



Presentation for the  
**4Q21 and FY21 Financial Results**

28 February 2022

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is an investment holding company with a portfolio of synergistic travel and lifestyle businesses

LOGISTICS

teleport

Last valuation:  
USD 300 million

FINANCIAL  
SERVICES

bigpay

VENTURES BUILDER

RedBeat  
Capital

grocer

airasia  
academy

ikhlas

I. A M +

eko

AsiaMobiliti  
Tech In Transit

AVIATION GROUP



Santan

GTR  
A DATS COMPANY

airasia  
Super App

Last valuation:  
USD 1 billion

ENGINEERING

ADE  
ASIA DIGITAL ENGINEERING

## 4Q21 Key Highlights

**Renamed to Capital A, to cement our transformation as an investment holding company with a portfolio of synergistic travel and lifestyle businesses; we are more than just an airline**

### **Digital continues to gain traction in 4Q**

- Digital revenue grew 141% YoY, and contributed 36% to Group revenue
- airasia super app revenue grew by 51% YoY driven by Travel vertical, airasia ride and breakage income
- BigPay's user base increased 50% YoY, crossing 1 mil by the end of 4Q
- Teleport revenue grew 274% YoY due to strategic growth of cargo network and better yields. Delivery volume increased by 950% YoY and 90% QoQ to nearly 600k deliveries

### **Cash balance above the RM1 billion mark, at RM1.3 billion due to various fundraising and strict cost control**

- Positive operating cashflow in 4Q21, averaging RM106 mil per month
- Rights issue raising RM974.5 mil completed on 31 Dec 2021
- Aviation fixed costs remain capped with ongoing cost containment strategy, with increment of 29% QoQ due to flight resumption expenses
- Expect reduced cashburn trend to continue in 2022 supported by air travel revival

### **Aviation moving in the right direction but slower than expected due to unnecessary friction due to border controls**

- Aviation rebounded upon reopening, continue to foresee a V-shaped rebound in air travel given the right operating environment and reasonable actions by key stakeholders
- Pent-up demand continues to result in high seats sold. Domestic gradually recovering to pre-covid numbers
- No impairment on ROU, signalling a more positive outlook
- MAA, IAA, PAA, TAA operating approximately 400 flights daily
- Call for governments to open borders soon and smooth out the process, including to reduce costs of required testing. Delayed opening and too many PCR tests will slow down tourism

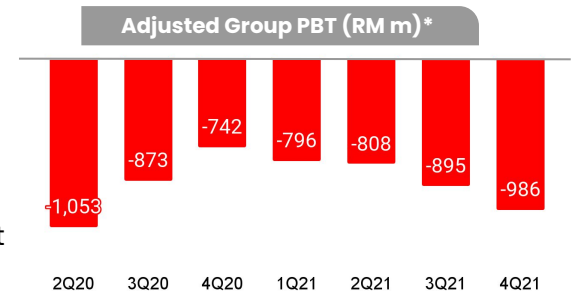
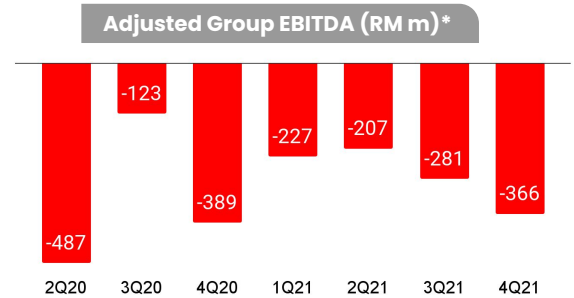
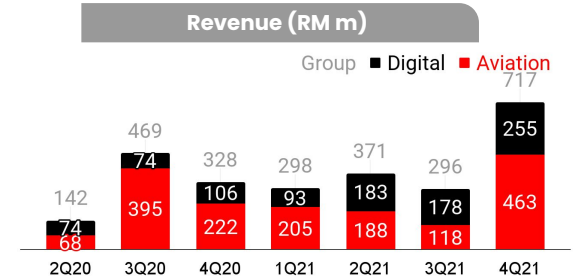
## 4Q21 Financial Highlights

