

# Performance Table

Indicator	2023	2024	2025
<b>ECONOMIC</b>			
<b>Corporate Governance</b>			
Number of bribery and corruption cases reported	2	0	0
Number of discrimination or harassment	33	28	14
<b>Sustainable Supply Chain</b>			
Total number of new suppliers	1,499	1,091	1,110
Total number of critical suppliers	111	153	234
Total spend on local suppliers (RM)*	3.0 million	2.5 million	5.3 million
<b>Guest Experience</b>			
Customer satisfaction**	ADE	-	95%
	Teleport	87%	96%
	airasia MOVE (NPS)	49	55
	Santan (NPS)	9	56
	BigPay (CSAT)	94%	90%
	Academy	93%	98%
	AirAsia • NPS	52	53
	• CSAT	67%	89%
	GTR (NPS)	49	55
	On-time performance	77%	76%
Percentage of short-haul flight (<6 hours) with more than 15 minutes delay	23%	24%	29%
Load factor for short-haul flight (<6 hours)	88%	89%	84%
<b>Technology &amp; Innovation</b>			
Corporate data literacy score (%)	66.2%	70.2%	72.4%
<b>Information Security &amp; Data Privacy</b>			
Total number of information security breaches or other cybersecurity incidents	0	0	0
Total amount of fines/penalties paid in relation to information security breaches or other cybersecurity incidents	0	0	0
<b>ENVIRONMENT</b>			
<b>Climate Strategy</b>			
Scope 1 (tonnes CO <sub>2</sub> e)	4,876,565	5,440,467	5,785,598
Scope 2 (tonnes CO <sub>2</sub> e)	9,972	12,516	14,441
Scope 3 (tonnes CO <sub>2</sub> e)*	1,020,2673	1,144,109	1,210,768
Fuel consumption (tonnes)	1,528,233	1,704,216	1,812,078
Carbon intensity ratio (gCO <sub>2</sub> /RPK)	74.0	72.3	75.5
Carbon intensity ratio (gCO <sub>2</sub> /ASK)	64.4	63.7	62.9
Non-renewable electricity purchased (MWh)	15,083	18,147	21,067
Energy use intensity (kWh/m <sup>2</sup> /yr)*	116	140	147
NOx emissions (tonnes)	2,675	4,183	4,366
NOx emissions intensity (gNOx/RPK)	0.041	0.057	0.066
SOx emissions (tonnes)	285	332	336
Volatile organic compounds (VOC) emissions (tonnes)	986	1,115	1,163
<b>Waste Management</b>			
Hazardous waste	Solid waste (tonnes)*	82.9	109.7
	Liquid waste (litres)	26,796	14,814
Non-hazardous waste generated (tonnes)	1,003	1,714	2,495
Waste diverted from disposal (tonnes)	494	816	940
Waste disposed (tonnes)	509	898	1,556
Food Waste (kg)	765,416	718,111	667,043

\* Excludes fuel, aircraft purchase & lessors.

\*\* NPS: Net promoter score; CSAT: Customer satisfaction score

\* Restated 2023–2024 performance data to reflect refined calculation methodologies and enhanced data integrity.

Note: The Group measures its GHG emissions in accordance with the globally recognised GHG Protocol Corporate Accounting and Reporting Standard, to ensure full alignment with global best practices and IFRS S2 disclosure requirements.

For our most material Scope 1 emissions, the primary input is actual Jet A-1 fuel consumption data, extracted directly from our flight operations and fuel management systems. The key assumptions involve applying industry-standard emission factors and Global Warming Potential (GWP) rates—sourced from the Intergovernmental Panel on Climate Change (IPCC) and the ICAO CORSIA framework—to accurately convert fuel volumes into CO<sub>2</sub> equivalents.

For our Scope 2 emissions, the primary input is purchased electricity data derived from utility billing records, utilising extrapolated historical averages to account for any localised data gaps. Key assumptions involve applying national grid emission factors sourced from the respective energy authorities in each operating country.

For our Scope 3 emissions, inputs include data extracted from cloud service dashboards (Category 1), upstream fuel consumption records (Category 3), logistics invoices (Category 4), corporate travel bookings (Category 6), and employee commuting data (Category 7). Key assumptions involve applying globally recognised emission factors sourced from the UK's Department for Energy Security and Net Zero (DESNZ).

