

CAPITAL A BERHAD
(“CAPITAL A” OR “THE COMPANY”)

MEMORANDUM OF UNDERSTANDING BETWEEN AIRBUS S.A.S. AND AIRASIA BERHAD,
A WHOLLY-OWNED SUBSIDIARY OF CAPITAL A

1. INTRODUCTION

The Board of Directors of the Company (“Board”) wishes to announce that AirAsia Berhad (“AAB”), a wholly owned subsidiary of Capital A, had on 4 July 2025 entered into a Memorandum of Understanding (“MOU”) with Airbus S.A.S. (“Airbus”) to purchase fifty (50) Airbus A321XLR aircraft, with rights for up to twenty (20) Airbus A321XLR aircraft.

2. INFORMATION ON AAB

AAB is a wholly-owned subsidiary of Capital A and based in Malaysia. AAB is part of the AirAsia brand of airlines (“AirAsia Group”), the world’s leading low-cost carrier, which services an extensive network of over 130 destinations across Asia Pacific. Since starting operations in 2001, AirAsia Group has carried close to 1 billion guests and grown its fleet from just two aircraft to over 200. The airline is proud to be a truly Asean (Association of Southeast Asian Nations) airline with established operations based in Malaysia, Indonesia, Thailand, the Philippines and Cambodia, servicing a network stretching across Asia, Australia, and the Middle East. AirAsia Group has been named the World’s Best Low-Cost Airline at the annual Skytrax World Airline Awards 16 times in a row from 2009 to 2025.

3. INFORMATION ON AIRBUS

Airbus is the largest aeronautics and space company in Europe, providing products and services for the commercial aircraft, helicopter, defence and space sectors. Operating through more than 180 sites worldwide, Airbus is known for its focus on innovation, constantly striving to improve its products and services and address the evolving needs of the aerospace industry.

4. SALIENT TERMS OF THE MOU

The MOU signed between AAB and Airbus to purchase up to 50 Airbus A321XLR aircraft together with rights of up to 20 A321XLR is estimated to be valued approximately USD12.25 billion.

Under the MOU, the aircraft delivery schedule is to commence from 2028 through 2032.

<u>Delivery Year</u>	<u># of aircraft</u>
2028	2
2029	7
2030	15
2031	20
2032	6

Under the MOU, AirAsia and Airbus aim to enter into the Purchase Agreement (“PA”) by 15 September 2025. If no PA is signed by that date, the MOU shall automatically lapse—unless otherwise agreed in writing—without any further obligation or liability on either party in respect of the A321XLR transaction.

Further as it is common in transactions of this volume and scale, Airbus has agreed to commit to an extensive support for the A321XLR aircraft order which may include pre delivery support, MRO development and engineering support and relevant training.

5. RATIONALE FOR THE MOU

The rationale to purchase the A321XLR supports AirAsia’s vision to become the world’s first low-cost network carrier, leveraging our multi-hub strategy anchored in our two megahubs in Kuala Lumpur and Bangkok. With up to 8.6 hours of range, the A321XLR enables the Group to connect five continents using an all-narrowbody fleet—serving new long-haul markets that are not viable with widebody aircraft. Its right-sized capacity and lower trip cost allow us to launch new city pairs, increase frequency, and expand long-haul connectivity efficiently, without the operational complexity and capital intensity of widebody operations.

The purchase of A321XLR is of a revenue nature and in the ordinary course of business of AAB.

6. RISK FACTORS

The execution of the MOU is not expected to expose the Company to any new business risk as the MOU does not create any material binding contractual obligations and in the event the Company enters into the relevant definitive agreements, the Company will exercise due care in considering the risks and benefits associated with the proposals.

7. FINANCIAL EFFECTS

The MOUs are not expected to have any effects on the issued share capital and substantial shareholders' shareholdings of Capital A, as well as the net assets, gearing, earnings and earnings per share of the Capital A Group.

8. INTERESTS OF THE DIRECTORS, MAJOR SHAREHOLDERS, CHIEF EXECUTIVE AND/OR PERSONS CONNECTED WITH THEM

None of the directors, major shareholders, chief executive and/or persons connected with them have any interest, direct or indirect, in the MOU.

9. DIRECTORS' STATEMENT

The Board, having considered all aspects of the MOU, is of the opinion that the MOU is in the best interest of the Company.

10. APPROVALS REQUIRED

The execution of the MOU does not require the approval of shareholders of the Company or any relevant authority.

11. DOCUMENTS AVAILABLE FOR INSPECTION

A copy of the MOU will be made available for inspection at the registered office of the Company at Wisma Capital A, 19-04-02, 19, Lorong Dungun, Bukit Damansara, 50490 Kuala Lumpur, W.P. Kuala Lumpur, Malaysia, during regular office hours from Monday to Friday (excluding public holidays) for a period of three (3) months from the date of this announcement.

This announcement is dated 4 July 2025.