

# AIRASIA 3.0

AIRLINE + DIGITAL + TECHNOLOGY

= THE TRAVEL & FINANCIAL PLATFORM OF ASEAN

AirAsia Group Berhad Corporate Presentation

October 2019

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# Agenda

### Achieving the unthinkable

Strengthening our underlying airline business

Digitalising the airline

AirAsia 3.0

Leveraging our data to create platforms

# The largest LCC in Asia The fourth largest airline in Asia





**272** aircrafts, in **8** airlines



100 million passengers flown annually >600 million total passengers flown



**159** destinations across 23 Markets



Over **387** routes, including **107** unique routes



**24** hubs



Over **11,000** flights per week



AirAsia routes
 AirAsia X routes
 AirAsia hubs

Srinagar Amritsar Chandigarh

MALDIVES

SAUDI

Jeddah •

# Wide digital reach via AirAsia.com, mobile app and social media







Over

12,200,000 fans



Over

26,700,000 followers



Over

8,000,000 followers



Over

2,000,000 followers



Over

2,200,000 followers



Over

1,300,000 followers



Over 560 million annual unique (web&app) visitors

Over 40 million mobile app download



2.96% annual conversion rate Hits from over different countries

**76**% Sales via internet

# **2Q19 Key Highlights**





### Improved performance of AirAsia Philippines

- Profit grew 777%
- RASK up 5% with 91% load factor
- CASK flat



## Turnaround of AirAsia Indonesia

- Profit of IDR11bn
- RASK up 6%
- CASK down 16%



# Good performance by **AirAsia Malaysia** despite irrational pricing by competitors in domestic space & weak demand to HK and Macau

- RASK slightly fell by 1%. Average fare down 5%.
- Domestic market share gained 5ppts to 62%



### AirAsia India reduced losses by 74%.

- RASK up 4%. 90% load factor
- CASK down 1%
- Gained 1ppt domestic market share to 7%.



**Load factor** more than 82% for all AOCs, except AirAsia Japan at 78%.



**Ancillary** revenue grew 39% YoY.

- Duty-free sales up 81%.
- Seat selection up 33%.



# Non-airline ancillary revenue from digital platforms grew 243% YoY.

- **Teleport** revenue of RM112 mil. Handled 16% YoY more tonnage in 2Q19.
- **BigPay** GTV up 49% QoQ
- AirAsia.com GTV of RM5.4 bil. Revenue of RM2 mil.

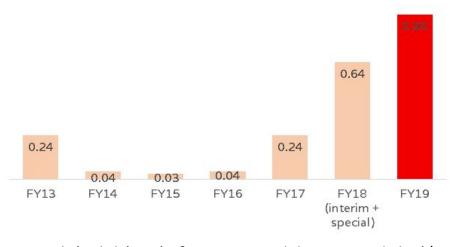


Positive operating cashflow (post operating lease) of RM267 mil in 1H19

# **Dividends**

Dividend Payout (RM)





- 2019: special RM0.90 payable in 29 Aug 2019; 34% dividend yield
- 2018: Interim + special dividend totaling to RM0.64 for FY2018; 21.5% dividend yield

# Special Dividends from Monetising Our Digital/Support Assets



# **Ground Handling Service**

•Cash proceeds received in Jan 2018 SGD119.3 million



### Pilot & crew training centre

•Monetisation of 50% stake: Cash proceeds of USD100 million received in Mid-Nov 2017



### Hotel & travel

•Sold 25% stake for USD86 million in 2015

•Sold remainder of 25% for USD60 million in Aug 2018



### Aircraft leasing

- •Sale of 79 aircraft and 14 engines concluded for USD1.085 billion in 4Q2018
- •Another 25 aircraft to transact for USD768mil and confidential



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# Fleet Plan



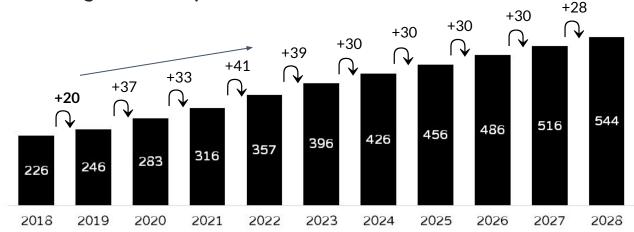
### Fleet Expansion Across AOCs in 2019

	MAA	TAA	IAA	PAA	AAI	AAJ	Total
December 2018*	95	62	24	22	19	2	224
2019 Net Addition	2	1	4	3	9	1	20

<sup>\*</sup> December 2018 fleet excludes 2 third party leases

Target aircraft financing for 2019: All on sale and leaseback.

