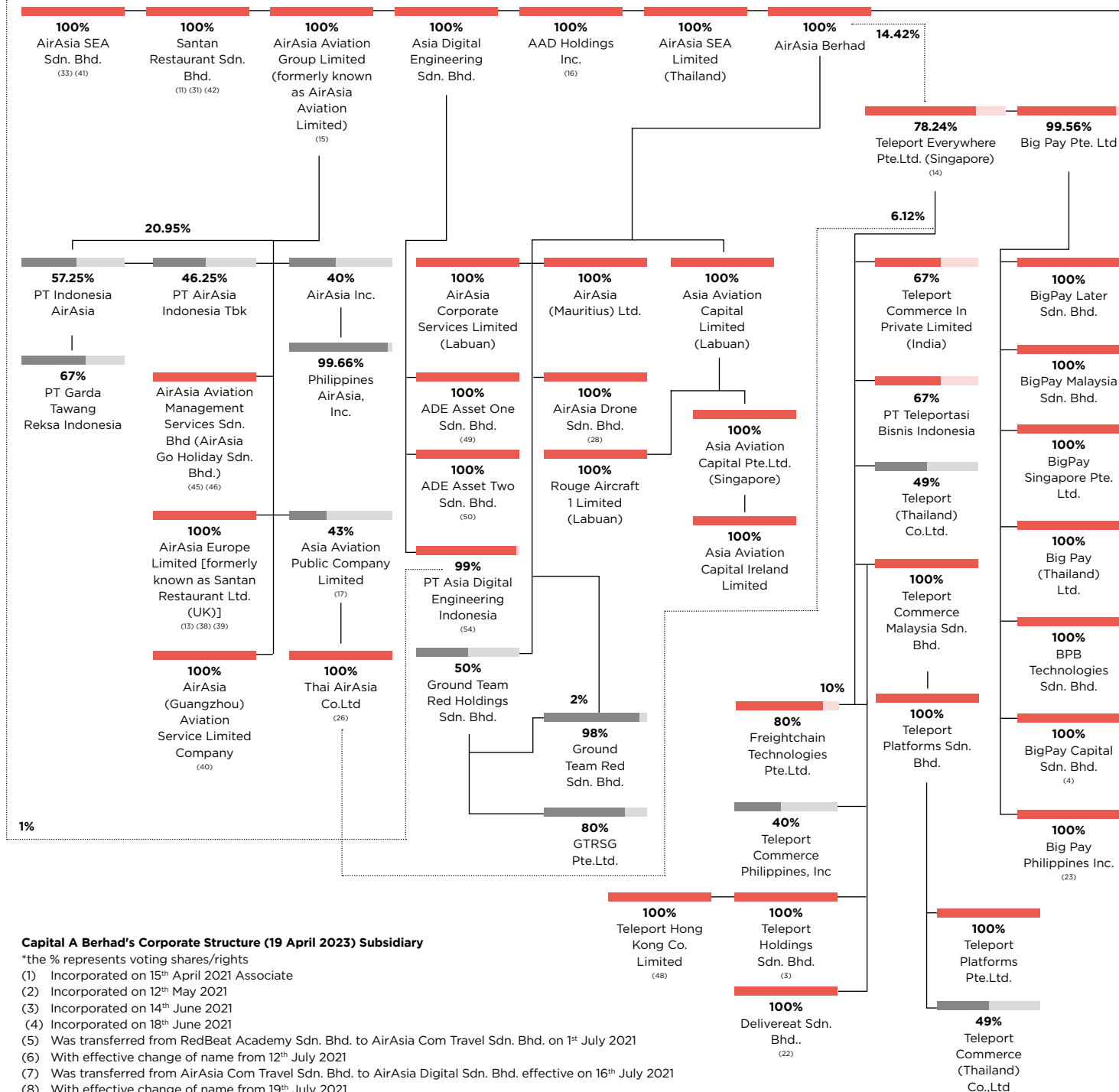
STOCK EXCHANGE LISTING

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



Corporate Structure

(GRI 2-1, 2-6)

