

# Economic

## Corporate Governance

(GRI 3-3)

Maintaining high standards of corporate governance and ethical conduct at all levels at Capital A is crucial for our business resilience and growth. We conduct our business with integrity underpinned by strong leadership, robust risk management practices and internal controls. Responsibility, accountability and transparency form the cornerstone of our operations, building our stakeholders' trust and confidence in our ability to create long-term value.

### 2022 Performance Overview



### ETHICS AND INTEGRITY (GRI 2-23, 2-24, 2-27, 205-2, 205-3)

At Capital A, we work diligently to conduct our business at the highest standards of ethics and integrity with comprehensive internal controls and robust risk management. We are guided by the following codes and policies:

#### Code of Conduct and Ethics

Allstars are expected to uphold our reputation by maintaining integrity in their dealings with all stakeholders, guided by our Code of Conduct and Ethics (the Code). The Code addresses key ethical principles including bribery and corruption, confidentiality of information, conflicts of interest, money laundering/insider trading, whistleblowing and the preservation of safety, health and the environment.

#### 2022 Performance

100% of new joiners completed live training on the Code as part of their onboarding. They were also required to acknowledge that they accept and will uphold its standards.

We are working to create e-learning modules on the Code and our Disciplinary Policy in 2023 to be incorporated as part of the onboarding programme.

#### Anti-Bribery and Anti-Corruption Policy

Capital A conducts our business responsibly with zero tolerance for bribery and corruption, as clearly articulated in our Anti-Bribery and Anti-Corruption (ABAC) Policy. The policy complies with Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act 2009, which introduced corporate liability, as well as other similar laws and regulations in the countries where we operate.

ABAC is introduced to all new Allstars during their onboarding, with live sessions conducted by PAC and our Regional Fraud Investigation Team. New recruits are also required to complete their ABAC online training on the Group's task management platform. Additionally, new cabin crew receive a two-hour 'Do it Right' training, which includes an ABAC component. The policy is available on our intranet, RedDocs, for easy reference at any time.

#### 2022 Performance

100% of new joiners were trained on and acknowledged the ABAC Policy as part of their onboarding.

Zero cases of anti-bribery and corruption

### Grievance Mechanisms (GRI 2-16, 2-25, 2-26)

We have in place several channels for internal and external stakeholders to raise any concerns they may have relating to misconduct or improprieties.

#### AskPAC

1

Allstars are encouraged to report any incident that does not adhere to the principles of the Code through our AI chatbot in the askPAC system. These concerns are picked up by the employee relations team which then assigns a personnel to investigate and resolve the issues raised. All concerns raised are treated with utmost confidentiality. In 2022, we received a total of 190 reports related to harassment, fraud, misappropriation, and abuse of company benefits. Each case was thoroughly investigated as part of the due diligence process with escalations undertaken where necessary. Cases are resolved with either a warning, debriefing note or dismissal. We constantly strive to improve our internal processes and emphasise our zero tolerance for improprieties.

#### Case received

Case reported through the grievance channels.

#### Assessment of case severity

If the case is deemed to be of minor severity by the superior, an inquiry will be conducted followed by appropriate disciplinary action. If a case is deemed of major severity, an investigation will be conducted.

#### Investigation

Investigations are led by the Head of Department, People and Culture department, and investigator. If the case involves any form of misconduct, a Notice To Explain (NTE) will be issued to the employee concerned.

#### Resolution

Once an NTE is issued, the employee concerned is subject to disciplinary action. The employee can appeal his or her NTE where it will be reviewed based on the severity of the offence. Once disciplinary action is issued, the case will be closed.

## Economic (cont'd)

### Corporate Governance

#### Whistleblowing

2

We promote secure channels for internal and external stakeholders to raise concerns about unethical, illegal or inappropriate business conduct. As per our Whistleblowing Policy, the identity of those making reports is kept confidential or strictly on a need-to-know basis to protect the whistleblower from any possible reprisal or negative reaction from persons implicated.

Concerns can be raised through the following channels:

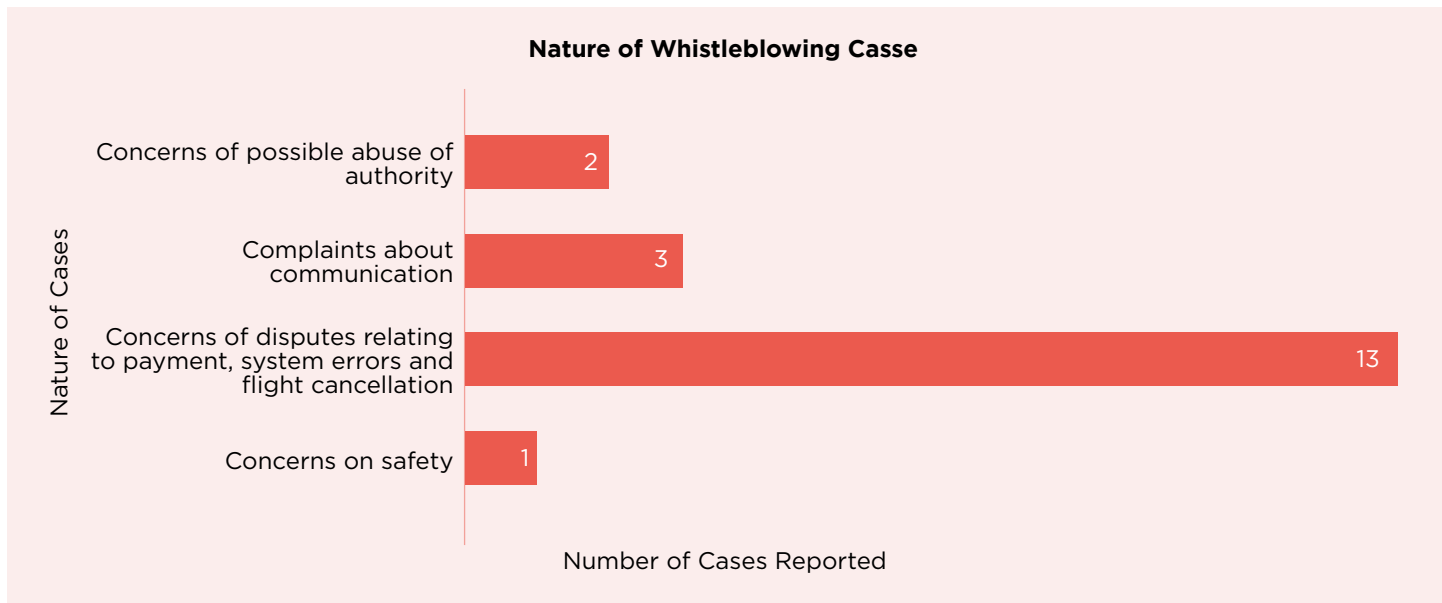


**Email:**  
whistleblower@airasia.com



**E-form:**  
www.capitala.com/whistleblowing\_form.html

In 2022, we received a total of 19 reports through the whistleblowing channel, most of which concerned payments, system errors and flight cancellation. Every report was thoroughly investigated by the respective departments and resolved appropriately with follow-up actions.



#### RISK MANAGEMENT

Risk identification, monitoring and management are critical to the long-term viability of our business. We are guided in this regard by our Enterprise Risk Management Policy which is in line with ISO 31000:2018 standards. Our risk management practices are integrated into the Group's business processes and operations, driving risk accountability and ownership. The Policy is currently being enhanced for alignment with the Group's growth and business diversification, as well as to embed environment, social and governance (ESG) elements. We strive to improve our systems and ensure all appropriate policies and internal controls are in place to support effective risk management.

Our Enterprise Risk Management (ERM) policy outlines a standardised approach identifying, evaluating and managing risks as well as updating the risk register, analysis on business impact, and reporting on risk exposure across the Group. We have

digitised our ERM system through an online system that enables the alignment of performance management and strategic planning with risk management in an integrated framework. The Group's ERM methodology is depicted below:



Recognising the criticality of addressing our sustainability matters and ESG risks, we expanded the scope of our Board Risk Management Committee (RMC) to incorporate ESG risk management. The committee was renamed the Risk Management and Sustainability Committee (RMSC) and was formalised in December 2021. The RMSC meets every quarter and is responsible for Capital A's risk strategies, policies and processes as well as ensuring the ERM framework is implemented. Following each RMSC meeting, its Chairman updates the Board on decisions made.