### Our long-term fleet plan



Note: Column chart includes 2 third party leases

Fleet plan is subject to changes

Updated fleet plan as at 21 August 2019



New A321neo aircraft are more fuel efficient & have lower cost per seat

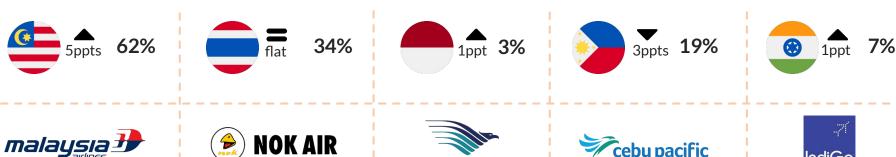
### 6 countries:



# **Growing Market Share**



### AirAsia's Domestic Market Share & Rational Competition (2Q2019 vs 2Q2018)









▲ 1 ppt

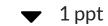
Malindo air





1 ppt







▲ 7 ppts



FLAT









3 ppts



▲ 1 ppt

Source: PaxIS

# Improved performance by PAA & IAA



### AirAsia Philippines

	2Q18	2Q19	▲ %
Revenue (Php mil)	5,461	7,513	<b>▲</b> 38%
EBITDA (Php mil)	274	1,575	<b>▲</b> 474%
PAT (Php mil)	68	593	▲777%
RASK (Php)	2.49	2.61	<b>▲</b> 5%
CASK (Php)	2.48	2.49	-
Pax (mil)	1.8	2.2	▲22%
Load factor	87%	91%	▲4ppts

- Strong operational and financial performance in 2Q19.
- Profit grew 777%
- Carried 22% more passengers, surpassing the 18% higher capacity. Load factor improved 4ppt to 91%.
- CASK ex-fuel lowered by 3% YoY.
- Adding 3 aircraft in 2019.

### AirAsia Indonesia

	2Q18	2Q19	<b>▲</b> %
Revenue (IDR mil)	982,475	1,660,768	<b>▲</b> 69%
EBITDA (IDR mil)	-90,874	351,075	<b>▲</b> 486%
PAT (IDR mil)	-203,306	10,959	▲ 105%
RASK (IDR)	509.54	540.95	<b>▲</b> 6%
CASK (IDR)	633.33	534.36	▼16%
Pax (mil)	1.2	1.8	<b>▲</b> 58%
Load factor	81%	82%	▲1ppt

- EBITDA and PAT were positive in comparison to 1Q18's losses
- Turned profitable faster than expected.
- Driven by 6% increase in RASK and efficient cost control as CASK and CASK ex-fuel reduced by 16% and 23% respectively.
- We managed to strengthen our domestic presence as our market share improves by 1ppt to 3%.
- New Lombok launched in May 2019 with new route Lombok-Perth and Lombok-Kuala Lumpur
- Adding 4 aircraft in 2019.
- Launching Jakarta-Belitung and KL-Belitung



# Agenda

Achieving the unthinkable

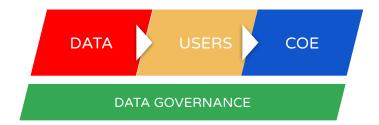
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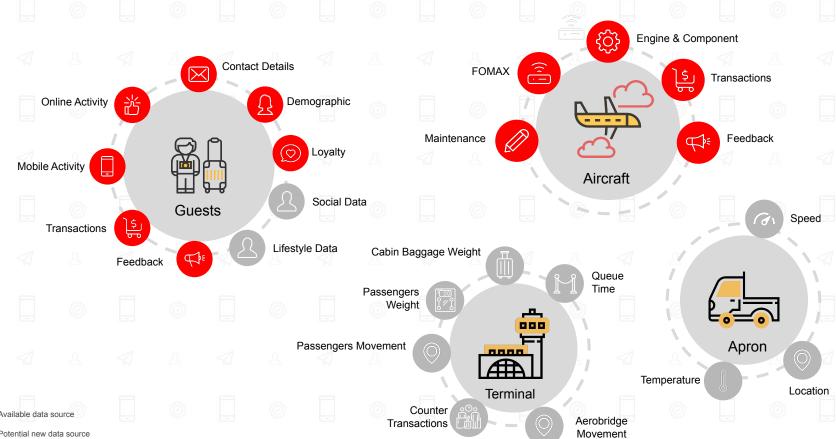
# **Data-driven organisation**



