



Management Discussion and Analysis

For the 3rd Quarter of 2019



WORLD'S BEST
LOW-COST AIRLINE
11
YEARS RUNNING



Executive Summary

The global economy during the third quarter of 2019 (Q3/2019) was evidently going through a slowdown, primarily from 1) the prolonged and heightened trade war, impacting on exports 2) the lower liquidity in the financial market, leading a slowdown in investment and financing activities, and 3) the geopolitical tensions, including Brexit-related risks and Hong Kong's protests. Due to the enforced tariffs between the US and China, the US economy grew with a slower rate, leading to a slowdown in the manufacturing and services sectors, reflected in a decrease in Purchasing Manager Index. While, the Chinese economy expanded 6.0 percent, which was the lower-than-expected growth and the slowest pace in 27 years, mainly from the deterioration in manufacturing, services, and real estate sectors. This was primarily due to the trade war and the sluggish global economy as the aforementioned. Although the Chinese government stimulated the investment through tax rate cut and reduced restrictions for foreign investors in the equity market, these have not been compensated for the lower domestic demand. While, the eurozone economy has confronted with the diminished economic trend from a deceleration in the manufacturing sector, while the services sector grew at a sluggish rate, disrupted by trade and geopolitical tensions. Thus, the aforementioned volatilities have impacted Thailand's economic growth and the company's operation.

In Q3/2019, Thai economy grew at a slower pace amid the tightening trade war and the continual strengthening of Thai baht, resulting in a contraction in exports and a slight recovery of the tourism industry. However, Thai economy was supported by domestic demand from the government's investment policy and the gradual expansion of household consumption, boosted by the government's economic stimulus package.

International tourists to Thailand from January to September 2019 increased by 4 percent from the same period last year to 29.4 million. Meanwhile, international tourists to Thailand from July to September 2019 improved by 7 percent over the same period last year to 9.7 million. The major international tourists are from East Asia visitors. Among those regions, South Asia maintained the highest growth at 23 percent, whereas the Chinese tourists recovered by 17 percent compared to the same period last year. Meanwhile, the number of European and Oceania visitors shrunk over the same period last year, reflecting from the aforementioned economy. As a result, the number of passengers carried of Thai AirAsia in Q3/2019 was at 5.3 million, or up 3 percent over the same period last year. During the Q3/2019, Thai AirAsia inaugurated new international route from Bangkok (Don Mueang) to Sihanoukville in Cambodia.

In term of sustainable development, AAV has been listed for the first time as one of the 98 companies in Thailand Sustainability Investment (THSI) of 2019, which only includes leading companies listed in the Stock Exchange of Thailand.

For Q3/2019, Asia Aviation Plc had total revenues of Baht 9,661.4 million and a net loss of Baht 416.6 million, decreased from the previous quarter and slightly increased from the same period last year. Despite the recovery of tourist arrivals, the business was faced with a price war, especially from the international market. However, the decrease in oil prices and the depreciation of the US Dollar were advantageous for the company's cost structure.



Financial Performance Summary

Asia Aviation Public Company Limited (“AAV”) is a major shareholder of Thai AirAsia Company Limited who is an airline operator of Thai AirAsia, in which the Company currently holds 55 percent.

Asia Aviation Public Company Limited’s financial performance for the three-month and the nine-month periods ended 30 September 2018 and 2019 has been summarised below:

Statement of Comprehensive Income

Asia Aviation Public Company Limited	Consolidated			Consolidated		
Unit: Baht million	For the three-month		Change	For the nine-month		Change
	period ended	30 September		period ended	30 September	
	2019	2018		2019	2018	
Total revenues	9,661.4	9,307.0	+4%	31,219.3	30,203.2	+3%
Total expenses	10,143.9	9,838.4	+3%	31,361.5	29,169.4	+8%
Profit (loss) before finance cost and income tax	(482.4)	(531.4)	+9%	(142.2)	1,033.8	>-100%
Profit (loss)/Total comprehensive income for the period	(758.9)	(653.2)	-16%	(733.5)	615.0	>-100%
Equity holders of the Company	(416.6)	(358.1)	-16%	(401.9)	339.9	>-100%
Non-controlling interests of the subsidiary	(342.3)	(295.1)	-16%	(331.6)	275.1	>-100%
Earnings (loss) Per Share (Baht)	(0.0859)	(0.0738)	-16%	(0.0829)	0.0701	>-100%

In Q3/2019, Asia Aviation Plc had total revenues of Baht 9,661.4 million, increased by 4 percent from the same period last year at Baht 9,307.0 million. Whereas, total expenses were at Baht 10,143.9 million, rose by 3 percent compared to the same period last year. Therefore, Net loss/ loss from Total comprehensive income for the period attributable to equity holders of the Company amounted to Baht 416.6 million, incurred a higher loss by 16 percent compared to the same period last year, and basic loss was at Baht 0.0859 per share.