# Performance Table

Indicator		2023	2024	2025	
<b>SOCIAL</b>					
<b>Health &amp; Safety</b>					
Total man hours worked		38,881,088	42,579,500	44,185,704	
Number of recordable work-related injuries		68	76	90	
Lost Time Injury (originally Number of lost days)		1,306	1,324	1,166	
Lost Time Injury Frequency Rate (LTIFR) <i>LTIFR = (lost time injuries/total hours worked)*1000000</i>		33.6	31.1	26.4	
Incident rate		3.8	3.6	4.5	
Severity rate		33.6	30.2	26.4	
<b>Safety Training</b>					
Safety Training Hours		200,586	5,655	10,590	
Average Safety Training Hours per Employee		233	76	32	
<b>Diversity &amp; Inclusion</b>					
Total number of employees		21,063	21,851	20,555	
Distribution by gender		Female	7,069 (33.6%)	7,375 (33.8%)	6,702 (32.6%)
		Male	13,994 (66.4%)	14,476 (66.2%)	13,853 (67.4%)
Distribution by employment type		Female	5,660 (32.5%)	6,011 (32.3%)	5,725 (31.6%)
		Male	11,768 (67.5%)	12,610 (67.7%)	12,392 (38.4%)
		Total	17,428	18,621	18,117
		Female	1,408 (38.7%)	1,347 (41.7%)	977 (5.4%)
Contract		Male	2,227 (61.3%)	1,883 (58.3%)	1,460 (40.1%)
		Total	3,635	3,230	2,437
<b>Talent Attraction &amp; Retention</b>					
New hires		Female	1,818 (37.6%)	1,503 (39.1%)	826 (43.5%)
		Male	3,011 (62.4%)	2,337 (60.9%)	1,074 (56.5%)
		Total	4,829	3,840	1,900
By Age Group		Below 30 years	3,438	2,725	1,330
		30-50 years	1,324	1,097	598
		Above 50 years	67	18	27
By Employee Category		Senior Management	26	41	4
		Management	231	179	155
		Executive	1,488	1,343	565
		Non-Executive	3,084	2,277	1,232
Open positions filled by internal candidates		1,350	1,336	98	
Employee turnover		Female	14.4%	5.5%	4.1%
		Male	10.7%	8.8%	6.6%
Percentage of turnover by employee category and gender		Female	56.6%	34.3%	19.2%
		Male	43.4%	65.7%	15.1%
		Female	67.4%	31.5%	14.5%
		Male	32.6%	68.5%	7.0%
Executive		Female	54.7%	40.9%	8.2%
		Male	45.3%	59.1%	9.4%
Non-Executive		Female	58.7%	37.9%	18.7%
		Male	41.3%	62.1%	11.4%
<b>Training</b>					
Amount invested in training (RM) <sup>1</sup>		3.7 million	2.9 million	2.1 million	
Average training hours per employee <sup>2</sup>		6.6	8	2	
<b>Human Rights</b>					
Allstars completed anti-harassment training		2,965	1,014	6,739	
Allstars completed anti-trafficking e-learning module		7,835	870	4,255	
<b>Community Investment</b>					
AirAsia Foundation - grants awarded (RM)		244,097.42	176,150	196,760	
AirAsia Foundation - amount disbursed (RM)		89,692.60	176,548	123,107	
Contributions to the community (RM)		119,616.71	35,831	1,009,590	
Number of volunteering hours		914	839	912	

<sup>1</sup> Amount invested excludes regulated training for pilots, cabin crew, and aircraft engineers as required by relevant civil aviation authorities and agencies.

<sup>2</sup> Average training hours per employee excludes regulated training for pilots, cabin crew, and aircraft engineers.