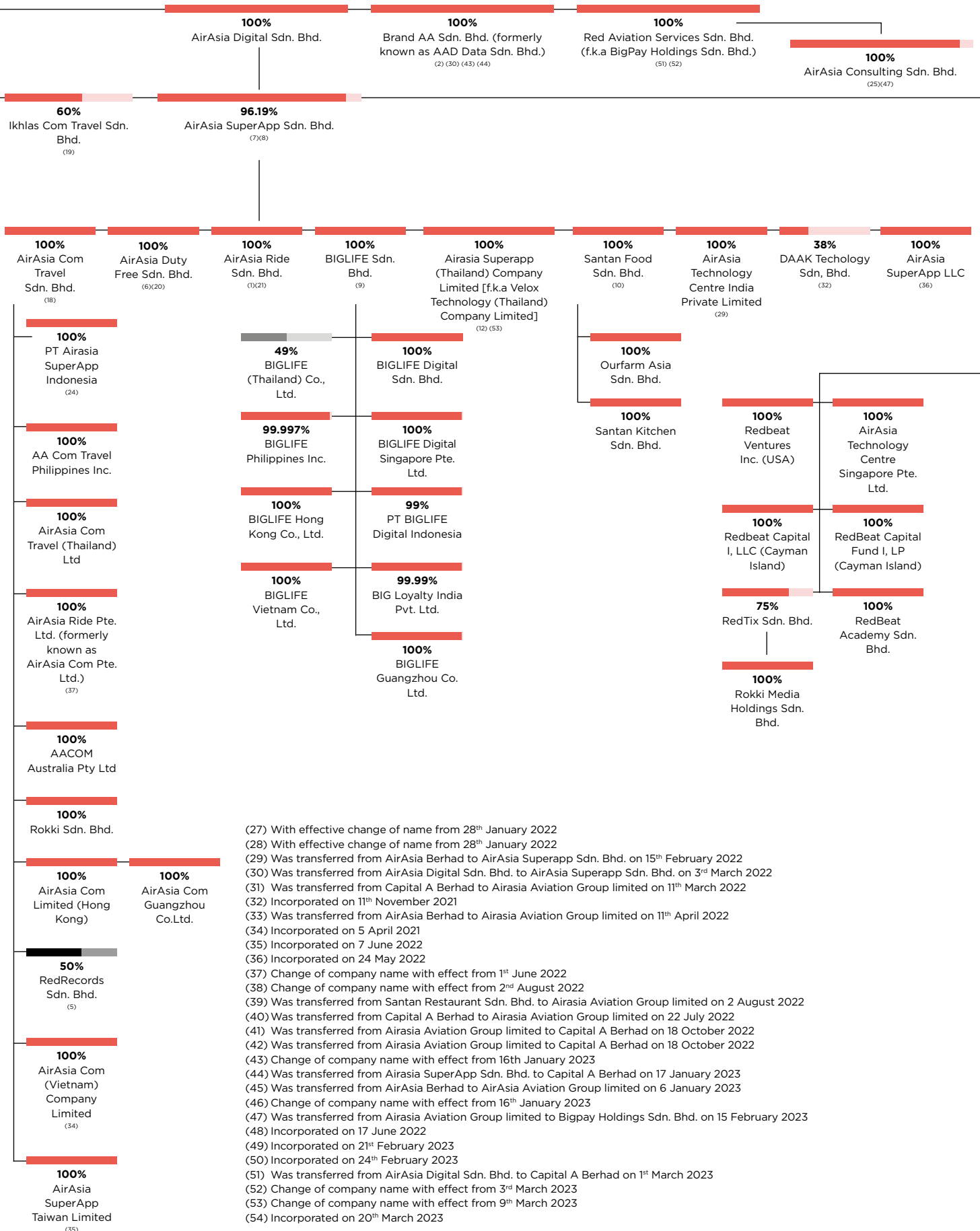


Capital A Berhad's Corporate Structure (19 April 2023) Subsidiary

*the % represents voting shares/rights

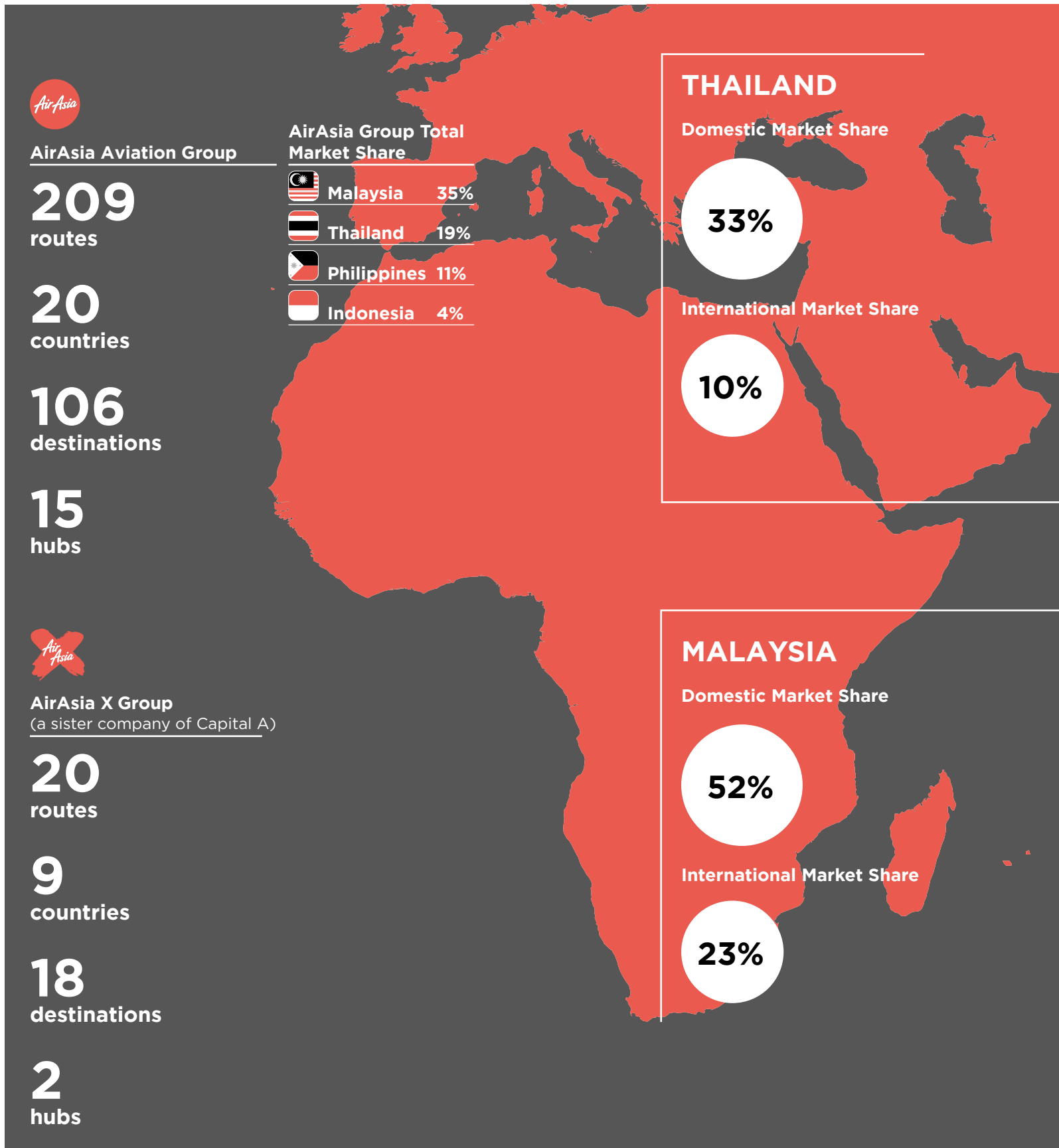
- (1) Incorporated on 15th April 2021 Associate
(2) Incorporated on 12th May 2021
(3) Incorporated on 14th June 2021
(4) Incorporated on 18th June 2021
(5) Was transferred from RedBeat Academy Sdn. Bhd. to AirAsia Com Travel Sdn. Bhd. on 1st July 2021
(6) With effective change of name from 12th July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