### Group Revenue increased 119% YoY and 142% QoQ:

- Aviation revenue grew 292% QoQ, 108% YoY, as travel began to relax across the region in 4Q21. Domestic travel picked up substantially during the quarter. RASK up by 19% YoY to 16.91 sen
- Collectively, the four airlines operated 38% of pre-Covid domestic capacity during the quarter. Limited international operations in 4Q21
- Digital businesses revenue grew 141% YoY and contributed 36% to Group's revenue
- Teleport revenue grew 274% YoY due to strategic growth of cargo network and better yields
- airasia super app revenue grew by 51% YoY driven by Travel vertical, airasia ride and breakage income
- BigPay revenue increased 29% YoY and 4% QoQ driven by growth across all product lines in tandem with the increase in user base

### Adjusted group EBITDA of negative RM366 mil shrunk 6% YoY but widened 30% QoQ:

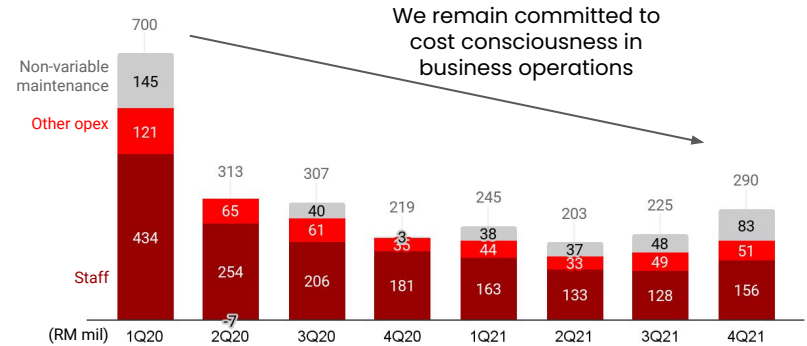
- Higher aviation revenue both QoQ and YoY
- Steep increase of 177% in fuel costs ex fuel hedging loss, which made up 41% of aviation revenue
- Aviation fixed costs increased by 32% YoY due to flight resumption expenses. Maintenance costs up 15x YoY due to consumables and C-checks to get aircraft flying
- airasia superapp reported positive EBITDA in 4Q21 compared to negative EBITDA of RM79 mil in 3Q21 due to breakage income of RM48 mil
- Smaller EBITDA for Teleport and airasia superapp YoY, while BigPay posted a negative EBITDA of RM46 mil in 4Q, due to investments into user acquisition, product development and market expansion in preparation for upcoming key launches



## Improved cash balance above RM1 bil due to fundraising and ongoing cost containment

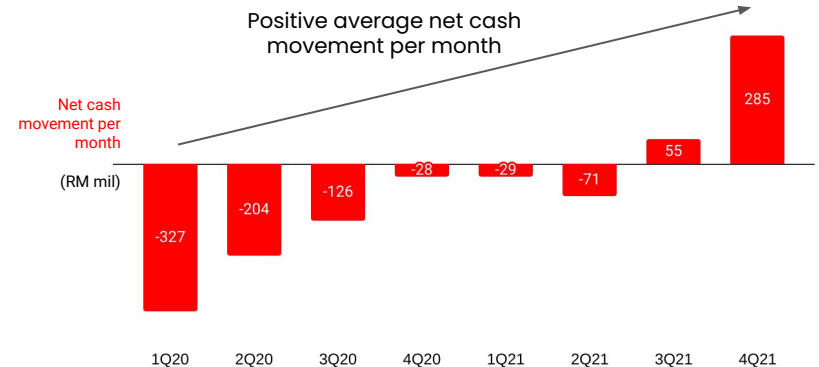
### Aviation fixed costs remain capped with ongoing cost containment strategy

- Aviation fixed costs increased by 29% QoQ due to flight resumption expenses
- Aviation staff costs increased by 22% QoQ as higher number of flights resumed with the relaxation in travel, but remained lower YoY
- Other opex was flat QoQ due to strict cost control measures implemented for marketing, rental and IT spend