# GRI Content Index

Pillar	GRI Standard	Disclosure	Page	Remarks	Omissions	Remarks
General Disclosure	<b>General Disclosures</b>					
		The organisation and its reporting practices				
		2-1 Organizational details				Annual Report 2025
		2-2 Entities included in the organization's sustainability reporting	1	About This Report		
		2-3 Reporting period, frequency and contact point				
		2-4 Restatements of information	-	-		Restatement of data are noted in the sections where they appear.
		2-5 External assurance	-	-		Capital A obtained internal assurance from the Group Internal Audit department to strengthen the credibility of the Sustainability Report.
		Activities and workers				
		2-6 Activities, value chain and other business relationships	-	-		Annual Report: Our Investment Case Annual Report: Corporate Structure Annual Report: Sustainability Statement
		2-7 Employees	110	Diversity & Inclusion		
		2-8 Workers who are not employees				
		Governance				
		2-9 Governance structure and composition				
		2-10 Nomination and selection of the highest governance body				
		2-11 Chair of the highest governance body				
		2-12 Role of the highest governance body in overseeing the management of impacts	9	Introduction: Sustainability Governance		Annual Report: Our Leadership
		2-13 Delegation of responsibility for managing impacts				
		2-14 Role of the highest governance body in sustainability reporting				
	GRI 2: General Disclosures 2021	2-15 Conflicts of interest	-	-		Code of Conduct: <a href="https://www.capitala.com/misc/210330_AAPPLS004_Code_of_Conduct_and_Ethics_03_00.pdf">https://www.capitala.com/misc/210330_AAPPLS004_Code_of_Conduct_and_Ethics_03_00.pdf</a>
		2-16 Communication of critical concerns	21	Corporate Governance: Grievance Mechanisms		Whistleblowing Channel: <a href="https://www.capitala.com/whistleblowing_channel.html">https://www.capitala.com/whistleblowing_channel.html</a>
		2-17 Collective knowledge of the highest governance body	-	-		Corporate Leadership: <a href="https://www.capitala.com/corporate_leadership.html">https://www.capitala.com/corporate_leadership.html</a>
		2-18 Evaluation of the performance of the highest governance body	9	Introduction: Sustainability Governance		Corporate Governance Overview Statement
		2-19 Remuneration policies	-	-		Remuneration Policy: <a href="https://www.capitala.com/misc/AirAsia_Group_Remuneration_Policy_Statement_2004021.pdf">https://www.capitala.com/misc/AirAsia_Group_Remuneration_Policy_Statement_2004021.pdf</a>
		2-20 Process to determine remuneration	-	-		
		2-21 Annual total compensation ratio	-	-		Corporate Governance Overview Statement: Remuneration
		Strategy, policies and practices				
		2-22 Statement on sustainable development strategy	2	Message from the Chief Sustainability Officer		
		2-23 Policy commitments	8 21	Our Sustainability Approach Corporate Governance: Ethics and Integrity		Policies: <a href="https://www.capitala.com/corporate_governance.html">https://www.capitala.com/corporate_governance.html</a>
		2-24 Embedding policy commitments	8 21	Our Sustainability Approach Corporate Governance: Ethics and Integrity		
		2-25 Processes to remediate negative impacts				Whistleblowing Channel: <a href="https://www.capitala.com/whistleblowing_channel.html">https://www.capitala.com/whistleblowing_channel.html</a>
	2-26 Mechanisms for seeking advice and raising concerns	21-22	Corporate Governance: Grievance Mechanisms		Whistleblowing Channel: <a href="https://www.capitala.com/whistleblowing_channel.html">https://www.capitala.com/whistleblowing_channel.html</a>	
	2-27 Compliance with laws and regulations		Corporate Governance: Ethics and Integrity		Policies: <a href="https://www.capitala.com/corporate_governance.html">https://www.capitala.com/corporate_governance.html</a>	
	2-28 Membership associations	13	Membership Associations			

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Economic		Stakeholder Engagement					
		2-29 Approach to stakeholder engagement	11	Stakeholder Engagement			
		2-30 Collective bargaining agreements	-	-			
		<b>Material Topics</b>					
		GRI 3: Material Topics 2021	3-1 Process to determine material topics 3-2 List of material topics	14-18	Material Matters		
		<b>Good Governance</b>					
		GRI 3: Material Topics 2021	3-3 Management of material topics	18	Corporate Governance		
		GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	23	Corruption Risk Assessment		
			205-2 Communication and training about anti-corruption policies and procedures	22-25	Corporate Governance: Anti-Corruption		
			205-3 Confirmed incidents of corruption and actions taken				
		GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	22	Corporate Governance: Grievance Mechanisms		
		GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	29	Corporate Governance: Responsible PR & Communications		
		<b>Sustainable Supply Chain</b>					
		GRI 3: Material Topics 2021	3-3 Management of material topics	30	Sustainable Supply Chain		
		GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	33	Sustainable Supply Chain: Supporting Local Suppliers		
		GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	32	Sustainable Supply Chain: Supplier Selection Process		
			308-2 Negative environmental impacts in the supply chain and actions taken				
		GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	31	Sustainable Supply Chain: Supplier Code of Conduct		
		GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor				
		GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	32	Sustainable Supply Chain: Supplier Selection Process		
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	<b>Guest Experience</b>						
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	<b>Information Security &amp; Data Privacy</b>						
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	GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	66	Information Security & Data Privacy: Complaints or Material Breaches			