■ Subsidiary ■ Associate ■ Jointly Controlled



Flying High

Our Aviation Group Network & Statistics



LEGEND

○ Hub

▼ Destinations

PHILIPPINES

Domestic Market Share

17%

International Market Share

13%

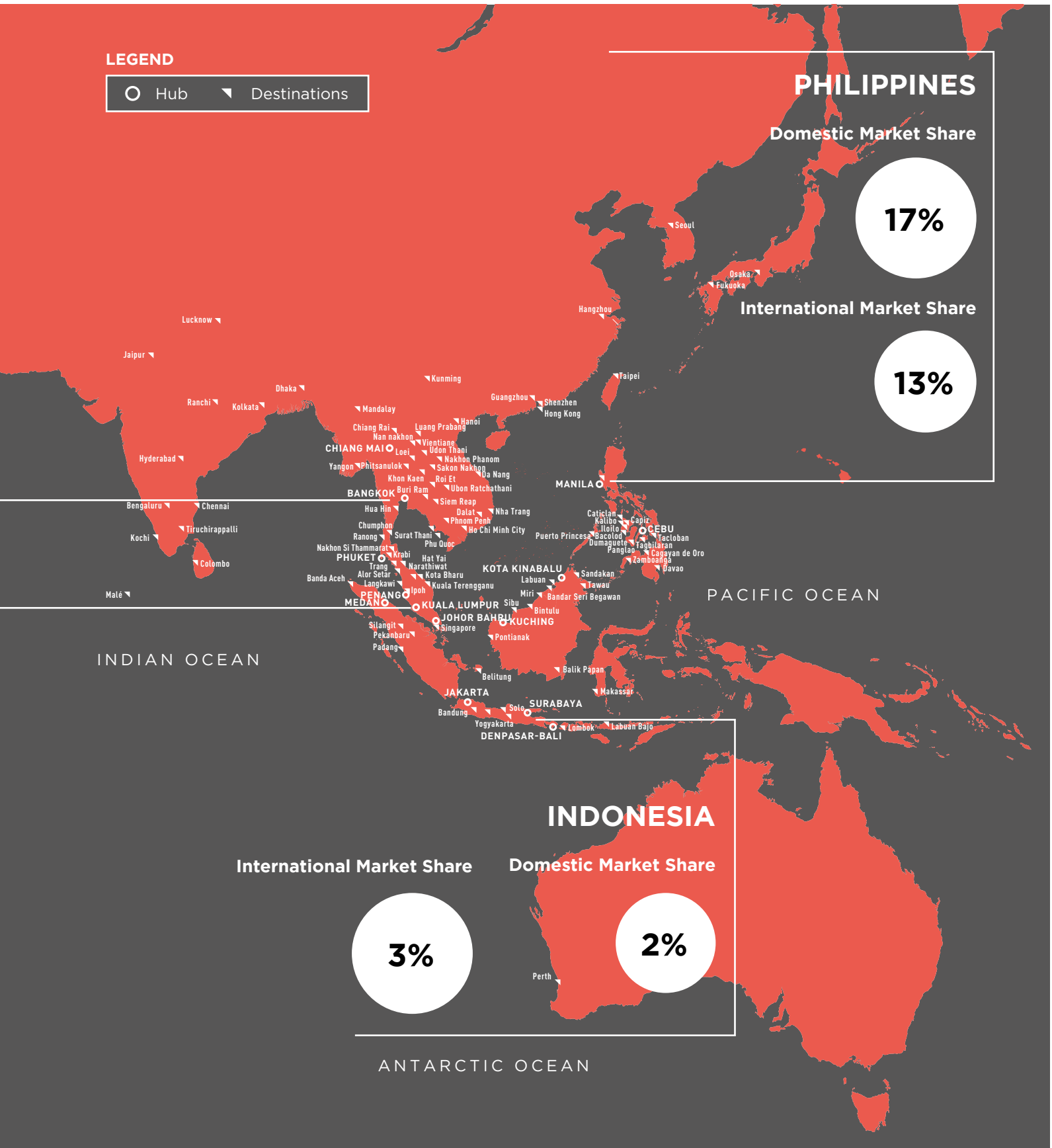
INDONESIA

International Market Share

Domestic Market Share

3%

2%



INDIAN OCEAN

PACIFIC OCEAN

ANTARCTIC OCEAN

A Digital Lifestyle Company

Our Digital Statistics



Average Monthly Gross Booking Value

RM626
million



No. of Transactions

19.9
million



Monthly Active Users (MAU)