Capital A's risk culture is driven by a strong tone from the top, strengthened by the middle and executed at the bottom to assure good risk management behaviour at all levels of the organisation. Our three lines of defence promote robust risk governance and internal controls:



For more information on our risk management processes and initiatives in 2022, please refer to the Statement on Risk Management & Internal Control within this Annual Report 2022 on page 207.

### Managing Our ESG Risks

This year, we have taken steps to capture and manage our ESG risks through the introduction of specific ESG risk categories on People, Safety, Health and Environment on our web-based ERM system. Our enhanced practice will enable us to drive sustainable outcomes through the identification, evaluation, monitoring, and management of material ESG risks that may arise and affect the objectives of Capital A.

Moving forward into 2023, the Group's Risk Management Policy is being enhanced to incorporate ESG risk management which will guide the Group in continuous strengthening of our ability to manage material ESG risks.

## Economic (cont'd)

### Corporate Governance

#### Addressing Our Climate-Related Risks

As climate-related risks become more urgent, we are guided by the TCFD framework to identify specific risk categories to facilitate process owners in assessing and reporting risks they face in the risk management system. Climate-related risks are also on our Business Continuity Plan activation watchlist where they are constantly monitored to ensure zero disruption to our operations. The likelihood and impact of climate-related risks are measured by the different entities across the Group based on geolocation variables.

As a signatory of the TCFD, we also identified and discussed the potential financial impacts of our physical and transition risks while outlining mitigation strategies to address them. This is highlighted in the Environmental section on page 94 of this Sustainability Statement.



*For more information on our climate-risk analysis and TCFD report in 2022, please refer to the Environmental section within this Sustainability Statement 2022 on pages 128-149.*

#### Inculcating a Culture of Risk Awareness

For optimum risk management, our Allstars need to understand the risks we face and be part of actions to manage and mitigate them. We therefore seek to cultivate a strong risk culture among Allstars throughout the Group. Engagement sessions are organised with key management in the various entities and the RMD to keep Allstars abreast of important risk matters and to strengthen the overall risk ecosystem. In 2022, the RMD engaged with all lines of business. Parallel to this, new Risk Officers (ROs) and Business Continuity Officers (BCOs) are provided regular hands-on training while existing personnel undergo refresher training. In 2022, 99% of our ROs and BCOs completed their training on our web-based risk management system.

#### Business Continuity Management

Business Continuity Management complements risk management by ensuring the ability of an organisation to withstand unexpected shocks without any interruption to operations. Capital A has a Business Continuity Plan (BCP) under which key functions are assessed using a Business Impact Analysis (BIA). The BIA clearly outlines the functionality of people, processes and systems, and evaluates the impact of any failure in these functionalities. All key functional heads review the BCP on a quarterly basis.

In the wake of increasing cyber threats, during our regular BIA in 2022, we migrated our on-premise Disaster Recovery hot sites to cloud solutions which, in addition to strengthening our business continuity, minimises electricity usage. Future plans include incorporating climate-related disasters into the BCPs. We recognise the severity of extreme weather events and have identified the need to update and implement more robust BCPs. In 2023, we plan to include the following into our BCPs:



##### Heatwave

As heatwaves could have a significant impact on airside operations, their BCPs will include adjusting working hours, providing additional cooling measures and ensuring adequate water supplies for ground Allstars.



##### Flood

With increased precipitation and rising sea levels, flooding is becoming a more significant threat to our business operations. Flood BCPs may include measures such as moving equipment to higher ground, developing emergency communication plans, and ensuring safe evacuation routes for Allstars.



##### Wildfire

In wildfire-prone areas, businesses may need to develop BCPs that include measures such as creating defensible spaces around buildings, ensuring adequate water supplies, and developing evacuation plans for Allstars and customers.

# Guest Experience

(GRI 2-29, 3-3)

Capital A strives constantly not just to meet but to exceed the needs and expectations of our guests and customers through the delivery of quality service and products. As we expand into digital ventures, we enhance the experience of our customers and guests through new products and offerings in our travel and lifestyle airasia Super App. Using data, we seek to deepen our understanding of customers' needs so that we can create meaningful experiences at every point of their journey with us.

## 2022 Performance Overview



## CUSTOMER ENGAGEMENT

As a trusted brand, we seek to improve our services across all our customer touchpoints while maintaining open lines of communication with our customers in order to identify opportunities to improve our services. We leverage big data and predictive analytics to analyse and predict our customer behaviours for a better customer journey with us. Guests are encouraged to visit our website for more information about Capital A and the services/products we offer. They can then select from the digital channels that we offer as consumer touchpoints. These include social media platforms (Twitter, Facebook, Instagram), messaging platforms (WeChat, WhatsApp, Messenger), live chat, chatbots and email.

Upon receiving an enquiry, our Customer Happiness team is responsible for addressing questions and concerns raised to serve guests better, faster and more seamlessly. The team maintains efficiency and timeliness of our guest engagement using a three-pronged approach:

- ✓ Leveraging AI to personalise our AirAsia Chat service by identifying patterns and needs
- ✓ Building a new chatbot flow for more effective enquiry resolution
- ✓ Improving our speed of communication

## Economic (cont'd)

### Customer Engagement

#### Enhancing Guest Experience

##### A Seamless, Contactless Travel Journey

As part of our digital transformation, we are constantly seeking ways to utilise innovative solutions to enhance the customer experience. To create a seamless journey with AirAsia, we put in place various solutions to enable guests to carry out travel requirements independently. One of many positive results has been reducing or entirely eliminating their queuing time at check-in counters.

#### Upgrading airasia Super App

This year, we added the following new features to our airasia Super App:

- automatic update of boarding pass for any delayed or retimed flights as well as change in boarding gate.
- automatic change of document verification status once documents are confirmed by counter staff.
- check-in of multiple guests in a passenger name record (PNR) on the mobile app so that e-boarding passes can be easily downloaded or shared with other travellers on the same travel itinerary.



Due to the success and convenience of the technologies introduced, self check-in has almost become the default option in Malaysia, and is gaining traction in Thailand and Indonesia, where the service was launched later. In 2022, approximately 16.8 million guests performed self check-in in 2022 in Malaysia, Indonesia and the Philippines.



**87%** Malaysia



**48%** Indonesia



**43%** Philippines

Approximately

**16.8 million**

**guests**

performed self check-in 2022



#### Fast Airport Clearance Experience System (FACES)

AirAsia introduced the use of its biometric facial recognition technology, FACES, in 2021 to enable a contactless check-in experience including baggage drop, identity validation and pre-security clearance. The main objective is to leverage innovation and technology to digitise our processes and tighten our security measures for a safe and seamless travel experience. AirAsia also worked with Malaysia Airports Holdings Berhad (MAHB) to integrate FACES with MAHB's facial recognition based token registration technology, EZPaz at klia2 for improved pre-security clearance measures. This year alone, we had 750,000 active guests using FACES out of 54.8 million guests at klia2 from the check-in counters to pre-security areas, and boarding gates.

### What Travel Guests Can Look Forward To in 2023

- ✓ Rebranding of AVA chatbot to Ask Bo system featuring enhanced AI and machine learning (ML) capabilities to improve navigation features to address customer concerns
- ✓ Launch of Travel Buddy to remind guests to check-in, inform them of travel requirements, and notify them of any flight disruption
- ✓ App notification for baggage accepted at the check-in counter or self-baggage drop
- ✓ Counter check-in or Galaxy Suite check-in will be able to push the boarding pass to guests' mobile app
- ✓ Online receipts of any payment made at the check-in counters. Priority tags will be made available as a self-print option for Premium flex guests

#### Delivering Superb Service with airasia Super App

Throughout 2022, airasia Super App developed multiple initiatives with riders, drivers and direct airline partners, channel managers and aggregator partners of the online travel agency (OTA) business. To achieve its goal of becoming the preferred travel superapp in the region, the team works continuously to enhance the customer experience across all its platforms. Below are key recent enhancements:

Platform	Initiative	2022 Progress
Flight OTA	Post-booking message	→ Ensure that customers who book other airlines on our OTA platform receive clear communication regarding their booking confirmation and travel journey.
	Creating service level agreements (SLA) with suppliers	→ Worked with travel agency partner, Kiwi.com, to create SLAs on booking processes to manage and minimise customer complaints.
	Email notification	→ Instant email notifications are delivered to customers to update them on their booking status.
Delivery: Ride	Training for riders and drivers	→ 70% of the drivers received training on ethics, customer service and career advancement opportunities.
	Increase density of riders and drivers in peak locations	→ airasia Super App directs 'contracted' and 'employed' drivers to peak locations when necessary.
	Increase up-to-date communication through app push notifications	→ Up-to-date news alerts on weather and transportation disruptions encourage users to use airasia ride.