# We have a lot of Data to drive ecosystem expansion

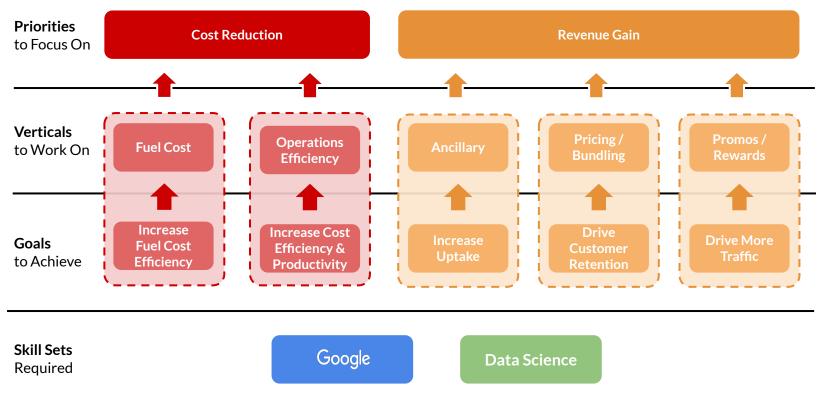
**BIG Data and Real-time Insights** 





# Data taking us to new heights





# Staying true to being low-cost



Our top priority, ALWAYS.



Lower airport charges



Predictive maintenance to increase efficiency



Driving fuel usage reduction through data analytics



New A321neo aircraft that are fuel efficient & have lower cost per seat



Adoption of 'Agile' organisation structure



Media cost on a downtrend with personalisation



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# Growth in 2019 and beyond: AirAsia 3.0



### Data

### AirAsia BIG Loyalty points - BIGLIFE

AirAsia ecosystem comprises the Group's core airline network operations, travel and lifestyle commerce platform, financial and insurance services, logistics services, as well as lifestyle & entertainment affiliates

# **Corporate structure reorganisation**



Setting the right pillars towards becoming a travel and financial platform company

	AirAsia Group	
Airlines	AirAsia.com	RedBeat Ventures
		Teleport
		BigPay
Country AOCs		Santan/T&Co
Country AOCs		AirAsia BIG Loyalty
		OURSHOP
	18	Other non-airline investments

# We are investing in people

## Building blocks laid for a platform business





**Lye Kong Wei,** Chief of Data Science (Formerly from Grab)



Elias Vafiadis, Head of Software Engineering (Formerly from Expedia)



Fabrice Marie, Head of Information Security (Formerly from Lazada)



AirAsia Software Engineering & Technology Center Bangalore, India



# Agenda

Achieving the unthinkable

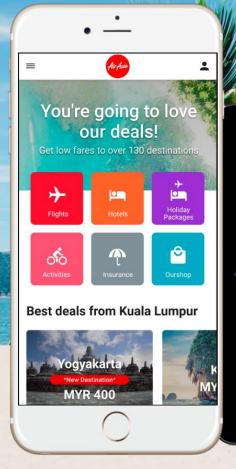
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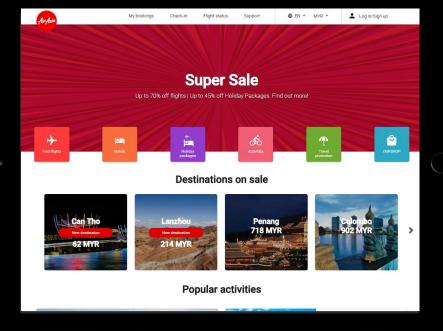
AirAsia 3.0

Leveraging our data to create platforms

# AirAsia.com - All-in One Travel and Lifestyle Marketplace



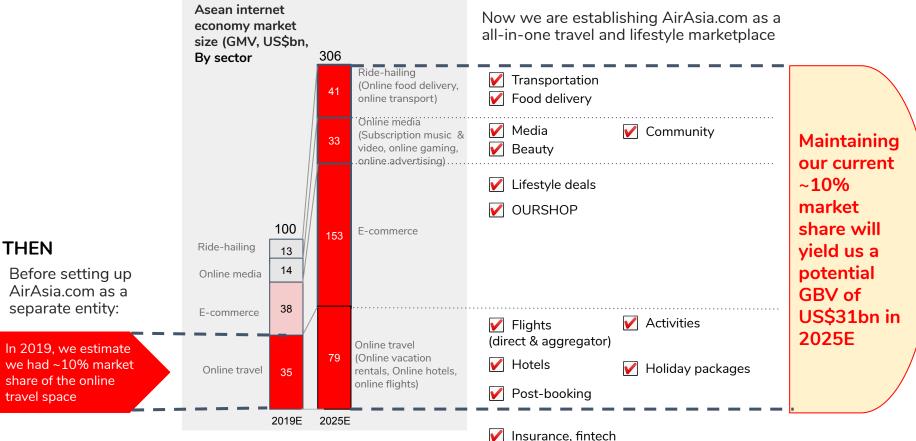
New enhanced homepage UX/UI on web & mobile



