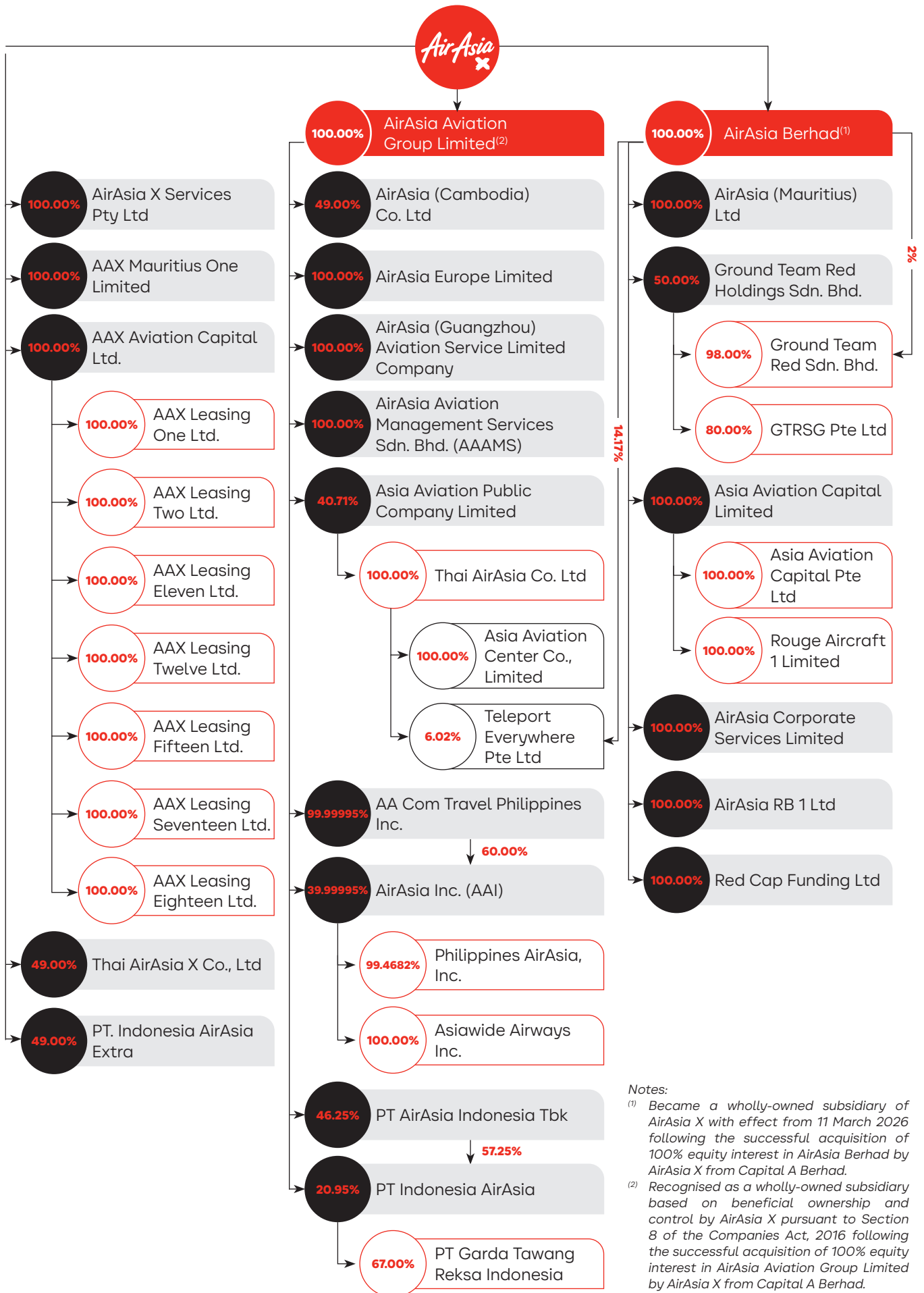


# Corporate Structure

AS OF 31 MARCH 2026



Notes:  
 (1) Became a wholly-owned subsidiary of AirAsia X with effect from 11 March 2026 following the successful acquisition of 100% equity interest in AirAsia Berhad by AirAsia X from Capital A Berhad.  
 (2) Recognised as a wholly-owned subsidiary based on beneficial ownership and control by AirAsia X pursuant to Section 8 of the Companies Act, 2016 following the successful acquisition of 100% equity interest in AirAsia Aviation Group Limited by AirAsia X from Capital A Berhad.