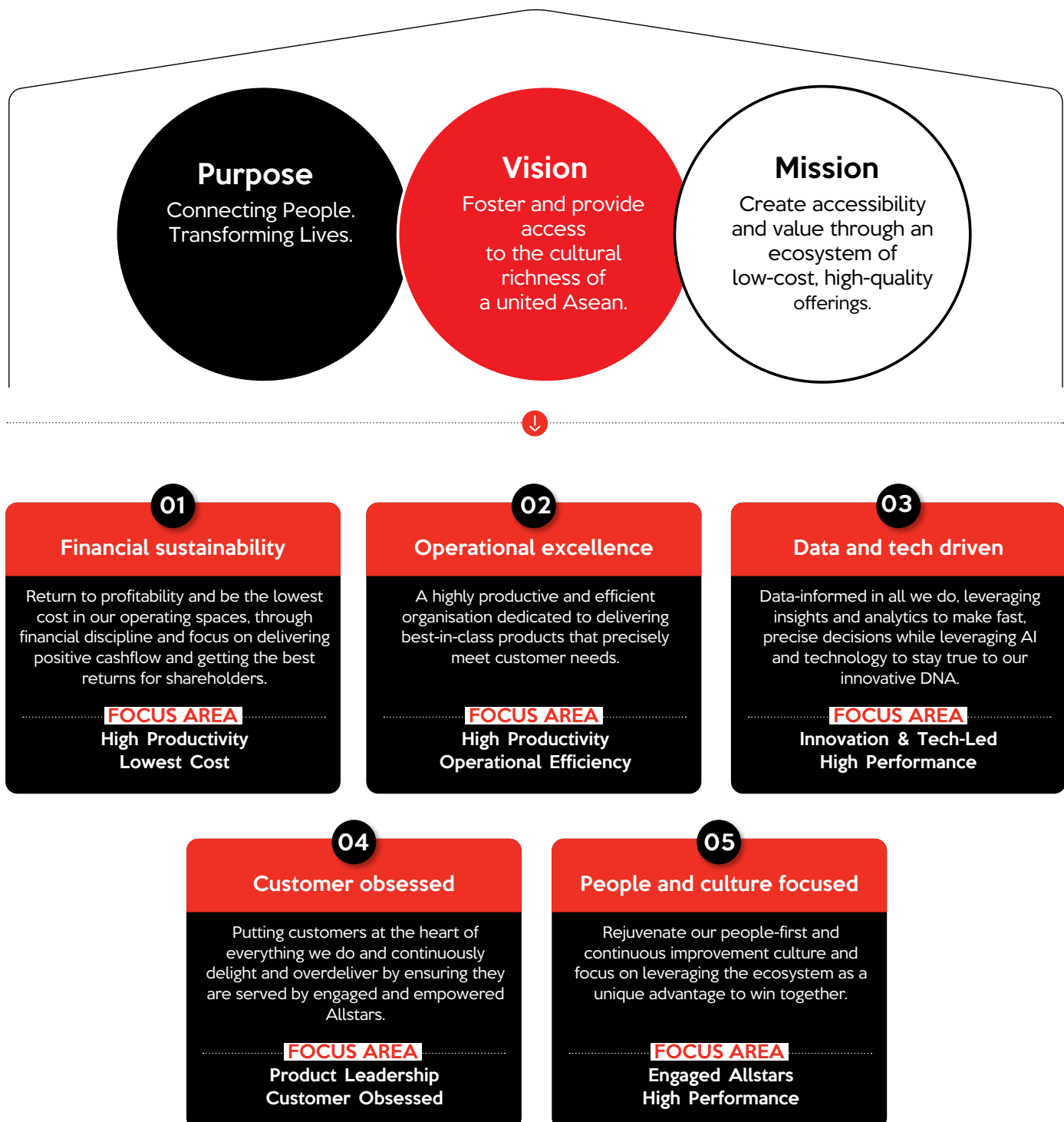


Strategic Review

Our Strategy/Blueprint

Capital A's core mission is to transform and elevate lives across Asean. We achieve this through job creation, fostering cultural exposure and providing opportunities for all. Just as we made air travel accessible through low fares, we are now focused on delivering exceptional value as we meet a wide range of travel and lifestyle needs through our diverse business portfolio. Our commitment to data-driven efficiency enables us to lower our costs and pass on those savings to our customers. We remain customer-obsessed and dedicated to our Allstars, empowering them to provide best-in-class customer service.