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Environmental	<b>Climate Strategy</b>					
	GRI 3: Material Topics 2021	3-3 Management of material topics	67	Climate Strategy		
	GRI 302: Energy 2016	302-1 Energy consumption within the organization	83	Climate Strategy: Total Group Energy Consumption		
		302-2 Energy consumption outside of the organization	83-84	Climate Strategy: Scope 3 GHG Emissions		
		302-3 Energy intensity	80-83	Climate Strategy: Scope 1 & 2 GHG Emissions		
		302-4 Reduction of energy consumption	83	Climate Strategy: Scope 2 GHG Emissions		
	GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	85	Climate Strategy: Water Consumption		
		303-4 Water discharge	85	Climate Strategy: Wastewater Management		
		303-5 Water consumption	85	Climate Strategy: Water Consumption		
	GRI 304: Biodiversity 2016	304-3 Habitats protected or restored	146	Uplifting Communities in Asean: Biodiversity		
	GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	80-82	Climate Strategy: Scope 1 GHG Emissions		
		305-2 Energy indirect (Scope 2) GHG emissions	83	Climate Strategy: Scope 2 GHG Emissions		
		305-3 Other indirect (Scope 3) GHG emissions	83-85	Climate Strategy: Scope 3 GHG Emissions		
		305-4 GHG emissions intensity	80	Climate Strategy: Carbon Intensity		
		305-5 Reduction of GHG emissions	80-82	Climate Strategy: Scope 1 GHG Emissions		
		305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	84	Climate Strategy: Other GHG Emissions		
	<b>Waste Management</b>					
	GRI 3: Material Topics 2021	3-3 Management of material topics				
	GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	86	Waste Management		
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Social	<b>Safety As Our Priority</b>					
	GRI 3: Material Topics 2021	3-3 Management of material topics	93	Safety As Our Priority		
	GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	94	Safety As Our Priority: Operational Safety		
		403-2 Hazard identification, risk assessment, and incident investigation	95	Safety As Our Priority: Safety Risk Management		
		403-3 Occupational health services	94	Safety As Our Priority: Operational Safety		
		403-4 Worker participation, consultation, and communication on occupational health and safety	102	Safety As Our Priority: Safety Promotion		
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		403-8 Workers covered by an occupational health and safety management system	94	Safety As Our Priority: Operational Safety		
		403-9 Work-related injuries	106	Safety As Our Priority: Occupational Health and Safety		
		403-10 Work-related ill health	106	Safety As Our Priority: Occupational Health and Safety		
	GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	108	Safety As Our Priority: Food Safety		
	<b>Diversity and Inclusion</b>					
	GRI 3: Material Topics 2021	3-3 Management of material topics	110	Diversity and Inclusion		
	GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	110	Diversity and Inclusion		
		405-2 Ratio of basic salary and remuneration of women to men	114	Diversity and Inclusion: Gender Pay Gap		
	<b>Talent Attraction and Retention</b>					
	GRI 3: Material Topics 2021	3-3 Management of material topics	117	Talent Attraction & Retention		
	GRI 401: Employment 2016	401-1 New employee hires and employee turnover	119	Talent Attraction & Retention: New Hires & Turnover		
		401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	132	Talent Attraction & Retention: Rewards & Benefits		
		401-3 Parental leave	133	Talent Attraction & Retention: Caring for Allstars and their Families		
	GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	126	Talent Attraction & Retention: Investing in Our Allstars		
		404-2 Programs for upgrading employee skills and transition assistance programs				
		404-3 Percentage of employees receiving regular performance and career development reviews	130	Talent Attraction & Retention: Performance Review		
	<b>Human Rights</b>					
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	GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	135-138	Human Rights		
	GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor				
	<b>Uplifting Communities in Asean</b>					
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GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	139	Uplifting Communities in Asean			