## Economic (cont'd)

### Customer Engagement

#### Providing Accessible Financial Services through BigPay

BigPay is one of the fastest-growing fintech apps in the region, providing a host of products and solutions that help customers manage their daily financial needs. In 2022, several new initiatives were added to the range of products offered on the app.

#### Stashes

Stashes is a convenient savings and budgeting solution that enables users to organise their funds separately from their wallet balances. The next evolution of Stashes, planned for 2023, will provide wealth management/investment solutions to enable users to manage their savings.



#### Personal Loans

BigPay's fully digital personal loans are part of its suite of financial services offerings that benefit underserved communities. The personal loan is designed to be accessible to all customers including those working in the gig economy who may find it challenging to access financial services from traditional institutions. This product resonates with BigPay's vision of financial inclusion.



#### In-app Messaging and Self-Service Advancements

For increased user ease and convenience, BigPay moved its Live Chat to in-app messaging. With Live Chat, if a session is disrupted or closed, users need to open a new session, join the chat queue again and get assigned to a new agent. With in-app messaging, no chat will be disrupted, reducing overall wait time.

BigPay has also implemented "flow-builder" to provide users with inquiry options to categorise their inquiries for faster problem-solving. Users are either:

1. directed to a specific help page article enabling them to solve their own hurdle; or
2. provided relevant data input field specifically to help solve their particular inquiry; or
3. connected to chat with a live agent.

In 2023, BigPay aims to provide a more comprehensive support system through strengthened self-service capabilities. This is to be achieved via a more dynamic application program interface (API) integration, illustrating a detailed flow of the users' app, and improving the visibility of customer touchpoints.

#### Making Quality Education Accessible to All with airasia academy

airasia academy places great importance on the learning experience of its students. To make learning accessible and convenient, it launched an on-demand learning (ODL) platform this year with a fully asynchronous self-learning resource consisting of 16,000 video content modules with quizzes, forums and more. This is made available to all instructor-led training reskill students so that they are able to revise and obtain supplementary learning material. airasia academy plans to integrate goal-setting as part of the ODL to allow for guided learning paths that deliver the best learning outcomes. In 2022, over 473,000 online learners utilised the ODL platform to upskill themselves.

Using a unique compression algorithm, the academy ensures its resources and videos are accessible even to learners with lower internet bandwidth without compromising the quality and resolution of the learning materials.



**Razlin Rahmat**

- Assistant Manager in the Marketing team at the airasia academy
- Former Training Disruption Planner in Flight Operations

### Spotlight: Securing Futures Through Reskilling



Razlin Rahmat joined AirAsia as a flight operator in 2018. While she enjoyed her job, when Covid-19 broke out she quickly identified the need to diversify her skillset to prepare for any potential repercussions of the pandemic. She enrolled in airasia academy's Digital Marketing course, attending classes after her 12-hour shift, for two months. Upon completion, she secured an internship with airasia academy for three months and was offered a permanent role, allowing her to transition from flight operations to digital marketing.

Razlin completed her digital tech reskilling journey within six months and is now a successful assistant manager in the academy's marketing department. Her current role allows her to use her newly acquired skills as she manages the academy's digital marketing campaigns to encourage other learners to reskill and secure their futures.

## MEASURING CUSTOMER SATISFACTION (GRI 418-1)

We recognise that our customers' using the goods and services of one business can impact the likelihood of them using other services offered in the Group. As a result, we measure customer satisfaction levels in all LOBs and set targets for improvement. This is the first year that we are disclosing customer satisfaction for businesses other than our airlines to present a more holistic view of how customers rate their experience within the Capital A ecosystem.

### Airlines

Our Customer Happiness team conducts customer satisfaction surveys to gauge the Net Promoter Score (NPS) and customer satisfaction (CSAT) level for services offered across the Group. The airlines and Super App teams use NPS to assess operational and commercial performance whilst CSAT is used to assess customer satisfaction on AirAsia's schedule sanctity, pricing, service delivery at various touchpoints and other interactions with the Customer Happiness team. Surveys are sent to guests once they complete their bookings, and when they complete their journey. The survey is initiated automatically by our customer relationship management system and is conducted inhouse, with controlled access to data to ensure anonymity, confidentiality and credibility. The survey measures how satisfied our guests are with our service and where we stand in relation to key competitors.

Accountability for our NPS and CSAT lies with the CEOs of the airline and Super App teams. The Customer Happiness department shares the NPS and CSAT results with all AOC CEOs during monthly strategy meetings as well as through monthly NPS reports that are sent to Group CEOs for all AOCs. Reviews are done monthly at the Customer Experience Steering Board meetings.

We received over 2.4 million responses to our NPS survey achieving an NPS score of 36; and over 280,000 responses on our customer satisfaction survey achieving a customer satisfaction rate of 47%. We acknowledge a sharp deterioration in our scores compared to 2021 as we come out of Covid-19 hibernation. We expect our NPS scores to remain below pre-pandemic levels for another year as we navigate the challenges of rebuilding our network in the face of industry-wide shortages. However, we expect the situation to improve as our operations stabilise and as our new AI tools to speed up case handling take effect.

## Economic (cont'd)

### Customer Engagement

#### On-Time Performance

For AirAsia, flights taking off on time is one of the key determinants of guest satisfaction. To manage on-time performance (OTP), the team uses an analytical toolset that provides greater visibility of OTP factors and other metrics that affect performance. The team also applies an algorithm that enables them to predict delays four hours in advance. This allows our Operations team to mitigate and minimise the impact of the delays, our Customer Happiness team to notify guests in advance, and our Guest Services team to prepare for the new check-in time. In addition, Operations leaders conduct regular walkabouts to stay in touch with how operational processes and initiatives are performing on the ground.

AirAsia has set the target of achieving an OTP of 85%, with all AOCs reviewing their performance weekly. In 2022, it fell short of the target with an OTP of 77%, which was also reflected in a lower NPS score compared to previous years. Various initiatives are being implemented to address our customers' concerns, including the introduction of a new and improved AI-powered virtual concierge, Ask Bo, featuring enhanced ML capabilities to replace our AVA chatbot.

Despite continuing disruptions in air travel, our load factor for short-haul (<6 hours) flights increased from 74% in 2021 to 84% in 2022. Our load factor is approaching pre-pandemic levels, which we are optimistic of hitting in the next year.

	2019	2020	2021	2022
Load Factor for short haul (less than 6 hours) (%)	85%	75%	74%	84%

Another key factor determining guests' satisfaction is flight scheduling reliability. Flight cancellations have become more frequent since the pandemic - initially due to border closures and now as a result of post-hibernation industry issues including shortages in manpower, tools, parts and maintenance slots. To allay discontent, we made it our priority to refund guests who chose refunds as opposed to flight credit. Our Customer Happiness team worked with the affected AOCs and Finance teams to clear the backlog of cases, successfully resolving 98.4% of requests in 2022. We aim to resolve the remaining requests by 2023.

To manage the volume of communication being handled by our Customer Happiness agents within five working days as per our SLA, we developed self-service tools to enable guests to check their refund progress. We also improved our communication of the reasons behind flight disruptions while directing guests to channels where they could obtain updated flight information. Below are upgrades made to keep guests informed and updated at all times.