# AirAsia.com addressable market

# Air Asia

### **OUR VISION**



# **BigPay - Financial Supermarket**



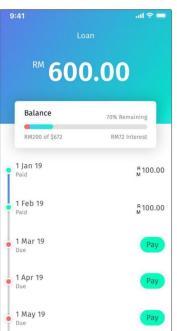


### Asia's Money App

- Digital challenger bank for Southeast Asian millennials and travelers
- Democratise financial services with simple and affordable solutions for e-wallet, remittances, and lending

700k users







e-Money

Advanced money management

Loans

Remittance

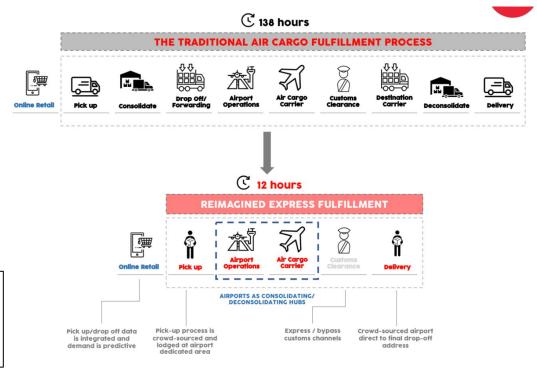
# AirAsia Group Belly Space Consolidation/Partnerships





# Full Year 2018: Revenue of RM206 mil. Target for Full Year 2019: Revenue of RM400 mil

### Existing cargo supply chain is ripe for disruption:



# Building Teleport to enable direct businesses and consumers Opening our logistics infrastructure to social sellers



### **BUSINESSES**

### CONSUMERS







amazın'qraze



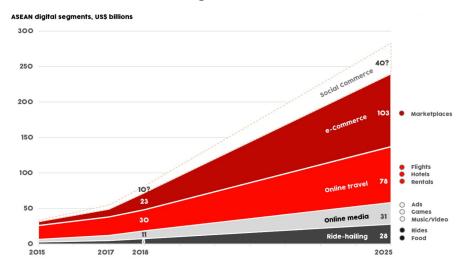




### **Account & Settings**

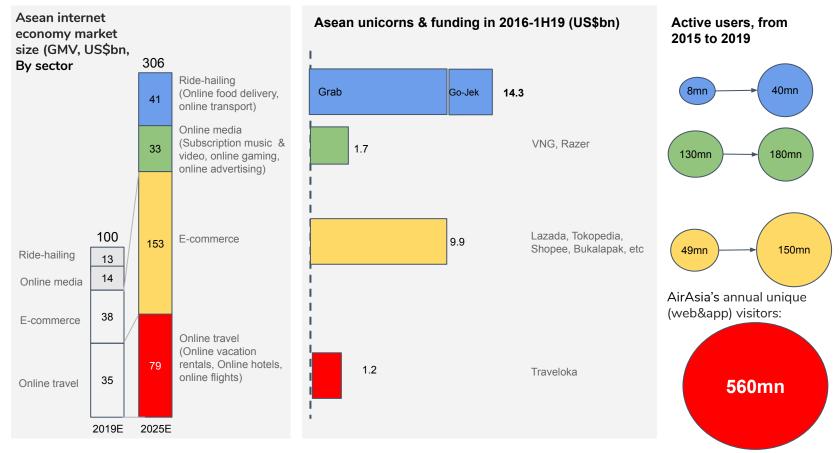


# Social Commerce (C2C) is growing faster than ride-hailing in Asean



# Key to our platform strategy is our low customer acquisition cost built over the last two decades





# AirAsia Valuation

Visitors (per month)

Hotel nights for sales

Daily active users

Merchants

**Valuation** 

**App Downloads** 

Source: Publicly available company data





traveloka



**Expedia** 



MAU: 18.6mn

Ride-hailing: 4mn

n/a

>4k

>110mn

>US\$10bn



Indonesia/ASEAN

MAU: 28 million

Ride-hailing: 1.8m

n/a

303k

(300k food merchants)

