

1. Why is AirAsia Group Berhad announcing the Group Holding Company name change to “Capital A”?

The name change reflects the Group’s new core business strategy as an investment holding company with a portfolio of synergistic travel and lifestyle businesses, which have rapidly transformed the AirAsia brand into more than just an airline over the past two years.

Essentially Capital A is an investment company with a broad portfolio of businesses which deliver the best value at the lowest cost, supported by strong data built up over two decades.

2. When will the new name take effect?

The new holding company name, Capital A, is effective immediately following the successful registration of the name by the Companies Commission of Malaysia announced on 3 January 2022 and the subsequent formal approvals received by the Board and shareholders at the Extraordinary General Meeting (EGM) held on 27 January 2022.

3. What is the strategy behind the name change?

The strategy behind the change of name is to introduce a new corporate identity that better reflects the Group’s core businesses today and its future undertakings, in tandem with our rapid transformation from an airline into a digital travel and lifestyle services group. We believe that the new company name will further enhance the marketability of our products and boost the success of our Company for the long haul.

4. What are the competitive strengths of Capital A?

As a leading Asean brand for 20 years, we have a vast data pool with over 51 million customers on our databases to tailor our products and services to accordingly such as Seamless Sign on and Checkout, our Rewards Program with over 24 million loyalty members and more than 300 merchant partners in the region, a value driven Unlimited subscription service, acquisition channels and chat and many more innovative features to come.

Capital A is the holding company for more brands than any other in Asean, with over 20 different products and services leveraging off each other including the airline group - AirAsia Aviation Group, airasia Super App, logistics venture Teleport, BigPay fintech services, the airline engineering business Asia Digital Engineering (ADE) and venture arm Redbeat Capital.

Importantly, every brand and product under the Capital A umbrella will reinforce the same core values that made the airline a success - connecting people and transforming lives by serving the underserved.

5. What are the growth opportunities for Capital A?

With access to over 700 million people in the region, we foresee incredible growth opportunities for our brand across many different industries in all of our core markets. We now have 16 products and services

on our airasia Super App alone, delivering not only the best value flight and travel deals but also everyday lifestyle needs, from food to retail and ecommerce, to same day delivery, ride hailing and much more. We are already one of the top three online travel agents (OTAs) in Asean and our super app is on track to become the leading lifestyle app in the region very soon.

All businesses under Capital A remain committed to becoming leaders in their respective fields leveraging the digital era.

6. What are the Company's topline five year goals?

While the airline businesses will continue to underpin the AirAsia brand, we expect our non-airline business to provide up to 50% of the group's revenues by 2026. This name change is an important step to show we have transformed, with more brands under one umbrella than any other brand in Asean, and with access to over 700 million people in the region we look forward to strong growth prospects in the future.

- **Aviation** - *AirAsia Aviation Limited, GTR, Santan*
 - To connect over 1 billion people throughout Asean by 2026
 - To deliver high utilisation of aircraft of above 13 hours a day
 - To digitalise all touchpoints along passenger journey at airports
- **Asia Digital Engineering (ADE)**
 - Capturing the MRO market share and establishing ADE as a key player in the region
- **Digital** - *airasia Super App, Teleport, BigPay*
 - **airasia Super App** - *ride, food, travelmall, hotels, flights, health, xpress, money, rewards, Unlimited, SNAP (flight + hotel)*
 - To be the super app of choice in the region - market leader across verticals
 - 75% of all transactions to happen on the App
 - **Bigpay**
 - 10 mil Monthly Active Users by 2026
 - **Teleport**
 - 10% Cargo market share in SEA
 - 9% Delivery market share in SEA
- **Ventures** - *RedBeat Capital Inc (RBC): airasia academy, airasia grocer, IKHLAS*
 - 5 mil Signups by 2026 for AirAsia Academy
 - 21.3 mil monthly orders by 2026 for airasia grocer

7. What are the key priorities for Capital A?

- Implementing a robust 5 year strategy which will deliver an airline:non airline revenue mix of 50:50. The key growth revenue driver will be the recovery of aviation and the acceleration of all digital businesses.
- Become the lowest cost producer in all lines of business
- Positive cash flow

8. What are the companies under Capital A?

All of our portfolio businesses are well on track to become industry leaders in their respective fields across Southeast Asia. Capital A comprises:

- **Aviation**
 - The AirAsia branded airlines
 - GTR
 - Santan
- **Asia Digital Engineering (ADE)**
- **Digital**
 - airasia Super App
 - Bigpay
 - Teleport
- **Ventures**
 - RedBeat Capital (RBC):
 - airasia academy
 - airasia grocer
 - IKHLAS

9. Who is included in the top management team behind Capital A?

- Datuk Kamarudin Meranun, Executive Chairman
- Tan Sri Tony Fernandes, Chief Executive Officer
- Pattria Boosarawongse, Chief Financial Officer
- Rozman Omar, Executive Director, Asia Aviation
- Bo Lingam, President (Aviation) and Group CEO, AirAsia Aviation Limited
- Colin Currie, President (Commercial) and CEO, AirAsia Digital Sdn Bhd
- Aireen Omar, President (Ventures) and CEO, Redbeat Capital Inc