Flight disruption automation	Guests are notified instantly of any flight disruption due to cancellation or schedule changes via SMS and emails.
Instagram Messaging	AVA was integrated into Instagram Direct Message so that guests trying to connect via IG Direct messages can get instant replies. AVA will soon be replaced with our new and improved AI-powered Ask Bo.
Enhanced My Bookings platform	Guests can access a simplified self-service platform via the AirAsia mobile app to amend pre-planned disrupted booking more than 48 hours from scheduled departure time.

## airasia Super App

We set targets for the different entities on the Super App to ensure the consistent delivery of quality service. The table below summarises our achievements in 2022:

Entity	Target	2022 Achievements/Initiatives
Flight OTA	Prompt confirmation for bookings	<ul style="list-style-type: none"> <li>• Live Chat (AVA) button added in the email itinerary for status enquiries</li> </ul>
Delivery - Ride Hailing	<p>Customer picked up within 10 minutes of making a booking</p> <p>&gt;85% completion rate</p>	<ul style="list-style-type: none"> <li>• Enhanced driver assignment to alert nearest drivers first</li> <li>• Driver assignment prioritises 'contracted' and 'employed' drivers, who have to opt in for auto-accept where the trips are accepted automatically regardless of distance and location</li> <li>• 45% completion rate due to an imbalance between demand for rides and supply of drivers</li> <li>• We aim to achieve &gt;80% completion rate in 2023 via: <ul style="list-style-type: none"> <li>- accelerating driver recruitment and driver engagement activities</li> <li>- providing Allstar benefits to qualified drivers to increase retention</li> <li>- improving drivers' job acceptance flow through tech implementation</li> </ul> </li> </ul>

Setting service level targets contributed towards an NPS score of 57 for the hotel & SNAP entity, exceeding our target of 50, while CSAT scores for our delivery, hotel & SNAP, and flight OTA entities stood at 35%, 48% and 36% respectively. Though these scores are lower than in 2021, this was due to aggressive expansion resulting in considerable flux as we endeavoured to deliver the best service to our customers.

## Economic (cont'd)

### Customer Engagement

#### **Santan**

Feedback on Santan restaurants is obtained from customers filling surveys at the restaurants as well as from channels such as Google and Shopee Food reviews and online surveys. In 2022, we received 260 comments with most being positive about the food and customer service. Nevertheless, 21% of the comments were to do with enhancing our meal portions and price. We also conduct a mystery shopper programme to assess our service, which encourages staff at outlets to perform optimally at all times. For inflight catering, we receive feedback from guests through cabin crew and customer care support.

#### **BigPay**

BigPay set a target of achieving a CSAT score of at least 90% and surpassed this goal in 2022 with a score of 90.9%, a 2.9 percentage point improvement from 2021.

#### **airasia academy**

At airasia academy, feedback forms are sent to participants of instructor-led training programmes whereas on-demand learning subscribers are free to use the forum to give feedback and make requests. The academy set out to achieve a CSAT of 80% and exceeded this goal with a score of 93% in 2022, a three percentage point improvement from the previous year. airasia academy continues to deliver accessible and quality education to learners.

# Technology, Innovation and Information Security

(GRI 3-3)

## 2022 Performance Overview

**5.8 mil**

sheets of **A4 paper saved** through **Digital Trip Files** initiative



**98%**

Google Cloud migration



**11,754**

hours of **information security training**



### Our Management Approach

- Information Security Policy
- Data Governance Policy
- Access Control Policy
- ISO/IEC 27001:2022 Information security, cybersecurity and privacy protection — Information security management systems

- Personal Data Protection Act 2010
- ISO27701 Privacy Information Management

### Supporting the UN SDGs



The silver lining of the pandemic was acceleration in the pace of technology adoption, not only by companies but also consumers. More than ever, companies that provide innovative products and digital solutions are those that will gain a competitive edge. Capital A was able to transition seamlessly to a digital workplace supporting work from home and on a hybrid arrangement because of the early investments made into moving our data storage onto cloud-based systems as well as to automate all our key internal functions from performance measurements to procurement.

Starting with our airlines from the beginning, we subsequently adopted the same digital-centric approach in our other LOBs, enabling them to make a quick transition to e-commerce and offering our products and services on a single airasia Super App interface.

Digitalisation brings multiple efficiency benefits such as easing data storage, extraction and analysis, while improving information sharing for cross-functional collaborations. We have also been able to avoid printing millions of sheets of paper, thereby cutting our carbon emissions by thousands of tonnes while also reducing the need for documentation storage spaces. Conversely, digitalisation comes with its own set of challenges with phishing, scams and malware attacks being just some of the issues that we have to confront.

In this year's report, we are revamping this section to first provide a more comprehensive picture of the use of advanced technologies and innovation to drive business across the Group; followed by a section on Information Security where we discuss how we are constantly working to strengthen our cybersecurity systems to support our growth ambitions. This will provide a more holistic view of the ESG touchpoints of Capital A in our transition from an airline into a digital lifestyle company.

## Economic (cont'd)

# Technology, Innovation and Information Security

### DIGITAL AT THE CORE OF OUR OPERATIONS

In 2020, we launched a major three-year project to transition our entire operations to the cloud as part of our airasia 2.0 shift beyond airlines into a digital platform that connects millions of AirAsia customers to multiple new product and service providers.

This took place through two major transformations. The first was in our consumer-facing interfaces. While we once operated airasia.com as an e-commerce site exclusive to selling airasia flights and ancillary airline products, starting late 2019, we partnered with Kiwi.com to enable customers to purchase flights on other airlines providing them the choice to make their own selections and connections. We also expanded airasia.com as a lifestyle e-commerce platform where customers can purchase a variety of goods and services from food to ride-hailing.

The launch of airasia Super App in October 2020 enabled us to reach a new generation of consumers who conduct most of their activities on their mobile devices. Other than flight and hotel bookings, airasia Super App offers food and parcel delivery, ride-hailing, financial services and more, anchored by an integrated rewards programme and a mobile wallet. Having developed an extensive suite of products, in 2022 airasia Super App expanded geographically taking its offerings across Asean. In December 2022, airasia Super App officially launched in Bali, Indonesia, together with airasia ride, enabling end-to-end travel booking convenience for users. The team's efforts were rewarded by year-on-year (YoY) monthly active users (MAU) growth of 76% from 7 million in December 2021 to 12.4 million in December 2022, with transactions concentrated predominantly in travel verticals including Flights (AirAsia), FlyBeyond (Non-AirAsia flights), Hotels, SNAP, Transport and Holidays.

The second major shift was in moving our entire data storage system onto Google Cloud, starting with internal systems and communications channels. One of the primary benefits of cloud computing is the ability to scale resources up and down based on demand, which means we do not need to invest in additional hardware or servers when launching extensive promotions such as our low-fare or free seat campaigns. This ultimately helps us to save approximately 30% of our cost as compared to using on-premise infrastructure.

In April 2022, airasia Super App and Google Cloud announced a five-year strategic collaboration that aims to combine core competencies of both organisations around the following four pillars:



Fostering an agile culture and co-innovation talent engine



Ensuring seamless user access anytime and anywhere, on any device



Unlocking data-driven insights to fuel growth of micro-, small- and medium-sized enterprises (MSMEs)



Empowering partners and developers to co-innovate and contribute

The partnership builds on our existing relationship with Google to transform our workplace into an integrated community which allows Allstars to access the entire Google Suite of tools, the latest being Google Spaces which was launched in June 2022 across the Capital A group of companies. This has boosted productivity by streamlining communications, reducing server downtime and facilitating collaboration. As of end 2022, we had successfully migrated 98% of our data storage onto Google Cloud, up from 87% at the end of 2021. Our approach as we move into 2023 is to continue with our Cloud First Policy where we prioritise solutions that support cloud-hosting.

Since the onset of Covid-19 from the first quarter of 2020, Capital A has experienced minimal loss in staff productivity as our cloud transition enabled Allstars to work remotely and communicate easily with each other. With the return to normalcy, we have retained the flexibility of hybrid arrangements as it cuts Allstars' commute time and helps us reduce our Scope 3 emissions. Each entity has its own work schedule, with Super App exercising a 2+3 hybrid working arrangement of two days in the office and three days at home. As for the emissions reduction from less road travel, an assessment carried out showed that Allstars' commute to RedQ and RedHouse offices contributes to 0.8% of our total Scope 3 emissions.