For the first nine-month of 2019 (9M2019), Asia Aviation Plc had total revenues of Baht 31,219.3 million, increased by 3 percent compared to the same period last year. Meanwhile, loss before finance cost and income tax amounted to Baht 142.2 million, decreased by 114 percent compared to the same period last year. Consequently, Net loss/ loss from Total comprehensive income for the period attributable to equity holders of the Company in 9M2019 amounted to Baht 401.9 million, from Net profit/Total comprehensive income Baht 339.9 million in the first nine-month of 2018 (9M2018), and basic loss was at Baht 0.0829 per share.

Statement of Financial Position

Asia Aviation Public Company Limited	Consolidated		Change
Unit: Baht million	As at 30 September 2019	As at 31 December 2018	
Total assets	61,066.2	61,746.7	-1%
Total liabilities	33,310.5	33,123.9	+1%
Equity attributable to owners of the Company	19,980.0	20,455.4	-2%
Non-controlling interests of the subsidiary	7,775.7	8,167.4	-5%
Total shareholders' equity	27,755.7	28,622.8	-3%

Assets

As at 30 September 2019, total assets amounted to Baht 61,066.2 million, decreased by Baht 680.5 million or 1 percent compared to the year ended 31 December 2018, due to;

- (1) Current assets decreased by Baht 163.2 million, mainly from a decrease in cash and cash equivalents in an amount of Baht 1,556.6 million while the amounts due from related parties increased by Baht 1,350.0 million.
- (2) Non-current assets decreased by Baht 517.3 million due to a decrease in aircraft, leasehold improvement and equipment in an amount of Baht 1,024.9 million, resulting from an increase in accumulated depreciation. While the aircraft maintenance reserves increased by Baht 514.8 million along with an increase in operational hours.

Liabilities

As at 30 September 2019, total liabilities amounted to Baht 33,310.5 million, decreased by Baht 186.6 million or 1 percent compared to the year ended 31 December 2018, due to;

- (1) Current liabilities increased by Baht 1,834.2 million, mainly from an increase in the short-term borrowings from financial institutions in an amount of Baht 1,100 million and the current portion of long-term debentures due within one year in an amount of Baht 999.8 million
- (2) Non-current liabilities decreased by Baht 1,647.6 million, resulting from the repayments of liabilities under finance lease agreements of Baht 1,342.7 million. Whereas, long-term borrowings from financial institutions increased by Baht 488.0 million which is proposed for funding the acquisition of land and the construction of academy.

Equity

As at 30 September 2019, total shareholders' equity amounted to Baht 27,755.7 million, decreased by Baht 867.1 million or 3 percent compared to the year ended 31 December 2018, resulting from the loss for the period amounted to Baht 733.5 million and the accumulative effect of change in accounting policy for the revenue recognition amounted to 133.5 million. Hence, equity attributable to owners of the Company and non-controlling interests of the subsidiary as at 30 September 2019 amounted to Baht 19,980.0 million and Baht 7,775.7 million, respectively.

Statement of Cash Flows

Asia Aviation Public Company Limited	Consolidated	
Unit: Baht million	For the nine-month period ended 30 September	
	2019	2018
Net cash generated from (used in) operating activities	(738.1)	1,941.7
Net cash generated from (used in) investing activities	(761.6)	(1,924.2)
Net cash generated from (used in) financing activities	<u>68.7</u>	<u>(1,052.1)</u>
Net increase (decrease) in cash and cash equivalents	(1,431.0)	(1,034.6)
Unrealised exchange gain (loss) on cash and cash equivalents	(125.5)	(85.8)
Cash and cash equivalents at the beginning of the period	<u>4,122.6</u>	<u>5,338.0</u>
Cash and cash equivalents at the end of the period	<u>2,566.1</u>	<u>4,217.6</u>