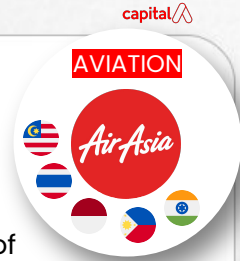


### Cash balance improved QoQ and YoY in 4Q21

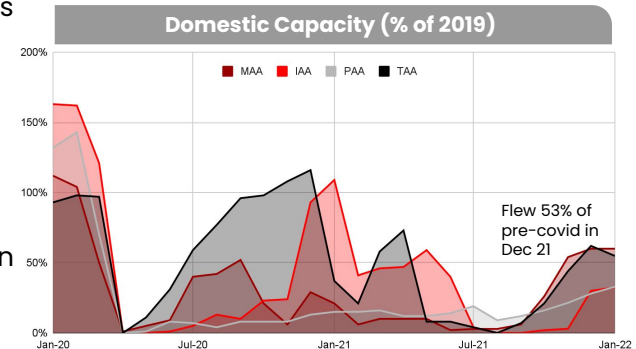
- Net cash inflow for the quarter was an average of RM285 mil per month. 4Q21 positive cash flow was contributed mainly by cash proceeds from RCUIDS and funds from foreign loan
- Posted an operating cash flow gain, averaging RM106 mil per month in 4Q21



## Aviation moving in the right direction, albeit slower than expected due to unnecessary friction



- **Highest quarterly load factor** for the Consolidated AOCs (MAA, IAA, PAA) at 80% in 4Q21 since the beginning of the Covid-19 pandemic. Our 4 AOCs carried 3.9 mil passengers which is a 797% improvement QoQ. These are attributed to strong demand from the introduction of quarantine free travel bubbles for Malaysia and the easing of travel restrictions
- **PAA** doubled its seats sold in 4Q21 QoQ. **MAA** carried 164% more passengers YoY, driven by reopening of state borders coupled with year end festive holidays. **IAA** posted commendable 87% load factor in Dec 21 while **TAA's** Dec 21 load factor rose to 78%
- **Gradual resumption** in flight routes for MAA, IAA, PAA, TAA. More than 70 aircraft flying now. Domestic is strong, with numbers gradually recovering to pre-covid levels. PAA continues to operate repatriation flights. We flew 53% of pre-covid domestic flights by Dec 21. We aim to increase the number to 80% by May 22.
- Significant **increase in seats sold** for near-term travel due to pent-up demand & year-end holiday season. Seeing a strong resurgence in the visiting friends and relatives (VFR) as well as the leisure and spontaneous travel markets first
- Aviation **moving in the right direction** but slower than expected due to unnecessary friction. Delayed borders reopening and too many costly PCR tests will slow down tourism
- **No aircraft** coming in until 2024, but we might reevaluate in 2023
- In mid-Feb, we signed an MOU to **lease at least 100 electric vertical take-off and landing (eVTOL) aircraft**, also known as air taxi, from Avolon
- Robust short-haul business model, lean operations, strong dominance in Asean and pent-up demand will ensure our quick recovery upon relaxation of travel restrictions