>100mn

~US\$10bn

Strictly private and confidential

airasia.com **ASEAN Market Dominance** 

~2m

>500k

40m

(via Mastercard)

>40 million

US\$ 1.4 bil



**ASEAN** 

Indonesia/ASEAN 65 million 22.2 million

0.8mn

>100k

n/a

30 million

US\$ 4.0 bil

27



n/a

352mn

n/a

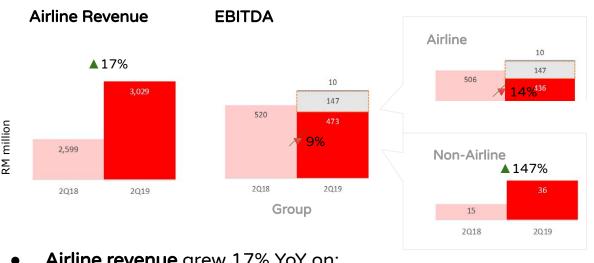
>250 million

US\$ 17.3 bil

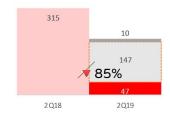


# **2Q19 Group Financial Highlights**





### **Profit after Tax**



- Airline revenue grew 17% YoY on:
  - ASK growth of 17% and load factor strong at 85%
  - **BASK** increase of 4% YoY
- **Group EBITDA** down 9% and **PAT** down 85% due to:
  - Share of prior year losses previously not recognised for AirAsia India of RM147mil
  - Higher maintenance provision of ~RM160 mil due to higher number of aircraft leased post aircraft monetisation exercise
  - Lack of gain on disposal of PPE & charter income (RM56 mil) previously in 2Q18
  - Ringgit and Rupiah depreciated by 4.5% and 1.3% YoY respectively
  - Additional costs related to building up RedBeat Ventures entities
  - Competition watchdog fine of RM10mil

# **2Q19 Financial & Operational Performance - Subsidiaries**

MAA

2Q19

2Q18



**PAA** 

2Q18

%

2Q19

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**Key Indicators** 

Passengers Carried	7,904,740	8,791,586	<b>A</b>	11%	1,155,444	1,822,251	<b>A</b>	58%	1,817,962	2,225,367	<b>A</b>	22%
Capacity (million)	9,208,542	10,408,188	<b>A</b>	13%	1,424,880	2,228,040	•	56%	2,089,260	2,456,820	<b>A</b>	18%
Load Factor (%)	86%	84%	•	-2ppt	81%	82%	<b>A</b>	+1ppt	87%	91%	<b>A</b>	+4ppt
RPK (million)	10,127	10,732	<b>A</b>	6%	1,593	2,520	<b>A</b>	58%	1,891	2,514	<b>A</b>	33%
ASK (million)	11,816	12,695	<b>A</b>	7%	1,948	3,071	<b>A</b>	58%	2,198	2,879	<b>A</b>	31%
Fuel consumed (Barrels)	1,870,735	1,980,974	<b>A</b>	6%	311,786	491,808	<b>A</b>	58%	404,818	519,201	•	28%
Average Fuel Price (USD/ Barrel)	89	84	•	-6%	88	88		0%	100	96	•	-4%
Domestic market share (%)	57%	62%	<b>A</b>	+5ppt	2%	3%	<b>A</b>	+1ppt	22%	19%	•	-3ppt
Revenue (million)	RM1,751	RM1,836	<b>A</b>	5%	IDR982,475	IDR1,660,768	<b>A</b>	69%	PHP5,461	PHP7,513	•	38%
RASK	14.17 sen	14.05 sen	•	-1%	IDR509.54	IDR540.95	<b>A</b>	6%	PHP2.49	PHP2.61	•	5%
CASK	12.68 sen	14.86 sen	<b>A</b>	17%	IDR633.33	IDR534.36	•	-16%	PHP2.48	PHP2.49	•	0%
CASK Ex-Fuel	7.10 sen	9.43 sen	<b>A</b>	33%	IDR435.55	IDR334.48	•	-23%	PHP1.60	PHP1.55	•	-3%