For the nine-month period ended 30 September 2019, Asia Aviation had net cash used in operating activities in an amount of Baht 738.1 million due to operating results in the period review. While net cash used in investing activities was Baht 761.6 million, mainly from the payment for aircraft maintenance reserves along with the operational hours. At the same time, net cash from financing activities was Baht 68.7 million mainly due to the long-term borrowing from financial institutions in an amount of Baht 488.0 million for funding the acquisition of land and the construction of academy, despite the payment for liabilities under finance lease agreements and interest paid. As a result, Asia Aviation Plc had the net decrease in cash and cash equivalents of Baht 1,431.0 million, while the cash and cash equivalents at the end of the period amounted to Baht 2,566.1 million.

Thai AirAsia's financial performance for the three-month and the nine-month periods ended 30 September 2018 and 2019 has been summarised below:

Statement of Comprehensive Income

Thai AirAsia Company Limited Unit: Baht million	For the three-month			For the nine-month		
	period ended		Change	period ended		Change
	30 September			30 September		
	2019	2018	2019	2018		
Total Revenues	9,661.4	9,307.0	+4%	31,218.6	30,203.2	+3%
Total expenses	10,146.5	9,841.5	+3%	31,365.5	29,173.8	+8%
Profit (loss) before finance costs and income taxes	(485.0)	(534.5)	+9%	(716.7)	493.3	>-100%
Net Profit (loss)/ Total Comprehensive income for the period	(760.6)	(655.7)	-16%	(736.9)	611.4	>-100%
Earnings (loss) per share (Baht)	(17.46)	(15.05)	-16%	(16.92)	14.04	>-100%

In Q3/2019, total revenues of Thai AirAsia amounted to Baht 9,661.4 million, increased by 4 percent from the same period last year at Baht 9,307.0 million. Primarily, revenues from sales and services amounted to Baht 9,419.1 million, increased by 5 percent from Baht 8,944.8 million in the third quarter of 2018 (Q3/2018) on the back of a 3 percent increase in the number of passengers carried to standing at 5.3 million, driven from the gradual rebound in Chinese visitors. Moreover, the average fare in Q3/2019 rose by 3 percent to Baht 1,457 per passenger as an increase in the average domestic fare. The load factor in the said quarter recorded at 81 percent, similarly reported in the same period last year. This was due to a parallel increase in the number of passengers and capacity during the said quarter. Meanwhile, ancillary revenues of Thai AirAsia in Q3/2019 grew by 2 percent to Baht 1,741.0 million from Baht 1,714.8 million in Q3/2018, mainly due to increased revenues from seat selection and Fly-Thru service, which connected flights between AirAsia Group.

In Q3/2019, total expenses of Thai AirAsia amounted to Baht 10,146.5 million, expanded by 3 percent from Baht 9,841.5 million in Q3/2018. Predominantly, the cost of sales and services amounted to Baht 9,350.3 million, or increased by 2 percent from Baht 9,137.8 million in Q3/2018, mainly from an increase in expenses related to guest services and distribution, staff cost and ramp and airport operations align with the number of flights. However, the fuel cost dropped in tandem with a 13 percent plunge in global oil prices, despite an increase in fuel consumption by 9 percent. At the same time, aircraft and engine rental cost dropped by 2 percent, mainly from the strengthening of Thai Baht. As a result, cost per available seat kilometres (CASK) was at Baht 1.49, declined by 7 percent from the same period last year, while fuel costs per available seat kilometres was at Baht 0.51, declined by 18 percent from the same period last year. Whereas available seat kilometres (ASK) increased by 10 percent from the expansion of international routes to result in a 3 percent growth in the average stage length. Besides, Thai AirAsia continuously monitors our punctuality, resulting in 88 percent of on-time performance (OTP) in Q3/2019. Even though in the said

period has no additional aircraft, Thai AirAsia still expanded more routes by optimising the aircraft and slots to achieve the aircraft utilisation rate of 12.2 hours per day, improved from 11.7 hours per day in the same period last year. Meanwhile, the proportion of selling, general and administrative expenses to revenues from sales and services decreased from the same period last year, thanks to the cost containment.