12.04
million in December 2022



Remittance to

48
Countries



Total Apps Downloaded

>3
million



Carded Users

1.3
million

airasia
Super App



Moved

105,572
tonnes



Delivered

7.97
million parcels



Serving

160
cities in Asia Pacific

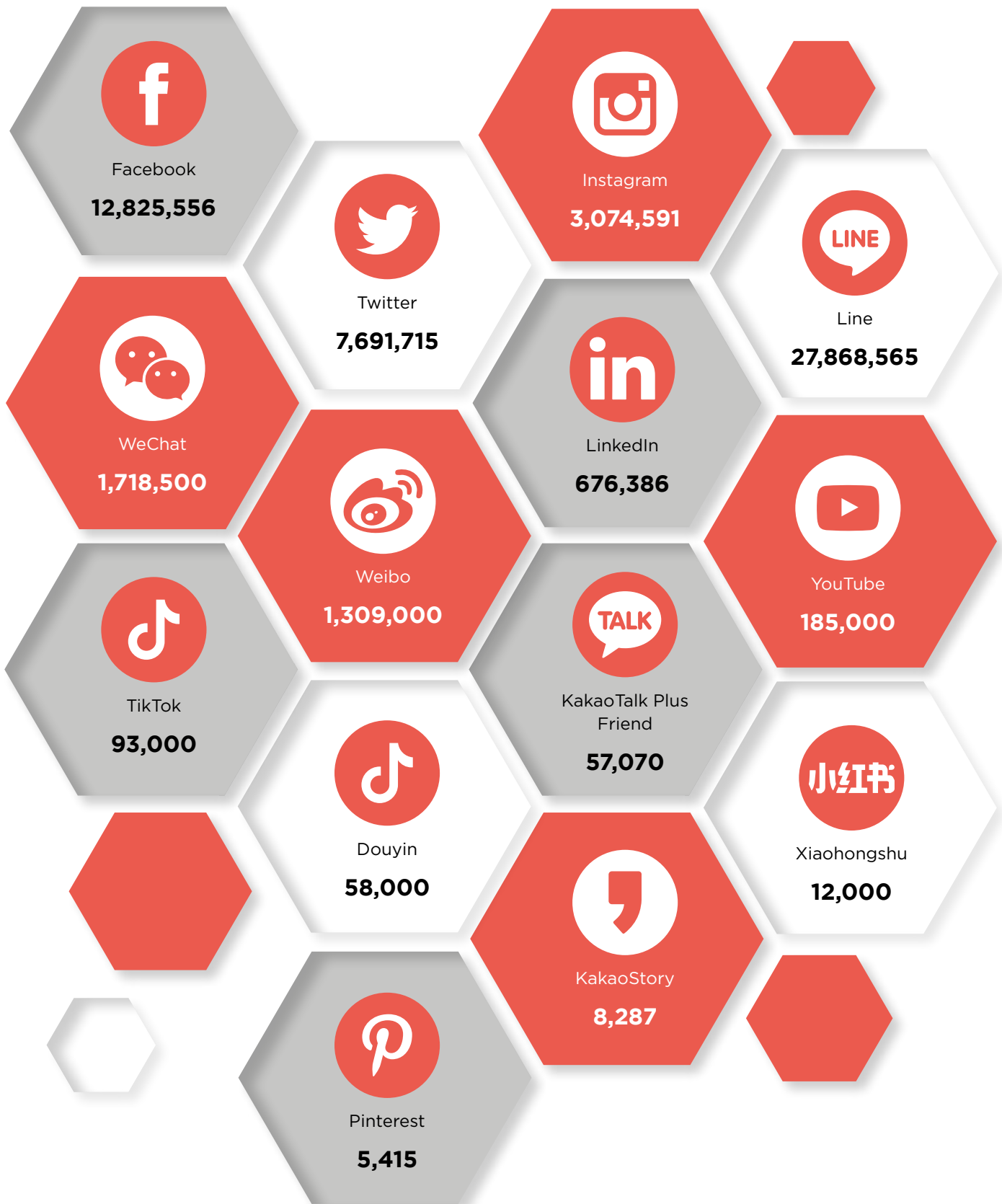
>80

cities in Southeast Asia

teleport

bigpay

Our Social Media Statistics



Our Performance at a Glance

Business Performance

Record breaking sale –
500,000
seats sold in
48 hours



Teleported
7.97 million
parcels and
105,572
tonnes of cargo



Teleport raised
USD50 million
in funding through large
institutional credit investors



ADE launched
AEROTRADE
aviation marketplace and
recorded the sale of more than
33,000 items



BigPay achieved
1.3 million
carded users



RM2.8 million
loans disbursed to BigPay users



Completed over
2 million
e-hailing rides



Sold over
1 million
non-AirAsia flights on our OTA platform



Joint venture agreement between
AirAsia Aviation Group and
Sivilai Asia to establish
AirAsia Cambodia



airasia Super App launched
airasia transport,
holidays and travelmall



Sustainability Performance

ENVIRONMENTAL

Avoided
54,360 tonnes
of CO₂ emissions from fuel
efficiency initiatives



Recycled
4,160kg
of office waste



Disclosed
Scope 3
greenhouse gas emissions



Set
internal carbon price
to determine cost of carbon offsetting



SOCIAL

Increased female representation
at Board level to
17%



Participated in
**Bloomberg
Gender-Equality Index**



Received Safety Rating and
Covid-19 Star Rating of
7/7



6.6%
women pilots, above the
global average of 5.8%



GOVERNANCE

Published our
Sustainability Policy



Official supporter
of the Task Force on Climate-related
Financial Disclosures (TCFD)



Chief Sustainability Officer was appointed by the Civil Aviation Authority of Malaysia (CAAM) to
lead the national taskforce on CORSIA
implementation

