

Our Strategy/Blueprint

Over the last few years, AirAsia has transformed from a low-cost airline democratising air travel into Capital A, a digital travel and lifestyle platform supported by a powerful super app. Our ambition today is to further expand our lifestyle footprint and grow all our businesses to become a world-leading travel and lifestyle brand, driven by a strong commitment to sustainability. To achieve this vision, we will fully leverage data, the wealth of experience accumulated over the years, and the passion as well as dedication of our highly valued Allstars.

Vision

Uniting Asean and beyond

10 key priorities for the next 5 years

01

**1 airasia,
1 brand,
1 people,
1 culture**

02

Fully integrating all services into a single consumer-facing platform

03

Connecting and making available our products in **all cities across Asean**

04

Have the **best customer experience** across everything

05

Be the most efficient in everything we do

06

Become the **lowest-cost producer** in all lines of business

07

Grow **profits**

08

Become a top **10 airline globally**, driving traffic onto our platform, 75% via our super app

09

Increasing **data competencies and capabilities** in our people, processes and systems across the group

10

Grow **revenue with the aim of achieving 50:50 contributions** from our airline and non-airline businesses

Aviation

AirAsia Aviation Group

Vision

To be in the Top 10 airlines globally and continue to be the best and the largest airline group in Asean

Mission

To connect over 1 billion people throughout Asean by 2026

Santan

Vision

To be the leading Asean fast food chain, bringing nasi lemak to the world

Mission

To provide the best value for money nasi lemak in the air and on the ground

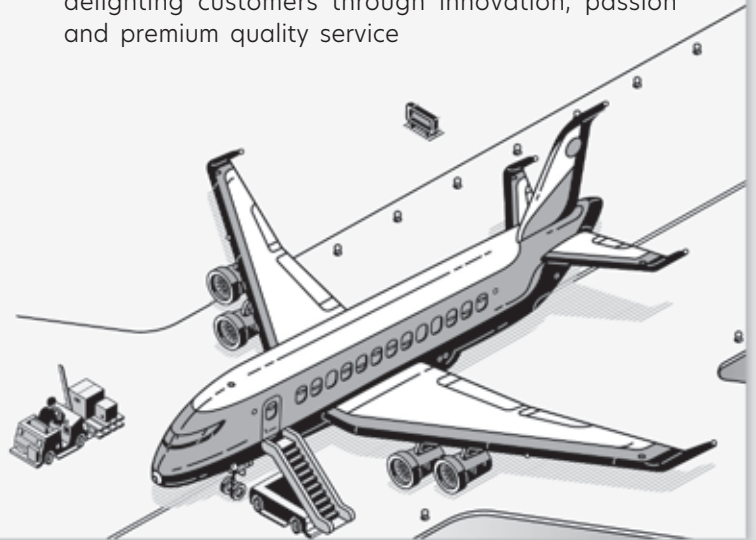
Ground Team Red

Vision

To be Asean's first choice gateway service provider

Mission

To create a globally recognised Asean brand by delighting customers through innovation, passion and premium quality service



Digital

airasia Super App

Vision

To be the superapp of choice in Asean

Mission

To connect our customers with everything, everywhere & to provide our customers with value, togetherness, affordability, accessibility and inclusivity

BigPay

Vision

To be the leading digital bank across Asean

Mission

To empower and improve the financial health of the next generation by improving accessibility to financial services

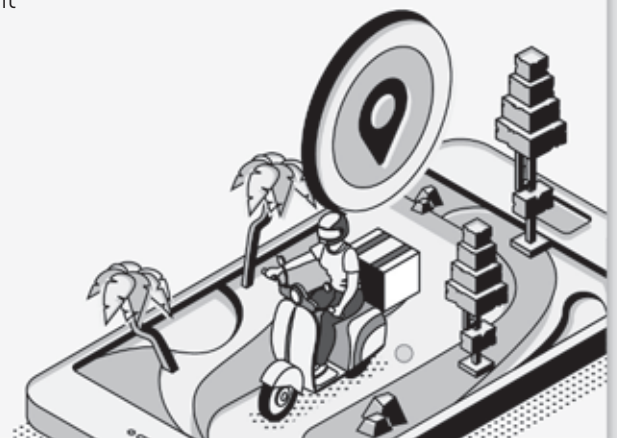
Teleport

Vision

To move things across Southeast Asia better than anyone else

Mission

- ✓ Speed: Our standard is the region's fastest
- ✓ Coverage: Everywhere in Southeast Asia, across 232 cities
- ✓ Values: Superior speed and coverage, priced just right



Our Strategy/Blueprint (cont'd.)

Ventures

Vision

To be a venture arm that builds and nurtures startups with the goal of incorporating them into the Capital A ecosystem in the future

Mission

To develop, incubate and accelerate leading innovative products and services for the Capital A ecosystem & to transform Capital A Group into a global digital corporation by building businesses through innovations and connecting with tech startups across the globe



airasia grocer

Vision

To be the Amazon fresh of Asean

Mission

Offer the best priced, high quality staples and Asean produce among B2C and B2B customers

airasia academy

Vision

To be the leading edutech provider in Asean

Mission

- ✓ To provide the underserved with access to leading certifications for the digital world
- ✓ To equip the workforce in Asean with required skills to meet the needs of Industrial Revolution 4.0 and beyond
- ✓ To establish itself as a learning centre of excellence for corporate education including the Capital A Group

IKHLAS

Vision

To become leading global Shariah Lifestyle Platform

Mission

To enrich the lives of Muslims through focusing on improving communities, convenience, education, affordability and also support through digitalisation

Engineering

Asia Digital Engineering

Vision

To be the best & largest Maintenance, Repair & Overhaul (MRO) service provider in Southeast Asia by providing high quality, innovative products and services at competitive rates

Mission

To provide best-in-class MRO services and the best digital solutions