For more information on our Scope 3 emissions, please refer to the Climate Strategy section in this Sustainability Statement on page 140.

In addition, we plan to emulate Google in terms of reducing our Scope 2 emissions via migration to the cloud. Google has been carbon neutral since 2007, offsetting all emissions through the use of renewable energy and purchase of carbon credits.

Key digital innovations across Capital A introduced in 2022 that are enhancing the consumer experience while cutting our carbon footprint are described below:









#### Airlines

Initiative	Description	Results
Digital Trip Files (DTR)	Trip files are sets of documents filed by Ground Operations to record flight arrivals. Each file contains an average of 20 sheets of A4 documents.  DTR enables direct upload of trip files to a secure cloud platform, cutting printing and man-hours required to perform these functions.	Regulatory approval secured from the civil aviation authorities of Malaysia, Thailand and the Philippines with approval from Indonesia agreed in principle pending official paperwork.   Estimated printing avoided: 6.5 million A4 sheets per year
Auto-Upload of Passenger Manifest	Passenger manifest contains details of passengers and flight number. All our AOCs used to print their passenger manifests a day prior to flights in case of system failure. Now we have automated the functionality to store in our local drives.	Zero sheets of paper printed (2019: 4.8 mil sheets printed)   Estimated printing avoided: 2 million A4 sheets of paper
E-Manuals	Hard copies of the Ground Operations Manual (Parts 1 and 2) and Station Manager's Manual are replaced by digital manuals.	Regulatory approval obtained for e-manual distribution for all AOCs   Estimated printing avoided: 242,350 A4 sheets per year



## Economic (cont'd)

### Technology, Innovation and Information Security

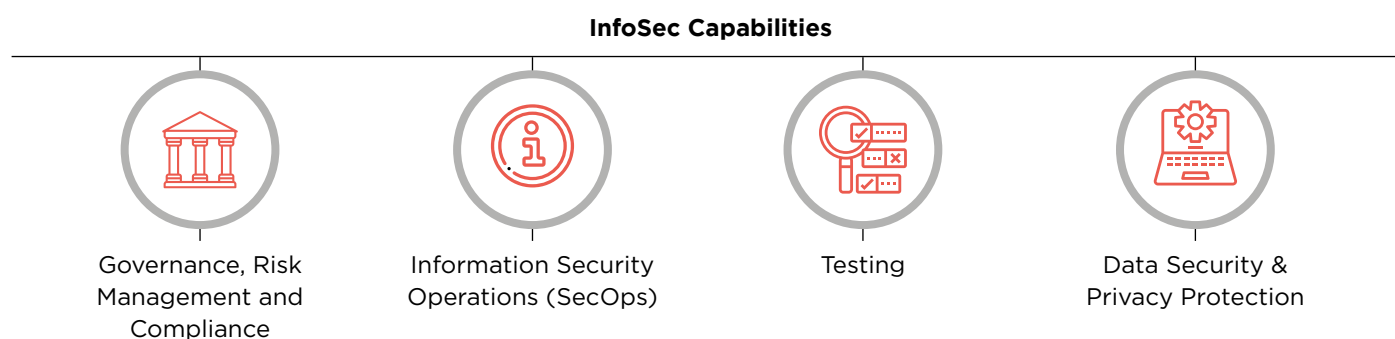
Initiative	Description	Results
Self Check-In	Promote Self Check-In and Mobile Check-In to cut queues and printing.	<p>Utilisation rates:</p> <ul style="list-style-type: none"> <li> 88%</li> <li> 47%</li> <li> 43%</li> </ul> <p>In 2022, 16.8 millions guests self checked-in via web and mobile</p> <p> Estimated printing avoided: 200,000 paper boarding passes per day</p>
Sharing Functionality of e-Boarding Pass	Guests with combined bookings can check in for all travellers on the same device and share e-boarding passes via multiple channels eg WhatsApp, Telegram, email.	<p>Utilisation rates:</p> <ul style="list-style-type: none"> <li> 44%</li> <li> 15%</li> <li> 18%</li> </ul> <p> Approximately 6.6 million guests benefited from the sharing function</p>
e-Attestation	<p>e-attestation is the attestation of pilots' and cabin crew's physical documents in digital format. These include qualification cards, training records and attendance sheets.</p> <p>We developed an app enabling cabin crew and pilots to check attestation information on their mobile devices, which are linked to the airplane information management system (AIMS).</p>	<p>Trial run conducted following CAAM's approval. We now aim to launch e-attestation for all pilots and cabin crew in 2023.</p>

#### Other Lines of Business

Initiative	Description	New in 2022
Santan Inflight Point of Sales System (ePOS)	ePOS, also known as Dolly, is an electronic system used to process sales transactions. It helps improve demand planning and inventory management. With better forecasting and supply chain management, Santan is able to significantly reduce food wastage while increasing revenue.	Enhanced data usage in our ePOS system to be able to analyse purchasing behaviour on different routes. We are also running a trial for In-Seat Ordering for MAA, enabling guests to order inflight.
airasia academy bulk purchase and management	<p>Learning Management System (LMS) platform developed to:</p> <ol style="list-style-type: none"> <li>1) allow individuals and organisations to make bulk purchase orders for multiple users</li> <li>2) allow full learning and development tracking</li> </ol>	<p>Expanded user coverage to include Malaysian Investment Development Authority, Yayasan Chow Kit and Multimedia University.</p> <p>Approximately 80,000 users have signed up.</p>

## ROBUST INFORMATION SECURITY

Increasing digitisation and digitalisation exposes us to greater risks of data being lost or compromised. To protect the integrity of our data, we invest into ever more effective cybersecurity systems and processes. As detailed in our 2021 Sustainability Statement, the information security architecture of Capital A is built on four pillars:



Under the Architecture and Programme Management, we have implemented eight new initiatives to enhance our information security in 2022. Details of the initiatives can be found under the respective pillars.

### Group Information Security

Information security is governed at three key levels in our organisational hierarchy. While the Board has overall responsibility for information security at Capital A, it is supported by the Group Chief Information Security Officer, the Group Information Security Team and Heads of Department.

Role	Description
Group Chief Information Security Officer (CISO)	<ul style="list-style-type: none"> <li>• Process owner of all assurance activities related to confidentiality, integrity and availability of data regarding the company, employees, customers and business partners</li> <li>• Establishes the Group's information security policy, working with executive management to establish, implement and maintain information security management programmes to ensure information assets are adequately protected</li> <li>• Reports regularly to the Board, providing updates on information security posture, as well as proposed changes and solutions to strengthen the security and protection of the company's business environment</li> </ul>
Group Information Security Team	<ul style="list-style-type: none"> <li>• Responsible for establishing information security objectives and requirements, and ensuring compliance with published information security policies, procedures and guidelines</li> <li>• Defines and implements the Data Governance Policy outlining the roles and responsibility of information management based on classifications</li> <li>• Responsible for risk mitigation and control processes for security incidents</li> <li>• Ensures security controls are adequate and regularly tested</li> <li>• Designs and conducts Information Security Awareness Training for Allstars</li> </ul>
Heads of Department	<ul style="list-style-type: none"> <li>• Responsible for compliance with information security policies and requirements in their business operations</li> <li>• Liaise directly with Group Information Security on any matters relating to information security such as incidents, audits, risks, any concerns and/or exceptions to information security policies</li> </ul>