# ADE is expanding capabilities to provide superior services with fastest turnaround

ENGINEERING

**ADE**  
 A&A DIGITAL ENGINEERING

## 4Q21 Performance

EBITDA positive of RM 2.3 mil for 4Q21

For FY21, ADE posted positive EBITDA of RM13.2 mil

## Outlook

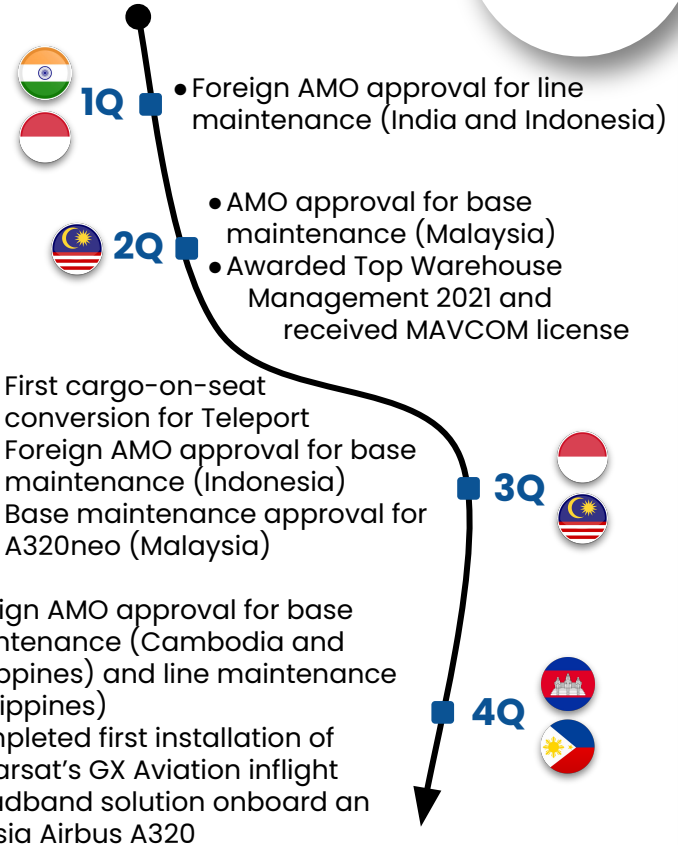
Fundraising of both equity and debt ongoing and on track to complete by 2Q22

Most recently, ADE announced it will be building integrated MRO facilities spanning 380k sqf at KLIA, commencing mid-2022 and to be completed within 2 years

Actively expanding capabilities beyond current types of aircraft to capture the rebound in the MRO industry as air travel resumes

Advancing its integrated digital solutions is key priority to cover end-to-end MRO process

## 2021 Achievements



# Super App committed to strengthening Asean footing in 1H22

## 4Q21 Performance

Posted quarterly revenue of RM95 mil, up 51% YoY attributed to Travel pillar with the launch of superapp's OTA platform, airasia ride and breakage income from BIGLIFE

EBITDA positive of RM8.9 mil

Average MAU increased 181% QoQ driven by air travel revival, as well as ride, food and xpress which have higher user frequency

Following its successful first month of launching with >40k bookings, airasia ride gained further traction and completed >350k rides in 4Q

## Outlook

Remain committed to its Asean expansion for key products and services, as well as exploring new product offerings.

Rise in travel demand and flight capacity in 2022 is expected to boost commission income from Travel vertical, especially with reopening of borders

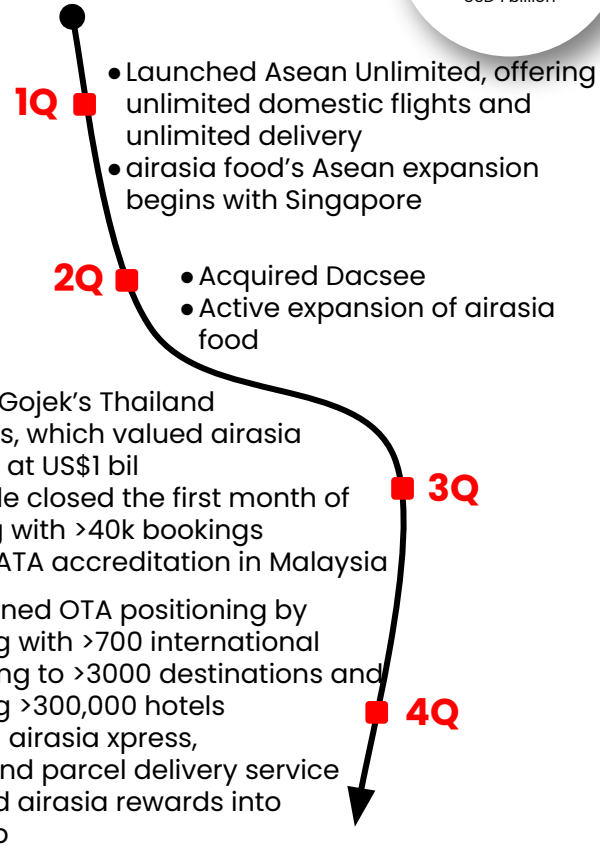
Improve products cross selling within the app