2Q18

IAA

2Q19

# **2Q19 Financial & Operational Performance - Associates**



			TAA				AAI				AAJ		
	Key Indicators	2Q18	2Q19		%	2Q18	2Q19		%	2Q18	2Q19		%
	Passengers Carried	5,310,361	5,578,878	<b>A</b>	5%	1,827,805	2,286,992	<b>A</b>	25%	57,529	102,815	<b>A</b>	79%
	Capacity (million)	6,278,154	6,751,500	<b>A</b>	8%	2,095,740	2,536,380	<b>A</b>	21%	72,720	131,712	<b>A</b>	81%
	Load Factor (%)	85%	83%	•	-2ppt	87%	90%	<b>A</b>	+3ppt	79%	78%	•	-1ppt
	RPK (million)	5,194	5,643	<b>A</b>	9%	1,895	2,495	<b>A</b>	32%	63	125	<b>A</b>	100%
	ASK (million)	6,147	6,903	<b>A</b>	12%	2,136	2,756	<b>A</b>	29%	79	160	<b>A</b>	103%
	Fuel consumed (Barrels)	1,113,753	1,268,541	<b>A</b>	14%	397,374	495,821	<b>A</b>	25%	12,333	26,209	<b>A</b>	113%
5	Average Fuel Price (USD/ Barrel)	98	93	•	-5%	123	114	•	-8%	117	109	•	-7%
	Domestic market share (%)	34%	34%	•	0ppt	6%	7%	<b>A</b>	+1ppt	n/a	n/a	-	-
	Revenue (million)	THB 9,051	THB 9,609	<b>A</b>	6%	INR 6,497	INR 9,047	<b>A</b>	39%	JPY377	JPY802	<b>A</b>	112%
ן ר	RASK	THB 1.47	THB 1.39	•	-5%	315.57 INR cents	328.25 INR cents	<b>A</b>	4%	JPY4.79	JPY5.02	<b>A</b>	5%
	CASK	THB 1.59	THB 1.57	•	-1%	339.72 INR cents	336.27 INR cents	•	-1%	JPY18.87	JPY13.47	•	-29%
-	CASK Ex-Fuel	THB 1.02	THB 1.02	•	0%	185.03 INR 31 cents	193.84 INR cents	<b>A</b>	5%	JPY16.91	JPY11.52	•	-32%

# **3Q19 Operating Statistics**

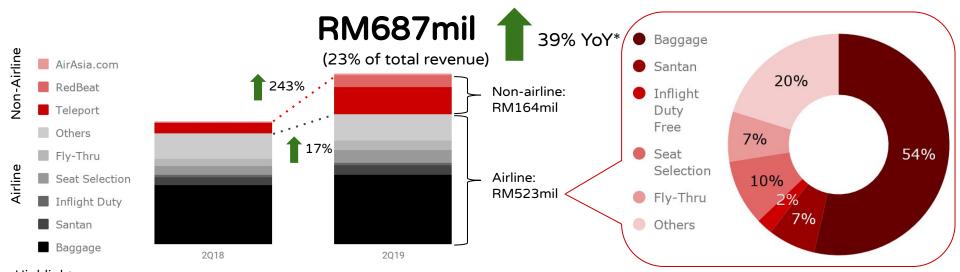


	Malaysia	Indonesia	Philippines	Thailand	India	Japan
Pax	+11%	+66%	+33%	+3%	+47%	+85%
Capacity	+10%	+61%	+19%	+3%	+25%	+95%
Load factor	83% (flat)	85% (+3ppts)	86% (+9ppts)	81% (flat)	90% (+14ppts)	84% (-5ppts)
ASK	+6%	+58%	+27%	+10%	+25%	+89%
RPK	+7%	+63%	+39%	+9%	+48%	+80%
Size of fleet	92 (+6)	27 (+11)	24 (+3)	62 (+2)	22 (+3)	n/a

# 2Q19 Ancillary Revenue grew 39%

With non-airline ancillary up 243% YoY



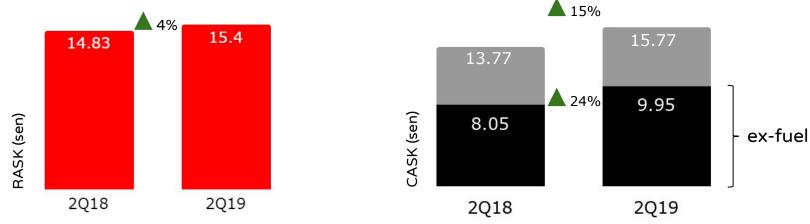


### <u>Highlights:</u>

- Continuous effort to drive ancillary for PAA and IAA bearing fruit reported growth of 45% and 42% YoY respectively
- Key highlights:
  - Inflight Duty Free sales up 81% to RM12mil
  - Seat selection revenue grew 33% to RM50mil
  - o Baggage sales up 19% to RM280mil
  - Santan revenue up 4% to RM36mil
  - Teleport grew RM112mil, up 22% YoY\*