In the said quarter, Thai AirAsia recorded loss on exchange in an amount of Baht 80.1 million, reversed from gain on exchange amounted to Baht 104.3 million in Q3/2018 from the forward foreign exchange contract. Hence, loss before finance cost and income tax expense in Q3/2019 amounted to Baht 485.0 million, given an earning before finance cost, income tax, depreciation and amortisation, rental (EBITDAR) a margin of 13 percent. In addition, a marginal increase in finance costs for the quarter review was mainly a rise in the outstanding of interest-bearing debts. Besides, the income tax expense amounted to Baht 77.4 million, reversed from income tax revenue in an amount of Baht 66.7 million in Q3/2018, as a result of accounting adjustment on the carryforward unused-tax credits from the past periods. In consequence, Net loss/ loss in Total comprehensive income in Q3/2019 amounted to Baht 760.6 million, having a net loss margin of 8 percent.

Thai AirAsia Company Limited	Q3/2019	Q3/2018	Change	9M2019	9M2018	Change
Passenger Carried (Million)	5.28	5.12	+3%	16.73	16.07	+4%
Capacity (Million seats)	6.55	6.34	+3%	19.81	18.84	+5%
Load Factor (%)	81%	81%	0 ppt	84%	85%	-1 ppt
Revenue Passenger Kilometres (Million seats-km)	5,444	4,979	+9%	17,237	15,791	+9%
Available seat kilometres (Million seats-km)	6,766	6,167	+10%	20,542	18,559	+11%
Average fare (Baht)	1,457	1,418	+3%	1,469	1,499	-2%
Revenue per Available seat kilometres(Baht)	1.39	1.45	-4%	1.47	1.58	-7%
Cost per Available seat kilometres (Baht)	1.49	1.60	-7%	1.53	1.57	-3%
Cost per Available seat kilometres (ex-fuel)(Baht)	0.98	0.98	0%	1.00	1.00	0%

For 9M2019, total revenues of Thai AirAsia amounted to Baht 31,218.6 million, expanded by 3 percent from Baht 30,203.2 million in 9M2018. Mainly, revenues from sales and services in an amount of Baht 30,183.1 million increased by 3 percent compared to the same period last year, primarily due to a 4 percent increase in passengers to 16.7 million, resulting in a load factor of 84 percent. Although, the average fare was at 1,469 per passenger, declined by 2 percent from the same period last year, as a result of the slow improvement of visitors to Thailand and the appreciation of Thai Baht against Chinese Yuan and other regional currencies which impacted foreign travellers' appetite in visiting Thailand.

Ancillary revenues of Thai AirAsia in 9M2019 grew by 8 percent to Baht 5,676.8 million and beaten the target. As a result, ancillary revenues per passenger was at Baht 339 per passenger or increased by 4 percent from the same period last year. Moreover, Thai AirAsia hasn't taken any additional aircraft since the beginning of the year, bringing



its total fleet to 62 aircraft. ASK increased by 11 percent year-on-year a result of an increase of new routes and added frequencies to China, Indochina and India routes, reflected by an increase in its aircraft utilisation to 12.4 hours per day in 9M2019 from 12.0 hours per day in 9M2018.

In 9M2019, total expenses of Thai AirAsia amounted to Baht 31,365.5 million, increased by 8 percent from Baht 29,173.8 million in 9M2018. This was primarily from an increase in expenses related to ramp and airport operations align with the number of flights, as well as, the staff costs raised mainly from the recognition of the additional long-term employee benefit liabilities. However, the fuel costs almost unchanged from the same period last year as a 7 percent decrease in global oil prices compensating for an 11 percent growth in fuel consumption, which increased parallel to the ASK growth. Hence, the administrative expenses raised mainly due to the recognition of the additional long-term employee benefit liabilities in spite of a decrease in the selling expenses from the cost reductions in advertising and promotion. As a result, Thai AirAsia has a Net loss/ loss in Total comprehensive income for the period attributable to equity holders of the Company in 9M2019 amounted to Baht 736.9 million, from Net profit/Total comprehensive income Baht 611.3 million in 9M2018, having a net loss margin of 2 percent.