To strengthen inventory for food by onboarding major fast food chain brands, and OTA with more direct airlines and hotel partners

## 2021 Achievements

**airasia**  
Super App

Last valuation:  
USD 1 billion



# Teleport posted strong topline boosted by strategic network growth

## 4Q21 Performance

4Q21 revenue grew 274% YoY, attributed to strategic growth of cargo network and better yields

Strong 4Q21 delivery volume grew 950% YoY and 90% QoQ to close to 600k

4Q21 EBITDA positive of RM 3.2 mil

Achieved margin improvement for both cargo and delivery through network optimisation

In Jan 22, invested in Kargo Technologies, Indonesia's largest trucking marketplace, expanding Teleport's mid-mile capabilities beyond just air cargo

## Outlook

Fundraising in progress with expected completion in 2Q22

Expect high margin deliveries in 2022 by rolling out new international lanes and delivery hubs across Asean

Increase utilisation of aircraft belly space and utilisation of delivery riders

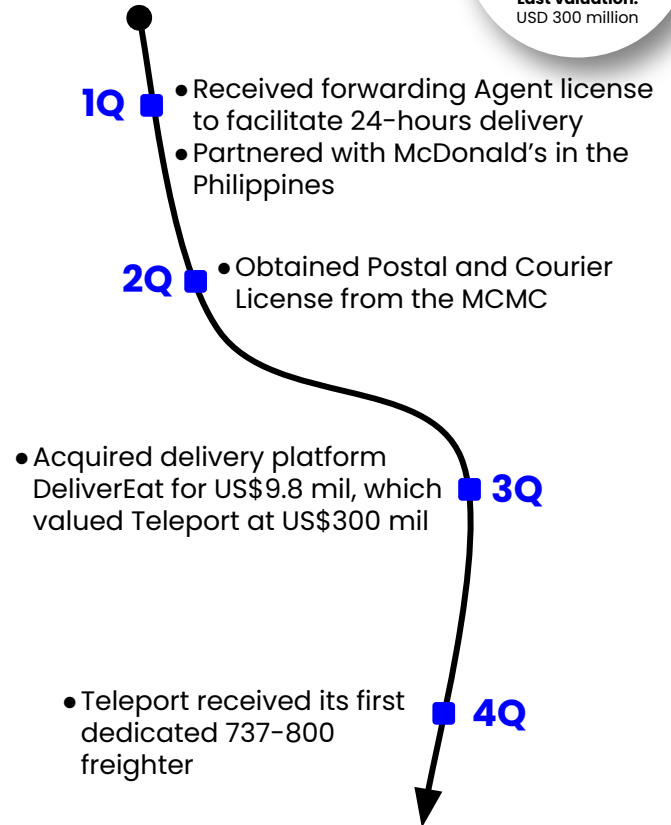
Grow market share in Malaysia with last mile coverage

## 2021 Achievements

LOGISTICS

**teleport**

Last valuation:  
USD 300 million



# BigPay: Lending to launch imminently

## 4Q21 Performance

BigPay revenue increased 29% YoY and 4% QoQ in tandem with the increase in user base

User base grew 50% YoY and 21% QoQ to more than 1 mil by the end of 4Q21

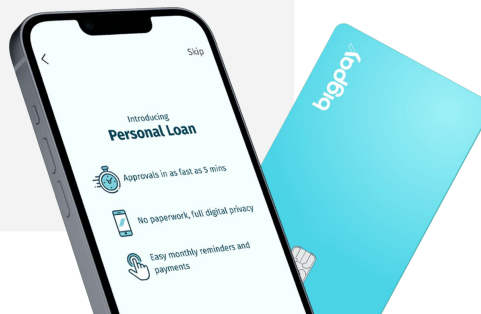
Improved margins on the back of a shift in user spending to higher international spend

Active users increased by 15% QoQ

## Outlook

Upcoming launches include personal loans and other lending products, DuitNow QR integration, savings products