# IFRS S2 Disclosure Index

• Sustainability Governance, page 9

<b>Governance</b>	S2.06(a)(i)	<ul style="list-style-type: none"> <li>• Sustainability Governance, page 9</li> <li>• Sustainability Policy, page 10</li> <li>• Board Charter</li> <li>• Risk Management and Sustainability Committee Terms of Reference</li> </ul>
	S2.06(a)(ii)	
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	S2.06(a)(v)	NSRF transition reliefs applied
	S2.06(b)(i)	<ul style="list-style-type: none"> <li>• Sustainability Governance, page 9</li> <li>• Sustainability Policy, page 10</li> <li>• Risk Management and Sustainability Committee Terms of Reference</li> <li>• Risk Management and Sustainability Committee Terms of Reference</li> </ul>
	S2.06(b)(ii)	
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	S2.14(a)(i)	<ul style="list-style-type: none"> <li>• Climate Strategy, page 67</li> <li>• Net Zero by 2050, page 68-74</li> <li>• Climate-related Risks and Opportunities, page 76-78</li> </ul>
	S2.14(a)(ii)	
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S2.25(a)(iii)		<ul style="list-style-type: none"> <li>• Risk Management, page 26</li> <li>• Managing Climate-Related Risks, page 27</li> </ul>
S2.25(a)(iv)		<ul style="list-style-type: none"> <li>• Risk Management, page 26</li> <li>• Managing Climate-related Risks, page 27</li> <li>• Climate-related Risks and Opportunities, page 76-78</li> </ul>
S2.25(a)(v)		
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S2.25(c)		

# IFRS S2 Disclosure Index

Metrics and Targets		
	S2.29(a)(i)	<ul style="list-style-type: none"> <li>Measuring Our Carbon Footprint, page 79</li> </ul>
	S2.29(a)(ii), S2.B28(a)	<ul style="list-style-type: none"> <li>Energy and Emissions Management, page 79</li> </ul>
	S2.29(a)(iii)	<ul style="list-style-type: none"> <li>Scope 1 GHG Emissions, page 81</li> </ul>
	S2.29(a)(iv)	<ul style="list-style-type: none"> <li>Scope 2 GHG Emissions, page 83</li> <li>Scope 3 GHG Emissions, page 83-84</li> </ul>
	S2.29(a)(v)	Not applicable
	S2.29(a)(vi)	<ul style="list-style-type: none"> <li>Energy and Emissions Management, page 79</li> <li>Scope 3 GHG Emissions, page 83-84</li> </ul>
	S2.29(b)	NSRF transition reliefs applied
	S2.29(c)	
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	S2.29(g)(ii)	
	S2.33	<ul style="list-style-type: none"> <li>Climate Strategy, page 67</li> </ul>
	S2.33(a)	<ul style="list-style-type: none"> <li>Net Zero by 2050, page 68-74</li> </ul>
	S2.33(b)	
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	S2.34	<ul style="list-style-type: none"> <li>Climate Strategy, page 67</li> </ul>
	S2.34(a)	<ul style="list-style-type: none"> <li>Net Zero by 2050, page 68-74</li> </ul>
	S2.34(b)	
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	S2.36(a)	<ul style="list-style-type: none"> <li>Climate Strategy, page 67</li> </ul>
	S2.36(b)	<ul style="list-style-type: none"> <li>Net Zero by 2050, page 68-74</li> </ul>
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	S2.36(e)(iv)	

# Statement of Assurance

In strengthening the credibility of the Sustainability Report, selected matters of this Sustainability Report have been subjected to an internal review by Capital A Berhad's internal auditors and have been approved by the Capital A's Audit Committee.

## Subject Matter

The following indicators of the selected subject matter are covered by the internal review:

Sustainability matter	Indicator
Corporate Governance	<ul style="list-style-type: none"> <li>a) Percentage of employees that received training on anti-corruption by employee category</li> <li>b) Confirmed incidents of corruption and action taken</li> <li>c) Percentage of operations assessed for risks related to corruption</li> </ul>
Information Security & Data Privacy	<ul style="list-style-type: none"> <li>a) Number of substantiated complaints concerning breaches of data privacy and losses of data</li> </ul>
Health & Safety	<ul style="list-style-type: none"> <li>a) Number of work-related fatalities</li> <li>b) Lost time incident rate</li> <li>c) Number of employees trained on health and safety standard</li> </ul>
Talent Attraction and Attraction/ Human Rights	<ul style="list-style-type: none"> <li>a) Total hours of training by employee category</li> <li>b) Percentage of employees that are contractors or temporary staff</li> <li>c) Total number of employee turnover by employee category</li> <li>d) Number of substantiated complaints concerning human rights violations</li> </ul>
Climate Strategy	<ul style="list-style-type: none"> <li>a) Scope 1 emissions in tonnes of CO<sub>2</sub>e</li> <li>b) Scope 2 emissions in tonnes of CO<sub>2</sub>e</li> <li>c) Scope 3 emissions in tonnes of CO<sub>2</sub>e</li> <li>a) Total energy consumption</li> <li>b) Total volume of water used</li> </ul>

## Scope

The boundary of the internal review covered Capital A Berhad and its subsidiaries companies during the Financial Year 2025.

**Capital A Berhad**

[Registration No: 201701030323(1244493-V)]

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