Statement of Financial Position

Thai AirAsia Company Limited Unit: Baht million	As at 30 September 2019	As at 31 December 2018	Change
Total assets	37,233.8	37,917.9	-2%
Total liabilities	30,326.1	30,139.8	+1%
Total shareholders' equity	6,907.7	7,778.1	-11%

Assets

As at 30 September 2019, total assets amounted to Baht 37,233.8 million, decreased by Baht 684.1 million or 2 percent compared to the year ended 31 December 2018, due to;

- (1) Current assets decreased by Baht 164.3 million, mainly from a decrease in cash and cash equivalents in an amount of Baht 1,561.0 million while the amounts due from related parties increased by Baht 1,350.2 million.
- (2) Non-current assets decreased by Baht 519.8 million due to a decrease in aircraft, leasehold improvement and equipment in an amount of Baht 1,024.8 million, resulting from an increase in accumulated depreciation. Whereas, the aircraft maintenance reserves increased by Baht 514.8 million in relation to an increase in operational hours.

Liabilities

As at 30 September 2019, total liabilities amounted to Baht 30,326.1 million, decreased by Baht 186.3 million or 1 percent compared to the year ended 31 December 2018, due to;

- (1) Current liabilities increased by Baht 1,834.3 million, mainly from an increase in the short-term borrowings from financial institutions in an amount of Baht 1,100 million and the current portion of long-term debentures due within one year in an amount of Baht 999.8 million
- (2) Non-current liabilities decreased by Baht 1,648.0 million, resulting from the repayments of liabilities under finance lease agreements of Baht 1,342.7 million. Whereas, long-term borrowings from financial institutions increased by Baht 488.0 million which is proposed for funding the acquisition of land and the construction of academy.

Equity

As at 30 September 2019, total shareholders' equity amounted to Baht 6,907.7 million, decreased by Baht 870.4 million or 11 percent compared to the year ended 31 December 2018, mainly due to the loss for the period amounted to Baht 736.9 million and the accumulative effect of change in accounting policy for the revenue recognition amounted to 133.5 million. Thai AirAsia's Debt-to-Equity ratio (Interest Bearing Debt) and Net Gearing ratio as at 30 September 2019 were 3.05x and 2.69x, respectively.

Statement of Cash Flows

Thai AirAsia Company Limited	For the nine-month period ended 30 September	
Unit: Baht million	2019	2018
Net cash generated from (used in) operating activities	(742.5)	2,006.3
Net cash generated from (used in) investing activities	(761.7)	(1,924.3)
Net cash generated from (used in) financing activities	<u>68.7</u>	<u>(1,720.6)</u>
Net increase (decrease) in cash and cash equivalents	(1,435.5)	(1,638.6)
Unrealised exchange gain (loss) on cash and cash equivalents	(125.5)	(85.8)
Cash and cash equivalents at the beginning of the period	<u>4,037.0</u>	<u>5,210.6</u>
Cash and cash equivalents at the end of the period	<u>2,475.9</u>	<u>3,486.2</u>

For the nine-month period ended 30 September 2019, Thai AirAsia had net cash used in operating activities in an amount of Baht 742.5 million mainly due to operating results in the period review. While net cash used in investing activities was Baht 761.7 million, mainly from the payment for aircraft maintenance reserves along with the operational hours. At the same time, net cash from financing activities was Baht 68.7 million mainly due to the long-term borrowing from financial institutions in an amount of Baht 488.0 million for funding the acquisition of land and the construction of academy, despite the payment for liabilities under finance lease agreements and interest paid. As a result, Thai AirAsia had the net decrease in cash and cash equivalents of Baht 1,435.5 million, while the cash and cash equivalents at the end of the period amounted to Baht 2,475.9 million.

Business Outlook

The global economy in 2019 tends to be a global synchronised slowdown from the impact of the prolonged and inconclusive US-China trade tensions together with the other geopolitical risks, leading to spill-over effects on exports of many countries as well as the deceleration of the investment and service sectors. As a result, the International Monetary Fund (IMF) cuts its global growth outlook (GDP) in 2019 to 3.0 percent, down by 0.2 bps from the previous forecast. However, the central banks of developing markets signalled the ready to apply additional monetary easing to assist the economy. At the same time, The Federal Reserve (Fed) officially reduced interest rates by a quarter-percentage point to 1.50 percent on the fourth quarter of 2019 which is the third time this year and signalled a pause in further cuts unless the economic outlook changes materially, which would weaken the US Dollar. Besides, Thai baht has appreciated due to the continual foreign fund flows and seen as a safe-haven currency. As a result, the Bank of Thailand (BOT) is considering the issue of measures in managing the local currency, which is expected to be cleared in December 2019. As the Company has revenues and expenses in various currencies such as passenger fares, repair and maintenance costs as well as aircraft rental, the Company has adopted the practice of natural hedging by matching cash expenses and revenues in the same currency as practically possible. Moreover, the structure of the foreign currency loans is made to be in accordance with the highest currency net operating cash flow. The Company also used financial instruments for currency risk management when deemed applicable.