On track to launch its Personal Loans product soon, which will be Malaysia's first fully digital loan



## 2021 Achievements

FINANCIAL  
SERVICES

bigpay

- 1Q**
  - Launched bill payments
  - 7-Eleven cash deposits across Malaysia
- 2Q**
  - Introduced all-in-one lifestyle insurance
  - eBelia programme with Ministry of Finance
- 3Q**
  - Officially applied for a digital bank license in Malaysia with a consortium of strategic partners
  - Secured up to US\$100 mil in financing led by SK Group
- 4Q**
  - Reached more than 1 mil users by the end of the year

## Sufficient liquidity in 2022 aided by funding support

Successful fundraising in 2021:

- **Private Placement** – Raised RM336.5 mil via two tranches in 1Q21
- **Rights issue** – Completed 31 Dec 2021. Raised RM974.5 mil
- **BigPay investment** – Secured investment of up to US\$100 mil
- **Foreign loan of US\$150 mil** approved; US\$100 mil received in November 2021

Monetisation and other corporate exercises:

- Completed restructuring documentation for a total of 81 aircraft leases. The past due amounts waived was approximately RM1.011 bil.
- Received US\$57 mil proceeds from **Fly Leasing shares**
- Completed **SLB of 1 engine & sale of 1 engine** in 1Q21, after SLBs of 7 engines in 3Q20
- Completed **acquisition of Gojek businesses in Thailand**, for a share swap consideration, which valued airasia superapp at US\$1 bil
- **Acquired online food delivery platform Deliverat** valued at US\$9.8 mil, which valued Teleport at US\$300 mil
- Invested in **Kargo Technologies**, Indonesia's largest trucking marketplace in the form of convertible notes, expanding Teleport's mid-mile capabilities beyond just air cargo. The acquisition was funded through Teleport's internally generated sources

Fundraising in 2022:

- **US\$225 mil** debt from foreign lenders, expecting in 1H22
- Positive **ongoing discussions for raising new capital** for Aviation Group, Asia Digital Engineering, Teleport and airasia super app

**THANK YOU**

## FY21 Financial Highlights

### Group Revenue dipped 47% YoY:

- Aviation revenue declined 65% due to travel restrictions across 2021. RASK was up by 11% YoY to 16.67 sen, due to encouraging fare environment with rational competition
- Collectively, the four airlines operated 22% of pre-Covid domestic capacity during the year
- Digital businesses revenue grew 72% YoY and contributed 42% to Group's revenue
- Teleport's revenue grew by 85% YoY, contributing 31% to overall Group revenue

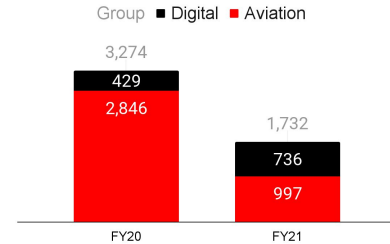
### Adjusted group EBITDA of negative RM1.082 bil widened 20% from negative RM900 mil in FY20:

- Aviation fixed costs reduced by 36% YoY, led by 45% reduction in aviation staff costs
- 66% reduction in aviation opex YoY insufficient to cover the shortfall in aviation revenue of 65% YoY
- Negative EBITDA for digital businesses as Teleport dipped into the red while airasia superapp's and BigPay's EBITDA losses widened YoY

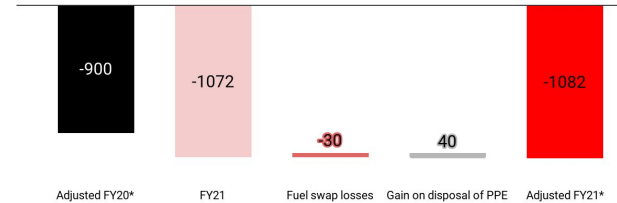
### Adjusted loss before tax widened 2% YoY:

