

Strategic Review (cont'd)

Our Strategy/Blueprint

UNITING ASEAN AND BEYOND

2022 ACHIEVEMENTS

10 KEY PRIORITIES FOR THE NEXT 5 YEARS

2023 FOCUS

Brought back 99% of furloughed Allstars



1 airasia, 1 brand, 1 people, 1 culture



Accelerating high performance culture among Allstars

Introduced Community and SUPER+; integrated airasia rewards into airasia Super App



Full integration of all services onto a single consumer facing platform



Integrate Muslim-friendly travel and lifestyle platform into airasia Super App; increase collaboration between airasia Super App and BigPay

Completed airasia Super App Asean expansion



Connecting and making available our products in all cities across Asean



Expand aviation group into Cambodia; Asia Digital Engineering into Philippines and Indonesia; and Teleport's delivery network coverage

Named World's Best Low Cost Airline for the 13th consecutive year at Skytrax World Airline Awards 2022; Asia's Leading Low-Cost Airline Cabin Crew for the sixth consecutive year and Asia's Leading Low-Cost Airline for the seventh year in a row, at the 29th World Travel Awards 2022; Best IR Website at the IR Magazine Forum & Awards South East Asia 2022; World's Best Low-Cost Airline App 2022 & World's Best Low-Cost Airline Website 2022 at World Travel Tech Awards



Offer the best customer experience across all channels



Introduce Ask Bo to provide a proactive, attentive and hassle-free customer service with personalised experiences

Innovated and enhanced existing systems such as FACES and Super App features to provide seamless travel experience



Be the most efficient in everything we do



Simplify details update process for guests through advanced Ask Bo features; improve airlines' on-time performance

2022 ACHIEVEMENTS

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2023 FOCUS

Introduced AlrAsia Consulting to promote low-cost airline business model to interested clients in the aviation industry



Become the lowest-cost producer in all lines of business



Leverage the return of capacity and airlines' network to optimise cost for non-aviation businesses

Operating loss is decreased by 51% leading to an improvement in the operating profit for FY2022



Grow profits



Fully restore entire fleet of 205 aircraft and aviation services in 2023; digital businesses to capitalise on the return of pre-Covid capacity

airasia Super App achieved 34.4 million average monthly user traffic



Become a top-10 airline globally, driving traffic onto our platform, 75% via our Super App



Drive up conversion rate from new customers to AirAsia customers through low-cost and personalised offerings

Grew learning centre of excellence within Capital A ecosystem through airasia academy; grew our inhouse data consultancy team



Enhance data competencies and capabilities of our people, processes and systems across the Group



Onboard more content providers in airasia academy platform to enable Allstars to access the best courses around the region

Digital businesses continued to record encouraging quarterly performance leading to 14% of revenue contribution from non-airline revenue in 2022



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



Aviation services paired with logistics and digital business foreseen to grow in tandem with return of full capacity in 2023

Strategic Review (cont'd)

Our Strategy/Blueprint



AVIATION

AIRASIA AVIATION GROUP

To be among the Top-10 global airlines and continue to be the best and the largest airline group in Asean

Mission:

To connect over 1 billion people throughout Asean by 2026



AVIATION SERVICES

ASIA DIGITAL ENGINEERING

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 in Asean and beyond



AIRASIA CONSULTING

Our vision is to be the preferred, world class aviation consulting firm globally, recognised for our commitment in delivering exceptional results that drive growth, profitability and operational excellence for our clients.

Mission:

To provide the best in class consulting services by leveraging our aviation industry expertise, hands-on experience, passion and deep understanding of the low cost airline business.

GROUND TEAM RED

To be Asean's first choice ground handling service provider

Mission:

- To create a globally recognised Asean brand through innovation, value and passion
- Maintain the highest quality product, embracing technology to improve productivity and enhance service delivery quality

SANTAN

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

Mission:

To provide the best value for money Malaysian and Asian favourites including nasi lemak in the air and on the ground



LOGISTICS

TELEPORT

The go-to choice to move anything for everyone in Southeast Asia

Mission:

To move things across Southeast Asia better than anyone else



DIGITAL

AIRASIA SUPER APP

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



VENTURES

REDBEAT CAPITAL

To be a venture arm that builds and nurtures new businesses with the goal of enhancing the value of the ecosystem in Capital A

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

BIGPAY

To be the lifelong best value financial partner for Southeast Asians

Mission:

Giving Southeast Asians the financial services they need to level up their lives, one transaction at a time

AIRASIA ACADEMY

To be the leading edutech provider in Asean

Mission:

Fulfilling all of your education and employment needs on one platform. Disrupting education across Asean

IKHLAS

To become the 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

AIRASIA GROCER

To be a RM0.5 billion revenue company by end of 2026

Mission:

Asia's leader in cross-border airflown food trade