## **AAGB: RASK & CASK**





- → RASK reported 15.40sen, 4% higher YoY, increasing proportionally to the ↑3% of average fare
- → CASK and CASK ex. fuel increased by 15% and 24% YoY respectively from:
  - ◆ Maintenance and overhaul ↑105% from maintenance provisions of ~RM160m given higher number of leased aircraft post SLB arrangement
  - ◆ Other operating expenses ↑41% from RM10m of anti-competition penalty & digital and IT related costs that are part of the AirAsia 3.0 initiatives.
  - ◆ Ringgit and Rupiah depreciated by 4.5% and 1.3% YoY respectively.

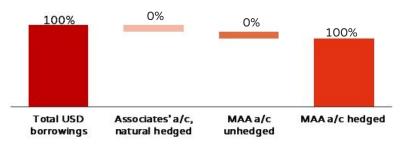
# **Fuel & Currency Hedging**



- Our Group's fuel hedging strategy is based on our forward sales booking
- Brent 65% hedged for FY19 at USD62.77 per barrel; 73% hedged for FY20 at USD60.22 per barrel; FY21 19% at USD59.45 bbl
- Interest rates All USD loans (for aircraft) are either fixed rate loans or have fixed interest rates via interest rate swaps

Air Asia Craun	2019						
AirAsia Group	Q1	Q2	Q3	Q4			
Current Hedge Ratio (Brent)	53%	52%	70%	86%			
Average Brent Hedge (Qtrly)	66.68	63.73	62.04	60.77			
Avg Hedge Cost (Qtrly) - Total	80.57	78.23	77.21	76.90			
Average Hedge Cost (2019) - Total		77	.93				

100% USD borrowings are hedged:



Loans by currency: USD (85%), MYR (10%) and EUR (5%)

Note: As at 28 August 2019

# **Digital Platforms**





- EBITDA of RM1.85mil in 2Q19, growing 232% QoQ
- Included Hotels widget and Product badges on website homepage. Introduced flight & public chatroom on-app to create stickiness and better serve users' need. Deployed ancillary scoring for agent and AVA upselling. Hotels upselling in add-ons page
- Deployed Korean & Traditional Chinese site
- Guests are now allowed to pre-book two meals



- User base of 700k, grew 38% QoQ
- GTV grew 49% QoQ
- Revenue grew 54% QoQ
- Rolling out remittance and lending businesses by stages in 2H19
- Target to launch e-wallet in Singapore in 2019



- Revenue RM112mil in 2Q19, up 22%\* YoY, on track for FY19 RM400mil target
- 2Q19 tonnage up ~17%\* YoY bucking the trend; global industry contracted 7%
- Now the 2nd largest cargo airline group in ASEAN
- In July 2019, co-led US\$10.6 mil Series B Round in EasyParcel to grow social and e-commerce across ASEAN
- **Final piece to be one unified cargo unit** with MOU signing with Triple i to create JV to integrate capacity of Thai AirAsia and Thai AirAsia X by 1 Jan 2020
- Looking to expand partnership with other airlines
- Target to launch teleport.social, a social commerce enabler, in 2H19

## AirAsia.com Overview



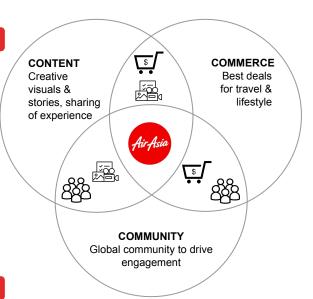




**Tony Fernandes (CEO)** CEO of AirAsia Group

### **Business Summary**

- Incorporated in 2019, AirAsia.com is a regional web and mobile app platform for travel and lifestyle bookings in Asia
- Offers consumers travel and lifestyle products that are available for purchase using various payment methods, including loyalty points
- Expanding beyond AirAsia's airline network, AirAsia.com features global flights operated by other peer airlines and both proprietary and non-proprietary travel and lifestyle inventories for consumers to choose from
- Built travel and lifestyle ecosystem through strategic partnerships with local and regional partners working as earn and burn channels of loyalty points for consumers



### **Products & Services**

	going ur deal		•
Flights	table   tabl	+  om    Package	•
Deals	Insurance	Ourshop	•
Best deals	from Kuala	Lumpur	•
*New D	akarta		•
Boo	( now >	Bo	