- Adjusted EBITDA loss offsetted by lower depreciation and finance costs

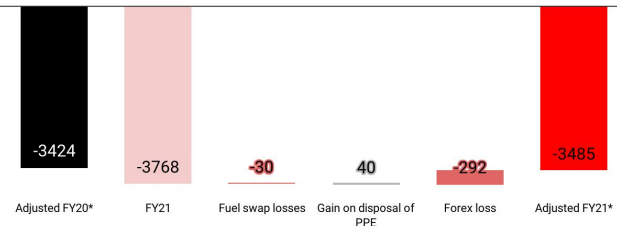
#### Revenue (RM m)



#### Adjusted Group EBITDA (RM m)\*



#### Adjusted Group PBT (RM m)\*



\*Adjusted Group EBITDA and PBT excluded one-off items incurred during the respective year, including gains, impairments, fuel swap losses and forex gains/losses

## 4Q21 Aviation Performance

Key Indicators	MAA			IAA			PAA		
	4Q20	4Q21	%	4Q20	4Q21	%	4Q20	4Q21	%
Passengers Carried	834,940	2,201,701 ▲	164%	389,283	168,092 ▼	-57%	117,948	354,886 ▲	201%
Capacity	1,158,760	2,770,638 ▲	139%	655,920	206,640 ▼	-68%	184,500	416,340 ▲	126%
Load Factor (%)	72%	79% ▲	7ppts	59%	81% ▲	22ppts	64%	85% ▲	21ppts
RPK (million)	569	1,770 ▲	211%	397	190 ▼	-52%	85	234 ▲	175%
ASK (million)	829	2,267 ▲	173%	660	233 ▼	-65%	133	285 ▲	114%
Fuel consumed (Barrels)	140,000	375,438 ▲	168%	109,399	48,068 ▼	-56%	35,114	60,361 ▲	72%
RASK (US cents)	3.3	3.9 ▲	18%	2.4	4.2 ▲	73%	9.3	5.0 ▼	-46%
CASK (US cents)	22.9	10.3 ▼	-55%	9.8	13.9 ▲	43%	46.4	14.3 ▼	-69%
CASK Ex-Fuel (US cents)	13.5	8.8 ▼	-35%	12.3	11.9 ▼	-3%	35.8	11.9 ▼	-67%

## FY21 Aviation Performance

Key Indicators	MAA			IAA			PAA		
	FY20	FY21	%	FY20	FY21	%	FY20	FY21	%
Passengers Carried	9,116,250	3,134,764 ▼	-66%	2,186,180	801,673 ▼	-63%	2,006,465	875,927 ▼	-56%
Capacity	12,295,400	4,144,702 ▼	-66%	3,151,440	1,257,480 ▼	-60%	2,493,360	1,098,000 ▼	-56%
Load Factor (%)	74%	76% ▲	2ppts	69%	64% ▼	-5ppts	80%	80% ●	0ppts
RPK (million)	9,682	2,639 ▼	-73%	2,534	915 ▼	-64%	2,051	595 ▼	-71%
ASK (million)	12,980	3,552 ▼	-73%	3,611	1,401 ▼	-61%	2,526	770 ▼	-70%
Fuel consumed (Barrels)	2,080,000	581,645 ▼	-72%	635,128	245,595 ▼	-61%	483,536	162,984 ▼	-66%
RASK (US cents)	3.4	4.0 ▲	17%	3.0	3.1 ▲	3%	5.1	5.5 ▲	8%
CASK (US cents)	8.0	17.7 ▲	120%	7.7	12.3 ▲	60%	11.1	20.1 ▲	81%
CASK Ex-Fuel (US cents)	5.7	16.1 ▲	184%	5.3	10.6 ▲	100%	8.0	17.8 ▲	122%

## Fleet Plans

Our network plans are continuously revised to reflect the latest recovery timeline following the ongoing pandemic impact

MAA, TAA, IAA, PAA	2022
<b>1 Jan</b>	217
<b>Net Fleet Movement</b>	-11
<b>31 Dec</b>	206

*Note:*

*2 third party leases to rejoin AirAsia Group's fleet in 1Q22*

*Fleet plan is subject to changes*

*Updated fleet plan as of 22 February 2022*