## Economic (cont'd)

# Technology, Innovation and Information Security

### 1) Governance, Risk Management and Compliance

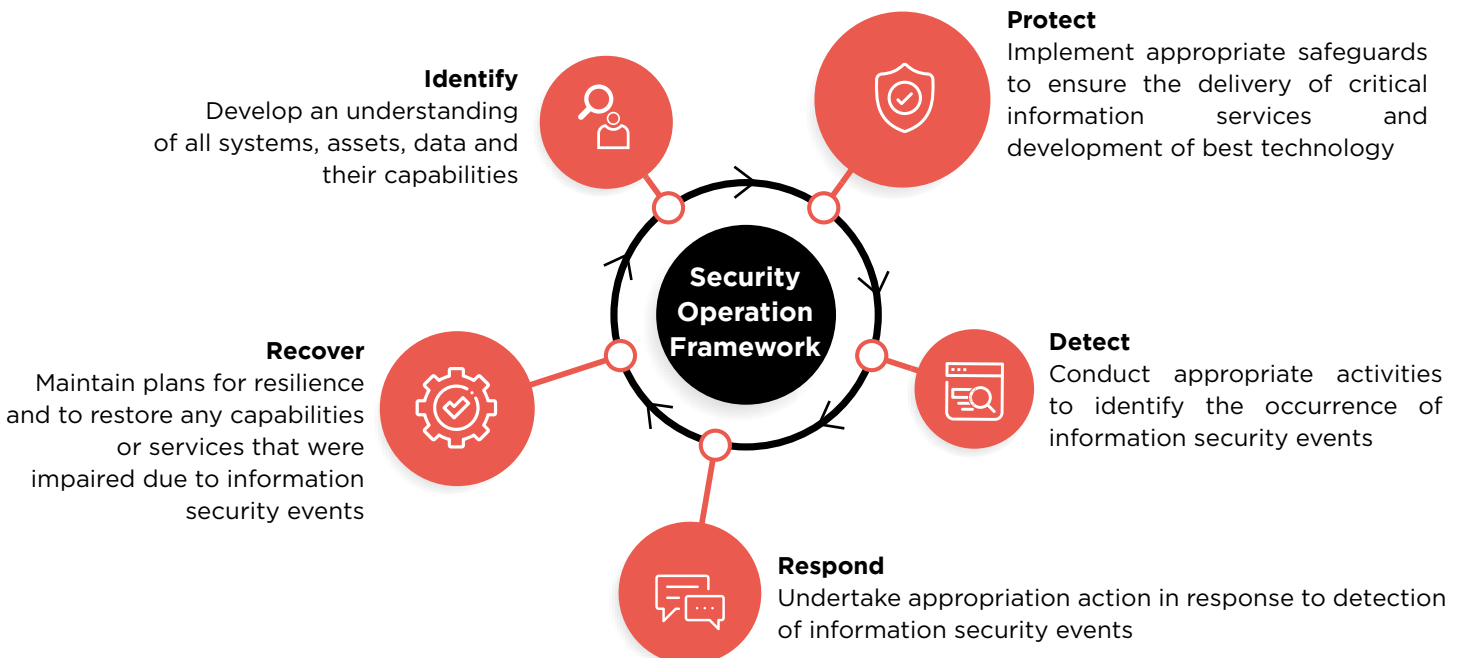
Information Security Governance, Risk and Compliance (InfoSec GRC) is responsible for managing Capital A Group's governance, risk management, and compliance with industry and government regulations. InfoSec GRC also provides a structured approach to aligning information security with organisational objectives.

We empower our Allstars, from non-executives to senior management, with the knowledge to protect their data as well as the Group's and our stakeholders' data. The following initiatives were implemented in 2022.

Initiative	Description	Outcome
Implementation of automated security awareness platform	An upgrade from the existing e-learning portal. The solution comes with full-fledged updates on training content, evaluation, reminders, simulations of cybersecurity threats to users and local content.	Automation follow-up to ensure the completion of the training.
Implementation of automated security compliance and risk workflow	This application is capable of managing multiple compliance requirements, such as ISO 27001 on information security management and Payment Card Industry Data Security Standard (PCI-DSS). The tool will be able to centralise risk for our airlines and other LOBs.	Eliminate duplication of compliance frameworks, centralising risk, response consolidation and documentation for audit validation.
Implementation of compliance assessment through an issue tracking software, Jira	Information security checklist which underlines all the best practices according to the Information Security Policy. The security assessment in Jira includes new additions such as data and access management.	All application/product releases are validated against Information Security upon Go-Live.

### 2) Information Security Operations (SecOps)

Guided by the US National Institute of Standards and Technology Cybersecurity Framework, SecOps has been structured to have five core functions (as depicted below). All the functions are performed concurrently and continuously to create an operational culture that addresses information security risk.



Below are some of the key initiatives we have implemented to strengthen our information security operations.






Initiative	Description	Outcome
Upgrade of endpoint detection and response (EDR) system	A security solution that detects, investigates and responds to security incidents on endpoint devices such as laptops, servers and mobile devices. EDR solutions are designed to identify and respond to advanced threats such as malware and ransomware that can evade traditional security controls such as antivirus and firewalls.	To improve organisational security with the ability to identify and respond to advanced threats.
Implementation of user account/identity protection (IDP) system	A system that is able to provide visibility, monitor and identify vulnerabilities and misconfiguration of the user accounts management system.	Any abnormal user account activity, detected misconfiguration or vulnerability of the active directory system will be triggered and taken care of by the respective team.
Upgrade of web application security solution	A set of security solutions that is put in front of public facing websites.	Public facing websites are protected from malicious attacks.

#### Cybersecurity Awareness

We take precautionary measures to enhance Allstars' awareness and knowledge of cyber threats to cultivate cyber risk awareness and a culture of compliance with security measures and protocols. In order to protect personal and Group data, and improve our preparedness for unexpected events, regular training is provided on cyber issues that are current and relevant. In 2022, over 10,000 Allstars attended a total of 11,754 hours of information security training.

## Economic (cont'd)

### Technology, Innovation and Information Security

Programme	Description
 Information Security Awareness Education	Mandatory training for new joiners and annual refresher for existing Allstars. The programme helps Allstars understand the role they play in combatting information security breaches.
 Posts on Google space	Bi-weekly sharing of new trends, best practices and reminders of information security
 Cyber Drill (Table Top)	Annual simulation of cyberattacks on digital systems within the Group. Respective teams need to respond, troubleshoot and remediate the issue. The exercise helps the information security team to identify and rectify gaps.
 Secure Coding Awareness Training	Designing codes that adhere to security best practices, safeguarding and protecting published codes from vulnerabilities. The training is intended for developers and software engineers, delivered annually.
 Information Security Sharing	Knowledge-sharing sessions led by CISO

#### 3) Testing

The main focus of Information Security Testing is to give assurance of the adequacy of security controls by coordinating security reviews through vulnerability assessment and penetration testing (VAPT) of the Group's IT infrastructure, network and web applications.

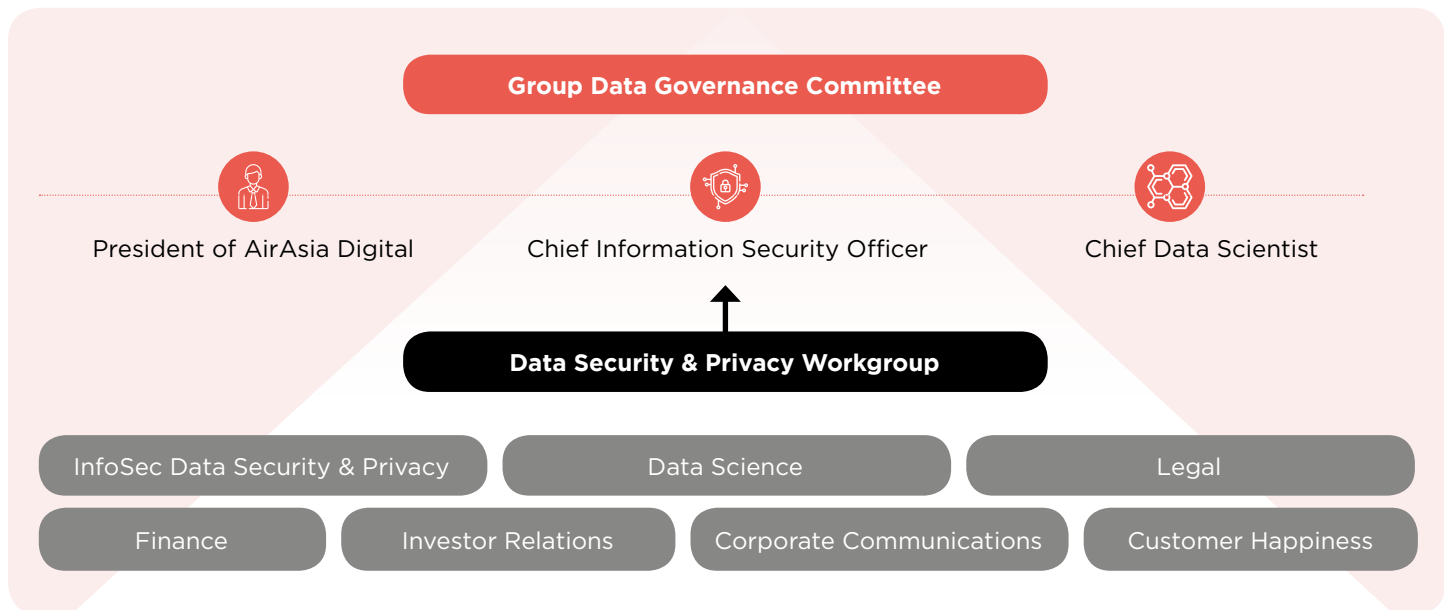
VAPT allows us to have a more detailed view of the threats facing our applications. Our penetration testers are responsible for identifying vulnerabilities within the Group's computing environment and for writing consumable VAPT reports. These reports are sent to the respective system or application owner for remediation.