Strategic Review

Our Strategy/Blueprint (cont'd.)

ST1 Financial sustainability**2024 Achievements:**

- Non-aviation companies achieved positive results at net profit level in 2024
 - Revenue increased by 18% supported by Teleport, Santan, ADE and Abc.
 - All companies achieved EBITDA profitability (excluding BigPay), with Teleport reporting its first quarterly profit after tax in Q4 2024
- Aviation revenue grew close to 40% despite only 11% YoY growth in pax carried and non-activation of 19 planes, while EBITDA rose 1.5x YoY
- Net cash generated from operations grew more than 2.7x

2025 Priorities:

- Achieve or surpass internal targets on revenue, EBITDA and net operating profit that have already been communicated to the market in February 2025 [Capital A]
- Implement cost optimisation initiatives across all business units to maintain profitability [Capital A]
- Enhance financial discipline with stricter budget controls and cash flow management [Capital A]
- Negotiate to reduce aircraft lease rates, as well as engineering and airport costs by getting more incentives [AirAsia]
- Pare down or refinance existing expensive debts, which were mostly secured during Covid to reduce interest costs [AirAsia, ADE, Teleport]
- Fundraising for growth – mainly for capacity expansion, technology and working capital [AirAsia, AirAsia MOVE, ADE, Teleport]

ST2 Operational excellence**2024 Achievements:**

- Business expansion for non-aviation companies
 - Successfully launched three subsidiaries: ADE Cambodia, ADE Philippines and ADE Indonesia [ADE]
 - Diversified revenue stream beyond inflight to supply ready-to-eat meals to retail chains [Santan]
 - Reduced reliance on AirAsia by securing belly space capacity from partner airlines, which contributed to >50% revenue in Q4 2024 [Teleport]
- Process improvement
 - Reduced pre-booking cut-off for inflight meals from 24 hours to one hour pre-departure [Santan]
 - Established in-house express customs clearance in Kuala Lumpur, Bangkok, Singapore and Hong Kong to support parcel movement for five major e-commerce platforms [Teleport]
- Operational efficiency
 - Fully utilised hangar lines in KLIA, as well as previously operated hangars in Subang and Senai [ADE]
 - Stabilised A321 Freighter operations with serviceability rate >90%, while adding a Boeing 747 Freighter capacity into the fleet to boost widebody capability [Teleport]
 - Achieved 98% quality control success rate and maintained equipment downtime under 5% [Santan]

2025 Priorities:

- Capacity expansion
 - Reactivate all aircraft and reduce operational disruption through an optimised supply chain [AirAsia]
 - Develop more hangar lines to support growing demand for aircraft MRO in the region [ADE]
 - Seek to secure more capacity from airline partners to grow the logistics network [Teleport]
- Consolidate network to maximise profitability – doubling down on profitable corridors; and enhancing Fly-Thru by marrying efficiency of short-haul routes with long-haul reach [AirAsia]
- Optimise performance via reducing app launch times, faster page loads and smoother transitions and animations [AirAsia MOVE, BigPay]

ST3 Data and tech driven**2024 Achievements:**

- Deployed targeted marketing and created personalised offers using the vast pool of customer data, which includes historical behaviours and transactions
 - Recorded 16% and 10% QoQ increase in MAU and number of transactions in Q4 2024 [AirAsia MOVE]
 - Achieved take up rate of 28.5% [Santan]
- Increased disbursement while maintaining low NPL (<7%) via proprietary Credit Decisioning model; while real-time feed of monetary and digital activity data empowers our fraud engine to swiftly adapt and proactively mitigate fraudulent behaviour in an ever-evolving threat landscape [BigPay]
- Launched new modules in ELEVADE™ for improved efficiency
 - ELEVADE™ FLEET: Formed collaborations with Liebherr Aerospace and Revima to enhance predictive maintenance solution for aircraft bleed system and APU respectively
 - ELEVADE™ RFID: Introduced a scanning technology in inventory management of cabin equipment
 - ELEVADE™ PEOPLE: Launched an attendance and time management tool with geolocation tracker

2025 Priorities:

- Deploy Robotic Process Automation (RPA) for process automation and efficiency [DARTS, ADE]
- Fully integrate AI-driven analytics for predictive decision-making [Capital A]
- Ensure system-wide adoption of digital solutions for enhanced efficiency [Capital A]
- Enhance cybersecurity frameworks to protect business-critical data [Capital A]