•	Flight
•	Hotel / Vacation
	Dontol

Travel

- Rental
- Flight + Hotel
- Transport Tours + Activities
- Insurance
- Itinerary Builder

Lifestyle

- Shop Dutv Free
- F&B
- Health, Fitness
- Events
- Ticketing
- Services

- Media
- Content
- (Print + Digital) Inflight

Content

- Entertainment Infrastructure
- (Inflight WiFi) Podcast

 Content driven beauty marketplace

**Beauty** 

- Cosmetics
- Wellness
- Skincare
- Fragrance Haircare

 Marketplace for comprehensive and proprietary content and inventory for other businesses to plug-in and use

B<sub>2</sub>B

Strictly private and confidential

# **BigPay Overview**





### **Christopher Davison (CEO)**

Former Director of Clearwater Partners Former Investment Manager at Talis Capital Limited

### **Business Summary**

- Launched in 2018, BigPay aim to democratize financial services in Asia by building a digital bank that offers consumers e-wallet service, remittance and lending
- Value proposition includes easy user experience, usability via Mastercard's extensive network, issuance of Big Points upon top up or use, zero foreign exchange rate charged during international travels, and zero booking fees when booking on AirAsia.com

### **Key Features**

- Native iOS and Android build
- Latest tech stack & proprietary software
- Seamless, mobile-only user experience
- Bank grade and biometric security
- Peer-to-peer payments & split bills
- Fully automated spending analytics
- In-app card / account management
- Issue Mastercard / Visa card

### **Proprietary Licences**



e-Money





Remittance

Lending

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Make financial services better value, more transparent and fairer for everyone



**Expense Analytics** in real time

# **Teleport Overview**





### **Business Summary**

- Today, a consolidator of belly capacity for the AirAsia group of airlines, enabling cargo carriage for businesses across 110+ cities
- Global network reach through partner airlines beyond Asia covering US, Europe, Middle East and Australia/New Zealand
- Our goal is to re-order the supply chain, with the airport as the distribution center of the future, and make same-day cross-border fulfillment a reality
- We intend to open our platform and infrastructure to empower consumers and small businesses across Southeast Asia

### Affordable Air Freight

Now: AirAsia Network

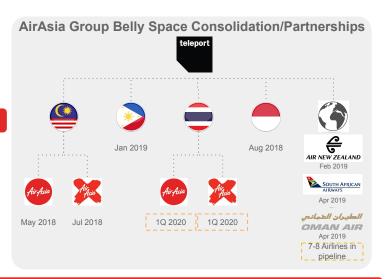


Next: 8 Major Asean Cities



Aim: 4 Capital Cities





### Offering Door-to-Door Cross Border Logistics Services



Former COO at AirAsia Philippines Former Group Head of Business

Development



### **First Mile Collection**

Parcel collection in origin country (warehouse / pick up / drop off points)



### **Partner Warehouse**

Consolidation and sorting by consignee for final delivery at destination country



### **Customs Clearance**

Outbound and inbound custom clearance in origin and destination countries



#### **Transportation**

Cargo terminal and warehouse as well as cross docking for final delivery leg



### **Last Mile Delivery**

Identify various last mile partners based on items

# **BigLife Overview**









Spencer Lee (CEO)
Former Head of Commercial at
AirAsia Malaysia

### **Business Summary**

- Formally known as Big Loyalty and rebranded in 2019, BigLife is AirAsia's frequent flyer program aiming to power AirAsia's greater ecosystem with its loyalty points as a high utility digital currency
- Offers consumers earning opportunities when transacting with an
  ecosystem partner and also offers consumers the option to purchase
  travel and lifestyle products using the user's point balance
- Provides additional benefits for its members such as exclusive discounts and priority access to sale inventories
- Tied to AirAsia's single sign on to maximize value for users and create a wholistic profile of users' behavioral patterns

### **Products & Services**



Points Earn & Burn

 Earn and use points at travel and lifestyle partner channels



Co-Branded Cards

 Earn extra Big Points when spending on the co-branded credit cards



Points Exchange

 Convert your other (Citi, CIMB, Maybank) points to Big Points on Big Exchange points marketplace

### **Major Customer Value Propositions**



Exclusive BIG Member discounts at up to 90%



Pay with BIG Points and save more on flight bookings



24-hour priority access to AirAsia sales



Full flight redemption for free flights



Redeem short haul flights from as low as 500 BIG Points



Shop online and earn BIG Points for every cash spent



Earn and save BIG with Fave deals



Rewards differentiated by membership statuses