The team is also responsible for tracking the remediation progress, guiding the use of technology in line with information security requirements and conducting source code reviews to enhance current applications.

In 2023, we plan to restructure our Infosec Testing team to fully utilise the capabilities of VAPT, RedTeam Exercises, and Threat Intelligence & Vulnerability Management. Our Infosec Testing enhancement focuses on strengthening the organisation's computing environment from cyber attack and cyber crime within technologies usage and users knowledge.

#### 4) Data Security and Privacy Protection

Capital A complies with the Malaysian Personal Data Protection Act 2010 and other regulations on data protection in the respective countries of operations. We have in place a formal structure for data governance, which ensures the availability, usability, integrity and security of data. All Allstars are made aware of our data governance processes through annual training conducted by the Information Security division. A Data Access Approval System has been created and integrated with our IT Service Desk to automate the process to review and approve requests to access data belonging to the Group.



Various initiatives have been implemented over the years to safeguard the data of Allstars and customers, including email scans, limiting access to documents on Google Drive to internal or authorised personnel, as well as creating a data owner handbook to increase awareness of the responsibilities of various data roles, data security concerns, and privacy risks. In 2022, the Group Data Centre of Excellence team established a governance framework to ensure our data mesh architecture is properly secured and does not pose privacy risks. The Group InfoSec has also disabled the use of USB flash drives to safeguard Company information. In the next year, an array of initiatives will be carried out to further enhance our data privacy and protection.

### Spotlight: Protecting the Data of BigPay Customers



As a digital neobank, BigPay continuously tightens its security protocols to protect customers' data. In 2022, it engaged a vendor to set up a Security Operations Centre (SOC) to monitor its production logs. The SOC is expected to be completed and functional by February 2023. Meanwhile, efforts to block scams have led to a significant reduction in their incidence. Initiatives undertaken include detecting and preventing the use of cloned apps, and a transition from SMS authentications to Smart Links.








## Economic (cont'd)

# Supply Chain Management

(GRI 3-3)

Capital A has a wide range of suppliers who support our airline business and subsidiary lines of businesses. We seek to build strong relationships with our suppliers, helping them to grow as they help us build our businesses. Effective supply chain management requires collaboration among suppliers, distributors, and the Group to ensure goods and services are delivered in a timely and cost effective manner. Where feasible, we source from local suppliers in each country of operation in order to stimulate the local economy. While supporting our suppliers' growth, we also use our influence to shape a sustainable supply chain through responsible and ethical sourcing, as guided by our Supplier Code of Conduct.

### 2022 Performance Overview

<p><b>48%</b> total expenditure on <b>local suppliers</b></p> 	<p><b>23,245</b> <b>suppliers</b> across the globe</p> 	<p><b>158</b> <b>critical suppliers identified</b></p> 
<p><b>2,614</b> <b>new suppliers engaged</b></p> 	<p><b>Our Management Approach</b></p> <ul style="list-style-type: none"> <li>• Supplier Code of Conduct</li> <li>• Anti-Bribery and Anti-Corruption Policy</li> <li>• Environmental Policy Statement</li> </ul> <p><b>Supporting the UN SDGs</b></p> <div style="display: flex; justify-content: space-around;"> <div data-bbox="1163 1128 1275 1234"> <p>8 DECENT WORK AND ECONOMIC GROWTH</p>  </div> <div data-bbox="1293 1128 1406 1234"> <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>  </div> <div data-bbox="1423 1128 1536 1234"> <p>17 PARTNERSHIPS FOR THE GOALS</p>  </div> </div>	

In previous sustainability reports, our disclosures have focused only on Group procurement practices. This year, we are expanding our disclosure by covering three key entities that together account for the majority of our Group procurement. This is a first step that we are taking to provide more complete coverage of the procurement practices and performance of the entire Capital A ecosystem.

<p><b>01</b> <b>Group Procurement</b></p> <ul style="list-style-type: none"> <li>• General items, apparel and merchandise</li> <li>• Technology &amp; digital goods and solutions</li> <li>• Aircraft fuel, construction, rental and renovation</li> <li>• Professional and facility services</li> <li>• Inflight food and beverages</li> </ul>	<p><b>02</b> <b>ADE</b></p> <ul style="list-style-type: none"> <li>• Aircraft and aircraft-related parts and equipment</li> </ul>	<p><b>03</b> <b>Santan Inflight &amp; Restaurant</b></p> <ul style="list-style-type: none"> <li>• Raw materials</li> <li>• Food</li> <li>• Beverages</li> </ul>
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### Governing Our Supply Chain

As the central body of supply chain management at Capital A, Group Procurement acts as a shared service provider to all Group entities for the procurement of high-value common goods and services. It also serves as the governing body to standardise management processes through the use of a cloud-based procurement management system, Oracle, to streamline purchasing and sourcing needs across all entities. Nevertheless, it is the individual entities' responsibility to procure strategic or tactical goods and services specific to requirements.

ADE, for example, has its own procurement team that focuses on procuring aircraft related goods and services such as aircraft parts and components. As for Santan, the procurement of raw materials and food for restaurants is managed by its inhouse product and quality team where the team assesses and filters vendors to ensure the supply of high quality products. Inflight food and beverages with long shelf lives are managed by Group Procurement as these high-volume items are usually purchased in bulk.

All suppliers are required to register in Oracle and fill up a supplier questionnaire upon registration on the platform that assesses the quality, cost competitiveness, lead time, equipment safety, training provisions, and adherence to relevant laws and regulations. As we take anti-bribery and anti-corruption practices seriously, it is mandatory for our suppliers to acknowledge our Anti-Bribery and Anti-Corruption (ABAC) Policy and the Supplier Code of Conduct (SCOC) during the registration process, before conducting business with us.

### Supplier Code of Conduct (GRI 408-1, 409-1)

Our Supplier Code of Conduct (SCOC) sets out our expectations for all our suppliers, current and prospective, across all entities regarding human rights, health and safety, ESG issues and risks, sustainable procurement practices, ethical business conduct, and zero tolerance for bribery and corruption. The SCOC is communicated to suppliers and vendors through our public corporate website, contracts, purchase orders, and emails to ensure that our suppliers understand our expectations and standards when conducting business with us.

Upon signing a contract with Capital A, suppliers and vendors engaged by Group Procurement acknowledge the SCOC through an embedded clause that requires them to comply with the SCOC. ADE adopts a similar practice while our team at Santan is working to improve on this in the near future. As a Group, we are also working towards making the SCOC acknowledgment mandatory through Oracle in 2023.



For more information on our Supplier Code of Conduct, please visit [www.capitala.com/misc/AAPROF006\\_Supplier\\_Code\\_of\\_Conduct.pdf](http://www.capitala.com/misc/AAPROF006_Supplier_Code_of_Conduct.pdf)

Group Procurement is now focusing on improving the social aspect of ESG by working with our Group Safety department to include more safety-related criteria in the supplier registration questionnaire, and will be looking into strengthening the environmental aspect in the future.