The global crude oil price is foreseen to decline in a narrow frame, mainly a result of the continual increase in oil production in the US which led to excessive

supply, while the oil consumption tends to be lower in tandem with the global economic slowdown. However, the Organization of the Petroleum Exporting (OPEC) keeps the oil production cut going until 2020 to support oil market stability, along with the unrest in the Middle East, putting the pressure on global oil price volatility. In an attempt to minimise the impact of constant fluctuation in fuel costs, Thai AirAsia has the fuel hedging policy as a tool to mitigate its exposure to volatility. In Q4/2019, Thai AirAsia has hedged 86 percent of the total fuel consumption at an average Brent price of USD 60.7 per barrel.

The Thai economy in 2019 is forecasted to grow at a sluggish rate at 2.8 percent, primarily due to the weaker-than-expected slowdown in exports, the severe drought, and the delay in the government's mega-infrastructure investments which affect the confidence in private investment and consumption. Furthermore, the soared Thai baht against other regional currencies is one of the competitive challenges of exports and tourism industry. However, Thailand's economy would be supported by government stimulus measures in the last quarter of the year through the accelerated expenditure, the on-going public construction, the new housing-loan stimulus scheme, and tourism stimulus measures. These schemes will be implemented in the coming high season and would generate a revenue of Baht 2.04 trillion with expected international tourists in 2019 of 39.8 million, or up 4 percent from last year.

For the fourth quarter of 2019 (4Q/2019), Thai AirAsia realigns its routes to enhance efficiency and better match demand. At the same time, Thai AirAsia inaugurates 2 additional routes including, Bangkok (Don Mueang) to Varanasi in India and Chiang Rai to Hangzhou in China. It will also increase flight frequencies on Bangkok to Jaipur in India and



Bangkok to Nan. Furthermore, Thai AirAsia is planning to add more routes to the Indian and the CLMV markets to reinforce its continually strong position in the domestic and Chinese markets. Therefore, this diversified strategy tends to minimise the risk of dependence on the major customer base, enhancing the Company and Thai AirAsia's sustainable revenue

growth in the future and maintaining its leading position as a low-fare airline in Thailand. In 2019, Thai AirAsia revised targets of passengers to 22.5 million from 23.2 million with a load factor at 86 percent, and plans to acquire more capacity and energy-efficient aircraft, A321neo during the year to bring its fleet to 62 aircraft.

Glossary

Load factor : Represents the number of passengers carried as a proportion to capacity, which is the number of seats available for passengers

Available seat kilometres (ASK) : which is the total number of seats available on all flights multiplied by the number of kilometres these seats were flown

Revenue passenger kilometres (RPK) : Revenue passenger kilometres, which is the number of paying passengers carried on all flights multiplied by the number of kilometres those seats were flown

Average fare : Calculated as Thai AirAsia's total passenger revenues and fuel surcharge divided by total number of passengers carried

Revenue per ASK (RASK) : Calculated as Thai AirAsia's revenues divided by ASK

Cost per ASK (CASK) : Calculated as the sum of Thai AirAsia's operating costs, selling expenses and administrative expenses (but excluding finance costs) divided by ASK

Cost per ASK (CASK ex-fuel) : Calculated as the sum of Thai AirAsia's operating costs, selling expenses

and administrative expenses (but excluding finance costs) less fuel costs divided by ASK

Average stage length (kilometres) : Represents the average number of kilometres flown per flight

Aircraft utilisation: Represents the average block hours per day per aircraft during the relevant period. Block hours is calculated by measuring the duration between the time of departure of an aircraft and the time of arrival at its destination.

Debt to Equity ratio (D/E) : Calculated as Thai AirAsia's total interest bearing debt divided by total equity

Net Gearing ratio : Calculated as Thai AirAsia's total interest bearing debt less cash divided by total equity

Available seat kilometres (ASK) : which is the total number of seats available on all flights multiplied by the number of kilometres these seats were flown

Revenue passenger kilometres (RPK) : Revenue passenger kilometres, which is the number of paying passengers carried on all flights multiplied by the number of kilometres those seats were flown