ST4 Customer obsessed**2024 Achievements:**

- Enhanced customer experience on the app by improving booking flow with features such as autofill recent searches, guest details and payment info, personalise prompts, smart filters to remember selections and sort upfront, as well as providing information clarity about products and policies during booking, confirming selection before checkout, improving error messaging [AirAsia MOVE, BigPay]
- Provide convenience through Santan Express counters at selected airports for pre-booking inflight meals and options through multiple menu choices like value bundles, sugar free drinks/desserts and kids meals [Santan]
- Enhanced customer support training, streamlining complaints resolution [AirAsia MOVE, BigPay, Teleport]

2025 Priorities:

- Ensure customer satisfaction through relevant superior product offerings, based on value [AirAsia MOVE, Santan]
- Improve self-service digital options for seamless customer interaction with launch of an upgraded AI-powered virtual agent, developed in collaboration with Google [AirAsia MOVE]
- Enhance omnichannel customer engagement to improve customer experience and retention by streamlining bookings and refunds, raising Net Promoter Score [AirAsia MOVE, AirAsia rewards]
- Improve customer loyalty through personalised engagement strategies [AirAsia rewards]
- Conduct service quality reviews of key accounts on regular basis [ADE, Abc.]

ST5 People and culture focused**2024 Achievements:**

- Deployed the Rejuvenate, Reassess and Reboot programme where the company reiterates and ensures the adoption of our eight company values. Appointed eight key ambassadors, one for each of the values
- Consistently built a High-Performance Culture through employee engagement and performance management aligned with the company's strategic goals
- Prioritise training to upskill workforce and ensure no shortage of skilled workforce
 - Digitalised company-wide mandatory training through the Learning Management System (LMS) [Outclass]
 - Kicked off 2024 Engineering Trainee Programme (ETP) [ADE]

2025 Priorities:

- Right-sizing the organisation in the spirit of a high performance culture [Capital A]
- Develop a strong leadership pipeline to ensure management continuity especially in critical roles [Capital A]
- Enhance employee engagement through transparent communication [Capital A]
- Align HR policies with business agility and workforce optimisation [Capital A]
- Expand talent mobility programmes to foster career growth within the organisation [Capital A]

Strategic Review

Our Strategy/Blueprint (cont'd.)

Asia Digital Engineering



VISION: To be the top MRO player in the Asean region and in all key market segments that ADE serves

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

AirAsia MOVE



VISION: To be Asean's favourite travel platform by creating affordable, inclusive and delightful journeys

Teleport



VISION: It arrives tomorrow for anyone using Teleport

MISSION: Deliver across Southeast Asia cheaper and faster than anyone else

Santan

VISION: To be the leader in innovative food solutions and to be the largest food service provider in Asean

MISSION: Good Food. Good Coffee. Good Value



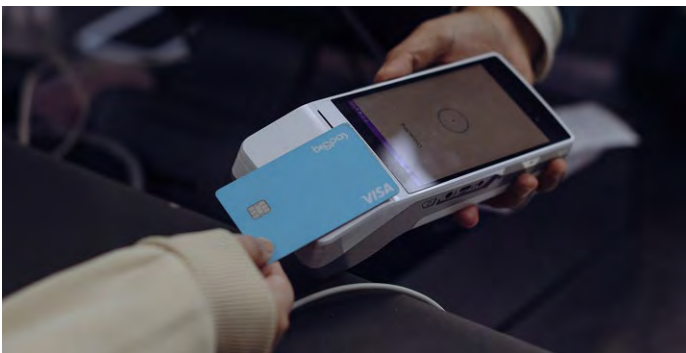
AirAsia brand co. (Abc.)



VISION: Here to build brands and culture for Asean

MISSION: To introduce and connect the world to Asean's people, places and passion via brand building to deliver new experience

BigPay



VISION: To be the lifelong financial partner for Southeast Asians to level up their lives

MISSION: Leveling up lives, one transaction at a time

AirAsia Aviation Group



VISION: Bring the world to Asean and Asean to the world

MISSION: Connect over 1.5 billion people throughout Asean by 2030 through low fares and value

Ground Team Red



VISION: To be Asean's first choice ground handling service provider

MISSION:

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