### Supplier Selection Process (GRI 308-1, 308-2, 414-1, 414-2)

Stringent supplier and vendor selection is important to mitigate the risks in our supply chain and maintain responsible conduct in alignment with our SCOC. This includes ESG considerations and practises as highlighted in the SCOC. In 2022, we welcomed 2,614 new suppliers into our network after rigorous selection through our supplier selection process. The diagram below summarises our selection process:

#### Step 1:

#### Request for Quotation or Proposal

Potential suppliers are invited to participate in a Request for Quotation or Proposal. All potential suppliers and vendors must comply with the Group's SCOC.

#### Step 2:

#### Assessment and Evaluation

Submissions are evaluated and assessed based on suppliers' ability to meet our specifications, target price, quantity, quality, delivery location and other operational/commercial requirements, as well as financial health. Assessment of any supplier is subject to the acceptance of SCOC, including meeting our ESG requirements.

#### Step 3:

#### Selection and Approval

Recommended suppliers are presented to the relevant procurement approvers or stakeholders for review and approval. A contract will be put in place for clarity of responsibilities and accountabilities for both the Group and the supplier, with the support of our Legal Team.



## Economic (cont'd)

### Supply Chain Management

We strive to build strong and productive relationships with all our suppliers. ADE, for example, hosts regular one-on-one discussions with suppliers to seek feedback and gain insights into new practices and price volatility in the marketplace. In 2022, however, such conversations were put on hold as our main priority as a Group was to recover our financial health. We look forward to reconnecting with our suppliers through open dialogue in the near future.

#### Our Critical Suppliers

Our critical suppliers are those that have been identified as providing products or services that are critical to our business. Group Procurement and the individual procurement teams of ADE and Santan use different criteria to determine the criticality of suppliers. This year, we identified 158 critical suppliers for the three entities shown below:

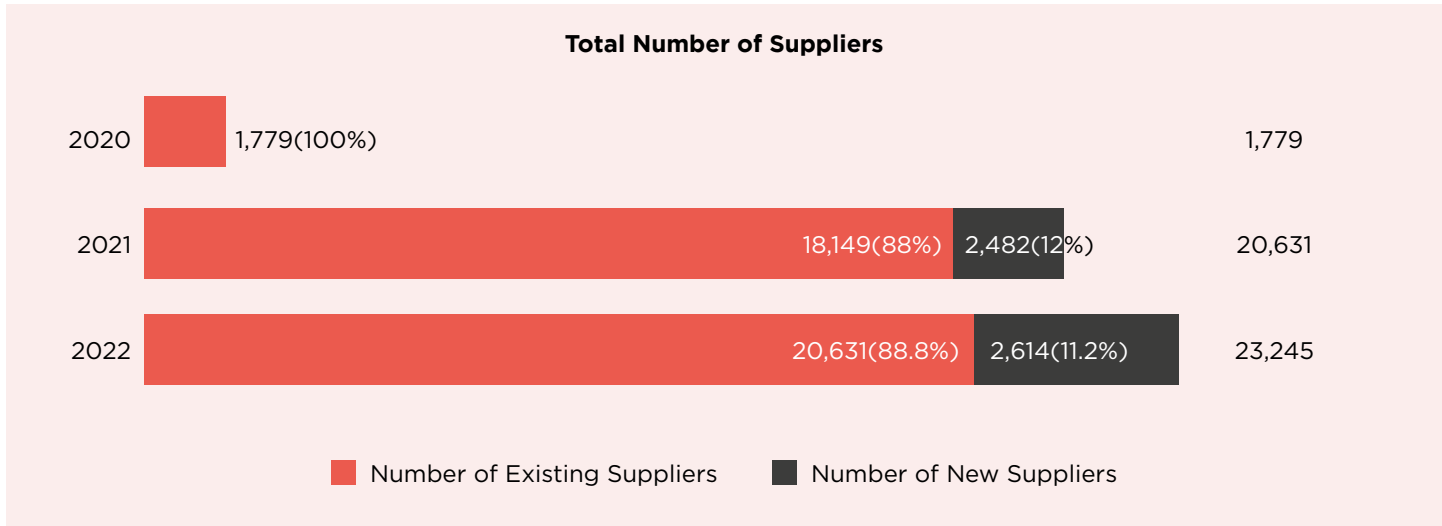


Group Procurement evaluates our critical suppliers annually to assess their performance and manage our risks. The evaluation covers criteria such as quality, service level, compliance with respect to relevant laws, safety, and ESG practices, with our critical suppliers receiving a weighted score ranging from 'poor' to 'excellent'. We actively engage with suppliers that underperform to assess how we can help to improve their scores and performance. In 2022, a total of 11 critical suppliers received performance evaluations.

ADE's procurement team takes a similar approach on conducting a critical supplier performance evaluation every two years to assess the quality, cost competitiveness and reliability of the supplier's goods and services where evaluated suppliers receive a weighted score. Critical suppliers who underperform or do not perform to their service level will be removed from the vendor list.

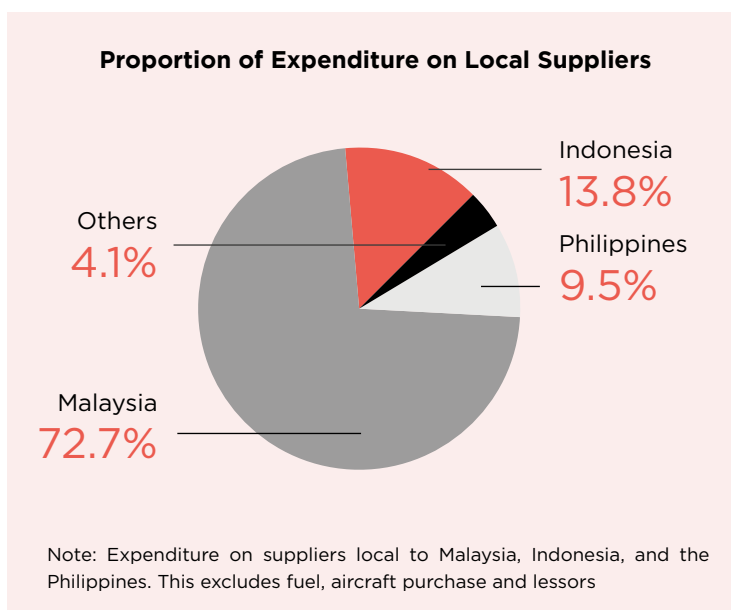
Santan evaluates its suppliers at the end of every year to assess key criteria such as food safety, quality, pricing, and on-time delivery. For inflight services, suppliers who underperform will receive a penalty while underperforming restaurant suppliers will be removed from the vendor list.

**Our Suppliers Across the Countries We Operate In** (GRI 204-1)



Note: Total number of suppliers for all entities in Capital A.

In 2022, we grew our supplier network by 12.7% from 2021 to a total of 23,245 suppliers. As we operate at a regional and international level, we do our best to support local economic development of the countries we operate in by procuring goods and services from local suppliers where possible. Excluding fuel, aircraft purchase and lessors, Group Procurement invested approximately 48% of our procurement expenditure on suppliers local to Malaysia, Indonesia and the Philippines, compared to 38% in 2021. Most of our expenditure (72.7%) was on local Malaysian suppliers, followed by Indonesian suppliers (13.8%) and Filipino suppliers (9.5%), with other international suppliers making up the remaining 4.1%. This increased investment to our network of 1,326 local suppliers will help stimulate local economic development, especially after the relaxation of pandemic restrictions and reopening of economic activity.



Note: Expenditure on suppliers local to Malaysia, Indonesia, and the Philippines. This excludes fuel, aircraft purchase and lessors

Due to the technical nature of ADE’s services where the aircraft requires specific high-end components, ADE sources most of its items from international suppliers. Of its 111 suppliers, 19 are local and 92 are international. In 2022, ADE invested 4% of its expenditure on local suppliers, for the procurement of aircraft components to support the local economy whilst maintaining the safety and quality of our aircraft.

As Santan depends on fresh ingredients for inflight catering and restaurant meals, the team depends predominantly on local suppliers. In 2022, 90% of Santan’s expenditure for restaurants was on local suppliers, whilst 100% of supply for inflight services was from local suppliers.